

# 2021 Budget

City of Markham  
Ontario, Canada



Heintzman House, Markham, Ontario





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Markham**

**Ontario**

For the Fiscal Year Beginning

**January 1, 2020**

*Christopher P. Morill*

Executive Director



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## 2021 EXECUTIVE SUMMARY

The City of Markham is the 16th largest City in Canada, located in the Region of York (York Region) within the Greater Toronto Area (GTA). With a population of over 350,000 and a land area of 212 square kilometres, it is the fourth most populous community within the GTA after Toronto, Mississauga and Brampton. Founded in the 1790s, today Markham is Canada's most diverse city and enjoys a rich heritage, outstanding community planning and services, and a vibrant local economy.

Markham has received the Excellence Canada Gold Award for Organizational Quality & Healthy Workplace, and multiple heritage and environmental awards. Home to more than 10,000 companies, including over 400 corporate head offices specializing in technology, life sciences, financial services and communications, the City employs a diverse and highly skilled labour force. It has the highest concentration of Information, Communication and Technology (ICT) employers per capita in Canada. The presence of a range of multinational companies such as IBM, Aviva Insurance, GM Canada, Honda Canada, Honeywell, Huawei and Johnson & Johnson has elevated the City to becoming a sought after location reinforced by its pro-business environment, highly skilled and educated workforce and exceptional quality of life. On the international stage, the City has increased its profile from several economic alliances and frequent business missions to and from Asia, the USA and Europe with the goal of attracting global investment, as well opening doors for local businesses to help expansion.

In the first quarter of 2020, the impact of the pandemic was experienced all across the globe. Markham faced a range of different challenges brought about from the rise of COVID-19, however, the main priority was, and still remains, keeping residents and employees safe. On March 17<sup>th</sup>, 2020, the City activated its Emergency Operations Centre in response to the COVID-19 pandemic. On the same day the Provincial Government declared a State of Emergency, and in response Markham announced full closure of all its facilities across the City to the public. Essential municipal services continued to operate normally and business activities also continued as normal, but via other means as the majority of City staff continued with their daily work activities working remotely. Some services were modified in order to help break the chain of transmission in the community and help protect the City's senior and vulnerable populations.

As this unprecedented situation continued to evolve, the City's Emergency Management Team worked closely with Public Health officials to ensure public safety and provide comprehensive information updates to the Markham community.

The potential negative financial impact on residents became evident soon after the start of the pandemic, and to help lessen this unexpected financial burden, the City implemented a number of tax relief measures following Council approval. These included:

- Waiving of late payment charges on 2020 property taxes up until the end of December 2020;
- Eliminating the 2020 Stormwater Fee;
- Maintaining the April 1st water rate (scheduled to increase April 1st, 2020);



- Suspending the Municipal Accommodation Tax (MAT) from April 1, 2020 to December 31, 2020, to provide relief to hoteliers – the MAT relief will continue throughout the 2021 taxation year.

While 2020 may have been highly challenging, by continuing to provide exemplary leadership, Markham has maintained its 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.

“Innovative” is how the City is perceived, and this has continued despite the challenges faced during the pandemic. In April 2020, the City was the first across Canada to partner with high-tech giant IBM using the artificial intelligence-driven virtual agent “IBM Watson Assistant for Citizens” to offer 24-hour customer service for residents looking for COVID-19 information. The solution uses artificial intelligence (AI) and machine learning to enable the City of Markham to deliver reliable, consistent and accurate information conveniently to residents via online text chat and voice calls – 24 hours a day, 7 days a week.

On May 28, 2020, the City became the first municipality to join the Canada-wide “ShopHERE” program to help support local businesses negatively impacted by COVID-19. This program helps independent businesses and artists develop and launch a professional online store, at no cost to the business, with the help and support of marketing and business students. In Q3-2020, the City announced it would be partnering with popular online food ordering and delivery companies (Ritual, DoorDash and SkipTheDishes) to further support local businesses.

In October 2020, the City was proud to be recognized as a Top7 Intelligent Community of 2020 by the Intelligent Community Forum (ICF). The ICF award recognizes Markham’s leadership and vision in leveraging information and communications technology to build an inclusive, prosperous and healthy community. This award evaluates and ranks communities across the globe on their progress in 6 areas which determine the competitiveness and success of a community within a digital economy setting. These indicators are Connectivity, Knowledge Workforce, Digital Inclusion, Sustainability, Engagement (Engage) and Innovation. At the forefront is the Digital Markham Strategy which defines the vision of a “Frictionless City” where services are delivered seamlessly, the community is engaged, staff have the necessary digital tools and innovation is key.

At the start of 2020, Council endorsed the 2019 Integrated Leisure Master Plan (ILMP) which builds upon the outstanding achievements of the original 2010 ILMP and identifies priorities and provides direction for service delivery through to 2031 in order to meet the evolving needs of a diverse, growing community, whilst at the same time, keeping pace with leisure trends.





The 2010 IMLP included 205 recommendations and the City met 158 (or 77%) of these including:

- Building two major community centres and one sports centre within six years: Aaniin Community Centre & Library, Cornell Community Centre & Library and the Markham Pan Am Centre – an international sports destination and complex;
- Building more than 90 new parks and 17 new sports fields;
- Undertaking a Park Renaissance Program to invest in older parks within the City; and
- Developing key strategies to address specific community needs, such as the Older Adult Strategy

Over the past 10 years, Markham has experienced momentous population growth, an ageing community and more residents living in high-rise condos whilst continuing to remain a popular destination for families. Planning for residents of all ages includes ensuring a range of amenities and programs to meet resident expectations. To support this the 2019 ILMP recommends investment in both physical and social infrastructure and the development of innovative strategies, including:

- Emphasizing partnerships, service integration and co-location in flexible, shared-use spaces, and creating a new service delivery model of a Neighbourhood Centre for the City's growth centres;
- Taking new approaches to delivering community service facilities and public open spaces in intensified areas to support complete communities;
- Creation of multi-generational programming within our community centres and libraries;
- Neighbourhood level planning and engagement strategies in partnership with community leaders/service providers based on the unique needs of our neighbourhoods;
- In the north part of West Markham, advancing the development of a “major” community centre and library, and undertaking a refresh of the Milliken Mills Community Centre and Library; and
- Implementation of the Public Art Master Plan and commencement of a feasibility study for a new theatre.

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. In Fall 2020, the City announced that Styrofoam packaging will be banned from all curbside collection to increase recycling of single-use plastics, and help divert 85% of residential waste from landfills. This new, innovative environmental initiative is part of the City of Markham's Diversion Strategy 2: 2020-2023, and has been modelled after its successful electronics recycling and award-winning household textile recycling programs.

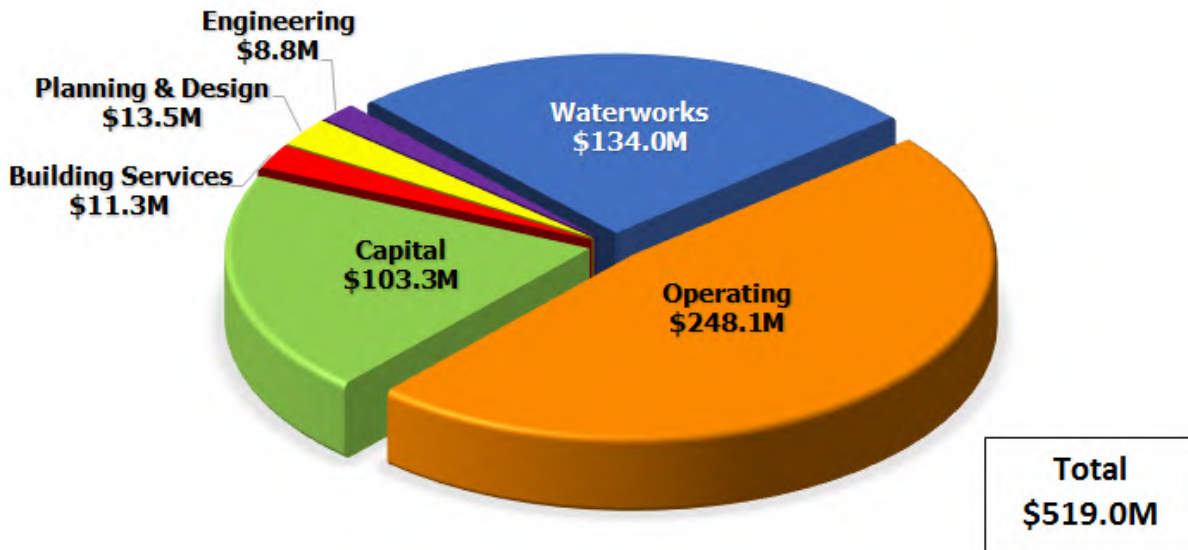


Markham has been recognized for its transparent, informative and accessible budget process. The C.D. Howe Institute is a Canadian, non-partisan research institute covering areas of public policies including public governance and accountability. The City earned an “A” (85% score) in the C.D. Howe Institute’s annual report card on municipal fiscal transparency, *Time for an Upgrade: Fiscal Accountability in Canada’s Cities, 2020*. Markham’s score places the City in the top 5 out of 31 major Canadian municipalities in the report.

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. 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.

### 2021 Budget Process

In December 2021, Markham Council approved the 2021 budget of \$519.0M. The major components are:



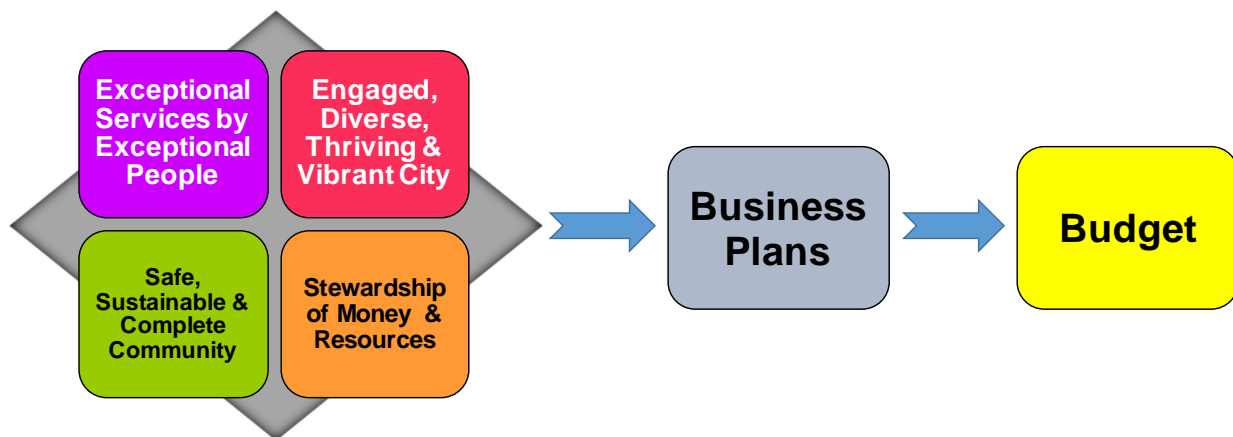
Council approved a zero per cent property tax rate increase to support the community during the pandemic. The City anticipates that 2021 will be a difficult year for the community, and as a result, Council knew the importance of approving a zero per cent tax rate increase to assist Markham property owners to better weather these uncertain and challenging times during COVID-19. The budget preserves, and in some cases, exceeds current service levels, and continues to provide investment in Council-approved

priority areas in a responsible manner as the City remains prudent with its assets while taking the necessary measures to push forward towards pandemic recovery.

The 2021 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. However, for the 2021 budget, these requests were minimal compared to prior years as it was especially important to account for the impact of the pandemic. Various discussions occurred and Senior Management provided direction to Directors and staff, particularly with regards to capital investment.

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.



During November 2020, five Budget Committee meetings were held. All meetings were open to the public via live video-streaming through Markham’s portal. A public consultation meeting was held on November 25, 2020 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. As a result of the COVID-19 pandemic, physical attendance at the meetings was not possible. Members of the public were able to make written or virtual deputations by contacting Clerks prior to the meeting.

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.

## 2021 Budget Pressures

The fiscal scan conducted to forecast the 2021 economic pressures identified approximately \$5.10M in budgetary pressures made up by four components:



1. **Personnel** budgetary pressures totaled \$1.43M and resulted from collective agreements, cost of living adjustments, grid movements for full-time and 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 \$1.51M and resulted from personnel ramp-up related to existing and new facilities (e.g. Fire Stations, Libraries), increased maintenance for 5kms of new roads, 9km of sidewalks and almost 6km of rear lanes, 21 hectares of new parkland, the assumption of 25 new hectares of storm water pond





management, associated increase in waste collection for 1,300 residential new home/apartment units and providing power plus the maintenance and repair of 350 new streetlights. Contributions to the capital program and capital induced costs are also included in the budget to support growth.

3. **Municipal Contracts** net budgetary pressures, taking into account CPI increases, totaled \$3.48M and resulted primarily from the commencement of a new waste collection contract and the remainder is a result of contract escalations for catch basin cleaning, winter maintenance and other contracts and adjustments. This is partially offset by expected savings of \$1.36M
  
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
  - 2020 Life Cycle Reserve Study identified the need for a 0.5% infrastructure investment in 2021
- 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

During the budget development process, the City of Markham addressed the initial challenge of delivering a balanced budget with a reasonable tax rate increase in response to increased operating expenditures resulting from economic and growth pressures. Additionally for 2021, staff were faced with the challenge of providing for post-pandemic recovery despite the evolving situation and the uncertainties associated with it.

The City's Excellence through efficiency and effectiveness program, or E3, has been successful in mitigating tax rate increases. The program has been around since 2009 and to-date a total savings of \$31.0M, including \$1.36M in 2021, have been identified. This equates to a tax rate increase avoidance of over 25.3%, which would have been paid on an annual basis by Markham residents.

After the first Budget Committee meeting held on November 3<sup>rd</sup>, 2020, staff presented a fiscally responsible budget which included a staff supported property tax rate increase of 1.65% based on known information at that time. At the initial meeting, the Committee requested staff to report back on ways to reduce the operating budget shortfall for 2021 given the current economic climate during the pandemic. Recognizing 2021 will be a difficult year for Markham residents, Budget Committee acknowledged it was important to bring the tax rate increase to zero. At the last Budget Committee meeting staff recommended, and Budget Committee approved, a one-time draw from the Corporate

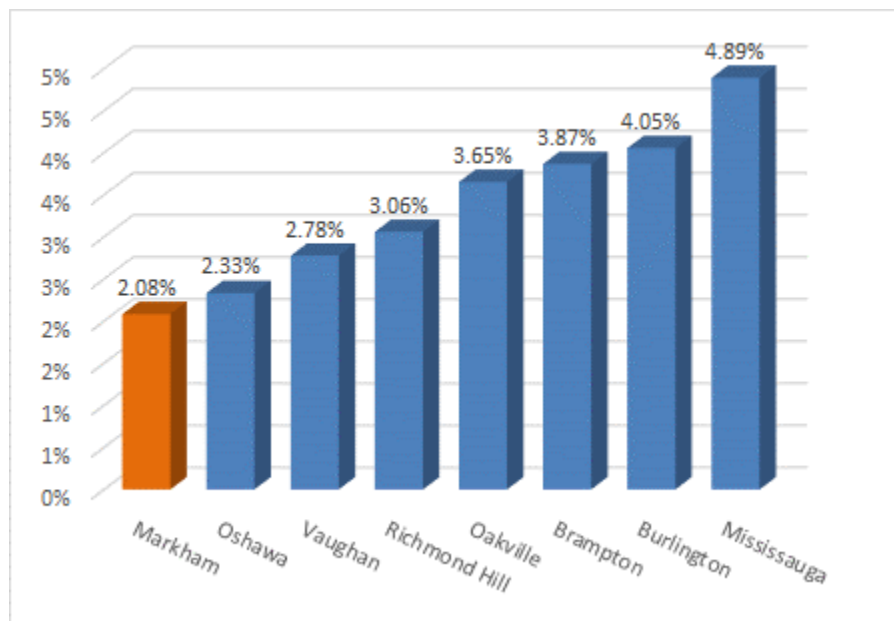


Rate Stabilization reserve to bring the tax rate increase from 2.1% to zero for the year 2021, hence eliminating the operating budget shortfall. This represents a temporary \$3.60M funding for one year which will be recovered through future years' operating budgets.

In addition, Council approved an application based Property Tax and Stormwater Fee Payment Deferral Program to assist residential and business property owners who require payment flexibility throughout 2021.

Markham has maintained low tax rates year over year, making it the benchmark for other municipalities to follow. Following approval of the 2021 Budget, Markham's sixteen year (2006-2021) cumulative residential tax rate increase of 33.3%, or an average of 2.08% per year, is the lowest among GTA (Greater Toronto Area) municipalities.

**Comparison of 16-Year Average Property Tax Rate Increases (2006-2021)**



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.

### **2021 Operating Budget Highlights (\$248.1M)**

The 2021 operating budget includes an increase in expenditures of \$7.2M, wholly offset by an increase in revenues of \$3.6M and one-time reserve funding of \$3.6M, resulting in a net zero position.

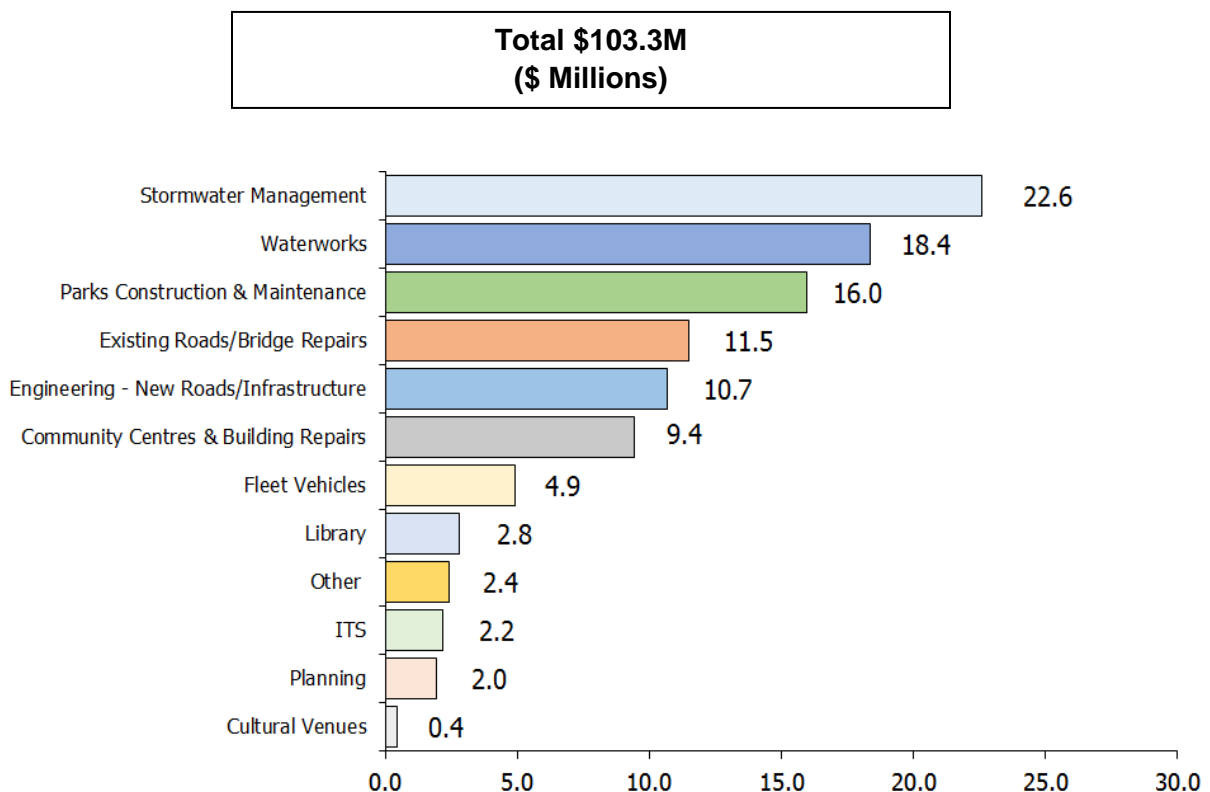


In 2021 the pandemic will continue to impact operations, and measures are in place to mitigate potential challenges and deficits. There are also favourable budgetary impacts that staff are hopeful will mitigate any future funding shortfalls. As the situation may change, staff will continue to monitor financial results monthly and report to Council regularly.

### 2021 Capital Budget Highlights (\$103.3M)

The total 2021 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 2021 Capital Budget by category type:



The 2021 Capital Budget includes \$22.6M for flood control and stormwater management, \$18.4M in water and wastewater system replacements and upgrades, \$11.5M for road construction, repairs and rehabilitation, \$11.7M for new parks and trails design and construction, \$9.4M to maintain the City’s facilities, \$4.9M for fleet replacement and



repairs, \$4.3M in park maintenance and tree pruning, and \$2.8M for Library collections and e-resources. The major 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 2021 Budget includes \$19.7M for continued construction in West Thornhill.

Under the Safe and Sustainable Community goal, the City's capital budget in this area continues to ensure its assets are kept in a state of good repair. Water system and water meter replacement and upgrades of \$13M, facility improvement work of \$9M and asphalt resurfacing of \$7M are included in the 2021 budget, for a total of \$29M to maintain this goal.

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 2021 new park and trails construction budget totals \$11.7M and includes construction of the Celebration and Blowden Davies parks.

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

The 2021 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. Due to the pandemic, the 2021 operating budget achieves fiscal sustainability by using one-time funding to balance the budget – a draw of \$3.6M from the Corporate Rate Stabilization Reserve.



## 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.

2020 Accomplishments
The City activated its Emergency Operations Centre in response to COVID-19 - staff from several departments supported and managed the Emergency Operations Centre during activation in response to the COVID-19 pandemic.
Support for staff during COVID-19 - Supported pandemic response including developing and implementing training, guidelines and communication, conducted Work From Home Survey to ensure that employees were supported and adjusted in person training to live virtual and e-learning training while leveraging Markham Learn Centre.
Launched COVID-19 public website and Staff Hub within days of the pandemic being announced by World Health Organization (WHO) to keep our internal and external audiences informed and connected (They have continually been updated to: improve user experience, improve Search Engine Optimization, improve access to info and allow us to track increase analytics and map trends); Added additional COVID City pages for weekly and monthly COVID updates and information.
Supported program implementation for various successful COVID-19 business support programs: Digital Main Street's shopHERE, powered by Google (more than 350 participating artists and small businesses), Markham Small Business Recovery and Digital Resilience Program (full capacity), "Open for Business" by Ritual ONE and DoorDash, SkipTheDishes holiday promotions and Destination Markham Shop Local campaign. Secured media coverage for ShopHERE and SkipTheDishes that also promoted local businesses; Successfully launched first-ever behavioural/geo-targeted B2B digital ad campaigns for Economic Development to help small businesses overcome the challenges of COVID-19.
Advocated for New Animal Services Delivery model to bring Animal Enforcement Services in house. Approved by Council in December 2020 for start in early spring 2021.
Successfully launched IBM Watson Assistant for Citizens to provide 24-hour, any time, any device information related to COVID-19 and City services. The virtual assistant is available by web chat and phone and is also available on the Access Markham Mobile App.
Enhancing digital engagement through the introduction and facilitation of fully functional virtual Council/Committee meetings, Budget Committee meetings, Advisory Board Committee meetings, Tree Appeal Hearings and Public Consultation meetings.
Launched Live Chat service through the library to support online public access following the closure of library branches due to the pandemic, where library staff provided 11,400 real-time sessions to assist with library card registration, account information, and coaching in accessing and using the library's digital resource.



2020 Accomplishments
MPL Adapted service models to comply with COVID-safe requirements and delivered 10,900 curbside pickup appointments to ensure equitable and accessible library services to the community.
Responded to evolving interests and increasing demand for digital collections by adapting borrowing rules and changing subscription models with the Library's vendors to maximize the community's ability to access digital content.
Responded to the critical need for PPEs by using the Library's 3D printers to create face shield components and ear protectors for distribution to local frontline health care providers.
Supported corporate response to the pandemic and adjustments made to the workforce by accepting and training, in three waves, a total of 70 staff redeployed temporarily from various departments.
Partnered with sports organizations to develop and implement return-to-play strategies that incorporated COVID-safe protocols and worked with local sports groups to implement contact tracing practices.
Implemented Well-being program for staff, conducted the Total Well-being Index, and implemented a Total Well-being team.

## 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.

2020 Accomplishments
Established the Destination Markham Corporation (DMC) Board and supported the development of their business plan. Secured \$470k in RRRF Funding for Destination Markham to help tourism and hospitality businesses respond to COVID-19.
In response to the COVID-19 pandemic, successfully modified and hosted 20+ meaningful virtual events to maintain community engagement in key City initiatives, dates of significance, and strategic mandates. Events included: Day of Mourning, Spring maintenance 2020, Indigenous Peoples History Month, Pride Celebrations, Innovation Month celebrations, virtual flag raisings, Made in Markham awards, Canada Day celebrations, Berczy Day 2020, Markham-Milliken Children's Festival, Winter maintenance 2020, Remembrance Day 2020 celebration, Season's greetings from ELT, Chanukah greetings 2020 and more! Supported the Markham Creates Community Challenge in the height of the first wave of the pandemic, resulting in more than 125 submissions – showcasing Markham's outstanding artistic talents and ability to come together as one strong and resilient community, while apart.
Developed and implemented Virtual Recreation Programs and Fitness programs for the community when the community centres were closed because of the pandemic, which attracted 2,451 programs participants and 21,602 fitness participants.
Leveraged YouTube to keep our residents engaged and active during COVID lockdowns, which attracted 53,742 participants in our fitness video classes, along with 722 YouTube subscribers and an offering of 123 YouTube Classes.
Negotiated with OverDrive, MPL's largest provider of eBooks and eAudiobooks, to provide an Instant Digital Card so that residents without library cards could have free, temporary access to digital collections while staying at home that resulted in a 61.5% increase in eBook borrowing.
Developed and Rolled out Anti-Black Racism training for the corporation.
Reopened the new outdoor Morgan Pool to provide lane swim, aqua fit, recreation swim, and leadership training for residents in a safe manner that followed all legislative guidelines.



### 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.

2020 Accomplishments
Implemented a Corporate Security Control Centre within the Civic Centre – Centralized CCTV systems and Access Control system allowing the ability to remotely monitor our facilities from one central location, enabling a quicker response to incidents.
Develop and implement 2 pilot projects related to bringing City facilities in line with the City and Federal Governments goal of Net Zero Emissions by 2050.
Completed construction of 5 parks totalling 18.8 ha.
Metrolinx Forest Compensation Plantings - City staff worked with TRCA and Metrolinx to create and restore 3 hectares of forest (5000 trees and shrubs) in the Unionville and Cornell communities. This green initiative will help to protect the City's Greenway System and contribute to the City's 30% tree canopy target.
Council endorsed the Cornell Rouge National Urban Park (RNUP) Gateway Study. The purpose of the study was to prepare a Gateway Streetscape Concept Plan and Implementation Framework to create a highly articulated public realm that functions as a gateway into the Rouge National Urban Park. The gateway will seamless connect urban public spaces along Highway 7 and the Cornell community with park facilities including a future visitor area.
Housing Summit – The Mayor's Markham Housing Summit was held in November 2020 and was a livestreamed virtual event that brought together various sectors involved in building housing in Markham to discuss solutions to deliver affordable and rental housing.
Whistle Cessation implementation on all 13 crossings.
Rouge Valley Trail – Phase 4A Construction completed (Markham to Tuclor and 14th to Treeline Court).
Implemented the Flood Control Program by completing West Thornhill Phase 3A for \$10.9M, bringing the total investment in stormwater projects completed to \$75.5M.
Received Council approval on Best of Best #2 Waste Diversion Strategy and Single-use Plastic Reduction Strategy, and implemented Styrofoam packaging ban from curbside collection.
Created and implemented a best practice COVID Workplace Safety Plan that has been shared and replicated in other fire services across York Region.
Completed gas collection system replacement and upgrade at the German Mills Meadow and Natural Habitat.



#### 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.

2020 Accomplishments
COVID-19 Presentations to Council - Staff provided 5 presentations that enabled decisive actions to support financial relief to residents and business owners, as well as providing strategies that assisted in mitigating financial impacts of COVID-19 on the City.
Destination Markham Organization Corporation (DMC) - Council approved twelve Directors, eight independent Directors and four non-independent Directors (being the Mayor and three members of Council) and the appointment of eight individuals as the independent Directors. In response to the COVID-19 pandemic, as part of Markham's economic recovery plan, the DMC Board was requested to lead a marketing strategy focused on promoting a 'buy local, shop local and stay local' campaign.
Asset Management Plan Progress Update Report – First annual update report was presented to Council regarding City of Markham Asset Management Plan and contributes towards meeting the Auditor General's Asset Management Audit recommendations.
C.D. Howe Institute for budgeting and financial reporting - The City of Markham has earned an "A" (85% score) in the C.D. Howe Institute's annual report card on municipal fiscal transparency. Markham's score places the City in the top 5 out of 31 major Canadian municipalities in the report.
The City was successful in submitting applications to Audit & Accountability Fund: Intake 2 and the COVID Resilience Infrastructure Stream: Local Government, where Markham is eligible to access \$7.4M in grant funding.

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

The challenges experienced across the globe during the past year arising from the pandemic were unexpected but authorities were expected to step up to deal with these in an efficient, effective and timely manner in order to ensure the safety of residents. Markham successfully commenced its emergency operations and subsequently implemented a number of initiatives to help and protect its residents, communities and staff alike. As the same time, the City considered the longer-term impacts on its residents and made plans to address these and plan for post-pandemic recovery.

Despite the uncertainties faced, Markham has continued to provide outstanding service and delivery to its residents. The 2021 budget continues to include investment for improved services and infrastructure, but also focuses on elements of post-pandemic recovery and the needs of residents. 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.

2021 has begun with new challenges arising from COVID-19, but Markham remains committed to ensuring it works hard for its residents and ensuring their safety, while researching and implementing new and innovative solutions to deal with the current climate.



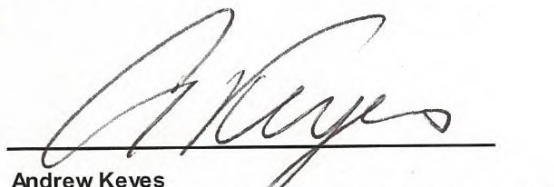
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Frank Scarpitti  
Mayor



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Amanda Collucci  
Budget Chief & Ward 6 Councillor



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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

## 2021 CITY OF MARKHAM STREET MAP



## CITY OF MARKHAM COAT OF ARMS AND MOTTO



<b>Lion</b>	Strength
<b>Wheat</b>	Agricultural History
<b>Coronet</b>	Canadian Maple Leaf
<b>Helmet</b>	From Sir Markham's Coat of Arms
<b>Horses</b>	Early Transportation and Strength
<b>Medallion</b>	From Berczy Coat of Arms (First Settlers); Fleur De Lis - and the two Acorns for growth
<b>Shield</b>	Four Rosettes for 4 communities: Markham, Milliken, Thornhill, Unionville; Sun Rising -Growth and Strength; Lower Section Computer Chips for a high-tech community
<b>Base</b>	Bed of different flowers, representing the different cultures that make up Markham
<b>Motto</b>	<b><u>"LEADING WHILE REMEMBERING"</u></b> - 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**



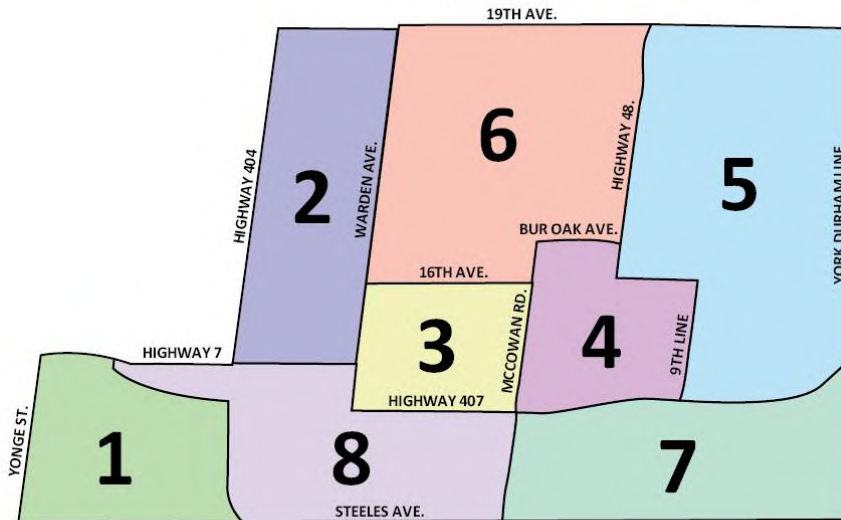
**Ward 6 Councillor  
Amanda Yeung  
Collucci**



**Ward 7 Councillor  
Khalid Usman**



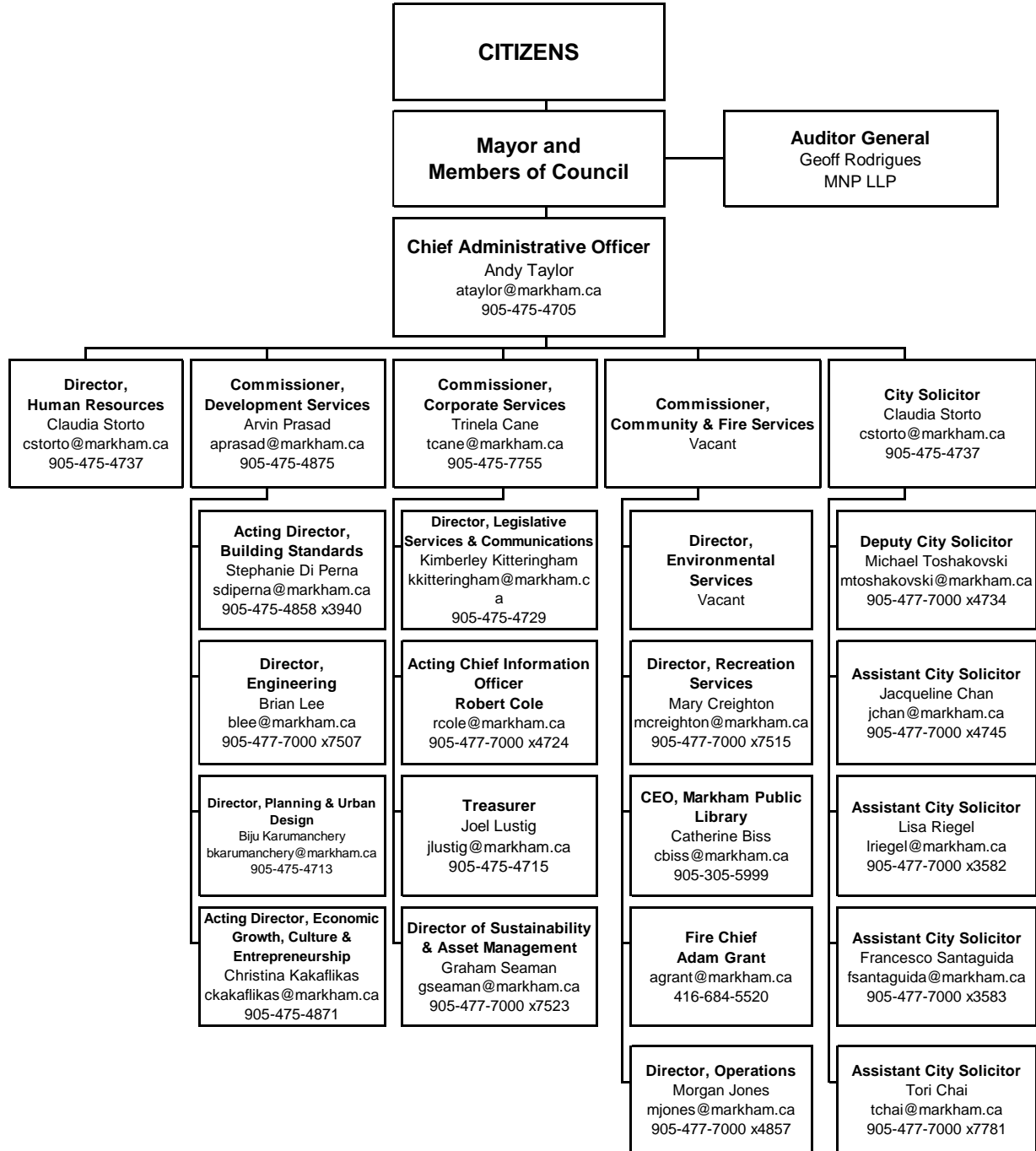
**Ward 8 Councillor  
Isa Lee**



# ORGANIZATIONAL STRUCTURE

## CITY OF MARKHAM

Organizational Chart





## 2021 BUDGET HEAD COUNT APPROVED FULL TIME COMPLEMENT

Department / Commission	2017	2018	2019	2020	2021
<b>Mayor &amp; Council*</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Human Resources	17	17	19	19	19
Legal Services	11	11	12	13	13
CAO's Office	3	3	3	3	3
<b>Total CAO, Legal, &amp; HR</b>	<b>31</b>	<b>31</b>	<b>34</b>	<b>35</b>	<b>35</b>
Financial Services	50	50	50	49	49
Information Technologies Services	34	34	36	37	42
Legislative Services & Communications	73	73	73	78	81
Sustainability & Asset Management	18	18	18	20	17
Commissioner's Office	2	2	2	2	2
<b>Total Corporate Services</b>	<b>177</b>	<b>177</b>	<b>179</b>	<b>186</b>	<b>191</b>
Culture & Economic Development	29	29	29	30	30
Traffic Operations	4	4	4	4	5
Commissioner's Office	10	10	10	10	14
<b>Total Development Services</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>44</b>	<b>49</b>
Environmental Services	10	10	10	10	10
Environmental Services - Waste Management	5	5	5	5	5
Fire & Emergency Services	278	278	278	280	281
Markham Public Library	70	78	78	78	78
Operations	115	117	119	122	122
Recreation Services	120	132	132	132	132
Commissioner's Office	4	4	4	4	3
<b>Total Community &amp; Fire Services</b>	<b>602</b>	<b>624</b>	<b>626</b>	<b>631</b>	<b>631</b>
<b>Corporate</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>
<b>Sub Total</b>	<b>862</b>	<b>884</b>	<b>891</b>	<b>906</b>	<b>916</b>
<b>Building Services</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>
<b>Engineering</b>	<b>41</b>	<b>44</b>	<b>44</b>	<b>47</b>	<b>46</b>
<b>Planning &amp; Design</b>	<b>53</b>	<b>57</b>	<b>58</b>	<b>59</b>	<b>50</b>
<b>Waterworks</b>	<b>66</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>
<b>Total Corporation</b>	<b>1,076</b>	<b>1,106</b>	<b>1,114</b>	<b>1,133</b>	<b>1,133</b>

\* Excludes Mayor & Council Members





## 2021 Budget

The approved 2021 full time complement of 1,133 represents no change from the approved 2020 full time complement and was impacted by the change in business activities during 2020 due to the pandemic. However, there was some restructuring between departments to ensure effective service delivery.

The details of the transfers of positions between departments is shown below.

### DETAILS OF FTE TRANSFERS BETWEEN DEPARTMENTS

Corporate Services	2020 Approved FTE	2021 Approved FTE	Increase/ (Decrease)	Reason for Change
Information Technology Services	37	42	5	5 positions in the GIS (Geographic Information System) team were moved from Planning Manager - Data & GIS, Senior GIS Analyst, GIS Analyst (2) and Application Support Analyst
Legislative Services & Communications	78	81	3	3 animal control positions were added in 2021 Animal Control Supervisor and Animal Control Officers (2)
Sustainability & Asset Management	20	17	(3)	3 positions were inactivated in 2021 Asset Management Technicians (3)
<b>Total - Corporate Services</b>	<b>20</b>	<b>17</b>	<b>(3)</b>	
Development Services	2020 Approved FTE	2021 Approved FTE	Increase/ (Decrease)	Reason for Change
Traffic Operations	4	5	1	1 position moved from Engineering Engineering Technologist - Transportation
Commissioners Office	10	14	4	4 positions moved from Planning
<b>Total - Development Services</b>	<b>14</b>	<b>19</b>	<b>5</b>	
Community & Fire Services	2020 Approved FTE	2021 Approved FTE	Increase/ (Decrease)	Reason for Change
Fire & Emergency Services	280	281	1	Emergency Preparedness Co-ordinator position moved from Commissioner's Office
Commissioners Office	4	3	(1)	Emergency Preparedness Co-ordinator position moved to Fire
<b>Total - Community &amp; Fire Services</b>	<b>284</b>	<b>284</b>	<b>0</b>	
Other	2020 Approved FTE	2021 Approved FTE	Increase/ (Decrease)	Reason for Change
Engineering	47	46	(1)	1 position moved to Traffic Operations Engineering Technologist - Transportation
Planning & Design	59	50	(9)	5 positions in GIS team moved to ITS Manager - Data & GIS, Senior GIS Analyst, GIS Analyst (2) and Application Support Analyst 4 positions moved to Commissioners Office - Development Services Supervisor - Admin (Development Services), Process Management Administrator and Development Technician (2)
<b>Grand Total</b>	<b>424</b>	<b>416</b>	<b>(8)</b>	

## 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  
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2  
1**

“ 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

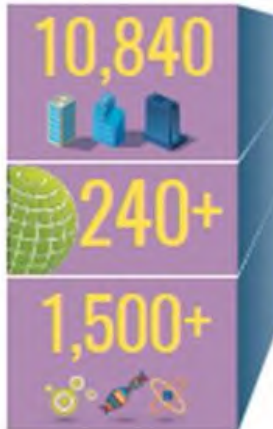
[www.business.markham.ca](http://www.business.markham.ca)



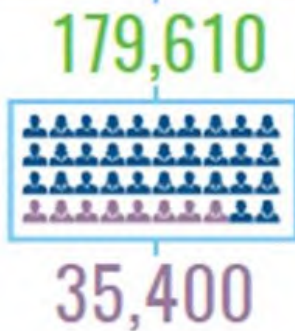
# Economic Overview

Expanding business base. Motivated, highly educated and diverse workforce. Markham is at the centre of Canada's second largest tech hub - and 16th largest municipality. Markham is thriving.

The award-winning City of Markham is the largest of nine municipalities in York Region, with a population of over **351,000** 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 Canadian 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
<b>TOTAL NO. OF TECHNOLOGY COMPANIES</b>	<b>905</b>



# Life Sciences 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
<b>TOTAL NO. OF LIFE SCIENCES COMPANIES</b>	<b>203</b>

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 science 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.



# 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

### 2020 Tax Rates (%)

	COMMERCIAL	INDUSTRIAL
Toronto	2.17%	2.24%
Mississauga	1.90%	2.09%
Vaughan	1.58%	1.82%
<b>Markham</b>	<b>1.53%</b>	<b>1.76%</b>

### Value of Construction (January - December 2020)



### Number of Building Permits Issued (January - December 2020)



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 2020

Land Use Designation Categories	Serviced and Market Ready (acres)	Unserviced (acres)
Commercial Office	73.41	12.48
Commercial Retail	34.80	39.99
Commercial Mixed	46.96	32.09
<b>Total Commercial</b>	<b>155.17</b>	<b>84.56</b>
<b>Total Industrial</b>	<b>371.84</b>	<b>1158.96</b>

Average Price Per Acre (Industrial) \$1,500,000-2,200,000  
 Average Price Per Acre (Commercial) \$1,200,000-\$5,900,000

### Industrial Inventory, 2020 (Q4)

Total Inventory (sq.ft.) 35,965,450  
 Vacancy rate - class A 0.4%  
 Average net rent (sq.ft.) \$11.72

### Commercial Office Inventory, 2020 (Q4)

Total Inventory (sq.ft.) 14,433,652  
 Vacancy rate - class A 11%  
 Average net rent (sq.ft.) \$15.98

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 2020)



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

### Municipal Utilities

#### Water & Sewer Infrastructure, 2020 Rate

Water & wastewater rate per cubic metre	\$4.4680/m <sup>3</sup>
Sanitary sewers	921.08 km
Water mains	1091.73 km

#### Electricity Costs and Charges, Business Rates

50KW OR LESS	
Distribution charge	\$0.0016/kWh
Monthly fixed charge	\$29.86/month
GREATER THAN 50KW DEMAND	
Distribution charge	\$8.9878/kWh
Monthly fixed charge	\$150.84/month

## QUALITY OF LIFE

8

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>.

### Seneca

#### Recreation & Culture

Number of Parks	260*
Trails/Pathway System	193.8 km
Public Libraries	8
Community and Cultural Centres & Facilities	36
Golf Courses	8
Ice Arenas	10 pads
Flato Markham Theatre, Markham Museum, Varley Art Gallery, McKay Art Centre	
Heritage Areas - Thornhill Village, Unionville Village, Markham Village, Buttonville Village	

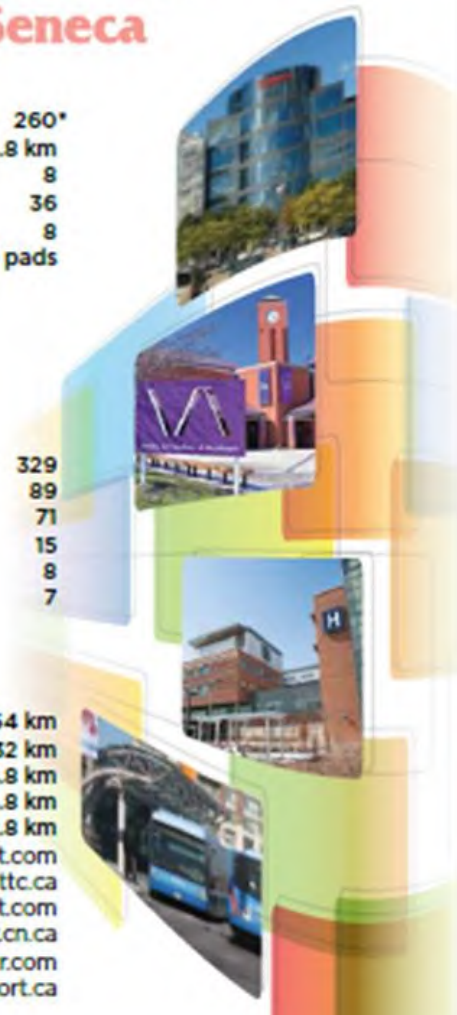
\*In 2012 new methodology used in accordance with Official Plan park typologies.

#### Public Health & Education

Markham Stouffville Hospital (beds)	329
Shouldice Hernia Centre (beds)	89
Elementary Schools	71
High Schools	15
Community Colleges (within 1 hr drive)	8
Universities (within 1 hr drive)	7

#### Transportation Infrastructure & Service Providers

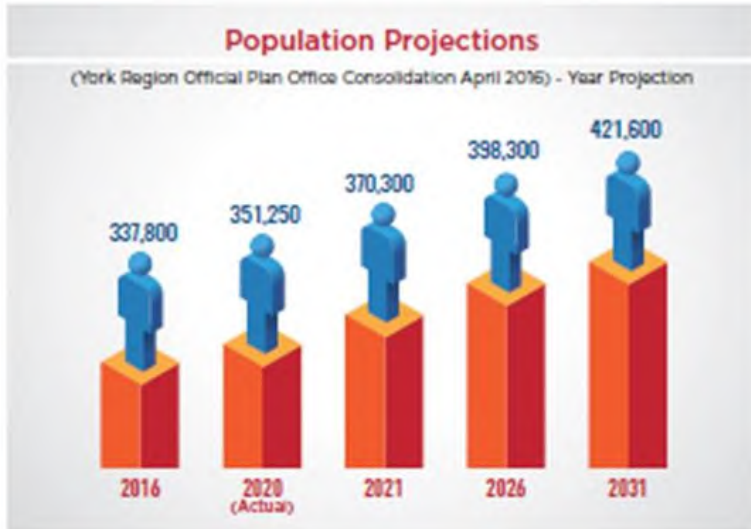
Roads (excludes private roads)	1254 km
Highways (404 and 407)	32 km
Sidewalks	1,104.8 km
Multi Use Path	35.8 km
Cycle Track	2.8 km
York Region Transit (YRT)/Viva	<a href="http://www.yorkregiontransit.com">www.yorkregiontransit.com</a>
Toronto Transit Commission (TTC)	<a href="http://www.ttc.ca">www.ttc.ca</a>
GO Transit	<a href="http://www.gotransit.com">www.gotransit.com</a>
CN Rail	<a href="http://www.cn.ca">www.cn.ca</a>
407 ETR	<a href="http://www.407etr.com">www.407etr.com</a>
Toronto Buttonville Municipal Airport	<a href="http://www.buttonvilleairport.ca">www.buttonvilleairport.ca</a>





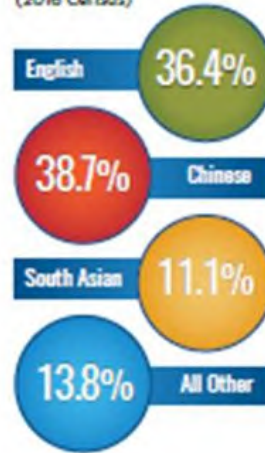
# Demographic Profile

## DEMOGRAPHIC PROFILE



### Mother Tongue Breakdown

(2016 Census)



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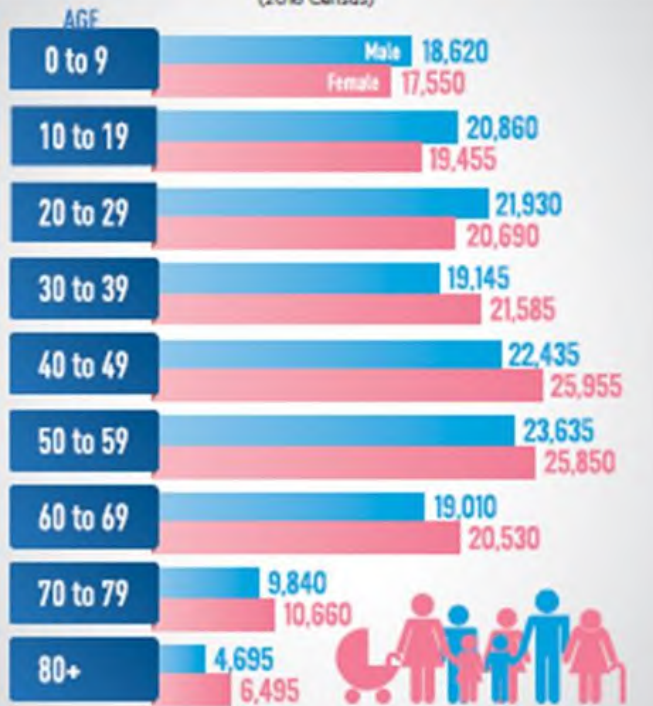
### Educational Attainment

(2016 Census)



### Population Age Characteristics

(2016 Census)



# Labour Force Profile

## ABOUT 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

### Wage Rates

(Ministry of Labour)

Minimum Wage Rate	Rates from Oct 1, 2020 to Sept 30, 2021
General Minimum Wage	\$14.25 per hour
Student Minimum Wage	\$13.40 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

### 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

Note: For other Census topics, please visit [www150.statcan.gc.ca/n1/pub/92-628-x/2016001/article/00001-eng.htm](http://www150.statcan.gc.ca/n1/pub/92-628-x/2016001/article/00001-eng.htm).  
Data for Average Earnings by Selected Occupations is based on the Markham Census Subdivision Area (CSD) from Statistics Canada 2016 Census.



## VITAL RESOURCES HELP GROW YOUR BUSINESS!



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### ventureLAB

ventureLAB is a leading technology hub located in Markham in York Region, Canada's second-largest tech cluster. At ventureLAB, we grow globally competitive tech titans that build-to-scale in Canada, with a focus on hardware and enterprise software technologies. ventureLAB has enabled thousands of tech companies to scale, and our portfolio of companies have created close to 4,000 jobs that have raised over \$200 million in investment capital to continue their growth and scale.

Learn More: [www.venturelab.ca](http://www.venturelab.ca)

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

Contact Us: [hello@venturelab.ca](mailto:hello@venturelab.ca)  
905-248-2727



### 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, in person and virtual 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](mailto: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.

Learn More: [markham.ca/msbc](http://markham.ca/msbc)

Contact Us: [msbc@markham.ca](mailto:msbc@markham.ca)  
905-477-7000 x6722



## 2020 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.

### GTA Tax Rate Ranking



Average Annual Tax Rate Increase since 2010

	2019	2020	Goal	Status
<b>Planning for the Future</b>				
Total Reserves and Reserve Funds excl. Land Acquisition Reserve (as a % of Operating Expenses)	77.1%	90.4%	>20%	
Adequacy of Lifecycle Reserve funding strategy to sustain future rehab/replace needs	25yrs	25yrs	25yrs	
<b>Efficient Use of Money</b>				
General Portfolio Investment Rate of Return	3.40%	2.84%	>Inflation	
Net Financial Assets (as a % of annual revenue)	142.4%	179.7%	>-50%	
Debt Servicing (as a % of total operating revenue)	0.2%	0.2%	<5%	
Net Municipal Operating Cost per Household	\$1,288	\$1,307	Within the Lowest 25% of GTA Municipalities	
<b>Ensuring Growth pays for Growth</b>				
Tax Rate increase	1.97%	1.95%	<3%	
Non-Residential Property taxes (as a % of total property taxes levied)	17.3%	16.6%	>20%	
<b>Safeguarding of Money</b>				
Total Taxes Receivable less Uncollectible allowance (as a % of total taxes levied)	3.6%	4.7%	<10%	
Liquidity: total cash and cash equivalents (as a % of Current Liabilities)	6.5%	5.7%	>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 2019 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 2020

Single Dwellings	110
Double Dwellings	115
Row Dwellings	397
Apartments	548
<b>Total</b>	<b>1,170</b>

### Construction Value of Permits Issued in 2020

(in \$000's)

Residential	\$ 543,791,264
Commercial	\$ 70,702,413
Other	\$ 894,569,602
<b>Total</b>	<b>\$1,509,063,279</b>



## **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 annually to show achievements and progress towards each Goal.

Due to COVID-19, 2020 was a challenging year. Below is a list of some major accomplishments from 2020, some projects originally planned to commence in 2020 have been delayed and the provision of many services changed due to the pandemic:

#### **Goal 1: Exceptional Services By Exceptional People:**

- The City activated its Emergency Operations Centre in response to COVID 19 - staff from several departments supported and managed the Emergency Operations Centre during activation in response to the COVID-19 pandemic (March to June).
- The City launched the COVID-19 public website and Staff Hub within days of the pandemic being announced to keep our internal and external audiences informed and connected. We have continually updated the site to: improve user experience, improve Search Engine Optimization, improve access to info and allow us to track

increase analytics and map trends; Added additional COVID City pages for weekly and monthly COVID updates and info.

- Supported program implementation for various successful COVID-19 business support programs: Digital Main Street's shopHERE, powered by Google (more than 350 participating artists and small businesses), Markham Small Business Recovery and Digital Resilience Program (full capacity), "Open for Business" by Ritual ONE and DoorDash, SkipTheDishes holiday promotions and Destination Markham Shop Local campaign. Secured media coverage for ShopHERE and SkipTheDishes that also promoted local businesses; successfully launched first-ever behavioural/geo-targeted B2B digital ad campaigns for Economic Development to help small businesses overcome the challenges of COVID-19.
- Successfully launched IBM Watson Assistant for Citizens to provide 24-hour, any time, any device information related to COVID-19 and City services. The virtual assistant is available by web chat and phone and is available on the Access Markham Mobile App. Most recently, we expanded the bot messaging to non-COVID-19 information (winter maintenance and service). The Bots were supported with extensive communications efforts, including a pre-recorded launch video between Markham and IBM, social media, etc., and resulted in extensive and positive media coverage, including from industry/technology publications. Staff continues to adapt IBM Bots by adding surveys, new topics and discovering new functions; participated on ITWorld's Technicity conference panel and video recording showcasing Markham's COVID-19 Bots and participated in several case studies and whitepapers at the request of IBM.
- Enhancing digital engagement through the introduction and facilitation of fully functional virtual Council/Committee meetings, Budget Committee meetings, Advisory Board Committee meetings, Tree Appeal Hearings and public consultation meetings (note: Markham among the very first municipalities to hold a virtual secondary plan design charrette).
- Amended the Parking By-Law to allow for virtual screening and hearings for parking ticket matters.
- Launched an outreach program to connect with over 4,500 local seniors to reduce social isolation when their senior clubs were shut down because of the pandemic.
- Launched an innovative Park Ambassador Program, which saw some fitness staff bicycling through our parks and trail systems to educate the community on social distancing rules and other COVID safety measures.
- Launched Live Chat service through the library to support online public access following the closure of library branches due to the pandemic, where library staff provided 11,400 real-time sessions to assist with library card registration, account information, and coaching in accessing and using the library's digital resource.
- With Electronic Plan Review (ePlan) staff seamlessly processed a full complement of new and existing planning applications while working from home.
- Staff supported the City response to COVID 19 pandemic through interpretation and advice related to Provincial legislation.
- Supported City bid for Top Intelligent Community of 2020. Markham ranked among the Top 7.



- ePropertyTax - Increased the number of property tax accounts enrolled in ePropertyTax to 18.9%, exceeding the 2020 target of 16%.
- Updated the City's website to maintain ongoing AODA (Accessibility for Ontarians with Disabilities Act) compliance.
- Support for staff during COVID-19 - Supported pandemic response including developing and implementing training, guidelines and communication, conducted Work From Home Survey to ensure that employees were supported and adjusted in person training to live virtual and e-learning training while leveraging Markham Learn Centre.
- Completed Winter Maintenance Council review of service levels, including an externally conducted survey that found 9% of residents are satisfied with the level of service received by the City.
- Implemented Well-Being Program for staff, conducted the Total Well-Being Index, and implemented a Total Well-Being Team.
- The City acquired a Harvard-managed mentor program for our senior Fire Services officers to help support their leadership growth and extend their management capabilities

## **Goal 2: Engaged, Diverse, Thriving and Vibrant City**

- Successfully modified and hosted 20+ virtual events to maintain community engagement in key City initiatives, dates of significance, and strategic mandates. Events included: Day of Mourning, Spring maintenance 2020, Indigenous Peoples History Month, Pride Celebrations, Innovation Month celebrations, virtual flag raisings, Made in Markham awards, Canada Day celebrations, Berczy Day 2020, Markham-Milliken Children's Festival, Winter maintenance 2020, Remembrance Day 2020 celebration, Season's greetings from ELT, Chanukah greetings 2020 and more!
- Supported the Markham Creates Community Challenge in the height of the first wave of the pandemic, resulting in more than 125 submissions – showcasing Markham's outstanding artistic talents and ability to come together as one strong and resilient community, while apart.
- Enterprise Blvd Road Closure on Sundays and Public Holidays - street closures supported local community active lifestyle programming during the summer months.
- Developed and implemented Virtual Recreation Programs and Fitness Programs for the community when the community centres were closed because of the pandemic, which attracted 2,451 programs participants and 21,602 fitness participants.
- Developed an engaging 6-week Park Pop Up program for 1,661 children ages 6 to 12 during the summer that met legislative COVID-19 requirements and children's need for play.
- Leveraged YouTube to keep our residents engaged and active during COVID-19 lockdowns, which attracted 53,742 participants in our fitness video classes, along with 722 YouTube subscribers and an offering of 123 YouTube Classes.

- Curated the COVID-19 Stories Exhibit, a community memory journal of 100+ stories, to share and reflect on the experiences brought on by the pandemic, provide an outlet for stress and anxiety, and reduce social isolation.
- Pivoted to virtual library programming and camps to provide the community with continued access to learning and social opportunities, which totalled 110,600 participants, during the COVID-19 pandemic.
- AODA Compliance: AODA embedded Google Maps on Portal compliance. This project involved reaching out to all Commissions and Content Authors to review/update their pages to ensure compliance and accessibility. Began preparation for AODA training for all content editors.
- Developed and Rolled out Anti-Black Racism training for the corporation.
- Creation and production of National Indigenous History Month live, interactive online drumming and singing session (and video) featuring members from the Markham community. The video was shared on Portal, social media, Your Voice Markham (as part of our virtual Canada Day celebrations) and was shared nationally by Canada Day Drumming on July 1. The live virtual event on Zoom saw a total of 411 individuals registered to participate and 116 unique participant accounts join the event -- a higher participation level than the in-person National Indigenous Day events in previous years.
- Hosted the Markham Road-Mount Joy Design Charrette and Draft Development Concept. The Markham Road - Mount Joy Secondary Plan Study commenced in November 2019 as a first step to preparing a new secondary plan for the area. In response to COVID-19 realities, City staff transitioned from traditional engagement approaches and held the City's first virtual design charrette, two virtual community information meetings and developed and presented a draft development concept to Council in December 2020.

### **Goal 3: Safe, Sustainable and Complete Community**

- Whistle Cessation implementation on all 13 crossings throughout the City.
- Completed the Road Safety Audit.
- Main Street Unionville Summer Traffic Calming implemented. This project consists of traffic calming measures and expansion of the street boulevards to create a calmer and safer condition for pedestrians and cyclists during summer months. Unionville Main Street is a busy tourist attraction during the summer.
- City acquired properties in support of the Markham Innovations Exchange and Multi-Use Pathways.
- The Mayor's Markham Housing Summit was held in November 2020, it was a livestreamed virtual event that brought together various sectors involved in building housing in Markham to discuss solutions to deliver affordable and rental housing.
- The City of Markham is developing a new Affordable and Rental Housing Strategy and exploring innovative solutions to address housing affordability. In February 2020, Council received the proposed Draft Affordable and Rental Housing Strategy including an inclusionary zoning framework, which is a new provincial tool that can require affordable housing in residential developments.
- Completed construction of 5 new parks totalling 18.8 ha.

- Implemented a Corporate Security Control Centre within the Civic Centre – Centralized CCTV systems and Access Control system allowing staff to remotely monitor our facilities from one central location, enabling a quicker response to incidents.
- Successfully managed seven major winter events, including the activation of a full network of plows, and 41 minor winter events in the 2019/2020 winter season
- Implemented the Flood Control Program by completing West Thornhill Phase 3A for \$10.9M, bringing the total investment in stormwater projects completed to \$75.5M.
- Received Council approval on Best of Best #2 Waste Diversion Strategy and Single-use Plastic Reduction Strategy, and implemented Styrofoam packaging ban from curbside collection.
- Metrolinx Forest Compensation Plantings - City staff worked with TRCA and Metrolinx to create and restore 3 hectares of forest (5000 trees and shrubs) in the Unionville and Cornell communities. This green initiative will help to protect the City's Greenway System and contribute to the City's 30% tree canopy target.
- The City relaunched the #greenMarkham campaign (social media posts on sustainability tips through the pandemic), HERO (Home Efficiency Retrofit Orientation) program webinar for homeowners, internal staff lunch and learn - snack attack.
- Develop and implement two pilot projects related to bringing City facilities in line with the City and Federal Governments goal of Net Zero Emissions by 2050.
- Council endorsed the Cornell Rouge National Urban Park (RNUP) Gateway Study. The purpose of the study was to prepare a Gateway Streetscape Concept Plan and Implementation Framework to create a highly articulated public realm that functions as a gateway into the Rouge National Urban Park. The gateway will seamlessly connect urban public spaces along Highway 7 and the Cornell community with park facilities including a future visitor area.

#### **Goal 4: Stewardship of Money and Resources:**

- COVID-19 Presentations to Council - Staff provided five presentations that enabled decisive actions to support financial relief to residents and business owners, as well as providing strategies that assisted in mitigating financial impacts of COVID-19 on the City.
- Obtained Council approval of the 2021 budget. The Budget preserved current service-levels, continues investments in the Council approved priorities, as well as ensuring sufficient funds in the Life Cycle Reserve for the next 25 years, based on known inflows and outflows. The City of Markham has the lowest 16-year cumulative tax rate in the GTA.
- Continue to pursue E3 opportunities - Achieved \$1.7 million of E3 savings as part of the 2020 budget. Since 2009 approximately \$31M in savings have been achieved, which equates to a tax rate increase avoidance of over 25%.
- The City was successful in submitting applications to the Audit & Accountability Fund: Intake 2 and the COVID-19 Resilience Infrastructure Stream: Local Government, where Markham is eligible to access \$7,381,614 in grants.



- Awarded the City's Waste Management Collection Contract.
- Went to market with one of the largest (\$1M) single year Block Pruning tenders in the GTA and completed all 7 City blocks to its entirety before year-end.
- Destination Markham Organization Corporation (DMC) - Council approved twelve Directors, eight independent Directors and four non-independent Directors (being the Mayor and three members of Council) and the appointment of eight individuals as the independent Directors. In response to the COVID-19 pandemic, as part of Markham's economic recovery plan, the DMC Board was requested to lead a marketing strategy focused on promoting a 'buy local, shop local and stay local' campaign. RRRF Funding of \$470k was secured for Destination Markham to help tourism and hospitality businesses respond to COVID-19.
- Created and implemented semi-annual ePlan reporting dashboard. Dashboard tracks environmental impacts, review cycles, hours per review and applicant activity.
- In 2019, the City joined other municipalities to participate in the World Council on City Data (WCCD). Markham reported indicators in conformity with ISO 37120 at the Platinum Level. ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life. The City was awarded WCCD Platinum Certification.
- Risk assessment framework developed for Asset Management projects to reflect preliminary budgeting numbers relative to unknown factors and/or risks which include but are not limited to no design available, no project location selected, no building size defined, no building permit yet, etc.
- Asset Management Plan Progress Update Report – First annual update report was presented to Council regarding City of Markham Asset Management Plan. Contributing to meeting the Auditor General Asset Management Audit recommendations.

The Executive Summary outlines 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.*

<b>2020-2023 Objectives</b>	<b>2020-2023 Strategic Actions</b>
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<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"> <li>Pilot test digital city technology in “living labs”</li> <li>Expand digital access and literacy programs</li> <li>Continue to embrace innovation and relevant technologies in delivery of service</li> <li>Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies</li> </ul> <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"> <li>Reduce barriers / bureaucracy</li> <li>Clarify roles, accountabilities (including for Centres of Expertise) and authorities</li> </ul> <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><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)</li> <li>% of transactional services that are provided and received on-line</li> <li>Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)</li> <li>Employee satisfaction with the Organization from Current Staff Satisfaction Survey</li> </ul>	

## 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"> <li>• Customized to the community; neighbourhood action plans</li> <li>• “Good neighbour” handbook</li> </ul> <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 &amp; 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"> <li>• Targeted sector attraction and expansion</li> <li>• Business expansion and retention</li> <li>• Entrepreneurship and training</li> <li>• Innovation and start-ups</li> </ul> <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  <ul style="list-style-type: none"> <li>• Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design)</li> </ul>           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  <ul style="list-style-type: none"> <li>• Multi-generational, including purpose built secondary suites</li> <li>• Rental housing</li> </ul>           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  <ul style="list-style-type: none"> <li>• Continue to implement strategies to address impacts of extreme weather: Emergency preparedness, Proactive infrastructure protection</li> </ul> </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)

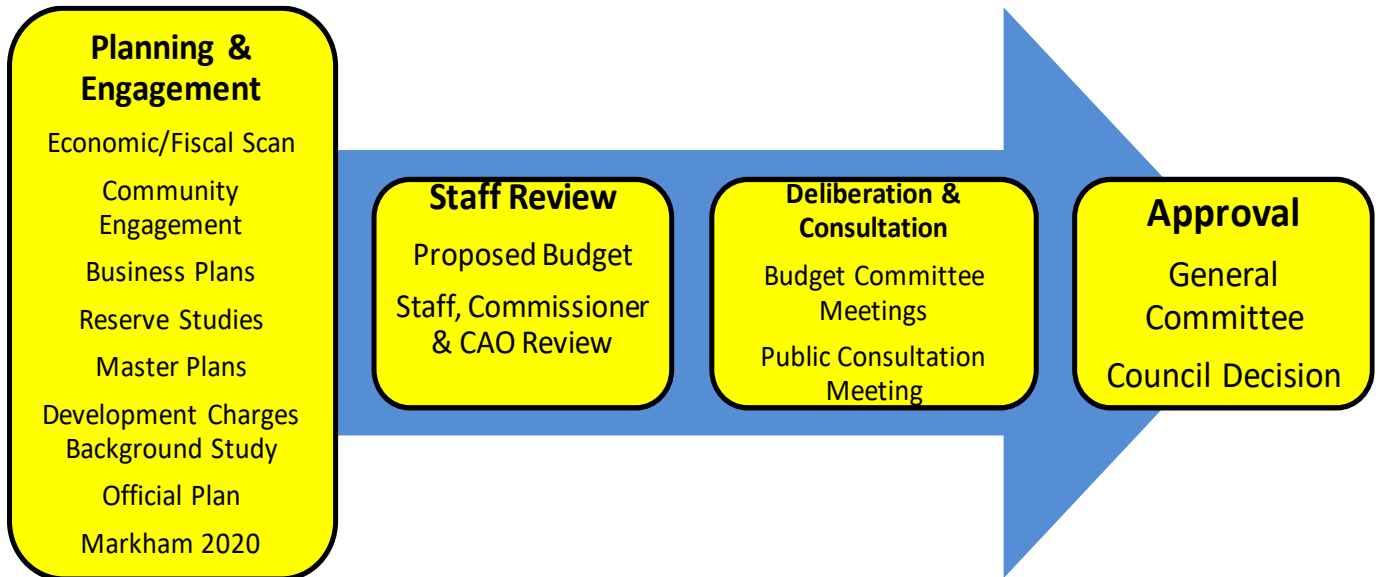
**GOAL 4 - Stewardship of Money and Resources**

**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"> <li>• Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes</li> <li>• Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives</li> </ul> <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> <li>• Advocate to other levels of government for enhanced revenue tools</li> <li>• Consider alternate sources of revenue</li> </ul>
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental &amp; 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><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• % residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years)</li> <li>• Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)</li> <li>• Net City of Markham Operating Cost per Household (annual)</li> <li>• Non-Residential Property taxes (as a % of total property taxes levied)</li> </ul>	



## 2021 BUDGETING PROCESS



## 2021 BUDGETING PROCESS DETAILED LEVEL

### Planned Timeline

Date	Business Plan (Managed by: Strategy Managers)	Budget (Managed by: Financial Services)
June 29, 2020		Capital Budget database open for input of capital project requests
July 29-31		CAO review of Capital Budget requests and follow-up
July 31	Departmental Business Plan template released	
August-October	Director complete Departmental Business Plan	
August 4		CAO further review of Capital Budget
August 25, 27		Director review of Operating and Capital Budget reports with Commissioner including Commissioner sign-off
October 8		CAO review of Operating budgets
November 3		Budget Committee #1 – 2021 Budget Overview (Process, economic scan, staffing requests, Operating and Capital budget overview, Life Cycle Reserve Study Update)
November 6, 10 & 17		Budget Committee #2 to 4 – Department Presentation and Capital Budget review
November 16		General Council Meeting - Draft Operating Budget Public Meeting Presentation
November 19	Joint Executive Leadership Team (ELT), Directors Forum (DF) and Strategy Managers meeting (#1)	
November 20		Budget Committee #5 – Primary Operating Budget and Building, Planning, Engineering and Waterworks Operating Budgets
November 25		Public Budget Consultation Meeting
December 9		<b>Council Decision</b>
December 10		Press Conference
December 17	Joint Executive Leadership Team (ELT), Directors Forum (DF) and Strategy Managers meeting (#2)	
December, 2020-January 8, 2021	Commissioner review and approve Departmental Business Plan in their Commission	
January 12, 2021	All approved Departmental Business Plans due to Strategy Manager	
January 27, 2021	ELT receive consolidated Departmental Business Plans for the organization	
February/March 2021	Staff Communication – Departmental Business Plans posted on Intranet and announcement made in ELT Express newsletter	

## 2021 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

\*Due to the exceptional circumstances relating to the COVID-19 pandemic which commenced in 2020 and had a significant impact mainly for City owned facilities and programs, the 2021 operating budget included a one-time draw from the Corporate Rate Stabilization Reserve in order to balance the budget.

### 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 July 2020, staff began working on the 2021 BP for each Business Unit. Each Business Unit filled out a BP that served as a single reference for identifying its Unit's 2021 proposed objectives in alignment to the corporate goals and Council priorities.

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 five Budget Committee meetings were held in November 2020 to discuss, review and finalize the 2021 Operating and Capital Budget. One public consultation meeting was held on November 25, 2020 as an opportunity for residents, business and community leaders to obtain an overview of the City's budget process and the 2021 proposed budget. All of the 2021 Budget meetings including the Public Consultation meeting were held virtually and live streamed via the City's website. Attendees were invited to inquire about the Budget and to provide feedback at these meetings.

On December 9, 2020 Council approved the Capital and Primary Operating Budgets as well as the Planning & Design, Engineering, Building Standards, and Waterworks Operating Budgets for 2021.





## Approved Budget

The total approved 2021 Budget is \$519.0 million broken down as follows:

<b>Budget Component</b>	<b>(in \$ millions)</b>
<b>Operating</b>	\$248.1
<b>Planning and Design</b>	\$13.5
<b>Engineering</b>	\$8.8
<b>Building Standards</b>	\$11.3
<b>Waterworks</b>	\$134.0
<b>Capital</b>	\$103.3
<b>Total</b>	<b>\$519.0</b>

The 2021 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 to balance the Budget, including a one-time draw from the Corporate Rate Stabilization Reserve in the amount of \$3.6M



## 2021 OPERATING BUDGET (\$'000s)

Description	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.	
					\$ Incr./ (Decr.)	% Change
<b>Revenues</b>						
TAX LEVIES	\$160,715	\$165,168	\$165,465	\$167,420	\$1,955	1.2%
PAYMENTS-IN-LIEU OF TAXES	1,367	1,391	1,209	1,209	0	0.0%
GRANTS AND SUBSIDIES	2,188	8,993	1,935	1,935	0	0.0%
LICENCES & PERMITS	1,879	1,597	2,187	2,225	38	1.7%
PENALTY & INTEREST	4,811	1,438	4,276	4,276	0	0.0%
INCOME FROM INVESTMENTS	27,067	28,200	24,693	25,193	500	2.0%
FINES	3,501	2,333	3,400	3,400	0	0.0%
USER FEES & SERVICE CHARGES	20,584	4,887	21,334	21,414	80	0.4%
RENTALS	9,490	4,554	10,159	10,985	826	8.1%
SALES	703	252	645	645	0	0.0%
RECOVERIES & CONTRIBUTIONS	1,383	1,219	1,746	1,721	(25)	-1.4%
OTHER INCOME	7,604	7,207	3,913	4,101	188	4.8%
<b>Total Revenues</b>	<b>\$241,292</b>	<b>\$227,238</b>	<b>\$240,963</b>	<b>\$244,525</b>	<b>\$3,562</b>	<b>1.5%</b>
<b>Expenses</b>						
SALARIES AND BENEFITS	\$135,481	\$124,728	\$141,730	\$143,040	1,310	0.9%
PRINTING & OFFICE SUPPLIES	465	594	440	440	0	0.0%
PURCHASES FOR RESALE	375	233	400	400	0	0.0%
OPERATING MATERIALS & SUPPLIES	2,755	1,562	2,764	2,793	29	1.0%
VEHICLE SUPPLIES	1,924	1,591	1,823	1,868	45	2.5%
BOTANICAL SUPPLIES	281	197	280	285	5	1.8%
CONSTRUCTION MATERIALS	2,625	2,071	2,245	2,296	51	2.3%
UTILITIES	8,138	5,899	8,708	8,602	(106)	-1.2%
COMMUNICATIONS	1,260	1,117	1,463	1,424	(40)	-2.7%
TRAVEL EXPENSES	346	105	404	381	(23)	-5.8%
TRAINING	670	336	798	805	7	0.9%
CONTRACTS & SERVICE AGREEMENTS	7,875	4,591	6,152	6,443	291	4.7%
MAINTENANCE & REPAIRS	7,029	6,235	7,394	7,705	311	4.2%
RENTAL/LEASE	702	515	785	776	(10)	-1.2%
INSURANCE	2,504	3,235	2,713	2,865	152	5.6%
PROFESSIONAL SERVICES	2,995	2,025	3,041	3,067	26	0.8%
LICENCES, PERMITS, FEES	796	888	893	947	55	6.1%
CREDIT CARD SERVICE CHARGES	425	185	401	401	0	0.0%
PROMOTION & ADVERTISING	1,542	882	1,370	1,370	0	0.0%
KEY COMMUNICATION PROGRAMS	389	94	445	445	0	0.0%
CONTRACTED MUNICIPAL SERVICES	11,588	11,864	12,007	15,195	3,188	26.6%
OTHER PURCHASED SERVICES	1,531	1,556	1,462	1,462	0	0.0%
PROPERTY TAX ADJUSTMENTS	1,056	714	1,301	1,301	0	0.0%
OTHER EXPENDITURES	1,287	1,468	2,716	2,718	3	0.1%
TRANSFERS TO RESERVES	44,212	45,146	39,226	41,095	1,869	4.8%
<b>Total Expenses</b>	<b>\$238,249</b>	<b>\$217,829</b>	<b>\$240,963</b>	<b>\$248,125</b>	<b>\$7,162</b>	<b>3.0%</b>
<b>Net Expenditures Before Draw From Reserve</b>				<b>(\$3,600)</b>		
TRANSFER FROM CORPORATE RATE STABILIZATION RESERVE				3,600		
<b>Net Expenditures/(Revenues)</b>	<b>(3,043)</b>	<b>(9,409)</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## RELATIONSHIP BETWEEN FUNCTIONAL UNITS AND FUNDS

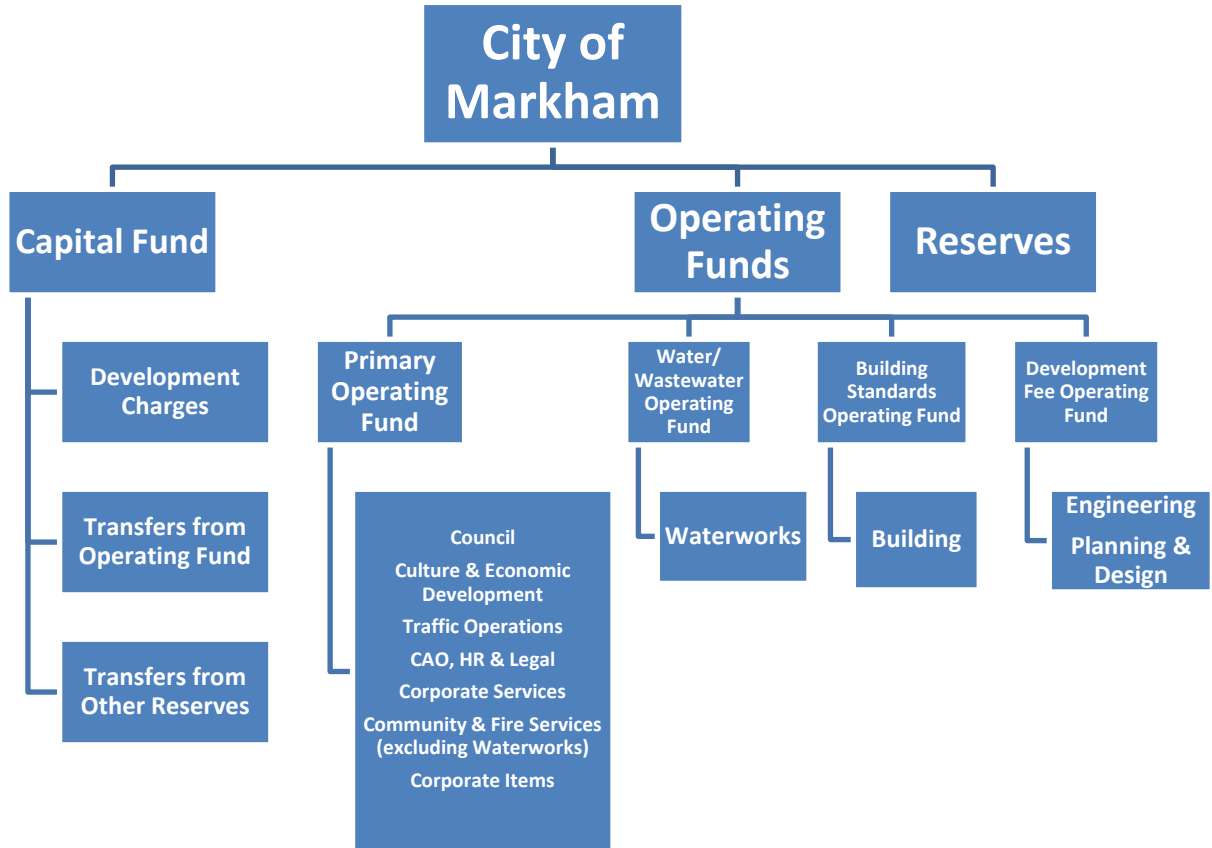
Department / Type of Fund	Operating Fund	Capital Development Fund	Development Fee	Building Fee	Waterworks Stabilization and Capital Fund
<b>Council and Administration</b>	<b>X</b>				
<b>Development Services (DS)</b>					
<i>Building</i>				X	
<i>Culture &amp; Economic Development</i>	X	X			
<i>Engineering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

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.

## DEPARTMENT/FUND RELATIONSHIP







## 2021 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 2021 Budget	2020 Budget
<b>Revenues</b>								
Property Tax	167,420	-	-	-	-	-	167,420	165,465
Other Taxes	1,209	-	-	-	-	-	1,209	1,209
Grants	1,935	-	-	-	-	-	1,935	1,935
Licences & Permits	2,225	-	-	-	11,187	-	13,412	9,257
Interest & Penalties	4,276	-	-	-	-	-	4,276	4,276
Investment Income	25,193	-	-	-	-	-	25,193	24,693
Fines	3,400	-	-	-	-	-	3,400	3,400
User Fees & Service Charges	21,414	-	13,498	8,651	70	533	44,166	41,109
Rental & Sales Income	11,631	-	-	-	-	567	12,197	11,371
Billings	-	-	-	-	-	132,627	132,627	139,256
Other Income	5,822	-	-	193	-	314	6,329	6,157
Capital Fund	-	103,259	-	-	-	-	103,259	111,488
Transfer from Reserves	3,600	-	-	-	-	-	3,600	2,395
	<b>248,125</b>	<b>103,259</b>	<b>13,498</b>	<b>8,844</b>	<b>11,257</b>	<b>134,040</b>	<b>519,023</b>	<b>522,012</b>
<b>Expenditures</b>								
Salaries & Benefits	143,040	-	6,093	5,767	6,365	8,193	169,458	167,771
Printing & Office Supplies	440	-	32	21	51	34	578	579
Operating Materials & Supplies	2,793	-	5	12	20	140	2,970	2,924
Vehicle Supplies	1,868	-	-	-	-	-	1,868	1,823
Construction Materials	2,296	-	-	-	-	550	2,846	2,839
Utilities	8,602	-	-	-	-	56	8,658	8,764
Communications	1,424	-	11	22	31	67	1,555	1,602
Travel & Training Expenses	1,186	-	46	31	40	116	1,419	1,427
Contracts & Service Agreements	6,443	-	4,011	2,913	3,100	3,156	19,623	18,973
Maintenance & Repair	7,705	-	-	1	-	475	8,181	7,882
Rental/Lease	776	-	1	5	-	7	789	797
Insurance	2,865	-	-	-	-	-	2,865	2,713
Professional Services	3,067	-	17	19	9	121	3,232	3,202
Licences, Permits & Credit Card Charges	1,348	-	57	47	85	67	1,605	1,529
Promotion & Advertising	1,370	-	6	2	6	-	1,384	1,384
Contracted Municipal Services	15,195	-	-	-	-	102,124	117,319	121,358
Other Purchased Services	1,462	-	-	-	-	2,784	4,246	4,217
Other Expenditures	5,150	-	4	1	-	5	5,160	5,154
Capital Expenditures	-	103,259	-	-	-	-	103,259	111,488
Transfers to Reserves	41,095	-	3,215	3	1,549	16,145	62,007	55,586
	<b>248,125</b>	<b>103,259</b>	<b>13,498</b>	<b>8,844</b>	<b>11,257</b>	<b>134,040</b>	<b>519,023</b>	<b>522,012</b>



## 2021 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 2021 Budget	2020 Budget
<b>Council and Administration</b>	<b>2,983</b>	-	-	-	-	<b>2,983</b>	<b>2,983</b>
<i>Building</i>	-	-	-	11,257	-	11,257	9,535
<i>Culture &amp; Economic Development</i>	3,736	438	-	-	-	4,174	10,165
<i>Engineering (including Traffic Operations)</i>	1,763	10,654	8,844	-	-	21,261	20,955
<i>Planning and Design</i>	-	13,571	13,498	-	-	27,069	35,421
<i>Commissioner's Office, DS</i>	1,923	-	-	-	-	1,923	1,235
<b>Development Services (DS)</b>	<b>7,422</b>	<b>24,663</b>	<b>22,343</b>	<b>11,257</b>	-	<b>65,684</b>	<b>77,311</b>
<i>CAO's Office</i>	789	-	-	-	-	789	789
<i>Human Resources</i>	3,233	102	-	-	-	3,335	3,204
<i>Legal</i>	2,064	-	-	-	-	2,064	2,335
<b>CAO, Legal, HR &amp; Sustainability</b>	<b>6,086</b>	<b>102</b>	-	-	-	<b>6,188</b>	<b>6,328</b>
<i>Financial Services</i>	4,421	1,066	-	-	-	5,487	6,748
<i>ITS</i>	9,131	2,188	-	-	-	11,319	12,210
<i>Communications &amp; Legislative Services</i>	4,839	-	-	-	-	4,839	11,424
<i>Sustainability &amp; Asset Management</i>	3,043	7,337	-	-	-	10,379	9,798
<i>Commissioner's Office, CS</i>	421	-	-	-	-	421	421
<b>Corporate Services (CS)</b>	<b>21,855</b>	<b>10,590</b>	-	-	-	<b>32,445</b>	<b>40,601</b>
<i>Fire and Emergency Services</i>	41,052	487	-	-	-	41,539	40,339
<i>Markham Public Library</i>	13,602	2,772	-	-	-	16,374	17,766
<i>Recreation Services</i>	11,001	2,368	-	-	-	13,369	43,209
<i>Operations and Operations Admin</i>	37,381	19,364	-	-	-	56,745	55,958
<i>Environmental Assets</i>	932	24,443	-	-	-	25,375	19,379
<i>Waste and Environmental Management</i>	12,150	102	-	-	-	12,252	10,952
<i>Waterworks</i>	-	18,368	-	-	134,040	152,408	157,137
<i>Commissioner's Office, CFS</i>	476	-	-	-	-	476	670
<b>Community &amp; Fire Services (CFS)</b>	<b>116,595</b>	<b>67,904</b>	-	-	<b>134,040</b>	<b>318,539</b>	<b>345,410</b>
<b>Corporate Items</b>	<b>93,184</b>	-	-	-	-	<b>93,184</b>	<b>49,379</b>
	<b>248,125</b>	<b>103,259</b>	<b>22,343</b>	<b>11,257</b>	<b>134,040</b>	<b>519,023</b>	<b>522,012</b>

**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 2021 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 2021 Budget identified budgetary pressures made up of the following four components: managing growth, funding ongoing capital replacements, maintaining municipal service levels, and increasing personnel costs. Particulars considered in the 2021 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. The impact of the pandemic on each of these was also taken into consideration.

Together, these fiscal pressures resulted in a \$5.1 million impact to the Operating Budget expenditures, offset by an increase in revenues of \$3.1 million, resulting in a net shortfall of approximately \$2.0 million equivalent to a proposed tax rate increase of 1.15%. In addition, another 0.5% for infrastructure investment was included in the initial proposed 2021 tax rate for a total of 1.65%. Recognizing 2021 will be a difficult year for Markham residents, Budget Committee acknowledged it was important to bring the tax rate increase to zero. As a result, staff recommended, and Budget Committee approved, a one-time draw from the Corporate Rate Stabilization reserve to bring the tax rate increase to zero for the year 2021 and hence eliminating the operating budget shortfall. This represents a temporary \$3.60M funding for one year which will be recovered through future years' operating budgets.

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

## **Capital Budget Summary**

The approval of the 2021 Capital Budget of \$103.3 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 October 2020, Council pre-approved 13 capital projects totalling \$8.7 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 183 projects totaling \$94.6 million. In aggregate, 196 capital projects were approved for the 2021 Capital Budget, totalling \$103.3 million.



	# of projects	\$ (in millions)
Pre-approvals	13	\$8.7
Remaining projects to be approved	183	\$94.6
<b>Total</b>	<b>196</b>	<b>\$103.3</b>

The 2021 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 2021 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 a tax rate of 0.5% 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 2021 Waterworks Budget of \$134.0 million. This represents an decrease of \$6.7 million over the 2020 Operating Budget. The 2021 Water and Wastewater rate of \$4.8180/m<sup>3</sup> effective April 1, 2021 remains the same as the prior year.

### **Planning & Design Budget**

The Planning & Design Budget is primarily funded through Planning Fees. For 2021, Council approved the Planning & Design Budget of \$13.5 million. This represents an increase of \$2.9 million from the 2020 Budget.

### **Engineering Budget**

The Engineering Budget is primarily funded through Engineering Fees. For 2021, Council approved the Engineering Budget of \$8.8 million. This represents no change from the 2020 Budget.

### **Building Standards Budget**

The Building Budget is primarily funded through Building Licenses and Permits. For 2021, Council approved the Building Services Budget of \$9.7 million. This represents an increase of \$0.2 million from the 2020 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, 2020, the balance in the City's reserves was \$278.7 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
COVID-19 Reserve	To fund future operating impacts relating to the COVID-19 pandemic
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, 2019	Actual Balance December 31, 2020	2021 Budget			Estimated Balance December 31, 2021
			Developer and Other Contributions \$	Transfer from/(to) Operating Funds \$	Transfer to Capital Funds \$	
Berczy Land Scope Feature	203	203				203
Building Fee	11,155	7,483		1,549	(244)	8,788
Capital Gain Reserve	4,160	4,160				4,160
Cemetery Operations	120	122				122
Corporate Rate Stabilization	22,527	23,280		(2,810)		20,470
COVID-19 Reserve	-	-		910		910
Dedicated Heritage Property Grant	92	105				105
Development Charges Reserve Funds	38,886	68,781	31,903	-	(25,929)	74,754
Development Fee	364	10,011		3,218	(112)	13,116
Election Expenses	231	531		300		831
Election Rebate	385	566		259		825
Emerald Ash Borer	387	192				192
Environmental Land Acquisition	10,326	10,713				10,713
Environmental Sustainability	95	95				95
Facility Ramp - Up	19,535	23,891				23,891
Firefighter's Sick Leave Benefits	6,776	6,776				6,776
Gas Tax Revenue	15,132	14,562	20,463		(15,985)	19,040
Heritage Preservation	86	82			(30)	52
Insurance	4,059	4,059				4,059
Land Acquisition Reserve Fund	(215,236)	(243,054)				(243,054)
Library Building Program	6,366	6,449				6,449
Life Cycle Replacement & Capital	120,799	133,007		39,791	(24,902)	147,896
Long Term Disability Benefit	21,975	22,872				22,872
Main Street Revitalization	70	3				3
Markham Heritage Loans	161	152				152
Markham Trees for Tomorrow	6	7				7
Museum Endowment	19	19				19
Non DC Growth	9,063	12,728			(157)	12,571
Parks 5% Cash in Lieu	50,695	58,478			(1,162)	57,316
Post-Employment Benefits	14,566	14,757				14,757
Public Art Acquisition	3,158	4,018			(205)	3,813
Section 37 funds	8,470	7,466			(286)	7,181
Stormwater Fee	(133)	(6,470)	9,960		(18,516)	(15,027)
Theatre Capital Improvement Fund	430	437				437
Theatre Endowment	449	458				458
Waterworks Stabilization / Capital	84,141	84,698		16,145	(15,730)	85,113
Workplace Safety Insurance Board (WSIB)	4,334	5,314				5,314
WSIB Excess Compensation	1,435	1,752				1,752
<b>Total Reserve Funds</b>	<b>245,289</b>	<b>278,703</b>	<b>62,326</b>	<b>59,362</b>	<b>(103,259)</b>	<b>297,132</b>





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

Description	Transfer from/(to) Operating Funds	Transfer to Capital Funds	Details
<b><u>Building Fee</u></b>			
Transfer to Operating Fund	1,549		Transfer of Building Operating Budget based on 2021 projected performance
Transfer to fund Capital Projects		(244)	Funding of 2021 capital projects associated with Building department
<b><u>Corporate Rate Stabilization</u></b>			
Transfer of 2020 Operating surplus	(2,810)		Transfer from Corporate Rate Stabilization to offset the 2021 budget deficit (\$3.6M) and transfer of Operating surplus for 2020 based on actual performance (\$0.79M)
<b><u>COVID-19 Reserve</u></b>			
Transfer of 2020 Operating surplus	910		Transfer from 2020 Operating surplus to fund incremental operating expenses incurred as a result of the COVID-19 pandemic
<b><u>Development Fee</u></b>			
Transfer to Operating Fund	3,218		Transfer of Planning and Engineering Operating Budget based on 2021 projected performance
		(112)	Funding of 2021 capital projects associated with Engineering and Planning departments
<b><u>Election Expenses</u></b>			
Transfer from Operating Fund	300		Transfer to fund future election costs
<b><u>Election Rebate</u></b>			
Transfer from Operating Fund	259		Transfer to fund future election rebate costs
<b><u>Gas Tax Revenue</u></b>			
Transfer from Other Revenue	20,463		Gas tax revenue received from federal government transferred funds for capital projects
Transfer to fund Capital Projects		(15,985)	Funding of 2021 capital projects identified as gas tax revenue eligible or for capital projects to be developer funded
<b><u>Life Cycle Replacement &amp; Capital</u></b>			
Transfer from Operating Fund net of 2020 surplus	3,210		Transfer of Operating Budget surplus based on 2020 performance
Transfer from Operating Fund	36,581		Transfer from Operating Budget to fund asset life cycle replacements
Transfer to fund Capital Projects		(24,902)	Funding of 2021 capital projects associated to asset replacements
<b><u>Markham Heritage Preservation</u></b>			
Transfer to fund Capital Projects		(30)	Funding of 2021 capital projects associated with Heritage Preservation
<b><u>Non Development Charges Growth</u></b>			
Transfer to fund Capital Projects		(157)	Funding of 2021 capital projects associated with non-growth related area
<b><u>Parkland Cash in lieu</u></b>			
Transfer to fund Capital Projects		(1,162)	Funding of 2021 capital projects associated with parks
<b><u>Public Art Acquisition</u></b>			
Transfer to fund Capital Projects		(205)	Funding of 2021 capital projects associated with non-growth related area
<b><u>Section 37 Allocation</u></b>			
Transfer to fund Capital Projects		(286)	Funding of 2021 capital projects associated with public realm
<b><u>Stormwater fee</u></b>			
Transfer from Other Revenue 2021 projected fees	9,960		Revenue based on 2021 projected fee
<b><u>Waterworks Stabilization/Capital</u></b>			
Transfer from Waterworks Operating Fund 2021 projected surplus	16,145		Transfer of Waterworks Operating Budget based on 2021 projected performance
Funding of Capital Projects		(15,730)	Transfer to Capital Budget on order to fund Waterworks 2021 capital projects



**2019 TO 2021 SUMMARY OF RESERVES**  
(\$000's)

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Budget</u>
Balance as of January 1	230,251	206,403	168,909
Other Revenue	32,597	1,504	-
Dividend from Markham Enterprises Corporation	8,460	10,280	9,800
Transfers in from Operating Fund	54,434	53,981	111,888
Transfer out to Capital Fund (net of unspent)	(119,339)	(103,259)	(103,259)
<b>Balance as of December 31</b>	<u>206,403</u>	<u>168,909</u>	<u>187,338</u>
Development charges	38,886	38,886	45,179
Total	<u><b>245,289</b></u>	<u><b>207,795</b></u>	<u><b>232,517</b></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.

<b>Morgan Park Trust Fund</b>	<p>The T. &amp; 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>
<b>Varley- McKay Art Foundation Trust Fund</b>	<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>
<b>Markham Environmental Advisory Committee Trust Fund</b>	<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>
<b>Cemetery Trust Fund</b>	<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>
<b>Older Adults in Action Trust Fund</b>	<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>
<b>Markham History – Research and Publication Trust Fund</b>	<p>The Markham History – Research &amp; 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 &amp; District Historical Society and the Museum Advisory Board.</p>

## 2021 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 – 2021 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 – 2021 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 2021 budget has been restated in accordance with Ontario Regulation 284/09 and was included for Council adoption as part of the 2021 budget approval process.





The restatement of the 2021 Budget in accordance with the full accrual method of accounting and Ontario Regulation 284/09 results in a projected surplus of \$6,333,951. Details of the restated budget are shown in Exhibit 1 below.

### 2021 CONSOLIDATED BUDGET

#### Additional Financial Disclosure Requirements Pursuant to Ontario Regulation 284/09 Re-stated in Accordance with the Full Accrual Method of Accounting

#### REVENUES

- Operating (excl. Planning & Design, Engineering, Building Standards and Waterworks)	\$248,124,592	
- Planning & Design	\$13,498,406	
- Engineering	\$8,844,438	
- Building Standards	\$11,256,840	
- Waterworks	\$134,040,298	
<b>Total Revenues from Operations</b>	<b>\$415,764,574</b>	<b>\$415,764,574</b>
Non-Tangible Capital	\$18,398,570	
Tangible Capital Assets	\$84,860,630	
<b>Total Capital - Tangible &amp; Non-Tangible</b>	<b>\$103,259,200</b>	
<b>Less: Transfer from Reserve / Reserve Funds - Op</b>	<b>(1) (\$3,600,000)</b>	
<b>Less: Transfer from Reserve / Reserve Funds - Cap</b>	<b>(1) (\$56,475,961)</b>	
<b>Net Revenues to fund Capital</b>	<b>(2) \$43,183,239</b>	<b>\$43,183,239</b>

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<b>TOTAL REVENUES</b>		<b>\$458,947,813</b>
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#### EXPENSES

- Operating (excl. Planning & Design, Engineering, Building Standards and Waterworks)	\$248,124,592	
- Planning & Design	\$13,498,406	
- Engineering	\$8,844,438	
- Building Standards	\$11,256,840	
- Waterworks	\$134,040,298	
<b>Total Operating Expenses</b>	<b>\$415,764,574</b>	
<b>Less: Transfer to Reserve / Reserve Funds</b>	<b>(3) (\$62,007,319)</b>	
<b>Add: TCA Amortization Expenses</b>	<b>(4) \$80,117,033</b>	
<b>Add: Post-employment Benefit Expenses</b>	<b>(5) \$341,004</b>	
<b>Net Operating Expenses</b>	<b>\$434,215,292</b>	<b>\$434,215,292</b>
Non-Tangible Capital	(6) \$18,398,570	
Tangible Capital Assets	\$84,860,630	
<b>Total Capital Expenses</b>	<b>\$103,259,200</b>	
<b>Less: Tangible Capital Assets Capitalized</b>	<b>(6) (\$84,860,630)</b>	
<b>Net Capital Expenses - Not Capitalized</b>	<b>(6) \$18,398,570</b>	<b>\$18,398,570</b>

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<b>TOTAL EXPENSES</b>		<b>\$452,613,862</b>
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<b>ADJUSTED BUDGET: 2021 FULL ACCRUAL ACCOUNTING BUDGET SURPLUS</b>	<b>(7)</b>	<b>\$6,333,951</b>
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#### NOTES:

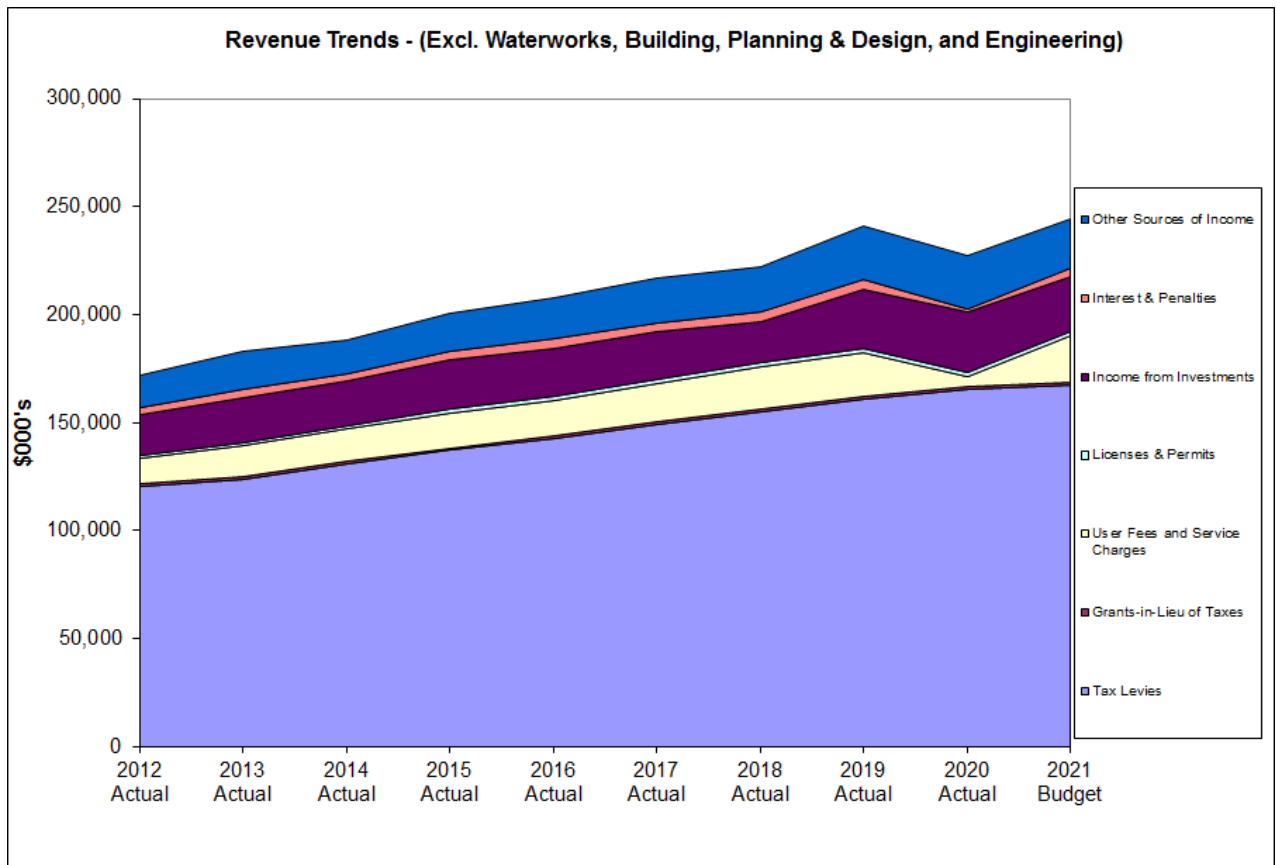
- (1) Represents transfers from reserves and/or reserve funds to fund expenditures. These are not considered revenues under the full accrual method of accounting.
- (2) Represents new revenues to fund the 2021 capital budget
- (3) Represents contributions to reserves and/or reserve funds. These are not 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 2020 and amortization expenses for assets projected to be "in-service" in 2021 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 2021 capital budget, and they will be restated as operating expenses.
- (7) Projected surplus is based on the restated 2021 budget.

## 2021 TRADITIONAL BALANCED BUDGET DETAILS

The 2021 Operating Budget for City services totals \$248.1 million excluding, Waterworks, Building Standards, Planning & Design and Engineering. This represents an increase of \$7.2 million over the 2020 Operating Budget.

<b>Budget Component</b>	<b>(in \$ millions)</b>
<b>Operating</b>	\$248.1
<b>Planning and Design</b>	\$13.5
<b>Engineering</b>	\$8.8
<b>Building Standards</b>	\$11.3
<b>Waterworks</b>	\$134.0
<b>Capital</b>	\$103.3
<b>Total</b>	<b>\$519.0</b>

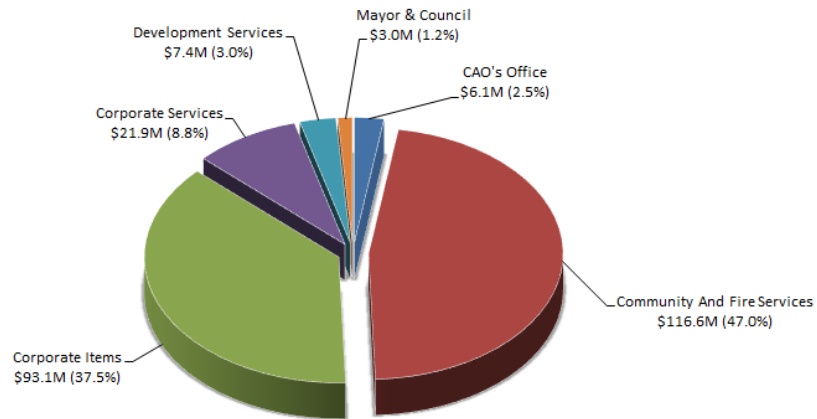
On a consolidated basis, Markham maintains a consistent level of revenues each year to partially offset increases in expenditures. The main drivers for the revenue increase are related to assessment growth, core services revenue strategies, and other operational revenues. However, 2020 actual revenue and 2021 budgeted revenue was/will be impacted by the COVID-19 pandemic. Revenues from Planning & Design, Engineering, Building, and Waterworks are reported separately in the respective department operating budgets.



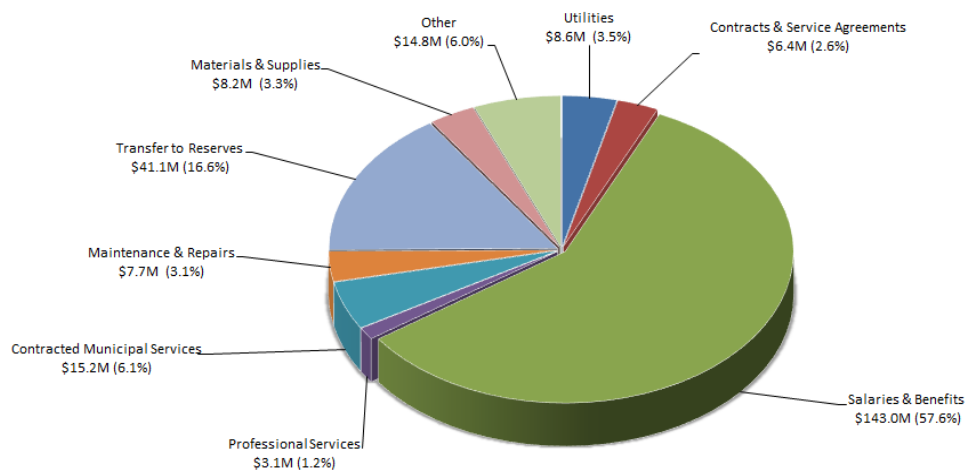
## Expenditures

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 \$248.1M



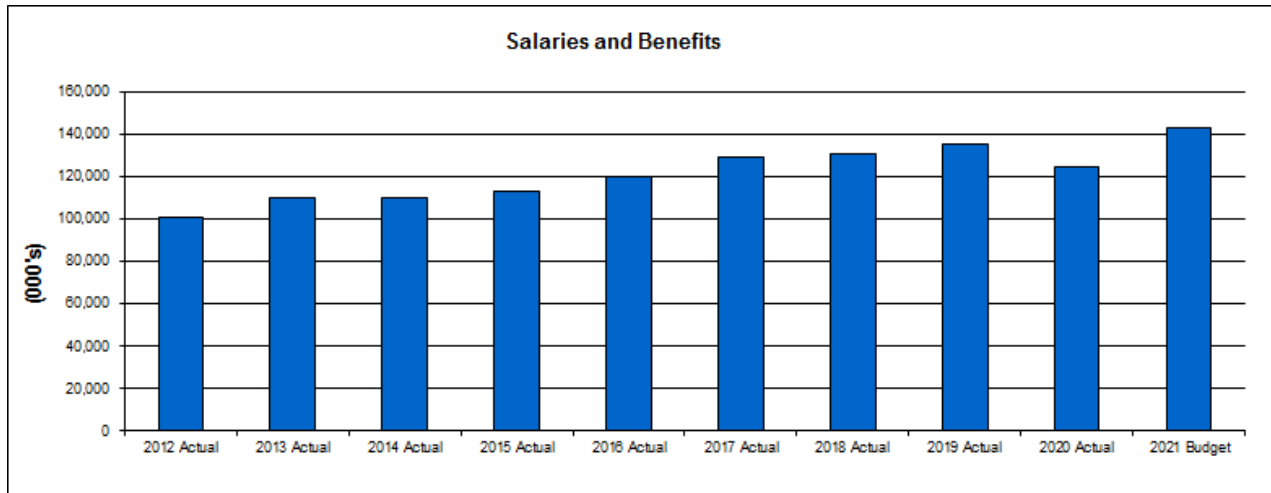
**Operating Budget Expenditures by Component**  
(excluding Waterworks, Building, Planning & Design, and Engineering)  
Total \$248.1M





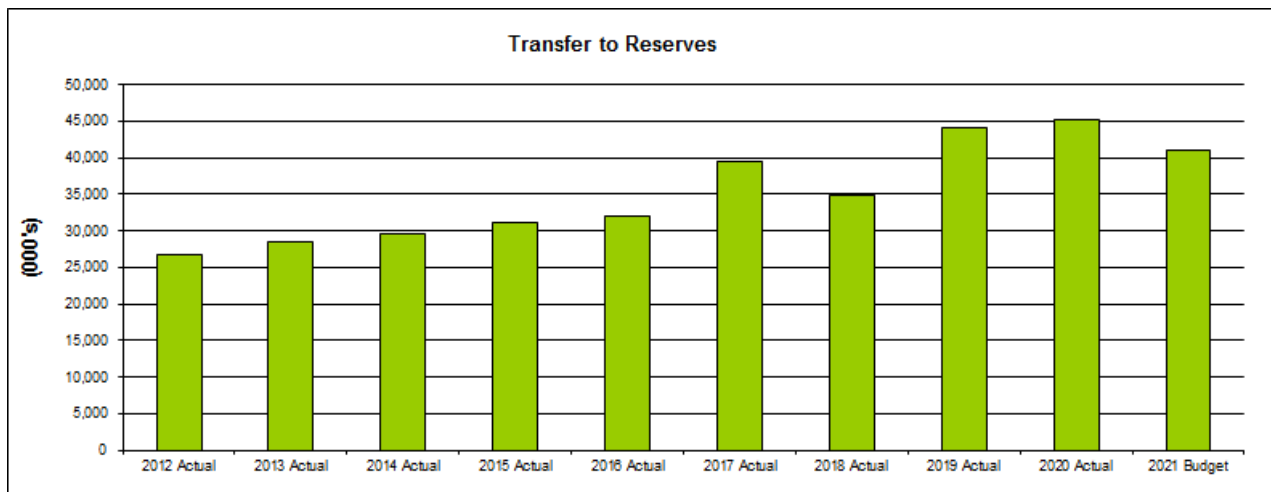
### Personnel Costs

Approximately 58% of expenditures relate to salaries and benefits. Budgeted 2021 personnel is at \$143.0 million, an increase of \$1.3 million from 2020. The cost increase is primarily due to 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.

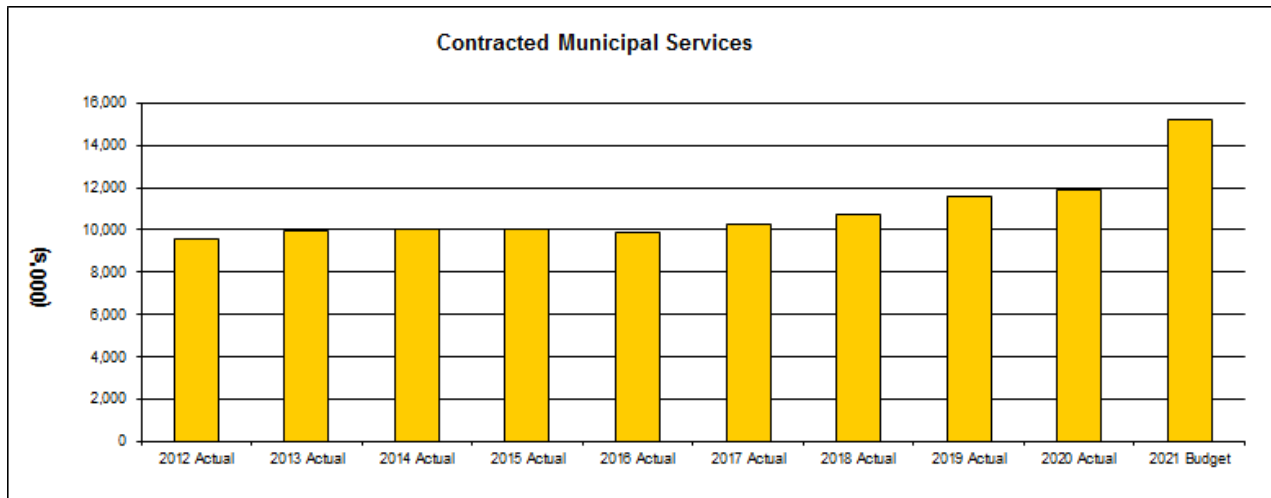


### Non-personnel Costs

The next highest component in the Operating Budget Expenditures by account chart is Transfer to Reserves at approximately 17%. 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 6% 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 19% 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

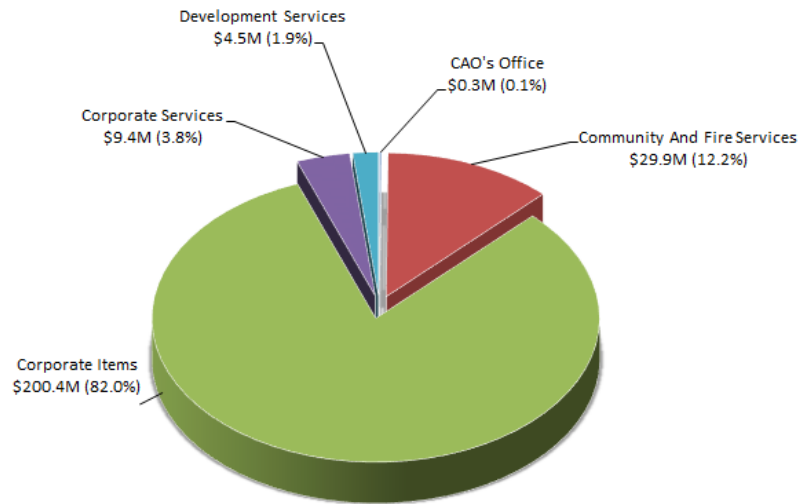
Business Units first identify opportunities for budget reallocation from existing budget items or revenue recoveries to offset/partially offset potential budget implications.



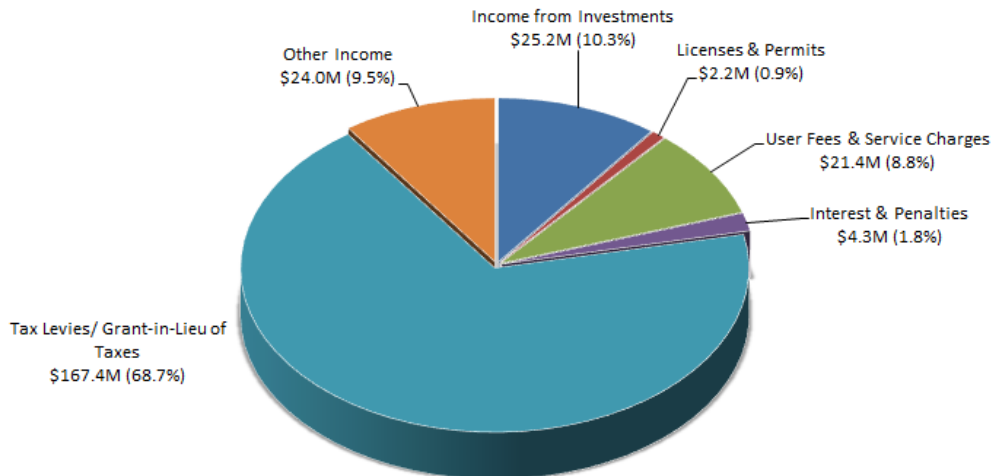
## Revenues

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 \$244.5M



**Operating Budget Revenues by Component**  
(excluding Waterworks, Building, Planning, & Engineering Departments)  
Total \$244.5M



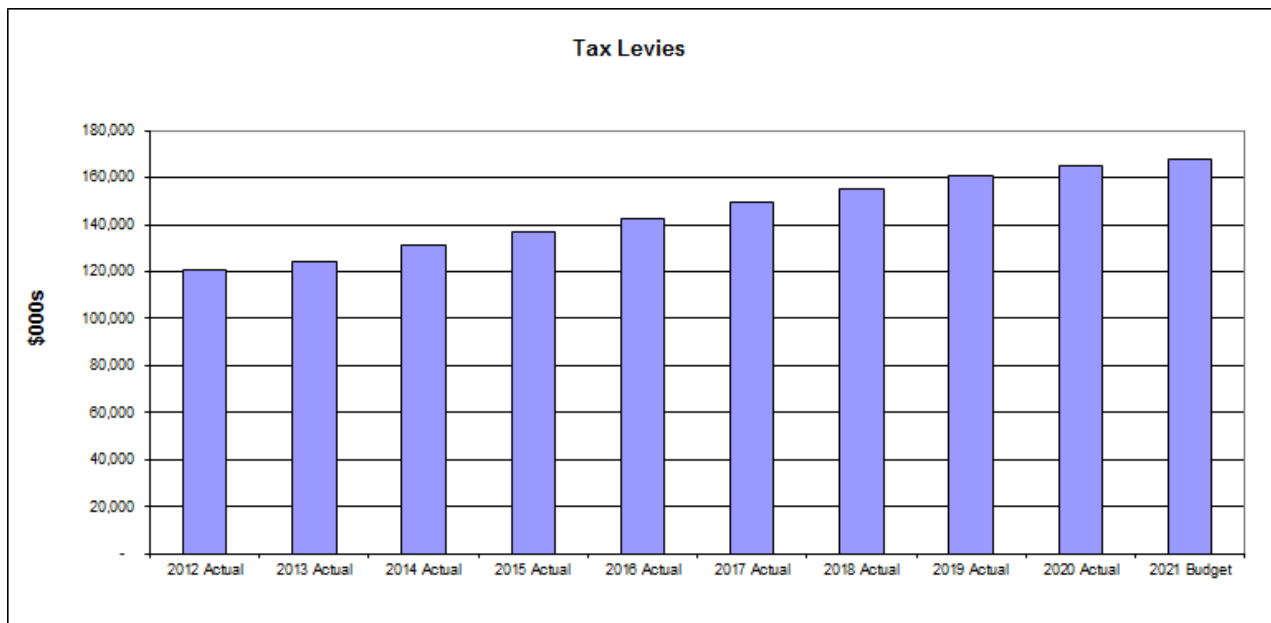
The \$248.1 million Operating Budget is 92% funded through the following sources:

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

The remaining 8% of revenues is generated from fines and recoveries, property tax interest and penalties, grants and subsidies. The 2021 budget also includes a one-time draw of \$3.6M from the Corporate Rate Stabilization Reserve which was required due to the impact of the COVID-19 pandemic.

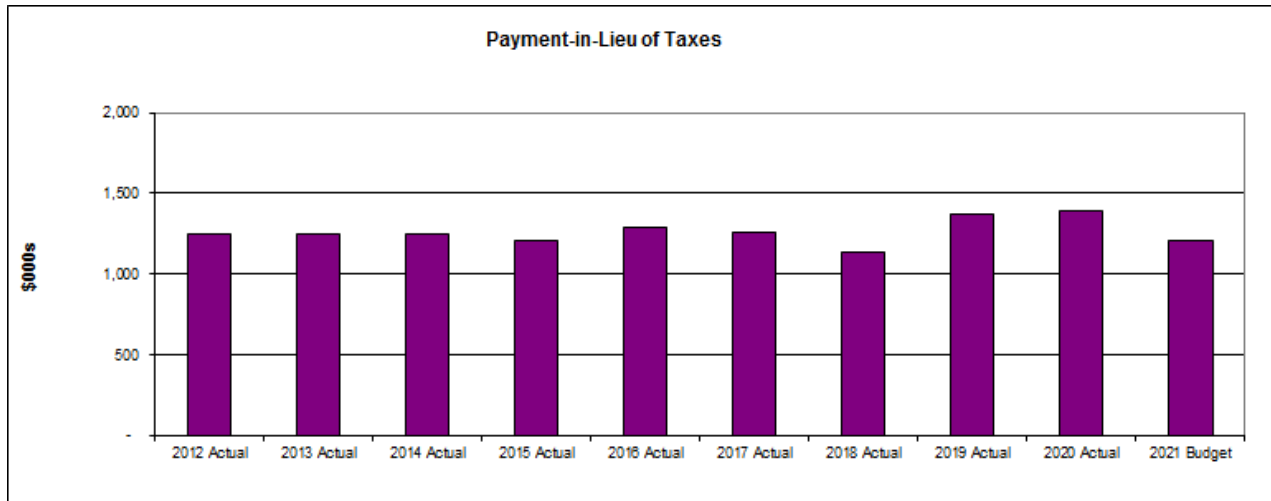
### *Tax Levies*

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 2021 tax levies is at \$167.4 million, an increase of \$1.9 million from 2020. The tax revenue has increased steadily in the past years due to assessment growth in the City and tax rate increases. The 2021 budgeted assessment growth is 1.20% versus 1.22% in 2020.



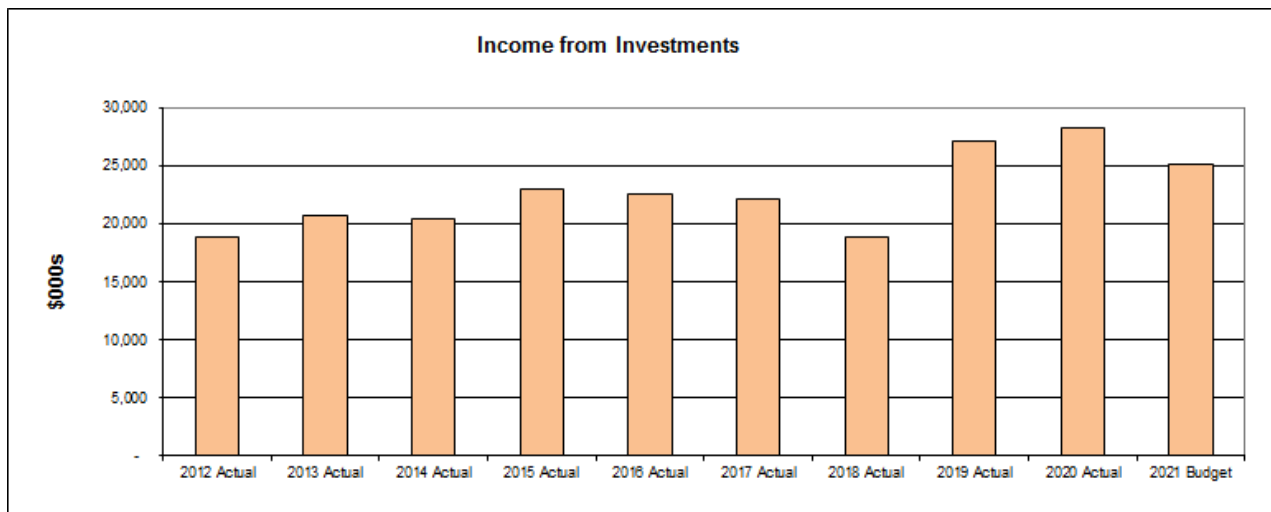
### Grants-in-Lieu

Grants-in-Lieu are payments received in lieu of taxation on properties owned by other government bodies and government agencies. The 2021 Budget is \$1.2 million which is trending consistently with prior years.



### Investment Income

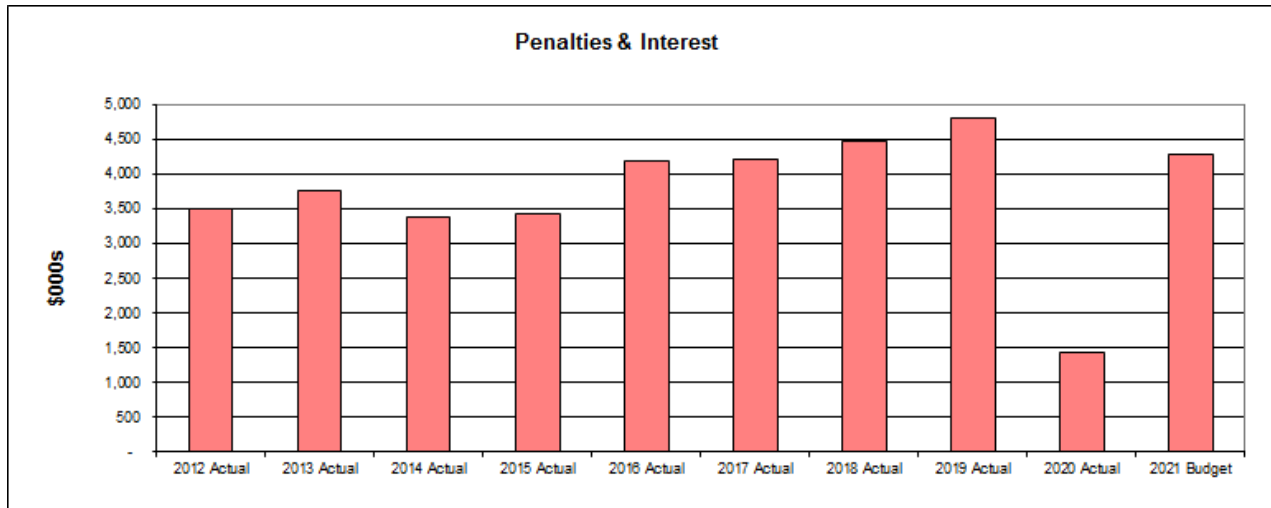
The City of Markham earns income on investments for all major City funds and reserves. Income from investments is budgeted at \$25.2 million; this amount includes interest and dividends from the City's holdings in Markham Enterprises Corporation and Markham District Energy Incorporated.





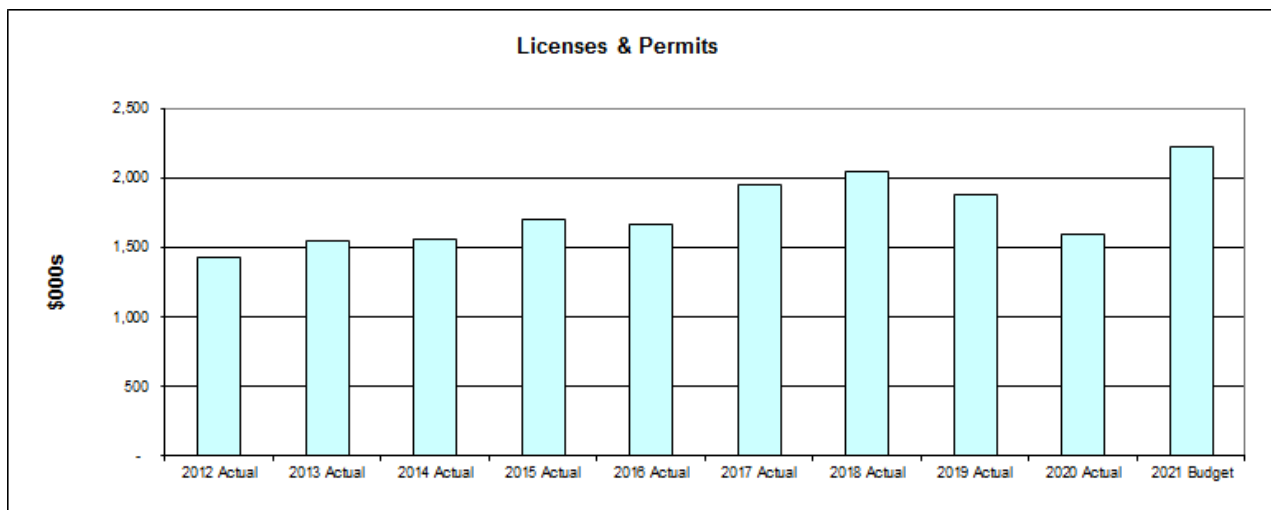
### Penalties and Interest

Penalties and interest relate to late payment of property tax bills. For 2021, the budget for this account is \$4.3 million.



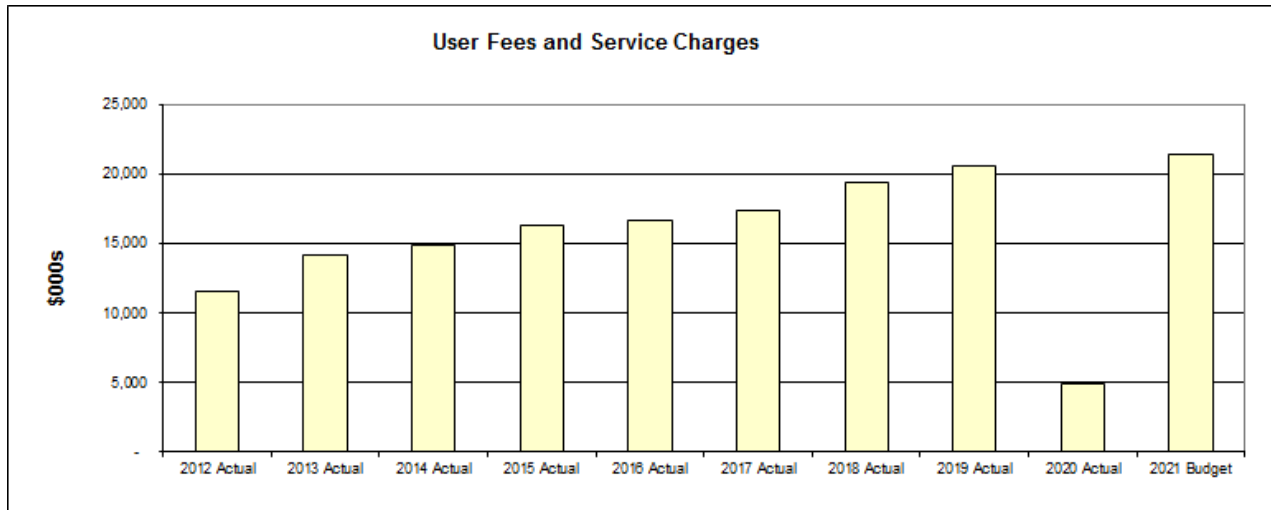
### Licenses & Permits

Licenses and Permits revenues are generated by Legislative Services from the sale of business, marriage and other licenses. The 2021 Budget is \$2.2 million.



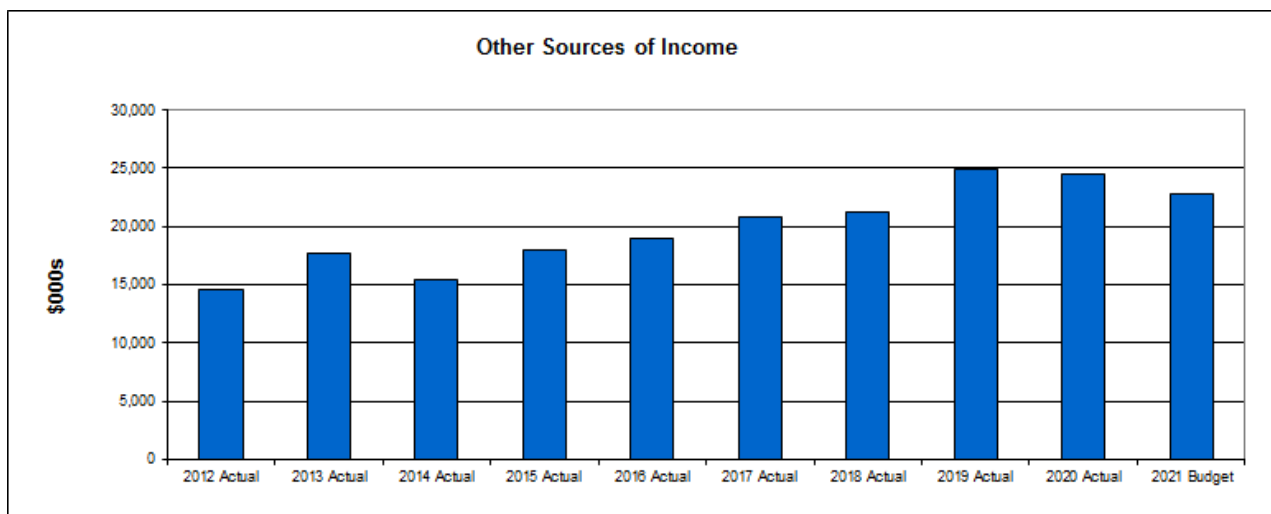
### User Fees

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 2021 Budget of \$21.4 million represents a \$0.1 million increase from the 2020 budget to address inflation. The COVID-19 pandemic had a significant impact on fee revenue in 2020 due to closure of City facilities for the most part of the year. Although the 2021 budget is based on the prior year budget, there still remains an element of uncertainty as to how the pandemic will impact facilities and programs in 2021.



### Other Income

The Other Income Operating Budget of \$22.8 million represents an increase of \$1.0 million from 2020 and includes fines and rental income.



## 2021 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)	2020 Actual	2020 Budget	2021 Budget	2021 Budget vs. 2020 Budget		2021 Budget vs. 2020 Actual	
			Approved	Incr.(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	1,790	1,934	1,931	(3)	-0.1%	141	5.4%
Mayor & Councillors	964	1,049	1,052	3	0.3%	88	23.9%
<b>Total Council</b>	<b>2,754</b>	<b>2,983</b>	<b>2,983</b>	<b>0</b>	<b>0.0%</b>	<b>229</b>	<b>7.7%</b>
CAO's Office	613	789	789	0	0.1%	176	20.5%
Human Resources	2,564	3,202	3,233	31	1.0%	669	22.6%
Legal Dept.	1,757	2,035	2,064	28	1.4%	307	22.2%
<b>Total CAO</b>	<b>4,935</b>	<b>6,026</b>	<b>6,086</b>	<b>60</b>	<b>1.0%</b>	<b>1,151</b>	<b>22.2%</b>
Commissioner's Office	384	421	421	(0)	0.0%	37	10.4%
Legislative Services, Corporate Communications & Community Engagement	5,941	4,670	4,839	170	3.6%	(1,102)	-25.4%
Financial Services	4,235	4,414	4,421	7	0.2%	186	4.8%
ITS Department	8,059	8,986	9,131	145	1.6%	1,073	15.7%
Sustainability & Asset Management	3,487	3,827	3,043	(784)	-20.5%	(444)	-13.7%
<b>Total Corporate Services</b>	<b>22,106</b>	<b>22,317</b>	<b>21,855</b>	<b>(462)</b>	<b>-2.1%</b>	<b>(251)</b>	<b>-1.3%</b>
Commissioner's Office	1,802	1,235	1,922	687	55.6%	120	10.1%
Culture & Economic Development	4,051	3,731	3,736	5	0.1%	(315)	-8.2%
Traffic Operations	1,364	1,696	1,764	68	4.0%	400	29.7%
<b>Total Development Services</b>	<b>7,217</b>	<b>6,663</b>	<b>7,422</b>	<b>760</b>	<b>11.4%</b>	<b>205</b>	<b>3.2%</b>
Commissioner's Office	421	670	476	(194)	-28.9%	55	9.0%
Fire Services	40,009	39,301	41,052	1,751	4.5%	1,043	3.0%
Markham Public Libraries	10,251	13,539	13,602	63	0.5%	3,350	30.2%
Operations	32,007	34,179	35,191	1,011	3.0%	3,184	10.9%
Operations Administration	1,993	2,264	2,191	(73)	-3.2%	198	13.3%
Recreation Services	15,378	10,912	11,001	89	0.8%	(4,378)	-45.0%
Environmental Services	9,549	10,163	13,082	2,919	28.7%	3,533	41.9%
<b>Total Community And Fire Services</b>	<b>109,610</b>	<b>111,028</b>	<b>116,595</b>	<b>5,566</b>	<b>5.0%</b>	<b>6,985</b>	<b>7.3%</b>
<b>Corporate Items</b>	<b>(155,469)</b>	<b>(149,016)</b>	<b>(151,340)</b>	<b>(2,324)</b>	<b>1.6%</b>	<b>4,129</b>	<b>-3.1%</b>
<b>Net (Surplus)/Defecit</b>	<b>(8,848)</b>	<b>0</b>	<b>3,600</b>	<b>3,600</b>	<b>0.0%</b>	<b>12,448</b>	<b>-222.3%</b>

The 2020 surplus of \$8.85M will be transferred as follows:

- \$3.43M to the Corporate Rate Stabilization Reserve;
- \$3.21M to the Life Cycle Replacement and Capital Reserve Fund;
- \$1.30M COVID provision for future tax appeals; and
- \$0.91M to a newly established COVID-19 Reserve.



## 2021 OPERATING BUDGET SUMMARY – EXPENDITURES

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

Department/Commission (in \$000's)	2020 Actual	2020 Budget	2021 Budget Approved	2021 Budget vs. 2020 Budget		2021 Budget vs. 2020 Actual	
				Incr.(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	1,790	1,934	1,931	(3)	-0.1%	141	5.4%
Mayor & Councillors	964	1,049	1,052	3	0.3%	88	19.3%
<b>Total Council</b>	<b>2,754</b>	<b>2,983</b>	<b>2,983</b>	<b>0</b>	<b>0.0%</b>	<b>229</b>	<b>7.4%</b>
CAOs Office	613	789	789	0	0.1%	176	20.5%
Human Resources	2,564	3,204	3,235	31	1.0%	671	22.7%
Legal Dept.	2,220	2,335	2,364	29	1.2%	143	8.4%
<b>Total CAO</b>	<b>5,398</b>	<b>6,328</b>	<b>6,388</b>	<b>60</b>	<b>1.0%</b>	<b>990</b>	<b>17.9%</b>
Commissioner's Office	384	421	421	(0)	0.0%	37	10.4%
Legislative Services, Corporate Communications & Community Engagement	10,320	11,424	11,593	170	1.5%	1,274	12.7%
Financial Services	5,168	5,690	5,697	7	0.1%	530	10.7%
ITS Department	8,087	8,185	9,156	972	11.9%	1,069	15.7%
Sustainability & Asset Management	4,233	4,606	4,357	(248)	-5.4%	125	3.3%
<b>Total Corporate Services</b>	<b>28,191</b>	<b>30,325</b>	<b>31,225</b>	<b>900</b>	<b>3.0%</b>	<b>3,034</b>	<b>11.7%</b>
Commissioner's Office	1,802	1,235	1,922	687	55.6%	120	10.1%
Culture & Economic Development	5,089	8,234	8,239	5	0.1%	3,150	40.3%
Traffic Operations	1,366	1,697	1,765	68	4.0%	399	29.6%
<b>Total Development Services</b>	<b>8,257</b>	<b>11,166</b>	<b>11,926</b>	<b>760</b>	<b>6.8%</b>	<b>3,669</b>	<b>35.4%</b>
Commissioner's Office	421	670	476	(194)	-28.9%	55	9.0%
Fire Services	40,260	39,633	41,440	1,807	4.6%	1,180	3.3%
Markham Public Libraries	10,633	14,680	14,743	63	0.4%	4,110	33.8%
Operations	33,181	35,707	36,836	1,129	3.2%	3,655	12.1%
Operations Administration	2,086	2,350	2,277	(73)	-3.1%	191	10.9%
Recreation Services	22,514	35,946	36,053	107	0.3%	13,539	44.4%
Environmental Services	11,480	11,796	14,690	2,894	24.5%	3,210	32.1%
<b>Total Community And Fire Services</b>	<b>120,575</b>	<b>140,782</b>	<b>146,516</b>	<b>5,733</b>	<b>4.1%</b>	<b>25,941</b>	<b>21.6%</b>
<b>Corporate Items</b>	<b>51,919</b>	<b>49,379</b>	<b>49,087</b>	<b>(292)</b>	<b>-0.6%</b>	<b>(2,832)</b>	<b>-6.1%</b>
<b>Total Corporation</b>	<b>217,094</b>	<b>240,963</b>	<b>248,125</b>	<b>7,162</b>	<b>3.0%</b>	<b>31,031</b>	<b>14.7%</b>

## 2021 OPERATING BUDGET SUMMARY – REVENUES

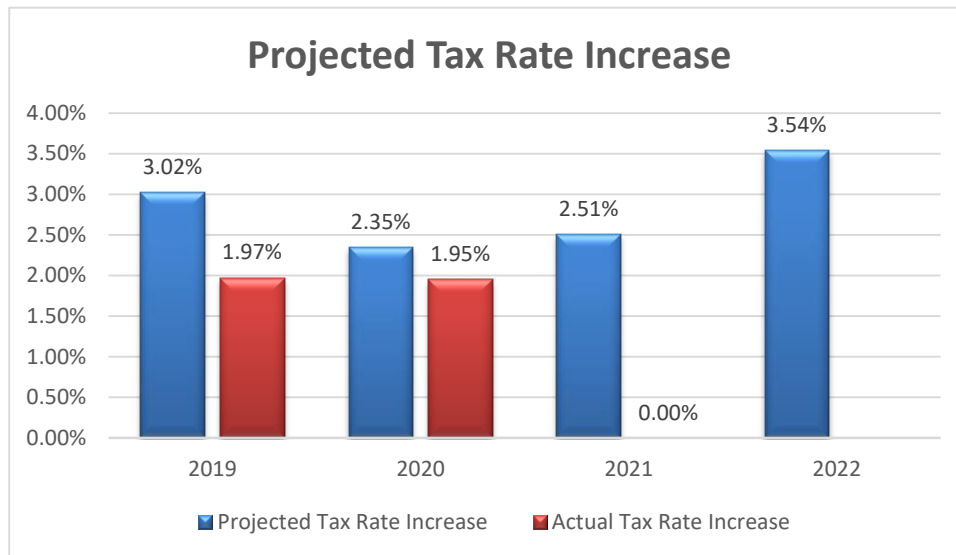
(EXCLUDING WATERWORKS, BUILDING STANDARDS, PLANNING & DESIGN, & ENGINEERING)

Department/Commission (in \$000's)	2020 Actual	2020 Budget	2021 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%
<b>Total Council</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
CAO's Office	0	0	0	0	0.0%	0	0.0%
Human Resources	0	2	2	0	0.0%	2	0.0%
Legal Dept.	463	300	300	0	0.0%	(163)	-49.3%
<b>Total CAO</b>	<b>463</b>	<b>302</b>	<b>302</b>	<b>0</b>	<b>0.0%</b>	<b>(161)</b>	<b>-48.1%</b>
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Legislative Services, Corporate Communications & Community Engagement	4,378	6,754	6,754	0	0.0%	2,376	41.6%
Financial Services	932	1,276	1,276	0	0.0%	344	32.3%
ITS Department	28	25	25	0	0.0%	(3)	0.0%
Sustainability & Asset Management	746	488	1,315	826	169.2%	569	121.0%
<b>Total Corporate Services</b>	<b>6,085</b>	<b>8,544</b>	<b>9,370</b>	<b>826</b>	<b>9.7%</b>	<b>3,285</b>	<b>45.3%</b>
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Culture & Economic Development	1,038	4,503	4,503	0	0.0%	3,465	87.2%
Traffic Operations	2	1	1	0	0.0%	(1)	0.0%
<b>Total Development Services</b>	<b>1,040</b>	<b>4,504</b>	<b>4,504</b>	<b>0</b>	<b>0.0%</b>	<b>3,463</b>	<b>87.2%</b>
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Fire Services	251	387	387	0	0.0%	136	45.0%
Markham Public Libraries	381	1,142	1,142	0	0.0%	760	71.2%
Operations	1,174	1,528	1,645	118	7.7%	471	48.9%
Operations Administration	92	86	86	0	0.0%	(6)	-2.3%
Recreation Services	7,135	25,037	25,052	15	0.1%	17,917	86.4%
Environmental Services	1,931	1,633	1,608	(25)	-1.5%	(323)	-20.7%
<b>Total Community And Fire Services</b>	<b>10,965</b>	<b>29,813</b>	<b>29,921</b>	<b>108</b>	<b>0.4%</b>	<b>18,956</b>	<b>76.1%</b>
<b>Corporate Items</b>	<b>207,389</b>	<b>197,799</b>	<b>200,427</b>	<b>2,628</b>	<b>1.3%</b>	<b>(6,962)</b>	<b>-3.9%</b>
<b>Total Corporation</b>	<b>225,943</b>	<b>240,963</b>	<b>244,525</b>	<b>3,562</b>	<b>1.5%</b>	<b>18,582</b>	<b>8.6%</b>



## 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 three years (2019 - 2021) followed by one forecasted year (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. A revised forecast will be prepared, and will be in alignment with the new Council term for the period 2023-2027.

## Operating Budget Forecast Assumptions

The high-level operating budget forecast builds upon the incremental changes incorporated into the prior year operating budget while taking into account known and/or one-off impacts.

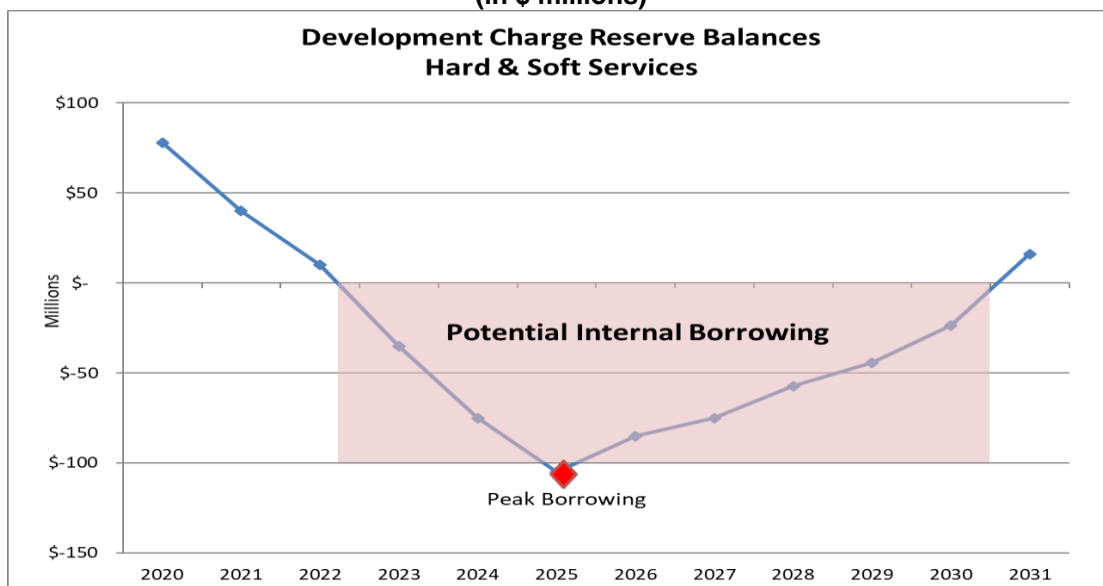
With the extraordinary events experienced since the beginning of the COVID-19 pandemic in Q1 2020, the impact particularly on user fee revenue for the projected years is based on high-level projections produced by the relevant department which in turn reflects various scenarios and takes account of Provincial rules/regulations.

For personnel expenditures, the impact of the increase of cost of living is accounted for in each budget year, as well as pay increases arising from contract negotiations and any known increases in full-time headcount. Contract escalations for winter maintenance operations, waste collection services, insurance, forecasted utility cost increases and other major contracts are also accounted for. As well as the impact on operating costs from capital projects, growth in Parks and Roads arising from new additions during the prior year. Any known one-off items are also included.

## Debt Projection

It is anticipated that the City's Development Charges (DC) reserves will go into a negative position starting in 2022 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 2020 General Portfolio balance, internal borrowing would be capped at \$123.6M. The City has prepared a debt projection forecast as follows:

### Development Charges Internal Debt Projection (in \$ millions)





## **Bond Ratings**

The City of Markham is a two-tier municipality and is part of the Region of York. In most instances, the City would consult with the Region in order to obtain funding for large and/or one-off projects.

York Region has a broad range of investments and maintains a prudent approach to investing to ensure its obligations and responsibilities to residents, as well as municipal services are achieved. In July 2020, Moodys announced a credit rating of AAA for the Region based on its high levels of cash and continued ability to generate strong operating outcomes. The rating also reflects a wealthy and diverse tax base which has supported the Region's ability to generate predictable revenues. The rating is pressured by increased demand for government services and capital infrastructure spending which put upward pressure on an already elevated debt burden. The Region is exposed to fiscal pressure stemming from the coronavirus pandemic, which Moody's views as a social risk, which could cause the debt burden to rise higher, although budget flexibility and strong management will cushion the fiscal impact. In their assessment, Moodys also indicated a high likelihood of extraordinary financial support from the Province in the light of the current pandemic situation.

## **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)	\$ 886,111.33
<b>TOTAL</b>		<b>\$ 12,000,000.00</b>	<b>\$ 5,722,226.50</b>		<b>\$ 17,722,226.50</b>

**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
<b>TOTAL</b>		<b>\$ 4,000,000.00</b>	<b>\$ 872,994.71</b>		<b>\$ 4,872,994.71</b>

## 2021 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 42% of the 2021 Capital Budget is funded from the Development Charge Reserve (25%) and the Life Cycle Replacement and Capital Reserve Fund (17%). 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.

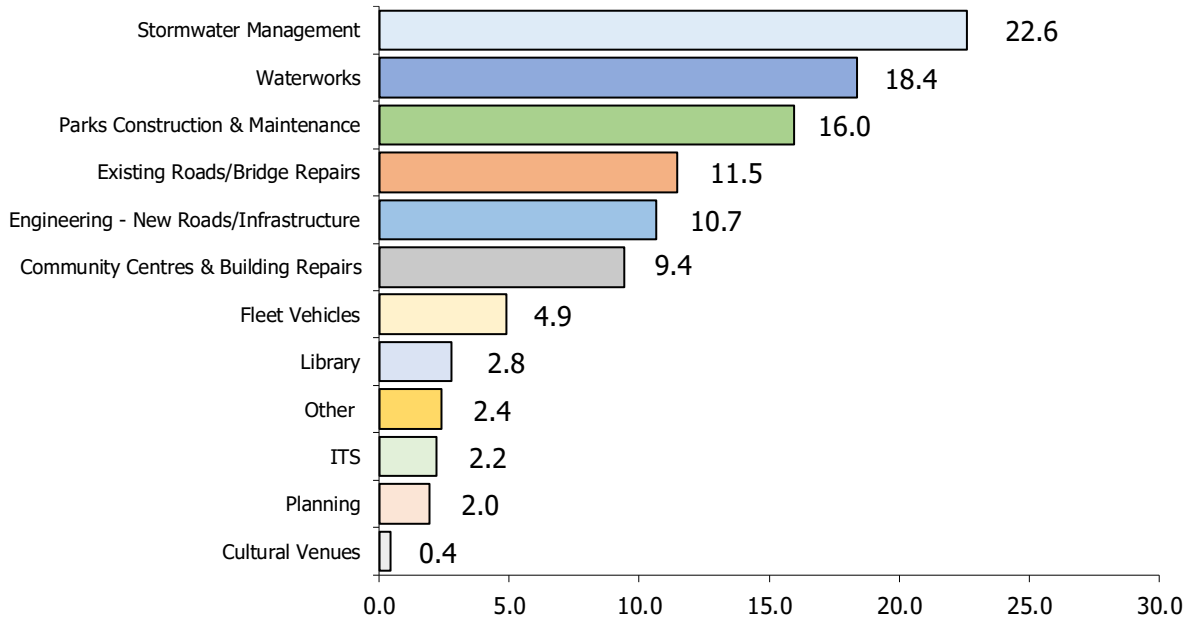
Both the Life Cycle and Waterworks Reserve studies are updated annually to determine if there are sufficient funds in the Life Cycle Replacement and Capital Reserve Fund and the Waterworks Stabilization and Capital Fund for the rehabilitation and replacement of the City's existing assets for the next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



### Budget Details

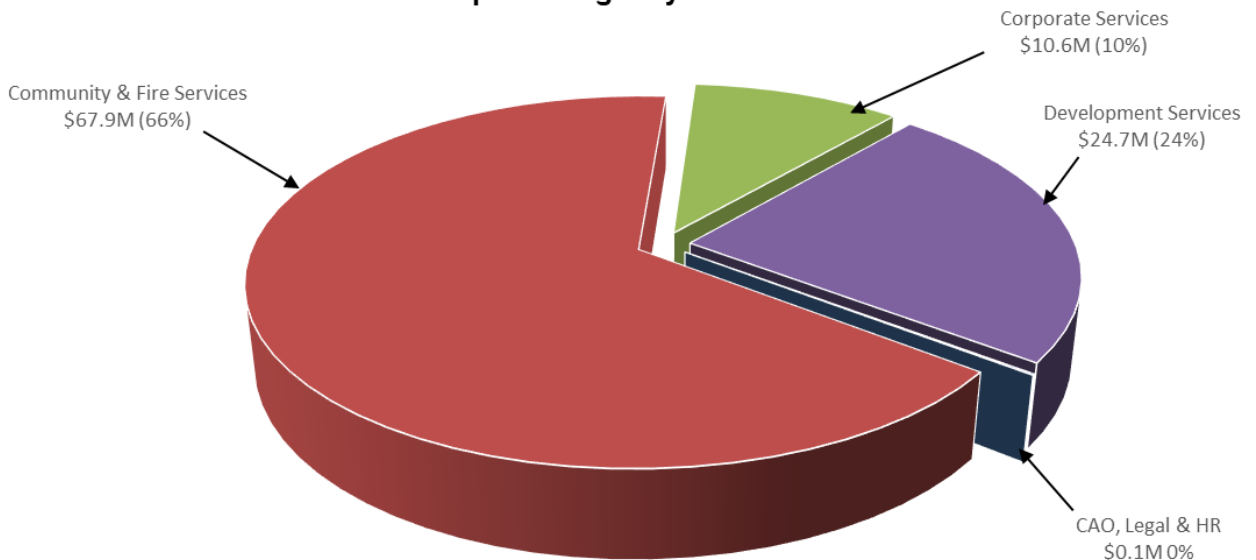
Breakdown of the City of Markham's 2021 approved \$103.3 million Capital Budget is shown below, by type:

**Total \$103.3 M (\$ Millions)**



The Capital Budget is allocated by Commission as follows:

**2021 Capital Budget by Commission**





The 2021 Capital Budget of \$103.3 million is funded through a variety of sources. Approximately \$43.5 million (42%) of the Capital Budget is funded through the Life Cycle Replacement and Capital Reserve Fund, and Development Charges Reserve, while the remaining \$59.8 million (58%) 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

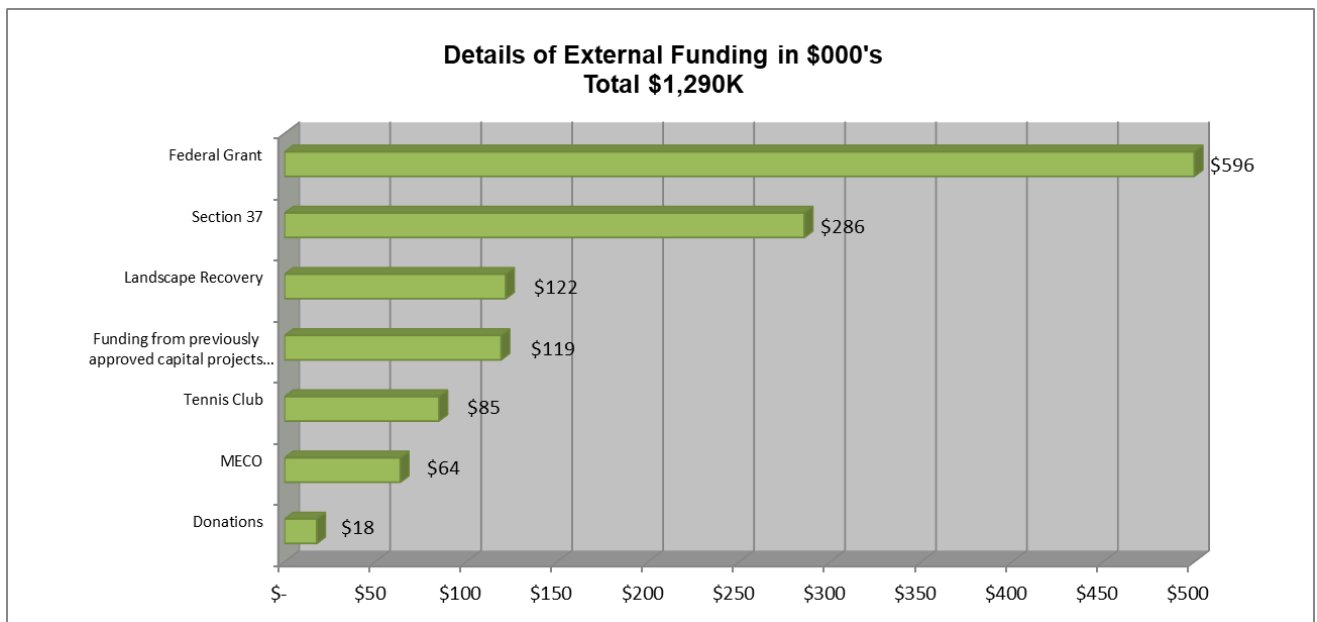
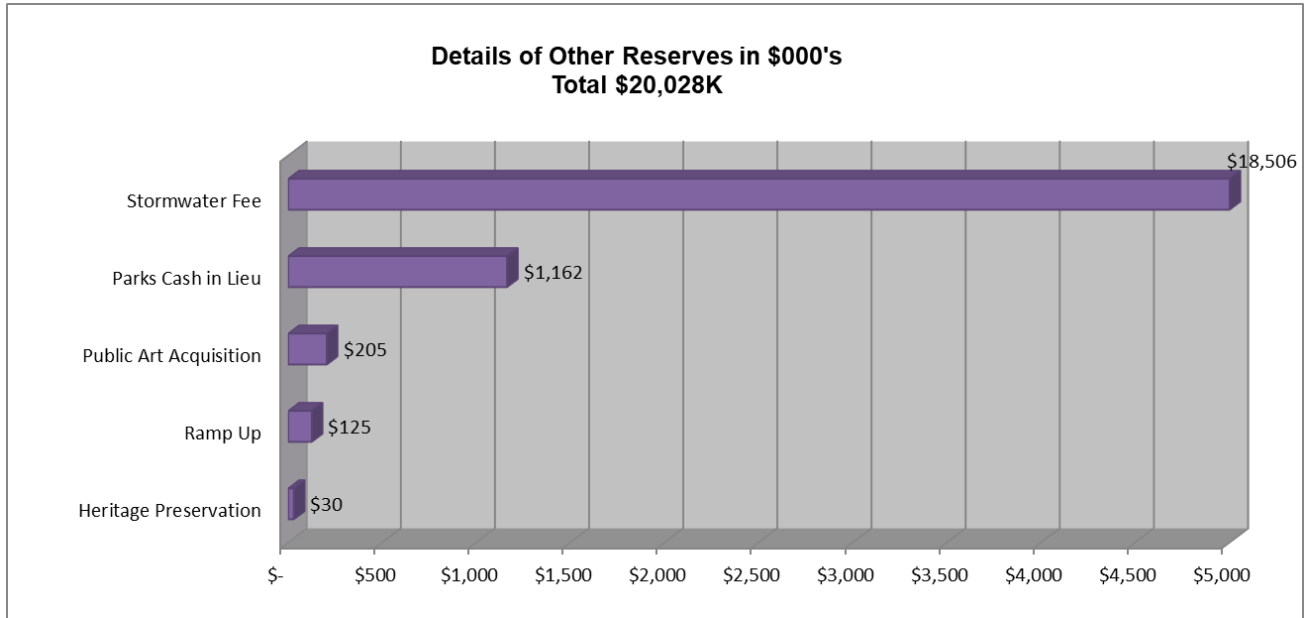
## 2021 CAPITAL BUDGET BY DEPARTMENT AND BY FUNDING SOURCE

(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 2021 Budget	2020 Budget
Arts Centres	-	34	-	-	-	-	-	-	34	46
Culture	-	-	-	-	-	-	-	205	205	249
Design	-	-	10,459	-	-	-	-	1,162	11,621	23,405
Economic Development	-	-	-	-	-	-	-	-	-	253
Engineering	57	-	10,204	-	-	-	107	286	10,654	10,471
Museum	-	123	-	-	-	-	-	-	123	516
Planning	-	10	1,798	112	-	-	-	30	1,950	1,448
Theatre	-	76	-	-	-	-	-	-	76	867
<b>Development Services</b>	<b>57</b>	<b>243</b>	<b>22,461</b>	<b>112</b>	<b>-</b>	<b>-</b>	<b>107</b>	<b>1,682</b>	<b>24,663</b>	<b>37,254</b>
Human Resources	102	-	-	-	-	-	-	-	102	-
<b>CAO, Legal &amp; HR</b>	<b>102</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>102</b>	<b>-</b>
Financial Services	-	-	1,054	-	-	-	12	-	1,066	1,058
Sustainability & Asset Management - Sustainability Office	-	-	-	-	-	-	-	-	-	338
Sustainability & Asset Management - Facility Assets	1,167	3,173	783	-	2,091	-	-	122	7,337	4,855
ITS	-	1,840	-	244	-	104	-	-	2,188	4,025
<b>Corporate Services</b>	<b>1,167</b>	<b>5,013</b>	<b>1,836</b>	<b>244</b>	<b>2,091</b>	<b>104</b>	<b>12</b>	<b>122</b>	<b>10,590</b>	<b>10,276</b>
Fire and Emergency Services	63	424	-	-	-	-	-	-	487	706
Environmental Services - Stormwater	-	670	584	-	2,372	-	-	18,970	22,597	12,457
Environmental Services - Infrastructure	102	1,232	-	-	-	513	-	-	1,846	5,978
Environmental Services - Waste	-	-	102	-	-	-	-	-	102	100
Environmental Services - Waterworks	-	-	-	3,471	-	14,897	-	-	18,368	16,467
Markham Public Library	-	2,772	-	-	-	-	-	-	2,772	3,086
Operations - Business & Technical Services	-	-	430	-	-	-	48	-	478	660
Operations - Fleet	-	4,484	56	-	-	216	-	143	4,898	2,551
Operations - Parks	1,018	1,280	-	-	1,856	-	-	204	4,357	4,602
Operations - Roads	-	721	459	-	8,420	-	-	-	9,601	9,601
Operations - Utility Inspection & Survey	-	28	-	-	-	-	-	-	28	487
Recreation Services	198	729	-	-	1,245	-	-	196	2,368	7,263
<b>Community &amp; Fire Services</b>	<b>1,381</b>	<b>12,339</b>	<b>1,632</b>	<b>3,471</b>	<b>13,894</b>	<b>15,626</b>	<b>48</b>	<b>19,513</b>	<b>67,904</b>	<b>63,958</b>
Corporate Wide	-	-	-	-	-	-	-	-	-	-
<b>Corporate Wide</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>2,707</b>	<b>17,596</b>	<b>25,929</b>	<b>3,827</b>	<b>15,985</b>	<b>15,730</b>	<b>167</b>	<b>21,318</b>	<b>103,259</b>	<b>111,488</b>
	3%	17%	25%	4%	15%	15%	0%	21%		

A complete 2021 Capital project listing is included at the end of this section.

## 2021 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 2021 Capital Projects:





## 2021 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 2021 Operating Budget for 2021 are as follows:

<u>Project #</u>	<u>Department/Capital Project Description</u>	<u>2021 Annualized Operating Impact costs/(savings) (in \$000's)</u>	<u>Comments</u>
<b><u>Engineering</u></b>			
21024	Copper Creek Drive Reconfiguration	20	Pavement markings
21032	New Traffic Signals (Design)	6	2 x intersections
21178	Traffic Operational Improvements	15	Pavement markings
		<u>\$41</u>	
<b><u>ITS</u></b>			
21044	ITS Life Cycle Asset Replacement	30	Hardware maintenance
21044	ITS Life Cycle Asset Replacement	25	Software maintenance
		<u>\$55</u>	
<b><u>Recreation Services</u></b>			
21179	Millikken Mills CC Main Pool VFD Installation	(6)	Hydro cost savings
21083	Mt. Joy CC Arena Compressor Replacement	(5)	Hydro cost savings
21180	Recreation Waste Heat Recovery Systems	(9)	Hydro cost savings
		<u>(\$20)</u>	
<b><u>Operations - Parks</u></b>			
21126	Floodlights, Poles & Cross Arms Replacement	(3)	Hydro cost savings
		<u>(\$3)</u>	
<b><u>Operations - Fleet</u></b>			
21185	New Fleet - Bylaw Enforcement	13	Vehicle Parts and Fuel
21142	New Fleet - Parks	2	Vehicle Parts and Fuel
		<u>\$14</u>	
<b><u>ES - Infrastructure</u></b>			
21151	Streetlights - Miscellaneous Requests	3	Hydro and maintenance costs
		<u>\$3</u>	
	<b>Total Capital Induced Operating Costs / (Savings)</b>	<u>\$91</u>	

## **BUILDING MARKHAM'S FUTURE TOGETHER STRATEGIC PLAN**

As discussed in Section 2 – Corporate Strategic Plan and Section 3 – 2021 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 2021 Capital projects in relation to Council's 2020 – 2023 Strategic Plan:

### **Goal 1: Exceptional Services by Exceptional People**

- \$2.7M Library collections and e-resources
- \$2.4M Facilities maintenance and repairs (e.g. Library, Community Centres, Art Gallery, Tennis clubhouse)
- \$0.5M Park maintenance and repairs (e.g. Ashton Meadows Park, Fairtree Cricket Grounds, Windy Hill Park)
- \$0.1M Trees for Tomorrow, \$0.03M Library online registration and mobile printing

### **Goal 2: Engaged, Diverse, Thriving and Vibrant City**

- \$8.1M Celebration Park – to be completed Fall 2023
- \$1.8M Blowden Park – to be completed Fall 2022
- \$0.7M Yonge and Grandview Park – to be completed Fall 2022
- \$0.6M Green Lane Park – to be completed Fall 2022
- \$0.5M Berczy Beckett Park – to be completed Spring 2022
- \$0.2M Culture Public Art Master Plan
- \$0.1M Diversity Action Plan Refresh



### **Goal 3: Safe, Sustainable and Complete Community**

- \$27.2M for the construction of phase 3B & 4A West Thornhill Flood Control program
- \$12.0M for water system and water meter replacement/upgrade program
- \$6.8M for asphalt resurfacing
- \$5.9M for the exterior and interior facility improvement program at Community Centres, Libraries and Theatres
- \$2.9M for stormwater management (including ponds)
- \$1.4M for sidewalk improvements

### **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
- \$0.4M Development charge background study

## 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 2022 to 2026.

### 2022 to 2026 Capital Budget Forecast

(in \$000's – gross cost)

Category	2022	2023	2024	2025	2026	TOTAL
(A) General Government	1,770	1,770	1,770	1,770	1,770	8,850
(B) Library	-	-	-	11,991	-	11,991
(C) Fire Services	-	9,153	-	-	-	9,153
(D) Indoor Recreation	2,021	7,303	2,132	2,189	14,316	27,961
(E) Park Development & Facilities	8,931	9,661	26,409	9,907	9,487	64,395
(F) Public Works	385	3,265	386	295	392	4,723
(G) Parking	435	-	83	-	145	663
(H) Waste Management	1,716	1,079	250	1,446	1,050	5,541
<b>TOTAL</b>	<b>15,258</b>	<b>32,231</b>	<b>31,030</b>	<b>27,598</b>	<b>27,160</b>	<b>133,277</b>

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 2020 Life Cycle Reserve Study Update is included for the period 2022 to 2026.

### 2022 to 2026 Capital Budget Forecast (in \$000's – gross cost)

Category	2022	2023	2024	2025	2026	TOTAL
Fire Fighter Equipment	585	1,222	407	1,995	353	4,563
Traffic Signals	636	382	316	459	249	2,042
ITS Infrastructure	2,076	2,507	453	702	2,596	8,334
Parks	2,552	2,924	3,332	3,357	3,389	15,554
Library Collections	3,025	3,086	3,147	3,210	3,274	15,742
Streetlights	9,754	2,830	36	244	870	13,733
Vehicles	3,524	5,256	2,224	2,063	1,870	14,937
Structures (Bridges & Culverts)	10,098	8,081	12,540	3,422	1,569	35,710
Storm Sewers, Storm Water Mgmt & Landfill	9,649	3,308	4,042	1,757	2,543	21,299
Utility Inspection and Business Technical	143	380	149	49	527	1,249
Roads	8,977	9,051	9,564	10,504	10,618	48,714
Facilities	25,710	14,362	10,357	16,686	9,618	76,733
<b>TOTAL</b>	<b>76,730</b>	<b>53,389</b>	<b>46,567</b>	<b>44,448</b>	<b>37,477</b>	<b>258,610</b>



## 2021 CAPITAL BUDGET PROJECT LISTING

#	Project Description	Funding Sources (in \$000's)					
		Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
<b>Development Services</b>							
<i>Culture</i>							
21001	Culture Public Art Master Plan Implementation Phase 2 of 5	204,700	-	-	-	-	204,700
	<b>TOTAL Culture</b>	<b>204,700</b>	-	-	-	-	<b>204,700</b>
<i>Museum</i>							
21002	Museum - Various Buildings	86,300	-	86,300	-	-	-
21003	Museum Maintenance	36,700	-	36,700	-	-	-
	<b>TOTAL Museum</b>	<b>123,000</b>	-	<b>123,000</b>	-	-	-
<i>Theatre</i>							
21004	Theatre Fire Alarm 2 Stage Conversion	28,000	-	28,000	-	-	-
21005	Theatre Stage & Building Maintenance	48,100	-	48,100	-	-	-
	<b>TOTAL Theatre</b>	<b>76,100</b>	-	<b>76,100</b>	-	-	-
<i>Arts Centres</i>							
21007	Gallery Lobby Maintenance	28,700	-	28,700	-	-	-
21008	Gallery McKay Heating and Cooling System	5,600	-	5,600	-	-	-
	<b>TOTAL Arts Centres</b>	<b>34,300</b>	-	<b>34,300</b>	-	-	-
<i>Planning</i>							
21009	Consultant Studies	72,000	-	-	64,800	-	7,200
21010	Designated Heritage Property Grant Program -2021	30,000	-	-	-	-	30,000
21011	Heritage Façade Improvements/Sign Replacement - 2021	10,000	-	10,000	-	-	-
21012	Housing Strategy - Inclusionary Zoning	50,900	-	-	45,810	-	5,090
21013	Langstaff Master Plan and Secondary Plan Review	508,800	-	-	457,920	-	50,880
21014	Markham Centre Community Energy Plan	176,600	-	-	158,940	-	17,660
21015	Parkland Study Update	112,000	-	-	100,800	-	11,200
21016	Planning & Design Staff Salary Recovery	786,300	-	-	786,300	-	-
21018	Yonge Corridor Secondary Plan	203,500	-	-	183,150	-	20,350
	<b>TOTAL Planning</b>	<b>1,950,100</b>	-	<b>10,000</b>	<b>1,797,720</b>	-	<b>142,380</b>
<i>Design</i>							
21019	Berczy Beckett Park (Cherna Ave.) - Design & Construction	499,400	-	-	449,460	-	49,940
21020	Blodwen Davies Park - Construction	1,790,100	-	-	1,611,090	-	179,010
21021	Celebration Park - Construction	8,067,593	-	-	7,260,834	-	806,759
21022	Green Lane Park - Design and Construction	584,900	-	-	526,410	-	58,490
21023	Yonge and Grandview Park - Design and Construction	679,200	-	-	611,280	-	67,920
	<b>TOTAL Design</b>	<b>11,621,193</b>	-	-	<b>10,459,074</b>	-	<b>1,162,119</b>
<i>Engineering</i>							
21024	Copper Creek Drive Reconfiguration (Road Diet)	166,200	-	-	166,200	-	-
21025	Cycling & Pedestrian Advisory Committee (CPAC)	27,900	-	-	18,135	-	9,765
21026	Engineering Staff Salary Recovery	713,700	-	-	713,700	-	-
21042	Hwy 404 Collector Road (Design)	1,608,400	-	-	1,608,400	-	-
21027	Installation of Way Finding Signs at Rouge Valley Trail	198,900	-	-	129,285	-	69,615
21028	LPAT Transportation Peer Review	374,800	-	-	374,800	-	-
21029	Markham Centre Trail Phase 1B Construction	816,000	-	-	530,400	-	285,600
21030	Markham Cycles & Active Transportation Awareness Program	16,800	-	-	10,920	-	5,880
21031	Markham Cycling Day	11,200	-	-	7,280	-	3,920
21032	New Traffic Signals (Design)	64,200	-	-	64,200	-	-
21033	Secondary Plan Transportation Studies for Langstaff Gateway	627,300	-	-	627,300	-	-
21034	Secondary Plan Transportation Studies for Yonge Corridor	627,300	-	-	627,300	-	-
21035	Servicing & SWM Study for the Highway 404 N. Sec. Plan	374,800	-	-	374,800	-	-
21036	Servicing & SWM Study for Yonge Corridor Sec. Plan	560,700	-	-	560,700	-	-
21037	Servicing and SWM Study for Langstaff Secondary Plan	560,700	-	-	560,700	-	-
21038	Sidewalk Program (Design)	554,200	-	-	554,200	-	-
21039	Smart Commute Markham-Richmond Hill	76,300	-	-	76,300	-	-
21040	Streetlight Program (Construction)	541,600	-	-	541,600	-	-
21041	Various walking & cycling initiatives	50,400	-	-	32,760	-	17,640



## 2021 CAPITAL BUDGET PROJECT LISTING

#	Project Description	Funding Sources (in \$000's)					
		Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
21178	Traffic Operational Improvements - Annual	57,000	57,000	-	-	-	-
21181	Elgin Mills - Victoria Sq. Blvd to McCowan Road (Design)	1,835,800	-	-	1,835,800	-	-
21182	2022 Development Charges Background Study Update	290,800	-	-	290,800	-	-
21183	City Wide Water and Wastewater Servicing Update	498,704	-	-	498,704	-	-
<b>TOTAL Engineering</b>		<b>10,653,704</b>	<b>57,000</b>	<b>-</b>	<b>10,204,284</b>	<b>-</b>	<b>392,420</b>
<b>TOTAL Development Services</b>		<b>24,663,097</b>	<b>57,000</b>	<b>243,400</b>	<b>22,461,078</b>	<b>-</b>	<b>1,901,619</b>
<b>CAO, Legal &amp; HR</b>							
<i>Human Resources</i>							
21043	Diversity Action Plan Refresh	101,800	101,800	-	-	-	-
<b>TOTAL Human Resources</b>		<b>101,800</b>	<b>101,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CAO, Legal &amp; HR</b>		<b>101,800</b>	<b>101,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Corporate Services</b>							
<i>ITS</i>							
21044	ITS Life Cycle Asset Replacement	1,739,900	-	1,391,900	-	-	348,000
21186	Portal Platform	447,700	-	447,700	-	-	-
<b>TOTAL ITS</b>		<b>2,187,600</b>	<b>-</b>	<b>1,839,600</b>	<b>-</b>	<b>-</b>	<b>348,000</b>
<i>Finance</i>							
21045	Development Charges Background Study	122,100	-	-	109,890	-	12,210
21046	Internal Project Management	943,700	-	-	943,700	-	-
<b>TOTAL Finance</b>		<b>1,065,800</b>	<b>-</b>	<b>-</b>	<b>1,053,590</b>	<b>-</b>	<b>12,210</b>
<i>Sustainability Office</i>							
<b>TOTAL Sustainability Office</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Asset Management</i>							
21047	Building Condition Audit - FTE	149,800	-	149,800	-	-	-
21048	Civic Centre Repair and/or Replacement Projects	366,900	-	366,900	-	-	-
21049	Civic Centre Vestibule Repairs and/or Replacements	290,700	-	290,700	-	-	-
21050	Cornell C.C. Parking Garage - Construction	1,996,800	1,095,096	-	782,704	-	119,000
21051	Corporate Security Operations & System Upgrades	584,400	-	584,400	-	-	-
21052	Fire Facilities Repair and/or Replacement Projects	38,000	-	38,000	-	-	-
21053	Library Facilities Repair and/or Replacement Projects	44,900	-	44,900	-	-	-
21054	Municipal Building Backflow Prevention - Annual Testing	20,400	-	20,400	-	-	-
21055	Operations Facilities Repair and/or Replacement Projects	538,100	-	538,100	-	-	-
21056	Operations Fuel Sites Monitoring	72,200	72,200	-	-	-	-
21057	Other Facilities Repair and/or Replacement Projects	51,000	-	51,000	-	-	-
21058	Parking Lot Light Replacement	89,800	-	89,800	-	-	-
21059	Roofing Maintenance and Repair	122,400	-	122,400	-	-	-
21060	Roofing Replacement Projects	757,400	-	757,400	-	-	-
21061	Satellite Community Centre Repair and/or Replacement	15,300	-	15,300	-	-	-
21062	Tennis Clubhouse Repair and/or Replacement Projects	6,700	-	3,350	-	-	3,350
21063	Theatre-HVAC Replacement	2,192,000	-	100,800	-	-	2,091,200
<b>TOTAL Asset Management</b>		<b>7,336,800</b>	<b>1,167,296</b>	<b>3,173,250</b>	<b>782,704</b>	<b>-</b>	<b>2,213,550</b>
<b>TOTAL Corporate Services</b>		<b>10,590,200</b>	<b>1,167,296</b>	<b>5,012,850</b>	<b>1,836,294</b>	<b>-</b>	<b>2,573,760</b>
<b>Community &amp; Fire Services</b>							
<i>Fire &amp; Emergency Services</i>							
21064	Air Cylinders 45+ Minutes Replacement	101,700	-	101,700	-	-	-
21065	Arizona Vortex Tripod Replacement	7,400	-	7,400	-	-	-
21066	Bunker Gear Life Cycle Replacement	89,200	-	89,200	-	-	-
21067	Firefighting Tools & Equipment Replacement	101,700	-	101,700	-	-	-
21068	Hazardous Materials Photo Ion Detector Replacement	5,400	-	5,400	-	-	-
21069	Replacement of Equipment due to Staff Retirements	99,600	-	99,600	-	-	-



## 2021 CAPITAL BUDGET PROJECT LISTING

#	Project Description	Funding Sources (in \$000's)					
		Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
21070	Rescue Equipment - Thermal Image Cameras	19,000	-	19,000	-	-	-
21071	SCBA Decontamination Machine	63,300	63,300	-	-	-	-
<b>TOTAL Fire &amp; Emergency Services</b>		<b>487,300</b>	<b>63,300</b>	<b>424,000</b>	-	-	-
<b>Recreation Services</b>							
21072	Angus Glen C.C. Arena Seating Replacement	243,980	-	-	-	-	243,980
21073	Angus Glen C.C. Sand Filter Component Replacement	50,160	-	50,160	-	-	-
21074	Angus Glen C.C. Snow Pit Heating Coil Replacement	57,000	-	57,000	-	-	-
21075	Angus Glen Tennis Centre Court Re-Painting	40,700	-	40,700	-	-	-
21076	Armadale C.C. Gym Interior Door	13,200	-	13,200	-	-	-
21077	Camp Chimo High Ropes and Harness Replacement	8,100	-	8,100	-	-	-
21078	Centennial C.C. Mechanical Replacement	121,500	-	-	-	-	121,500
21079	Cornell C.C. Heat Exchanger Replacement	12,200	-	-	-	-	12,200
21080	Heintzman House Washroom Refurbishment	40,700	-	-	-	-	40,700
21081	Markham Village C.C. Dehumidification Unit Replacement	93,280	-	-	-	-	93,280
21082	Markham Village C.C. Security System Replacement	35,310	-	35,310	-	-	-
21083	Mt. Joy C.C. Arena Compressor Replacement	176,143	-	-	-	-	176,143
21084	Mt. Joy C.C. Gas Monitor Replacement	5,200	-	5,200	-	-	-
21085	Old Unionville Library Doors and Frames Replacement	49,280	-	-	-	-	49,280
21086	Recreation AED Program Replacement	6,000	-	6,000	-	-	-
21087	Recreation Aquatics Equipment Replacement	19,000	-	19,000	-	-	-
21088	Recreation Exterior Walkways Replacement	180,180	-	-	-	-	180,180
21089	Recreation Fitness Equipment Replacement	161,800	-	161,800	-	-	-
21090	Recreation Floor Cleaning Machine Replacements	18,300	-	18,300	-	-	-
21091	Recreation Lifeguard Chair Replacement	34,800	-	34,800	-	-	-
21092	Recreation Pool Grouting Replacement	11,000	-	11,000	-	-	-
21093	Recreation Program Equipment Replacement	53,600	-	53,600	-	-	-
21094	Recreation Tables and Chairs Replacement	34,000	-	34,000	-	-	-
21095	Rouge River C.C. Mechanical Replacement	327,690	-	-	-	-	327,690
21096	Thornhill C.C. Ice Equipment Replacement	6,300	-	6,300	-	-	-
21097	Thornhill C.C. Retaining Wall Installation	330,700	198,420	-	-	-	132,280
21098	Thornhill C.C. Rubber Floor Replacement	174,680	-	174,680	-	-	-
21179	Milliken Mills C.C. Main Pool VFD Installation	16,600	-	-	-	-	16,600
21180	Recreation Waste Heat Recovery Systems	47,000	-	-	-	-	47,000
<b>TOTAL Recreation Services</b>		<b>2,368,403</b>	<b>198,420</b>	<b>729,150</b>	-	-	<b>1,440,833</b>
<b>Markham Public Library</b>							
21099	Library Collections	2,625,700	-	2,625,700	-	-	-
21100	Library Furniture, Equipment & Shelving Replacement	146,700	-	146,700	-	-	-
<b>TOTAL Markham Public Library</b>		<b>2,772,400</b>	-	<b>2,772,400</b>	-	-	-
<b>Operations - Roads</b>							
21101	Asphalt Resurfacing	6,815,800	-	100,000	-	-	6,715,800
21102	Boulevard Repairs	58,400	-	-	-	-	58,400
21103	Bridge Structure Preventative Maintenance - Roads	25,800	-	25,800	-	-	-
21104	City Owned Entrance Feature Rehabilitation/Replacement	10,200	-	10,200	-	-	-
21105	City Owned Fence Replacement Program	63,900	-	63,900	-	-	-
21106	Citywide Ditching Program	91,400	-	91,400	-	-	-
21107	Don Mills Storm Channel	35,400	-	35,400	-	-	-
21108	Emergency Repairs	143,300	-	143,300	-	-	-
21109	Guiderail- Install/Repair/Upgrade	90,900	-	-	-	-	90,900
21110	Incremental Growth Related Winter Maintenance Vehicles	459,000	-	-	459,000	-	-
21111	Localized Repairs - Curb & Sidewalk	876,400	-	-	-	-	876,400
21112	Localized Repairs - Parking Lots	119,200	-	119,200	-	-	-
21113	Parking Lots- Rehabilitation	678,900	-	-	-	-	678,900
21114	Retaining Wall Repair Program	80,200	-	80,200	-	-	-
21115	Storm Water Retention Pond Maintenance Program	51,900	-	51,900	-	-	-
<b>TOTAL Operations - Roads</b>		<b>9,600,700</b>	-	<b>721,300</b>	<b>459,000</b>	-	<b>8,420,400</b>





## 2021 CAPITAL BUDGET PROJECT LISTING

#	Project Description	Funding Sources (in \$000's)				
		Total	Tax	Life Cycle	DC - Reserve	DC - Developer
<b>Operations - Parks</b>						
21116	Backstop and Outfield Fence Replacement	151,200	-	-	-	151,200
21117	Beaupre Park Waterplay Replacement	200,200	-	-	-	200,200
21118	Bleachers (Metal) Replacements	22,900	-	22,900	-	-
21119	Block Pruning Initiative - Year 2 of 3	1,017,600	1,017,600	-	-	-
21120	Boulevard/Park Trees Replacement	359,400	-	359,400	-	-
21121	Bridge Structure Preventative Maintenance in Parks	25,800	-	25,800	-	-
21122	Cemetery Fence Repair/Replacement	40,700	-	40,700	-	-
21123	City Park Furniture / Amenities	175,000	-	175,000	-	-
21124	Court Resurfacing/Reconstruction/Maintenance	176,900	-	94,600	-	82,300
21125	Fence (Tennis Courts)	135,800	-	-	-	135,800
21126	Floodlights, Poles & Cross Arms Replacement	820,700	-	-	-	820,700
21127	Goal Posts Replacement- Ashton Meadows Park	20,700	-	-	-	20,700
21128	Markham Trees for Tomorrow	121,500	-	-	-	121,500
21129	Pathways Resurfacing	142,700	-	-	-	142,700
21130	Playstructure Replacement	385,100	-	-	-	385,100
21131	Replace Aging Recycling Containers (Yr 4 of 10)	16,900	-	16,900	-	-
21132	Relamping & Fixtures Refurbishment	40,100	-	40,100	-	-
21133	Shade Structure Rehabilitation and/or Replacement	111,700	-	111,700	-	-
21134	Sportsfield Maintenance & Reconstruction	140,300	-	140,300	-	-
21135	Stairway Repairs	252,100	-	252,100	-	-
	<b>TOTAL Operations - Parks</b>	<b>4,357,300</b>	<b>1,017,600</b>	<b>1,279,500</b>	<b>-</b>	<b>2,060,200</b>
<b>Operations - Fleet</b>						
21136	Corporate Fleet Growth - Non-Fleet	10,200	-	-	10,200	-
21137	Corporate Fleet Refurbishing	37,000	-	37,000	-	-
21138	Corporate Fleet Replacement - Fire	2,723,900	-	2,723,900	-	-
21139	Corporate Fleet Replacement - Ice Resurfacing Machine	102,100	-	102,100	-	-
21140	Corporate Fleet Replacement - Non-Fire	1,620,700	-	1,620,700	-	-
21141	Corporate Fleet Replacement - Waterworks	216,200	-	-	-	216,200
21142	New Fleet - Parks	45,800	-	-	45,800	-
21185	New Fleet - By-law Enforcement	142,500	-	-	-	142,500
	<b>TOTAL Operations - Fleet</b>	<b>4,898,400</b>	<b>-</b>	<b>4,483,700</b>	<b>56,000</b>	<b>358,700</b>
<b>Operations - Utility Inspection &amp; Survey</b>						
21143	Survey Monument Replacement	28,200	-	28,200	-	-
	<b>TOTAL Operations - Utility Inspection &amp; Survey</b>	<b>28,200</b>	<b>-</b>	<b>28,200</b>	<b>-</b>	<b>-</b>
<b>Operations - Business &amp; Technical Services</b>						
21144	Growth Related Park Improvements	478,300	-	-	430,470	47,830
	<b>TOTAL Operations - Business &amp; Technical Services</b>	<b>478,300</b>	<b>-</b>	<b>-</b>	<b>430,470</b>	<b>47,830</b>
<b>Environmental Services - Infrastructure</b>						
21145	Bridges and Culverts - Condition Inspection	81,000	-	81,000	-	-
21146	MNRF Monitoring for Capital Projects at Water Crossings	27,600	-	27,600	-	-
21147	Small Culverts Replacement (8 Structures) - Construction	215,700	-	215,700	-	-
21148	Storm & Sanitary Pumping Stations - Equipment Inspection	116,000	-	40,700	-	75,300
21149	Storm and Sanitary Sewer CCTV Inspection	652,800	-	215,100	-	437,700
21150	Stormwater Sewer Pipes Emergency Repairs	56,100	-	56,100	-	-
21151	Streetlights - Miscellaneous Requests	101,800	101,800	-	-	-
21152	Structures Program-Full-time Staff	148,100	-	148,100	-	-
21153	Toogood Pond Dam - Rehabilitation Works	437,400	-	437,400	-	-
21154	Toogood Pond Dam - Structural Inspection	9,800	-	9,800	-	-
	<b>TOTAL Environmental Services - Infrastructure</b>	<b>1,846,300</b>	<b>101,800</b>	<b>1,231,500</b>	<b>-</b>	<b>513,000</b>



## 2021 CAPITAL BUDGET PROJECT LISTING

#	Project Description	Funding Sources (in \$000's)					
		Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
<b>Environmental Services - Stormwater</b>							
21155	Don Mills Channel - Flood Proofing Site Investigation	124,900	-	-	-	-	124,900
21156	Don Mills Channel Flood Control Program -Pond Design/CA	1,160,000	-	-	-	-	1,160,000
21157	Erosion Restoration Program	898,800	-	314,500	584,300	-	-
21158	Oil Grit Separators (OGS) - Inspection and Cleaning	219,800	-	-	-	-	219,800
21159	Swan Lake Chemical Treatment	259,500	-	259,500	-	-	-
21160	SWM Pond Cleaning Design & CA - ID#47 & #119	152,600	-	-	-	-	152,600
21161	SWM Ponds - Condition Inspection	26,500	-	26,500	-	-	-
21162	Water Quality Improvements	41,100	-	41,100	-	-	-
21163	Water Quality Monitoring	28,100	-	28,100	-	-	-
21164	West Thornhill Flood Control Implementation - Ph 3B Cons.	4,029,600	-	-	-	-	4,029,600
21165	West Thornhill Flood Control Implementation - Ph 4A Cons.	15,655,900	-	-	-	-	15,655,900
<b>TOTAL Environmental Services - Stormwater</b>		<b>22,596,800</b>	<b>-</b>	<b>669,700</b>	<b>584,300</b>	<b>-</b>	<b>21,342,800</b>
<b>Environmental Services - Waste</b>							
21166	Incremental Growth Related Waste Management Vehicles	102,000	-	-	102,000	-	-
<b>TOTAL Environmental Services - Waste</b>		<b>102,000</b>	<b>-</b>	<b>-</b>	<b>102,000</b>	<b>-</b>	<b>-</b>
<b>Environmental Services - Waterworks</b>							
21167	Cathodic Protection of Ductile Iron Watermains	493,100	-	-	-	-	493,100
21168	CI Watermain Rehabilitation / CIPP Lining - Construction & CA	6,623,300	-	-	-	-	6,623,300
21169	CI Watermain Replacement - Design	447,700	-	-	-	-	447,700
21170	CI Watermain Replacement-West Thornhill Ph 3B	4,036,300	-	-	-	-	4,036,300
21171	Curb Box Inspection and Replacement Program	714,900	-	-	-	-	714,900
21172	Royal Orchard Sanitary Upgrades (West Thornhill - Ph. 4A)	3,471,000	-	-	-	3,471,000	-
21173	Sanitary Sewers - Rehabilitation	1,405,000	-	-	-	-	1,405,000
21174	Wastewater Flow Monitoring	122,200	-	-	-	-	122,200
21175	Water Meters - Replacement Program	1,013,200	-	-	-	-	1,013,200
21176	Watermain Leak Detection Program	41,300	-	-	-	-	41,300
<b>TOTAL Environmental Services - Waterworks</b>		<b>18,368,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,471,000</b>	<b>14,897,000</b>
<b>TOTAL Community &amp; Fire Services</b>		<b>67,904,103</b>	<b>1,381,120</b>	<b>12,339,450</b>	<b>1,631,770</b>	<b>3,471,000</b>	<b>49,080,763</b>
<b>TOTAL Projects Approved</b>		<b>103,259,200</b>	<b>2,707,216</b>	<b>17,595,700</b>	<b>25,929,142</b>	<b>3,471,000</b>	<b>53,556,142</b>

## 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	2021 Budget	Operating Cost	
			From	To
<b>Design</b>				
21020	Blodwen Davies Park - Construction	\$ 1,790	TBD	TBD
21021	Celebration Park - Construction	\$ 8,068	TBD	TBD
<b>Engineering</b>				
21042	Hwy 404 Collector Road (Design)	\$ 1,608	TBD	TBD
21181	Elgin Mills - Victoria Sq. Blvd to McCowan Road (Design)	\$ 1,836	TBD	TBD
<b>Asset Management</b>				
21050	Cornell C.C. Parking Garage - Construction	\$ 1,997	\$ 15	\$ 35
21063	Theatre-HVAC Replacement	\$ 2,192	\$ (24)	\$ (24)
<b>Markham Public Library</b>				
21099	Library Collections	\$ 1,387	\$ -	\$ 10
21199	Library Collections E-resources & Periodicals (split from 21099)	\$ 1,238	\$ -	\$ 10
<b>Operations - Roads</b>				
21101	Asphalt Resurfacing	\$ 6,816	TBD	TBD
<b>Operations - Parks</b>				
21119	Block Pruning Initiative - Year 2 of 3	\$ 1,018	\$ 150	\$ 150
<b>Operations - Fleet</b>				
21138	Corporate Fleet Replacement - Fire	\$ 2,724	\$ -	\$ -
21140	Corporate Fleet Replacement - Non-Fire	\$ 1,621	\$ -	\$ -
<b>Environmental Services - Stormwater</b>				
21156	Don Mills Channel Flood Control Program -Pond Design/CA	\$ 1,160	\$ -	\$ 10
21164	West Thornhill Flood Control Implementation - Ph 3B Cons.	\$ 4,030	\$ -	\$ 10
21165	West Thornhill Flood Control Implementation - Ph 4A Cons.	\$ 15,656	\$ -	\$ 10
<b>Environmental Services - Waterworks</b>				
21168	CI Watermain Rehabilitation / CIPP Lining - Construction & CA	\$ 6,623	\$ -	\$ 10
21170	CI Watermain Replacement-West Thornhill Ph 3B	\$ 4,036	\$ -	\$ 10
21172	Royal Orchard Sanitary Upgrades (West Thornhill - Ph. 4A)	\$ 3,471	\$ -	\$ 10
21173	Sanitary Sewers - Rehabilitation	\$ 1,405	\$ -	\$ 10
21175	Water Meters - Replacement Program	\$ 1,013	\$ -	\$ 10



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**                      **Blowden Davies Park - Construction**

**Project Number**                      **21020**

**Estimated Total Cost of Project**                      **\$1,790,100**

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**Commission**                      **Development Services**

**Department**                      **Design**

### **Project Description**

This project is to construct the Blowden Davies Park.

### **Location**

335 Donald Cousens Parkway.

### **Work to be Performed**

Construction of the park which will include the following amenities: junior & senior playgrounds, tennis courts, shade structures and associated landscape works.

### **Reason for Work**

To provide required recreation activities to area residents.

### **Impact on Future Operating Budgets**

TBD

**Estimated Project Completion Date – July 2022**

## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**                      **Celebration Park - Construction**

**Project Number**                **21021**

**Estimated Total Cost of Project**      **\$8,067,593**

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**Commission**                      **Development Services**

**Department**                    **Design**

### **Project Description**

This project is to design and construct the Celebration Park.

### **Location**

9431 McCowan Road

### **Work to be Performed**

Construction of the park which will is anticipated to include the following amenities: junior and senior playground and water play, combined pavilion building/washrooms, cricket pitch and cricket batting cages, shade structures, parking lot and associated landscape works.

### **Reason for Work**

To provide required recreation activities to area residents.

### **Impact on Future Operating Budgets**

TBD

**Estimated Project Completion Date** – July 2023



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**                      **Highway 404 Collector Road (Design)**

**Project Number**                      **21042**

**Estimated Total Cost of Project**

<b>\$1,608,400</b>
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**Commission**                      **Development Services**

**Department**                      **Engineering**

### **Project Description**

This project is for the detailed design for the Highway 404 North Collector Roads within the Markham Highway 404 North Planning District Secondary Plan (OPA 149), based on the final alignments as recommended in the Schedule 'C' Municipal Class Environmental Assessment (MCEA) Study.

### **Location**

The Highway 404 North Collector Roads are located within the Markham Highway 404 North Planning District Secondary Plan (OPA 149) and is comprised of:

Road A - 19th Ave to Woodbine Ave,

Road C1 - Honda Blvd extension from the Trans Canada Pipeline (TCPL) to Elgin Mills,

Road D - Westerly Limit to Woodbine Ave,

Road E1 - Road D to Woodbine by-pass.

### **Work to be Performed**

- Design for the entire length for all roads complete with curbs, boulevards, vehicle lanes, multi-use pathways (combined sidewalks and cycling paths) on both sides
- Preparation of a stormwater management (SWM) strategy update as per MCEA recommendations
- Analysis and design of street lighting and intersection improvements at Road D / Woodbine Ave, Road B / 19<sup>th</sup> Ave, Road A / 19<sup>th</sup> Ave, and Road A / Woodbine
- Design location of crosswalks and cross-rides to facilitate movement of pedestrians and cyclists across the intersections;
- Design in compliance with latest Accessibility for Ontarians with Disabilities Act (AODA) ; Preparation of itemized cost estimates, life cycle costs and operating budget.



### **Reason for Work**

This work will provide road access to the OPA 149 lands needed to support the continued development of the Highway 404 North Planning District Secondary Plan (OPA149).

### **Impact on Future Operating Budgets**

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

### **Estimated Project Completion Date – May 2023**



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name** Elgin Mills -Victoria Sq. Blvd to McCowan Road (Design)

**Project Number** 21181

**Estimated Total Cost of Project** \$1,835,800

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**Commission** Development Services

**Department** Engineering

### **Project Description**

This project is for the detailed Design for Widening of Elgin Mills Road from Victoria Square Blvd to McCowan Road.

### **Location**

Elgin Mills Road East Right-of-Way from Victoria Square Boulevard to McCowan Road. Possibly extend west limit of design to Woodbine Avenue, depending on future discussions with York Region.

### **Work to be Performed**

Complete detailed road design and tender document preparation for the engineering design of Elgin Mills Road East widening.

### **Reason for Work**

As per recommendations in the York Region Transportation Master Plan and City of Markham FUA Conceptual Master Plan.

### **Impact on Future Operating Budgets**

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

**Estimated Project Completion Date** – December 2022



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**                      **Cornell C.C. Parking Garage - Construction**

**Project Number**                      **21050**

**Estimated Total Cost of Project**                      **\$1,996,800**

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**Commission**                      **Corporate Services**

**Department**                      **Asset Management**

### **Project Description**

This multiyear project was started to address significant leaks at the Cornell C.C. parking garage. Phase 1 included an engineering investigation to determine the best solution to address ongoing structural and maintenance issues. Phase 1 also included design work for the structure. Phase 2 will be the structural repairs, joint sealant replacements, architectural brick wall panel repairs, and waterproofing solution for the P3 level traffic topping.

### **Location**

Cornell Community Centre Parking Garage.

### **Work to be Performed**

Structural repairs, joint sealant replacements, architectural brick wall panel repairs, and replacement of the P3 level traffic topping waterproofing.

### **Reason for Work**

The traffic topping on the P3 level is damaged causing leaks along the precast concrete beams with metal connectors. This allows salt to penetrate into the concrete causing deterioration, and water to penetrate which freezes and thaws causing concrete to potentially spall. Architectural brick wall panel deterioration has allowed water to penetrate the thin brick veneer causing it to crack and loosen.

### **Impact on Future Operating Budgets**

Slight: the repairs will prevent further structural damage due to water leaks which will prevent operating costs from increasing. The maintenance impact will be between \$15,000 and \$35,000 annually.

**Estimated Project Completion Date** – December 2021



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name** Theatre - HVAC Replacement

**Project Number** 21063

**Estimated Total Cost of Project**

\$2,192,000
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**Commission** Corporate Services

**Department** Asset Management

### Project Description

The 3 year Theatre HVAC project began in 2019 with design & consultation and in 2020 with a class A cost estimate to allow an accurate capital budget request for 2021. The 37 year old HVAC system is original to the building and has been deemed at the end of its useful life. This project includes replacement of the venues major HVAC equipment including all air handlers and associated equipment (\$1,382,602) and the building automation system.

### Location

Markham Flato Theatre

### Work to be Performed

Replacement of Air Handling Units and Building Automation System.

### Reason for Work

Existing equipment is at the end of its useful life.

### Impact on Future Operating Budgets

Positive; more efficient equipment will reduce operating costs with an estimated savings of \$24,400 in annual utility costs.

**Estimated Project Completion Date** – December 2021



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**                      **Library Collections**

**Project Number**                **21099 & 21199**

**Estimated Total Cost of Project**      **\$2,625,700**

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**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 2020 survey of 2,521 residents, 94% indicated that it was important that MPL provides books and valued borrowing materials as the #1 Library service. A constant stream of new material is required to keep up with customer interest and demand.

### **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 2021





## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**            **Asphalt Resurfacing**

**Project Number**        **21101**

**Estimated Total Cost of Project**    **\$6,815,800**

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**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**

Various locations City-wide.

### **Work to be Performed**

Rehabilitation of existing city roads and parking lot infrastructure. Works include asphalt resurfacing through partial and full depth milling and paving operations, pavement preservation, pavement marking, shouldering, concrete restoration to curbs and sidewalks, interlock paving, crack sealing, repair and adjustment of manhole and catch basin frames and lids, and material testing as part of quality assurance.

### **Reason for Work**

To improve/repair and maintain existing infrastructure to an acceptable standard and prevent further degradation of the roading 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**

Positive - The project will lead to reduced operating costs or afford a future cost avoidance as a result reduced ongoing maintenance.

**Estimated Project Completion Date** - June 2022

## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**                      **Block Pruning Initiative – Year 2 of 3**

**Project Number**                      **21119**

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

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**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 6 City map grids in multiple wards.

### **Work to be Performed**

Pruning of 24,840 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 2021



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name** Corporate Fleet Replacement - Fire

**Project Number** 21138

**Estimated Total Cost of Project**

\$2,723,900
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**Commission** Community & Fire Services

**Department** Operations - Fleet

### **Project Description**

2021 Annual Fleet Replacement Program based on the Council adopted Corporate Fleet Policy Guidelines. Life cycle costing targets optimal replacement intervals (ORI) which identifies the most cost effective time period for replacement. All vehicles and equipment contained in this program have reached or surpassed the ORI.

### **Location**

Various locations

### **Work to be Performed**

Replacement of 5 units; 3 fire apparatus – Pumper Rescue units and 2 licensed vehicles – Compact SUV Hybrid and Full Size Regular Cab Pick-Up.

### **Reason for Work**

Vehicles identified for replacement as part of this project have met or surpassed their optimal replacement interval (ORI) threshold and have been through condition assessment. Replacement of these vehicles and equipment are required in order to not negatively impact service delivery. The Fire Department was consulted with respect to the units in this program.

### **Impact on Future Operating Budgets**

There is no impact on future operating budgets as the project is for the replacement of assets already in service. The operating costs associated with these vehicles and equipment units are already accounted for in the operating budget.

**Estimated Project Completion Date – December 2022**



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name** Corporate Fleet Replacement – Non-Fire

**Project Number** 21140

**Estimated Total Cost of Project**

\$1,620,700
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**Commission** Community & Fire Services

**Department** Operations - Fleet

### Project Description

2021 Annual Fleet Replacement Program based on the Council adopted Corporate Fleet Policy Guidelines. Life cycle costing targets optimal replacement intervals (ORI) which identifies the most cost effective time period for replacement. All vehicles and equipment contained in this program have reached or surpassed the ORI.

### Location

Various locations

### Work to be Performed

Replacement of 31 units of which 18 are licensed vehicles (e.g. full size pick-up, compact SUV, van), 13 are non-licensed equipment units (e.g. mower, tractor) and various small equipment (e.g. string trimmers, chainsaws).

### Reason for Work

Vehicles and equipment identified for replacement as part of this project have met or surpassed their optimal replacement interval (ORI) threshold and have been through condition assessment. Replacement of these vehicles and equipment are required in order to not negatively impact service delivery.

### Impact on Future Operating Budgets

There is no impact on future operating budgets as the project is for the replacement of assets already in service. The operating costs associated with these vehicles and equipment units are already accounted for in the operating budget.

**Estimated Project Completion Date** – June 2022

## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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<b>Project Name</b>	<b>Don Mills Channel Flood Control Program – Pond Design/CA</b>
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<b>Project Number</b>	<b>21156</b>
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<b>Estimated Total Cost of Project</b>	<b>\$1,160,000</b>
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<b>Commission</b>	Community & Fire Services
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<b>Department</b>	Environmental Services - Stormwater
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### **Project Description**

This project is to hire a Consultant for design, contract administration and public consultation associated with the flood control pond as part of the Don Mills Channel Flood Control Program. The pond will be designed to reduce flooding in the area.

### **Location**

Don Mills Channel area

### **Work to be Performed**

Design, contract administration and public consultation associated with the flood control pond as part of the Don Mills Channel Flood Control Program.

### **Reason for Work**

The flood control pond was approved by Council in June 2018 to provide 5 year flood protection as the first phase of the Don Mills Channel Flood Control Program.

### **Impact on Future Operating Budgets**

Negligible

**Estimated Project Completion Date** – December 2022



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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

**Project Number**                      **21164**

**Estimated Total Cost of Project**                      **\$4,029,600**

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**Commission**                      **Community & Fire Services**

**Department**                      **Environmental Services - Stormwater**

### **Project Description**

This project is for continuation of flood remediation program in the West Thornhill area based on class EA study recommendations.

### **Location**

East of Henderson Ave. and south of John St.

### **Work to be Performed**

Removal and replacement of existing storm sewers 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 – July 2022**





## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**                      **West Thornhill Flood Control Implementation – Ph 4A Construction**

**Project Number**                      **21165**

**Estimated Total Cost of Project**                      **\$15,655,900**

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**Commission**                      **Community & Fire Services**

**Department**                      **Environmental Services - Stormwater**

### **Project Description**

This project is for continuation of flood remediation program in the West Thornhill area based on class EA study recommendations.

### **Location**

West of Bayview Av. And south of CNR track

### **Work to be Performed**

Removal and replacement of existing storm sewers 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 – November 2022**



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**                      **Cast Iron Watermain Rehabilitation / CIPP Lining - Construction & CA**

**Project Number**                      **21168**

**Estimated Total Cost of Project**                      **\$6,623,300**

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**Commission**                      **Community & Fire Services**

**Department**                      **Environmental Services - Waterworks**

### **Project Description**

This project is for the construction and contract administration for rehabilitation of approx. of 4.2 km of cast iron (CI) watermain using Cured-In-Place Pipe (CIPP) lining.

### **Location**

John St & 14<sup>th</sup> Ave. end section.

### **Work to be Performed**

Structural lining of existing cast iron watermain with CIPP liner including replacing 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 – November 2022**

## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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

**Project Number**                      **21170**

**Estimated Total Cost of Project**                      **\$4,036,300**

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**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 within West Thornhill Phase 3B area.

### **Location**

Johnson St., Vanwood Rd. St. Andreas Crt., Ida St., Dove Ln., Wiarion Crt.

### **Work to be Performed**

Replace existing cast iron watermain 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 – August 2022**



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**            Royal Orchard Sanitary Upgrades (West Thornhill - Ph. 4A)

**Project Number**        21172

**Estimated Total Cost of Project**

<b>\$3,471,000</b>
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**Commission**            Community & Fire Services

**Department**            Environmental Services - Waterworks

### **Project Description**

This project is upgrade the sanitary sewer pipes along Royal Orchard Blvd. from Doral Gate to Region trunk sewer (West of Bayview Ave. and south of CNR track) in order to accommodate the Tridel Development Condominiums at Ladies Golf Course.

### **Location**

Royal Orchard Blvd

### **Work to be Performed**

Replace the existing undersized sanitary sewer to accommodate new development

### **Reason for Work**

Capacity upgrades to sanitary sewers to accommodate Tridel Development Condominiums at Ladies Golf Course

### **Impact on Future Operating Budgets**

Negligible

**Estimated Project Completion Date** – December 2021



## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**                      **Sanitary Sewers - Rehabilitation**

**Project Number**                  **21173**

**Estimated Total Cost of Project**      **\$1,405,000**

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**Commission**                      **Community & Fire Services**

**Department**                      **Environmental Services - Waterworks**

**Project Description**

Program to rehabilitate the main sanitary sewer, service laterals using structural liner including repairs to manholes that are identified through the inspection programs.

**Location**

City-wide

**Work to be Performed**

Rehabilitate existing sanitary sewer mains, sanitary laterals using structural liner including repairs to manholes.

**Reason for Work**

To rehabilitate the sanitary sewer deficiencies identified through CCTV inspection

**Impact on Future Operating Budgets**

Negligible

**Estimated Project Completion Date – December 2021**

## CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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**Project Name**                      **Water Meters - Replacement Program**

**Project Number**                      **21175**

**Estimated Total Cost of Project**

<b>\$1,013,200</b>
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**Commission**                      **Community & Fire Services**

**Department**                      **Environmental Services - Waterworks**

**Project Description**

This project is for the replacement of Residential, Multi Residential and Industrial/ Commercial/ Institutional (ICI) water meters that have reached the end of their service life (20 years).

**Location**

City-wide

**Work to be Performed**

Replace existing water meters that have reached end of service life.

**Reason for Work**

Replace existing water meters that have reached end of service life.

**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.

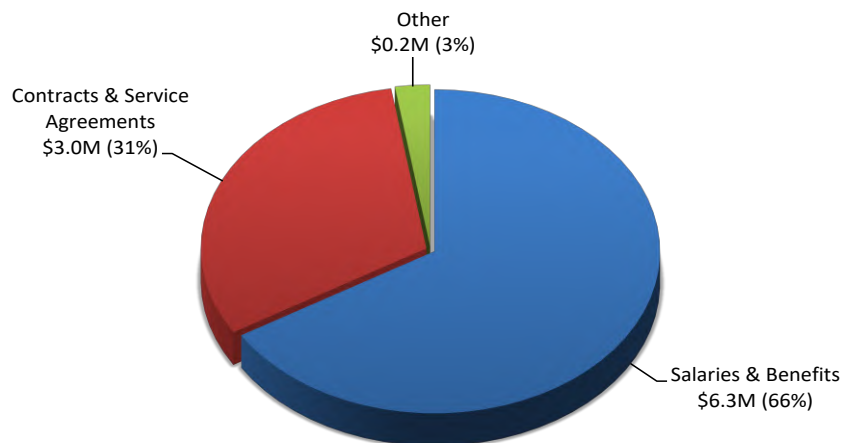
### Building Standards Operating Budget

The 2021 Operating Budget for Building totals \$9.7 million before transfer to reserves. This marks an increase of approximately \$0.2 million from the 2020 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 31% of the Operating Budget which include indirect costs such as ITS equipment, other department's services, and overhead costs. Other expenditures accounts for 3% of the Operating Budget.

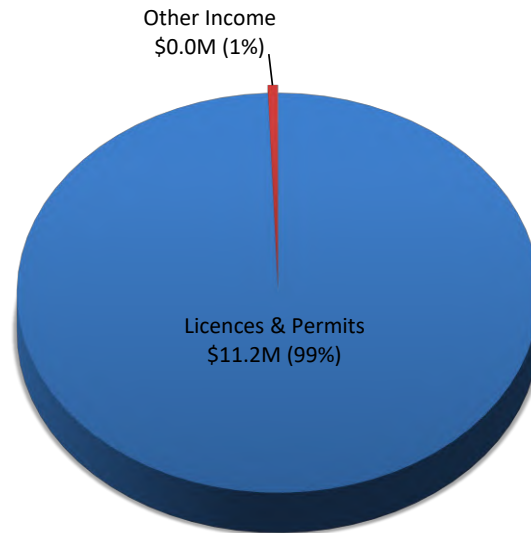
**Building Standards Operating Budget Expenditures by Account  
(excluding Transfer to Reserve)  
Total \$9.7M**



## 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 \$11.3M



## Building Standards Capital Budget

Building Standards does not have any 2021 capital projects.



## BUILDING STANDARDS CONSOLIDATED 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.		
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
<b>Revenues</b>									
LICENCES & PERMITS	\$6,185	\$5,245	\$7,070	\$11,187	\$4,116	58.2%	\$5,942	113.3%	
USER FEES & SERVICE CHARGES	97	163	70	70	0	0.0%	(93)	-57.2%	
OTHER REVENUE	0	(0)	0	0	0	0.0%	0	-100.0%	
<b>Total Revenues</b>	<b>\$6,282</b>	<b>\$5,408</b>	<b>\$7,140</b>	<b>\$11,257</b>	<b>\$4,116</b>	<b>57.6%</b>	<b>\$5,849</b>	<b>108.1%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$5,777	\$5,953	\$6,285	\$6,440	\$156	2.5%	\$488	8.2%	
PRINTING & OFFICE SUPPLIES	30	8	51	51	0	0.0%	43	511.8%	
OPERATING MATERIALS & SUPPLIES	9	7	20	20	0	0.0%	13	186.0%	
COMMUNICATIONS	7	8	31	31	0	0.0%	23	291.4%	
TRAVEL EXPENSES	6	2	6	6	0	0.0%	4	164.1%	
TRAINING	25	5	34	34	0	0.0%	29	525.5%	
CONTRACTS SERVICES AGREEMENT	2,862	3,008	3,008	3,025	17	0.6%	17	0.6%	
RENTAL/LEASE	0	0	0	0	0	0.0%	(0)	-100.0%	
PROFESSIONAL SERVICES	0	1	9	9	0	0.0%	8	791.9%	
LICENCES, PERMITS, FEES	29	17	28	28	0	0.0%	11	65.2%	
CREDIT CARD SERVICE CHARGES	43	65	58	58	0	0.0%	(7)	-10.4%	
PROMOTION & ADVERTISING	1	2	6	6	0	0.0%	5	305.6%	
<b>Total Expenses</b>	<b>\$8,790</b>	<b>\$9,076</b>	<b>\$9,535</b>	<b>\$9,708</b>	<b>\$173</b>	<b>1.8%</b>	<b>\$632</b>	<b>7.0%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$2,508</b>	<b>\$3,668</b>	<b>\$2,394</b>	<b>(\$1,549)</b>	<b>(\$3,943)</b>	<b>-164.7%</b>	<b>(\$5,217)</b>	<b>-142.2%</b>	
TRANSFERS TO/(DRAW FROM) RESERVES	(\$2,508)	(\$3,668)	(\$2,394)	\$1,549	\$3,943	-164.7%	\$5,217	-142.2%	
<b>Full Time Complement</b>	<b>51</b>	<b>52</b>	<b>54</b>	<b>54</b>					

### Major changes in the 2021 Budget from the 2020 Budget:

**Licences & Permits:** Increase due to projected increase 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 transfer to the Reserve to balance the budget surplus.

## PLANNING & DESIGN BUDGET

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

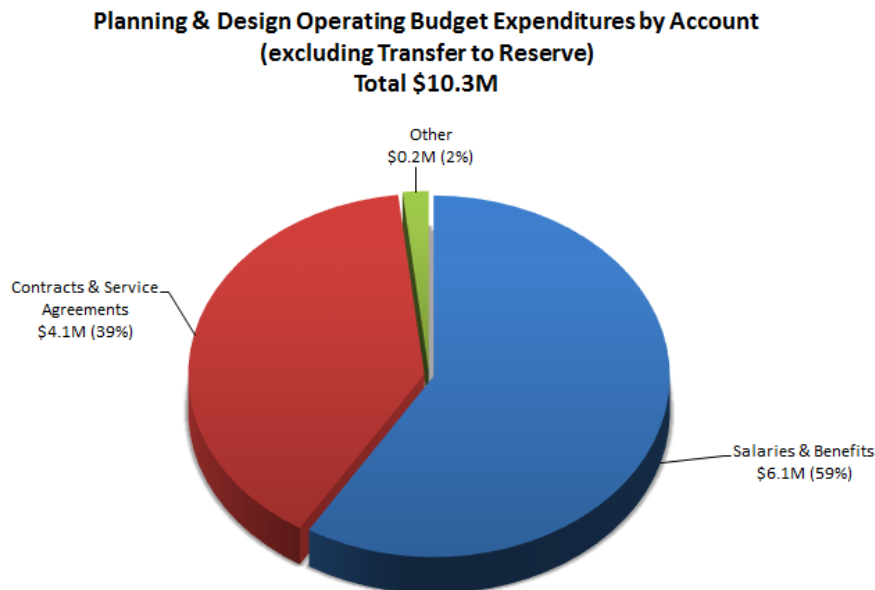
- long range strategic planning and current development control
- formulation of plans, policies, regulations, and guidelines
- development
- urban design
- growth management
- processing and evaluation of development applications
- data collection, analysis, research and monitoring
- planning policy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

### Planning & Design Operating Budget

#### *Expenditures*

The 2021 Operating Budget for Planning & Design totals \$10.3 million before transfers to reserves, which represents an increase of \$0.3 million from 2020.

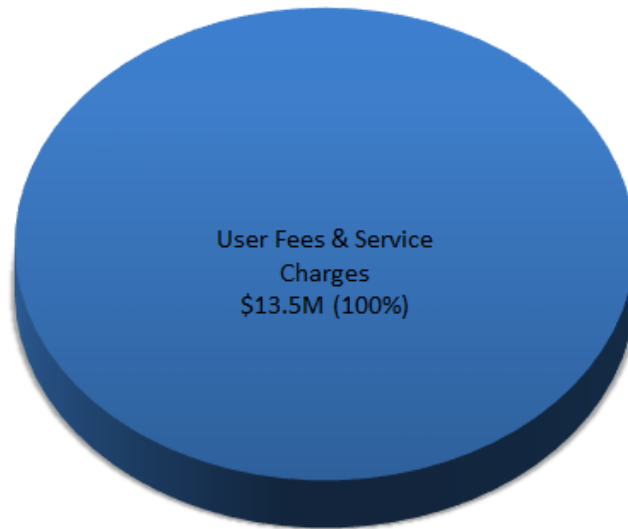
The figure below indicates that the major portion of budgeted expenditures is salaries and benefits, which accounts for 59% of the Operating Budget. Contracts & service agreement represents 39% which include indirect costs such as IT support, other department's services and overhead costs. Other expenditures 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 \$13.5M**



### Capital Budget

The 2021 Planning Capital Budget totals \$2.0 million which is primarily funded from Development Charges. The capital projects include salary recoveries and secondary plan studies/reviews, and other studies.

The 2021 Design Capital Budget totals \$11.6 million which is primarily funded from Development Charges. The capital projects include the design and construction of new parks in various areas in Markham.

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



## PLANNING & DESIGN CONSOLIDATED 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
USER FEES & SERVICE CHARGES	\$7,502	\$16,031	\$10,569	\$13,498	\$2,930	27.7%	(\$2,533)	-15.8%
<b>Total Revenues</b>	<b>\$7,502</b>	<b>\$16,031</b>	<b>\$10,569</b>	<b>\$13,498</b>	<b>\$2,930</b>	<b>27.7%</b>	<b>(\$2,533)</b>	<b>-15.8%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$5,438	\$4,854	\$7,073	\$6,053	(\$1,019)	-14.4%	\$1,200	24.7%
PRINTING & OFFICE SUPPLIES	36	14	35	32	(3)	-7.8%	18	125.6%
OPERATING MATERIALS & SUPPLIES	1	1	6	5	(0)	-8.5%	4	760.2%
COMMUNICATIONS	7	7	12	11	(1)	-8.5%	4	56.0%
TRAVEL EXPENSES	38	3	36	33	(3)	-8.5%	30	1011.5%
TRAINING	2	2	15	14	(1)	-8.5%	12	750.9%
CONTRACTS SERVICES AGREEMENT	2,527	3,745	2,690	4,051	1,361	50.6%	306	8.2%
RENTAL/LEASE	0	0	1	1	0	0.0%	1	0.0%
PROFESSIONAL SERVICES	0	3	17	17	0	0.0%	14	451.4%
LICENCES, PERMITS, FEES	48	37	41	38	(3)	-8.5%	1	2.3%
CREDIT CARD SERVICE CHARGES	12	31	20	20	0	0.0%	(11)	-36.4%
PROMOTION & ADVERTISING	5	3	6	6	0	0.0%	3	132.6%
OTHER EXPENDITURES	8	1	4	4	0	5.3%	3	300.0%
<b>Total Expenses</b>	<b>\$8,122</b>	<b>\$8,700</b>	<b>\$9,954</b>	<b>\$10,283</b>	<b>\$329</b>	<b>3.3%</b>	<b>\$1,584</b>	<b>18.2%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$620</b>	<b>(\$7,332)</b>	<b>(\$615)</b>	<b>(\$3,215)</b>	<b>(\$2,600)</b>	<b>423.1%</b>	<b>\$4,117</b>	<b>-56.1%</b>
TRANSFERS TO/(DRAW FROM) RESERVE	(\$620)	\$7,332	\$615	\$3,215	\$2,601	423.1%	(\$4,117)	-56.1%
<b>Full Time Complement</b>	<b>44</b>	<b>47</b>	<b>59</b>	<b>50</b>				

### Major changes in the 2021 Budget from the 2020 Budget:

**User Fees & Service Charges:** Increase due to higher development activity forecasted for 2021.

**Salaries & Benefits:** Decrease due to transfer of the Policy group from Planning to Commissioner's Office.

**Contracts & Service Agreements:** Increase due to recovery of the Policy group from Planning revenues and 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.

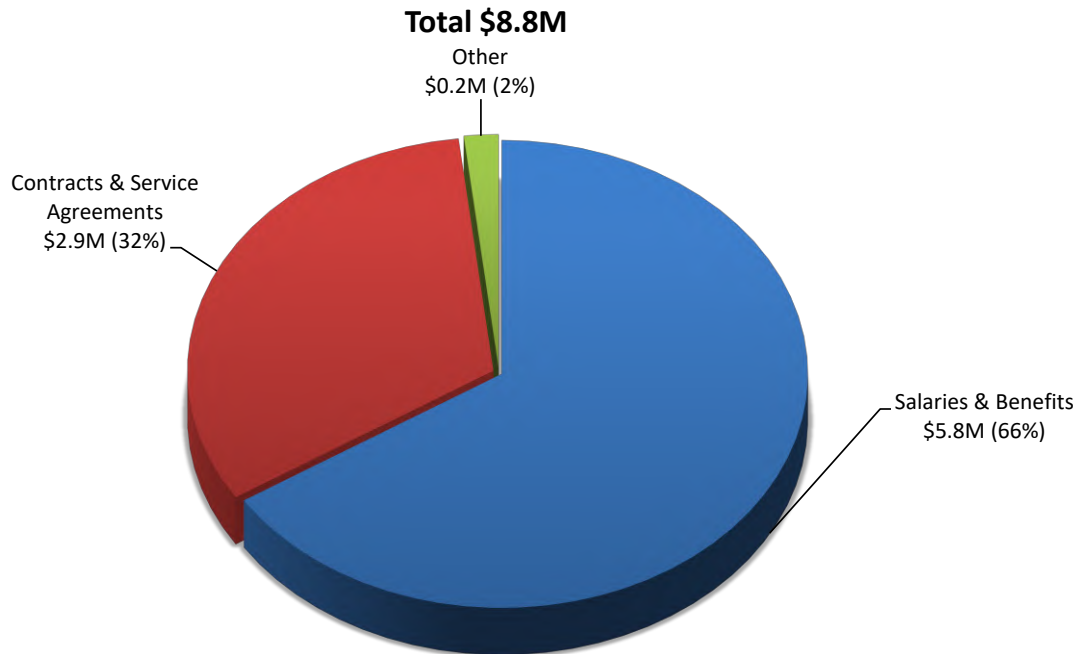
### Engineering Operating Budget

#### *Expenditures*

The 2021 Operating Budget for Engineering totals \$8.8 million before transfer to reserves. This marks an increase of \$0.1 million from the 2020 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.

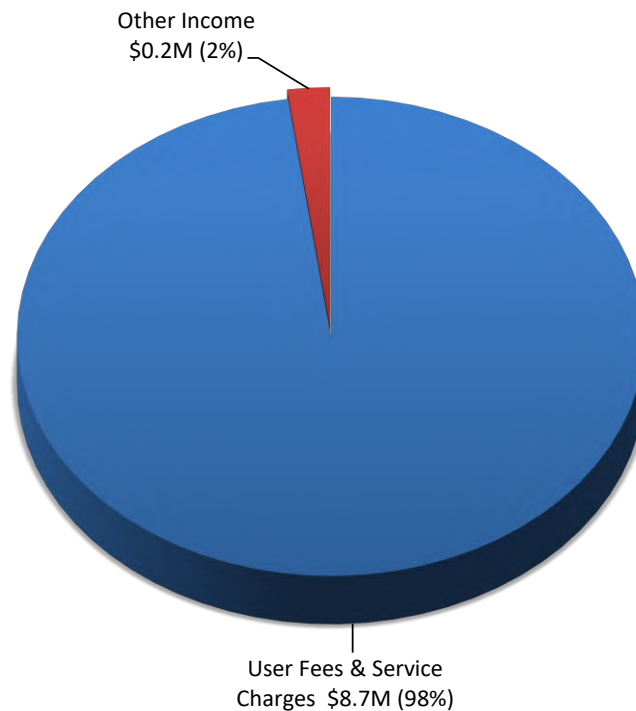
**Engineering Operating Budget Expenditures by Account  
(excluding Transfer to Reserve)**



## 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 2021 Engineering Capital Budget totals \$10.7 million which is primarily funded from Development Charges. The capital projects include road designs, transportation, servicing and stormwater management studies, multi-use pathways, sidewalk and streetlight programs, and various active transportation programs.

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



## ENGINEERING CONSOLIDATED 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Inc./ (Decr.)	% Change	\$ Inc./ (Decr.)	% Change
<b>Revenues</b>								
USER FEES & SERVICE CHARGES	\$7,386	\$10,159	\$8,603	\$8,651	\$48	0.6%	(\$1,507)	-14.8%
RECOVERIES & CONTRIBUTIONS	221	163	184	193	9	4.7%	30	18.4%
<b>Total Revenues</b>	<b>\$7,607</b>	<b>\$10,322</b>	<b>\$8,787</b>	<b>\$8,844</b>	<b>\$57</b>	<b>0.6%</b>	<b>(\$1,477)</b>	<b>-14.3%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$4,909	\$4,947	\$5,705	\$5,828	\$123	2.2%	\$880	17.8%
PRINTING & OFFICE SUPPLIES	5	2	22	22	0	0.0%	20	1280.0%
OPERATING MATERIALS & SUPPLIES	11	1	12	12	0	0.0%	11	979.6%
COMMUNICATIONS	15	11	22	22	0	0.0%	11	94.7%
TRAVEL EXPENSES	12	2	15	15	0	0.0%	13	682.5%
TRAINING	6	(0)	16	16	0	0.0%	16	-18923.5%
CONTRACTS SERVICES AGREEMENT	2,584	2,796	2,796	2,853	57	2.0%	57	2.0%
MAINT. & REPAIR - TIME & MATERIAL	0	0	1	1	0	0.0%	1	0.0%
RENTAL/LEASE	5	0	5	5	0	0.0%	5	0.0%
PROFESSIONAL SERVICES	6	4	19	19	0	0.0%	15	386.0%
LICENCES, PERMITS, FEES	27	21	32	32	0	0.0%	11	54.2%
CREDIT CARD SERVICE CHARGES	0	1	15	15	0	0.0%	14	2421.0%
PROMOTION & ADVERTISING	0	0	2	2	0	0.0%	2	0.0%
OFFICE FURNISHING & EQUIPMENT	2	0	2	2	0	0.0%	1	1036.4%
<b>Total Expenses</b>	<b>\$7,581</b>	<b>\$7,784</b>	<b>\$8,662</b>	<b>\$8,842</b>	<b>\$180</b>	<b>2.1%</b>	<b>\$1,058</b>	<b>13.6%</b>
<b>Net Expenditures/(Revenues)</b>	<b>(\$26)</b>	<b>(\$2,538)</b>	<b>(\$126)</b>	<b>(\$3)</b>	<b>\$123</b>	<b>-97.8%</b>	<b>\$2,535</b>	<b>-99.9%</b>
TRANSFERS TO RESERVE	\$26	\$2,538	\$126	\$3	(\$123)	-97.8%	(\$2,535)	-99.9%
<b>Full Time Complement</b>	<b>39</b>	<b>41</b>	<b>47</b>	<b>46</b>				

### Major changes in the 2021 Budget from the 2020 Budget:

**User Fees & Service Charges:** Increase due to higher development activity forecasted for 2021.

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

**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.

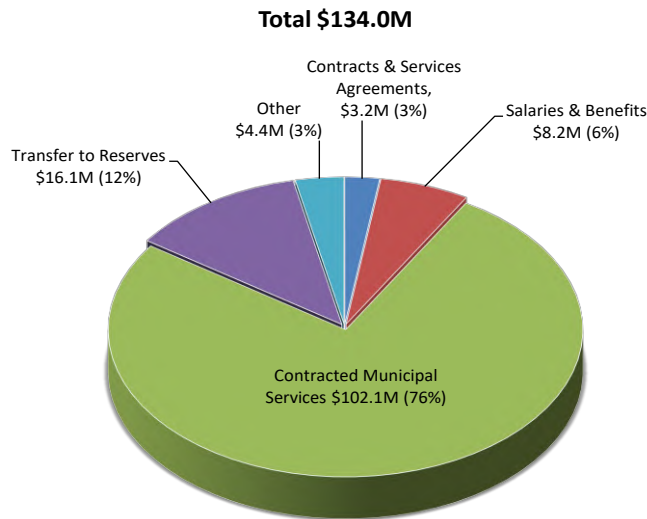
### Operating Budget

#### *Expenditures*

The 2021 Operating Budget for Waterworks totals \$134.0 million (excluding prior year’s surplus). This marks a decrease of \$6.6M million over the 2020 Operating Budget.

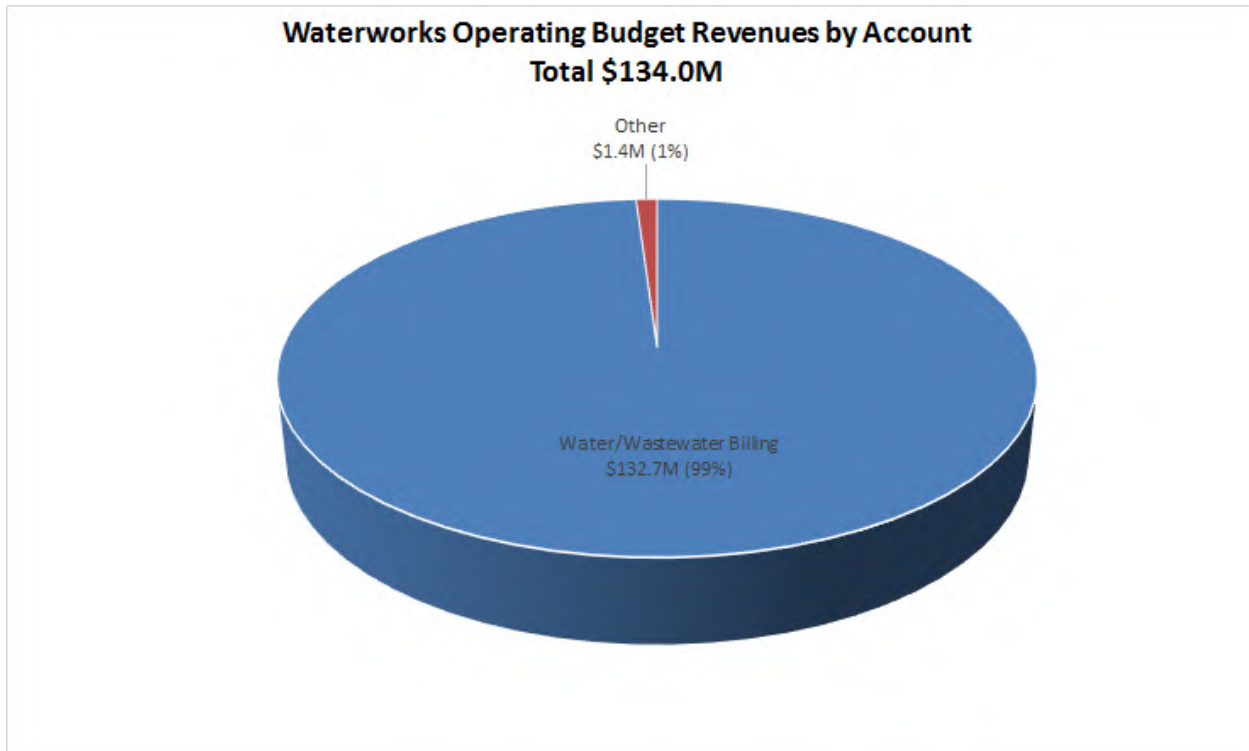
The figure below indicates that the major portion of budgeted expenditures is contracted municipal services for 76%, which is for the purchase of water from the Region of York. Transfer to Reserves, which accounts for 12% of the Operating Budget, represents transfer to the Waterworks Reserve in order to sustain future replacement & rehabilitation requirements and to support the Environmental Services – Waterworks department day-to-day operations. Contract & service agreements accounts for 3% 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. In November 2019, Council approved a rate increase of 7.8% for 2020. Subsequently in March 2020, due to the COVID-19 pandemic, in an effort to provide relief to both the residents and businesses, Council waived the schedule increase of 7.8%. In 2021 the City's water/wastewater rates have been maintained at the previous year's level.



## Capital Budget

The 2021 Waterworks Capital Budget totals \$18.4 million of which \$14.9 million is funded from the Waterworks reserve. The capital projects include annual programs for watermains construction/replacement, relining of watermains, 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).



## WATERWORKS CONSOLIDATED 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Sales &amp; Purchase of Water Revenue</b>								
FINES/ BILLINGS	\$130,470	\$137,100	\$139,257	\$132,627	(\$6,630)	-4.8%	(\$4,473)	-3.3%
CONTRACTED MUNICIPAL SERVICES	(99,588)	(\$103,939)	(109,352)	(102,124)	7,228	-6.6%	1,815	-1.7%
<b>Total Sales &amp; Purchase of Water Revenue</b>	<b>\$30,881</b>	<b>\$33,160</b>	<b>\$29,905</b>	<b>\$30,503</b>	<b>\$599</b>	<b>2.0%</b>	<b>(\$2,657)</b>	<b>-8.0%</b>
<b>Other Revenues</b>								
USER FEES & SERVICE CHARGES	529	350	533	533	0	0.0%	184	52.5%
SALES	428	467	567	567	0	0.0%	100	21.4%
RECOVERIES & CONTRIBUTIONS	99	279	300	300	0	0.0%	21	7.4%
OTHER REVENUE	120	0	14	14	0	0.0%	14	0.0%
<b>Total Other Revenues</b>	<b>\$1,176</b>	<b>\$1,095</b>	<b>\$1,413</b>	<b>\$1,413</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$318</b>	<b>29.0%</b>
<b>Other Expenses</b>								
SALARIES AND BENEFITS	\$7,826	\$7,755	\$8,020	\$8,193	\$173	2.2%	\$438	5.6%
PRINTING & OFFICE SUPPLIES	28	18	34	34	0	0.0%	16	91.7%
OPERATING MATERIALS & SUPPLIES	133	90	122	140	18	14.4%	49	54.5%
CONSTRUCTION MATERIALS	455	434	594	551	(43)	-7.3%	117	26.9%
UTILITIES	23	27	56	56	0	0.0%	29	109.5%
COMMUNICATIONS	53	51	74	67	(7)	-9.4%	16	30.6%
TRAVEL EXPENSES	23	3	47	47	0	0.0%	43	1327.7%
TRAINING	81	57	60	70	9	14.9%	13	22.3%
CONTRACTS SERVICES AGREEMENT	2,708	2,399	3,272	3,156	(116)	-3.6%	756	31.5%
MAINT. & REPAIR - TIME & MATERIAL	520	295	487	475	(12)	-2.4%	180	60.8%
RENTAL/LEASE	7	4	6	7	1	25.0%	3	78.2%
PROFESSIONAL SERVICES	152	122	117	121	5	3.9%	(1)	-0.6%
LICENCES, PERMITS, FEES	61	56	50	66	16	32.0%	10	18.0%
CREDIT CARD SERVICE CHARGES	3	2	1	1	0	0.0%	(0)	-27.2%
OTHER PURCHASED SERVICES	2,720	2,755	2,755	2,784	29	1.1%	29	1.1%
WRITE-OFFS	0	0	5	5	0	0.0%	5	0.0%
<b>Total Other Expenses</b>	<b>\$14,794</b>	<b>\$14,069</b>	<b>\$15,699</b>	<b>\$15,771</b>	<b>\$72</b>	<b>0.5%</b>	<b>\$1,703</b>	<b>12.1%</b>
<b>Net Revenues</b>	<b>(\$17,263)</b>	<b>(\$20,187)</b>	<b>(\$15,619)</b>	<b>(\$16,145)</b>	<b>(\$526)</b>	<b>3.4%</b>	<b>\$4,042</b>	<b>-20.0%</b>
TRANSFERS TO RESERVE	\$17,263	\$20,187	\$15,619	\$16,145	\$526	3.4%	(\$4,042)	-20.0%
<b>Full Time Complement</b>	<b>64</b>	<b>65</b>	<b>67</b>	<b>67</b>				

### Major changes in the 2021 Budget from the 2020 Budget:

**Fines/Billings:** Decrease due to a lower water rate to budget.

**Contracted Municipal Services:** Decrease due to a lower contract escalation from Region of York to budget.

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

**Contracted Services Agreement:** Increase due higher contracted costs with Alectra for customer billings.

**Transfers to 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"> <li>• Operating Budget process guideline</li> <li>• Capital Budget process guideline</li> </ul>	<b>1</b>
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"> <li>• Project categories</li> <li>• Standardized percentages for Capital Budgeting funding</li> <li>• Return of surplus funds</li> <li>• Process for requesting: new Projects after the annual budget has been approved, consolidation &amp; changes to Projects, additional funds, and closure of Capital Projects</li> <li>• Process to address non-compliant Capital Projects</li> <li>• Reporting requirements to Council</li> </ul>	<b>2</b>
Investment Policy	Covers investment objectives of the City related to: <ul style="list-style-type: none"> <li>• Legality of Investments</li> <li>• Preservation of Principal</li> <li>• Maintenance of Liquidity</li> <li>• Competitive Rate of Return</li> </ul>	<b>3</b>
Development Charge Borrowing Policy	Provides a framework with respect to borrowing funds to complete Development Charge (DC) related capital projects.	<b>4</b>

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"> <li>• Determine the adequacy of the City's Reserves to meet known future expenditures</li> <li>• Determine the adequate level for the City's corporate rate stabilization/contingency reserve</li> <li>• Review, consolidate and refine policies for the City's various reserves and reserve funds</li> </ul>	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

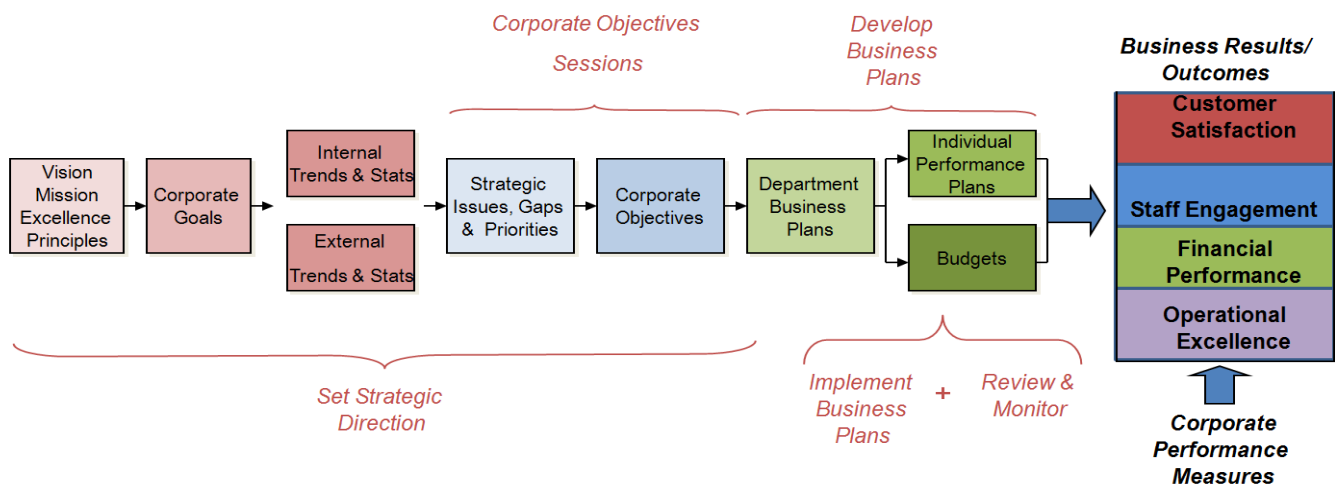
## BUSINESS PLAN INTRODUCTION

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

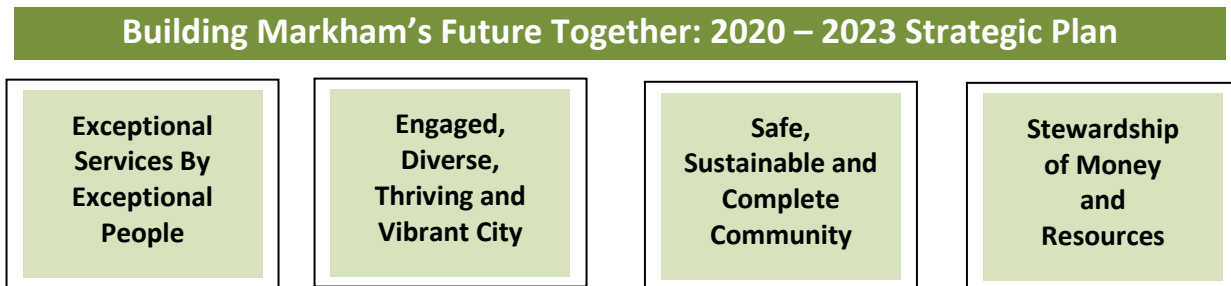
The Corporate Goals were created specifically to define overall success in a balanced manner. The annual Departmental Actions and Performance Measures ensure a Department is aligned to the overarching Corporate Goals.

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 2019, as the Department BPs were due to be completed in January 2021. 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.

### 2021 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.

Note – due to the impacts of the COVID-19 pandemic on the City during 2020, it was not possible to obtain performance measure data for 2020 in support of individual department goals. This data will be included as part of the 2022 budget document.

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## MAYOR AND COUNCIL 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2010 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Expenses</b>								
SALARIES AND BENEFITS	\$2,645	\$2,618	\$2,744	\$2,744	\$0	0.0%	\$126	4.8%
PRINTING & OFFICE SUPPLIES	29	14	27	27	0	0.0%	13	89.1%
OPERATING MATERIALS & SUPPLIES	13	16	17	17	0	0.0%	0	2.2%
VEHICLE SUPPLIES	4	2	3	3	0	0.0%	1	28.7%
COMMUNICATIONS	1	1	16	16	0	0.0%	15	1485.5%
TRAVEL EXPENSES	13	4	60	60	0	0.0%	56	1395.6%
TRAINING	0	0	3	3	0	0.0%	3	0.0%
CONTRACTS SERVICES AGREEMENT	8	6	30	30	0	0.0%	24	400.0%
RENTAL/LEASE	2	4	16	16	0	0.0%	12	293.4%
PROFESSIONAL SERVICES	0	1	7	7	0	0.0%	6	1133.9%
LICENCES, PERMITS, FEES	3	1	5	5	0	0.0%	3	314.9%
PROMOTION & ADVERTISING	87	74	38	38	0	0.0%	(36)	-48.8%
OTHER EXPENDITURES	13	12	18	18	0	0.0%	6	48.1%
<b>Total Expenses</b>	<b>\$2,819</b>	<b>\$2,755</b>	<b>\$2,983</b>	<b>\$2,983</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$229</b>	<b>8.3%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$2,819</b>	<b>\$2,755</b>	<b>\$2,983</b>	<b>\$2,983</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$229</b>	<b>8.3%</b>
<b>Full Time Complement</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>				

### Major changes in 2021 Budget from the 2020 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 \$519.0 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 short and long term goals and direction by working closely with stakeholders to provide a full range of strategic human resources management solutions in the areas of: labour and employee relations; health, safety and wellness; staffing, succession planning and workforce planning; analytics; compensation and benefits; learning and development; business transformation and change; diversity, equity and inclusion.

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



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
USER FEES & SERVICE CHARGES	\$347	\$462	\$300	\$300	\$0	0.0%	(\$162)	-35.0%
OTHER REVENUE	55	1	2	2	0	0.0%	1	66.4%
<b>Total Revenues</b>	<b>\$402</b>	<b>\$463</b>	<b>\$302</b>	<b>\$302</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$161)</b>	<b>-34.8%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$4,925	\$4,785	\$5,167	\$5,213	\$46	0.9%	\$429	9.0%
PRINTING & OFFICE SUPPLIES	17	9	23	23	0	0.0%	14	167.2%
OPERATING MATERIALS & SUPPLIES	133	76	102	102	0	0.0%	26	33.4%
VEHICLE SUPPLIES	6	5	5	5	0	0.0%	1	11.5%
COMMUNICATIONS	14	13	16	16	0	0.0%	4	27.6%
TRAVEL EXPENSES	21	8	32	32	0	0.0%	24	314.2%
TRAINING	288	227	304	304	0	0.0%	78	34.3%
CONTRACTS SERVICES AGREEMENT	(158)	(313)	(191)	(176)	15	-7.7%	136	-43.6%
MAINT. & REPAIR - TIME & MATERIAL	1	0	0	0	0	0.0%	0	0.0%
RENTAL/LEASE	8	6	11	11	0	0.0%	6	98.1%
PROFESSIONAL SERVICES	460	428	561	561	0	0.0%	133	31.2%
LICENCES, PERMITS, FEES	74	65	84	84	0	0.0%	19	28.5%
PROMOTION & ADVERTISING	196	90	212	212	0	0.0%	122	134.6%
OTHER EXPENDITURES	7	0	0	0	0	0.0%	0	0.0%
<b>Total Expenses</b>	<b>\$5,991</b>	<b>\$5,398</b>	<b>\$6,327</b>	<b>\$6,388</b>	<b>\$61</b>	<b>1.0%</b>	<b>\$990</b>	<b>18.3%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$5,589</b>	<b>\$4,935</b>	<b>\$6,025</b>	<b>\$6,086</b>	<b>\$61</b>	<b>1.0%</b>	<b>\$1,151</b>	<b>23.3%</b>
<b>Full Time Complement</b>	<b>33</b>	<b>31</b>	<b>35</b>	<b>35</b>				

### Major changes in 2021 Budget from the 2020 Budget:

No significant changes.



## CAO'S OFFICE – COMMISSION SUPPORT 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Expenses</b>								
SALARIES AND BENEFITS	\$638	\$580	\$676	\$676	\$0	0.0%	\$96	16.5%
PRINTING & OFFICE SUPPLIES	2	1	3	3	0	0.0%	3	348.7%
OPERATING MATERIALS & SUPPLIES	7	3	5	5	0	0.0%	2	61.2%
COMMUNICATIONS	2	2	2	2	0	0.0%	1	43.1%
TRAVEL EXPENSES	9	2	7	7	0	0.0%	5	201.2%
TRAINING	1	0	2	2	0	0.0%	2	0.0%
CONTRACTS SERVICES AGREEMENT	5	(21)	14	15	1	4.7%	35	-170.3%
RENTAL/LEASE	0	0	1	1	0	0.0%	1	1133.3%
PROFESSIONAL SERVICES	27	16	52	52	0	0.0%	35	216.6%
LICENCES, PERMITS, FEES	25	25	21	21	0	0.0%	(4)	-14.6%
OTHER EXPENSES	6	5	5	5	0	0.0%	1	11.5%
<b>Total Expenses</b>	<b>\$721</b>	<b>\$613</b>	<b>\$789</b>	<b>\$789</b>	<b>\$1</b>	<b>0.1%</b>	<b>\$176</b>	<b>28.7%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$721</b>	<b>\$613</b>	<b>\$789</b>	<b>\$789</b>	<b>\$1</b>	<b>0.1%</b>	<b>\$176</b>	<b>28.7%</b>
<b>Full Time Complement</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>				

### Major changes in 2021 Budget from the 2020 Budget:

No significant changes.



## HUMAN RESOURCES 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
OTHER INCOME	\$3	\$1	\$2	\$2	\$0	0.0%	\$1	66.4%
<b>Total Revenues</b>	<b>\$4</b>	<b>\$1</b>	<b>\$2</b>	<b>\$2</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$1</b>	<b>66.4%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$2,401	\$2,184	\$2,421	\$2,444	\$23	1.0%	\$260	11.9%
PRINTING & OFFICE SUPPLIES	11	5	14	14	0	0.0%	8	150.6%
OPERATING MATERIALS & SUPPLIES	106	52	76	76	0	0.0%	24	45.3%
COMMUNICATIONS	4	5	5	5	0	0.0%	(0)	-0.4%
TRAVEL EXPENSES	4	1	9	9	0	0.0%	7	561.0%
TRAINING	283	224	296	296	0	0.0%	73	32.4%
CONTRACTS SERVICES AGREEMENT	(90)	(199)	(112)	(104)	8	-7.0%	95	-47.6%
RENTAL/LEASE	4	3	6	6	0	0.0%	3	78.0%
PROFESSIONAL SERVICES (A)	224	184	268	268	0	0.0%	84	45.5%
LICENCES, PERMITS, FEES	9	14	10	10	0	0.0%	(4)	-26.8%
PROMOTION & ADVERTISING (B)	196	90	212	212	0	0.0%	122	134.6%
MISCELLANEOUS EXPENSES	7	0	0	0	0	0.0%	0	0.0%
<b>Total Expenses</b>	<b>\$3,159</b>	<b>\$2,564</b>	<b>\$3,204</b>	<b>\$3,235</b>	<b>\$31</b>	<b>1.0%</b>	<b>\$671</b>	<b>26.1%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$3,155</b>	<b>\$2,563</b>	<b>\$3,202</b>	<b>\$3,233</b>	<b>\$31</b>	<b>1.0%</b>	<b>\$670</b>	<b>26.1%</b>
<b>Full Time Complement</b>	<b>19</b>	<b>16</b>	<b>19</b>	<b>19</b>				

### Major changes in 2021 Budget from the 2020 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	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 (and others as needed)	Identify a topic and execute annual customer service survey in 2021 (and others as needed). Consider response and actions arising thereof.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support City’s drive to implement new technology to enhance business operations	Staff scheduling software - Work with corporate team to finalize RFP and evaluate submissions.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Support the advancement of Digital Markham / “Frictionless City”	Continue to leverage technology to increase efficiency and effectiveness of department services, processes and programs.
		Support digital literacy skill building.
		Continue to translate in-person training to virtual training
	Finalize and implement alternate work arrangements program.	
	Support City’s COVID related efforts	Provide timely and effective human resources advice, guidance and programming to support City’s COVID efforts and to ensure a safe, well and engaged workforce.
Collectively bargain with CUPE to update terms and conditions of employment to support employee attraction and retention	Prepare for bargaining (benchmark and obtain mandate) and negotiate new agreements. Ratify and roll out new agreements. Provide training to Performance Managers on changes.	
Update employee relations policies and practices and roll out relevant training	Update Respect in the Workplace and Attendance Management programs and roll out virtual training	

## 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
	Cyclical umbrella benefits RFP	Work with Benefits Consultant and other members of the York Region Umbrella Group to prepare RFP document to be released end of year.
	Continue development of the Occupational Health and Safety Management Program	Develop policies, which comprise the HSMS in concert with WSIB Health & Safety Excellence program.
	Review business processes and update using lean methods	Continue to review various HR processes and update to ensure that they are customer service oriented, efficient and effective.
	People Plan - Modernize employee wellness program	Roll out program to all employees. Ensure awareness of resources available and continue to develop and implement resources that will support employee needs.
	People Plan - Continue to refresh employer branding	Continue to update employer branding materials and messaging. Update job postings template and recruitment page on City website.
	People Plan- Succession planning strategy	Continue to develop tools and processes to support succession planning.
	People Plan- Continue to invest in staff development	Advance learning and development program in alignment with corporate objectives and needs.
		Expand application and functionality of MLC 2.0 and eLearning.
		Track, evaluate and report on participation rates.



Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Completion of Exceptional Services department objectives and actions	On target	Delayed	Delayed	Delayed	On target	On target	Annual
Customer service survey- survey execution	1	1	1	1	1	1 per year	Annual
Customer service survey- overall satisfaction	87.5%	80%	65.6%	70.4%	80%	80%	Annual
Customer service survey- extremely / very satisfied	60%	66%	42%	56%	50%	50%	Annual
HR staff satisfaction survey- overall satisfaction with City of Markham	82.1%	n/a	76.9%	n/a	75%	75%	Every 2 yrs
HR staff satisfaction survey- organizational engagement	76.7%	n/a	72.9%	n/a	75%	75%	Every 2 yrs
HR staff satisfaction survey- job engagement	75.2%	n/a	77%	n/a	75%	75%	Every 2 yrs
HR staff satisfaction survey- organizational outcome index	75.6%	n/a	74.4%	n/a	75%	75%	Every 2 yrs
HR staff satisfaction survey- health workplace index	73.9%	n/a	66.5%	n/a	75%	75%	Every 2 yrs
Number of corporate learning hours per HR employee	10.2	14.1	20.3	4.6	14.0	14.0	Annual
Number of days absent per HR employee	6.5	3.6	5.7	2.9	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 as needed	
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure City website and web content is AODA compliant	Provide support to ITS and Communications as needed.
		Review HR pages on website to ensure compliance.
	Update Diversity Action Plan (2010) by reviewing status of recommendations, develop broad engagement process and address gaps within Plan	Consult with Markham Black communities to understand issues and challenges (part of anti-Black racism strategy)
		Develop RFP for DAP refresh, review submissions and select vendor. Engage community and develop draft themes, recommendations and action.
Identify multi-jurisdictional partnerships to support diversity and inclusion objectives	Undertake Diversity, Equity and Inclusion audit (part of anti-Black racism strategy).	
	Continue internal and external education on diversity, inclusion and racism. Develop and roll out follow up initiatives to Let's Talk about Racism eLearning. (Supports anti-Black racism strategy).	
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support and align	

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
AODA organization compliance targets are met and reports submitted	On target	On target	On target	On target	On target	On target	As per OPS
Diversity Action Plan strategic objectives attained	On target	Delayed	Delayed	Delayed	On target	On target	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	
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support and align	
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support and align	
3.4 Protect and enhance natural environment and built form.	Support and align	

## 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 as needed	
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Support and align as needed	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Update corporate workforce and department metrics framework	Complete update and roll out of corporate workforce and department metrics framework.

## 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 (and others as needed)	Identify a topic and execute annual customer service survey in 2021 (and others as needed)	2022-2024
	Support City's drive to implement new technology to enhance business operations	Staff scheduling software - Work with corporate team to implement system	2022-2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support the advancement of Digital Markham / "Frictionless City"	Continue to leverage technology to increase efficiency and effectiveness of department services, processes and programs.	Ongoing
	Continue development of the Occupational Health and Safety Management Program	Develop policies, which comprise the HSMS, in concert with WSIB Health & Safety Excellence program.	2022-2024
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Support City's COVID related efforts	Provide timely and effective human resources advice, guidance and programs to support City's COVID efforts (recovery) and to ensure a safe, well and engaged workforce.	2022
	Review business processes and update using lean methods	Continue to review various HR processes and update to ensure that they are customer service oriented, efficient and effective.	2022
	Empower employees to continue to take risks to pursue innovation	Review our internal governance processes and outcomes	2022-2024
		Update delegated authorities	2022
		Update job descriptions	2022-2023
		Create specialized project teams	Ongoing
	People Plan - Continue to refresh employer branding	Continue to update employer branding materials and messaging.	2022
	People Plan - Succession planning strategy	Continue to develop tools and processes to support succession planning.	2022

## 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
	People Plan - Introduce mentoring program	Develop and roll out mentoring program.	2022
	People Plan - Continue to invest in staff development	Advance learning and development program in alignment with corporate objectives and needs.	2022-2024
		Expand application and functionality of MLC 2.0 and eLearning.	2022-2024
		Track, evaluate and report on participation rates.	2022-2024
	People Plan - Undertake compensation review	Undertake a targeted compensation review.	TBD
	Cyclical umbrella benefits RFP	Work with York Region Umbrella Group to review benefits RFP submissions, select vendor, and roll out.	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.	Support and align as needed		
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Update Diversity Action Plan (2010) by reviewing status of recommendations, develop broad engagement process and address gaps within Plan	Continue with development and implementation of Diversity Action Plan update	2022-2024
		Continue to educate internally and externally about diversity, inclusion and racism. Continue implementation of Anti-Black Racism strategy initiatives	Ongoing
	Identify multi-jurisdictional partnerships to support diversity and inclusion objectives	Continue to build and strengthen community partnerships	Ongoing
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support and align as needed		



### 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 and align as needed		
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support and align as needed		
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support and align as needed		
3.4 Protect and enhance our natural environment and built form.	Support and align as needed		

## 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.	Support and align as needed		
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Support and align as needed		
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Update corporate workforce and department metrics framework	Complete update and roll out of corporate workforce and department metrics framework.	2022



## LEGAL SERVICES 2021 OPERATING BUDGET

<u>Description (in \$000's)</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2021 Bud. vs. 2020 Bud.</u>		<u>2021 Bud. vs. 2020 Act.</u>		
					<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenues</b>									
USER FEES & SERVICE CHARGES	\$347	\$462	\$300	\$300	\$0	0.0%	(\$162)	-35.0%	
OTHER REVENUE	52	0	0	0	0	0.0%	0	0.0%	
<b>Total Revenues</b>	<b>\$399</b>	<b>\$462</b>	<b>\$300</b>	<b>\$300</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$162)</b>	<b>-35.0%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$1,887	\$2,020	\$2,070	\$2,093	\$23	1.1%	\$73	3.6%	
PRINTING & OFFICE SUPPLIES	4	2	6	6	0	0.0%	3	148.0%	
OPERATING MATERIALS & SUPPLIES	20	21	22	22	0	0.0%	0	0.5%	
COMMUNICATIONS	8	6	9	9	0	0.0%	3	45.0%	
TRAVEL EXPENSES	8	4	16	16	0	0.0%	12	301.1%	
TRAINING	4	3	6	6	0	0.0%	3	114.5%	
CONTRACTS SERVICES AGREEMENT	(72)	(93)	(93)	(87)	6	-6.6%	6	-6.6%	
MAINT. & REPAIR - TIME & MATERIAL	0	0	0	0	0	0.0%	0	0.0%	
RENTAL/LEASE	4	2	5	5	0	0.0%	2	108.3%	
PROFESSIONAL SERVICES	209	227	242	242	0	0.0%	14	6.2%	
LICENCES, PERMITS, FEES	40	27	53	53	0	0.0%	26	95.5%	
MISCELLANEOUS EXPENSES	1	0	0	0	0	0.0%	0	0.0%	
<b>Total Expenses</b>	<b>\$2,111</b>	<b>\$2,220</b>	<b>\$2,335</b>	<b>\$2,364</b>	<b>\$29</b>	<b>1.2%</b>	<b>\$143</b>	<b>6.5%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$1,712</b>	<b>\$1,758</b>	<b>\$2,035</b>	<b>\$2,064</b>	<b>\$29</b>	<b>1.4%</b>	<b>\$305</b>	<b>17.4%</b>	
<b>Full Time Complement</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>					

### Major changes in 2021 Budget from the 2020 Budget:

No significant changes.

## 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.
		Continue to support continuing professional development.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 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)	88.1	n/a	84.7	n/a	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.
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	Assist with the implementation of conditions/obligations in foundational agreements.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 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.
	Support provincial transportation projects	Draft and negotiate applicable agreements with other governmental and private sector entities.
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.
	Support COVID-19 response and recovery	Support ongoing COVID-19 response and recovery activities.
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 and update of private tree by-law, making recommendations as required, and support acquisition of woodlots, valley lands and conservation lands.

#### Departmental Performance Measures in Support of Goal

	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Number of Provincial Offences Act prosecutions conducted	n/a	n/a	n/a	20	20	Annual
Number of Administrative Penalty Hearings Conducted	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

	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	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.	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 and pursue innovation	Update delegated authority by-law(s).	2021
		Update indemnification by-law.	2021
	Continuous improvement of Legal Services staff satisfaction and engagement	Identify and deliver a staff satisfaction improvement project within the department.	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	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 and growth related development proposal.	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 and infrastructure.	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.*

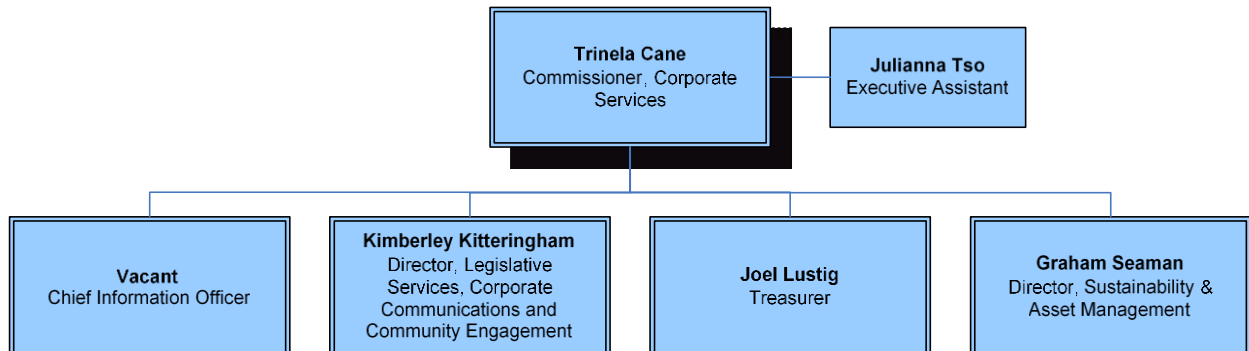
Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Participate in the establishment of a City-wide parking strategy	Implement recommendations through 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 approach to unlock value.	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 and update of private tree by-law, making recommendations as required and support acquisition of woodlots, valley lands and conservation lands.	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 191 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 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
<b>Revenues</b>									
LICENCES & PERMITS	\$1,617	\$1,360	\$1,965	\$1,965	\$0	0.0%	\$605	44.5%	
INCOME FROM INVESTMENTS	23	20	28	28	0	0.0%	7	36.3%	
FINES	3,493	2,333	3,396	3,396	0	0.0%	1,063	45.6%	
USER FEES & SERVICE CHARGES	1,962	1,279	1,909	1,909	0	0.0%	630	49.2%	
RENTALS	224	448	237	1,063	826	349.1%	615	137.2%	
SALES	53	33	54	54	0	0.0%	21	62.4%	
RECOVERIES & CONTRIBUTIONS	272	232	642	642	0	0.0%	410	176.6%	
OTHER REVENUE	106	63	33	33	(0)	0.0%	(30)	-47.9%	
SOLAR REVENUE	305	313	281	281	0	0.0%	(32)	-10.3%	
ELECTRIC VEHICLE CHARGING STATION	0	2	0	0	0	0.0%	(2)	-100.0%	
<b>Total Revenues</b>	<b>\$8,054</b>	<b>\$6,085</b>	<b>\$8,544</b>	<b>\$9,370</b>	<b>\$826</b>	<b>9.7%</b>	<b>\$3,285</b>	<b>54.0%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$20,512	\$20,470	\$21,677	\$22,672	\$995	4.6%	\$2,202	10.8%	
PRINTING & OFFICE SUPPLIES	143	122	123	126	3	2.2%	4	3.3%	
PURCHASES FOR RESALE	72	48	72	72	0	0.0%	24	50.0%	
OPERATING MATERIALS & SUPPLIES	207	(20)	211	219	7	3.5%	239	-1185.0%	
UTILITIES	658	594	676	676	0	0.0%	83	13.9%	
COMMUNICATIONS	988	913	1,037	1,002	(35)	-3.4%	89	9.8%	
TRAVEL EXPENSES	53	13	65	68	3	4.7%	55	409.5%	
TRAINING	74	28	147	153	6	4.1%	125	445.1%	
CONTRACTS SERVICES AGREEMENTS	3,229	3,024	3,181	3,054	(127)	-4.0%	30	1.0%	
MAINT. & REPAIR - TIME & MATERIAL	1,548	1,905	1,564	1,604	40	2.5%	(301)	-15.8%	
RENTAL/LEASE	95	75	106	106	0	0.0%	31	41.4%	
PROFESSIONAL SERVICES	455	328	440	445	5	1.1%	117	35.7%	
LICENCES, PERMITS, FEES	147	99	140	144	3	2.5%	45	45.0%	
CREDIT CARD SERVICE CHARGES	43	33	39	39	0	0.0%	6	17.1%	
PROMOTION & ADVERTISING	216	188	207	207	0	0.0%	20	10.4%	
KEY COMMUNICATION PROGRAMS	389	94	445	445	0	0.0%	351	374.4%	
TRANSFERS TO RESERVES	220	278	193	193	0	0.0%	(85)	-30.5%	
OTHER EXPENDITURES	0	0	0	0	0	0.0%	0	0.0%	
<b>Total Expenses</b>	<b>\$29,050</b>	<b>\$28,191</b>	<b>\$30,325</b>	<b>\$31,225</b>	<b>\$900</b>	<b>3.0%</b>	<b>\$3,034</b>	<b>10.8%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$20,997</b>	<b>\$22,106</b>	<b>\$21,781</b>	<b>\$21,855</b>	<b>\$74</b>	<b>0.3%</b>	<b>(\$251)</b>	<b>-1.1%</b>	
<b>Full Time Complement</b>	<b>163</b>	<b>164</b>	<b>186</b>	<b>191</b>					

### Major changes in 2021 Budget from the 2020 Budget:

**Rentals:** Increase due to commencement of new lease at property located at 7100 Birchmount Rd.

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



## FINANCIAL SERVICES 2021 OPERATING BUDGET

<u>Description (in \$000's)</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2021 Bud. vs. 2020 Bud.</u>		<u>2021 Bud. vs. 2020 Act.</u>		
					<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenues</b>									
USER FEES & SERVICE CHARGES	\$1,354	\$932	\$1,276	\$1,276	\$0	0.0%	\$344	36.9%	
OTHER REVENUE	6	0	0	0	0	0.0%	(0)	-100.0%	
<b>Total Revenues</b>	<b>\$1,360</b>	<b>\$932</b>	<b>\$1,276</b>	<b>\$1,276</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$344</b>	<b>36.9%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$5,022	\$5,025	\$5,252	\$5,259	\$7	0.1%	\$234	4.7%	
PRINTING & OFFICE SUPPLIES	67	58	66	66	0	0.0%	8	13.7%	
OPERATING MATERIALS & SUPPLIES	(86)	(135)	(119)	(119)	0	0.0%	16	-12.1%	
COMMUNICATIONS	3	4	5	5	0	3.8%	2	45.0%	
TRAVEL EXPENSES	6	0	3	3	0	0.0%	3	722.0%	
TRAINING	7	1	17	17	(0)	-1.2%	16	2161.8%	
CONTRACTS SERVICES AGREEMENT	248	56	232	231	(0)	0.0%	176	314.3%	
MAINT. & REPAIR - TIME & MATERIAL	0	0	3	3	0	0.0%	2	833.0%	
RENTAL/LEASE	4	2	6	6	0	0.0%	4	159.6%	
PROFESSIONAL SERVICES	81	75	119	119	0	0.0%	44	58.8%	
LICENCES, PERMITS, FEES	87	71	94	94	0	0.0%	23	32.5%	
CREDIT CARD SERVICE CHARGES	10	11	13	13	0	0.0%	2	20.7%	
<b>Total Expenses</b>	<b>\$5,450</b>	<b>\$5,168</b>	<b>\$5,690</b>	<b>\$5,697</b>	<b>\$7</b>	<b>0.1%</b>	<b>\$530</b>	<b>10.2%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$4,090</b>	<b>\$4,235</b>	<b>\$4,414</b>	<b>\$4,421</b>	<b>\$7</b>	<b>0.2%</b>	<b>\$186</b>	<b>4.4%</b>	
<b>Full Time Complement</b>	<b>45</b>	<b>45</b>	<b>49</b>	<b>49</b>					

### Major changes in 2021 Budget from the 2019 Budget:

No significant changes.

## 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
<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>To improve customer service and business process efficiencies through technology</p>	<p>Continue to promote ePropertyTax as the preferred method of Property Tax bill management &amp; delivery, with the goal of increasing enrollment for both property taxview and the eBilling services which will stabilize postage and printing costs. Ongoing</p> <ul style="list-style-type: none"> <li>○ 2021 TaxView goal: 24.5% to 27.5%</li> <li>○ 2021 TaxView absorption to eBill goal: from 77%-80%</li> </ul> <p>2021 eBill goal: from 18.9% to 22%.</p>
		<p>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. 2021 target ≤5.0%.</p>
		<p>Investigate the recently announced “Optional Property Subclass For “Small Business” and report back to Council in Q1 2021 with further information.</p>
		<p>Develop &amp; launch an online survey to support the development of recommendations for the next phase of the digital payment initiative.</p>
		<p>Table Staff report to Council seeking approval of the next phase of the Digital Payment Initiative, which is recommending discontinuing the acceptance of cash &amp; personal cheques for transactional services in the City of Markham.</p>
		<p>Complete customer service survey for the Capital database.</p>
		<p>Support the Customer Experience Strategy.</p>
		<p>Implement an online scoring system for RFPs within the eProcurement system.</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>In partnership with ITS, procure an A/P automation solution for invoice and staff expense management.</p>
		<p>Pilot the EFT payment component within Cayenta.</p>
		<p>Develop and implement EFT vendor rollout strategy.</p>

		Support the implementation of the Perfect Mind (CLASS replacement) solution for a citywide Point-Of-Sale cashiering system, ensuring Finance's reporting needs are met.
		Support Environmental Services, Operations and ITS to implement the new Enterprise Asset Management software.
		Support the implementation of the Digital Markham technology roadmap and the Markham Centre Smart City initiative.
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.
		Support the recommendations of the City's People Plan.

Departmental Performance Measures in Support of Goal		2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
1	% of Finance HTML Applications Submitted online (uptake)	46.6%	43.8%	40.5%	44.5%	50.0%	75.0%	Ongoing
2	% of Property Accounts enrolled in E-Billing	3.7%	7.8%	11.3%	14.9%	22.0%	25.0%	2022
3	% of Property Tax Payments made at Cash Counter	6.5%	6.0%	5.6%	5.6%	≤5.0%	≤5.0%	Ongoing
4	% of RFP's scored electronically through the online scoring	n/a	n/a	n/a	n/a	25%	90%	2024
5	% of Procurement bids meeting the established Project Process Workflow timelines	75.3%	77.0%	78.0%	50.0%	85.0%	85.0%	Ongoing
6	Average # A/P transaction processed per A/P FTE	9,949	9,983	10,773	12,875	11,500	14,500	2021
7	% of Invoices paid within 30 days	n/a	n/a	87.0%	89.0%	100.0	100.0%	2021
8	% of invoices paid via Electronic Fund Transfer (EFT)	n/a	n/a	n/a	n/a	15%	95%	2023
9	Overall customer satisfaction with Finance (annual divisional	92.6%	95.2%	73.8%	n/a	80.0%	80.0%	Ongoing
10	Staff Satisfaction with the City of Markham	68.5%	n/a	77.1%	n/a	80.0%	80.0%	Ongoing
11	Staff Satisfaction (Engagement Drive Average)	68.8%	n/a	82.1%	n/a	80.0%	80.0%	Ongoing
12	Organizational Outcome Index from Staff satisfaction survey	66.2%	n/a	81.4%	n/a	80.0%	80.0%	Ongoing
13	Healthy Work Environment Index from Staff satisfaction	68.2%	n/a	77.2%	n/a	75.0%	75.0%	Ongoing
14	Staff Absenteeism (days)	1.9	2.6	4.0	5.3	≤8.4	≤8.4	Ongoing
15	Staff Turnover	0.0%	2.0%	6.0%	6.1%	≤7.5%	≤7.5%	Ongoing
16	Number of learning hours per regular full time employee	2.6	2.6	5.5	1.2	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 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support the City's Community Engagement Plan	
	Support the City's Community Engagement Plan	Work with Planning to develop financial incentive programs for affordable housing and purpose-built rentals. Report to Council by Q2.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support the delivery of the City's arts, culture, recreation services	
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Create an environment to attract new development	Commence the Development Charges Background Study and associated By-laws incorporating Bill 197 requirements with expected completion in Q4 2022.
		Assist the Planning Department with the development of new Parkland Dedication by-laws incorporating the new Bill 197 requirements for parks cash-in-lieu rates and develop a comprehensive Parkland Needs Strategy. Interim approach to be presented to Council by early Q2. Final solution to be completed by Q3 2022.
		Commence a Community Benefit Charge and associated strategy as per Bill 108 & Bill 197. To be completed by Q3 2022.
		Provide support and financial advice on the development of the York University Markham campus.
		Participate in the development of a strategy for Destination Markham.
		Support the investigation of a development corporation to manage development and infrastructure in targeted growth areas.

### Departmental Performance Measures in Support of Goal

		2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
17	% point differential between tax rate increase & CPI (December, Toronto All Items) A negative figure reflects a tax rate increase that is less than CPI.	0.44	1.26	1.00	-0.63	=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	Finance will partner with Planning to investigate incentives (taxes, parks cash-in-lieu) for large office buildings.
		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 Q3.
		Partner with Building Services to automate the development growth forecasting process for assessment revenue projections.
		Support the implementation of the Rouge National Urban Park utilizing the new financial framework for revenue in lieu of property taxes. Ongoing.
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.
		Support Environmental Services through continued implementation of the Flood Control Program (BMFT 3.3.2).
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	Support the Greenprint Strategy. Ongoing.
		Investigate way to transition Financial Services processes from paper based to paperless. Ongoing.
		Support the development of an urban parks strategy (BMFT 3.4.6).

### Departmental Performance Measures in Support of Goal

	2016	2017	2018	2019	2020 Target	Long-term Target	LT Target Year
18 Number of lost days due to injury	0	2	0	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. Q1 2022.</p> <p>Complete the replacement of the Point of Sale (POS) cashing system. Q1 2022.</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>Develop multi-year operating budgets for the 2022-24 budget years Q1/Q2.</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 &amp; cultural) on taxpayer investment.</p>	<p>Ensure adequate funding for City Assets</p>	<p>Support Environmental Services, Operations and ITS to implement the new Enterprise Asset Management software Q2.</p> <p>Establish process for evaluating public and private sector partnerships and business opportunities (TBD) (BMFT 4.2.1).</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 policies</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>Support or indirectly support all audits identified by the Auditor General based on the 2021 audit plan.</p>





Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Approved vs. prior year forecast of Lifecycle budget	81.6%	82.7%	81.7%	88.9%	90.0%	90.0%	Ongoing
Average annual budget variance (%) of all closed capital projects to initial approved budget	25.0%	20.0%	17.0%	15%	<10.0%	<10.0%	Ongoing
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
Average cost per A/P transaction processed	\$7.59	\$7.55	\$5.78	\$5.69	\$5.50	\$4.50	2022
% of invoices paid through P Card	43.5%	46.0%	51.7%	62.0%	60.0%	70.0%	2025
Annual P Card Charge Dollar Volume	\$4.2M	\$7.4M	\$10.1M	\$10.2M	\$12.M	\$15.0M	2025
Average # of bids per procurement call	6.1	5.7	5.5	6.4	6.0	6.0	Ongoing
Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied	4.3%	3.9%	3.6%	3.6%	>-5.0%	>-5.0%	Ongoing
Operating cost per property tax account	\$10.93	\$10.74	\$10.48	\$10.44	\$10.50	\$10.50	Ongoing
Net Financial Assets or Net Debt as a % of Own Purpose Taxation Plus User Fees	136.6%	146.8%	146.6%	142.4%	>-50.0%	>-50.0%	Ongoing
Total Reserves and Discretionary Reserve Funds as a % of Operating Expenses	45.4%	29.8%	36.8%	30.2%	>20.0%	>20.0%	Ongoing
Total Cash and Cash Equivalents as a % of Current Liabilities	103.9%	65.1 %	114.2%	91.6%	>5.0%	>5.0%	Ongoing
Debt Servicing Cost as a % of Total Operating Revenue	0.3%	0.2%	0.2%	0.2%	<5.0%	<5.0%	Ongoing
Asset Consumption Ratio	19.9%	19.8%	20.2%	20.7%	<50.0%	<50.0%	Ongoing
Operating Surplus Ratio	17.6%	71.0%	45.4%	27.5%	>=0%	>=0%	Ongoing
Properties with overdue tax levies as % of total properties	6.3%	5.7%	5.8%	5.9%	<10.0%	<10.0%	Ongoing
Net Cost per household to operate municipality	\$1,186	\$1,223 Met	\$1,255 Met	\$1,288 Met	Within the Lowest 25% of GTA Municipalities		Ongoing
% of Letters of Credit processed within 5 days	96.0%	95.7%	95.4%	95.6%	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	Complete customer service survey for A/P automation of staff expense management.	2022
		Complete customer service survey for the POS Cash Management system.	2023
		Complete customer service survey for Letters of Credit.	2024
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, implement an A/P automation solution for invoice and staff expense management.	2022
		Support the implementation of the Perfect Mind (CLASS replacement) solution for a city-wide Point-Of-Sale cashiering system.	2022
		Finance and ITS to confirm additional improvements to enhance the performance and functionality of the existing capital database.	2022
		In partnership with ITS, investigate a replacement for the capital and operating budget databases.	2022
		In partnership with ITS, implement a replacement for the capital and operating budget databases.	2024
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 2023 Staff Satisfaction Survey, Finance Staff will identify the areas of improvement.	2024
		Support the recommendation of the People Plan.	2021-2024

**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	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.	Support the delivery of the City's arts, culture, recreation services		
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 incorporating Bill 197 requirements by Q4 2022.	2022
		Assist the Planning Department with the development of new Parkland Dedication by-laws incorporating the new Bill 197 requirements for parks cash-in-lieu rates and develop a comprehensive Parkland Needs Strategy.	2022
		Complete a Community Benefit Charge and associated strategy as per Bill 108 & Bill 197. To be completed by Q3 2022.	2022
		Provide support and financial advice on the development of the York University Markham campus.	2022
		Participate in the development of a strategy for Destination Markham.	2022-2023

### 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.	Support the development of Sustainable and Integrated Growth Plans	Provide support and strategic advice on the Future Growth Area (e.g. North District).	2022-2024
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.	2022-2024
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.	2021-2024
		PCI compliance will be achieved with the implementation of the new POS software.	2022
		Complete the replacement of the Point of Sale (POS) cashiering system.	2022
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.	2022-2024
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 policies	Continue to review and update Financial Services policies as required.	2022-2024
		Support or indirectly support all audits identified by the Auditor General to take place in 2022-2024.	2022-2024



## INFORMATION TECHNOLOGY SERVICES 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
SALES	0	28	0	25	25	0.0%	(3)	-11.5%
<b>Total Revenues</b>	<b>\$0</b>	<b>\$28</b>	<b>\$0</b>	<b>\$25</b>	<b>\$25</b>	<b>0.0%</b>	<b>(\$3)</b>	<b>-11.5%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$4,461	\$4,940	\$4,920	\$5,754	\$834	17.0%	\$814	16.5%
PRINTING & OFFICE SUPPLIES	4	6	5	8	3	60.8%	2	42.5%
OPERATING MATERIALS & SUPPLIES	7	2	17	18	1	3.1%	15	679.6%
COMMUNICATIONS	589	567	597	560	(37)	-6.2%	(7)	-1.2%
TRAVEL EXPENSES	5	2	5	9	4	82.0%	7	349.3%
TRAINING	43	13	65	67	2	3.3%	54	414.2%
CONTRACTS SERVICES AGREEMENT	1,374	1,410	1,408	1,529	121	8.6%	118	8.4%
MAINT. & REPAIR - TIME & MATERIAL	1,006	1,071	1,052	1,092	40	3.8%	21	2.0%
RENTAL/LEASE	2	0	2	2	0	0.0%	2	492.7%
PROFESSIONAL SERVICES	146	74	111	111	0	0.0%	37	49.9%
LICENCES, PERMITS, FEES	3	1	2	6	4	187.7%	5	315.5%
<b>Total Expenses</b>	<b>\$7,640</b>	<b>\$8,087</b>	<b>\$8,185</b>	<b>\$9,156</b>	<b>\$972</b>	<b>11.9%</b>	<b>\$1,069</b>	<b>13.2%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$7,640</b>	<b>\$8,059</b>	<b>\$8,185</b>	<b>\$9,131</b>	<b>\$947</b>	<b>11.6%</b>	<b>\$1,073</b>	<b>13.3%</b>
<b>Full Time Complement</b>	<b>34</b>	<b>34</b>	<b>37</b>	<b>42</b>				

### Major changes in 2021 Budget from the 2020 Budget:

**Contracts & Service Agreements:** Increase in software licenses contracts.

# 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
<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>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</p>	<p>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.</p> <p>Continue the project to replace the CRM/ACR System - To track, route and manage citizen inquiries and requests to deliver improved service to customers.</p> <p>Continue the process for replacing the CLASS System (PerfectMind implementation) – To manage recreation programs and facilities registration, including on-line payment and POS.</p> <p>Support the Customer Experience Strategy.</p> <p>Support the strategic action to leverage technology for direct two-way communication</p>
<p>1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.</p>	<p>Implement optimized and innovative technology solutions that mitigate business risks and are cost effective</p>	<p>Undertake additional system application/hardware upgrade, replacement or implementation as identified.</p> <ul style="list-style-type: none"> <li>▪ Parking Ticketing System replacement and expansion</li> <li>▪ Utility Billing Automation System</li> <li>▪ Library Digital Media Lab expansion</li> <li>▪ Project Dox upgrade</li> <li>▪ MIMSY upgrade/replacement</li> <li>▪ Road Occupancy Permit Mapping for Operations</li> <li>▪ Fire Dispatch hardware enhancements</li> </ul>



**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
		<ul style="list-style-type: none"> <li>▪ Grant Management System for Small Business Centre</li> </ul> <p>Implement Enterprise Staff Scheduling Software – To manage scheduling of shift/part time staff in multiple business units.</p> <p>Continue upgrade of AMANDA application to manage property/licensing/compliance.</p> <p>Continue Enterprise Asset Management system implementation – For Life Cycle, Work Order, Facility and Capital Asset Management, including all underground and aboveground infrastructures.</p> <p>Electronic Plan Review System (ePlan) enhancements, including inspection module update and ePlan portal enhancements.</p> <p>Implement Master Data Management System (MDM) – Master data warehouse to synchronize data from systems such as AMANDA, CRM, Enterprise Asset Management.</p> <p>Investigate MS Office 365 solution – Implement pilot with selected users to determine feasibility.</p> <p>Implement Telecom System replacement – to effectively manage City desktop phones, voice mail, phone queues for enhanced service.</p> <p>Provide the necessary technology preparation and support for the 2022 municipal election.</p>
		<p>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.</p>
		<p>Continue to implement the GIS strategic plan with focus on process automation and data analytics.</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.*

Corporate Objective	Departmental Objective	Departmental Action
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	Continue to support the recommendations of the corporate People Plan.

Departmental Performance Measures in support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
# of formal customer satisfaction surveys completed	1	0	1	0	0	1 a year	Ongoing
Overall satisfaction (satisfied and above) for formal survey(s) completed (%)	95%	n/a	91%	n/a	≥ 80%	≥ 80%	Ongoing
Average extremely/very satisfied for formal survey(s) completed (%)	66%	n/a	60%	n/a	≥ 35%	≥ 35%	Ongoing
# of informal satisfaction surveys completed	12	12	12	12	12	12	Ongoing
Average customer satisfaction % (satisfied/very satisfied) – informal surveys	96%	92%	90%	88%	≥ 75%	≥ 75%	Ongoing
Call abandonment at Service Desk	11%	14%	13%	13%	10%	10%	Ongoing
Average number of answered calls by Service Desk/month	771	929	820	773	n/a	n/a	Ongoing
Calls resolved on first contact at Service Desk	47%	44%	40%	43%	50%	50%	Ongoing
Incidents resolved within severity-based set targets	94%	92%	94%	94%	85%	85%	Ongoing
Administrative requests resolved within severity-based set targets	97%	95%	96%	97%	85%	85%	Ongoing
Staff absenteeism	4.6	4.9	5.9	5.2	<8.4	<8.4	Ongoing
Number of learning hours per regular full time employee	4.5	1.1	3.7	2.7	20	20	Ongoing
Staff satisfaction	83%	n/a	85%	n/a	≥ 80%	≥ 80%	Ongoing
Organizational Outcome Index from Staff satisfaction survey	81.8%	n/a	79.0%	n/a	≥ 80%	≥ 80%	Ongoing
Healthy Work Environment Index from Staff Satisfaction survey	76.6%	n/a	73.9%	n/a	≥ 75%	≥ 75%	Ongoing
Staff Turnover	5.9%	5.9%	5.9%	2.8%	≤ 7.5%	≤ 7.5%	Ongoing
Technology Changes implemented successfully (%)	96%	98%	99%	99%	90%	90%	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.*

<b>Corporate Objective</b>	<b>Departmental Objective</b>	<b>Departmental Action</b>
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 EIB expansion.
		Continue to support the Corporate Content Management Strategy and Framework – to provide common governance for content on City communication platforms.
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.
		Implement a replacement for the Facility Security system – to provide a solution to manage access and tracking of visitors to City facilities.
3.4 Protect and enhance natural environment and built form.		

Departmental Performance Measures in support of Goal	2016	2017	2018	2019	2021 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 (%)	99.99%	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"> <li>▪ Printer replacement</li> <li>▪ Network Switch replacement</li> <li>▪ Backup Data Storage System replacement</li> <li>▪ Wireless access point replacement</li> <li>▪ 3M equipment replacement</li> <li>▪ Network Closet UPS Replacement</li> <li>▪ Primary and Secondary Data Centre hardware (Server Rack, Core Switch, Server and Production Data Storage System) replacement</li> <li>▪ Library Public computer replacement</li> </ul>
		Infrastructure System upgrades including: <ul style="list-style-type: none"> <li>▪ SQL 2008 server upgrade</li> <li>▪ Windows 2008 server replacement</li> </ul>
		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.	2022-2024
		Continue to implement items from Portal/Mobile App roadmap – to expand services and enhance the Portal and Mobile App experience.	2022-2024
		Complete the project to replace the CRM/ACR System - To track, route and manage citizen inquiries and requests to deliver improved service to customers	2022
		Complete the process for replacing the CLASS System (PerfectMind implementation) – To manage recreation programs and facilities registration, including on-line payment and POS.	2022
		Support the Customer Experience Strategy.	2022-2024
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"> <li>▪ Library Digital Media Lab expansion (2022)</li> </ul>	2022-2024
		Continue implementation of Enterprise Staff Scheduling Software – To manage scheduling of shift/part time staff in multiple business units.	2022
		Continue implementation of Master Data Management System (MDM) – Master data warehouse to synchronize data from systems such as AMANDA, CRM, Enterprise Asset Management.	2022-2024

		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.	2022-2024
		Continue Enterprise Asset Management system implementation – For Life Cycle, Work Order, Facility and Capital Asset Management, including all underground and aboveground infrastructures.	2022-2024
		Continue investigation and implementation of MS Cloud Productivity solution (including Office 365) – based on results of pilot.	2022
		Investigate Electronic Document Management Solution - Sharepoint upgrade to address document management functionality.	2022-2023
		Continue Electronic Plan Review System (ePlan) enhancements.	2022
		Provide the necessary technology preparation and support for the 2022 municipal election.	2022
		Continue to implement the GIS strategic plan with focus on process automation and data analytics.	2022-2024
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 2022 Staff Satisfaction Survey, ITS staff will implement the areas for improvement.	2022
		Continue to support the recommendations of the corporate People Plan.	2022-2024



## 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.*

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	Continue to support the Corporate Content Management Strategy and Framework – to provide common governance for content on City communication platforms.	2022-2024
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.	2022-2024

**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.*

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 and refine the IT disaster recovery plan to support business continuity in case of a disaster.	2022-2024
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 and implement replacement of financial management system.	2022-2024
		Continue to pursue E3 opportunities.	2022-2024
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"> <li>▪ Network Switch Replacement (2022)</li> <li>▪ Wireless access point replacement (2022)</li> <li>▪ Primary and Secondary Data, centre hardware (Server Rack, Core Switch, Server and Production Data Storage System) replacement (2022)</li> </ul>	2022-2024
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.	2022-2024
		Continue to implement required changes to enhance the Cyber Security posture of the Information Technology infrastructure for the City of Markham.	2022



## LEGISLATIVE SERVICES AND COMMUNICATIONS 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
<b>Revenues</b>									
LICENCES & PERMITS	\$1,617	\$1,360	\$1,965	\$1,965	\$0	0.0%	\$605	44.5%	
INCOME FROM INVESTMENTS	23	20	28	28	0	0.0%	7	36.3%	
FINES	3,493	2,333	3,396	3,396	0	0.0%	1,063	45.6%	
FINES/ BILLINGS	0	0	0	0	0	0.0%	0	0.0%	
USER FEES & SERVICE CHARGES	608	347	633	633	0	0.0%	286	82.4%	
RENTALS	80	28	96	96	0	0.0%	68	244.3%	
SALES	8	5	29	29	0	0.0%	24	503.2%	
RECOVERIES & CONTRIBUTIONS	311	276	604	604	0	0.0%	328	118.8%	
OTHER REVENUE	7	9	4	4	0	0.0%	(5)	-55.6%	
TRANSFER FROM SURPLUS/DEFICIT	0	0	0	0	0	0.0%	0	0.0%	
INTER-DEPARTMENTAL RECOVERIES	0	0	0	0	0	0.0%	0	0.0%	
<b>Total Revenues</b>	<b>\$6,147</b>	<b>\$4,378</b>	<b>\$6,754</b>	<b>\$6,754</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$2,376</b>	<b>54.3%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$8,922	\$8,508	\$8,901	\$9,314	\$413	4.6%	\$806	9.5%	
PRINTING & OFFICE SUPPLIES	70	57	45	45	0	0.0%	(12)	-20.4%	
PURCHASES FOR RESALE	72	48	72	72	0	0.0%	24	50.0%	
OPERATING MATERIALS & SUPPLIES	184	55	216	223	7	3.2%	167	301.3%	
VEHICLE SUPPLIES	0	0	0	0	0	0.0%	0	0.0%	
CONSTRUCTION MATERIALS	0	0	0	0	0	0.0%	0	0.0%	
UTILITIES	0	0	0	0	0	0.0%	0	0.0%	
COMMUNICATIONS	381	322	418	420	2	0.4%	98	30.5%	
TRAVEL EXPENSES	29	7	33	33	0	0.0%	26	362.2%	
TRAINING	11	9	40	45	5	12.4%	36	394.6%	
CONTRACTS SERVICES AGREEMENT	749	721	647	385	(261)	-40.4%	(336)	-46.6%	
MAINT. & REPAIR - TIME & MATERIAL	25	29	35	35	0	0.0%	6	19.5%	
RENTAL/LEASE	87	70	96	96	0	0.0%	26	36.8%	
INSURANCE	0	0	0	0	0	0.0%	0	0.0%	
PROFESSIONAL SERVICES	223	168	210	215	5	2.3%	46	27.6%	
LICENCES, PERMITS, FEES	48	20	33	33	0	0.0%	13	63.0%	
CREDIT CARD SERVICE CHARGES	33	22	25	25	0	0.0%	3	13.8%	
PROMOTION & ADVERTISING	216	188	207	207	0	0.0%	19	10.2%	
KEY COMMUNICATION PROGRAMS	389	94	445	445	0	0.0%	351	374.4%	
CONTRACTED MUNICIPAL SERVICES	0	0	0	0	0	0.0%	0	0.0%	
OTHER PURCHASED SERVICES	0	0	0	0	0	0.0%	0	0.0%	
WRITE-OFFS	0	0	0	0	0	0.0%	0	0.0%	
PMTS. TO CITIZENS/LOCAL GROUPS	0	0	0	0	0	0.0%	0	0.0%	
TRANSFERS TO/(DRAW FROM) RESERVE:	0	0	0	0	0	0.0%	0	0.0%	
OTHER EXPENDITURES	0	0	0	0	0	0.0%	0	0.0%	
<b>Total Expenses</b>	<b>\$11,439</b>	<b>\$10,320</b>	<b>\$11,424</b>	<b>\$11,593</b>	<b>\$170</b>	<b>1.5%</b>	<b>\$1,274</b>	<b>12.3%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$5,292</b>	<b>\$5,941</b>	<b>\$4,670</b>	<b>\$4,839</b>	<b>\$170</b>	<b>3.6%</b>	<b>(\$1,102)</b>	<b>-18.5%</b>	
<b>Full Time Complement</b>	<b>68</b>	<b>67</b>	<b>78</b>	<b>81</b>					

### Major changes in 2021 Budget from the 2020 Budget:

**Contracts Services Agreement:** Adjustment to OSPCA contract to reflect termination of outsourced animal control enforcement services provided by the OSPCA on March 31, 2021.

# 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 &amp; business customer service.</p>	<p>Support the Customer Experience Strategy, Digital Strategy and People Plan &amp; participate in the development &amp; 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 following COVID-related staff reductions. Timing is ongoing re: prioritization with ELT.</p> <p>Develop 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. In July 2020, the division began targeted translation pilots for critical COVID messaging and new initiatives such as the single-use plastic ban and Styrofoam collection changes. We will continue these pilots and review additional languages. Data from these pilots will help inform the translation policy guidelines moving forward. Budget will be a consideration.</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. Communications surveys are essential tools for our Your Voice Markham consultations and will continue through 2021 and beyond. Work with 3<sup>rd</sup> party event organizers will continue into 2021 as we pivot to respond to Covid-19. A ‘Return to Events’ survey will</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
		<p>likely be launched, in addition to several event surveys with our municipal peers. Customer service surveys will continue as we restructure the communications division.</p> <p>Continue with survey created within the Watson Bots and that will evolve over time to ask new or more detailed questions as the Bot evolves.</p>
		<p>Supporting the direct two-way communication for e-News and expanding the scope of Your Voice Markham. Communications will continue to make a concerted effort to increase engagement in 2021 through the promotion of eNews subscription through City page ads, social media and through all PSAs and media releases. In 2020, as at October 12, more than 10 new Your Voice Markham projects were launched. Platform visits passed 50,000 and registrants grew to 2,700. As the community registers and/or follows new projects, we are able to issue YVM newsletters and other communication, cross promoting our subscriber options.</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 Communications support), particularly with the IBM Watson Virtual Assistant, programmed and maintained by Communications; the implementation of new AODA requirements on portal, including scrubbing and correcting existing content, and training the corporation on how to create accessible content moving forward; and Access Markham application functionality and design.</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), note</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
		- will be slowed due to resource constraints - will work towards a reasonable goal.
		COVID forced an early digitization of Markham Life. The next phase will be to reimagine Markham Life and the Annual Report as a combined Community Report, starting at the end of 2021. The Community Report will become a fully-digital report combining the editorial style of Markham Life, with BMFT goal-related accomplishments. This will continue to offer advertising revenue opportunities if desired by the corporation.
		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 offering, 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, not ideal timing due to COVID-19.
		Rebuild Corporate Communications & Community Engagement team to align with corporate and department priorities however timing unknown due to COVID-19.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Healthy workplace environment index (from staff survey)	66.2%	n/a	61.4%	n/a	75.0%	75.0%	Ongoing
Recognition rating (from staff survey)	59.5%	n/a	63.8%	n/a	n/a	65.0%	Ongoing
Staff satisfaction rating (from staff survey)	66.3%	n/a	62.6%	n/a	80.0%	80.0%	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)	17%	20%	20%	20%	20%	25%	2022
Percentage of calls answered in the Contact Centre within 30 seconds (excluding switchboard)	69%	70%	69%	70%	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)	4,675	6,627	6,780	3,795	10,000	13,000	2022
Number of freedom of information requests received	107	149	143	162	150	157	Ongoing
Number of freedom of information appeals received	1	2	0	1*	0	0	Ongoing
Number of marriage licences issued	1,521	1478	1427	1309	1500	1575	2022
Number of marriage licences returned due to error	5	n/a	64	119	0	0	Ongoing

(\*note appeal was received in June, but then dropped in December because the IPC never received a response from the appellant)

## 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).
		Limited events proceeding virtually; community events on hold due COVID-19.
		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.
		Complete a Special Event Strategy following the completion of a 'Safe Return to Events' strategy and reimagine how the City delivers events.
		Development of Special Event Strategy on hold due to COVID-19.
		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 a Destination Markham Strategy. Ongoing support.
		Create opportunities to better communicate short messages on EIBs, 407 signs and social media regarding by-law related items. Ongoing support, including new digital communications pilots in top 7 languages.

## 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. Learnings from COVID-19 will allow the division to expand communications toolkit based on KPIs/metrics.
		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.	

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Total number of bookings for the wedding chapel	287	258	265	213	278	292	Ongoing
Total number of bookings for the wedding room	211	202	214	177	224	235	Ongoing
Percentage of new Advisory Committee members that self-identify as being a member of diverse community*	50%	51%	50%	61%	65%	65%	Ongoing

\*up until March 17, 2020 then closed due to COVID-19.



Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 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)	887	947	722	865	850*	900**	2021
Number of stationary business inspections	5,661	2,922	3,868	TBC	4,000	4,000	2020
Number of mobile business inspections	3,453	2,637	2,079	TBC	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
<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>Ensure efficient delivery of services.</p>	<p>Support the E3 Strategy Refresh by expanding the Administrative Monetary Penalty System (AMPS) to other Licensing &amp; Animal Services By-Laws.</p> <p>Continue to review processes to increase revenues (non-property tax) &amp; maintain or lower operating costs in a growing Markham.</p> <p>Continue to implement a Citywide Corporate Sponsorship Strategy. Events sponsorship will slow down into 2021, however the team is focused on facility and program sponsorship, note all events are on hold due COVID-19, facilities closed due to COVID-19.</p>
		<p>2021 targets are not available at this time – with COVID-19 our ability to effectively work with potential sponsors is greatly diminished due to facility closures and significant staff reductions.</p> <p>Target Goals (gross total, not increase) – Corporate &amp; Facility Sponsorship (does not include Committee-led Event Sponsorships):</p> <ul style="list-style-type: none"> <li>▪ 2020 – \$120,000 note all events on hold due COVID-19, facilities closed due to COVID-19.</li> <li>▪ 2020 target based on securing an additional &amp; new facility sponsorship (estimated at \$40,000) - for a total of three facility sponsorships. All events on hold due COVID-19, facilities closed due to COVID-19</li> </ul>
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental &amp; cultural) on taxpayer investment.</p>	<p>Develop a Risk Management Strategy.</p>	<p>Assist with developing an Enterprise Risk Management program.</p>
<p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>Support corporate objective to increase accountability &amp; transparency.</p>	<p>Continue corporate-wide review &amp; update of existing policies &amp; procedures. Will continue addressing through those that require immediate attention.</p>



**Departmental Performance Measures in Support of Goal**

	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Average dollar per parking penalty notice	52.19	\$51.35	\$58.48	\$60.53	\$58.50	\$58.50	Ongoing
Number of parking penalty notices issued	52,748	45,095	50,976	54,702	51,000	53,000	2021
Number of parking penalty notices cancelled	1,986	1,688	1,450	n/a**	1,350	1,200	2021
Dollar value of parking penalty notices cancelled	\$151,135	\$106,290	\$98,715	n/a**	\$95,000	\$90,000	2021
Number of Code of Conduct complaints (requested with the Integrity Commissioner)	2	0	1 (still on going)	3*	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	\$35,000	\$159,750	n/a***	\$175,725	\$193,000	Ongoing/Undetermined

\*1 complaint about Code of Conduct; 2 complaints regarding Indemnification Investigations

\*\* No longer required number and value of cancelled tickets. We had discussed the many variables that would cause this to occur and decided it had no real bearing on overall view. I will get these figures in advance if still required

\*\*\*Ongoing/Undetermined

## 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 but will be slowed due to resource constraints. Heritage Markham and Race Relations are already being worked on.	2022-2023
		Plan for the successful administration of the 2022 Municipal Election. RFP currently being finalized and proofed.	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.	2022-2023
		Continued communications support of the multi-year technology roadmap, Digital Markham strategy	2022-2023
		Implement plan for transition of Markham Life magazine and Corporate Annual Report digital Community Report format. Timing TBD once team is rebuilt.	2022-2023
		Continued expansion of Corporate E-Alerts resident & stakeholder database.	2022-2023
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.	2022-2023



## 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 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.	2022
		Provide support on the Neighbourhood Partnership.	2022-2023
		Provide support on the Discover Markham with raising awareness.	2022-2024
		Provide assistance with the plan for a major civic square with cultural amenities.	2022-2024
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.	2022-2023
		Provide support on the Volunteer Program plans.	2022-2024
		Provide support on updating the diversity and inclusion action plan.	2022-2024
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.	2022-2023
	Create Destination Markham.	Confirm & promote Markham’s current brand through research & related promotional strategies in support of a Destination Markham Strategy.	2022-2023

### 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	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.	2022-2024
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.	2022-2024
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.	2022
		Provide effective communications tools for residents about community emergencies & significant service issues.	2022-2023
		Participate in emergency Management Exercise & Training, as required.	2022-2023
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. Events on hold due to COVID-19 and facilities closed due to COVID-19.	2022-2023
		<p>Uncertain re targets going into 2021 and beyond due to COVID-19. Target increase in non-tax revenue through corporate &amp; facility sponsorship.</p> <ul style="list-style-type: none"> <li>▪ Target Goals (gross total, no increase) – Facility advertising – 2021 - \$180,000</li> <li>▪ Events on hold and facilities closed due to COVID-19.</li> </ul> <p>Note: 2021 – see above comment re: COVID-19 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 rink board ad kits and new digital signage assets).</p>	2022-2023
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.	2022-2023
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.	2022-2023



## SUSTAINABILITY AND ASSET MANAGEMENT 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
RENTALS	\$144	\$420	\$141	\$967	\$826	587.1%	\$547	130.1%
SALES	45	0	25	0	(25)	-100.0%	-	0.0%
OTHER REVENUE	53	13	67	67	0	0.0%	54	428.5%
SOLAR REVENUE	305	313	281	281	0	0.0%	(32)	-10.3%
<b>Total Revenues</b>	<b>\$547</b>	<b>\$746</b>	<b>\$513</b>	<b>\$1,315</b>	<b>\$801</b>	<b>156.1%</b>	<b>\$569</b>	<b>76.3%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$1,719	\$1,607	\$2,199	\$1,940	(\$259)	-11.8%	\$333	20.7%
PRINTING & OFFICE SUPPLIES	3	1	4	4	(0)	-7.3%	3	414.3%
OPERATING MATERIALS & SUPPLIES	102	57	98	98	(0)	-0.1%	41	71.1%
UTILITIES	658	594	676	676	0	0.0%	83	13.9%
COMMUNICATIONS	15	20	15	15	0	0.0%	(5)	-25.0%
TRAVEL EXPENSES	8	2	8	7	(1)	-12.1%	5	286.7%
TRAINING	11	5	22	21	(1)	-3.9%	16	314.8%
CONTRACTS SERVICES AGREEMENT	867	846	903	918	14	1.6%	72	8.5%
MAINT. & REPAIR - TIME & MATERIAL	516	805	475	475	(1)	-0.1%	(330)	-41.0%
RENTAL/LEASE	2	2	1	1	0	0.0%	(0)	-27.5%
PROFESSIONAL SERVICES	1	11	1	1	0	0.0%	(10)	-94.4%
LICENCES, PERMITS, FEES	8	7	9	9	(1)	-5.8%	2	22.2%
CREDIT CARD SERVICE CHARGES	0	0	0	0	0	0.0%	0	0.0%
TRANSFERS TO/(FROM) RESERVES	220	278	193	193	0	0.0%	(85)	-30.5%
<b>Total Expenses</b>	<b>\$3,910</b>	<b>\$3,955</b>	<b>\$4,413</b>	<b>\$4,357</b>	<b>(\$55)</b>	<b>-1.3%</b>	<b>\$402</b>	<b>10.2%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$3,363</b>	<b>\$3,209</b>	<b>\$3,899</b>	<b>\$3,043</b>	<b>(\$857)</b>	<b>-22.0%</b>	<b>(\$167)</b>	<b>-5.2%</b>
<b>Full Time Complement</b>	<b>14</b>	<b>16</b>	<b>20</b>	<b>17</b>				

### Major changes in 2021 Budget from the 2020 Budget:

**Rentals:** Increase due to commencement of new lease at property located at 7100 Birchmount Rd.

## 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.	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. Jan 21 update: Postpone or adapt for COVID specific survey.
		Support Customer Experience Strategy actions, as required.
		Continue to survey Kirkham Allotment Gardeners to evaluate opportunities improve and evaluate service.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Continue to embrace innovation and relevant technologies in delivery of service.	Continue participation in the Enterprise Asset Management (EAM) system implementation - For Life Cycle, Work Order, Facility and Capital Asset Management, including all underground and aboveground infrastructures.
		Continue supporting the Customer Resource Management (CRM) software project as needed. Providing the datasets for Streetlights, present and future capital projects etc.
	Continue to implement the recommendations of the Centralized Building Automation Systems Study	Optimize energy use and performance improvements for operators and building occupants by continuing central hub support for day to day operations, continue updating and applying CBAS strategy and mandate to all upcoming control system replacements, retrofits, and installs.
		Continue to reevaluate and recommend lifecycle replacements for remaining portfolio.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation	Support Digital Markham roadmap	Implement Asset Management Software.
	Continue to champion the development of a culture of sustainability for City Staff	Develop new initiatives that promote and celebrate Staff Sustainability achievements.
		In advance of contract end dates –develop and refine contract terms and

and service excellence.	Seek efficiencies and effectiveness in City wide maintenance contracts to achieve excellence.	requirements to improve and simplify management, user decision making and better manage costs based on current internal best practices.
	Implement "Corporate People Plan"	Continue to ensure all users are updated in contract changes and expectations as part of the Life Cycle training session. Support actions required under the People Plan.
	Increase staff satisfaction and engagement within the department	Participate in corporate staff satisfaction survey and identify and implement improvement opportunities.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Number of learning hours per regular full time employee	11.4	7.7	9.5	4.9	20.0	20.0	Ongoing
Staff Absenteeism (Average # of days per employee)	5.7	7.8	12.2	6.8	≤ 8.4	≤ 8.4	Ongoing
Staff Turnover	4.3%	5.3	5.3	0	≤ 7.5%	≤ 7.5%	Ongoing
Overall Customer Satisfaction	76%*	n/a	n/a	n/a	80%	80%	Ongoing
% of Work Orders (ACRs) Completed within 7 days	89.42%	90.80%	91.59%	85.79%	TBD	TBD	TBD
Third party recognition for excellence	n/a	1	4	n/a	1 award	1 award	Ongoing
Healthy Work Environment Index	n/a	n/a	75.1%	n/a	≥75%	≥75%	Ongoing
Organizational Outcome Index from Staff satisfaction survey	81.3%	n/a	79.3%	n/a	90%	90%	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
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.		Support the development of the York University campus.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Lead the re-initiation of fabrication of the Aaniin public artwork project.	Monitor and Control all fabrication processes to streamline and expedite the final date of implementation of the Aaniin public artwork piece for the community to enjoy.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.		

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Awareness - We will improve community Greenprint/general sustainability awareness. Aim to increase awareness by 5% annually.	1,562	500	500	500	800	=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	1,482	546	600	635	600	1460	2023
Engagement - Number of Sustainability volunteers.	7	5	40	10	n/a *	665	2023
Engagement - Sustainability volunteer accumulated hours	56	30	200	50			
Engagement - Sustainability Program participation	n/a	341	300	350			

\*Due to unpredictability of COVID-19 these numbers relate to in-person events and interactions



## 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.	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.
		Continue to pilot and promote the expansion of EV Charging infrastructure across the City in partnership with Alectra and local businesses.
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.
		Obtain LEED or BOMA certification - for Civic Centre. Jan 21 update: postpone. Research and development of long-term facility resilience plan. Jan 21 update: postpone.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety	Lead implementation of our Security Improvement Plan	Continue to improve 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 education and training on security procedures and response guides.
		Roll out a communication plan that begins to develop a culture of security ‘see something, say something’. Establish a Corporate Security Policy.
	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.
	Develop and maintain a Business Continuity Plan that identifies essential services and resources	Participate in Emergency Management Exercise and Training, as required Continue to provide increased levels of cleaning services and rapid on demand facility

		cleaning to ensure health and safety of occupants until COVID pandemic ends.
3.4 Protect and enhance natural environment and built form.	<p>Enhance indoor air quality and touchless technologies within City facilities to reduce the risk of disease transmission.</p> <p>Continue to implement Markham's Corporate Energy Management Plan to reduce energy risk via conservation, efficiency and investment in renewable energy. Implement the Municipal Energy Plan to achieve net zero 2050</p>	<p>Continue to improve recommendations from the IAQ reviews, ensure appropriate assessments and resources are in place to streamline tender, award and implementation processes to complete within 2021.</p> <p>Lead ICIP grant administration and implementation of the IAQ and touchless technology measures.</p> <p>Implement operational and capital projects as per the Corporate Energy Management Plan. Develop Net Zero Plan for the City facilities Support Fleet Net Zero Plan.</p> <p>Lead the Corporate Energy Team to continuously improve corporate energy performance, monitoring and reporting (including WCCD) to meet the budgeted annual utility rate and volumes.</p> <p>Support the development of the Community Energy Plan for the Future Urban Area.</p> <p>Coordinate Markham's role in addressing the 2023 forecasted 150MW electricity demand shortfall.</p>
	Develop a plan for a sustainable community retrofit program to launch in 2022-2023	Continue to find synergies and build on the TRCA's SNAP initiative across Markham in collaboration with internal departments and other municipalities.
	Support existing and new community gardens as needed	Apply to FCM's community efficiency financing program to support a feasibility study for deep home retrofits.
		Support fundraising efforts for the Legacy Organic Garden.
		Continue to operate and maintain Kirkham Allotment Garden, ensure COVID protocols are current and in place.
		Continue to support new and existing Community Gardens across the City.
	Participate in the Corporate Energy Team and support Energy reduction programs throughout the City	Implement the updated Corporate Energy Management Plan.

	Develop a sustainable community retrofit program to launch in 2021	Continue applying strategy and direction under CEMP for the technical aspects such as control systems (BAS) and smart building technology.
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Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
# of days lost due to injury	3	0	0	n/a	0	0	Ongoing
Municipal Operations GHG Emissions per capita	34.2	34.0	34.0	n/a	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.	Complete multi-year budget and identify E3 opportunities	Support E3 Strategy by continuing to identify and simplify processes and tools to reduce friction and improve quality.
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.
		Support implementation of facility-related, recommendations from audits conducted by the Auditor General.
		2021 AMP Council Approval.
		Performance Monitoring and Reporting Matrix Developed. Jan 21 update: postpone to 2022.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		

### Departmental Performance Measures in Support of Goal

	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
% capital projects that adheres to Financial Policies	69%	71%	78.0%	n/a	85%	85%	Ongoing
Energy Savings	\$280,000	\$135,000	\$291	n/a	\$100,000	\$150,000	2024
Solar Energy Revenues (2016 & 2017 includes Solar lease of \$80,250)	\$300,970	\$294,285	\$290,743	n/a	\$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.	Ongoing
		Support Customer Experience Strategy actions, as required.	Ongoing
		Continue to survey Kirkham Allotment Gardeners to improve and evaluate service.	Ongoing
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.	Ongoing
		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.	
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.	2022-2024
	Implement "Corporate People Plan"	Support actions required under the People Plan.	2022-2024
	Increase staff satisfaction and engagement within the department	Participate in corporate staff satisfaction survey and identify and implement improvement opportunities.	2022-2024

## 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.*

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.		Support the development of the York University campus.	
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.*

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.	2022-2024
		Continue to pilot and promote the expansion of EV Charging infrastructure across the City in partnership with Alectra utilities and local businesses.	
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.	
		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.	
	Develop and maintain a Business Continuity Plan that identifies essential services and resources	Participate in Emergency Management Exercise and Training, as required.	
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.	
	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.  Develop Net Zero Plan for the City facilities	



	Implement the Municipal Energy Plan to achieve net zero 2050	Support Fleet Net Zero Plan	
		Lead the Corporate Energy Team to continuously improve 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.	
		Coordinate Markham's role in addressing the 2023 forecasted 150MW electricity demand shortfall.	
	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.	
	Support existing and new community gardens as needed	Support fundraising efforts for the Legacy Organic Garden.	
Participate in the Corporate Energy Team and support Energy reduction programs throughout the City	Implement the updated Corporate Energy Management Plan.		
	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.	
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.	
		Support implementation of facility-related, recommendations from audits conducted by the Auditor General.	
		2021 AMP Council Approval.	2023
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 199 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.

The department is also responsible for the delivery of Markham's new tourism mandate through the newly established Destination Markham Corporation (DMC). DMC is a municipal corporation launched in April 2020 as the destination marketing organization (DMO) for the city of Markham. DMC's mission is to promote Markham as a remarkable destination for visitors, including tourists, sport and festival attendees, meeting and conference delegates, and business travellers.

## **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) 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.		
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
<b>Revenues</b>									
GRANTS AND SUBSIDIES	\$523	\$472	\$367	\$367	\$0	0.0%	(\$105)	-22.3%	
LICENCES & PERMITS	5	0	6	6	0	0.0%	6	0.0%	
USER FEES & SERVICE CHARGES	3,187	473	3,378	3,378	0	0.0%	2,906	614.5%	
RENTALS	399	46	429	429	0	0.0%	383	828.7%	
SALES	183	20	144	144	0	0.0%	124	620.8%	
RECOVERIES & CONTRIBUTIONS	68	9	85	85	0	0.0%	76	862.0%	
OTHER REVENUE	98	20	94	94	0	0.0%	74	364.9%	
<b>Total Revenues</b>	<b>\$4,463</b>	<b>\$1,040</b>	<b>\$4,504</b>	<b>\$4,504</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$3,463</b>	<b>332.9%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$6,772	\$5,705	\$6,665	\$7,366	\$701	10.5%	\$1,662	29.1%	
PRINTING & OFFICE SUPPLIES	74	10	90	90	0	0.0%	80	843.3%	
PURCHASES FOR RESALE	62	18	55	55	0	0.0%	37	211.9%	
OPERATING MATERIALS & SUPPLIES	224	73	237	237	0	0.0%	165	225.8%	
VEHICLE SUPPLIES	0	0	0	0	0	0.0%	(0)	-100.0%	
SMALL EQUIPMENT SUPPLIES	1	0	0	0	0	0.0%	0	0.0%	
UTILITIES	370	257	382	447	65	17.0%	190	73.9%	
COMMUNICATIONS	23	9	39	39	0	0.0%	30	331.8%	
TRAVEL EXPENSES	102	16	97	97	0	0.0%	82	518.7%	
TRAINING	14	4	25	25	0	0.0%	21	518.9%	
CONTRACTS SERVICES AGREEMENT	797	846	800	793	(8)	-1.0%	(53)	-6.3%	
MAINT. & REPAIR - TIME & MATERIAL	174	132	162	162	1	0.5%	31	23.2%	
RENTAL/LEASE	41	12	48	48	0	0.0%	36	299.5%	
PROFESSIONAL SERVICES	1,769	755	1,663	1,663	0	0.0%	908	120.2%	
LICENCES, PERMITS, FEES	93	72	74	74	0	0.0%	3	3.8%	
CREDIT CARD SERVICE CHARGES	16	4	8	8	0	0.0%	4	90.3%	
PROMOTION & ADVERTISING	897	335	776	776	0	0.0%	441	131.4%	
OTHER PURCHASED SERVICES	9	2	10	10	0	0.0%	8	361.3%	
TRANSFERS TO RESERVES	47	3	35	35	0	0.0%	32	1198.2%	
OTHER EXPENDITURES	0	6	0	0	0	0.0%	(6)	-100.0%	
<b>Total Expenses</b>	<b>\$11,487</b>	<b>\$8,257</b>	<b>\$11,167</b>	<b>\$11,926</b>	<b>\$759</b>	<b>6.8%</b>	<b>\$3,669</b>	<b>44.4%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$7,023</b>	<b>\$7,217</b>	<b>\$6,663</b>	<b>\$7,422</b>	<b>\$759</b>	<b>11.4%</b>	<b>\$205</b>	<b>2.8%</b>	
<b>Full Time Complement</b>	<b>39</b>	<b>29</b>	<b>44</b>	<b>49</b>					

### Major changes in 2021 Budget from the 2020 Budget:

**Utilities:** Increase due to transfer of traffic light hydro from Operations department to Traffic.



## BUILDING STANDARDS 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.		
					\$ Incr./.(Decr.)	% Change	\$ Incr./.(Decr.)	% Change	
<b>Revenues</b>									
LICENCES & PERMITS	\$6,185	\$5,245	\$7,070	\$11,187	\$4,116	58.2%	\$5,942	113.3%	
USER FEES & SERVICE CHARGES	97	163	70	70	0	0.0%	(93)	-57.2%	
OTHER REVENUE	0	(0)	0	0	0	0.0%	0	-100.0%	
<b>Total Revenues</b>	<b>\$6,282</b>	<b>\$5,408</b>	<b>\$7,140</b>	<b>\$11,257</b>	<b>\$4,116</b>	<b>57.6%</b>	<b>\$5,849</b>	<b>108.1%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$5,777	\$5,953	\$6,285	\$6,440	\$156	2.5%	\$488	8.2%	
PRINTING & OFFICE SUPPLIES	30	8	51	51	0	0.0%	43	511.8%	
OPERATING MATERIALS & SUPPLIES	9	7	20	20	0	0.0%	13	186.0%	
COMMUNICATIONS	7	8	31	31	0	0.0%	23	291.4%	
TRAVEL EXPENSES	6	2	6	6	0	0.0%	4	164.1%	
TRAINING	25	5	34	34	0	0.0%	29	525.5%	
CONTRACTS SERVICES AGREEMENT	2,862	3,008	3,008	3,025	17	0.6%	17	0.6%	
RENTAL/LEASE	0	0	0	0	0	0.0%	(0)	-100.0%	
PROFESSIONAL SERVICES	0	1	9	9	0	0.0%	8	791.9%	
LICENCES, PERMITS, FEES	29	17	28	28	0	0.0%	11	65.2%	
CREDIT CARD SERVICE CHARGES	43	65	58	58	0	0.0%	(7)	-10.4%	
PROMOTION & ADVERTISING	1	2	6	6	0	0.0%	5	305.6%	
<b>Total Expenses</b>	<b>\$8,790</b>	<b>\$9,076</b>	<b>\$9,535</b>	<b>\$9,708</b>	<b>\$173</b>	<b>1.8%</b>	<b>\$632</b>	<b>7.0%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$2,508</b>	<b>\$3,668</b>	<b>\$2,394</b>	<b>(\$1,549)</b>	<b>(\$3,943)</b>	<b>-164.7%</b>	<b>(\$5,217)</b>	<b>-142.2%</b>	
TRANSFERS TO/(DRAW FROM) RESERVES	(\$2,508)	(\$3,668)	(\$2,394)	\$1,549	\$3,943	-164.7%	\$5,217	-142.2%	
<b>Full Time Complement</b>	<b>51</b>	<b>52</b>	<b>54</b>	<b>54</b>					

### Major changes in 2021 Budget from the 2020 Budget:

**Licences & Permits:** Increase due to projected increase in permit activities.

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

## 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.
		Undertake changes to the application portal to address ease of application issues identified by customers.
		Continue reporting Semi Annual ePlan dashboard results.
	Address issues and concerns from Council, residents and businesses in particular relating to infill development	Undertake infill strategy.
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.
		Complete internal review of granular user permissions related to job function.
	Project Dox upgrade	Support the upgrade & testing to the new version of Project Dox. All staff are required to be trained and user manuals updated to reflect new features. Training of the general public is also required.
	CRM & POS replacement	SME with Building Standards to support the migration to the new CRM and POS systems, when required.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Paperless inspection reports	Continue to research viable solutions to accommodate a complete paperless inspections process, including submission of General Review Reports from consultants.
		Support HR's THRIVE@theCITY, new employee onboard training, succession planning and Leadership training
	Work from Home Departmental Policy	Continue to identify staff knowledge and experience gaps, technical qualifications and training needs. Attend OBOA & LMCBO conferences and network with our municipal partners with the goal of consistency. Prepare staff for 2022 comprehensive code amendments. Together with the HR department create and implement a Work from Home Policy for Building Department Plans Review Staff.



Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Services provided within timeframe	65%	59%	70%	76%	78%	>80%	2022
Median processing time in working days for housing (MPMP)	11	15	13	9	10	10	Met
Median processing time in working days for small buildings (MPMP)	16	15	13	12	15	15	Met
Median processing time in working days for large buildings (MPMP)	16	15	15	12	20	20	Met
Median processing time in working days for complex buildings (MPMP)	18	18	13	13	30	30	Met
Percentage of applications filed as complete (MPMP)	74%	89%	70%	89%	80%	>80%	Met
Permits applied for in calendar year that are issued in six month or less	51%	73%	86%	87%	80%	>80%	Met
Annual job specific and technical training hours per full-time employee	57.9	20	24	28	30	35	2022
Lost days due to workplace injury	0	0	0	0	0	0	2020
Annual hours of health and safety training per inspector	29	8	19	15	22	>6	Met
Average corporate training hours per full-time employee	1.2	2.1	1.8	0.3	2	4	2022
Average number of sick days per full-time employee	7.7	11.7	4.9	8.2	5%	5	2021
% Staff turnover rate	1.9%	1.9%	11.1%	0%	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.
		Continue to support Markham's Special Event Advisory Committee.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Consolidated Zoning By-law	Prepare staffing plan to accommodate additional zoning reviews required when the consolidated zoning by-law is passed.
		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	Together with the Planning Department, review the risk associated with the issuance of conditional permits and the receipt of securities related to the associated planning application.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Conditional permit agreement compliance rates	0%	0%	0%	0%	25%	60%	2023
Conditional permits issued as a percentage of permits requiring site plan approval	100%	100%	100%	100%	90%	<40%	2023
Average days to determination for ICI alteration permits	17	19	13	14	12	10	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.	Second suite process and encourage second suites and purpose built	Prepare public facing guide for second suite conversions and purpose built.
	Infill Housing Strategy	Implement new Standard Operating Procedures required to support the Infill Strategy.
	Building Code Amendments	Implement new building code amendments and provide public education on changes and key dates where required.
	High Buildings Life Safety	Together with the Fire Department, review, create and implement policies related to Fire and Life Safety in High Buildings. Provide training as 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) to address COVID lessons learned and implement as required. Continue staff awareness and training.
	Maintain 24/7 access to ePlan and Portal building services	Continue to 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	Continue to 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	Continue to update and create standard practices and public information documents related to building code enforcement.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Code inspections conducted within timeframes	32,925	34,088	35,131	34,112	36,000	>40,000	Met
Dormant / open building permits inspected and closed	427	596	287	489	300	300	Met
Illegal building orders issued annually	294	410	577	356	100	100	Met
Unsafe buildings – Response % within target time frame of <24 hrs	100%	100%	100%	100%	100%	100%	Met
Average processing time in days for non housing photovoltaic permits	46	30	37	n/a	10	10	2021
Percentage of permit applications filed online	1%	3%	27%	86%	90%	>90%	2021
Percentage of compliance letters filed online	66%	81%	88%	96	100%	100%	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
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. Review in detail Building Department indirect cost.
	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 staffing levels and types to ensure all aspects of Building is adequately resourced.
	Create a Building Daily Workload Dashboard	Convert 2020 COVID Daily Workload report to a Building Daily Workload Report.
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	Continue to stay up to date on proposed changes and how they may affect Building Standards at Markham.
		Support and implement the audits conducted by the Auditor General.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	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	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Year end reserve balance as a % of current years' total operating cost	128%	106%	140%	117%	120%	150%	2024
Revenue average over 3 years, compared to total operating cost	104	85	107	96	98	100	2022
Annual user fee increases	5%	7%	5%	5%	5%	5%	2021
Number of new staff positions	0	1	0	0	1	<2	2021
Department operating cost \$ per \$1000 of construction value averaged over three years (MPMP)	9.26	11.5	11.8	14.0	12.0	<9	2022

## 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	Municipal Clearance Applications ( LQ, DL)	Internally review the Liquor Licence and Daycare License process and make adjustments.	2021-2022
		Prepare customer facing FAQ's for Liquor Licence and Daycare licenses.	2022-2023
		Arrange for Liquor licence training from the AGCO to the Building Department.	2022
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	AMANDA 7 upgrade implementation	Continue to support the migration & testing of AMANDA 7 in Building Standards.	2022
	CRM & POS replacement	SME with Building Standards to support the migration to the new CRM and POS systems, when required.	2022-2023
	Inspection Module	Continue to research viable solutions to accommodate a complete paperless inspections process, including submission of General Review Reports from consultants.	2022
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	Continue to identify staff knowledge and experience gaps, technical qualifications and training needs.	2022-2024

## 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	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.	2022-2023
		Assess the needs of the public in understanding the new by-law, and adapt the zoning search process to address those needs.	2022-2023

### 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.	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	2022
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.	Maintain a current Business Continuity Plan (BCP)	Update Business Continuity Plan (BCP) and implement as required. Continue staff awareness and training.	2022-2024
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.*

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.	Review of staffing and service levels	Review staffing levels and types to ensure all aspects of Building is adequately resourced.	2022-2023
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.	2022-2023
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Building Fee Model	Continue to work with Development Services to fine tune new development unit projections for future years.	2021-2024



## CULTURE AND ECONOMIC DEVELOPMENT 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
PROVINCIAL GRANTS & SUBSIDIES	\$348	\$312	\$277	\$277	\$0	0.0%	(\$34)	-11.1%
FEDERAL GRANTS & SUBSIDIES	175	161	90	90	0	0.0%	(71)	-43.9%
LICENCES & PERMITS	5	0	6	6	0	0.0%	6	0.0%
USER FEES & SERVICE CHARGES	3,187	473	3,378	3,378	0	0.0%	2,906	614.5%
RENTALS	399	46	429	429	0	0.0%	383	828.7%
SALES	183	20	144	144	0	0.0%	124	620.8%
RECOVERIES & CONTRIBUTIONS	68	9	85	85	0	0.0%	76	862.0%
OTHER REVENUE	98	18	93	93	0	0.0%	75	414.4%
<b>Total Revenues</b>	<b>\$4,463</b>	<b>\$1,038</b>	<b>\$4,503</b>	<b>\$4,503</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$3,465</b>	<b>333.7%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$5,182	\$3,415	\$4,879	\$4,891	\$12	0.2%	\$1,476	43.2%
PRINTING & OFFICE SUPPLIES	73	8	90	90	0	0.0%	82	981.6%
PURCHASES FOR RESALE	62	18	55	55	0	0.0%	37	211.9%
OPERATING MATERIALS & SUPPLIES	222	70	235	235	0	0.0%	165	233.7%
VEHICLE SUPPLIES	0	0	0	0	0	0.0%	(0)	-100.0%
SMALL EQUIPMENT SUPPLIES	1	0	0	0	0	0.0%	0	0.0%
UTILITIES	370	257	382	382	0	0.0%	125	48.6%
COMMUNICATIONS	23	9	38	38	0	0.0%	30	338.6%
TRAVEL EXPENSES	74	14	80	80	0	0.0%	67	485.8%
TRAINING	11	1	12	12	0	0.0%	12	1777.5%
CONTRACTS SERVICES AGREEMENT	418	436	439	432	(8)	-1.8%	(5)	-1.1%
MAINT. & REPAIR - TIME & MATERIAL	172	130	157	157	1	0.5%	28	21.4%
RENTAL/LEASE	27	8	24	24	0	0.0%	16	193.8%
PROFESSIONAL SERVICES	1,108	307	943	943	0	0.0%	636	207.4%
LICENCES, PERMITS, FEES	86	67	70	70	0	0.0%	3	4.8%
CREDIT CARD SERVICE CHARGES	16	4	8	8	0	0.0%	4	90.3%
PROMOTION & ADVERTISING	897	335	776	776	0	0.0%	441	131.4%
OTHER PURCHASED SERVICES	9	2	10	10	0	0.0%	8	361.3%
WRITE-OFFS	0	0	0	0	0	0.0%	0	0.0%
TRANSFERS TO OWN FUNDS	47	3	35	35	0	0.0%	32	1198.2%
OTHER EXPENSES	0	6	0	0	0	0.0%	(6)	-100.0%
<b>Total Expenses</b>	<b>\$8,798</b>	<b>\$5,089</b>	<b>\$8,234</b>	<b>\$8,239</b>	<b>\$5</b>	<b>0.1%</b>	<b>\$3,150</b>	<b>61.9%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$4,335</b>	<b>\$4,051</b>	<b>\$3,732</b>	<b>\$3,736</b>	<b>\$5</b>	<b>0.1%</b>	<b>(\$315)</b>	<b>-7.8%</b>
<b>Full Time Complement</b>	<b>26</b>	<b>13</b>	<b>30</b>	<b>30</b>				

### Major changes in 2021 Budget from the 2020 Budget:

No significant changes.

## 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. Develop 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 Corporate-wide program and camp registration software Collaborate across department to deliver virtual programming, where possible (see 3.3) Seek to leverage existing tools to apply across the department i.e AudienceView
		Acquire and install new Celebrate Markham grant application software.
		Partner with ventureLAB on service agreement including implementing Markham Smart City innovation fund.
		Manage and improve website content and navigation, as needed.
		Continue to pursue CRM for Economic Development
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 one improvement project arising from the 2018 staff satisfaction survey
	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	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
ED: Overall customer satisfaction rate (%very or extremely satisfied)	86.6	n/a	n/a	95.9	>35	40	2023
Culture: Number of formal customer surveys conducted	3	1	1	0	1	2	2024
Culture: Summer camps satisfaction rate (%very or extremely satisfied)	38.7	27.9	23.8	n/a	30	35	2024
ED: Average corporate training hours per full-time employee (Prior to 2016)	5.4	3.5	7	n/a	4	5	2024
C: Average corporate training hours per full-time employee (Prior to 2016)	1.6	1.7	4	n/a	4	5	2024
Average corporate training hours per full-time employee (Culture & Eco Dev combined as of 2016)	n/a	n/a	n/a	4.4	4	5	2024
MSBC: Number of webpage views	36,642	26,303	29,490	n/a	>21,000	>30,000	2023
Average number of sick days per full-time employee (Culture & Eco Dev combined as of 2016)	3.2	11.1	5.1	8.9	3	3	2024
ED: Average number of sick days per full-time employee (Prior to 2016)	2.9	n/a	n/a	n/a	n/a	n/a	n/a
C: Average number of sick days per full-time employee (Prior to 2016)	1.2	n/a	n/a	n/a	n/a	n/a	n/a
ED: % Staff turnover rate (Prior to 2016)	0	n/a	n/a	n/a	n/a	n/a	n/a
C: % Staff turnover rate (Prior to 2016)	12	n/a	n/a	n/a	n/a	n/a	n/a
% Staff turnover rate (Culture & Eco Dev combined as of 2016)	12.5	10	6.7	0	5	5	2024

\*As of January 15, 2021, there are two vacancies in Economic Development and most staff in Culture have been redeployed due to COVID-19. Team will prioritize and undertake as many action items as resources allow.

## 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.
		Support and promote 2021 World Hakka convention.
		Support the development and implementation of the Diversity Action Plan.
	Explore new avenues of community engagement	Develop a plan to activate the gallery courtyard during summer weekends to increase visits and engagement of community (as health and safety regulations allow).
		Support community art projects.
2.2 Support arts, culture, recreation, and sport to enrich the fabric of our communities	Support the Destination Markham Corp.	Continue community engagement of culture programming across neighbourhoods and communities. With a priority on underserved communities.
		Support the DMC Board in developing recovery plan and long term strategic plan.
		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 installation and unveiling of new sculptures: Living Light and Top Garden (installation in 2022).
		Advance work on Pan Am project and Metrolinx.
2.3 Build Markham as the best place to live, invest, work, and		Review funding for the Public Art curator and develop a long term plan.
	Develop a 10 year culture strategy	Seek funding for a culture strategy.
	Develop new Economic Development strategy	Develop a new multi-year Economic Development strategy that includes targeted sector attraction and expansion; business expansion and retention; entrepreneurship

experience rich diversity.		and training; and innovation and start-ups and explores creative industries including film.
	Seek funding for theatre feasibility	Seek funding for feasibility study for a new theatre/cultural complex in Markham Centre.
	Enhance marketing, leveraging post- COVID trends and changing demographic of millennials	Identify marketing opportunities with a focus on social media strategies to market the community as an attractive, innovative, and vibrant place for talent and companies. Work with Markham Centre Secondary Plan team on MC marketing strategy.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Permanent outdoor works in the Public Art collections	3	5	5	5	7	9	2024
Number of small business seminars/workshops delivered	49	49	95	59	95	95	2023
Number of performances at the Flato Markham Theatre	n/a	301	298	319	300	300	2023
% of works in the Varley Art Gallery permanent collection on display	n/a	8.6	5.37	7.76	7.0	8.0	2023
% of the Markham Museum collections on display (all means/locations)	n/a	10.16	10.14	10.0	10.0	12.0	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
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 Secondary plans for employment nodes.
		Advance and promote development of The MiX innovation district.
		Ensure new growth and intensification areas include public art.
	Implement the Integrated Leisure Masterplan: collaborating with stakeholders and position Markham as a Creative Community	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.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.		Establish a Recovery Plan for Culture. Collaborating across department to deliver programming (see 1.2).
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 including virtual formats.
	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.

<b>Departmental Performance Measures in Support of Goal</b>	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Vacant employment land (acres) (Note: only a small fraction are available for market)	1,502.78	1,883.95	1,851.95	1,785.21	TBD	TBD	TBD
Total employment	167,678	173,214	179,053	179,610	173,000	TBD	TBD
High tech employment (f-t jobs)	29,976	30,374	30,080	28,811	32,000	33,000	2023
Professional, scientific, technical employment (f-t jobs)	26,521	27,542	26,939	24,909	28,000	29,000	2023
Finance and insurance employment (f-t jobs)	11,067	12,985	13,401	14,142	13,000	14,000	2023
Life sciences employment (f-t jobs)	6,646	6,563	6,006	6,636	7,000	7,000	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
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. Review fee structure based on impacts of COVID-19.
	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.
	Address structural operating budget	Work with finance and ELT to rebuild the culture program to more accurately reflect and address community needs.
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.
	Partner with Asset Management develop a prudent and affordable capital program	Upon approval, activate capital projects. 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	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
ED: Annual non-tax revenue generated as % total annual operating cost	11	11	17	13	12	12	2024
Th: Ann. non-tax revenue generated as % total annual operating cost	82	79	80	78	81	83	2024
Mu: Ann. non-tax revenue generated as % total annual operating cost	45	47	42	40	43	45	2024
Ga: Ann. non-tax revenue generated as % total annual operating cost	45	46	44	43	45	47	2024

## 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.		City wide survey specific to culture as part of the strategic plan process (culture plan) to understand the community requirements.	2022
		Using combined database information from all three venues to deliver a higher level survey.	2022
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	Collaborating across department to deliver virtual programming (see 3.3).	2022
		Implement CRM for Eco Dev.	2022
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 one improvement project arising from staff satisfaction survey.	2022
		Update organization plans and position descriptions through the Recovery Plan process.	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.	Explore new avenues of community engagement	Explore opportunities for virtual experiences.	2022
		Explore moving cultural activities outside of the three venues in non traditional ways i.e. parks.	2022
		Explore programming that links efforts with strategic diversity action plan objectives.	2022
		Explore program/partnership opportunities with York University.	2022
		Engaging community in Public Art discussions and education.	2022
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 Culture strategy.	2022
		Implement the culture strategy.	2023
		Examine the integration of cultural endeavours in public spaces, community centres and parks.	2023
		Create a Marketing Strategy for the department	Form a working group to identify needs and highlight opportunities.
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.	2023
		Support the launch of the new York University Campus.	

## 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	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.	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.	2022
		Develop site specific employment attraction strategies.	2022-2023
	Support Planning and Urban Development	Promote development of The MiX innovation district.	2022-2023
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.		Stakeholder outreach: Linking promotions and communications with the new communities across Markham.	2022
3.4 Protect and enhance our natural environment and built form.		Ensure Public Art contributes to our enhanced and built environment.	2022
		Continue to work with Rouge Park and connect with Destination Markham.	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	Departmental Action	Year
4.1 Small Business – evaluate and report on provincial financial audit	Small Business – evaluate and report on provincial financial audit	Reporting on contract performance.	2022
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Review funding for the Public Art Curator	Review funding for the Public Art curator and develop a long term plan.	2022
	Optimize partnership with ventureLAB	Annual contract review and performance report.	2022
	Partner with Asset Management develop a prudent and affordable capital program	Upon approval, activate capital projects.	2022
Continue to evaluate and report asset deficiencies that threaten safety and/or asset viability.		2022	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Support City reporting initiatives	Work with financial advisor to provide accurate and relevant information.	2022
	Deliver transparent and accountable programs, services and project management.	Support the audits conducted by the Auditor General.	2022



## ENGINEERING 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./((Decr.)	% Change	\$ Incr./((Decr.)	% Change
<b>Revenues</b>								
USER FEES & SERVICE CHARGES	\$7,386	\$10,159	\$8,603	\$8,651	\$48	0.6%	(\$1,507)	-14.8%
RECOVERIES & CONTRIBUTIONS	221	163	184	193	9	4.7%	30	18.4%
<b>Total Revenues</b>	<b>\$7,607</b>	<b>\$10,322</b>	<b>\$8,787</b>	<b>\$8,844</b>	<b>\$57</b>	<b>0.6%</b>	<b>(\$1,477)</b>	<b>-14.3%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$4,909	\$4,947	\$5,705	\$5,828	\$123	2.2%	\$880	17.8%
PRINTING & OFFICE SUPPLIES	5	2	22	22	0	0.0%	20	1280.0%
OPERATING MATERIALS & SUPPLIES	11	1	12	12	0	0.0%	11	979.6%
COMMUNICATIONS	15	11	22	22	0	0.0%	11	94.7%
TRAVEL EXPENSES	12	2	15	15	0	0.0%	13	682.5%
TRAINING	6	(0)	16	16	0	0.0%	16	-18923.5%
CONTRACTS SERVICES AGREEMENT	2,584	2,796	2,796	2,853	57	2.0%	57	2.0%
MAINT. & REPAIR - TIME & MATERIAL	0	0	1	1	0	0.0%	1	0.0%
RENTAL/LEASE	5	0	5	5	0	0.0%	5	0.0%
PROFESSIONAL SERVICES	6	4	19	19	0	0.0%	15	386.0%
LICENCES, PERMITS, FEES	27	21	32	32	0	0.0%	11	54.2%
CREDIT CARD SERVICE CHARGES	0	1	15	15	0	0.0%	14	2421.0%
PROMOTION & ADVERTISING	0	0	2	2	0	0.0%	2	0.0%
OFFICE FURNISHING & EQUIPMENT	2	0	2	2	0	0.0%	1	1036.4%
<b>Total Expenses</b>	<b>\$7,581</b>	<b>\$7,784</b>	<b>\$8,662</b>	<b>\$8,842</b>	<b>\$180</b>	<b>2.1%</b>	<b>\$1,058</b>	<b>13.6%</b>
<b>Net Expenditures/(Revenues)</b>	<b>(\$26)</b>	<b>(\$2,538)</b>	<b>(\$126)</b>	<b>(\$3)</b>	<b>\$123</b>	<b>-97.8%</b>	<b>\$2,535</b>	<b>-99.9%</b>
TRANSFERS TO RESERVE	\$26	\$2,538	\$126	\$3	(\$123)	-97.8%	(\$2,535)	-99.9%
<b>Full Time Complement</b>	<b>39</b>	<b>41</b>	<b>47</b>	<b>46</b>				

### Major changes in 2021 Budget from the 2020 Budget:

**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 public notification protocol for major development projects through social media, Councillors’ newsletters and other means.  Continue to enhance and streamline the residential in-fill development review, approval and enforcement process.
	Implement the recommendations of the 2019 Development Review process assessment	Identify recommendations for implementation and Implement as many recommendations as possible in 2021.
	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.  Support Digital Markham and work with the development industries to build a frictionless city.
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.



<b>Departmental Performance Measures in Support of Goal</b>	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Average corporate training hours per full-time employee	3.5	10.2	11.6	3.4	10	10	2020
Average number of sick days per full-time employee	3.9	4.3	6.4	7.7	< 8	< 8	2025
% Staff turnover rate	11.4%	4.1%	6.4%	0%	< 8%	< 8%	2022
Staff Satisfaction in Organizational Engagement	73.5%	n/a	76.5%	n/a	78%	80%	2026
Staff Satisfaction in Job Engagement	77.0%	n/a	78.8%	n/a	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.	Also in 1.1 - Develop public notification protocol for major development projects through social media, Councillors' newsletters and other means. Increase exposure of and solicit feedback on City studies, environmental assessments, capital projects through City website and use of <a href="http://yourvoicemarkham.ca">yourvoicemarkham.ca</a> .
		Review Engineering Department information on City website and evaluate what needs to be added. Make references that other levels of governments and jurisdictions are also working on the right-of-way.
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.
		Establish delivery and funding models for municipal services where the City is the landowner.
	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**

	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Number of webpage views (Active Transportation Master Plan)	n/a	888	11,641	1,300	500	300	2025
Number of webpage views (Markham Whistle Cessation)	n/a	611	6,807	2,083	1,022	50	2022
Number of rail crossings with whistle cessation on the Stouffville Line	0	0	7	11	15	16	n/a
Number of EA initiated	1	2	0	1	1	1	Ongoing
Number of capital project detailed design initiated	5	3	4	4	6	5	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
<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>Advocate for the Denison Station and Major Mackenzie Station.</p>
		<p>Work with Metrolinx on land development of station locations to enhance two-way ridership.</p>
		<p>Advocate for the realignment of 407 Transitway through Markham Centre.</p>
		<p>Advocate for the elimination of the Donald Cousens Parkway extension west of Highway 48.</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>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>3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.</p>	<p>Encourage compact, mixed use development which allows different modes of transportation to be viable.</p>	<p>Encourage and support Transit-Oriented Communities (TOC) through incentive programs such as expedited review process and flexible design standards.</p>
	<p>Development a city-wide parking strategy (2021-2023)</p>	<p>Set up a task force, complete the Terms of Reference, seek council approval of the T of R.</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>

3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.		Continue to enhance and rehearse the Engineering Department Business Continuity Plan.
3.4 Protect and enhance our natural environment and built form.	Develop and construct the Markham Centre Trail	Complete the Markham Centre Trail Environmental Assessment.
		Complete Phase 1 of the Markham Centre Trail from Warden Avenue to Birchmount Road.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
No. of new plan of subdivision applications received	13	11	10	6	10	10	TBD
No. of new site plan application received	74	89	75	45	70	70	TBD
No. of EA completed for Markham Centre Rouge River trail system	n/a	n/a	n/a	n/a	1	1	2021
No. of cumulative km completed for the Rouge Valley trail system	3.1	6.6	8.1	9.1	1	11	2025

## 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.		Continue to streamline department business process to ensure the department is financially self-sustaining.
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, practices and level of service to determine areas where processes can be streamlined, improved or eliminated to ensure efficiency.
	Ensure that costs associated to all development-related review activities are fully recovered.	Support the Commission in developing the development fee revenue forecasting model.
		Comprehensively review and update the Development Fee by-law to ensure full cost recovery of services provided
	Ensure all staff effort is 100% cost recovery including projects by external agencies and other levels of government	Make allowance in Development Charges Background Study to recover cost for staff involvement in non-City's initiatives or negotiate fees for staff involvement.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Average time to process and review each complete draft plan submission for a typical subdivision.	n/a	n/a	n/a	n/a	30 working days	TBD	TBD
Average time to process and review each complete detailed design engineering submission for a typical subdivision.	n/a	n/a	n/a	95%	30 working days	TBD	TBD
Average time to process and review each complete submission for a typical site plan.	n/a	n/a	n/a	97%	25 working days	TBD	TBD

## 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.	Implement and monitor effectiveness of traffic calming measure to combat speeding in residential areas.	
		Develop public notification protocol for major development projects through social media, Councillors' newsletters and other means.	
		Continue to enhance and streamline the residential in-fill development review, approval and enforcement process.	
	Implement the recommendations of the 2019 Development Review process assessment	Identify recommendations for implementation and Implement as many recommendations as possible in 2022-2024.	
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.	Enhance AMANADA to provide automated quarterly updates to Councillors by wards or include application information on City website.	
		Continue to leverage the functionality of AMANDA, ePLAN to improve communication within the Engineering Department and commenting departments.	
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. Explore opportunities for cross-training within the Department and outside of the Department.	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.	

## 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
	Explore opportunities for cross-training within 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.	Also in 1.1 - Develop public notification protocol for major development projects through social media, Councillors' newsletters and other means.	
		Increase exposure of and solicit feedback on City studies, environmental assessments, capital projects through City website and use of <a href="http://yourvoicemarkham.ca">yourvoicemarkham.ca</a> .	
		Review Engineering Department information on City website and evaluate what needs to be added. Make references that other levels of governments and jurisdictions are also working on the right-of-way.	
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 and Yonge Street corridor.	
		Establish delivery and funding models for municipal services where the City is the landowner.	

### 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.	
		Advocate for the Denison Station and Major Mackenzie Station.	
		Work with Metrolinx on land development of station locations to enhance two-way ridership.	
		Advocate for the elimination of the Donald Cousens Parkway extension west of Highway 48.	
		Work with York Region on the delivery of the arterial road system including the Frequent Transit Network and Highway 404 Midblock Crossings.	
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.	2022-2023
		Continue to enhance and rehearse the Engineering Department Business Continuity Plan.	
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 and construct the Markham Centre Trail	Complete the Markham Centre Rouge River trail EA and continue with construction of subsequent phases of the trail.	



## 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 streamline department business process to ensure the department is financially self-sustaining.	
	Ensure that costs associated to all development-related review activities are fully recovered.	Support the Commission in developing the development fee revenue forecasting model. Comprehensively review and update the Development Fee by-law to ensure full cost recovery of services provided.	
	Ensure all staff effort is 100% cost recovery including projects by external agencies and other levels of government	Make allowance in Development Charges Background Study to recover cost for staff involvement in non-City's initiatives or negotiate fees for staff involvement.	



## PLANNING AND URBAN DESIGN 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./Decr.	% Change	\$ Incr./Decr.	% Change
<b>Revenues</b>								
USER FEES & SERVICE CHARGES	\$7,502	\$16,031	\$10,569	\$13,498	\$2,930	27.7%	(\$2,533)	-15.8%
<b>Total Revenues</b>	<b>\$7,502</b>	<b>\$16,031</b>	<b>\$10,569</b>	<b>\$13,498</b>	<b>\$2,930</b>	<b>27.7%</b>	<b>(\$2,533)</b>	<b>-15.8%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$5,438	\$4,854	\$7,073	\$6,053	(\$1,019)	-14.4%	\$1,200	24.7%
PRINTING & OFFICE SUPPLIES	36	14	35	32	(3)	-7.8%	18	125.6%
OPERATING MATERIALS & SUPPLIES	1	1	6	5	(0)	-8.6%	4	760.2%
COMMUNICATIONS	7	7	12	11	(1)	-8.5%	4	56.0%
TRAVEL EXPENSES	38	3	36	33	(3)	-8.5%	30	1011.5%
TRAINING	2	2	15	14	(1)	-8.5%	12	750.9%
CONTRACTS SERVICES AGREEMENT	2,527	3,745	2,690	4,051	1,361	50.6%	306	8.2%
RENTAL/LEASE	0	0	1	1	0	0.0%	1	0.0%
PROFESSIONAL SERVICES	0	3	17	17	0	0.0%	14	451.4%
LICENCES, PERMITS, FEES	48	37	41	38	(3)	-8.5%	1	2.3%
CREDIT CARD SERVICE CHARGES	12	31	20	20	0	0.0%	(11)	-36.4%
PROMOTION & ADVERTISING	5	3	6	6	0	0.0%	3	132.6%
OTHER EXPENDITURES	8	8	4	8	4	109.2%	0	0.0%
<b>Total Expenses</b>	<b>\$8,122</b>	<b>\$8,707</b>	<b>\$9,954</b>	<b>\$10,287</b>	<b>\$333</b>	<b>3.3%</b>	<b>\$1,581</b>	<b>18.2%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$620</b>	<b>(\$7,325)</b>	<b>(\$615)</b>	<b>(\$3,211)</b>	<b>(\$2,596)</b>	<b>422.4%</b>	<b>\$4,114</b>	<b>-56.2%</b>
TRANSFERS TO RESERVE	(\$620)	\$7,332	\$615	\$3,215	\$2,601	423.1%	(\$4,117)	-56.1%
<b>Full Time Complement</b>	<b>44</b>	<b>47</b>	<b>59</b>	<b>50</b>				

### Major changes in the 2021 Budget from the 2020 Budget:

**User Fees & Service Charges:** Increase due to higher development activity forecasted for 2021.

**Contracts & Service Agreements:** Increase due to recovery of the Policy group from Planning revenues and the annual adjustment of support costs charged from the City to the department.

**Transfers to 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 2021.
	1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Complete implementation of E-Plan
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Improve assessment forecasting	Expand development of assessment forecasting model in AMANDA system to include and improve fee projection, and allocation models.
	Support Digital Markham and work with the development industries to build a frictionless city.	Manage and improve website content and seek to improve navigation and user experience.
	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
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve staff satisfaction	Implement departmental improvement plans based on the results from the 2018 Staff Satisfaction Survey.
		Improve workload management.



<b>Departmental Performance Measures in Support of Goal</b>	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
ePLAN % site plan approvals completed within targeted timeframes	n/a	n/a	n/a	n/a	85	85	2022
ePLAN % minor variance approvals completed within targeted timeframes	n/a	n/a	n/a	n/a	85	85	2022
ePLAN consent application approvals completed within targeted timeframes	n/a	n/a	n/a	n/a	85	85	2022
% of recommendations to be implemented from Development Review Process assessment	n/a	n/a	n/a	n/a	50%	80%	2022
Average corporate training hours per full-time employee	6.2	4.0	7.8	6.1	10.0	20.0	2022
Average number of sick days per full-time employee	4.5	5.2	5.7	4.1	4.0	4.0	2022
% Staff turnover rate	6.2%	4%	7.8%	17.5%	4%	4%	2022
Staff Survey Average Satisfaction Rating* (conducted every 2 years)	66%	n/a	58%	n/a	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 Work with Mayor and Remington to determine Optimal location.
		Considering policy/location issues as part of Markham Centre Secondary Plan.
		Q3 Include design budget in the 2022 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.
		Promote the inclusion of public art as a component of the Section 37 funds collected in accordance with new Provincial legislation.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Improve public engagement.	Implement the new public notification signs for development applications.
	Continue to explore potential improvements with respect to Social Equity and anti-Racism.	Implement any actionable findings of the review that is underway in Development Services.
		Continue to promote and generate purpose built second suites in Markham.

### Departmental Performance Measures in Support of Goal

	2016	2017	2018	2019	2021 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	\$525,809	\$1,500,000	\$1,000,000	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	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	Finalize Affordable & Rental Housing Strategy for Council approval.
		Implement action items in Strategy, including inclusionary zoning.
		Partner with private organizations to build affordable rental housing.
		Promote purpose built second suites through the development review process.
	Encourage the development of seniors housing	Hold a workshop with Council in Q1 to discuss seniors housing matters.
		Promote seniors' accommodation (master bedrooms on main floor, elevators, design features to support accessibility etc.) through the development process.
	Ensure that from a built form perspective Markham is accessible and inclusive	Prepare Age Friendly Design Guidelines based on work done by others to ensure Markham is accessible, inclusive, functional, safe and adaptable to people of all ages with varying needs and abilities.
Initiate/Update Secondary Plans.	Complete Markham Center, Cornell Center, Milliken Mills, Mount Joy and Unionville Heritage Center Secondary Plans.	
	Initiate Markville, Markham Village Heritage Centre, Yonge Corridor and Langstaff Gateway Secondary Plans	

## 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
	Participate in on-street parking study to be undertaken by Engineering.	Encourage on-street parking to support purpose built second-suites.
	Support York Region's Official Plan Review including Municipal Comprehensive Review.	Provide input and comments for various components of York Region's MCR and Official Plan Update.
	Implement CBC By-law that maximizes parkland.	Initiate and complete necessary studies and assist with the implementation of CBC by-law as it relates to Parks.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Update special Policy Area mapping.	Complete update in Q1.
3.4 Protect and enhance natural environment and built form.	Increase our tree canopy to mitigate climate change	Maximize the preservation of trees during the development approval process and support the planting of new trees utilizing tree compensation funds.
	Update City's Natural Heritage Inventory.	Conclude Phase 1 of the Natural Heritage Study and prepare 2022 Capital Budget request for Phase 2 Management Strategy
	Complete the Future Urban Area Greenway Restoration Framework.	Complete project with TRCA in Q1.
	Natural Assets Study	Participate in Province's Natural Assets Study with consultant MNAI.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
% annual residential development within the built-up area	48%	63%	53%	82%	> 60%	> 60%	TBD
# and % of residential units within 800 metres on priority transit lines	n/a	n/a	20,900 and 18.7%	22,000 and 19.4%	> 12%	15%	2025
% Tree Canopy Cover	n/a	18%	n/a	n/a	TBD	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 prepare a Parks Strategy for intensification areas.
		In consultation with the Manager of Real Property and Finance establish a policy to finance and acquire lands for parks to serve intensification areas.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Confirm accuracy of Cost Recovery Business Model for application fees.	Undertake a review of the Development Application Fee By-law.
		Confirm accuracy of revenue split between Fees, Development Charge and Tax in Q1.
		Support the Commission in developing the development fee revenue forecasting model.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
% of parks construction projects completed in agreed upon timeframes	n/a	n/a	0%	100%	90%*	95%	2022
% of capital parks design program approved in a particular year and is initiated in that year **	n/a	n/a	67%	50%	90%	95%	2022
% of capital parks construction program approved in a particular year and is initiated in that year***	n/a	n/a	0%	25%	90%	95%	2022

\*Based on anticipated in-service date identified at time of budget request (construction completion anticipated in 2021.)

\*\*Initiated refers to release of procurement (pre-qual., RFP, or approved developer build)

\*\*\*Initiated refers to release of procurement (Tender)

## 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.	2022-2023
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.	Design competition or world-class architect to be retained.	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.	
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Continue to explore potential improvements with respect to Social Equity and anti-Racism.	Continue to implement any appropriate improvements related to Social Equity and anti-Racism.	2022-2024
		Continue to promote and generate purpose built second suites in Markham.	2022-2024

### 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.*

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.	Pursue the integration of transit-oriented design in development.	Make TDM measures a priority when reviewing site plan applications in centers and corridors.	2022-2024
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Continue to implement Affordable & Rental Housing Strategy.	Partner with private organizations to build affordable rental housing.	2022-2024
		Continue to promote purpose built second suites and seniors accommodation through the development review process.	2022-2024
	Complete and Initiate Secondary Plans.	Complete Markville, Markham Village Heritage Centre, Yonge Corridor and Langstaff Gateway Secondary Plans.	2022-2023
		Initiate FUA Employment Block, Hwy 404 North, and Thornhill Centre Secondary Plans.	
	Complete final phases of input to Regional Official Plan Review /MCR	Complete review and commenting on draft Regional Official Plan prior to adoption by Regional Council.	2022
	Initiate Markham Official Plan Review	Identify updates needed to Markham’s Official Plan to conform with new Regional Official Plan and 2051 planning horizon.	2022-2023
	Encourage the development of seniors housing	Promote seniors’ accommodation (master bedrooms on main floor, elevators, design features to support accessibility etc.) through the development process.	2022-2024

### 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.*

Corporate Objective	Departmental Objective	Departmental Action	Year
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	Undertake study with consultants.	2022-2023
	Complete Natural Heritage Study.	Complete Phase 2 Management Strategy.	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.*

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.	In consultation with the Manager of Real Property, Finance and Operations establish a policy to finance parks construction in intensification areas.	2022
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.			



## TRAFFIC OPERATIONS 2021 OPERATING BUDGET

<u>Description (in \$000's)</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2021 Bud. vs. 2020 Bud.</u>		<u>2021 Bud. vs. 2020 Act.</u>	
					<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenues</b>								
OTHER REVENUE	\$0	\$2	\$1	\$1	\$0	0.0%	(\$1)	-53.3%
<b>Total Revenues</b>	<b>\$0</b>	<b>\$2</b>	<b>\$1</b>	<b>\$1</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$1)</b>	<b>-53.3%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$493	\$505	\$608	\$611	\$3	0.4%	\$106	21.0%
UTILITIES	0	0	0	65	65	0.0%	65	0.0%
COMMUNICATIONS	0	0	0	0	0	0.0%	(0)	-100.0%
TRAVEL EXPENSES	0	0	1	1	0	0.0%	1	0.0%
TRAINING	0	0	2	2	0	0.0%	2	0.0%
CONTRACTS SERVICES AGREEMENT	375	409	361	361	0	0.0%	(48)	-11.8%
MAINT. & REPAIR - TIME & MATERIAL	2	2	5	5	0	0.0%	3	133.4%
PROFESSIONAL SERVICES	661	448	719	719	0	0.0%	270	60.3%
LICENCES, PERMITS, FEES	1	1	2	2	0	0.0%	1	134.1%
<b>Total Expenses</b>	<b>\$1,533</b>	<b>\$1,366</b>	<b>\$1,697</b>	<b>\$1,765</b>	<b>\$68</b>	<b>4.0%</b>	<b>\$399</b>	<b>29.2%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$1,533</b>	<b>\$1,364</b>	<b>\$1,696</b>	<b>\$1,764</b>	<b>\$68</b>	<b>4.0%</b>	<b>\$400</b>	<b>29.3%</b>
<b>Full Time Complement</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>				

### Major changes in the 2021 Budget from the 2020 Budget:

**Utilities:** Increase due to transfer of traffic light hydro budget from Operations department to Traffic.



## 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

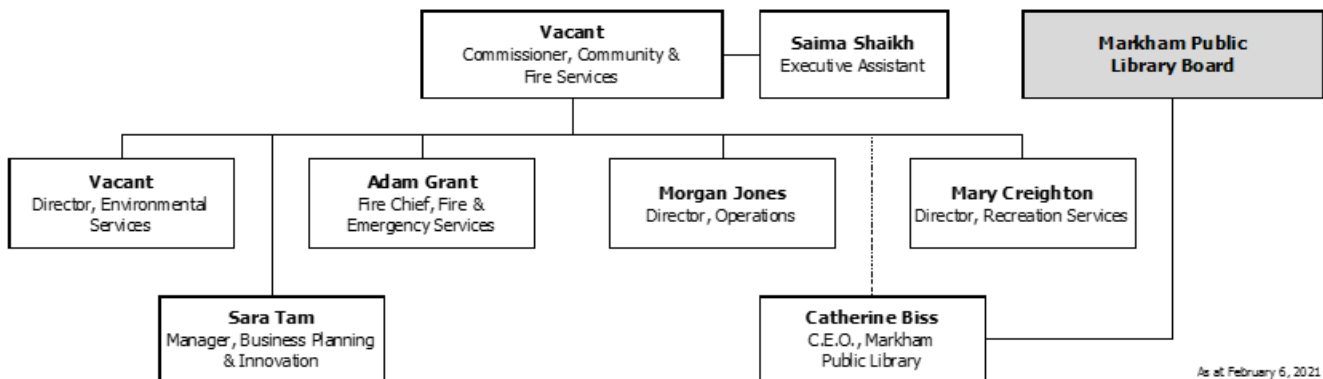
“*Working with the community to make Markham a vibrant place to live, work and play,*” is the mission statement of the Community & Fire Services Commission. It is the largest in the organization in terms of budget, staffing complement, and the number of public-facing services and facilities operated. The following five departments, as coordinated by the Commissioner’s Office, deliver services the public has come to expect and rely upon:

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.







As of February 6, 2021

In 2021, this Commission, which includes Waterworks, has an approved full-time complement of 698 positions, a gross operating expenditures budget of \$280.6 million, revenues budgeted at \$164.0 million, and a capital budget of \$67.9 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.

	Exceptional Services by Exceptional People 	Engaged, Diverse, Thriving and Vibrant City 	Safe, Sustainable and Complete Community 	Stewardship of Money and Resources 
Goal & Goal Statement	<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.</p> <p>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 &amp; resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.</p>
Objectives	<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 &amp; 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.

















### 2020 Commission Facts

To keep everyone safe from the COVID-19 virus, the city closed publicly accessible indoor facilities and cancelled in-person programs in March 2020. As a result, onsite visits, in-person programs, and community events experienced a significant decrease, as signified by an asterisk (\*) in the reported activities below.



Markham Public Library initiative, Life During A Pandemic: COVID-19 Stories

-  925,809 visits at **recreation facilities\***
-  90,569 direct **recreation program registrations\***
-  54,023 **sportsfield hours** permitted\*
-  28 provincial and above **sporting events** held\*

-  2.4 million **physical and digital library items** borrowed\*
-  500,000 **in-person library visits\***
-  76,635 calls answered by **Fire dispatch**
-  6,523 responses to **Fire emergency incidents**
-  110 **school visits** to promote fire safety\*
-  2,518 **fire inspections** and **site visits\***
-  107,500 **street trees**
-  307 **parks and green spaces**, 263 **playgrounds**, and 201 km of **trails** maintained
-  2,144 lane km of **city roads** maintained, with an additional 88 lane km maintained in winter
-  1,131 km of **sidewalk** maintained
-  29,108 **streetlights** maintained
-  900 city **fleet vehicles** maintained
-  121 **culverts** and **vehicular and pedestrian bridges** inspected and 10 rehabilitated/replaced
-  30.82 million cubic metres of **water consumed** (*business and residential accounts*)
-  86,335 tonnes of **waste, recycling, organics**, and **yard waste collected** through residential curbside programs and 18,308 tonnes (21%) was sent to landfill
-  79% 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 **32 awards received in the last three years** by our Commission or the city, 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.
- Capital Delivery 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 2020, 79% of curbside and depot waste was diverted from landfill.



**Waterworks** is responsible for the operations and maintenance of the city's water, wastewater, and stormwater pipes system. Safe drinking water for consumers is achieved by conducting regular water samples to comply with Provincial Standards and City bylaws. Programs, such as systems modelling, data and water billing management, leak detection and new development review, are used to ensure the integrity of the systems. Waterworks also provides utilities locates for construction projects city-wide for underground waterworks infrastructure, where certified Waterworks Operators are on-call 24/7 to provide emergency response.

**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 77,000 incoming and outgoing emergency and non-emergency service requests were handled in the past year. MFES responded to 6,523 emergencies and fires throughout Markham in 2020, which translated into 18 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."*



The MPL has a strategy of digital and in-person service channels, allowing it to respond to gradual and sudden changes as experienced in the COVID-19 pandemic.

The Library recently updated its departmental Strategic Plan to advance its core mission and following strategies:

- ***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 21<sup>st</sup> 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, Wi-Fi, 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 providing departmental business support, Public Realm program, and corporate-wide fleet services. Business support handles the coordination and management of Operations’ administration and accounting, including budget management and life-cycle analysis.

The Public Realm portfolio includes management of the City’s public spaces, the Parks Renaissance program to rejuvenate older parks, 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. It partners with user departments to ensure the city fleet is maintained and operated safely and cost-effectively, supported by equipment specifications, operator training programs, and repair and maintenance procedures.

### **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 6 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 residents 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 4,500 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 10<sup>th</sup> 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.



## COMMUNITY AND FIRE SERVICES CONSOLIDATED (EXCLUDING WATERWORKS) 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
<b>Revenues</b>									
GRANTS AND SUBSIDIES	\$1,665	\$1,875	\$1,568	\$1,568	\$0	0.0%	(\$307)	-16.4%	
LICENCES & PERMITS	257	236	216	253	38	17.4%	17	7.2%	
FINES	8	0	4	4	0	0.0%	4	0.0%	
USER FEES & SERVICE CHARGES	15,085	2,672	15,746	15,826	80	0.5%	13,155	492.4%	
RENTALS	8,854	3,717	9,448	9,448	0	0.0%	5,731	154.2%	
SALES	466	199	448	448	0	0.0%	249	125.0%	
RECOVERIES & CONTRIBUTIONS	1,044	913	1,020	995	(25)	-2.5%	82	9.0%	
OTHER REVENUE	509	440	474	489	15	3.2%	50	11.3%	
INTER-DEPARTMENTAL RECOVERIES	913	913	889	889	0	0.0%	(24)	-2.6%	
<b>Total Revenues</b>	<b>\$28,802</b>	<b>\$10,965</b>	<b>\$29,813</b>	<b>\$29,921</b>	<b>\$108</b>	<b>0.4%</b>	<b>\$18,956</b>	<b>172.9%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$92,387	\$80,082	\$93,210	\$94,950	\$1,740	1.9%	\$14,868	18.6%	
PRINTING & OFFICE SUPPLIES	201	101	174	174	0	0.0%	73	72.4%	
PURCHASES FOR RESALE	241	167	272	272	0	0.0%	106	63.2%	
OPERATING MATERIALS & SUPPLIES	2,177	1,308	2,197	2,218	22	1.0%	911	69.6%	
VEHICLE SUPPLIES	1,914	1,584	1,814	1,859	45	2.5%	276	17.4%	
BOTANICAL SUPPLIES	281	197	280	290	10	3.6%	94	47.8%	
CONSTRUCTION MATERIALS	2,625	2,062	2,245	2,296	51	2.3%	234	11.4%	
UTILITIES	6,737	4,664	6,715	6,544	(171)	-2.5%	1,880	40.3%	
COMMUNICATIONS	233	180	304	300	(4)	-1.3%	120	66.5%	
TRAVEL EXPENSES	106	48	118	95	(23)	-19.8%	47	98.3%	
TRAINING	294	77	317	319	2	0.8%	242	312.7%	
CONTRACTS SERVICES AGREEMENT	12,893	11,334	12,583	13,430	847	6.7%	2,096	18.5%	
MAINT. & REPAIR - TIME & MATERIAL	5,305	4,067	5,518	5,666	148	2.7%	1,598	39.3%	
RENTAL/LEASE	555	408	605	591	(15)	-2.4%	182	44.7%	
INSURANCE	12	12	12	12	0	0.0%	0	0.0%	
PROFESSIONAL SERVICES	172	148	174	195	21	12.1%	46	31.1%	
LICENCES, PERMITS, FEES	459	629	573	627	55	9.5%	(2)	-0.2%	
CREDIT CARD SERVICE CHARGES	366	148	355	355	0	0.0%	207	139.3%	
PROMOTION & ADVERTISING	144	70	127	127	0	0.0%	57	80.8%	
CONTRACTED MUNICIPAL SERVICES	11,588	11,863	11,714	14,717	3,003	25.6%	2,853	24.1%	
OTHER PURCHASED SERVICES	963	971	971	970	(0)	0.0%	(0)	0.0%	
PMTS. TO CITIZENS/LOCAL GROUPS	50	55	45	45	0	0.0%	(10)	-18.8%	
TRANSFERS TO RESERVES	687	377	449	449	0	0.0%	71	18.8%	
OTHER EXPENDITURES	31	21	10	13	3	30.2%	(8)	-37.2%	
<b>Total Expenses</b>	<b>\$140,422</b>	<b>\$120,575</b>	<b>\$140,782</b>	<b>\$146,516</b>	<b>\$5,733</b>	<b>4.1%</b>	<b>\$25,941</b>	<b>21.5%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$111,621</b>	<b>\$109,610</b>	<b>\$110,969</b>	<b>\$116,595</b>	<b>\$5,626</b>	<b>5.1%</b>	<b>\$6,985</b>	<b>6.4%</b>	
<b>Full Time Complement</b>	<b>598</b>	<b>557</b>	<b>631</b>	<b>631</b>					

### Major changes in the 2021 Budget from the 2020 Budget:

**User Fees & Service Charges:** Increase due to higher projected utility permit fees.

**Construction Materials:** Increase due to additional winter maintenance salt requirements.

**Utilities:** Decrease due to historical usage and energy efficient initiatives and savings resulting from new cooling and heating contract at Angus Glen.



**Contracts Service Agreements:** Increase in catch basin cleaning, winter maintenance and grass cutting contracts and increase in cooling and heating contract at Angus Glen, partly offset by savings in utility costs.

**Maintenance & Repair – Time & Material:** Increase relates to additional winter maintenance equipment required resulting from growth.

**Contracted Municipal Services:** Increase due to higher waste collection contract price.



## ENVIRONMENTAL ASSETS 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
<b>Revenues</b>								
<b>Expenses</b>								
SALARIES AND BENEFITS	\$803	\$796	\$865	\$854	(\$11)	-1.3%	\$58	7.2%
PRINTING & OFFICE SUPPLIES	6	2	4	4	0	0.0%	2	79.7%
OPERATING MATERIALS & SUPPLIES	24	29	25	25	0	0.0%	(4)	-13.8%
COMMUNICATIONS	3	3	4	4	0	0.0%	1	49.0%
TRAVEL EXPENSES	4	(0)	5	5	0	0.0%	5	-15658.1%
TRAINING	4	1	4	4	0	0.0%	4	560.7%
RENTAL/LEASE	0	0	2	2	0	0.0%	2	0.0%
LICENCES, PERMITS, FEES	8	9	5	5	0	0.0%	(4)	-40.5%
CREDIT CARD SERVICE CHARGES	1	0	0	0	0	0.0%	(0)	-100.0%
OTHER PURCHASED SERVICES	25	29	29	29	(0)	-0.7%	(0)	-0.7%
<b>Total Expenses</b>	<b>\$878</b>	<b>\$869</b>	<b>\$944</b>	<b>\$932</b>	<b>(\$11)</b>	<b>-1.2%</b>	<b>\$64</b>	<b>7.3%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$878</b>	<b>\$869</b>	<b>\$944</b>	<b>\$932</b>	<b>(\$11)</b>	<b>-1.2%</b>	<b>\$64</b>	<b>7.3%</b>
<b>Full Time Complement</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>10</b>				

### Major changes in the 2021 Budget from the 2020 Budget:

No significant changes.



## ENVIRONMENTAL SERVICES - WASTE 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
PROVINCIAL GRANTS & SUBSIDIES	\$1,297	\$1,604	\$1,297	\$1,297	\$0	0.0%	(\$306)	-19.1%
USER FEES & SERVICE CHARGES	40	39	37	37	0	0.0%	(2)	-5.4%
SALES	126	81	108	108	0	0.0%	27	34.1%
RECOVERIES & CONTRIBUTIONS	63	92	85	60	(25)	-29.2%	(31)	-34.0%
OTHER REVENUE	119	116	106	106	0	0.0%	(10)	-9.0%
<b>Total Revenues</b>	<b>\$1,645</b>	<b>\$1,931</b>	<b>\$1,633</b>	<b>\$1,608</b>	<b>(\$25)</b>	<b>-1.5%</b>	<b>(\$323)</b>	<b>-16.7%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$603	\$532	\$574	\$600	\$26	4.5%	\$67	12.6%
PRINTING & OFFICE SUPPLIES	8	6	6	6	0	0.0%	(1)	-14.0%
PURCHASES FOR RESALE	131	132	176	176	0	0.0%	44	33.6%
OPERATING MATERIALS & SUPPLIES	105	101	109	127	17	15.7%	25	25.1%
UTILITIES	2	2	2	2	0	0.0%	0	14.7%
COMMUNICATIONS	3	3	8	8	0	0.0%	5	146.5%
TRAVEL EXPENSES	4	2	9	9	0	0.0%	7	417.6%
TRAINING	0	0	0	0	0	0.0%	0	0.0%
CONTRACTS SERVICES AGREEMENT	302	287	304	99	(205)	-67.3%	(188)	-65.4%
MAINT. & REPAIR - TIME & MATERIAL	14	9	12	12	0	0.1%	3	40.1%
RENTAL/LEASE	1	0	0	0	0	0.0%	(0)	-100.0%
PROFESSIONAL SERVICES	14	35	22	22	0	0.0%	(13)	-36.8%
LICENCES, PERMITS, FEES	2	1	2	2	0	0.0%	1	45.9%
CREDIT CARD SERVICE CHARGES	5	4	4	4	0	0.0%	(0)	-10.8%
CONTRACTED MUNICIPAL SERVICES	9,224	9,467	9,596	12,664	3,068	32.0%	3,197	33.8%
OTHER PURCHASED SERVICES	25	29	29	29	(0)	-0.7%	(0)	-0.7%
<b>Total Expenses</b>	<b>\$10,444</b>	<b>\$10,611</b>	<b>\$10,852</b>	<b>\$13,758</b>	<b>\$2,906</b>	<b>26.8%</b>	<b>\$3,147</b>	<b>29.7%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$8,799</b>	<b>\$8,681</b>	<b>\$9,219</b>	<b>\$12,150</b>	<b>\$2,931</b>	<b>31.8%</b>	<b>\$3,469</b>	<b>40.0%</b>
Full Time Complement	4	4	5	5				

### Major changes in the 2021 Budget from the 2020 Budget:

**Contract Services Agreement:** Decrease as vehicle escalation budget is no longer required with new waste collection contract. Decrease offset with increase in Contract Municipal Services (waste collection contract).

**Contracted Municipal Services:** Increase due to higher waste collection contract price.



## ENVIRONMENTAL SERVICES - WATERWORKS 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Sales &amp; Purchase of Water Revenue</b>								
FINES/ BILLINGS	\$130,470	\$137,100	\$139,257	\$132,627	(\$6,630)	-4.8%	(\$4,473)	-3.3%
CONTRACTED MUNICIPAL SERVICES	(99,588)	(\$103,939)	(109,352)	(102,124)	7,228	-6.6%	1,815	-1.7%
<b>Total Sales &amp; Purchase of Water Revenue</b>	<b>\$30,881</b>	<b>\$33,160</b>	<b>\$29,905</b>	<b>\$30,503</b>	<b>\$599</b>	<b>2.0%</b>	<b>(\$2,657)</b>	<b>-8.0%</b>
<b>Other Revenues</b>								
USER FEES & SERVICE CHARGES	529	350	533	533	0	0.0%	184	52.5%
SALES	428	467	567	567	0	0.0%	100	21.4%
RECOVERIES & CONTRIBUTIONS	99	279	300	300	0	0.0%	21	7.4%
OTHER REVENUE	120	0	14	14	0	0.0%	14	0.0%
<b>Total Other Revenues</b>	<b>\$1,176</b>	<b>\$1,095</b>	<b>\$1,413</b>	<b>\$1,413</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$318</b>	<b>29.0%</b>
<b>Other Expenses</b>								
SALARIES AND BENEFITS	\$7,826	\$7,755	\$8,020	\$8,193	\$173	2.2%	\$438	5.6%
PRINTING & OFFICE SUPPLIES	28	18	34	34	0	0.0%	16	91.7%
OPERATING MATERIALS & SUPPLIES	133	90	122	140	18	14.4%	49	54.5%
CONSTRUCTION MATERIALS	455	434	594	551	(43)	-7.3%	117	26.9%
UTILITIES	23	27	56	56	0	0.0%	29	109.5%
COMMUNICATIONS	53	51	74	67	(7)	-9.4%	16	30.6%
TRAVEL EXPENSES	23	3	47	47	0	0.0%	43	1327.7%
TRAINING	81	57	60	70	9	14.9%	13	22.3%
CONTRACTS SERVICES AGREEMENT	2,708	2,399	3,272	3,156	(116)	-3.6%	756	31.5%
MAINT. & REPAIR - TIME & MATERIAL	520	295	487	475	(12)	-2.4%	180	60.8%
RENTAL/LEASE	7	4	6	7	1	25.0%	3	78.2%
PROFESSIONAL SERVICES	152	122	117	121	5	3.9%	(1)	-0.6%
LICENCES, PERMITS, FEES	61	56	50	66	16	32.0%	10	18.0%
CREDIT CARD SERVICE CHARGES	3	2	1	1	0	0.0%	(0)	-27.2%
OTHER PURCHASED SERVICES	2,720	2,755	2,755	2,784	29	1.1%	29	1.1%
WRITE-OFFS	0	0	5	5	0	0.0%	5	0.0%
<b>Total Other Expenses</b>	<b>\$14,794</b>	<b>\$14,069</b>	<b>\$15,699</b>	<b>\$15,771</b>	<b>\$72</b>	<b>0.5%</b>	<b>\$1,703</b>	<b>12.1%</b>
<b>Net Revenues</b>	<b>(\$17,263)</b>	<b>(\$20,187)</b>	<b>(\$15,619)</b>	<b>(\$16,145)</b>	<b>(\$526)</b>	<b>3.4%</b>	<b>\$4,042</b>	<b>-20.0%</b>
TRANSFERS TO RESERVE	\$17,263	\$20,187	\$15,619	\$16,145	\$526	3.4%	(\$4,042)	-20.0%
<b>Full Time Complement</b>	<b>64</b>	<b>65</b>	<b>67</b>	<b>67</b>				

### Major changes in the 2021 Budget from the 2020 Budget:

**Fines/Billings:** Decrease due to a lower water rate to budget.

**Contracted Municipal Services:** Decrease due to a lower contract escalation from Region of York to budget.

**Contracted Services Agreement:** Increase due higher contracted costs with Alectra for customer billings.

**Transfers to 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: <ol style="list-style-type: none"> <li>1. Timely response to customer inquiries</li> <li>2. Appointments are on-time</li> <li>3. Customers are treated with fairness and respect</li> <li>4. Minimize the number and duration of service interruptions</li> </ol>	Conduct one formal customer satisfaction survey to measure and inform on the effectiveness of our services and processes – Waterworks Services ( <i>BMFT Action 1.1.1</i> ).
		Complete Alectra Billing Services Contract strategy by Q2, 2021.
		Conduct process improvement to enhance Alectra billing process and address inquiries on water bills and other water meter related issues by Q4, 2021.
		Transition to a new waste collection contract by Q4, 2021.
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 Actions 1.2.3 and 3.4.4</i> ) <ul style="list-style-type: none"> <li>• Implement textile bin sensors, as part of the Best of the Best 2 Diversion Strategy, by Q4, 2022.</li> </ul>
		Develop Supervisory Control And Data Acquisition (SCADA) masterplan and design standards by Q4, 2021.
		Review technology opportunities for enhancing waste diversion in multi-residential buildings by Q4, 2021, as part of Best of Best 2 Diversion Strategy ( <i>BMFT Action 3.4.4</i> ).
1.3 Attract and retain the right talent and invest in and empower our people	Develop a supportive work environment that provides opportunities for employees to grow and	Continue to undertake succession management, implementation of protocol/procedure for knowledge transfer

## 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

to drive innovation and service excellence.

### Departmental Objective

contribute to the overall direction and directives of the Department

### Departmental Action

and to support staff retention. (*BMFT Action 1.3.2*).

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 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)	90%	97%	98%	98%	80%	80%	Ongoing
Recognition Rating <sup>1</sup>	59%	n/a	51%	n/a	>=65%	>=65%	Ongoing
Staff Satisfaction Rating <sup>1</sup>	73%	n/a	69%	n/a	>=70%	>=70%	Ongoing
Healthy Work Environment Index from Staff Sat Survey <sup>1</sup>	66%	n/a	57%	n/a	70%	70%	Ongoing
Organizational Engagement Index from Staff Sat Survey <sup>1</sup>	70%	n/a	60%	n/a	70%	70%	Ongoing
# of Hours of Training per employee – HR data	3.6	4.0	3.6	4.7	5.0	8.0	2023
# of Hours of Training per employee (Waterworks)	85.71	80.94	52.63	76.33	75.00	75.00	Current
Staff Absenteeism (average # of days per employee)	9.6	7.6	9.0	14.2	<=8.4	<=8.4	Ongoing
# of days lost due to injury	1	11	0	0	0	0	0

Note: <sup>1</sup> - 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	Refresh education campaign on water and single-use plastic by Q3, 2021.
		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	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
# of community events attended	30	46	38	23	1	30	2022
# of presentations conducted for children and adult students	109	84	48	166	170	190	2022
# of residents enrolled in Assisted Recycling Collection	67	83	100	103	103	130	2024
# of multi-res buildings receiving 3 stream collection	83	91	97	100	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	<p>Continue to support Development applications review and approvals.</p> <p>Support Future Urban Area (FUA) project.</p>
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	<p>Participate in Emergency Management Program Committee, ensure training of staff and participate in exercises.</p> <p>Ensure departmental Business Continuity Plan (BCP) is executable and current staff are trained in its implementation.</p>
	Provide quality drinking water and wastewater services to the residents and businesses in Markham that meet, if not exceed, legislative requirements	<p>Ensure water and wastewater systems operate efficiently and are maintained in compliance with DWQMS regulatory requirements.</p> <p>Continue development of Waste Water Quality Management System.</p> <p>Continue ICI backflow prevention program.</p>
	Adopt Asset Management practices to manage City assets and protect City infrastructure to address impacts of extreme weather	Ensure implementation of Asset Management practices in managing City's water, wastewater, stormwater, structures, and streetlight network, and the support of 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
		Continue with the Implementation of Flood Control Remediation Program in West Thornhill ( <i>BMFT Action 3.3.2</i> ) <ul style="list-style-type: none"> <li>Initiate Phase 3B implementation by Q1, 2021</li> <li>Initiate Phase 4A implementation by Q1, 2021</li> </ul>
		Develop Fat Oil Grease (FOG) Compliance program for ICI by Q4, 2021.
		Complete Markham Village and Unionville Flood Control Remediation EA by Q2, 2021 ( <i>BMFT Action 3.3.2</i> )
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 Swan Lake Water Quality Improvements by Q2, 2021 and develop a long term plan by Q4, 2021.
		Review and Update Zero Waste Policy by Q4, 2021, as part of Best of Best 2 Diversion Strategy ( <i>BMFT Action 3.4.4</i> ).

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
# of days Markham is under a partial or full Boil Water	0	0	0	0	0	0	Ongoing
MOECC Inspection Rating	100%	93.5%	93.5%	100%	100%	100%	Ongoing
# of water quality customer complaints / 1000 people served	0.18	0.05	0.24	0.22	0.20	0.18	2022
# of Water main break per 100km of water main	2.71	1.86	2.95	2.20	<5.00	<5.00	Ongoing
% of drinking water samples tested that met the Ontario Drinking Water Standard	99.8%	99.7%	99.9%	100%	100%	100%	Ongoing
Waste diversion rate (Curbside and Depots)	80%	81%	82%	80%	82%	85%	2023
# of waste depot visits ('000)	133	148	160	173	130	170	2022
Reduction in Waste Generation (kg/capita)	64	64	59	n/a	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 in accordance 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	<ul style="list-style-type: none"> <li>Complete life cycle reserve study by Q2, 2021</li> <li>Complete capital budget requests by Q3, 2021</li> </ul>
	Develop Asset Management Plans for city- owned assets that considers accountability, risk of ownership, and fiscal stewardship	<p>Continue to participate in the update to Corporate Asset Management Plan (<i>BMFT Goal 4.2.3</i>) per legislative requirements.</p> <p>Evaluate Automated Meter Reading (AMR) / Advanced Metering Infrastructure (AMI) and determine next steps by Q4, 2021.</p>
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Residential water consumption (litres/capita/day)	195	185	186	182	184	150	2040
Gross non-revenue water (% of volume)	11.0%	10.3%	11.0%	10.1%	<11.0%	<11.0%	Ongoing
Net Operating Cost to Provide Water & Wastewater Services/Population Served	\$36.48	\$34.07	\$36.96	\$38.77	<\$40.00	<\$40.00	Ongoing
Project Completion Rate – Right of Way	93%	91%	100%	83%	>=85%	>=85%	Ongoing
Project Completion Rate – Waste and Waterworks	60%	100%	74%	95%	>=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> ).	2022-2024
		Continue process improvement to enhance Alectra billing process and address inquiries on water bills and other water meter related issues.	2022
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> ).	2022-2023
		Implement Textile Bin Sensors as part of the Best of the Best 2 program ( <i>BMFT Action 1.2.3</i> ).	2022-2023
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 ( <i>BMFT Action 1.3.2</i> ).	2022-2023



## 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.	2022-2024
		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> ).	2022
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.	2022-2024
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.	2022-2024
	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.	2022-2024
	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> ).	2022-2024
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> ).	2022-2024

## 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.	2022-2024
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.	2022-2024
	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.	2022-2024
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.			



## FIRE AND EMERGENCY SERVICES 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
<b>Revenues</b>									
LICENCES & PERMITS	\$4	\$2	\$4	\$4	\$0	0.0%	\$2	126.1%	
FINES	8	0	4	4	0	0.0%	4	0.0%	
USER FEES & SERVICE CHARGES	19	16	25	25	0	0.0%	9	58.7%	
RECOVERIES & CONTRIBUTIONS	333	184	318	318	0	0.0%	134	72.6%	
OTHER REVENUE	20	49	36	36	0	0.0%	(13)	-26.3%	
<b>Total Revenues</b>	<b>\$384</b>	<b>\$251</b>	<b>\$387</b>	<b>\$387</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$136</b>	<b>54.4%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$39,495	\$39,267	\$38,620	\$40,215	\$1,596	4.1%	\$948	2.4%	
PRINTING & OFFICE SUPPLIES	16	21	16	16	0	0.0%	(5)	-22.3%	
PURCHASES FOR RESALE	12	7	0	0	0	0.0%	(7)	-100.0%	
OPERATING MATERIALS & SUPPLIES	405	416	404	412	9	2.1%	(4)	-0.9%	
VEHICLE SUPPLIES	6	3	3	124	121	4142.4%	120	3643.7%	
UTILITIES	254	249	265	265	0	0.0%	15	6.1%	
COMMUNICATIONS	28	27	30	31	0	1.4%	4	14.3%	
TRAVEL EXPENSES	16	3	25	26	1	4.3%	24	867.0%	
TRAINING	34	8	31	54	23	74.8%	46	556.4%	
CONTRACTS SERVICES AGREEMENT	69	88	80	79	(0)	-0.5%	(8)	-9.5%	
MAINT. & REPAIR - TIME & MATERIAL	155	103	98	154	56	57.5%	51	50.1%	
RENTAL/LEASE	6	5	3	3	0	0.0%	(2)	-33.8%	
PROFESSIONAL SERVICES	27	17	12	14	2	16.3%	(3)	-18.2%	
LICENCES, PERMITS, FEES	7	4	5	5	0	0.0%	1	18.1%	
CREDIT CARD SERVICE CHARGES	1	0	0	0	0	0.0%	(0)	-100.0%	
TRANSFERS TO OWN FUNDS	41	41	41	41	0	0.0%	0	0.0%	
<b>Total Expenses</b>	<b>\$40,572</b>	<b>\$40,260</b>	<b>\$39,633</b>	<b>\$41,440</b>	<b>\$1,807</b>	<b>4.6%</b>	<b>\$1,180</b>	<b>2.9%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$40,188</b>	<b>\$40,009</b>	<b>\$39,245</b>	<b>\$41,052</b>	<b>\$1,807</b>	<b>4.6%</b>	<b>\$1,043</b>	<b>2.6%</b>	
<b>Full Time Complement</b>	<b>272</b>	<b>275</b>	<b>280</b>	<b>281</b>					

### Major changes in the 2021 Budget from the 2020 Budget:

**Vehicle Supplies:** Transfer of fire service vehicle parts budget from Operations department existing budget.

**Maintenance & Repair – Time & Material:** Transfer of fire service vehicle maintenance and repair budget from Operations department existing budget.

## 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 – Post Fire ( <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.
		Transition alarm room operations to an external strategic partner to effectively achieve Next Generation 911 compliance.
		Increase online 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 ( <i>BMFT Action 1.3.2</i> ).
		Deliver recruitment information sessions to ensure prospective candidates are informed and promote career in the Fire Department in the community.



<b>Departmental Performance Measures in Support of Goal</b>	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Overall customer satisfaction rating received for survey completed in the calendar year	96%	n/a	92%	94%	>90%	>90%	2023
Benchmark against National Fire Protection Association (NFPA) 1221 for Dispatch Processing Time (60 sec)	85%	87%	87%	86%	90%	90%	2020
Benchmark against National Fire Protection Association (NFPA) 1710 for firefighter turn out time (80 seconds)	16%	21%	24%	26%	30%	90%	2025
Benchmark against National Fire Protection Association (NFPA) 1710 for 1 <sup>st</sup> Truck Travel Time (4 min)	59%	58%	61%	50%	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> ).
		Participate in the creation of a Special Event strategy ( <i>BMFT Action 2.1.4</i> ).
	Deliver public education and prevention programs that are inclusive, accessible and provide enjoyable learning	Complete annual assessment to identify risk and target groups for fire prevention education programs.
		Develop Public Education Program Feedback process to support continuous improvement.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities	Corporate presence in the Community	Attend, support and be visible during public events and activities.
		Work with the Markham Fire Heritage Committee to restore the 1936 Chevrolet fire truck and plan for the Heritage and Public Education Centre.
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	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	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Annual Pre-Recruitment Information Sessions (community outreach)	1	2	3	1	3	3	2018
School Program Survey Response Rate	n/a	51%	50%	55%	60%	75%	2022
School Program Satisfaction Effectiveness Rating	n/a	75%	80%	80%	85%	90%	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
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"> <li>• Training</li> <li>• Automatic aid</li> <li>• Procurement opportunities</li> </ul>
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety	Support community emergency preparedness and response efforts	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.
		Review of Departmental Business Continuity Plan including “testing” and “exercises” to determine the effectiveness.
3.4 Protect and enhance natural	Ensure continuity of operations while following Greenprint recommendations for fire	Lead the development of a city-wide alert system to provide direct communication to residents during emergencies ( <i>BMFT Action 3.3.1</i> ).
		Undertake the implementation of strategies to address the impacts of extreme weather and the systems needed to provide enhanced monitoring, in the role of the CEMC Lead ( <i>BMFT Action 3.3.3</i> ).
		Take environmental considerations and opportunities into account in the planning of

### 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
environment and built form	stations, apparatus and equipment	additional fire stations, equipment, apparatus and training.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
% Policy review completed every 4 years or less	20%	20%	20%	20%	25%	25%	2024
# of CEMC positions provided by Fire for EOC	2	2	3	3	3	3	2018
# of cumulative recommendations implemented/considered from the approved Master Fire Plan	32	32	32	32	34	42	2025
# of Designated Business Continuity Leads	n/a	n/a	1	1	2	3	2021
% of Master Fire Plan completed	76%	76%	76%	76%	80%	100%	2025
Community Risk Assessment Completed (Every 5 years commencing July 1, 2024)	n/a	n/a	n/a	n/a	100%	100%	2024
Internal MFES Business Continuity Exercise	n/a	n/a	n/a	n/a	1	2	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	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	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Project Completion Rate (*newly approved by Directors Forum in 2017)	96%	89%	87%	87%	90%	90%	2022
Average Annual Budget Variance (%) of all closed capital projects (actual vs. initial approved budget)	n/a	n/a	n/a	n/a	+5%	+5%	2022
Annual Cost per Capita (Operating)	\$93	\$96	\$102	\$110	\$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.	2022-2024
		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> ).	2022-2024
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> ).	2022
		Increase on-line forms for public access for fire permits, event requests, fireworks and other requests for services.	2022-2024
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.	2022-2023
		Provide succession planning opportunities through secondments, conferences, seminars and educational assistance.	2022-2024
		Deliver recruitment information sessions to ensure prospective candidates are inform and promote career in the Fire Department in the community.	2022-2023

## 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> ).	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.	2022
		Optimize the deployment of on-duty suppression staff to provide public education programs.	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.	2022-2024
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		

### 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.	2022-2024
		Continue to work with the appropriate agencies regarding any impacts to fire and rescue response and operations related to the future subway.	2022-2024
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.	2022-2023
		Participate in Shared Services Committee with Fire Chief from the cities of Vaughan and Richmond Hill.	2022-2023
		Plan for future fire stations and programming to keep pace with growth and deliver on complete and safe communities by identifying and acquiring land.	2022-2024
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> ).	2022-2024
		Lead the implementation of strategies to address impacts of extreme weather ( <i>BMFT Action 3.3.3</i> ).	2022-2024
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.	2022-2024

## 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.	2022
		Continue to utilize strategies such as supernumerary staffing to offset unanticipated absences such as sick leave, WSIB, LTD, retirement, and resignations.	2022
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.	2022
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.	2022-2024





## MARKHAM PUBLIC LIBRARY 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
<b>Revenues</b>									
PROVINCIAL GRANTS & SUBSIDIES	\$229	\$229	\$229	\$229	\$0	0.0%	\$0	0.0%	
FEDERAL GRANTS & SUBSIDIES	53	0	0	0	0	0.0%	0	0.0%	
LICENCES & PERMITS	0	0	0	0	0	0.0%	0	0.0%	
FINES	0	0	0	0	0	0.0%	0	0.0%	
USER FEES & SERVICE CHARGES	712	116	756	756	0	0.0%	640	550.5%	
RENTALS	57	12	54	54	0	0.0%	42	334.7%	
SALES	113	24	103	103	0	0.0%	79	332.2%	
RECOVERIES & CONTRIBUTIONS	6	0	0	0	0	0.0%	(0)	-100.0%	
OTHER REVENUE	0	0	0	-	0	0.0%	(0)	-100.0%	
<b>Total Revenues</b>	<b>\$1,170</b>	<b>\$381</b>	<b>\$1,142</b>	<b>\$1,142</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$760</b>	<b>199.3%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$12,181	\$8,932	\$12,621	\$12,681	\$60	0.5%	\$3,749	42.0%	
PRINTING & OFFICE SUPPLIES	38	17	36	36	0	0.0%	19	110.2%	
OPERATING MATERIALS & SUPPLIES	123	28	112	112	0	0.0%	84	304.4%	
VEHICLE SUPPLIES	0	0	0	0	0	0.0%	0	0.0%	
UTILITIES	161	132	166	166	0	0.0%	34	25.6%	
COMMUNICATIONS	106	59	121	121	0	0.0%	62	105.9%	
TRAVEL EXPENSES	46	30	44	20	(23)	-53.5%	(9)	-31.7%	
TRAINING	56	27	56	58	2	4.3%	32	118.8%	
CONTRACTS SERVICES AGREEMENT	219	229	237	238	0	0.1%	9	3.9%	
MAINT. & REPAIR - TIME & MATERIAL	218	138	218	218	(0)	-0.1%	80	58.1%	
RENTAL/LEASE	20	7	19	19	0	0.0%	12	173.6%	
INSURANCE	12	12	12	12	0	0.0%	0	0.0%	
PROFESSIONAL SERVICES	60	58	57	78	21	37.1%	20	33.8%	
LICENCES, PERMITS, FEES	17	20	22	22	0	0.0%	1	7.3%	
CREDIT CARD SERVICE CHARGES	6	4	7	7	0	0.0%	2	56.5%	
PROMOTION & ADVERTISING	33	23	31	31	0	0.0%	8	33.2%	
CONTRACTED MUNICIPAL SERVICES	0	0	0	0	0	0.0%	0	0.0%	
OTHER PURCHASED SERVICES	913	913	913	913	0	0.0%	0	0.0%	
WRITE-OFFS	0	0	0	0	0	0.0%	0	0.0%	
TRANSFERS TO OWN FUNDS	0	0	0	0	0	0.0%	0	0.0%	
OTHER EXPENDITURES	13	3	8	11	3	37.8%	8	228.1%	
<b>Total Expenses</b>	<b>\$14,223</b>	<b>\$10,633</b>	<b>\$14,680</b>	<b>\$14,743</b>	<b>\$63</b>	<b>0.4%</b>	<b>\$4,110</b>	<b>38.7%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$13,053</b>	<b>\$10,251</b>	<b>\$13,539</b>	<b>\$13,602</b>	<b>\$63</b>	<b>0.5%</b>	<b>\$3,350</b>	<b>32.7%</b>	
<b>Full Time Complement</b>	<b>67</b>	<b>72</b>	<b>78</b>	<b>78</b>					

### Major changes in the 2021 Budget from the 2020 Budget:

No significant changes.

## 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> ) (2020). Support development, implementation and analysis of Citizen Satisfaction Survey for this Council term ( <i>BMFT Action 1.1.1</i> ) (2020). Undertake a corporate annual Customer Satisfaction Survey for library services ( <i>BMFT Action 1.1.1</i> ) (2020).
	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"> <li>▪ Support e-Blast Program (2020)</li> <li>▪ Support Your Voice Markham (2020)</li> </ul>
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> ) (2020).
	1.2.3 Advance Digital Markham / “Frictionless City” • Expand digital access and literacy programs	Develop and strengthen digital literacy and inclusion programs through annual work plans ( <i>BMFT Action 1.2.3</i> ) (2020) <ul style="list-style-type: none"> <li>▪ Launch Digital Media Lab at Markham Village branch (focus on digital music education and creation + instrument lending) (2020)</li> </ul> Launch full Digital Media Labs at Cornell and Markham Village branches.
	• 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> ) (2020).

## 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
		Launch mobile printing solution to enable residents to send print jobs to library printers from home or from their mobile devices while within the library, as part of the public computing lifecycle replacement project ( <i>BMFT Action 1.2.3</i> ) (2020).
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 ( <i>BMFT Action 1.3.2</i> ) (2020).
	1.3.2 Implement Modernized Employee Wellness Program	Implement corporate Employee Wellness Program through participation on the Total Wellbeing Team ( <i>BMFT Action 1.3.2</i> ) (2020).
	1.3.3 Provide staff access to technologies to improve service delivery	Support ITS Department in providing workplace technologies to improve service delivery, pursuant to life cycle replacement ( <i>BMFT Action 1.3.3</i> ) (2020).
	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> ) (2020).

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 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 from Counting Opinions online survey <sup>1</sup>	8.7	8.7	8.7	8.8	8.8	9.0	2022
% of material borrowing through self-service	84%	84%	84%	84%	85%	90%	2023
Email notifications sent ('000)	270	562 <sup>3</sup>	693	738	800	900	2022
Healthy Work Environment Index from Staff Satisfaction Survey	66%	n/a	67%	n/a	70%	75%	2022
# of learning hours per staff FTE (includes part-time)	n/a	7.1	7.0	15.2	15	15	2022
Corporate Staff Satisfaction Survey: Training	72%	n/a	71%	n/a	72%	75%	2022
Corporate Staff Satisfaction Survey: Individual Recognition & Reward	58%	n/a	59%	n/a	60%	65%	2022
Staff Satisfaction Survey: Organizational Engagement	68%	n/a	66%	n/a	68%	70%	2022

Notes:

<sup>1</sup> 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"> <li>• Customized to the community; neighbourhood action plans</li> <li>• “Good neighbour” brochure</li> </ul>	Participate in the development and implementation of a Neighbourhood Partnership Strategy ( <i>BMFT Action 2.1.1</i> ) (2020), including <ul style="list-style-type: none"> <li>▪ Continue to support neighbourhood partnership pilot project (with Recreation and United Way).</li> <li>▪ Continue to support development of “Good Neighbour” Brochure with Recreation. (2020)</li> </ul>
	2.1.2 Expand community hub concept (currently at Aaniin CC) across the City	Continue to work on Aaniin HUB evaluation with Recreation and York University – timing subject to resumption of full operational capacity post-COVID at Aaniin ( <i>BMFT Action 2.1.2</i> ) (2020).
	2.1.3 “Discover Markham”: celebrate Markham’s past, diverse communities and events	Support completion of corporate event inventory list which amalgamates events from all departments ( <i>BMFT Action 2.1.3</i> ).
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 post-COVID enhancement of volunteer program and opportunities in the department ( <i>BMFT Action 2.2.3</i> ) (2020).
	2.2.4 Update the Diversity & Inclusion action plan	Continue to participate on the update of the Diversity Action Plan ( <i>BMFT Action 2.2.4</i> ) (2020).
		Support the implementation of the City’s strategy to combat anti-Black racism, including e-learning rollout to all staff ( <i>BMFT Action 2.2.4</i> ).
		Support the building and strengthening of strategic community partnerships that support diversity and inclusion ( <i>BMFT Action 2.2.4</i> ).
	Reduce barriers to library membership for children and teens to support inclusive access to library educational materials ( <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	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> ).
	2.3.2 Adopt and implement the Economic Development Strategy	Participate on Economic Development Strategy project team with departmental focus on supporting ( <i>BMFT Action 2.3.2</i> ) (2020): <ul style="list-style-type: none"> <li>▪ Implementation of workplace skills and digital training and programs</li> <li>▪ Provision of public space and equipment to support entry-level entrepreneurship, innovation and start-ups</li> </ul> Support economic development work on COVID recovery.
	2.3.4 Launch Destination Markham	Continue to support planning and launch of Destination Markham Strategy, with initial focus on Shop Local initiative ( <i>BMFT Action 2.3.4</i> ) (2020).

### Departmental Performance Measures in Support of Goal

	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
# of volunteer Hours	13,000	11,090	11,482	15,106	n/a	15,000	2022
# of program attendance	131,915	140,723	150,356	148,692	n/a	160,000	2022
# Library materials borrowed (physical and digital) ('000s)	4,949	4,860	5,460	5,576	5,600	6,000	2022
# Library materials borrowed (physical and digital) per capita	14.50	14.13	15.66	15.98	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	3.2.4 Implement Integrated Leisure Master Plan for the City of Markham’s Parks, Recreation, Culture and Libraries	<p>Continue to participate in all Growth Management projects.</p> <p>Launch MPL Board approved departmental strategic plan (that is aligned to BMFT) with focus on literacy, learning, and community social cohesion (<i>BMFT Action 3.2.4</i>)</p> <ul style="list-style-type: none"> <li>▪ Lead launch with cross-Regional youth reading program in partnership with School Boards to promote literacy and use of libraries as community amenities.</li> </ul> <p>Lead the implementation of the multi-year ILMP, including annual reporting on progress (<i>BMFT Action 3.2.4</i>).</p>
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety		<p>Update Business Continuity Plan based on COVID learnings, and provide staff will applicable training.</p> <p>Continue to participate in emergency planning program and responses, as required.</p>
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	<ul style="list-style-type: none"> <li>▪ Support Net Zero Plan from the Sustainability and Asset Management department (<i>BMFT Action 3.4.3</i>) (2020)</li> <li>▪ Support relaunch of greenMarkham to build awareness. (<i>BMFT Action 3.4.3</i>) (2020)</li> </ul>
	3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park	Support the project to work with RNUP to develop a community programming collaboration approach ( <i>BMFT Action 3.4.7</i> ).



<b>Departmental Performance Measures in Support of Goal</b>	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Sq.ft. of library space per capita	0.43	0.43	0.46	0.48	Council to specify	0.60	Council to specify
Resident visits to library branches (000s)	2,389	2,405	2,771	2,698	2,800	3,000	2022
Resident visits to library branches per capita	7.00	6.99	7.95	7.73	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> ) (2020).
	4.1.2 Revenue strategy	Support development of revenue strategy through Directors Forum ( <i>BMFT Action 4.1.2</i> ) (2020).
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.	Develop evaluation process for partnerships and business opportunities ( <i>BMFT Action 4.2.1</i> ).
	4.2.2 Advance detailed service planning for continuous improvement	Support Knowledge Transfer and service planning ( <i>BMFT Action 4.2.2</i> ) (2020).
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources	4.2.4 Develop a comprehensive risk management framework	Support implementation of Enterprise Risk Management program as part of Directors Forum ( <i>BMFT Action 4.2.4</i> ).
	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> ) (2020).

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 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	31.61	31.80	36.71	38.50	n/a	n/a	n/a

## 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> ).	2022-2024
		Support development, implementation and analysis of Citizen Satisfaction Survey for this Council term ( <i>BMFT Action 1.1.1</i> ) (2020).	2022-2023
		Undertake a corporate annual Customer Satisfaction Survey for library services ( <i>BMFT Action 1.1.1</i> ).	2022-2024
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	Continue to leverage corporate technologies for resident engagement and communication ( <i>BMFT Action 1.1.2</i> ), including: <ul style="list-style-type: none"> <li>E-Blast Program</li> <li>Your Voice Markham</li> </ul>	2022-2024
	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> ).	2022-2023
	1.2.3 Advance Digital Markham / “Frictionless City”* <ul style="list-style-type: none"> <li>Expand digital access and literacy programs</li> </ul>	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> ).	2022-2023
1.3 Attract and retain the right talent and invest in and	1.3.2 Continue to implement the People Plan (attraction,	Continue to implement succession planning, knowledge transfer and other people-related	2022-2024

## 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
empower our people to drive innovation and service excellence	retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)	practices to strengthen departmental operations and service delivery. ( <i>BMFT Action 1.3.2</i> ).	
		Continue to implement Employee Wellness Program. ( <i>BMFT Action 1.3.2</i> ).	2022-2024
	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> ).	2022-2024
	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> ).	2022-2023

## 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"> <li>• Customized to the community; neighbourhood action plans</li> <li>• “Good neighbour” handbook</li> </ul>	Participate in the implementation of a Neighbourhood Partnership Strategy ( <i>BMFT Action 2.1.1</i> ).	2022
	2.1.2. Expand community hub concept (currently at Aaniin CC) across the City	Participate on community hub team to ( <i>BMFT Action 2.1.2</i> ): <ul style="list-style-type: none"> <li>▪ Support evaluation of HUB at Aaniin working with York University.</li> </ul> Support development of HUB plan with implementation strategies, in alignment with Neighbourhood Partnership Strategy.	2022-2023
	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 to ( <i>BMFT Action 2.1.3</i> ): <ul style="list-style-type: none"> <li>▪ Support raising awareness and support.</li> <li>▪ Support identification/inventory of list of historic events and distinctions</li> <li>▪ Support development of events program and communication strategy to celebrate Markham</li> </ul>	2022
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> ).	2022-2023
	2.2.4 Update the Diversity & Inclusion action plan		

**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
	2.2.5 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> ).	2022-2024
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity	2.3.2 Adopt and implement the Economic Development Strategy	Participate on Economic Development Strategy project team.	2022-2023
	2.3.4 Launch Destination Markham	Support launch of Destination Markham ( <i>BMFT Action 2.3.4</i> ).	2022-2024

## 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	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	3.2.4 Implement Integrated Leisure Master Plan	Continue to participate in all Growth Management projects ( <i>BMFT Action 3.2.4</i> ).	2022-2023
		Continue to implement the MPL Library Board approved strategic plan for the department that is aligned to the 2020-2023 BMFT Strategic Plan ( <i>BMFT Action 3.2.4</i> ).	2022-2023
		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"> <li>▪ Multi-year plan for priorities and alignment to business plans and budget process.</li> <li>▪ Annual reporting on progress</li> <li>▪ 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</li> <li>▪ Undertake a Markham Centre library within a 'Neighbourhood Centre' in a colocation with developer(s)</li> </ul>	2022-2024

## 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	Year
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety		Maintain departmental Business Continuity Plan, provide staff will applicable training, and participate in emergency planning program and responses, as required.	2022-2024
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> ).	2022-2023
	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> ).	2022-2023



## 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		
	4.1.2 Revenue strategy		
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	Support implementation of evaluation process for partnership and business opportunities ( <i>BMFT Action 4.2.1</i> ).	2022
	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> ).	2022-2023
	4.2.4 Develop a comprehensive risk management framework		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> ).	2022-2023



## OPERATIONS 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
<b>Revenues</b>									
PROVINCIAL GRANTS & SUBSIDIES	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%	
FEDERAL GRANTS & SUBSIDIES	\$19	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%	
LICENCES & PERMITS	252	235	212	249	38	17.7%	15	6.3%	
FINES	0	0	0	0	0	0.0%	0	0.0%	
USER FEES & SERVICE CHARGES	413	257	216	296	80	37.0%	39	15.3%	
RENTALS	536	147	573	573	0	0.0%	426	289.8%	
SALES	94	69	86	86	0	0.0%	17	24.5%	
RECOVERIES & CONTRIBUTIONS	526	559	527	527	0	0.0%	(32)	-5.8%	
OTHER REVENUE	0	0	0	0	0	0.0%	0	0.0%	
<b>Total Revenues</b>	<b>\$1,840</b>	<b>\$1,267</b>	<b>\$1,614</b>	<b>\$1,731</b>	<b>\$118</b>	<b>7.3%</b>	<b>\$465</b>	<b>36.7%</b>	
<b>Expenses</b>									
SALARIES AND BENEFITS	\$15,460	\$15,172	\$16,437	\$16,620	\$183	1.1%	\$1,447	9.5%	
PRINTING & OFFICE SUPPLIES	27	22	23	23	0	0.0%	1	6.6%	
PURCHASES FOR RESALE	0	0	0	0	0	0.0%	0	0.0%	
OPERATING MATERIALS & SUPPLIES	219	220	205	209	4	1.9%	(11)	-5.0%	
VEHICLE SUPPLIES	1,874	1,563	1,779	1,704	(76)	-4.3%	140	9.0%	
SMALL EQUIPMENT SUPPLIES	0	0	0	0	0	0.0%	0	0.0%	
BOTANICAL SUPPLIES	281	197	280	290	10	3.6%	94	47.8%	
CONSTRUCTION MATERIALS	2,625	2,062	2,245	2,296	51	2.3%	234	11.4%	
UTILITIES	290	271	299	296	(3)	-1.0%	25	9.1%	
COMMUNICATIONS	46	59	81	77	(4)	-4.7%	18	30.4%	
TRAVEL EXPENSES	15	7	16	16	0	0.0%	9	127.9%	
TRAINING	47	9	53	53	0	0.0%	44	497.7%	
CONTRACTS SERVICES AGREEMENT	10,807	9,638	10,220	11,045	825	8.1%	1,407	14.6%	
MAINT. & REPAIR - TIME & MATERIAL	2,877	2,660	3,364	3,454	90	2.7%	794	29.9%	
RENTAL/LEASE	380	373	418	404	(15)	-3.5%	31	8.3%	
INSURANCE	0	0	0	0	0	0.0%	0	0.0%	
PROFESSIONAL SERVICES	35	16	16	16	0	0.0%	(0)	-2.9%	
LICENCES, PERMITS, FEES	360	561	480	534	55	11.4%	(27)	-4.8%	
CREDIT CARD SERVICE CHARGES	5	3	2	2	0	0.0%	(1)	-35.4%	
PROMOTION & ADVERTISING	5	3	6	6	0	0.0%	2	78.0%	
CONTRACTED MUNICIPAL SERVICES	2,346	2,392	2,096	2,031	(65)	-3.1%	(362)	-15.1%	
OTHER PURCHASED SERVICES	0	0	0	0	0	0.0%	0	0.0%	
WRITE-OFFS	0	0	0	0	0	0.0%	0	0.0%	
TRANSFERS TO OWN FUNDS	38	38	38	38	0	0.0%	0	0.0%	
TRANSFERS FROM OWN FUNDS	0	0	0	0	0	0.0%	0	0.0%	
OTHER EXPENSES	0	0	0	0	0	0.0%	0	0.0%	
<b>Total Expenses</b>	<b>\$37,738</b>	<b>\$35,266</b>	<b>\$38,058</b>	<b>\$39,113</b>	<b>\$1,055</b>	<b>2.8%</b>	<b>\$3,846</b>	<b>10.9%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$35,898</b>	<b>\$34,000</b>	<b>\$36,444</b>	<b>\$37,381</b>	<b>\$937</b>	<b>2.6%</b>	<b>\$3,382</b>	<b>9.9%</b>	
Full Time Complement	116	109	122	122					

### Major changes in the 2021 Budget from the 2020 Budget:

**User Fees and Service Charges:** Increase due to higher projected utility permit fees.

**Vehicle Supplies:** Transfer of existing budget to Fire Services department.

**Contracts and Service Agreements:** Mainly due to increase in catch basin cleaning, winter maintenance and grass cutting contracts.

**Maintenance & Repair – Time & Material:** Increase relates to additional winter maintenance equipment required resulting from growth.

**Licences, Permits and Fees:** Related to the increase in the catch basin cleaning contract.

**Contract Municipal Services:** Transfer of existing budget to other expense lines within Utility Inspection.

## 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> ): <ol style="list-style-type: none"> <li>1. Outdoor Field- Sport Group Survey</li> <li>2. Annual Road Rehabilitation Satisfaction Survey</li> </ol> Winter Pathway Pilot Survey.
		Create a Your Voice Markham page for collecting resident input and ideas for the Park Renaissance program ( <i>BMFT Action 1.1.2</i> ) (2020).
		Conduct community consultation regarding entrance feature rehabilitation program (2020).
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 (2020).
		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> ).
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> ).



Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
# of formal customer surveys completed	1	3	1	1	1	2	2021
# of ACR work orders/requests (Parks, Roads)	16,120	12,741	13,982	12,859	<14,000	<12,000	2022
# of utility permits processed (Approved, Additional submission, Declined, Cancelled)	2,340	2,937	5,114	4,132	3,642	3,500	2022
Average # of health & safety training hours per full-time employee	50.3	47.2	5.2	5.7	5	8	2021
# of work related injuries resulting in lost time (HR)	4	2	2	1	0	0	2021
Healthy workplace environment index (from staff satisfaction survey)*	74%	n/a	57%	n/a	75%	75%	2021
Recognition Rating (from staff satisfaction survey)*	50%	n/a	53%	n/a	65%	65%	2021
Staff Satisfaction rating (from staff survey)*	58%	n/a	64%	n/a	80%	80%	2021
Completion rate for performance management	100%	100%	100%	100%	100%	100%	2021
Staff absenteeism (average # of days per full-time employee) (HR)	10.0	9.6	10.2	8.2	<10	<10	2021
Employee turn-over rate (HR)	9.3%	13.8%	9.3%	5.8%	10%	10%	2021

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 (2020)
		Support development of Special Events Strategy by Corporate Services ( <i>BMFT Action 2.1.4</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 development of a major civic square ( <i>BMFT Action 2.1.5</i> ) (2020).
		Support development and implementation of AODA guidelines for parks play structures (2020).
		Support Public Arts Master Plan ( <i>BMFT Action 2.2.1</i> ).
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	Implement subsequent Public Realm program phases ( <i>BMFT Action 2.2.2</i> )
		Implement a sustainable entrance feature strategy.
		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	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
# of parks maintained	237	248	254	260	266	See Note*	2021
# of community volunteer initiatives supported (TFT, volunteer ice-rinks, etc.)	44	44	38	32	21	42	2022
Number of parks revitalized through Parks Renaissance	1	11	1	12	1	8	2022

Note: \* The Long-term Target continues to be the maintenance of 100% of all parks assumed. As a growing municipality, the number of parks maintained will increase in the foreseeable future.

## 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>Promote a safe and efficient transportation system that balances needs for all users</p>	<p>Participate in the design aspects of various transit, road and streetscaping projects (<i>BMFT Action 3.1.2</i>).</p>
		<p>Participate in the optimization of local and regional roads plan by Engineering Department (<i>BMFT Action 3.1.4</i>).</p>
		<p>Participate in the implementation of the Active Transportation Master Plan recommendations (<i>BMFT Action 3.1.5</i>).</p>
		<p>Participate in Engineering’s road safety program (<i>BMFT 3.1.6</i>).</p>
		<p>Support the implementation of the sidewalk and MUP roll-out, and relevant policies in the City’s parks and road right-of-way through review of design, providing input to surrounding cost, location and type.</p>
<p>3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.</p>	<p>Align departmental services and resources to effectively manage growth</p>	<p>Support the design/build of a new Public Works Facility and improvements to the central yard to achieve service efficiencies and resource optimization (2020).</p>
		<p>Implement Year 2 of 3 of the City-wide Block Pruning initiative, as a result of the review of forestry services.</p>
		<p>Participate in the feasibility review of Geothermal collection and heating system (2020).</p>
		<p>Support the implementation of the ILMP recommendations (<i>BMFT Action 3.2.4</i>), particularly</p> <ul style="list-style-type: none"> <li>▪ Undertake the development of a 5-year rolling new parks capital plan with Planning &amp; Urban Design – Parks Construction</li> </ul>
		<p>Support work on a city-wide parking strategy (<i>BMFT Action 3.2.5</i>).</p>
		<p>Assess the modifications to the Engineering Design Guidelines in the planning of new communities (Future Urban Area - ELT, York Downs, Markham Centre, Buttonville,</p>

## 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
		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 infrastructure, and enable community resiliency and community safety.	Ensure the deployment of resources, programs, and services are reliable	Lead the development of winter maintenance operations contracts.
		Support of strategies to address impacts of extreme weather ( <i>BMFT Action 3.3.3</i> ).
		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> ) (2020).
		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 (2020)





Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 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)	78%	74%	74%	79%	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%	2021
% of fleet utilizing hybrid technology (light duty vehicles under 10,000 lb GVW)	16%	16%	16%	16%	15%	15%	2021
Licensed fleet availability (in service rate in %)	95%	95%	95%	95%	90%	90%	2021
% Operations Management and Administration Staff that have received BEM training*	-	-	-	74%	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.
		Document City assets through EAM and meet legislative requirements on Asset Management Plan strategy ( <i>BMFT Action 4.2.3</i> ) (2020).
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		Update the Fleet Management and Maintenance Policy.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 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 actuals.</i> )	\$2,746	\$2,789	\$3,146	\$3,042	\$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> )	\$4,067	\$4,677	\$5,039	\$7,030	\$7,400	See Note*	2022
Average annual operating cost per licensed unit in Fleet under 10,000 lb GVW	\$5,800	\$5,800	\$5,800	\$5,800	<\$6,000	<\$6,000	2021
Project Completion Rate (*newly approved by Directors Forum in 2017)	86%	71%	89%	74%	90%	90%	2021

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> ).	2022-2024
		Broadcast Operations' key messages to stakeholders utilizing social media tools ( <i>BMFT Action 1.1.2</i> ).	2022-2024
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> ).	2022-2023
		Support implementation of a new customer response management (CRM) system to replace ACR ( <i>BMFT Action 1.2.1</i> ).	2022-2023
		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> ).	2022-2023
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.	2021-2024

## 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	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> ).	2022
		Support development of a major civic square ( <i>BMFT Action 2.1.5</i> ).	2022-2024
		Develop and implement future phases of the Park Renaissance program, leveraging data collected through Your Voice Markham.	2022-2024
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> ).	2022-2024
		Implement subsequent Public Realm program phases ( <i>BMFT Action 2.2.2</i> ).	2022-2023
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.	2022-2023
		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.	2022-2024

## 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	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> ).	2022-2024
		Participate in optimization of local and regional roads plan by Engineering Department ( <i>BMFT Action 3.1.4</i> ).	2022-2024
		Participate in the implementation of the Active Transportation Master Plan recommendations ( <i>BMFT Action 3.1.5</i> ).	2022-2024
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> ).	2022-2024
		Support the design/build of a new Public Works Facility and improvements to the central yard to achieve service efficiencies and resource optimization.	2022-2023
		Participate in the establishment of a city-wide parking strategy ( <i>BMFT Action 3.2.5</i> ).	2022-2023
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> ).	2022-2023
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> ).	2022-2024
		Increase tree canopy to mitigate climate change ( <i>BMFT Action 3.4.2</i> ).	2022
		Support BMFT projects – Waste Diversion and Markham Centre Rouge River Trail ( <i>BMFT Action 3.4.4, 3.4.5</i> ).	2022-2023

**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> ).	2022-2024
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> ).	2022-2023
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> ).	2022-2023



## RECREATION 2021 OPERATING BUDGET

Description (in \$000's)	2019 Actual	2020 Actual	2020 Budget	2021 Budget	2021 Bud. vs. 2020 Bud.		2021 Bud. vs. 2020 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
PROVINCIAL GRANTS & SUBSIDIES	\$67	\$43	\$42	\$42	\$0	0.0%	(\$1)	-1.6%
USER FEES & SERVICE CHARGES	13,901	2,244	14,712	14,712	0	0.0%	12,468	555.6%
RENTALS	8,261	3,558	8,821	8,821	0	0.0%	5,263	147.9%
SALES	134	26	151	151	0	0.0%	125	482.5%
RECOVERIES & CONTRIBUTIONS	116	77	88	88	0	0.0%	12	15.0%
OTHER REVENUE	370	274	332	347	15	4.5%	73	26.7%
INTER-DEPARTMENTAL RECOVERIES	913	913	889	889	0	0.0%	(24)	-2.6%
<b>Total Revenues</b>	<b>\$23,762</b>	<b>\$7,135</b>	<b>\$25,037</b>	<b>\$25,052</b>	<b>\$15</b>	<b>0.1%</b>	<b>\$17,917</b>	<b>251.1%</b>
<b>Expenses</b>								
SALARIES AND BENEFITS	\$23,158	\$14,834	\$23,363	\$23,409	\$46	0.2%	\$8,576	57.8%
PRINTING & OFFICE SUPPLIES	100	31	86	86	0	0.0%	55	175.3%
PURCHASES FOR RESALE	92	28	96	96	0	0.0%	69	248.9%
OPERATING MATERIALS & SUPPLIES	1,295	513	1,332	1,332	0	0.0%	819	159.8%
VEHICLE SUPPLIES	34	17	32	32	0	0.0%	15	87.0%
UTILITIES	6,030	4,010	5,983	5,815	(168)	-2.8%	1,806	45.0%
COMMUNICATIONS	47	29	58	58	(0)	0.0%	29	101.1%
TRAVEL EXPENSES	12	2	5	5	0	0.0%	3	149.6%
TRAINING	138	26	139	139	0	0.0%	113	429.6%
CONTRACTS SERVICES AGREEMENT	1,636	1,236	1,886	2,112	227	12.0%	876	70.9%
MAINT. & REPAIR - TIME & MATERIAL	2,041	1,159	1,826	1,828	2	0.1%	669	57.8%
RENTAL/LEASE	148	23	163	163	0	0.0%	139	594.7%
PROFESSIONAL SERVICES	28	21	47	47	0	0.0%	27	129.3%
LICENCES, PERMITS, FEES	63	32	58	58	0	0.0%	26	82.5%
CREDIT CARD SERVICE CHARGES	348	136	343	343	0	0.0%	206	151.2%
PROMOTION & ADVERTISING	107	44	90	90	0	0.0%	47	106.3%
CONTRACTED MUNICIPAL SERVICES	18	4	22	22	0	0.0%	18	477.1%
PMTS. TO CITIZENS/LOCAL GROUPS	50	55	45	45	0	0.0%	(10)	-18.8%
TRANSFERS TO/(DRAW FROM) RESERV	608	298	369	369	0	0.0%	71	23.9%
OTHER EXPENDITURES	24	17	2	2	0	0.0%	(15)	-87.9%
<b>Total Expenses</b>	<b>\$35,977</b>	<b>\$22,514</b>	<b>\$35,946</b>	<b>\$36,053</b>	<b>\$107</b>	<b>0.3%</b>	<b>\$13,539</b>	<b>60.1%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$12,215</b>	<b>\$15,378</b>	<b>\$10,909</b>	<b>\$11,001</b>	<b>\$92</b>	<b>0.8%</b>	<b>(\$4,378)</b>	<b>-28.5%</b>
<b>Full Time Complement</b>	<b>127</b>	<b>85</b>	<b>132</b>	<b>132</b>				

### Major changes in the 2021 Budget from the 2020 Budget:

**Utilities:** Decrease due to historical usage and energy efficient initiatives and savings resulting from new cooling and heating contract at Angus Glen.

**Contracts & Services Agreements:** Increase due to Angus Glen cooling and heating contract, offset by savings in utility costs.



## 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> ).
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.
		Continue with Recreation Academy by supporting training and professional development, as part of succession planning and knowledge transfer strategies ( <i>BMFT Action 1.3.2</i> ).
		Work with HR and Fire departments on Peer-to-Peer Critical Incident Teams.
		Continue to lead the annual corporate Employee Appreciation Day.
		Continue to lead the annual corporate Employee Appreciation Day.



<b>Departmental Performance Measures in Support of Goal</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2021 Target</b>	<b>Long-term Target</b>	<b>LT Target Year</b>
Overall satisfaction by program, facility and sport group users	75%	93%	73%	0	85%	85%	2024
# of annual visits at recreation facilities (in millions)	8.3	8.3	9.2	9.1	9.4	9.4	2024
# of annual direct program registrations	63,972	79,220	94,873	90,640	94,000	94,000	2020
# of annual drop-in programs	808,691	782,696	834,998	700,277	850,000	850,000	2022
Completion of project within established framework	-	91%	92%	95%	95%	95%	2019
Healthy Work Environment Index (Staff Survey) <sup>1</sup>	65%	-	64.5%	n/a	68%	70%	2022
Organizational Engagement Index (Staff Survey) <sup>1</sup>	68%	-	66%	n/a	69%	70%	2022
# of loss days due to injury (HR)	3	0	3	46	0	0	2020
# of corporate learning hours per regular full-time employees (HR)	5	3.8	3.6	3.4	3.8	4	2022

Note: <sup>1</sup> - 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 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	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 as we recover from the pandemic ( <i>BMFT Action 2.1.2</i> ).
		Program and services review in response to community recovery.
		Complete the Aquatic Safety Audit.
		Launch the new Swimmer+ program which provides additional options for residents to participate in the Learn to Swim program
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	Identify and work with potential para sport organizations to host events ( <i>BMFT Action 2.1.3</i> ).
		Lead the corporate volunteer program ( <i>BMFT Action 2.2.3</i> ).
		Support update of the Diversity & Inclusion Action Plan ( <i>BMFT Action 2.2.4</i> ).
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Contribute to the Economic vitality of Markham through recreation and sport	Investigate opportunities to continue to support art installations in our facilities ( <i>BMFT Action 2.2.5</i> ).
	Support Destination Markham	Investigate partnerships to enhance sport opportunities in our community.
		Work with local businesses to promote and attract sport events.
		Work with Destination Markham to enhance the sport hosting package that includes inventory of our sport assets ( <i>BMFT Action 2.3.4</i> ).

<b>Departmental Performance Measures in Support of Goal</b>	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Annual volunteers involved in Recreation Programs	n/a	447	447	590	600	700	2023
Total participant hours for recreation programs per capita	n/a	n/a	4.59	3.93	3.90	4.00	2022
Unique resident participation in registered programs per capita (includes Culture programs previously to 2017)	63,248	73,183	91,663	94,640	95,000	95,000	2022
Retention rate of Fitness Centre members	58%	62%	57%	55%	60%	60%	2022
# of annual provincial level and above events hosted	16	33	48	22	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"> <li>• Markham Centre Neighbourhood Centre</li> <li>• Development of a sport park</li> </ul>
	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.
	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	Support BMFT projects – Net Zero Plan ( <i>BMFT Action 3.4.3</i> ), Waste Diversion ( <i>BMFT Action 3.4.4</i> ), Urban Parks Strategy ( <i>BMFT Action 3.4.6</i> ), and Rouge National Urban Park partnerships ( <i>BMFT Action 3.4.7</i> ).
		Implement the final conversion of the existing BAS to corporate BAS system at Centennial, Rouge River and Angus Glen CC.

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.
		Continue to support implementation of the private tennis facility at Reesor Park.
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.
		Implement Peer Review program to ensure ongoing facility standards are maintained.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Comply with all financial and corporate policies	Complete and implement training on corporate policies for staff.
		Support Audits as required.

Departmental Performance Measures in Support of Goal	2016	2017	2018	2019	2021 Target	Long-term Target	LT Target Year
Revenue as % of total gross Recreation operating expenditures	65%	68%	64%	64%	70%	70%	2022
Completion rate on approved capital projects	98%	91%	87%	95%	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	Complete a Customer Satisfaction Survey – TBD ( <i>BMFT Action 1.1.1</i> ).	2022-2024
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> ).	2022-2023
	Use technology to support the enhance business practices		
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	Continue to support training and professional development – Succession planning and knowledge transfer strategy.	2022-2024
		Continue to lead the annual corporate Employee Appreciation Day.	2022-2024



## 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	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.	2022-2024
		Lead the Neighbourhood Service teams ( <i>BMFT Action 2.1.1</i> ).	2022-2023
		Lead the development of community hubs in other facilities in Markham that support the community needs ( <i>BMFT Action 2.1.2</i> ).	2022-2024
	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.	2022-2024
		Identify and work with potential para sport organizations to host events.	2022-2024
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	Enhance the corporate volunteer program and opportunities ( <i>BMFT Action 2.2.3</i> ).	2022-2024
		Support update of the Diversity & Inclusion Action Plan ( <i>BMFT Action 2.2.4</i> ).	2022-2024
		Continue to investigate opportunities to continue to support art installations in our facilities ( <i>BMFT Action 2.2.5</i> ).	2022-2024
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Contribute to the Economic vitality of Markham through recreation and sport Support Destination Markham	Investigate partnerships to enhance sport opportunities in our community.	2022-2024
		Work with local businesses to promote and attract sport events.	2022-2024
		Work with Destination Markham to enhance the sport hosting package that includes inventory of our sport assets ( <i>BMFT Action 2.3.4</i> ).	2022-2024

## GOAL 3 – Safe, Sustainable and Complete Community

## 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
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**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
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3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		Support the Markham Cycling HUB.	2022-2024
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.	2022-2024
		Look for partnerships and co-location opportunities for the provision of recreation in new communities.	2022-2024
		Support the implementation of the ILMP recommendations, including the development of a Sport Park (BMFT Action 3.2.4).	2022-2024
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.	2022-2024
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 (BMFT Action 3.4.7).	2022-2024
		Support Net Zero Plan from the Sustainability and Asset Management department (BMFT Action 3.4.3).	2022-2023

## 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> ).	2022-2024
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.	2022-2024
		Ensure that Recreation services meets completion rate targets for all capital projects.	2022-2024
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.	2022-2024
		Support Audits as required.	2022-2024

## ACRONYMS

<b>BAU</b>	Business As Usual
<b>BIA</b>	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.
<b>BMFT</b>	Building Markham's Future Together
<b>BP</b>	Business Plan
<b>CAO</b>	Chief Administrative Officer
<b>COLA</b>	Cost of Living Adjustment
<b>CPI</b>	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)
<b>CUPE</b>	Canadian Union of Public Employees – An association formed for protecting the rights of its members, usually employees in the public sector.
<b>DBRS</b>	Dominion Bond Rating Service
<b>DCA</b>	Development Charges Act – Provides guidelines on funding of identified growth related projects in the City from developers.
<b>DF</b>	Director's Forum
<b>ELT</b>	Executive Leadership Team
<b>GAAP</b>	Generally Accepted Accounting Principles – Uniform minimum standards for financial accounting a recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
<b>GFOA</b>	Government Finance Officers Association of the United States and Canada
<b>GTHA</b>	Greater Toronto and Hamilton Area
<b>HST</b>	Harmonized Sales Tax (13%)

<b>ITS</b>	Information Technology Services
<b>KPI</b>	Key Performance Indicators (Performance Measures)
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>MEC</b>	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.
<b>MECO</b>	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
<b>MESF</b>	Markham Environmental Sustainability Fund
<b>MPFFA</b>	Markham Professional Firefighter’s Association – An association of Firefighter’s formed for protecting the rights of its members in their workplace environment.
<b>MTO</b>	The Ontario Ministry of Transport
<b>OMERS</b>	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.
<b>PSAB</b>	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.

**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

<b>Accrual Basis</b>	A method of accounting that recognizes revenue as they are earned and expenditure when they are incurred rather than waiting until cash is exchanged.
<b>Accumulated Depreciation</b>	The total amount recorded, during a specified period of time, to reduce the value of a long-term tangible asset.
<b>Administrative Expenses</b>	Expenses incurred for the day-to-day operations e.g. Salaries, building rental, office expenses etc.,
<b>Amortized</b>	To gradually write off the initial cost of (an asset) over a period
<b>Appropriation</b>	A sum of money or total of assets devoted to a special purpose.
<b>Assessment</b>	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.
<b>Audit</b>	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.
<b>Bill 148</b>	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.
<b>Bill 175</b>	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.
<b>Bill 195</b>	Legislation to safeguard health and prevention of drinking water health hazards through the control and regulation of drinking water systems and drinking water testing.
<b>Balanced Budget</b>	When total revenues equal total expenses in a fiscal year.
<b>Budget</b>	A financial plan for a given fiscal year showing revenues and expenditures for different funds of the City.
<b>Capital Budget</b>	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.



<b>Capital Assets</b>	Represents non-financial assets having a useful life greater than 1 year. Examples: Land, Building, Machinery, etc.
<b>Capital Receipts</b>	Receipt of funds specifically for the creation of a Trust account.
<b>Capital Expenditure</b>	Money spent for replacement, purchase, construction or betterment of tangible capital assets.
<b>Capital Projects</b>	Projects whose value is more than \$5,000 with benefits of expenditure lasting several years.
<b>Chargebacks</b>	Represents allocating a portion of costs incurred by a department on behalf of the benefitting department.
<b>Depreciation</b>	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.
<b>Development Charges</b>	A fee charged to new development to finance the cost of new growth-related capital facilities and infrastructure required to satisfy increased servicing needs.
<b>Donations in Kind</b>	Represents the value of a commercial service received from external customers without any payment for the same.
<b>Fixed Assets</b>	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.
<b>Fund</b>	A sum of money set aside and earmarked for a specified purpose.
<b>Gas Tax Rebate</b>	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.
<b>Grants in Lieu</b>	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.
<b>Infrastructure</b>	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).
<b>Levy</b>	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** Sections referenced:

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.

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.

**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.

<b>Supplementary Taxes</b>	Property taxes collected on new assessment not previously identified by Municipal Property Assessment Corporation (MPAC).
<b>Tax Rate</b>	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.
<b>User Fees &amp; Service Charges</b>	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.:
<b>Approving Authority:</b> Chief Administrative Officer (CAO)	<b>Effective Date:</b> 2017	
<b>Approved or Last Reviewed Date:</b> January 2020	<b>Next Review Year:</b> 2025	
<b>Area this policy applies to:</b> City-wide	<b>Owner Department:</b> Financial Services	
<b>Related Policies:</b> <ul style="list-style-type: none"> <li>• Capital Budget Control Policy</li> <li>• Expenditure Control Policy</li> <li>• Ontario Regulation 284/09</li> <li>• Section 391 – Fee and/or Charges By-Law of the Municipal Act, 2001</li> <li>• Section 326 – Special Service Charge By-law of the Municipal Act, 2001</li> </ul>		

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 8<sup>th</sup> 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"> <li>- Multi-year.</li> <li>- Non-recurring.</li> </ul>
Minor	<ul style="list-style-type: none"> <li>- Non-recurring.</li> <li>- Completed within 12 months of initiation date.</li> <li>- Invoices processed and projects “closed” 3 months after project completion.</li> </ul>
Annual	<ul style="list-style-type: none"> <li>- Recurring.</li> <li>- Completed within the calendar year of approval.</li> <li>- Invoices processed and project “closed” no later than Q1 of the year following approval.</li> </ul>

\*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.: -
<b>Approving Authority:</b> Chief Administrative Officer (CAO)		<b>Effective Date:</b> February 27, 2017
<b>Approved or Last Reviewed Date:</b> January 2020		<b>Next Review Year:</b> 2025
<b>Areas this policy applies to:</b> City-wide		<b>Owner Department:</b> Financial Services
<b>Related Policy:</b> <ul style="list-style-type: none"> <li>• Expenditure Control Policy</li> <li>• Ontario Construction Lien Act</li> </ul>		

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"> <li>• Recurring</li> <li>• Completed within the calendar year of approval plus no more than 3 months in order to pay outstanding invoices.</li> </ul> <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"> <li>• Non-recurring</li> <li>• Completed within 12 months from date of initiation plus no more than 3 months in order to pay outstanding invoices.</li> </ul> <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"> <li>• Multi-year</li> <li>• Non-recurring</li> </ul>

- 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"> <li>• PO represents a minimum 50% of the total approved budget</li> </ul>
B.	PO not issued / Project not initiated	<ul style="list-style-type: none"> <li>• Capital Project is included in the procurement plan, <b>and</b></li> <li>• Future PO represents a minimum 50% of the total approved budget, <b>and</b></li> <li>• Commitment that the PO will be issued by March 1</li> </ul>



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.:
<b>Approving Authority:</b> Council	<b>Effective Date:</b> March, 2009	
<b>Approved or Last Reviewed Date:</b> January 2020	<b>Next Review Year:</b> 2025	
<b>Area(s) this policy applies to:</b> Financial Strategy & Investments, Financial Services	<b>Owner Department:</b> Financial Strategy & Investments, Financial Services	
<b>Related Policy(ies):</b>		

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.:
<b>Approving Authority:</b> Council	<b>Effective Date:</b> September 2010	
<b>Approved or Last Reviewed Date:</b> May 2019	<b>Next Review Year:</b> 2024	
<b>Area(s) this policy applies to:</b> Financial Strategy & Investments, Financial Services	<b>Owner Department:</b> Financial Strategy & Investments, Financial Services	
<b>Related Policy(ies):</b>		

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



	<b>Appendix 5: Investment Interest Allocation Policy</b>	
	<b>Policy Category:</b>	
	<b>Policy No.:</b>	<b>Implementing Procedure No.:</b>
<b>Approving Authority:</b> Council	<b>Effective Date:</b> October 2009	
<b>Approved or Last Reviewed Date:</b> May 2019	<b>Next Review Year:</b> 2024	
<b>Area(s) this policy applies to:</b> Financial Strategy & Investments, Financial Services	<b>Owner Department:</b> Financial Strategy & Investments, Financial Services	
<b>Related Policy(ies):</b>		

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:

<b>Current</b>	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
<b>Difference (D)</b>	<b>\$84 K</b>	<b>(\$16 K)</b>	<b>(\$16 K)</b>	<b>(\$16 K)</b>	<b>(\$16 K)</b>	<b>\$20 K</b>

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)

<b>Proposed</b>	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
<b>Difference (D)</b>	<b>\$4 K</b>	<b>\$4 K</b>	<b>\$4 K</b>	<b>\$4 K</b>	<b>\$4 K</b>	<b>\$20 K</b>

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 were 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.:
<b>Approving Authority:</b> Chief Administrative Officer (CAO)	<b>Effective Date:</b> 2017	
<b>Approved or Last Reviewed Date:</b> December 1, 2019	<b>Next Review Year:</b> 2024	
<b>Area(s) this policy applies to:</b> City-wide	<b>Owner Department:</b> Financial Services	
<b>Related Policy(ies):</b>		

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.:
<b>Approving Authority:</b> Chief Administrative Officer		<b>Effective Date:</b> 2006
<b>Approved or Last Reviewed Date:</b> January 2020		<b>Next Review Year:</b> 2025
<b>Area(s) this policy applies to:</b> Financial Strategy & Investments, Financial Services		<b>Owner Department:</b> Financial Services
<b>Related Policy(ies):</b>		

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: October 5, 2020	Next Review Year: 2025	
Area(s) this policy applies to: Corporate-wide	Owner Department: Financial Services	
<b>Related Policy(ies):</b> 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

**“Authorized Employee”** means an employee who have been approved by the appropriate Director and Commissioner to have signing authority

**“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 Cheque Requisitions

#### 5.14.1 When a Cheque Requisition can be used

- a) A **Cheque Requisition** can only be used if no invoice has been provided or is available from the vendor and for the follow authorized payment types:
  1. Payments to other levels of government or non-profit organization
  2. Honorariums (where regular ongoing requirements exist, a contract is recommended)

3. Legal fees and amounts transferred in trust through the law branch
4. Permits
5. Settlement of a legal claim
6. Purchase of land
7. Payment of a grant, donation or sponsorship
8. Refunding a prior payment
9. Payment of a rebate
10. Payment of a seminar or conference fee
11. Payment of a legal contract or agreement
12. Payment for election duties
13. Payment to Workplace Safety and Insurance Board (WSIB) b) If an invoice has been provided or is available from the vendor, the invoice must be processed through Accounts Payable

#### 5.14.2 Authorizing a Cheque Requisition Payment

All **Cheque Requisitions** require two **Authorized Employee** signatures.

- a) A payment equal to or less than \$5,000 must be authorized by an **Authorized Employee** and their Immediate **Manager**.
- b) A payment more than \$5,000 and less than \$100,000 must be authorized by an **Authorized Employee** and their immediate **Director**.
- c) A payment equal to or more than \$100,000 must be authorized by an **Authorized Employee** and the applicable **Commissioner**.
- d) A payment for purchase of land must be authorized by an **Authorized Employee** and the **CAO**. The Senior Manager, Financial Strategy & Investments may authorize any Letter of Credit draw, reduction or release up to \$100,000 if the **Manager** or **Director** from the applicable department has approved that the necessary work has been completed and supporting documentation has been provided.

#### 5.14.3 Appropriate Supporting Documentation

In order for Accounts Payable to process a **Cheque Requisition** payment, the requester must complete a Cheque Request Form (located on CheckMark) along with supporting documentation such as: Copy of the authorized claim settlement, final agreement and Council extract (if applicable). For refunds, proof of payment to the City.

#### 5.15 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**.



### 5.16 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.**

### 5.17 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.

### 5.18 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.

### 5.19 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

	<b>Authority</b>
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

	<b>Authority</b>
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

	<b>Authority</b>
a) up to \$100,000	Manager
b) up to \$350,000	Director
c) up to requested value	CAO, Commissioner, Treasurer

### 5.24 Miscellaneous

	<b>Authority</b>
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**.

	<b>Appendix 9: Tangible Capital Asset Policy</b>	
	<b>Policy Category:</b> Finance	
	<b>Policy No.:</b>	<b>Implementing Procedure No.:</b>
<b>Approving Authority:</b> Chief Administrative Officer (CAO)	<b>Effective Date:</b> January 1, 2009	
<b>Approved or Last Reviewed Date:</b> January 2020	<b>Next Review Year:</b> 2025	
<b>Area(s) this policy applies to:</b> City-wide	<b>Owner Department:</b> Financial Services	
<b>Related Policies:</b>		
<ul style="list-style-type: none"> <li>Public Sector Accounting Board (PSAB), Section 3150</li> </ul>		

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
- Equipment
- Furniture & Fixtures
- Infrastructure
- Land
- Library Furniture & Fixtures
- Library Media Collection
- Parks & Pathways
- Vehicles
- Waterworks Equipment
- Waterworks Infrastructure
- 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
<b>Buildings</b>			Single Asset (by Building)	40	
<b>Equipment</b>	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	
<b>Furniture &amp; Fixtures</b>	Facility Furniture		Pooled by Year	10	
	Office Furniture		Pooled by Year	15	
<b>Infrastructure</b>	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		
<b>Land</b>	Land Parcels		Single Asset (by Roll #)	n/a	
	Park Landscaping		Pooled by Year	n/a	
	Land Under ROW's		Pooled by Year	n/a	
<b>Library Furniture &amp; Fixtures</b>	Library Furniture & Fixtures		Pooled by Year	10	
<b>Library Media Collection</b>	Library Media Collection		Pooled by Year	7	
<b>Parks &amp; Pathways</b>	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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