

# 2023 Budget

City of Markham, Ontario, Canada

Markham Civic Centre





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Markham  
Ontario**

For the Fiscal Year Beginning

**January 01, 2022**

*Christopher P. Morill*

Executive Director



## TABLE OF CONTENTS

Section	Page
<b>Executive Summary</b>	1
<b>1. City Overview</b>	
Markham Street Map	14
Markham Coat of Arms and Motto	15
Markham Council	16
Organizational Structure	17
2023 Budget Full Time Complement	18
History of Markham	21
Economic Profile	23
Financial Report Card	35
New Dwelling Units and Construction Values	36
<b>2. Corporate Strategic Plan</b>	
Strategic Plan and Initiatives – Building Markham’s Future Together	37
<i>Goal 1 – Exceptional Services by Exceptional People</i>	41
<i>Goal 2 – Engaged, Diverse, Thriving and Vibrant City</i>	42
<i>Goal 3 – Safe, Sustainable and Complete Community</i>	43
<i>Goal 4 – Stewardship of Money and Resources</i>	44
<b>3. 2023 Budget</b>	
2023 Budgeting Process	45
2023 Budget Overview	47
2023 Operating Budget by Account	50
Relationship Between Functional Units, Major & Non-Major Funds	51
2023 Corporate-Wide Budget and Consolidated Budget by Department	53
<b>3a. Funds Summary</b>	
Summary of Funds	57
Reserves	
<i>Description of Reserves</i>	59
<i>Continuity Schedule</i>	61



Section	Page
<i>Explanation of Changes</i>	62
<i>2021 to 2023 Summary of Reserve and Reserve Funds</i>	63
Trust Funds & Description	64
<b>3b. 2023 Operating Budget</b>	
Operating Budget Overview	65
Operating Budget Expenditures	67
Operating Budget Revenues	70
2023 Operating Budget Schedule - Consolidated	75
2023 Operating Budget Summary - Expenditures	76
2023 Operating Budget Summary - Revenues	77
Long Term Operating Budget Forecast	78
<b>3c. 2023 Capital Budget</b>	
Capital Budget Overview	82
2023 Capital Budget by Department and by Funding Source	84
2023 Capital Budget Other Reserves Breakdown	85
2023 Capital Induced Operating Costs / Savings	86
Long Term Capital Budget Forecast	89
2023 Capital Budget Project Listing	91
Capital Project Requests for Projects Over \$1 Million	96
<b>3d. Building Standards, Planning &amp; Design, Engineering and Waterworks Budget</b>	
Building Standards Budget	128
Planning & Design Budget	131
Engineering Budget	134
Waterworks Budget	137
<b>4. Budget Policies and Guidelines</b>	
Financial Policies Summary	140



## 5. Commission Overview

Business Plans Introduction	142
Mayor and Council	145
Office of the Chief Administrative Officer	146
<i>Corporate Communications</i>	151
<i>Fire &amp; Emergency Services</i>	158
<i>Legal Services</i>	169
<i>People Services</i>	178
Corporate Services	184
<i>By-law and Regulatory Services</i>	188
<i>Financial Services</i>	199
<i>Information Technology Services</i>	212
<i>Legislative Services</i>	224
<i>Sustainability and Asset Management</i>	235
Development Services	249
<i>Building Standards</i>	255
<i>Economic Growth, Culture &amp; Entrepreneurship</i>	268
<i>Engineering</i>	281
<i>Planning and Urban Design</i>	296
<i>Traffic Operations</i>	312
Community Services	313
<i>Environmental Services - Infrastructure</i>	322
<i>Environmental Services - Waste Management and Waterworks</i>	323
<i>Markham Public Library</i>	335
<i>Operations</i>	350
<i>Recreation Services</i>	363

## 6. Glossary

<i>Acronyms</i>	374
<i>Glossary of Terms</i>	377



## 7. Appendices

Appendix 1 – Financial Planning and Budgeting Policy	381
Appendix 2 – Capital Budget Control Policy	392
Appendix 3 – Investment Policy	400
Appendix 4 – Development Charge Borrowing Policy	413
Appendix 5 – Investment Interest Allocation Policy	416
Appendix 6 – Reserve Policy	420
Appendix 7 – Debt Policy	424
Appendix 8 – Expenditure Control Policy	426
Appendix 9 – Tangible Capital Assets Policy	435



## 2023 EXECUTIVE SUMMARY

The City of Markham is located in the Region of York (York Region) within the Greater Toronto Area (GTA). With a population of more than 353,000, Markham is the largest of nine communities in York Region and is home to over 650 company headquarters and more than 1,500 high tech and life science companies. Markham is a leader in attracting foreign direct investment, with more than 234 foreign companies located in the city. Founded in the 1790s, Markham is one of Canada's most diverse communities that also enjoys a rich cultural heritage.

Throughout the COVID-19 pandemic, the City continued to provide essential services and prioritized its commitment to maintain momentum towards accomplishing Building Markham's Future Together (BMFT) strategic actions under Council's four goals.

In 2022, the City of Markham began a staged transition coming out of the pandemic, continuing to provide the full range of core online and in person services, while gradually reopening community centres, libraries and culture facilities. The City supported community recovery from the pandemic through hosting mass vaccination clinics, relaunching the community hub program and providing support to small business.

Markham is a thriving and vibrant city and the successful return of in-person events highlighted the community's desire to reconnect and celebrate our rich diversity. In 2022, Canada Day festivities were celebrated for the first time in Markham Centre, with a crowd of over 20,000 participants, and the Children's Festival returned to the Aaniin Community Centre, to the delight of families. The Varley Art Gallery, a much-beloved art institution in the heart of Main Street Unionville, celebrated its 25<sup>th</sup> anniversary.

In 2022, another successful municipal election was carried out with new technology and accessibility features and over 93% participation in online voting. The City's efforts were recognized with the Canadian Association of Municipal Administrators Willis Award for Innovation, the AMCTO E.A Danby Award, and an IABC Ovation Award. The City also launched eSignature services as part of the 2022 Municipal Election, making it the first city in Ontario to fully digitize election registration. This, along with other digital enhancements including the utilization of artificial intelligence and provision of verifiability software allowed the City of Markham to remain on the leading edge of election technology and innovation.

Markham continued delivering award-winning services that residents and customers have come to expect. This includes new innovative library programs, 67 kilometers of road repair and rehabilitation, issuing more than 2,000 new residential building permits, and expanding the community and allotment garden program. The new East Markham Operations Yard, a state of the art facility became fully operational to address winter maintenance requirements for our growing city. The City of Markham also completed work on two new signature parks and purchased the historic Shouldice site in Thornhill for public use.



The 2023 Budget looks to build on these accomplishments while addressing the diverse needs of our growing community in challenging times. Rising inflation, a looming recession, and unprecedented legislative changes have created financial pressures and uncertainties. However, through prudent financial planning and investments in infrastructure, the 2023 property tax rate increase is well below the current rate of inflation and will ensure the continued delivery of high quality City services that residents have come to expect. Markham continues to demonstrate and build on its strong record of fiscal management

Recently, the City signed a Housing Pledge with a Promise in response to the Province's ambitious housing targets. Markham shares a commitment with other levels of government in supporting the development of new housing; however, with changes to key pieces of legislation that significantly constrain Development Charges and other growth-related revenue, a new long-term permanent municipal funding strategy must be developed to maintain service levels and fund critical infrastructure projects which support new growth. Markham continues to approach new growth and development from the principle that "growth should pay for growth."

Markham continues to make critical capital investments to the City's infrastructure including improving the road and pedestrian network and building strong and resilient communities. Funding has been set aside for Markham's Flood Control Program, including the upgrade of the storm sewer system in West Thornhill.

The City is a leader in taking action against climate change, with a goal to achieve Net Zero Emission by 2050. The 2023 Budget supports the City's green spaces by intensifying the tree canopy and enhancing playground accessibility. New EV chargers have also been installed at various City locations to support green operations and a greener future.

In order to ensure that the City's assets are in a state of good repair, Markham is mindful about investing in the replacement and rehabilitation of day-to-day assets such as service vehicles and community centre equipment. In response to community feedback and to enhance its services, Markham Public Libraries collections and e-resources are renewed each year to support Markham's diverse community and membership interests.

The City of Markham delivers exceptional services by exceptional people and we were once again recognized as one of Canada's top employers in Forbes' annual list. Markham has also 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. Once again, the City scored more than 80% and earned an "A-" in the C.D. Howe Institute's annual report card on municipal fiscal transparency, "Show Us Our Money: Fiscal Accountability in Canada's Cities, 2022." Markham's score places the City in the top 5 out of 32 major Canadian municipalities in the report.





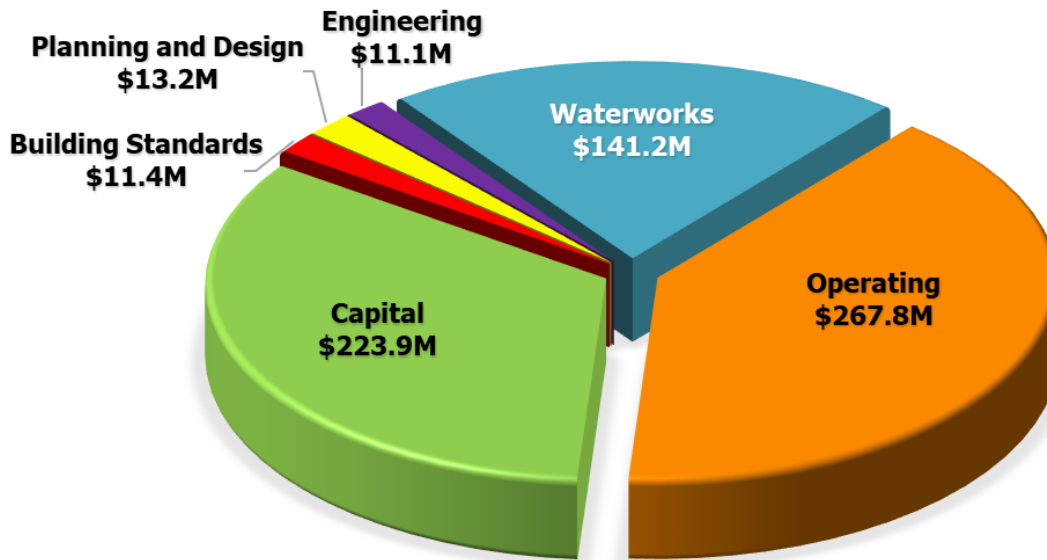
The City of Markham was ranked first of large Ontario municipalities for fiscal transparency and received the Canadian Award for Financial Reporting, an award the City has won consecutively since 2001.

Markham remains committed to accomplishing our strategic goals and continuing to work alongside our government partners to create strong, cohesive and livable communities. The City is committed to ensuring its workforce reflects the community, and the Diversity Action Plan will continue to guide Markham in the years ahead.



## 2023 Budget Process

In April 2023, Markham Council approved the 2023 budget of \$668.7M. The major components are:



Council acknowledged the importance of approving the lowest possible property tax rate increase to assist Markham property owners to better weather uncertain and challenging times as part of the continued recovery from COVID-19. As a result, Council approved a 3.0 per cent property tax rate increase, which is below the rate of inflation. The budget maintains, and in some cases exceeds, current service levels. It also continues to provide investment in Council-approved priority areas and in our Life Cycle program, which ensures sufficient funds are available for the repair and replacement of City assets for the next 25 years.

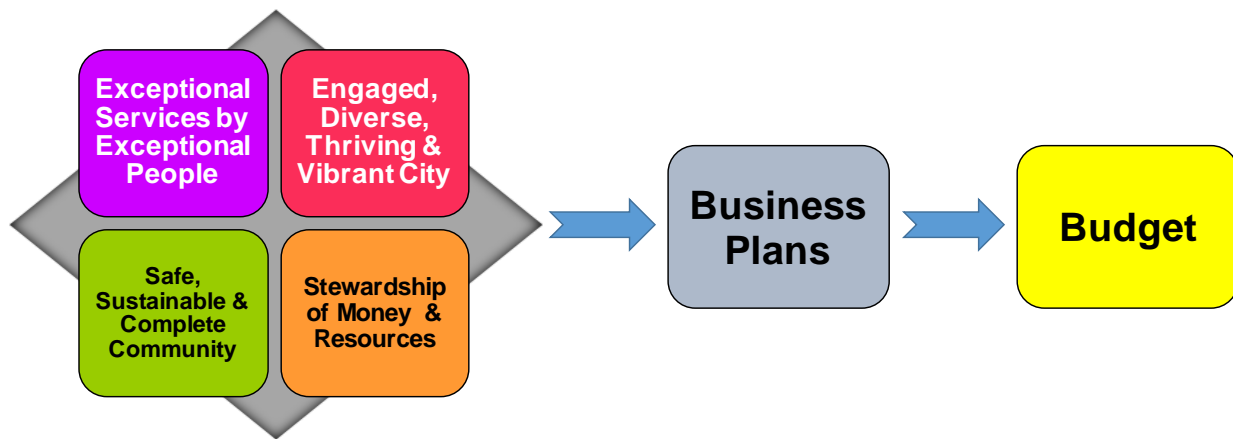
The 2023 budget was developed in accordance with budget guidelines. The process was initiated with a fiscal scan that identified economic pressures. Based on this and other factors, a preliminary budget was developed. Early in the process, priorities were set, aligning the City's corporate goals to departmental budget requests. These requests were submitted to Senior Staff for review and subsequently presented to the Budget Committee.

Building Markham's Future Together 2020-2026 (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.



Due to the municipal election in Fall 2022, Budget Committee meetings were held between January and April 2023. All meetings were open to the public in-person as well as via live video-streaming through Markham’s portal. A public consultation meeting was held on March 9, 2023 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. Members of the public were able to make deputations 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 the lowest property tax rate increases, while addressing budgetary requirements. The new Bill 23, More Homes Built Faster Act adds increased pressures and uncertainties, including significantly constraining revenue that municipalities currently use to fund growth infrastructure.

Markham distinguishes itself from other municipalities with its capital reserve programs, the Life Cycle Reserve Study and Waterworks Reserve Study. 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 and Waterworks reserve is reviewed every year using a 25-year planning horizon.

## 2023 Budget Pressures

The fiscal scan conducted to forecast the 2023 economic pressures, identified approximately \$11.4M in budgetary pressures made up of four components:



1. **Personnel:** budgetary pressures totaled \$7.1M and resulted from collective agreements, cost of living adjustments, grid movements for full-time and part-time staff, and new staff requests.
2. **Growth:** budgetary pressures totaled \$2.6M and resulted from personnel ramp-up related to existing and new facilities (e.g., Fire Stations, Libraries), increased maintenance for 7.9 km of new roads, 15.8 km of sidewalks and 1.1 km of rear lanes, 3.97 hectares of new parkland, the assumption of 25 new hectares of storm water management ponds, increase in waste collection for 1,116 residential new home/apartment units and providing power plus the maintenance and repair of 250 new streetlights. Contributions to the capital program and capital induced costs are also included in the budget to support growth.
3. **Municipal Contracts:** budgetary pressures, taking into account inflationary increases, totaled \$2.3M and resulted primarily from waste management, roads winter maintenance, and insurance.
4. **Infrastructure:** Life Cycle and Waterworks reserve studies are updated annually to determine the adequacy of the reserves for future replacement of existing assets against projected inflows.

Infrastructure pressures were identified in the following areas:

A. Life Cycle Reserve Study

- Replacement of existing and new assets
- Life Cycle Reserve Study identified the need for a 0.6% infrastructure investment in 2023



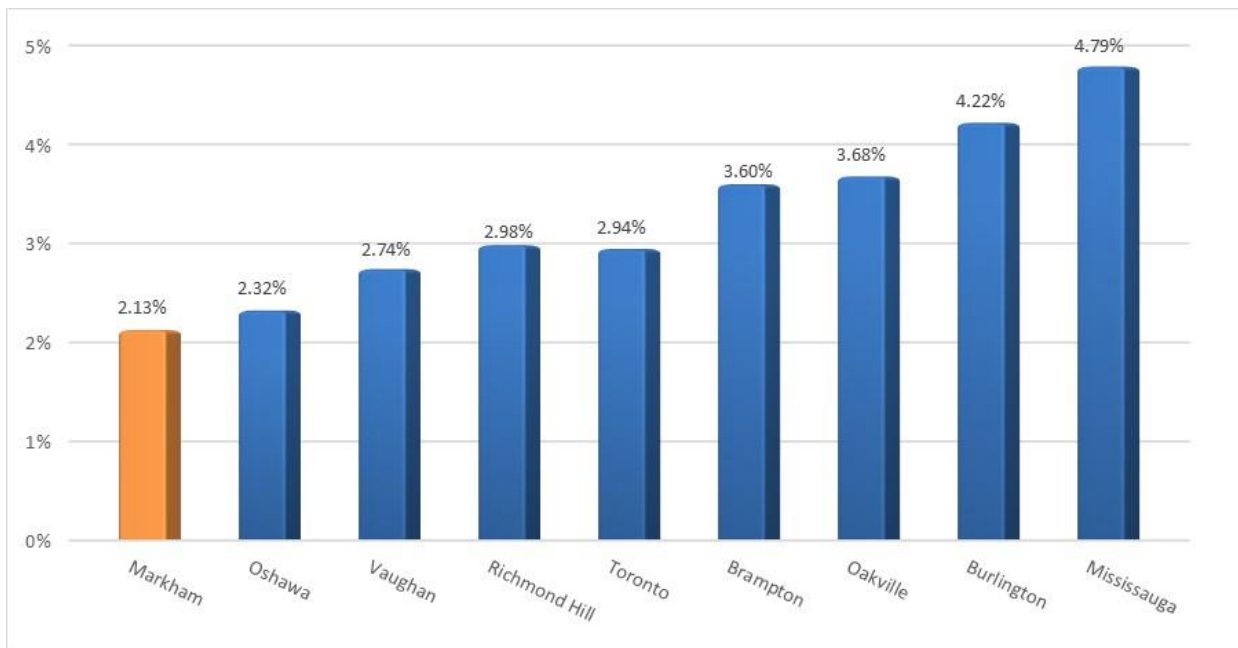
- Includes a Council approved phase-in of an additional 0.1% infrastructure investment each year to ramp up the annual infrastructure investment to 1% per year by 2027
- B. Development Charges Background Study
  - Non-growth portion of City-wide hard and soft service capital programs
- C. Water and Wastewater Reserve Study
  - Increases to the Region of York’s water wholesale rate for the purchase of clean, filtered drinking water and wastewater treatment services
  - 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.

The City’s “Excellence Through Efficiency and Effectiveness Program”, or “E3”, has been successful in mitigating tax rate increases. The program has been in place since 2009 and to-date a total savings of \$35.4M has been achieved. This equates to a tax rate increase avoidance of over 28.0%, which would have been paid on an annual basis by Markham residents.

Markham has maintained low tax rates year over year, making it the benchmark for other municipalities to follow. Following approval of the 2023 Budget, Markham’s eighteen- year (2006-2023) cumulative residential tax rate increase of 38.3%, or an average of 2.13% per year, is the lowest among Greater Toronto Area municipalities.

**Comparison of 18-Year Average Property Tax Rate Increases (2006-2023)**





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.

### **2023 Operating Budget Highlights (\$267.8M)**

The 2023 operating budget includes an increase in expenditures of \$17.8M, partially offset by an increase in revenues of \$12.7M, resulting in a net pressure of \$5.1M. The shortfall equates to a 3.0% tax rate increase, which is below the rate of inflation.

The tax rate increase includes 1.9% for day-to-day operating costs, a 0.6% infrastructure investment to ensure there are sufficient funds in the life cycle reserve to repair and replace assets for the next 25 years; and 0.5% for year 2 of the 5-year payback of the Corporate Rate Stabilization equating to 0.5%. This stems from a one-time draw from the City's Corporate Rate Stabilization Reserve in 2021 for \$3.6M, with the goal of reducing the annual gap over the next 5 years.

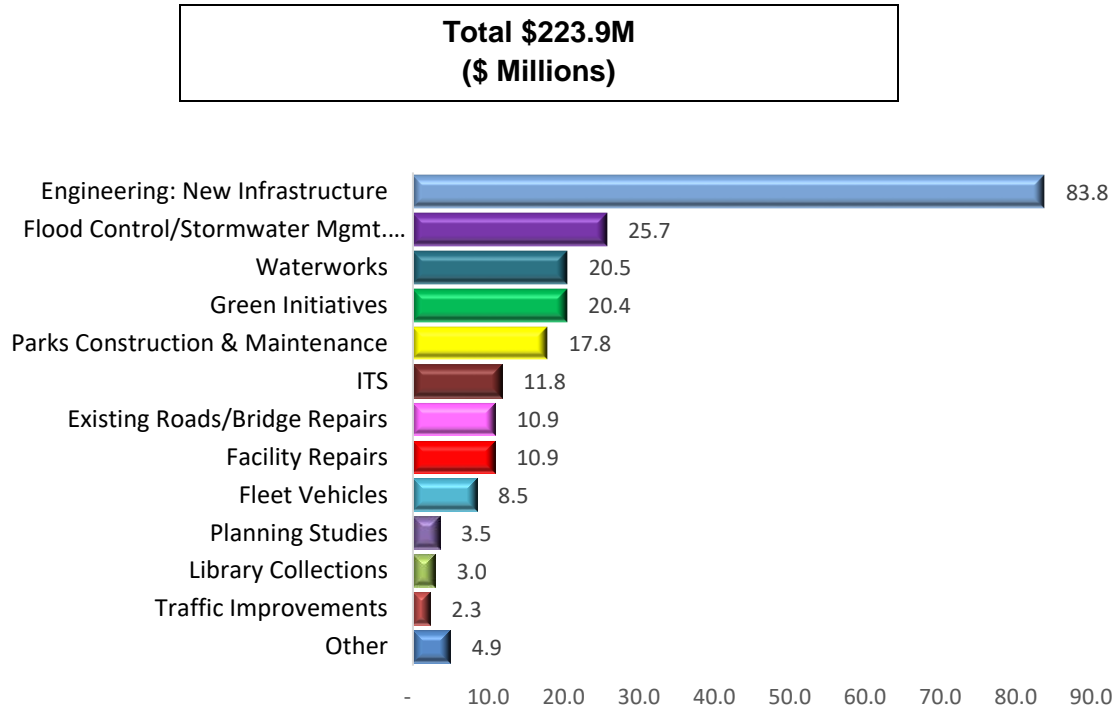
The 2023 operating budget plan meets the expanding needs of Markham's community while maintaining exceptional services and affordability for the taxpayer.

### **2023 Capital Budget Highlights (\$223.9M)**

The total 2023 Capital Budget effectively addresses each of the City's strategic priorities. Incorporating longer-term thinking within the capital budget process provides assurance to residents that the existing infrastructure and community facilities are maintained in a state of good repair. 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 2023 Capital Budget by category type:



Major continuing or revitalization investments include:

- Continuation of the City's 30-year Flood Control Program to protect public and private properties and make critical infrastructure more resilient to climate change. The 2023 Budget includes \$14.5M for continued construction in West Thornhill.
- Projects to advance the BMFT goal of Safe, Sustainable and Complete Community. 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 \$12.3M and facility improvement work of \$10.9M and asphalt resurfacing of \$7.9M are included in the 2023 budget.
- Investments through the 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 2023 park construction and maintenance budget totals \$11.3M and includes the Ada Mackenzie Park and South Cornell Parkette.

### **2023 Budget: Full Accrual Accounting Method**

The 2023 Council Approved Budget restated in full accrual accounting method as prescribed by the Public Sector Accounting Board is shown on page 12.



## Looking Ahead: Building Markham’s Future Together 2020-2026 Strategic Plan

The 2020 to 2023 Strategic Plan, Building Markham’s Future Together, was developed to act as a blueprint for how Markham Council and Senior Staff make decisions about the City’s future to ensure its success. The Plan incorporates a vision for the continued development of Markham as a vibrant and thriving city. The key 2022 accomplishments against each goal are listed in Section 2 (Corporate Strategic Plan) under Strategic Plan and Initiatives starting from page 37.

At the April 25, 2023 General Committee Meeting, Markham Council endorsed an extension of the current BMFT timeframe to 2026. A community consultation process will be undertaken later this year to review current priorities and to propose potential goals and actions that can be added to the Plan, pending Council endorsement.

### Building Markham’s Future Together (BMFT): 2020 – 2026 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.

#### 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.

#### 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.

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

To 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. The annual Budget process is a key element in the achievement of this goal. A number of strategies were outlined earlier in this document that the City pursues as part of Budget development. Central to the approach is addressing the challenge of delivering a balanced budget with a reasonable tax rate increase in response to increased operating expenditures resulting from economic and growth pressures.

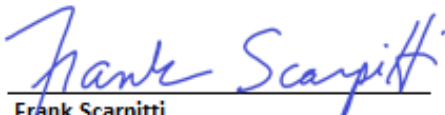




## Summary

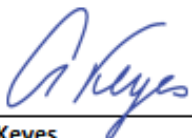
The challenges experienced across the globe during the past three years arising from the pandemic were unprecedented. Rising inflation, a looming recession, and unanticipated legislative changes have created further financial pressures and uncertainties. Despite this, Markham has delivered a 2023 Budget that addresses the diverse needs of our growing community and will continue to provide outstanding service and delivery to its residents. Through ambitious initiatives and prudent planning, Markham has repeatedly achieved success in delivering state-of-the-art facilities and award winning services, while keeping taxes at the lowest rate throughout the GTA. Through its numerous achievements, Markham has earned a reputation of being a premier municipality, with the ability to deliver quality results and establish itself at the forefront of new initiatives and programs.

The unique perspective from having a deeply rooted heritage, combined with a progressive approach to government, makes Markham a distinctively premium municipality in which to reside for both residents and businesses alike. The diversity within the community has attracted many more residents, as the City continues to enjoy population growth. High-value businesses remain committed to their presence here and help towards creating a strong foundation for re-investment, aiding economic prosperity. Markham remains committed to ensuring it works hard for its residents while researching and implementing new and innovative solutions to ensure cost efficiency and operational excellence. Moving forward, the City will continue to proactively manage and mitigate emerging risks as part of its policy and budget deliberations. Markham will continue to enjoy its reputation as thriving City, where people come to live, work and enjoy.



---

**Frank Scarpitti**  
Mayor



---

**Andrew Keyes**  
Budget Chief & Ward 5 Councillor



---

**Isa Lee**  
Vice Chair, Budget Committee & Ward 8 Councillor

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

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



## **2023 Budget Restated to Full Accrual Accounting Method**

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 the budget are:

1. Amortization; and
2. Post-employment benefits
3. Solid waste landfill closure and post-closure expenses

The City's 2023 budget has been restated in accordance with Ontario Regulation 284/09 and was included for Council adoption as part of the 2023 budget approval process. The City does not have solid waste landfill closure and post-closure expenses and currently excludes amortization and post-employment benefits from its traditional, balanced budget. The restatement of the 2023 Budget in accordance with the full accrual method of accounting and Ontario Regulation 284/09 results in a projected surplus of \$71,998,463. Details of the restated budget are shown on the next page.



## 2023 CONSOLIDATED BUDGET

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

REVENUES	<u>2023</u>	<u>2022</u>
- Operating (excl. Planning & Design, Engineering, Building Standards and Waterworks)	\$267,761,234	\$253,146,615
- Planning & Design	\$13,235,215	\$12,828,142
- Engineering	\$11,130,096	\$10,161,738
- Building Standards	\$11,346,072	\$9,880,206
- Waterworks	\$141,242,580	\$137,438,127
<b>Total Revenues from Operations</b>	<b>\$444,715,197</b>	<b>\$423,454,828</b>
Non-Tangible Capital	\$42,276,868	\$29,972,300
Tangible Capital Assets	\$181,666,432	\$80,291,200
<b>Total Capital - Tangible &amp; Non-Tangible</b>	<b>\$223,943,300</b>	<b>\$110,263,500</b>
<i>Less: Transfer from Reserve / Reserve Funds</i> (1)	<i>(\$87,835,604)</i>	<i>(\$53,022,942)</i>
<b>Net Revenues to fund Capital</b> (2)	<b>\$136,107,696</b>	<b>\$57,240,558</b>
<b>TOTAL REVENUES</b>	<b>\$580,822,893</b>	<b>\$480,695,386</b>
<b>EXPENSES</b>		
- Operating (excl. Planning & Design, Engineering, Building Standards and Waterworks)	\$267,761,234	\$253,146,615
- Planning & Design	\$13,235,215	\$12,828,142
- Engineering	\$11,130,096	\$10,161,738
- Building Standards	\$11,346,072	\$9,880,206
- Waterworks	\$141,242,580	\$137,438,127
<b>Total Operating Expenses</b>	<b>\$444,715,197</b>	<b>\$423,454,828</b>
<i>Less: Transfer to Reserve / Reserve Funds</i> (3)	<i>(\$62,878,222)</i>	<i>(\$56,909,693)</i>
<i>Add: TCA Amortization Expenses</i> (4)	<i>\$83,836,057</i>	<i>\$79,344,906</i>
<i>Add: Post-employment Benefit Expenses</i> (5)	<i>\$874,530</i>	<i>\$822,477</i>
<b>Net Operating Expenses</b>	<b>\$466,547,562</b>	<b>\$446,712,518</b>
Non-Tangible Capital (6)	\$42,276,868	\$29,972,300
Tangible Capital Assets	\$181,666,432	\$80,291,200
<b>Total Capital Expenses</b>	<b>\$223,943,300</b>	<b>\$110,263,500</b>
<i>Less: Tangible Capital Assets Capitalized</i>	<i>(\$181,666,432)</i>	<i>(\$80,291,200)</i>
<b>Net Capital Expenses - Not Capitalized</b> (6)	<b>\$42,276,868</b>	<b>\$29,972,300</b>
<b>TOTAL EXPENSES</b>	<b>\$508,824,430</b>	<b>\$476,684,818</b>
<b>ADJUSTED BUDGET: FULL ACCRUAL ACCOUNTING BUDGET SURPLUS</b> (7)	<b>\$71,998,463</b>	<b>\$4,010,568</b>

### 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 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 previous year and amortization expenses for assets projected to be "in-service" in current year using the 1/2 year
- (5) Post-employment Benefit Expenses based on estimates provided by Nexus.
- (6) Non-Tangible Capital are included in the capital budget, and they will be restated as operating expenses.
- (7) Projected surplus is based on the restated budget.

# 2023 CITY OF MARKHAM



## 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.



# 2022 - 2026 Council of the City of Markham



**Mayor  
Frank Scarpitti**



**Deputy Mayor  
Michael Chan**



**Regional Councillor  
Jim Jones**



**Regional Councillor  
Joe Li**



**Regional Councillor  
Alan Ho**



**Ward 1 Councillor  
Keith Irish**



**Ward 2 Councillor  
Ritch Lau**



**Ward 3 Councillor  
Reid McAlpine**



**Ward 4 Councillor  
Karen Rea**



**Ward 5 Councillor  
Andrew Keyes**



**Ward 6 Councillor  
Amanda Yeung-Collucci**



**Ward 7 Councillor  
Juanita Nathan**

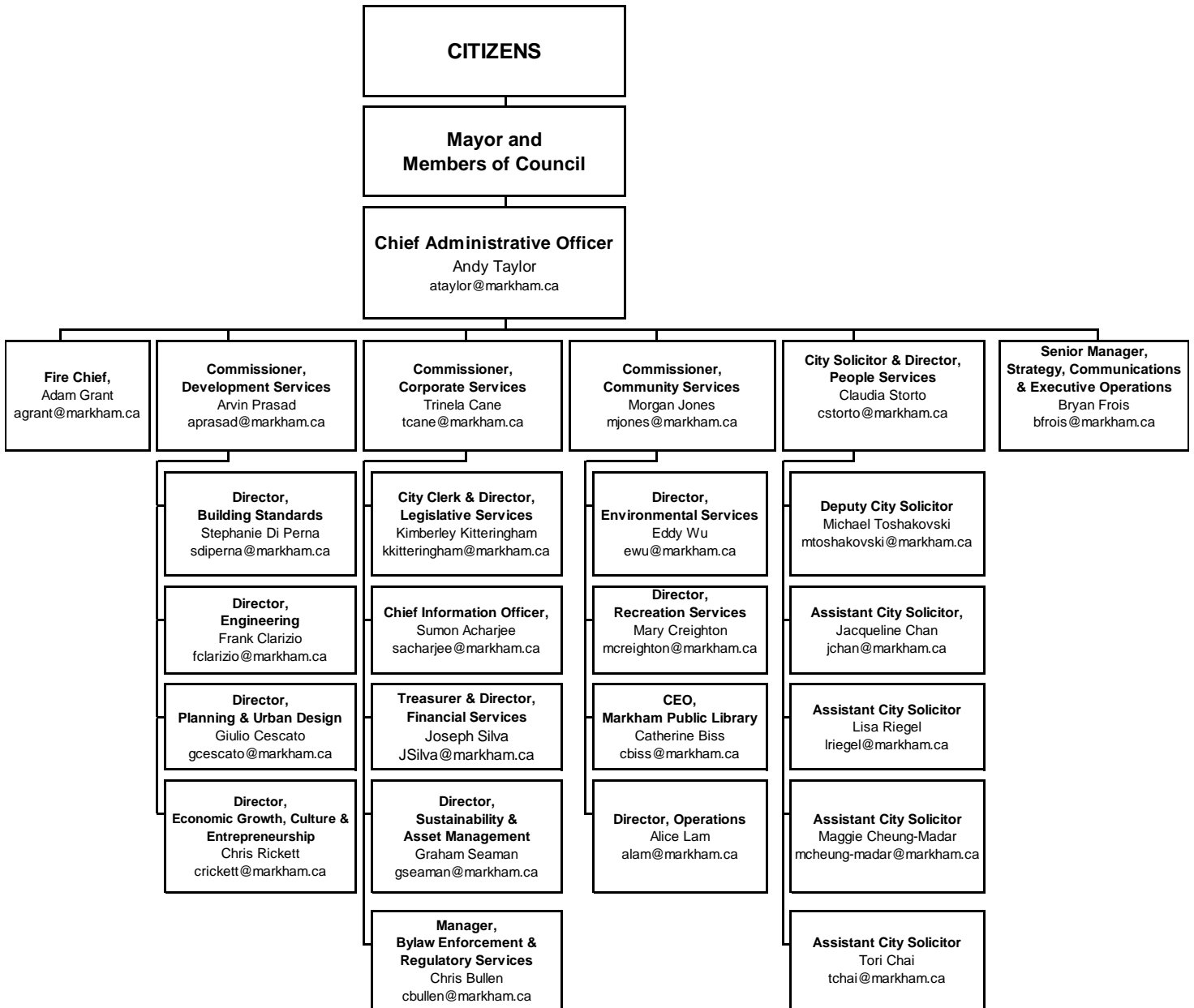


**Ward 8 Councillor  
Isa Lee**





# ORGANIZATIONAL STRUCTURE





## 2023 BUDGET HEAD COUNT APPROVED FULL TIME COMPLEMENT

Department / Commission	2019	2020	2021	2022	2023
<b>Mayor &amp; Council*</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
People Services	19	19	19	18	23
Legal Services	12	13	13	13	13
CAO's Office	3	3	3	4	4
Fire & Emergency Services	278	280	281	269	269
Corporate Communications**	11	11	11	11	11
<b>Total Chief Administrative Office</b>	<b>323</b>	<b>326</b>	<b>327</b>	<b>315</b>	<b>320</b>
Financial Services	50	49	49	49	51
Information Technology Services	36	37	42	44	52
Legislative Services	27	28	31	30	35
Bylaw Services	35	39	39	41	42
Sustainability & Asset Management	18	20	17	19	22
Commissioner's Office	2	2	2	2	2
<b>Total Corporate Services</b>	<b>168</b>	<b>175</b>	<b>180</b>	<b>185</b>	<b>204</b>
Economic Growth, Culture & Entrepreneurship	29	30	30	29	32
Traffic Operations	4	4	5	5	5
Commissioner's Office	10	10	14	14	7
<b>Total Development Services</b>	<b>43</b>	<b>44</b>	<b>49</b>	<b>48</b>	<b>44</b>
Environmental Services - Infrastructure	10	10	10	10	12
Environmental Services - Waste Management	5	5	5	4	4
Markham Public Library	78	78	78	78	78
Operations	119	122	122	122	124
Recreation Services	132	132	132	132	133
Commissioner's Office	4	4	3	2	2
<b>Total Community Services</b>	<b>348</b>	<b>351</b>	<b>350</b>	<b>348</b>	<b>353</b>
<b>Corporate</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Sub Total</b>	<b>891</b>	<b>906</b>	<b>916</b>	<b>906</b>	<b>931</b>
Building Services	54	54	54	54	62
Engineering	44	47	46	49	51
Planning & Design	58	59	50	60	70
<b>Waterworks</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>68</b>	<b>69</b>
<b>Total Corporation</b>	<b>1,114</b>	<b>1,133</b>	<b>1,133</b>	<b>1,137</b>	<b>1,183</b>

\* Excludes Mayor & Council Members

\*\* In 2023, Community & Corporate Events and Corporate Communication were moved from Legislative Services to Culture & Economic Development and CAO Commission, respectively





## 2023 Budget

The approved 2023 full time complement of 1,183 represents an increase of 46 positions from 2022. The details of the increase, as well as the transfer of positions among departments, is shown below.

### DETAILS OF FTE CHANGES

<b>Chief Administrative Office</b>		
<b>People Services</b>	Business Partners/Organizational Specialists	5
<b>Corporate Services</b>		
<b>Financial Services</b>	Financial Analyst (Reporting)	1
	Cash Control Analyst	1
<b>Information Technology Services</b>	EAM Coordinator	1
	PerfectMind Quality Assurance	1
	PerfectMind Business Analyst	1
	EAM GIS Technologist	2
	PerfectMind Coordinator	1
	EAM GIS Resource - Digitization of Assets	1
	PerfectMind Quality Assurance Resource	1
<b>Legislative Services</b>	Manager AMPS Service Centre	1
	AMPS Analyst	1
	MLEO Conversion (Business Licensing Standards)	2
	Transfer of Licensing team previously reported under Bylaws	4
	Redeployed positions	(3)
<b>Bylaw Services</b>	MLEOII Officer	3
	Transfer from Operations	2
	Transfer of Licensing team previously reported under Bylaws	(4)
<b>Sustainability &amp; Asset Management</b>	Facility Engineer	1
	Manager, Facility Maintenance	1
	Sustainability Manager	1



<b>Development Services</b>		
<b>Economic Growth, Culture &amp; Entrepreneurship</b>	Transfer of Community Events department from Corporate Communications/Commissioners Office	3
<b>Commissioners Office</b>	Transfer of positions to Planning & Urban Design	(7)
<b>Building</b>	Supervisor, Special Investigations	1
	Process Management Administrator	1
	Manager, Customer Engagement & Administration	1
	Technical & Regulatory Specialist	1
	Zoning Administrator	1
	Application Administrator	1
	Zoning Examiner	1
	Building Engineer	1
<b>Engineering</b>	Senior Environmental Engineer	1
	Capital Works Engineer	1
<b>Planning &amp; Urban Design</b>	Planner II	1
	Transfer of various positions from Commissioners Office - Development Services & Operations	9
<b>Waterworks</b>	Locates Operator	1
<b>Community Services</b>		
<b>Infrastructure</b>	Environmental Engineer	2
<b>Operations</b>	Manager, Utility Inspection & ROW	1
	Parks General Maintenance	1
	Conversion of part-time staff to full-time	4
	Transfer of existing FTE to Planning & Urban Design	(2)
	Transfer of existing FTE to Bylaw Services	(2)
<b>Recreation</b>	Facility Operator 1	1
<b>Total</b>		<b>46</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.

# Markham Economic Profile 2023



## Economic Overview

### Markham's Top 10 Employers

- IBM Canada Ltd.
- York Region District School Board
- TD Waterhouse Canada Inc.
- Markham Stouffville Hospital
- CGI Information Systems
- Aviva Canada
- Saint Elizabeth Healthcare
- Homeline Landmark Realty Inc.
- AMD Technologies Inc.
- York Catholic District School Board



**2.3%**  
Average annual  
employment growth  
(From 2012 to 2022)

**338,503**  
Population

**178,274**  
Jobs  
(Surveyed Employment)

**10,167**  
Businesses  
(Surveyed Businesses)



# High Tech Cluster



Industrial Category	Number of Companies
Computer Systems Design and Related Services	237
Engineering Services	197
Electronic and Precision Equipment Repair and Maintenance	56
Computer, Computer Peripheral and Pre-Packaged Software Merchant Wholesalers	51
Graphic Design Service	34
Electronic Components, Navigational and Communications Equipment and Supplies Merchant Wholesalers	32
Management Consulting Services	24
Research and Development In the Physical, Engineering and Life Sciences	21
Other Telecommunications	20
Data Processing, Hosting and Related Services	19
Semiconductor and Other Electronic Component Manufacturing	19
Software Publishers	18
Wireless Telecommunications Carriers (except Satellite)	18
Wired Telecommunications Carriers	18
Other Scientific and Technical Consulting Services	16
Navigational, Measuring, Medical and Control Instruments Manufacturing	15
All Other Professional, Scientific and Technical Services	11
Management of Companies and Enterprises	10
Environmental Consulting Services	9
Computer and Peripheral Equipment Manufacturing	5
Industrial Design Services	5
All Other Electrical Equipment and Component Manufacturing	4
Surveying and Mapping (except Geophysical) Services	4
Geophysical Surveying and Mapping Services	3
Electrical Equipment Manufacturing	3
Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	3
Other Communications Equipment Manufacturing	3
Communication and Energy Wire and Cable Manufacturing	3
Internet Publishing and Broadcasting, and Web Search Portals	2
Telephone Apparatus Manufacturing	2
Wiring Device Manufacturing	2
Electric Power Generation	1
Audio and Video Equipment Manufacturing	1
<b>Total Number of Technology Companies</b>	<b>776</b>

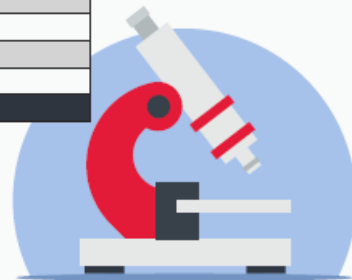
# Life Sciences Cluster



## Life Sciences Cluster

Industrial Category	Number of Companies
Professional Machinery, Equipment and Supplies Merchant Wholesalers	69
Medical Equipment and Supplies Manufacturing	36
Medical and Diagnostic Laboratories	22
Research and Development in the Physical, Engineering and Life Sciences	21
Pharmaceuticals and Pharmacy Supplies Merchant Wholesalers	16
Other Scientific and Technical Consulting Services	16
Navigational, Measuring, Medical and Control Instruments Manufacturing	15
Testing Laboratories	13
Office Administrative Services	11
Computer Systems Design and Related Services	9
Home Health Care Services	9
Management of Companies and Enterprises	6
Pharmaceutical and Medicine Manufacturing	4
Toiletries Preparation Manufacturing	4
Management Consulting Services	1
Computer, Computer Peripheral and Pre-Packaged Software Merchant Wholesalers	1
Industrial Design Services	1
<b>Total Number of Life Sciences Companies</b>	<b>253</b>

Source: 2022 York Region Employment Survey





# Industrial/Commercial Activity

## Development Activity

From modern 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.

### Average Price of Vacant Land in Markham per Acre

	Serviced	Unserviced
<b>Industrial</b>	\$3.5M	\$1.5M
<b>Retail Commercial</b>	\$2.5M	\$800K
<b>Office Commercial</b>	\$3M	\$1M

Source: City of Markham Planning and Urban Design Dept.

### Industrial and Commercial Office Inventory

	Industrial	Commercial
<b>Total Inventory (sq.ft.)</b>	36,998,581	13,898,973
<b>Vacancy Rate - Class A</b>	0.0%	12.5%
<b>Average Net Rent (per sq.ft.)</b>	\$19.00	\$18.48

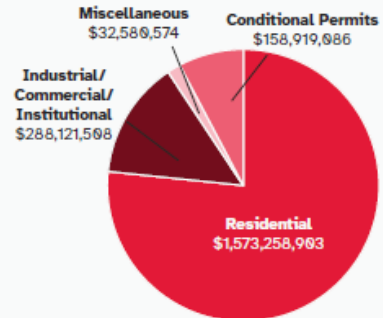
Source: Colliers International Office and Industrial Market Report - Q1 2023

### 2022 Tax Rates

	Commercial	Industrial
<b>Toronto</b>	2.12%	2.08%
<b>Mississauga</b>	1.91%	1.91%
<b>Vaughan</b>	1.59%	1.75%
<b>Markham</b>	1.54%	1.69%

Source: Municipality Websites

### Value of Building Permits (2022)



**Total value:**  
**\$2,052,882,093**

Source: City of Markham Building Standards Dept.

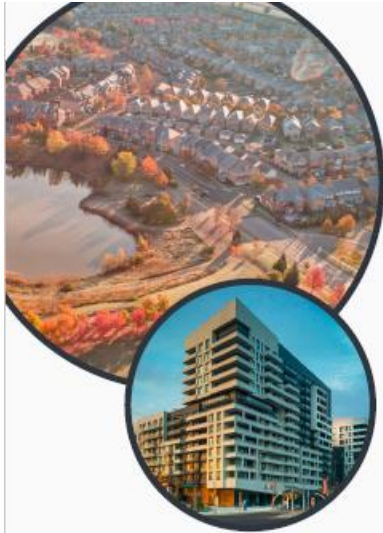
## Industrial Commercial Development

### Vacant Employment Land Inventory 2023

Land Use Designation Categories	Serviced and Market Ready (acres)	Not Serviced (acres)
Commercial Office	80.62	12.79
Commercial Retail	34.51	39.99
Commercial Mixed	46.96	32.09
<b>Total Commercial</b>	<b>162.10</b>	<b>84.87</b>
<b>Total Industrial</b>	<b>427.58</b>	<b>1279.36</b>

Source: City of Markham Planning and Urban Design Dept.

# Residential Activity & Utilities



## Residential Activity

Average Home Prices  
(Benchmark)



# Residential Activity and Utilities

Source: Toronto Regional Real Estate Board - Market Watch, April 2023

## Municipal Utilities

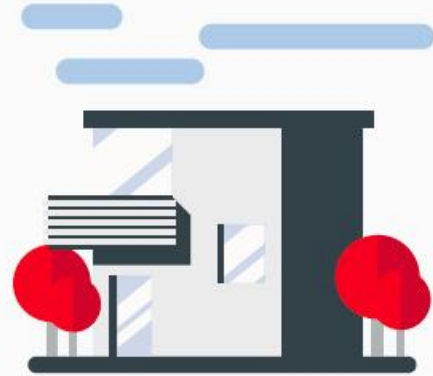
Markham Water Rate (per cubic metre)      \$4.7937/m<sup>3</sup>

### Electricity Costs and Charges, Business Rates

**Small Business**  
 Monthly fixed charge      \$33.32  
 Distribution charge      \$0.0259 per kWh

**50KW Demand or Larger**  
 Monthly fixed charge      \$161.33  
 Per kilowatt charge      \$11.8277

Source: Alectra Inc., 2023; City of Markham



## Quality of Life

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, family-friendly 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.



### Recreation and Culture

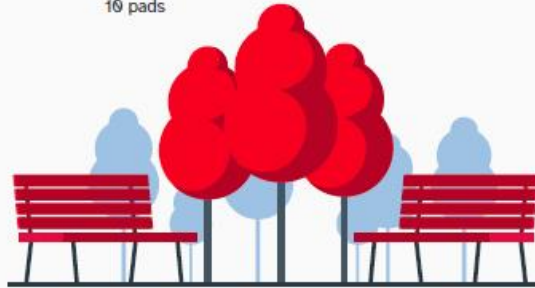
Number of Parks	260
Trails/Pathway System	202.9 km
Public Libraries	8
Community and Cultural Centres & Facilities	36
Soccer Fields	118
Golf Courses	8
Ice Arenas	10 pads

### Heritage Areas

- Buttonville Village
- Markham Village
- Thornhill Village
- Unionville Village

### Public Health and Education

Markham Stouffville Hospital (beds)	365
Shouldice Hernia Centre (beds)	89
Elementary Schools	71
High Schools	15
Community Colleges (within 1 hr drive)	8
Universities (within 1 hr drive)	7



### Cultural Venues



Flato Markham Theatre



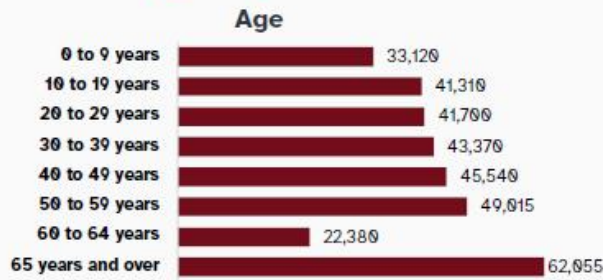
Markham Museum



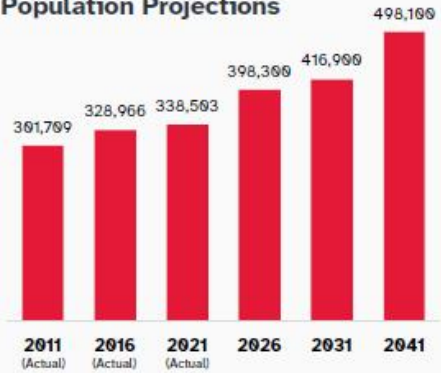
Varley Art Gallery

# Demographic Profile

## Demographic Profile

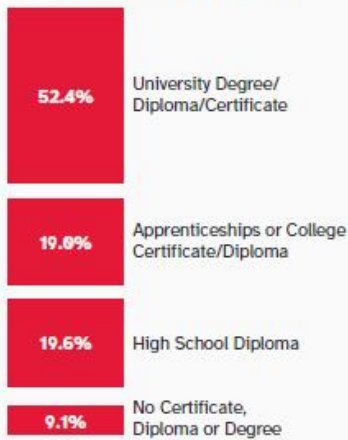


## Population Projections

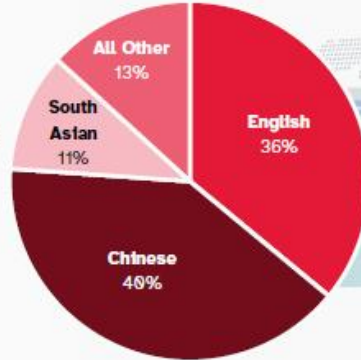


Source: York Region, Corporate Services, Long Range Planning Branch, based on Statistics Canada data and CMHC Housing Completion data

## Educational Attainment



## Mother Tongue



# Labour Force Profile

## Labour Force

### Basic Indicators (Toronto CMA, April 2023)

Number of Persons Employed	3,663,400
Unemployment Rate	5.6%
Labour Force Participation Rate	67.4%

- Markham's working age population (ages 15 to 64) represent about 65.7% of the total population. The city's population is relatively young with the median age being 42.4 years.
- Markham residents are highly educated. For the population ages 25 to 64, 71.4% have at least some post-secondary education.
- In 2021, 58% of permanent residents into Markham were economic immigrants.
- 7,000 international students from more than 150 countries at Seneca



Labour Force by Industry <small>(Top 10 excluding Retail Trade)</small>	%
Professional, scientific and technical services	13.3
Finance and insurance	10.4
Health care and social assistance	9.5
Manufacturing	8.0
Educational services	6.0
Accommodation and food services	5.8
Wholesale trade	4.8
Construction	4.6
Transportation and warehousing	3.8
Other services (except public administration)	3.7

### York University: Markham Campus Opening Spring 2024

A new university campus located in the heart of Markham offering research, training, and teaching opportunities in AI and Society, FinTech, and Digital Cultures.

#### Quick Facts

- 9 Undergraduate Programs
- 5 Graduate Programs
- Home to School of Continuing Studies
- Programs from 4 Faculties

**4,200**  
Students  
(Phase 1)





## Small Business Resources

### Small Business Resources



#### Markham Small Business Centre

Markham Small Business Centre (MSBC) is an innovative resources centre that provides a complete source of free 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, and business resources needed to sustain their growth in today's competitive marketplace. Sessions are delivered at local community centres/libraries, in-person and virtually. MSBC also works to encourage entrepreneurship as a career option for Markham's youth through the Summer Company program as well as the Pitch Your Biz slide deck competition.

Learn more: [MarkhamBusiness.ca](http://MarkhamBusiness.ca)

#### Digital Main Street

Digital Main Street assists main street businesses with their adoption of technology with easy to use tools and resources.

The Digital Transformation Grant program is focused on providing qualified brick-and-mortar small businesses with a digital assessment, online training and a \$2,500 grant to implement their digital transformation plan.

Reach out to Markham's Digital Service Squad through the Markham Small Business Centre to learn more.



## Vital Resources

### ventureLAB

ventureLAB is a leading global founder community for hardware technology and enterprise software companies in Canada. The organization is led by seasoned entrepreneurs and business leaders with decades of industry experience in building IP-rich start-ups, scale-ups, and global multinationals to help businesses scale.

Learn more: [venturelab.ca](http://venturelab.ca)



## Incubators and Accelerators



### YSpace Markham

YSpace is York University's premier entrepreneurship hub creating positive change by fostering a community of innovators, entrepreneurs, and changemakers. YSpace is home to 15 different entrepreneurial programs supporting entrepreneurs from ideation to scale mode including ELLA, our new national and Ontario's first accelerator focused on supporting women-led product and service-based businesses and the Black Entrepreneurship Alliance program, in partnership with the Black Creek Community Health Centre, offering a full spectrum of support to Black Entrepreneurs and young professionals.

Learn more: [yspace.yorku.ca](http://yspace.yorku.ca)

### Seneca HELIX

HELIX is Seneca's innovation and entrepreneurship incubator, invites students and members of the community, to explore and develop their entrepreneurial mindset. HELIX provides the essential tools and supports needed to design and launch a scalable startup, or to innovate from within an existing organization as an intrapreneur. Since its launch in 2017, HELIX has supported the acceleration of over 650 new ventures and engaged over 30,000 individuals in innovation and entrepreneurial workshops and events.

Learn more: [senecacollege.ca/innovation/helix](http://senecacollege.ca/innovation/helix)



## Contacts

### Contacts

#### City Council

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

**Alan Ho**, Regional Council  
Chair of Culture and Economic Development Committee  
alan.ho@markham.ca | 905-479-7760

**Amanda Yeung Collucci**, Ward 6 Councillor  
Vice-Chair of Culture and Economic Development Committee  
acollucci@markham.ca | 905.479.7746

#### Economic Growth, Culture and Entrepreneurship Department

##### Director

**Chris Rickett**, Director, Economic Growth, Culture & Entrepreneurship  
CRickett@markham.ca | 905.477.7000 x 4871

##### Economic Development

**Lee Boudakian**, Manager, Economic Development  
LBoudakian@markham.ca | 905.477.7000 x 6590

**Tiffany Mak**, Manager, Markham Small Business Centre  
TMak@markham.ca | 905.477.7000 x 2528

##### Culture

**Eric Lariviere**, Manager, Flato Markham Theatre  
ELariviere@markham.ca | 905.477.7000 x 7546

**Andrea Carpenter**, Acting Manager, Markham Museum  
ACarpenter@markham.ca | 905.477.7000 x 3164

**Niamh O'Laoghaire**, Manager, Varley Art Gallery  
NOlaoghaire@markham.ca | 905.477.7000 x 3273

##### Special Events

**Renee Zhang**, Supervisor, Community and Corporate Events  
RZhang@markham.ca | 905.477.7000 x 2089

**Prepared by**  
City of Markham  
Economic Growth, Culture and Entrepreneurship  
**Tel:** 905.475.4878  
**Email:** edoInfo@markham.ca  
markhambusiness.ca



## 2022 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.

### 2022 GTA Tax Rate Ranking



Lowest 17-year average tax rate increase in the GTA inclusive of 2022

	2021	2022	Goal	Status
<b>Planning For The Future</b>				
Total Reserves and Reserve Funds excl. Land Acquisition Reserve (as a % of Operating Expenses)	107.2%	116.4%	>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	2.73%	4.30%	>Inflation	
Net Financial Assets (as a % of annual revenue)	61.4%	80.3%	>-50%	
Debt Servicing (as a % of total operating revenue)	0.13%	0.16%	<5%	
Net Cost per Household to Operate Municipality	\$1,293	\$1,477	Within the Lowest 25% of GTA Municipalities	
<b>Ensuring Growth Pays For Growth</b>				
Tax Rate increase	0.00%	1.95%	<3%	
Non-Residential Property taxes (as a % of total property taxes levied)	17.01%	16.34%	>20%	
<b>Safeguarding Of Money</b>				
Total Taxes Receivable less Uncollectible allowance (as a % of total taxes levied)	4.5%	4.4%	<10%	
Liquidity: total cash and cash equivalents (as a % of Current Liabilities)	111.2%	97.1%	>5%	



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

### Number of New Dwelling Units Issued in Year 2022

Single Dwellings	159
Double Dwellings	16
Row Dwellings	703
Apartments	1,274
Accessory Dwellings	48
<b>Total</b>	<b>2,200</b>

### Construction Value of Permits Issued in 2022

(in \$000's)

Residential	\$ 1,573,258,903
Commercial	\$ 288,121,508
Other	\$ 191,499,660
<b>Total</b>	<b>\$ 2,052,880,071</b>

## STRATEGIC PLAN AND INITIATIVES

### Building Markham's Future Together 2020 - 2026 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.

The 2020 to 2023 Strategic Plan, Building Markham's Future Together, was developed to act as a blueprint which informs Council decisions and departmental business plans to ensure the future success of the City. At the start of each new Council term, Council and Staff revisit the strategic plan to confirm City goals and objectives, and identify key priorities for the term. The BMFT Plan has served the City well to guide both strategic initiatives and service priorities. In April 2023, Markham Council endorsed an extension of the BMFT timeframe through 2026.

Despite the many challenges of the COVID-19 pandemic, the City has made significant headway on a number of actions identified in the 2020-2026 strategic plan, while also advancing important city building projects including the planning and development of the Yonge North Subway Extension, construction of the York University Markham Campus and the delivery of the 2022 Municipal Election. Below is a list of some major accomplishments from 2022:

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

- Expansion of IBM Watson Artificial Intelligence Virtual Assistant to include additional topics. Virtual Assistant utilized for 2022 Municipal Election for voters to get reliable, timely and accurate election information.
- Successful implementation of Contact Centre After Hours Critical Service Dispatch.
- Successfully transitioned Markham Fire & Emergency Services communications to Barrie Fire Dispatch.
- Markham recognized as one of Canada's best employers by Forbes.
- Rolled out diversity training to all staff focused on History of Indigenous Peoples.
- Prepared, finalized and registered on title 64 development agreements, subdivision agreements, site plan agreements, model home agreements to facilitate development; developed template agreements to improve processing efficiency.
- Finalized Memoranda of Understanding (MOU) with York University for multi-year collaboration to develop employment/study opportunities for York University students and provide Schulich School of Business executive programs for City staff.
- Provided the necessary technology preparations and support for the 2022 Municipal Election, including support for on-line voting.

- Animal Care Services received 2631 calls, increased new animal licenses by 12%, assisted in reunification of 163 cats and 111 dogs. 308 wild animals relocated.
- Moved all new/renewal applications across all mobile and stationary platforms to an online format including those for PTC/Tow Truck Companies & Driving Instructor categories and began implementation for online payments.
- Launched a new waste collection contract with Miller Waste Systems, which started on March 1, 2022, and featured a new fleet of collection vehicles and new collection methodology to prepare for the upcoming legislative changes to the Blue Box Recycling program.
- Building Standards met and/or exceeded all Ontario Building Code mandated timelines for complete applications.

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

- More than 30 events held to maintain community engagement in key City initiatives, dates of significance, and strategic mandates.
- Signature events attracted over 30,000 participants.
- Reactivated the Community Hub at Aaniin Community Centre with 29 active partners exceeding pre-COVID partnerships by six (6) agencies.
- Completed Milliken Mills Library Renovation and re-opened with more inclusive universal and accessible washrooms and improved self-service features for greater resident satisfaction and more efficient operations.
- Continued work on Markham Centre Secondary Plan including planning of a major civic square.
- Completed community engagement process (internal and external stakeholder interviews, workshops with staff, Heritage Committee and Community at large) focused on identifying opportunities for public art in Unionville. Final report with recommendations and next steps completed.
- Relaunch of Markham's Diversity Plan created in partnership with community through public consultations and surveys.
- Creation of Markham's first Elimination of Anti-Black Racism Plan, created in partnership with Markham's Black community, with public consultation through focus groups and surveys.
- Markham Public Library advanced the Digital Markham Strategy and the development of community digital literacy through the openings of a Children's Makerspace and a Sound Recording Studio for digital music creation, and the expansion of lendable Digital Media Lab (DML) equipment.
- Development of the Markham Innovation Exchange (MiX) continued in 2022 with the completion of a market readiness study that identified potential investment opportunities for the employment area, while a governance and servicing strategy were also completed and will be brought before Council in 2023 for consideration.

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

- Secured additional Yonge North Subway Station at Royal Orchard.
- Completed the 2022 Road Rehabilitation program to improve the city's road and right-of-way maintenance practices to increase the long-term sustainability of roads and to ensure the safe passage of traffic on all city roads using new AI technology such as the City Rover.
- Council approved the 5 and 10-Year Capital Plans as part of an overall strategy to implement the Priority Cycling Network as defined in the Active Transportation Master Plan (ATMP).
- Implemented 26 Type 'D' PXOs (pedestrian crossings) in 26 different elementary school zones to improve access and safety to those schools and the amenities associated with those schools.
- Implemented a new parking system that provides enhanced service delivery, better tracking, and greater efficiency in managing parking permits and inventory and increases in revenues.
- Advanced the Flood Control Program by completing West Thornhill Phase 4A and 3C (in progress) for a total of \$22.6 million, bringing the total investment in storm water projects completed to date to \$84.3 million.
- Launch & testing of Alert Ready Emergency Alert System to enables emergency management organizations such as the City of Markham to warn the public about imminent or possible dangers.
- Developed and expanded the City's net-zero project pipeline by completing six (6) additional net-zero feasibility studies detailing how to achieve net-zero by 2050 (3 community centres and 3 fire stations).
- As part of ongoing City-led ecological restoration of the Greenway System, the Toronto and Region Conservation Authority was contracted to plant 10,760 trees and shrubs to create 4.7 ha of forest ecosystem.
- Launched a new citywide home energy retrofit initiative "Markham Power Homes (MPH)" to educate and improve community awareness on latest home energy efficiency upgrades and incentives.

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

- Acquisition of strategic lands, including 7750 Bayview Avenue (historic Shouldice property).
- Created a successful new concession model at Flato Markham Theatre that nearly equalled 2019 revenues, in a smaller timeframe with fewer events.
- Excellence Through Efficiency and Effectiveness (E3) Cumulative Savings to date of \$23.6M and Revenue enhancements of \$11.7M = Total to date \$35.3M. Total Savings and Revenue enhancements of \$35.3M – equates to tax rate increase avoidance of 27.98%
- Achieved World Council on City Data (WCCD) Platinum Level Certification for second consecutive year with ISO and ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life.
- Achieved targeted operating cost savings in Sustainability & Asset Management operated facilities through reduced utility consumption.



- Repaired and replaced over 1,200 stopped water meters, in collaboration with Alectra Utilities and Neptune Technology Group, to reduce the amount of estimated water billings.
- The Government Finance Officers Association (GFOA) recognized Markham with two prestigious awards – the Distinguished Budget Presentation Award, for the 21th consecutive year, and the Canadian Award for Financial Reporting, for the 20th consecutive year.
- A multi-year development of a Citywide Parking Strategy Study has been initiated based on a Council-approved terms of reference. The Parking Strategy is expected to provide direction on how parking in the City is to evolve over the next 20 to 30 years through an overall policy framework, a series of parking strategies, and an organizational, governance and business/financial model.
- Issued building permits for a construction value of over \$2 Billion dollars. Represents a 48% increase from the 5-year average.
- Relunched rentals and programs at the museum, resulting in return to revenue generation with weddings, corporate and community events. Secured a \$100,000 grant through Central Counties to support the delivery of new events programming at the museum.

The Executive Summary outlines the four 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 Strategic Goals, associated Strategic Objectives and corresponding Action Plans are laid out in the following four pages:

## 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.*

#### Strategic Objectives

#### Strategic Actions

<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>1.1.1. 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>Metrics:</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:** *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*

*We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objectives	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>
<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Overall quality of life in Markham (every 2 years)</li> <li>• # of visits to our municipal arts, recreation, library, sporting venues</li> <li>• Gross sq.ft. of office space constructed in Centres and Corridors (annual)</li> </ul>	



## 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 Objectives

### 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 Citywide system to communicate directly to residents during emergency (alert system)            3.3.2 Continue to implement the Flood Control Program            3.3.3 Continue to implement strategies to address impacts of extreme weather  <ul style="list-style-type: none"> <li>• Emergency preparedness</li> <li>• 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 Citywide GHG emissions (goal net zero by 2050) (2-4 years)

## GOAL 4 - Stewardship of Money and Resources

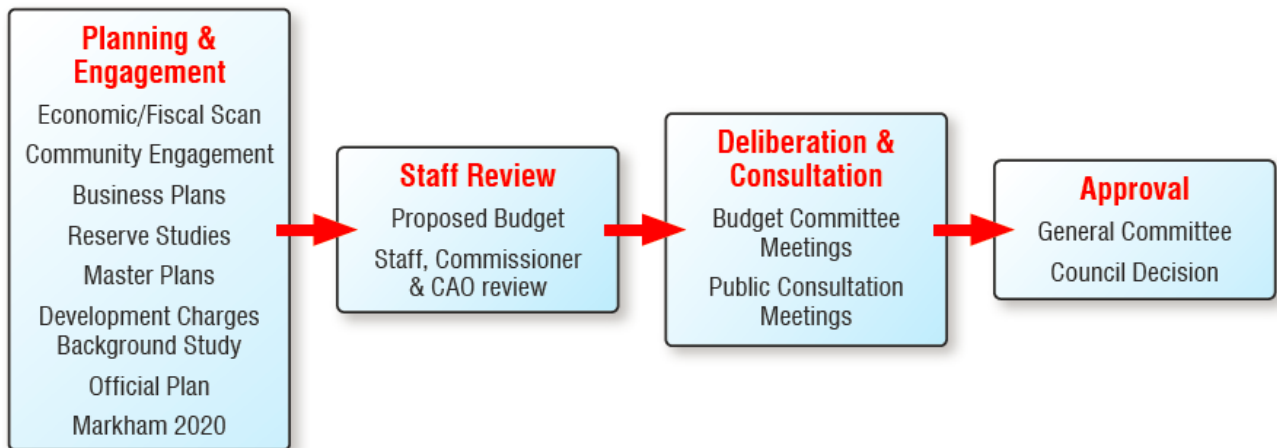
**Goal Statements:** *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

### Strategic Objectives

### 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>	

## 2023 BUDGETING PROCESS





## 2023 BUDGETING PROCESS DETAILED LEVEL

Timeline <sup>1</sup>		
Month	Business Plan (Managed by: Strategy Managers)	Budget (Managed by: Financial Services)
May-22	<ul style="list-style-type: none"> <li>• Executive Leadership Team (ELT) authorized launch of annual preparation of Department Business Plans</li> <li>• Strategy Manager from each Commission communicated business plan process to Directors in their Commission</li> </ul>	
Jun-22		<ul style="list-style-type: none"> <li>• Capital Budget database open for input of capital project requests</li> </ul>
Jul-22	<ul style="list-style-type: none"> <li>• Director completed Departmental Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Director review of Capital Budget reports with Commissioner including Commissioner sign-off</li> </ul>
Aug-22		<ul style="list-style-type: none"> <li>• CAO review of Capital Budget requests and follow-up</li> </ul>
Sep-22		<ul style="list-style-type: none"> <li>• CAO further review of Capital Budget</li> </ul>
Oct-22		Municipal Election
Nov-22		
Dec-22	<ul style="list-style-type: none"> <li>• CAO or Commissioner review and approve Departmental Business Plan in their Commission</li> </ul>	<ul style="list-style-type: none"> <li>• CAO review of Operating budgets</li> </ul>
Jan-23		<ul style="list-style-type: none"> <li>• Special General Committee #1 – 2023 Budget Overview (Process, economic scan, staffing requests, Operating and Capital budget overview, Life Cycle Reserve Study Update)</li> <li>• Budget Committee #1 &amp; #2 – Capital Budget Review</li> </ul>
Feb-23		<ul style="list-style-type: none"> <li>• Budget Committee #3 - Waterworks Operating Budget</li> <li>• Budget Committee #4 - Primary Operating Budget, Building, Planning, Engineering &amp; Waterworks Operating Budgets</li> </ul>
Mar-23	<ul style="list-style-type: none"> <li>• All approved Departmental Business Plans due to Strategy Manager</li> </ul>	<ul style="list-style-type: none"> <li>• General Council Meeting - Draft Operating Budget Public Meeting Presentation</li> <li>• Public Budget Consultation Meeting</li> </ul>
Apr-23		<ul style="list-style-type: none"> <li>• <b>Council Decision</b></li> <li>• Press Conference</li> </ul>

**Notes:**

1. Timing of the 2023 process was impacted by the 2022 municipal election.



## 2023 BUDGET OVERVIEW

### Budget Framework

The Building Markham's Future Together 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. For 2023, Council's strategic priorities address the following initiatives:

- 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) for each department to ensure alignment to Council and the City's corporate goals. Combined, the Business Plans form the basis for the budget process, while the City's Budget provides a framework to put the BP into action.

### Budget Process

In 2022, each Business Unit developed a Business Plan that served as a single reference for identifying its 2023 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.

Due to the municipal election in Fall 2022, Committee meetings on budget were held between January and April 2023. All meetings were open to the public in-person as well as via live video-streaming through Markham's portal. A public consultation meeting was held on March 9, 2023 to obtain feedback and views from residents about the proposed budget.

Unlike previous years, the first budget discussion took place in January 2023, during a Special General Committee Meeting to members of Council as a formal Budget Committee was yet to be established. At this meeting, staff presented a fiscally responsible budget which included a property tax rate increase of 6.4% based on known information, factoring



in a 2% provision for potential impacts of changes to legislation including Bill 23 and 1.4% for the full repayment of the Corporate Rate Stabilization<sup>1</sup>. At this initial meeting, the Committee requested staff to look for ways to mitigate the 2023 tax rate increase, knowing residents and businesses will continue to contend with impacts of the pandemic and increasing inflation.

For the Public Consultation meeting held on March 9, 2023, staff returned with a recommended property tax rate increase of 5%, agreeing to defer the immediate repayment of the Corporate Rate Stabilization. However, Council acknowledged the importance of approving the lowest possible property tax rate increase to assist Markham property owners better weather uncertain and challenging times as part of the continued recovery from COVID-19. They also acknowledged that the future impacts of Bill 23 were still to be determined and should be deferred to be considered as part of the 2024 Budgeting process.

As a result, in April 2023, Council approved a 3.0 per cent property tax rate increase for the Primary Operating Budget, which is below the rate of inflation. Council also approved the Capital Budget as well as the Planning & Design, Engineering, Building Standards, and Waterworks Operating Budgets. The City of Markham may amend its budget in-year on as needed basis based on Council approval.

### **Fiscal Prudence**

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

- Minimize dependency on the use of one-time funding to balance the Operating Budget
- Prohibit the use of prior year surpluses to balance the Operating Budget
- Allocate available funding to the Life Cycle Reserve

### **Approved Budget**

The total approved 2023 Budget is \$668.7 million broken down as follows:

<b>Budget Component</b>	<b>(in \$ millions)</b>
<b>Operating</b>	\$267.8
<b>Planning and Design</b>	\$13.2
<b>Engineering</b>	\$11.1
<b>Building Standards</b>	\$11.3
<b>Waterworks</b>	\$141.2
<b>Capital</b>	\$223.9
<b>Total</b>	<b>\$668.7</b>

<sup>1</sup> Markham had a one-time draw of \$3.15M from the Corporate Rate Stabilization Reserve in the 2022 Budget to reduce the property tax rate increase, which will be recovered in future year operating budgets over 5 years.



The 2023 Budget aligns with the Council approved strategic priorities which address social, economic and environmental considerations. The budget maintains, and in some cases, increases current service levels. It also continues to provide investment in Council-approved priority areas and in our lifecycle program, which ensures sufficient funds are available for the repair and replacement of City assets for the next 25 years.



## 2023 OPERATING BUDGET (\$'000s)

### CITY OF MARKHAM - 2023 OPERATING BUDGET

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

<u>Description</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2023 Bud. vs. 2022 Bud.</u>	
			<u>\$ Inc./ (Decr.)</u>	<u>% Change</u>
<b>Revenues</b>				
TAX LEVIES	\$171,917,263	\$173,883,263	\$1,966,000	1.1%
<b>3% PROPERTY TAX RATE INCREASE</b>		<b>5,085,407</b>	<b>5,085,407</b>	<b>0.0%</b>
PAYMENTS-IN-LIEU OF TAXES	1,329,007	1,329,007	0	0.0%
GRANTS AND SUBSIDIES	1,935,197	2,119,655	184,458	9.5%
LICENCES & PERMITS	2,304,510	2,304,910	400	0.0%
INTEREST & PENALTIES	4,576,428	4,776,428	200,000	4.4%
INCOME FROM INVESTMENTS	25,192,620	33,192,620	8,000,000	31.8%
FINES	3,400,018	3,505,969	105,951	3.1%
USER FEES & SERVICE CHARGES	21,454,815	22,671,104	1,216,289	5.7%
RENTALS	11,445,968	12,156,461	710,493	6.2%
SALES	647,481	635,481	(12,000)	-1.9%
RECOVERIES & CONTRIBUTIONS	1,845,311	1,796,835	(48,476)	-2.6%
OTHER INCOME	3,947,997	4,304,094	356,097	9.0%
<b>Total Revenues</b>	<b>\$249,996,615</b>	<b>\$267,761,234</b>	<b>\$17,764,619</b>	<b>7.1%</b>
<b>Expenses</b>				
SALARIES & BENEFITS	\$144,941,788	\$151,555,494	\$6,613,706	4.6%
PRINTING & OFFICE SUPPLIES	467,455	494,217	26,762	5.7%
PURCHASES FOR RESALE	404,947	469,689	64,742	16.0%
OPERATING MATERIALS & SUPPLIES	2,774,230	2,984,550	210,320	7.6%
VEHICLE SUPPLIES	1,890,925	2,368,568	477,643	25.3%
BOTANICAL SUPPLIES	275,725	317,382	41,657	15.1%
CONSTRUCTION MATERIALS	2,391,203	2,370,655	(20,548)	-0.9%
UTILITIES	8,560,929	8,569,700	8,771	0.1%
COMMUNICATIONS	1,425,921	1,493,945	68,024	4.8%
TRAVEL EXPENSES	386,168	412,168	26,000	6.7%
TRAINING	807,592	868,592	61,000	7.6%
CONTRACTS SERVICES AGREEMENTS	7,399,171	9,109,490	1,710,319	23.1%
MAINT. & REPAIR - TIME & MATERIAL	7,607,483	7,996,708	389,225	5.1%
RENTAL/LEASE	766,047	828,165	62,118	8.1%
INSURANCE	3,269,019	3,269,019	0	0.0%
PROFESSIONAL SERVICES	3,048,113	3,110,493	62,380	2.0%
LICENCES, PERMITS, FEES	954,991	958,162	3,171	0.3%
CREDIT CARD SERVICE CHARGES	401,243	402,343	1,100	0.3%
PROMOTION & ADVERTISING	1,343,799	1,355,799	12,000	0.9%
KEY COMMUNCIATION PROGRAMS	137,427	-	(137,427)	-100.0%
CONTRACTED MUNICIPAL SERVICES	16,720,384	17,384,444	664,060	4.0%
OTHER PURCHASED SERVICES	1,427,541	1,427,541	0	0.0%
PROPERTY TAX ADJUSTMENTS	1,271,000	1,271,000	0	0.0%
OTHER EXPENDITURES	2,202,153	2,202,153	0	0.0%
TRANSFERS TO OWN FUNDS	38,853,372	45,747,453	6,894,081	17.7%
MISCELLANEOUS EXPENSES	267,989	793,504	525,515	196.1%
<b>Total Expenses</b>	<b>\$249,996,615</b>	<b>\$267,761,234</b>	<b>\$17,764,619</b>	<b>7.1%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>





## RELATIONSHIP BETWEEN FUNCTIONAL UNITS AND FUNDS

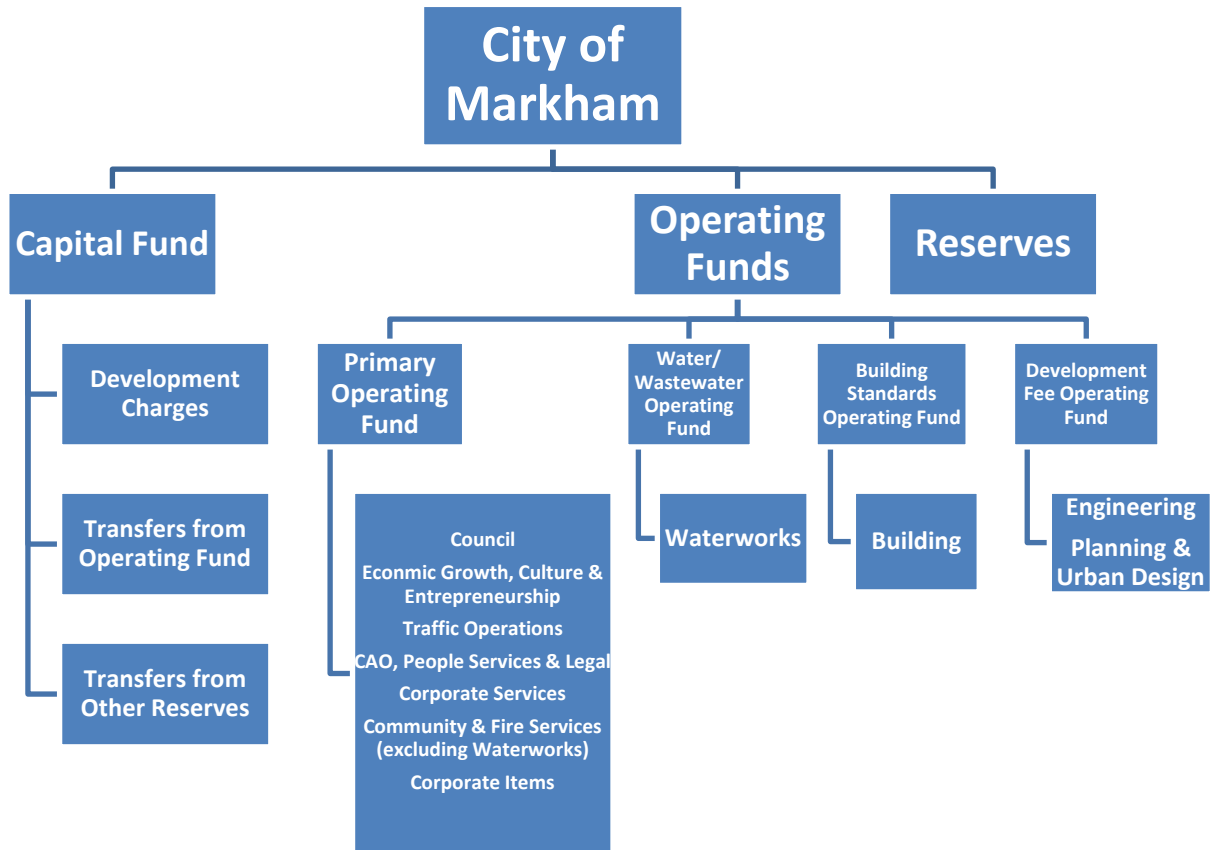
Department / Type of Fund	Operating Fund	Capital Development Fund	Development Fee	Building Fee	Waterworks Stabilization and Capital Fund
<b>Council and Administration</b>	X				
<b>Development Services (DS)</b>					
<i>Building</i>				X	
<i>Economic Growth, Culture &amp; Entrepreneurship</i>	X	X			
<i>Engineering (including Traffic Operations)</i>	X	X	X		
<i>Planning and Urban Design</i>		X	X		
<i>Commissioner's Office, DS</i>	X				
<b>CAO, Legal, People Services &amp; Fire</b>					
<i>CAO's Office</i>	X				
<i>Corporate Communications</i>	X				
<i>People Services</i>	X				
<i>Legal Services</i>	X				
<i>Fire and Emergency Services</i>	X	X			
<b>Corporate Services (CS)</b>					
<i>Financial Services</i>	X	X			
<i>Information Technology Services (ITS)</i>	X	X			
<i>Legislative Services</i>	X				
<i>Sustainability &amp; Asset Management</i>	X	X			
<i>By-Law and Regulatory Services</i>	X				
<i>Commissioner's Office, CS</i>	X				
<b>Community Services (CommS)</b>					
<i>Markham Public Library</i>	X	X			
<i>Recreation Services</i>	X	X			
<i>Operations and Operations Admin</i>	X	X			
<i>Environmental Services - Infrastructure</i>	X	X			
<i>Waste and Environmental Management</i>	X	X			
<i>Waterworks</i>		X			X
<i>Commissioner's Office, CommS</i>	X				
<b>Corporate Items</b>	X				

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

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

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

## DEPARTMENT/FUND RELATIONSHIP





## 2023 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 2023 Budget	2022 Budget
<b>Revenues</b>								
Property Tax	178,969	-	-	-	-	-	178,969	171,917
Other Taxes	1,329	-	-	-	-	-	1,329	1,329
Grants	2,120	-	-	-	-	-	2,120	1,935
Licences & Permits	2,305	-	-	-	10,481	-	12,786	11,866
Interest & Penalties	4,776	-	-	-	-	-	4,776	4,576
Investment Income	33,193	-	-	-	-	-	33,193	25,193
Fines	3,506	-	-	-	-	-	3,506	3,400
User Fees & Service Charges	22,671	-	-	9,320	70	545	32,606	44,866
Rental & Sales Income	12,792	-	-	-	-	578	13,370	12,671
Billings	-	-	-	-	-	139,806	139,806	136,002
Other Income	6,101	-	11,572	270	-	314	18,256	6,300
Capital Fund	-	223,943	-	-	-	-	223,943	110,290
Transfer from Reserves	-	-	1,663	1,540	795	-	3,998	3,399
	<b>267,761</b>	<b>223,943</b>	<b>13,235</b>	<b>11,130</b>	<b>11,346</b>	<b>141,243</b>	<b>668,658</b>	<b>533,744</b>
<b>Expenditures</b>								
Salaries & Benefits	151,555	-	9,424	7,548	7,986	8,524	185,037	173,135
Printing & Office Supplies	494	-	32	22	38	34	620	606
Operating Materials & Supplies	2,985	-	5	15	20	130	3,154	2,948
Vehicle Supplies	2,369	-	-	-	-	-	2,369	1,891
Construction Materials	2,371	-	-	-	-	336	2,707	2,650
Utilities	8,570	-	-	-	-	36	8,606	8,590
Communications	1,494	-	11	22	31	47	1,605	1,537
Travel & Training Expenses	1,281	-	46	38	56	125	1,546	1,429
Contracts & Service Agreements	9,109	-	3,617	3,411	3,119	3,387	22,642	21,092
Maintenance & Repair	7,997	-	-	1	-	484	8,482	8,057
Rental/Lease	828	-	0	6	-	4	838	779
Insurance	3,269	-	-	-	-	-	3,269	3,269
Professional Services	3,110	-	32	19	9	141	3,311	3,213
Licences, Permits & Credit Card	1,361	-	58	47	85	74	1,624	1,611
Promotion & Advertising	1,356	-	6	2	3	-	1,367	1,358
Contracted Municipal Services	17,384	-	-	-	-	107,986	125,370	122,168
Other Purchased Services	1,428	-	-	-	-	3,108	4,535	4,297
Other Expenditures	5,054	-	4	2	-	3	5,062	4,518
Capital Expenditures	-	223,943	-	-	-	-	223,943	110,264
Transfers to Reserves <sup>1</sup>	45,747	-	-	-	-	16,824	62,571	60,309
	<b>267,761</b>	<b>223,943</b>	<b>13,235</b>	<b>11,130</b>	<b>11,346</b>	<b>141,243</b>	<b>668,658</b>	<b>533,718</b>

**Note:**

1. An additional \$4.3M of Transfer to Reserves is funded through Salaries and Benefits as these funds are set aside for future anticipated staffing requirements.



## 2023 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 2023 Budget	2022 Budget
<b>Council and Administration</b>	<b>3,170</b>	-	-	-	-	<b>3,170</b>	<b>3,080</b>
<i>Building</i>	-	509	-	11,346	-	11,855	9,880
<i>Economic Growth, Culture &amp; Entrepreneurship</i>	4,369	1,400	-	-	-	5,769	4,829
<i>Engineering (including Traffic Operations)</i>	1,897	85,717	11,130	-	-	98,744	32,352
<i>Planning and Urban Design</i>	-	14,846	13,235	-	-	28,081	23,203
<i>Commissioner's Office, DS</i>	1,124	-	-	-	-	1,124	2,123
<b>Development Services (DS)</b>	<b>7,390</b>	<b>102,472</b>	<b>24,365</b>	<b>11,346</b>	-	<b>145,574</b>	<b>72,387</b>
<i>CAO's Office</i>	874	-	-	-	-	874	959
<i>Corporate Communications</i>	1,027	-	-	-	-	1,027	1,376
<i>People Services</i>	4,101	176	-	-	-	4,277	3,160
<i>Legal</i>	2,234	433	-	-	-	2,666	2,718
<i>Fire and Emergency Services</i>	42,472	1,805	-	-	-	44,277	42,206
<b>CAO, Legal, People Services and Fire</b>	<b>50,708</b>	<b>2,413</b>	-	-	-	<b>53,121</b>	<b>50,420</b>
<i>Financial Services</i>	4,925	6,439	-	-	-	11,364	5,666
<i>ITS</i>	11,494	11,099	-	-	-	22,593	11,608
<i>Legislative Services</i>	3,204	-	-	-	-	3,204	2,648
<i>Sustainability &amp; Asset Management</i>	3,522	26,172	-	-	-	29,694	12,544
<i>By-law &amp; Regulatory Services</i>	1,169	-	-	-	-	1,169	659
<i>Commissioner's Office, CS</i>	444	-	-	-	-	444	436
<b>Corporate Services (CS)</b>	<b>24,758</b>	<b>43,710</b>	-	-	-	<b>68,468</b>	<b>33,561</b>
<i>Markham Public Library</i>	14,426	3,146	-	-	-	17,572	16,654
<i>Recreation Services</i>	12,186	4,582	-	-	-	16,767	13,822
<i>Operations and Operations Admin</i>	41,037	26,058	-	-	-	67,095	56,814
<i>Environmental Services</i>	15,579	26,546	-	-	-	42,126	34,122
<i>Waterworks</i>	-	15,016	-	-	141,243	156,259	151,509
<i>Commissioner's Office, CFS</i>	543	-	-	-	-	543	438
<b>Community Services</b>	<b>83,771</b>	<b>75,348</b>	-	-	<b>141,243</b>	<b>300,362</b>	<b>273,358</b>
<b>Corporate Items</b>	<b>97,963</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>97,963</b>	<b>100,913</b>
	<b>267,761</b>	<b>223,943</b>	<b>24,365</b>	<b>11,346</b>	<b>141,243</b>	<b>668,658</b>	<b>533,718</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. 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.

The fiscal scan conducted to forecast the 2023 Budget identified budgetary pressures made up of the following four components: personnel, managing growth, funding ongoing capital replacements, and municipal contracts. Particulars considered in the 2023 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 potential impacts of changes to legislation including Bill 23 were considered.

Together, these fiscal pressures resulted in an increase in expenditures of \$17.8M, partially offset by an increase in revenues of \$12.7M, resulting in a net pressure of \$5.1M. Recognizing continuing impact of COVID-19 on Markham residents in 2023, Budget Committee acknowledged it was important to minimize the tax rate increase while maintaining service levels. As a result, Council approved a 3.0 per cent property tax rate increase, which is below the rate of inflation.

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

## **Capital Budget Summary**

The approval of the 2023 Capital Budget of \$223.9 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.

Between September 2022 and March 2023, Council pre-approved 57 capital projects totalling \$59.8 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

Pre-approvals are also required to ensure the timely commencement of the procurement process, to prevent delays in design or construction, and to not interrupt service of operations. This was especially crucial due to the anticipated later approval of the budget as a result of the municipal election. In April 2023, Council subsequently approved an additional 211 projects totaling \$164.1 million. In aggregate, 268 capital projects were approved for the 2023 Capital Budget, totalling \$223.9 million.



	# of Projects	\$ (In Millions)
Pre-Approvals	57	\$59,839,900
Remaining Projects Approved	211	\$164,103,400
<b>Total</b>	<b>268</b>	<b>\$223,943,300</b>

The 2023 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 2023 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. For further details on the Capital Budget, refer to Section 3c – Capital Budget.

### **Waterworks Budget**

Council approved the 2023 Waterworks Budget of \$141.2 million. This represents an increase of \$3.9 million from the 2022 Budget. The 2023 Water and Wastewater rate will be increased by \$0.1774/m<sup>3</sup> from \$4.6163/m<sup>3</sup> to \$4.7937/m<sup>3</sup> effective April 1, 2023.

### **Planning & Urban Design Budget**

The Planning & Design Budget is primarily funded through Planning Fees. For 2023, Council approved the Planning & Design Budget of \$13.2 million. This represents an increase of \$0.4 million from the 2022 Budget.

### **Engineering Budget**

The Engineering Budget is primarily funded through Engineering Fees. For 2023, Council approved the Engineering Budget of \$11.1 million. This represents an increase of \$0.9 million from the 2022 Budget.

### **Building Standards Budget**

The Building Budget is primarily funded through Building Licenses and Permits. For 2023, Council approved the Building Services Budget of \$11.3 million. This represents an increase of \$1.4 million from the 2022 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 current year.

### 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 & Reserve Funds

The Municipal Act states that a municipality's Council may establish reserves and may utilize the funds at their discretion, for any purpose for which they have the authority to spend. To support the transparent governance of City funding, reserves are divided into the following two categories:

1. Reserves
2. Reserve Funds

Reserves are generally used to stabilize or mitigate the impact of fluctuations in operating costs and revenues. They are not bound by any specific purpose or asset; rather, they are unrestricted funds that are set aside at the discretion of Council.



Reserve Funds differ from Reserves in that each Fund is bound to a specific purpose or asset. They represent monies that have been received as a result of a provincial or federal legislated requirement, a legal agreement, a directed donation or a municipal by-law.

There are two types of Reserve Funds: “Discretionary” and “Obligatory”.

Discretionary Reserve Funds are established under the authority of the Municipal Act. They 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. Discretionary Reserve Funds are endorsed by way of a general by-law, allowing that revenues be set aside from the City's own resources, and are to be held in reserve for a defined purpose or initiative.

Obligatory Reserve Funds are comprised of monies received as financial contributions for particular works to be undertaken by the City on behalf of the external contributor. The specified use of the Funds cannot be altered by Council, except in the case of monies derived from a municipal fee by-law.

Although Obligatory Reserve Funds are generally related to capital acquisition, repair or replacement, they are segregated based on the legislated requirement or by virtue of the legal agreement, fee by-law or donation through which the funds were established.





## DESCRIPTION OF RESERVES & RESERVE FUNDS

The maintenance of reserves and reserve funds 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, 2022, the balance in the City's reserves and reserve funds was \$319.8 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
Canada Community Building Fund	To fund projects or portions of projects deemed eligible for Canada Community Building Funding (formerly known as Gas Tax funding)
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 cemetery assets
Corporate Rate Stabilization	To maintain the City'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
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
Heritage Estate	To fund future investments in heritage estates
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 and 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 AND RESERVE FUNDS CONTINUITY SCHEDULE

(\$000's)

Description	Actual Balance December 31, 2021	Actual Balance December 31, 2022	2023 Budget			Estimated Balance December 31, 2023
			Developer and Other Contributions	Transfer from/(to) Operating Funds	Transfer to Capital Funds	
			\$	\$	\$	
Berczy Land Landscape Feature	203	203				203
Building Fee	14,810	14,513		(795)	(1,059)	12,660
Capital Gain Reserve	4,160	7,203		72		7,275
Cemetery Operations	123	126				126
Corporate Rate Stabilization	31,122	29,045		(2,370)		26,675
COVID-19 Reserve	11,449	6,702		-		6,702
Dedicated Heritage Property Grant	70	56				56
Development Fee	28,944	51,668		(3,204)	(1,381)	47,083
Election Expenses	831	63				63
Election Rebate	747	700				700
Environmental Land Acquisition	11,236	12,184				12,184
Environmental Sustainability	84	67				67
Facility Ramp - Up	29,008	31,559		4,305	(3,340)	32,524
Firefighter's Sick Leave Benefits	6,776	6,763				6,763
Heritage Preservation	301	309			(30)	279
Heritage Estate	-	6,700				6,700
Insurance	4,059	4,451				4,451
Land Acquisition Reserve Fund	(271,920)	(335,421)				(335,421)
Library Building Program	6,517	6,688				6,688
Life Cycle Replacement & Capital	169,754	193,627		48,046	(53,321)	188,352
Long Term Disability Benefit	23,773	24,711				24,711
Markham Heritage Loans	142	134				134
Markham Trees for Tomorrow	682	599			(125)	473
Museum Endowment	19	20				20
Non DC Growth	16,403	18,461			(937)	17,524
Post-Employment Benefits	14,912	18,513				18,513
Public Art Acquisition	5,036	5,165			-	5,165
Stormwater Fee	(20,162)	(8,236)	10,600		(27,499)	(25,135)
Theatre Capital Improvement Fund	442	468				468
Theatre Endowment	463	490				490
Waterworks Stabilization / Capital	86,657	90,821		16,824	(20,736)	86,909
Workplace Safety Insurance Board	5,370	5,511				5,511
WSIB Excess Compensation	2,093	2,501				2,501
<b>Reserves &amp; Discretionary Reserve Funds</b>	<b>184,104</b>	<b>196,365</b>	<b>10,600</b>	<b>62,878</b>	<b>(108,428)</b>	<b>161,415</b>
Canada Community Building Fund	22,706	21,849	10,887		(17,953)	14,783
Development Charges Reserve Funds	105,666	120,234	15,081	-	(97,563)	37,752
Main Street Revitalization	3	3				3
Parks Cash in Lieu	65,728	(25,484)			-	(25,484)
Section 37 Allocation	6,991	6,819			-	6,819
<b>Obligatory Reserve Funds</b>	<b>201,094</b>	<b>123,421</b>	<b>25,968</b>	<b>-</b>	<b>(115,515)</b>	<b>33,874</b>
<b>Total Reserves &amp; Reserve Funds</b>	<b>385,198</b>	<b>319,785</b>	<b>36,568</b>	<b>62,878</b>	<b>(223,943)</b>	<b>195,288</b>



**RESERVE AND RESERVE FUNDS CONTINUITY SCHEDULE**  
**EXPLANATION OF BUDGET CHANGES**  
(\$000's)

Description	Transfer from/(to)	Transfer to Capital	Details
<b><u>Building Fee</u></b>			
Transfer to Operating Funds	(795)		Transfer to Building Operating Budget based on 2023 projected performance
Transfer to fund Capital Projects		(1,059)	Funding of 2023 Building Services capital projects
<b><u>Capital Gain Reserve</u></b>			
Transfer from Operating Funds	72		Transfer to Capital Gains based on 2023 projected performance.
<b><u>Corporate Rate Stabilization</u></b>			
Transfer to Operating Funds	(2,370)		Transfer to Corporate Rate Stabilization (year 2 of payback)
<b><u>Development Fee</u></b>			
Transfer to Operating Funds	(3,204)		Transfer to Planning and Engineering Operating Budget based on 2023 projected performance
Transfer to fund Capital Projects		(1,381)	Funding of 2023 Engineering and Planning capital projects
<b><u>Facility Ramp - Up</u></b>			
Transfer from Operating Funds	4,305		Transfer to fund new facilities in the future
Transfer to fund Capital Projects		(3,340)	Funding of 2022 capital projects
<b><u>Heritage Preservation</u></b>			
Transfer to fund Capital Projects		(30)	Funding of 2023 Heritage Preservation capital projects
<b><u>Life Cycle Replacement &amp; Capital</u></b>			
Transfer from Operating Funds	48,046		Transfer from Operating Budget to fund asset life cycle replacements.
Transfer to fund Capital Projects		(53,321)	Funding of 2023 asset life cycle replacement capital projects
<b><u>Markham Trees for Tomorrow</u></b>			
Transfer to fund Capital Projects		(125)	Funding of 2023 tree canopy growth projects
<b><u>Non DC Growth</u></b>			
Transfer to fund Capital Projects		(937)	Funding of 2023 non-growth related capital projects
<b><u>Stormwater Fee</u></b>			
Transfer from Operating Funds	10,600		2023 revenue from the stormwater management fee
Transfer to fund Capital Projects		(27,499)	Funding of 2023 stormwater management capital projects and infrastructure grant.
<b><u>Waterworks Stabilization / Capital</u></b>			
Transfer from Operating Funds	16,824		Transfer of Waterworks Operating Budget based on 2023 projected performance
Transfer to fund Capital Projects		(20,736)	Funding of 2023 Waterworks capital projects
<b><u>Canada Community Building Fund</u></b>			
Transfer from Operating Funds	10,887		Canada Community Building Fund revenue received from the federal government to funds capital projects
Transfer to fund Capital Projects		(17,953)	Funding of 2023 eligible capital projects
<b><u>Development Charges Reserve Funds</u></b>			
Transfer from Operating Funds	15,081		2023 revenue from Development Charges
Transfer to fund Capital Projects		(97,563)	Funding of 2023 new infrastructure and facility projects



**2021 TO 2023 SUMMARY OF RESERVES AND RESERVE FUNDS**  
(\$000's)

	<u>2021 Actual</u>	<u>2022 Actual</u>	<u>2023 Budget</u>
Balance as of January 1	124,845	184,104	196,365
Other Revenue	11,814	28,715	10,600
Dividend from Markham Enterprises Corporation	8,794	7,416	14,821
Transfers from Operating Fund	118,970	82,155	48,057
Transfers to Capital Fund (net of unspent)	(80,319)	(106,025)	(108,428)
<b>Balance as of December 31</b>	<u>184,104</u>	<u>196,365</u>	<u>161,415</u>
Obligatory Reserve Funds	201,094	123,421	33,874
<b>Total</b>	<u><b>385,198</b></u>	<u><b>319,786</b></u>	<u><b>195,289</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>

## 2023 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 – 2023 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 the Building Markham’s Future Together (BMFT) Strategic Plan as discussed in Section 2 – Corporate Strategic Plan and Section 3 – 2023 Budget.

The Operating Budget includes the following three components:

- Personnel Costs
- Non-personnel Costs
- Revenues

## 2023 TRADITIONAL BALANCED BUDGET DETAILS

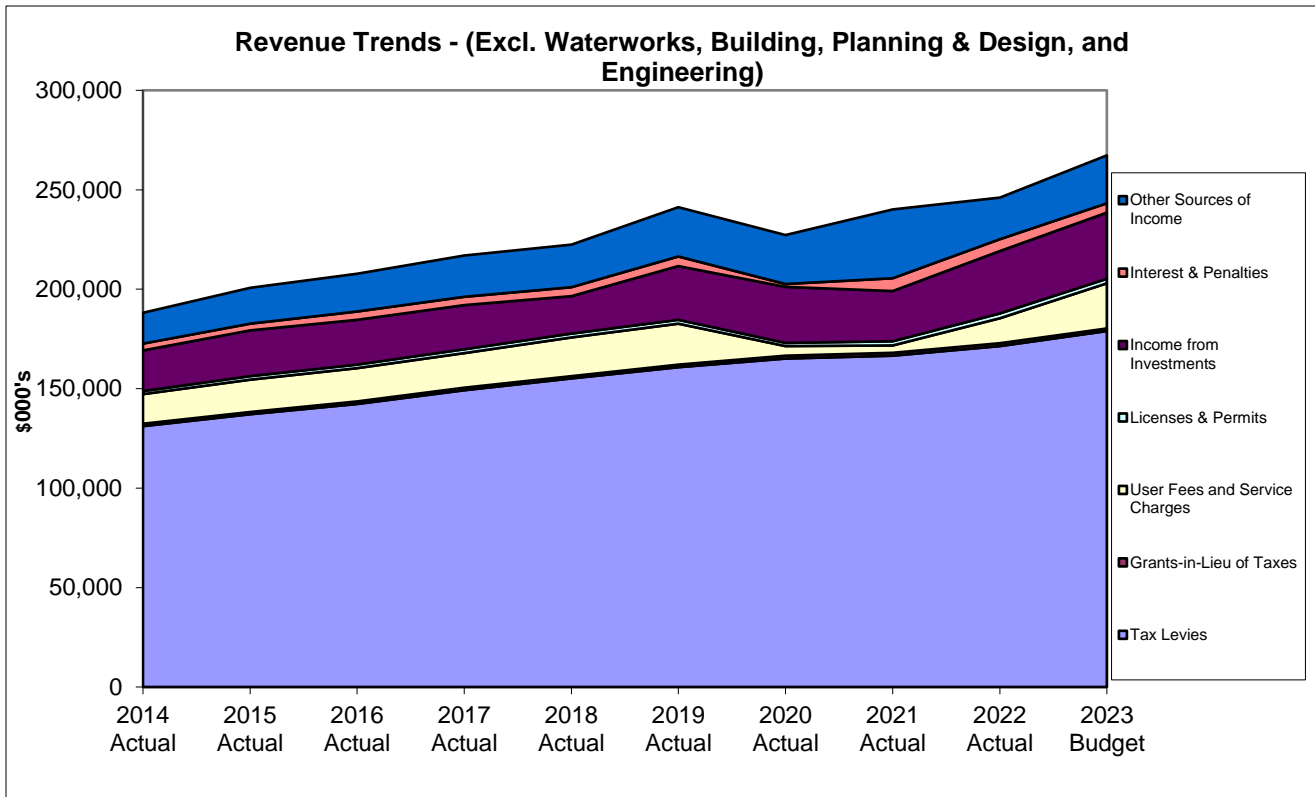
The 2023 Operating Budget for City services totals \$267.8 million excluding, Waterworks, Building Standards, Planning & Design and Engineering. This represents an increase of \$14.7 million over the 2022 Operating Budget.

<b>Budget Component</b>	<b>(in \$ millions)</b>
<b>Operating</b>	\$267.8
<b>Planning and Design</b>	\$13.2
<b>Engineering</b>	\$11.1
<b>Building Standards</b>	\$11.3
<b>Waterworks</b>	\$141.2
<b>Capital</b>	\$223.9
<b>Total</b>	<b>\$668.7</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.



Revenues from Planning & Design, Engineering, Building, and Waterworks are reported separately in the respective department operating budgets.

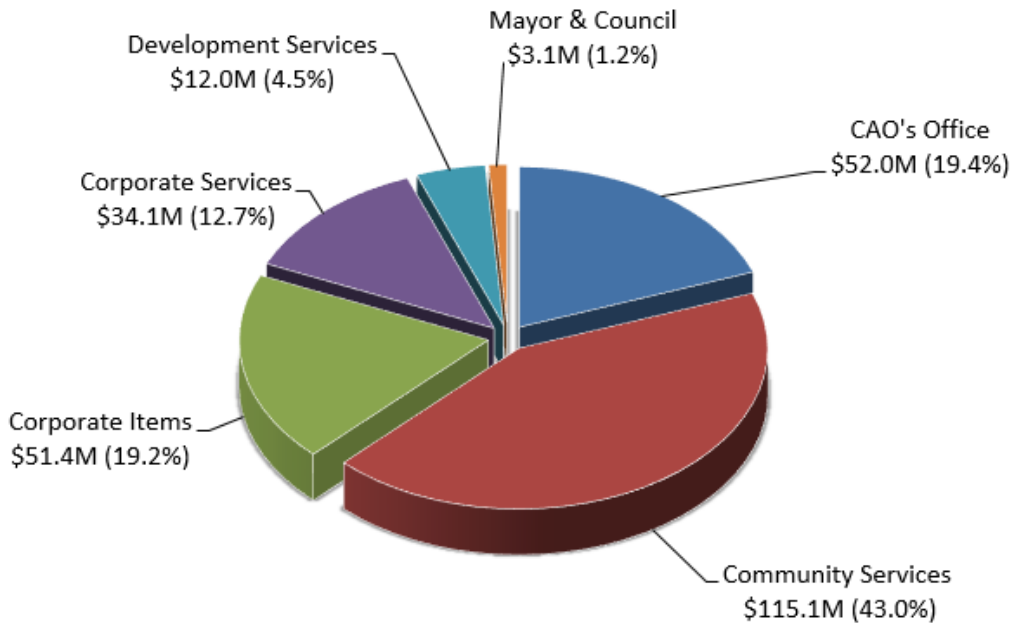




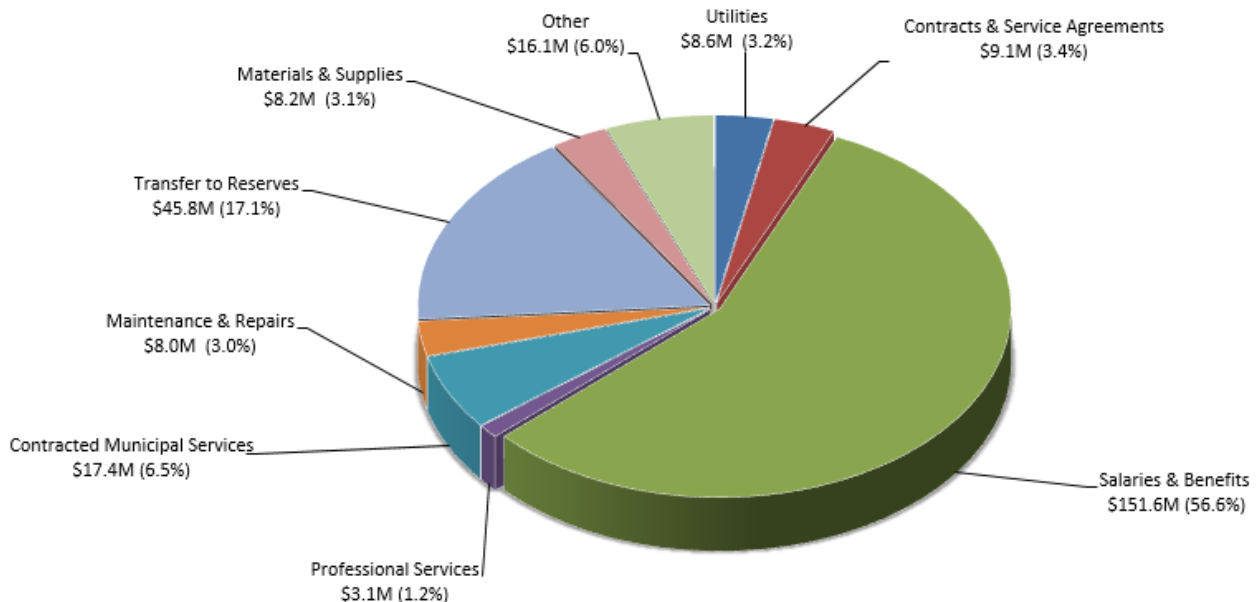
## Expenditures

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 \$267.8M

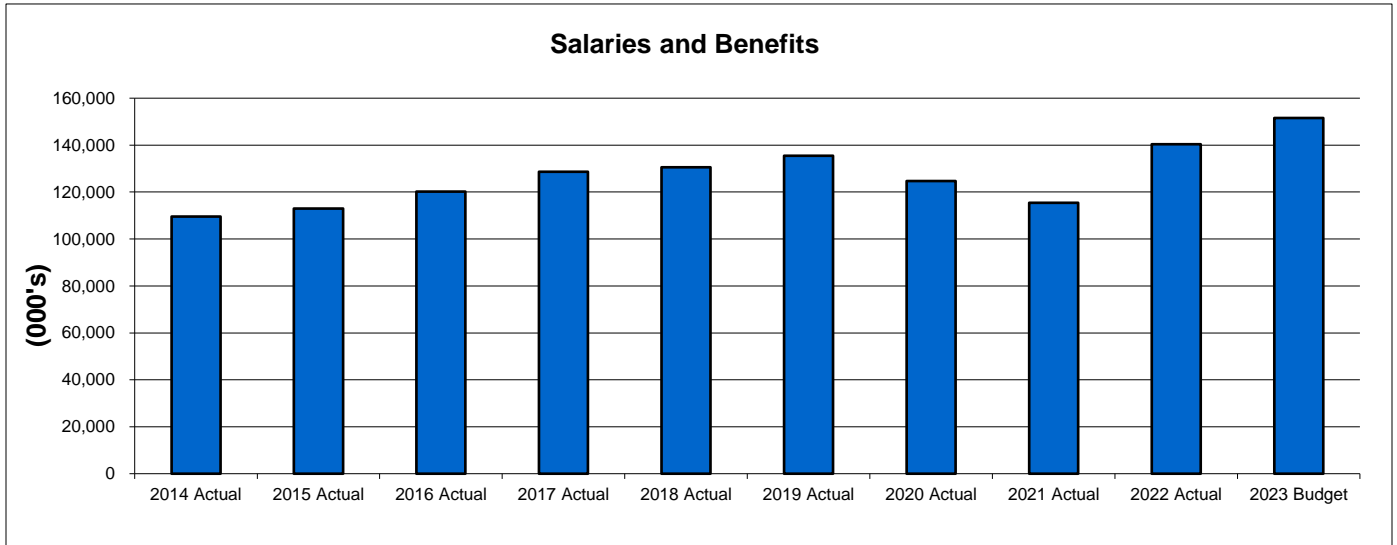


### Operating Budget Expenditures by Component (excluding Waterworks, Building, Planning & Design, and Engineering) Total \$267.8M



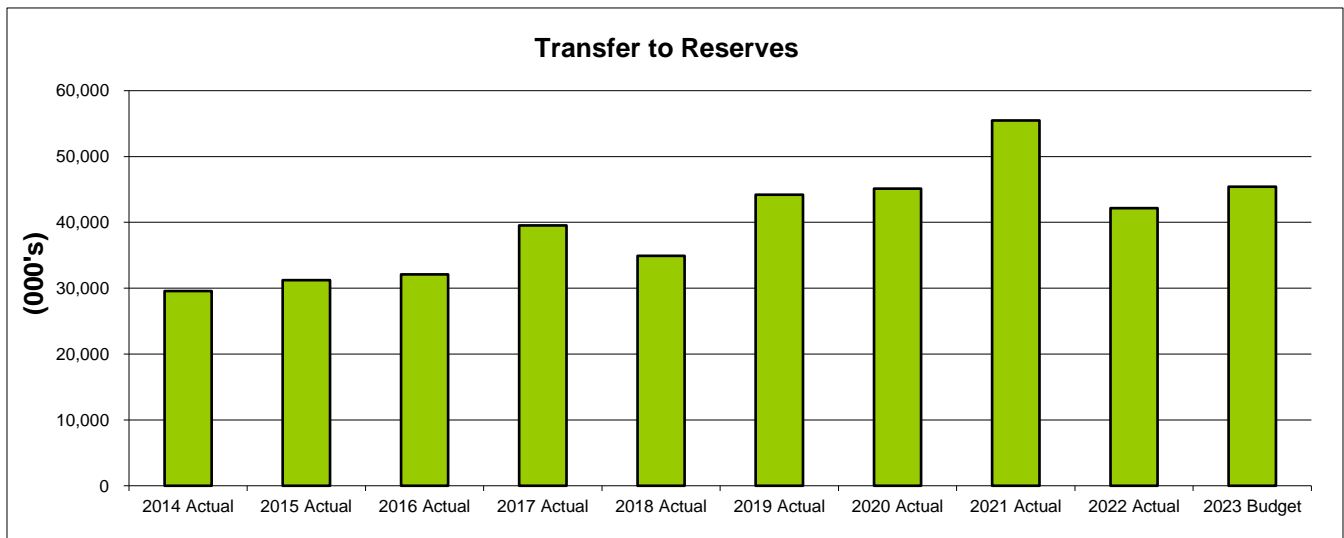
### Personnel Costs

Approximately 57% of expenditures relate to salaries and benefits. Budgeted 2023 personnel is at \$151.6 million, an increase of \$6.5 million from 2022. 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.

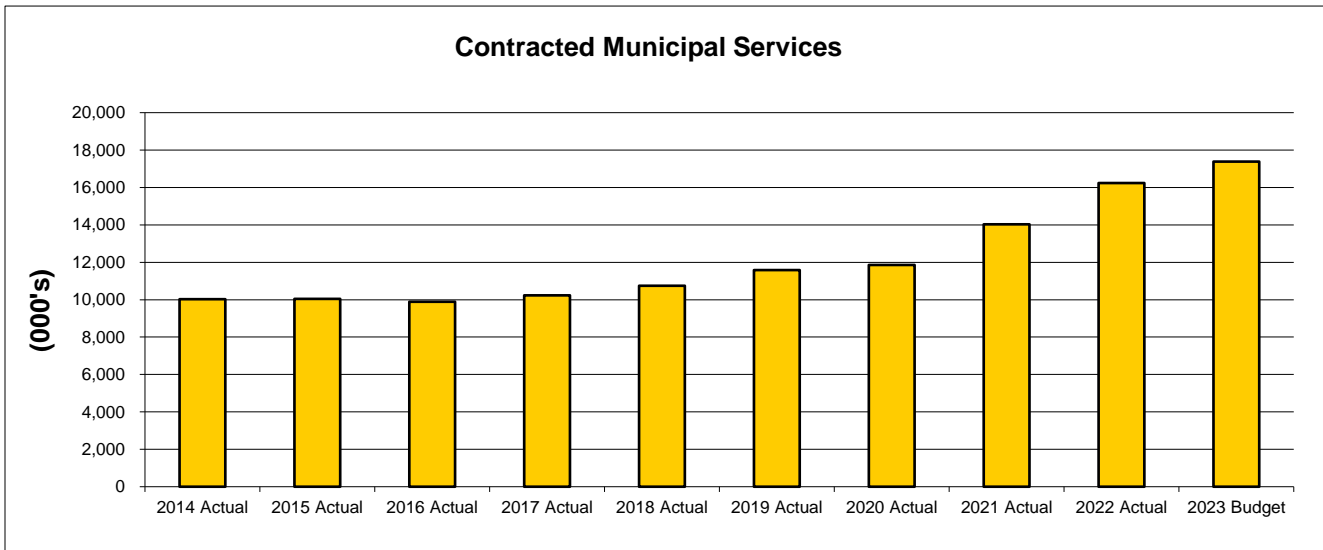


### Non-personnel Costs

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 7% 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:

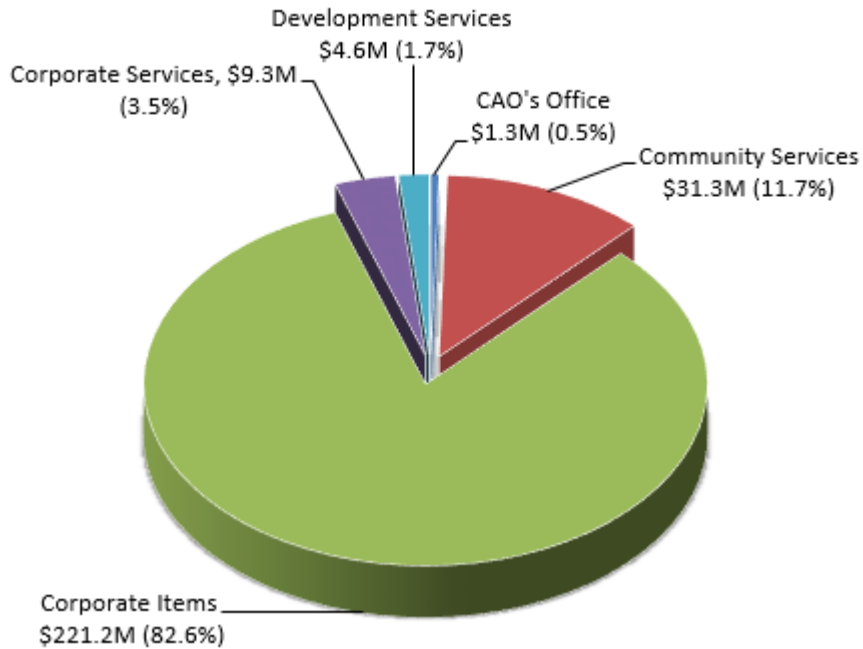
- Price adjustments - External service contract commitments
- Price adjustments - Commodity price increases/decreases
- Growth related requirements
- Council approved recommendations
- Annualization
- Capital induced operating costs
- Indirect cost recoveries

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

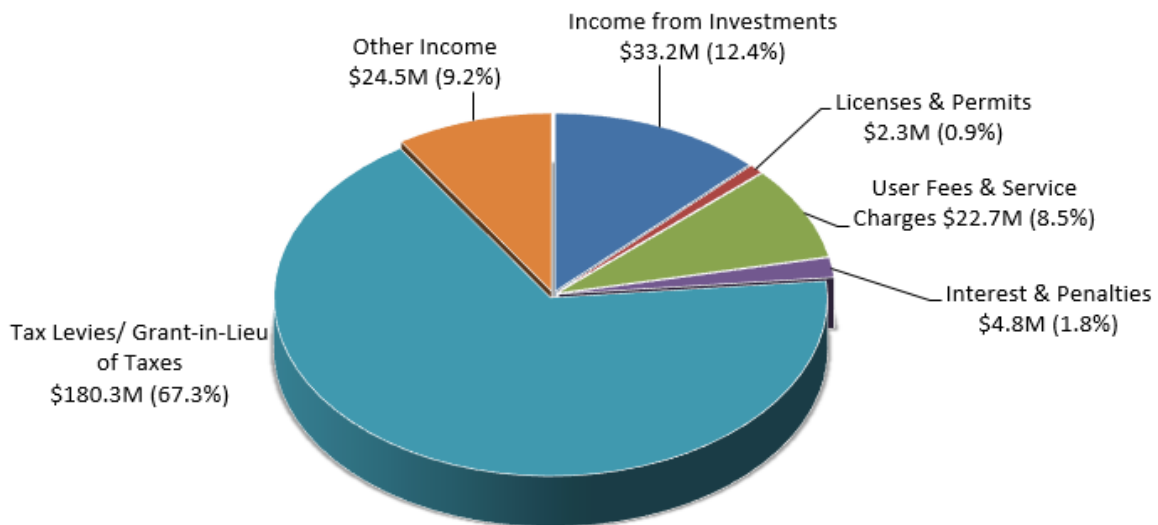
## Revenues

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 \$267.8M



### Operating Budget Revenues by Component (excluding Waterworks, Building, Planning, & Engineering Departments) Total \$267.8M





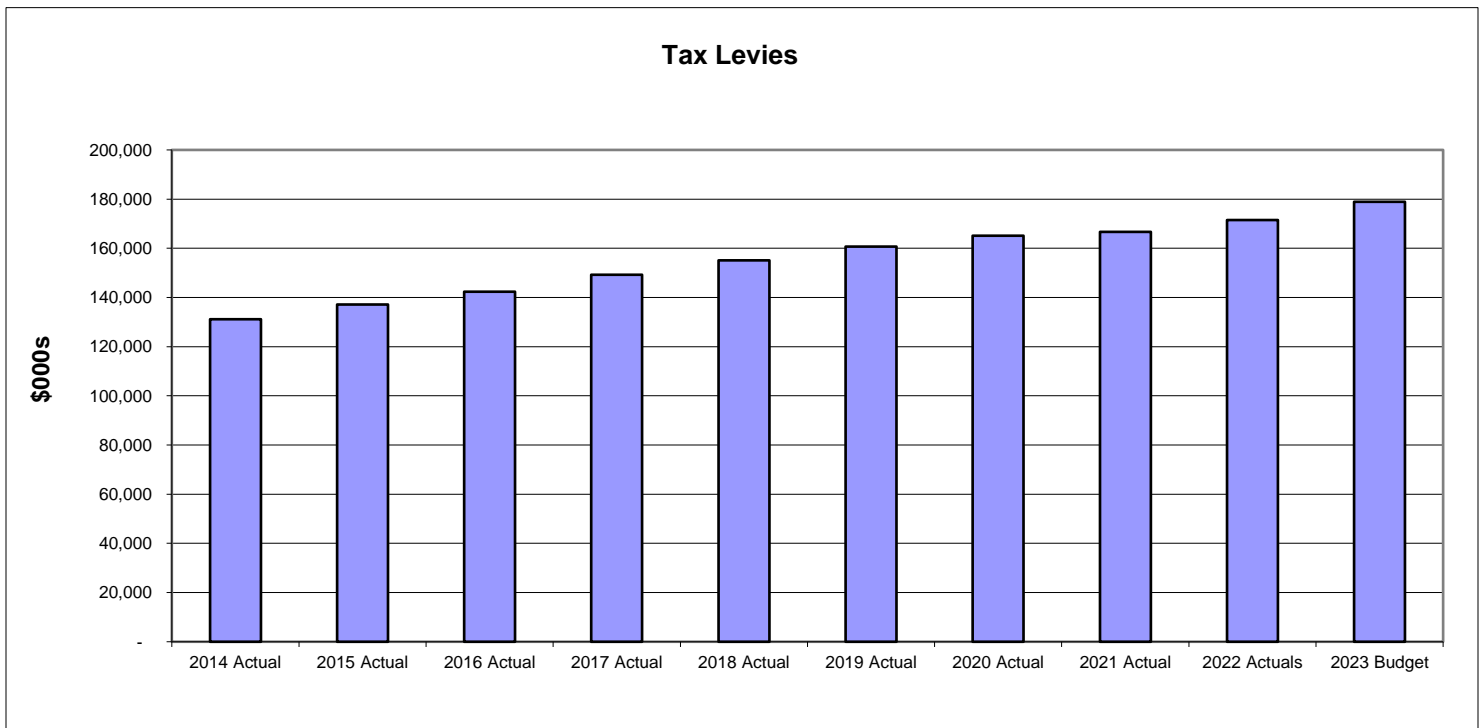
The 267.8 million Operating Budget is 88% funded through the following sources:

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

The remaining 12% of revenues is generated from fines and recoveries, property tax interest and penalties, grants and subsidies.

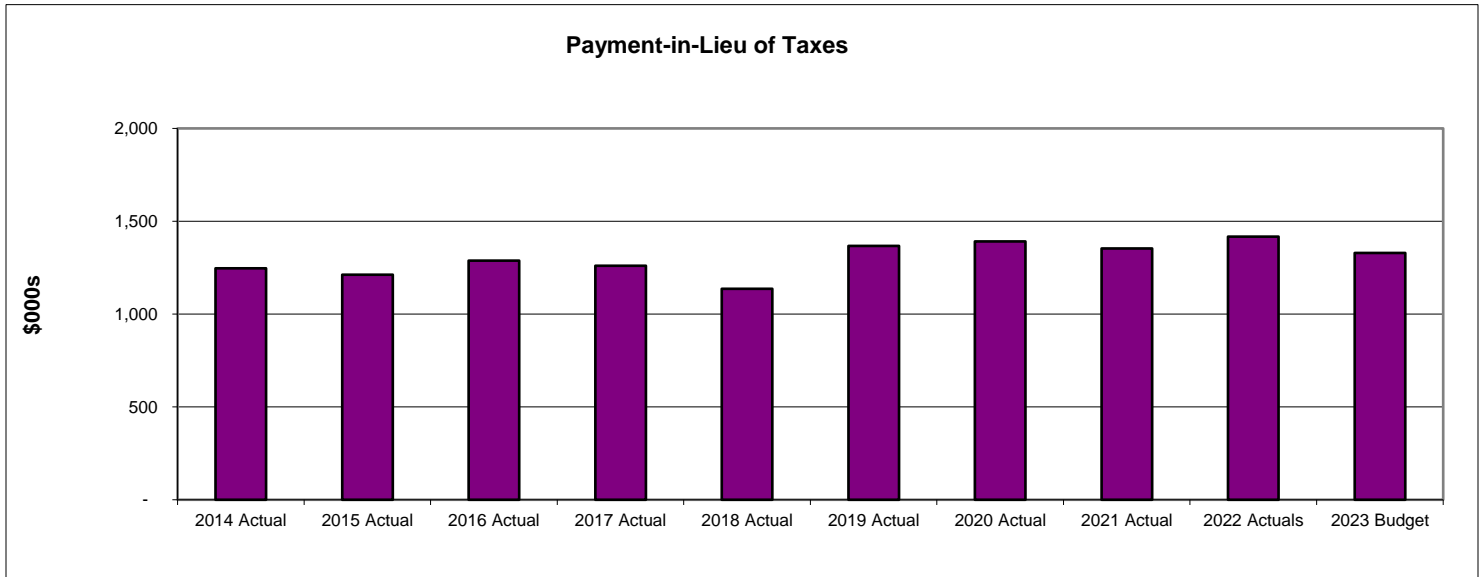
### Tax Levies

Tax levies are 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 2023 tax levies is at \$178.9 million, an increase of \$7.0 million from 2022. The tax revenue has increased steadily in the past years due to assessment growth in the City and tax rate increases.



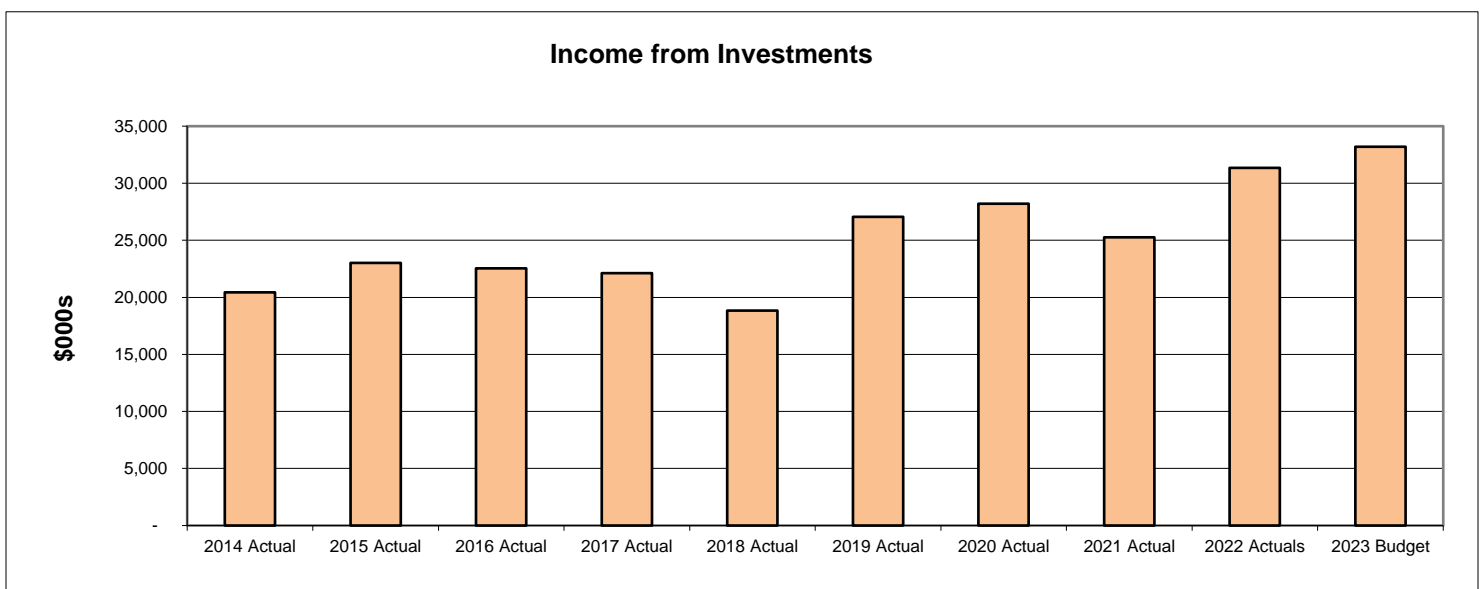
### Grants-in-Lieu

Grants-in-Lieu are payments received in lieu of taxation on properties owned by other government bodies and government agencies. The 2023 Budget is \$1.3 million which is trending consistently with prior years.



### Investment Income

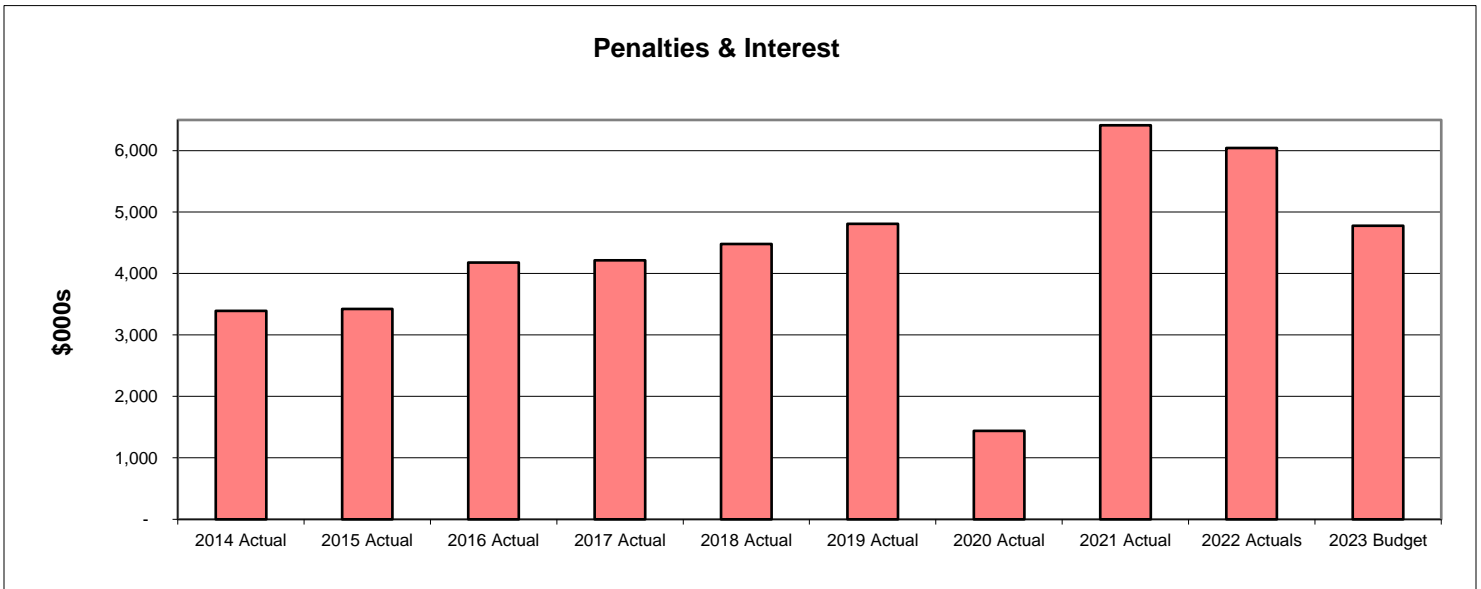
The City of Markham earns income on investments for all major City funds and reserves. Income from investments is budgeted at \$33.2 million; this amount includes interest and dividends from the City’s holdings in Markham Enterprises Corporation and Markham District Energy Incorporated.





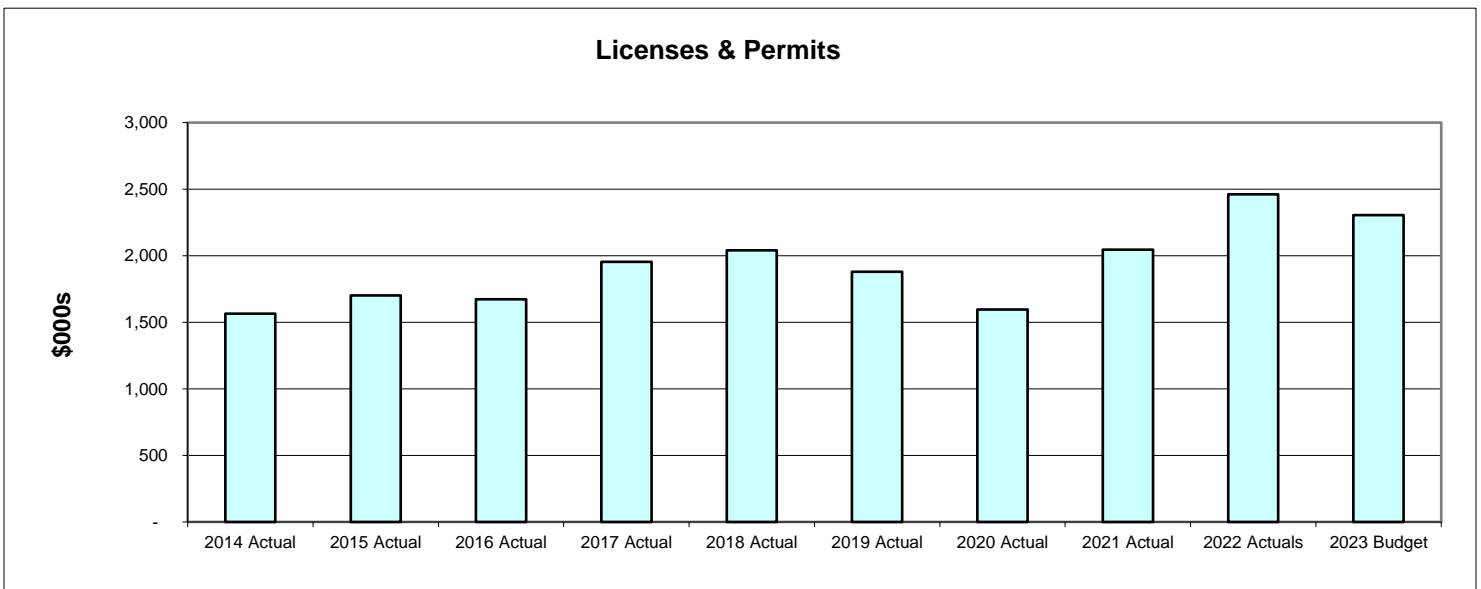
### Penalties and Interest

Penalties and interest relate to late payment of property tax bills. For 2023, the budget for this account is \$4.8 million.



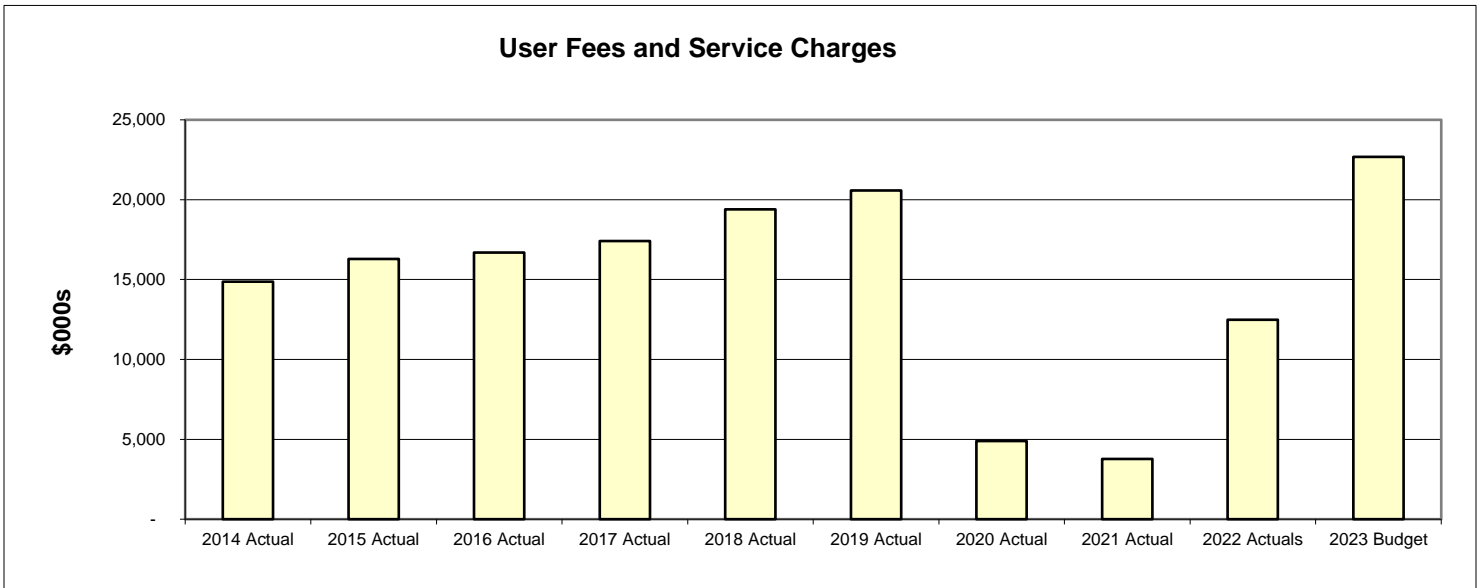
### Licenses & Permits

Licenses and Permits revenues are generated by Legislative Services from the sale of business, marriage and other licenses. The 2023 Budget is \$2.3 million.



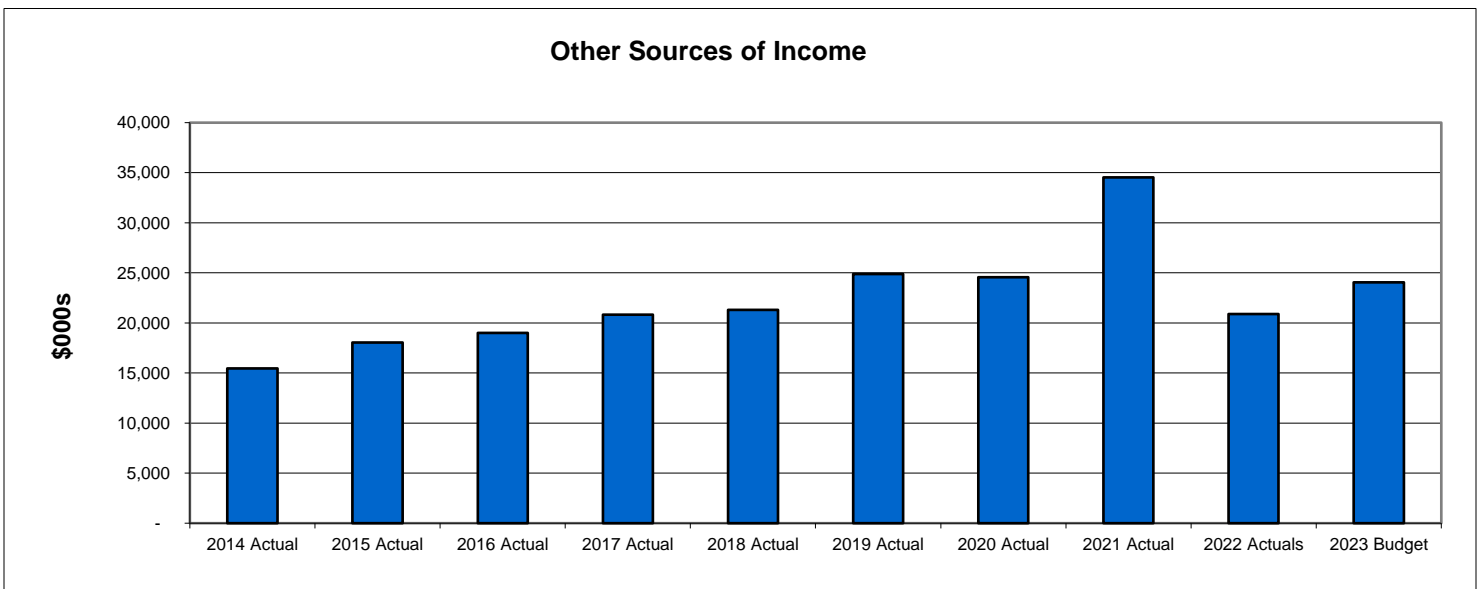
### User Fees

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 2023 Budget of \$22.7 million represents a \$1.2 million increase from the 2022 budget. The COVID-19 pandemic had a significant impact on fee revenue in 2022 due to closure of City facilities for the most part of the year. Although the 2023 budget is based on the prior year budget, the City expects that recreation and programming will gradually begin to return to pre-pandemic levels.



### Other Income

The Other Income Operating Budget of \$24.5 million represents an increase of \$1.3 million from 2022 and includes fines and rental income.





## 2023 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)	2022 Actual	2022 Budget	2023 Budget Approved	2023 Budget vs. 2022 Budget		2023 Budget vs. 2022 Actual	
				Incr(Decr.)	%Change	Incr.(Decr.)	% Change
<b>Total Council</b>	<b>2,538</b>	<b>3,080</b>	<b>3,170</b>	<b>91</b>	<b>2.9%</b>	<b>633</b>	<b>24.9%</b>
CAO's Office	884	959	874	(85)	-8.9%	(10)	-1.2%
Corporate Communications <sup>1</sup>	1,361	1,376	1,027	(349)	-25.4%	(334)	-24.5%
People Services	3,007	3,160	4,101	941	29.8%	1,094	36.4%
Legal Services	2,004	2,209	2,234	25	1.1%	229	11.4%
Fire Services	43,639	41,666	42,472	806	1.9%	(1,167)	-2.7%
<b>Total CAO</b>	<b>50,896</b>	<b>49,371</b>	<b>50,708</b>	<b>531</b>	<b>1.1%</b>	<b>(188)</b>	<b>-0.4%</b>
Commissioner's Office	406	436	444	8	1.8%	38	9.3%
Bylaw Enforcement & Regulatory Services	1,857	659	1,169	510	77.4%	(688)	-37.0%
Legislative Services <sup>1</sup>	2,959	2,648	3,204	556	21.0%	245	8.3%
Financial Services	3,924	4,718	4,925	207	4.4%	1,001	25.5%
Information Technology Services	9,480	9,550	11,494	1,944	20.4%	2,013	21.2%
Sustainability & Asset Management	3,036	2,873	3,522	649	22.6%	486	16.0%
<b>Total Corporate Services</b>	<b>21,662</b>	<b>20,885</b>	<b>24,758</b>	<b>3,873</b>	<b>18.5%</b>	<b>3,096</b>	<b>14.3%</b>
Commissioner's Office	1,487	2,123	1,124	(998)	-47.0%	(363)	-24.4%
Economic Growth, Culture & Entrepreneurship <sup>1</sup>	3,598	4,146	4,369	223	5.4%	771	21.4%
Traffic Operations	1,481	1,686	1,896	210	12.4%	415	28.0%
<b>Total Development Services</b>	<b>6,565</b>	<b>7,955</b>	<b>7,389</b>	<b>(566)</b>	<b>-7.1%</b>	<b>824</b>	<b>12.5%</b>
Commissioner's Office	316	438	543	106	24.1%	227	71.8%
Markham Public Libraries	12,792	13,672	14,426	754	5.5%	1,634	12.8%
Operations	37,937	38,672	41,037	2,365	6.1%	3,100	8.2%
Recreation Services	13,473	11,784	12,186	402	3.4%	(1,287)	-9.6%
Environmental Services <sup>2</sup>	14,046	14,797	15,579	783	5.3%	1,534	10.9%
<b>Total Community Services</b>	<b>78,564</b>	<b>79,362</b>	<b>83,771</b>	<b>4,409</b>	<b>5.6%</b>	<b>5,208</b>	<b>6.6%</b>
<b>Corporate Items</b>	<b>(163,134)</b>	<b>(160,653)</b>	<b>(169,797)</b>	<b>(9,144)</b>	<b>5.7%</b>	<b>(6,663)</b>	<b>4.1%</b>
<b>Net (Surplus)/Deficit</b>	<b>(2,909)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>2,909</b>	<b>-100.0%</b>

**Notes:**

1. In 2023, the Community Engagement and Corporate Communication sections were realigned from Legislative Services to Economic Growth, Culture and Entrepreneurship and to a new Corporate Communications Department. Figures have been restated to reflect new structure.
2. Environmental Services includes Waste and Infrastructure



## 2023 OPERATING BUDGET SUMMARY – EXPENDITURES

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

Department/Commission (in \$000's)	2022 Actual	2022 Budget	2023 Budget Approved	2023 Budget vs. 2022 Budget		2023 Budget vs. 2022 Actual	
				Incr.(Decr.)	%Change	Incr.(Decr.)	% Change
<b>Total Council</b>	<b>2,538</b>	<b>3,080</b>	<b>3,170</b>	<b>91</b>	<b>2.9%</b>	<b>632,539</b>	<b>24.9%</b>
CAO's Office	884	959	874	(85)	-8.9%	(10)	-1.2%
Corporate Communications <sup>1</sup>	1,432	1,770	1,582	(187)	-10.6%	151	10.5%
People Services	3,007	3,162	4,103	941	29.7%	1,096	36.5%
Legal Services	2,506	2,509	2,534	25	1.0%	28	1.1%
Fire Services	44,049	42,066	42,872	806	1.9%	(1,176)	-2.7%
<b>Total CAO</b>	<b>51,878</b>	<b>50,467</b>	<b>51,965</b>	<b>1,499</b>	<b>3.0%</b>	<b>88</b>	<b>0.2%</b>
Commissioner's Office	406	436	444	8	1.8%	38	9.3%
Bylaw Enforcement & Regulatory Services	4,429	4,448	5,351	904	20.3%	922	20.8%
Legislative Services <sup>1</sup>	5,079	5,146	5,685	539	10.5%	606	11.9%
Financial Services	5,305	5,995	6,201	207	3.4%	897	16.9%
Information Technology Services	9,589	9,575	11,519	1,944	20.3%	1,930	20.1%
Sustainability & Asset Management	4,686	4,665	4,850	185	4.0%	163	3.5%
<b>Total Corporate Services</b>	<b>29,493</b>	<b>30,264</b>	<b>34,050</b>	<b>3,785</b>	<b>12.5%</b>	<b>4,556</b>	<b>15.4%</b>
Commissioner's Office	1,487	2,123	1,124	(998)	-47.0%	(363)	-24.4%
Economic Growth, Culture & Entrepreneurship <sup>1</sup>	6,891	8,649	9,013	363	4.2%	2,122	30.8%
Traffic Operations	1,482	1,687	1,897	210	12.4%	414	27.9%
<b>Total Development Services</b>	<b>9,860</b>	<b>12,459</b>	<b>12,034</b>	<b>(425)</b>	<b>-3.4%</b>	<b>2,173</b>	<b>22.0%</b>
Commissioner's Office	316	438	543	106	24.1%	227	71.8%
Markham Public Libraries	13,462	14,819	15,573	754	5.1%	2,111	15.7%
Operations	40,273	40,501	43,052	2,551	6.3%	2,779	6.9%
Recreation Services	28,603	37,035	38,602	1,567	4.2%	9,999	35.0%
Environmental Services <sup>2</sup>	16,448	16,417	17,325	908	5.5%	877	5.3%
<b>Total Community Services</b>	<b>99,103</b>	<b>109,209</b>	<b>115,096</b>	<b>5,886</b>	<b>5.4%</b>	<b>15,993</b>	<b>16.1%</b>
<b>Corporate Items</b>	<b>50,752</b>	<b>47,669</b>	<b>51,447</b>	<b>3,778</b>	<b>7.9%</b>	<b>695</b>	<b>1.4%</b>
<b>Total Corporation</b>	<b>243,623</b>	<b>253,147</b>	<b>267,761</b>	<b>14,614</b>	<b>5.8%</b>	<b>24,138</b>	<b>9.9%</b>

**Notes:**

1. In 2023, the Community Engagement and Corporate Communication sections were realigned from Legislative Services to Economic Growth, Culture and Entrepreneurship and to a new Corporate Communications Department. Figures have been restated to reflect new structure.
2. Environmental Services includes Waste and Infrastructure



## 2023 OPERATING BUDGET SUMMARY – REVENUES

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

**\$000's**

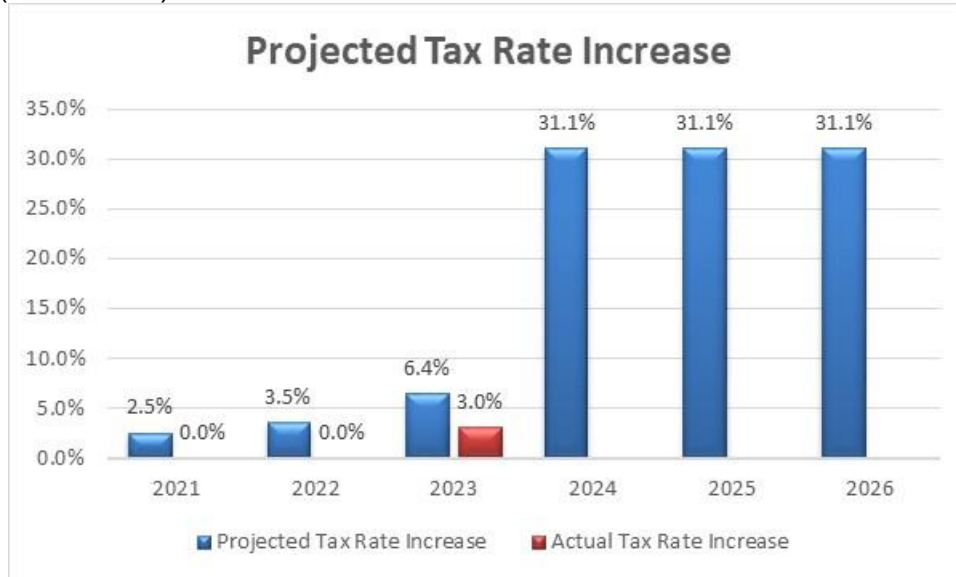
Department/Commission (in \$000's)	2022 Actual	2022 Budget	2023 Budget Approved	2023 Budget vs. 2022 Budget		2023 Budget vs. 2022 Actual	
				Incr(Decr.)	%Change	Incr.(Decr.)	% Change
<b>Total Council</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
CAO's Office	0	0	0	0	0.0%	0	0.0%
Corporate Communications <sup>1</sup>	71	394	555	162	41.1%	484	685.6%
People Services	0	2	2	0	0.0%	2	500.6%
Legal Services	501	300	300	0	0.0%	(201)	-40.2%
Fire Services	409	400	400	0	0.0%	(9)	-2.3%
<b>Total CAO</b>	<b>982</b>	<b>1,096</b>	<b>1,257</b>	<b>162</b>	<b>14.7%</b>	<b>275</b>	<b>28.1%</b>
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Bylaw Enforcement & Regulatory Services	2,572	3,788	4,182	394	10.4%	1,610	62.6%
Legislative Services <sup>1</sup>	2,120	2,498	2,480	(17)	-0.7%	361	17.0%
Financial Services	1,381	1,276	1,276	0	0.0%	(105)	-7.6%
Information Technology Services	108	25	25	0	0.0%	(83)	-76.9%
Sustainability & Asset Management	1,651	1,792	1,328	(464)	-25.9%	(323)	-19.6%
<b>Total Corporate Services</b>	<b>7,832</b>	<b>9,380</b>	<b>9,292</b>	<b>(88)</b>	<b>-0.9%</b>	<b>1,460</b>	<b>18.6%</b>
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Economic Growth, Culture & Entrepreneurship <sup>1</sup>	3,293	4,503	4,643	141	3.1%	1,350	41.0%
Traffic Operations	2	1	1	0	0.0%	(1)	-46.8%
<b>Total Development Services</b>	<b>3,295</b>	<b>4,504</b>	<b>4,644</b>	<b>141</b>	<b>3.1%</b>	<b>1,349</b>	<b>41.0%</b>
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Markham Public Libraries	670	1,147	1,147	0	0.0%	477	71.1%
Operations	2,336	1,828	2,015	187	10.2%	(320)	-13.7%
Recreation Services	15,131	25,251	26,416	1,165	4.6%	11,285	74.6%
Environmental Services <sup>2</sup>	2,402	1,621	1,746	125	7.7%	(656)	-27.3%
<b>Total Community Services</b>	<b>20,539</b>	<b>29,847</b>	<b>31,324</b>	<b>1,477</b>	<b>4.9%</b>	<b>10,785</b>	<b>52.5%</b>
<b>Corporate Items</b>	<b>213,885</b>	<b>208,321</b>	<b>221,244</b>	<b>12,922</b>	<b>6.2%</b>	<b>7,359</b>	<b>3.4%</b>
<b>Total Corporation</b>	<b>246,532</b>	<b>253,147</b>	<b>267,761</b>	<b>14,614</b>	<b>5.8%</b>	<b>21,229</b>	<b>8.6%</b>

**Notes:**

1. In 2023, the Community Engagement and Corporate Communication sections were realigned from Legislative Services to Economic Growth, Culture and Entrepreneurship and Corporate Communications. Figures have been restated to reflect new structure.
2. Environmental Services includes Waste and Infrastructure

## 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. Below is a comparison of the projected versus approved tax rate increases for three years (2021 - 2023) followed by three forecasted years through the end of the Council term (2024-2026):



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.

## 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 2020 including rising inflation and changing legislation, the impact 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 the period 2024 through 2026, the forecast includes an estimate for the impacts related to *More Homes Built Faster Act, 2022 (Bill 23)*. This legislation limits access to developer funding which may require tapping into alternate funding sources to maintain services levels.

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

On November 28, 2022, the Province of Ontario passed the *More Homes Built Faster Act, 2022 (Bill 23)* which resulted in significant changes to the *Development Charges Act, 1997*, as amended (DCA). The legislation included changes such as a mandatory phase-in of development charge (DC) rates, the removal of studies as a DC eligible cost, exemption of DCs for non-profit, affordable/attainable and rental housing, and materially, the removal of land as an eligible capital cost for which the impacted services have not yet been prescribed. These changes will significantly reduce development related revenues as well as cash flow, and impact the City's ability to fund infrastructure required to maintain the existing and established service levels, unless the burden is shifted to the existing tax base.

In prior years, the City provided a development charge reserve forecast which depicted the year when it was anticipated that the DC reserves would go into a negative position. When the DC reserves go into a deficit position, the City will initiate its Council approved Development Charges Internal Borrowing Policy (refer to Appendix 4), which 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 2022 General Portfolio balance, internal borrowing would be capped at \$116.3M.

The development charge reserve forecast will be reassessed once the regulations from Bill 23 have been fully prescribed.



## **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 December 2022, Moody's announced a credit rating of AAA for the Region based on its strong governance and prudent fiscal management. The rating also reflects a large and diversified economy that supports the regional tax base and the Region's ability to generate predictable revenues. York's debt burden is elevated relative to many AAA-rated municipal peers, although the region's debt mitigation strategy has ensured a decline in the debt burden from 145% in 2016 to an estimated 87% in 2022. In their assessment, Moody's also indicated the Region will maintain strong levels of wealth and prudent fiscal management which will support balanced operating results over the next two years despite modest operating challenges from the pandemic and high inflation.

## **Debt Obligations**

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

The loan received on July 1, 2010 was used to fund the purchase of the Markham District Energy Birchmount plant. The plant was subsequently leased back to Markham District Energy (MDE), a wholly owned subsidiary of Markham Enterprises Corporation (MEC). The loan received on April 14, 2014 was used to partially fund the cost of Cornell Community Centre and Library.



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

**CANADA MORTGAGE HOUSING CORPORATION (CMHC)**

**PRINCIPAL - \$12 million**

**INTEREST RATE - 4.04% per annum TERM - 20 years**

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



## 2023 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. A monthly report is provided by Finance to internal staff on all open Capital Projects with information on each project's expenditures against budget for tracking purposes.

Approximately 64% of the 2023 Capital Budget is funded from the Development Charge Reserve (43%) and the Life Cycle Replacement and Capital Reserve Fund (21%). 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 2022, with the study for City-Wide Hard Services covering the period from 2022 - 2031, and the study for City-Wide Soft Services covering the period from 2022 - 2031.

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.

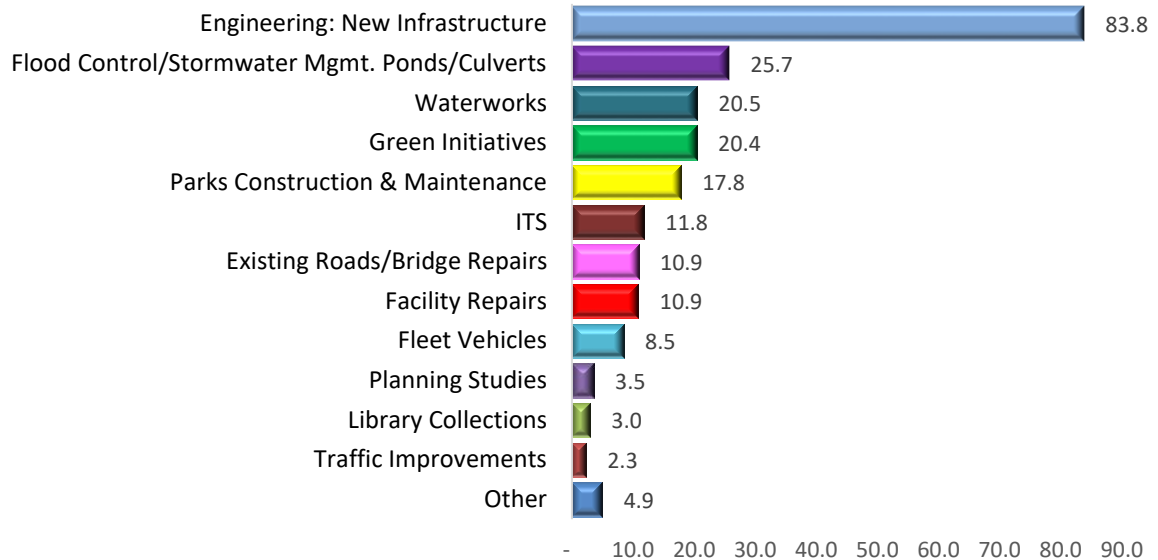




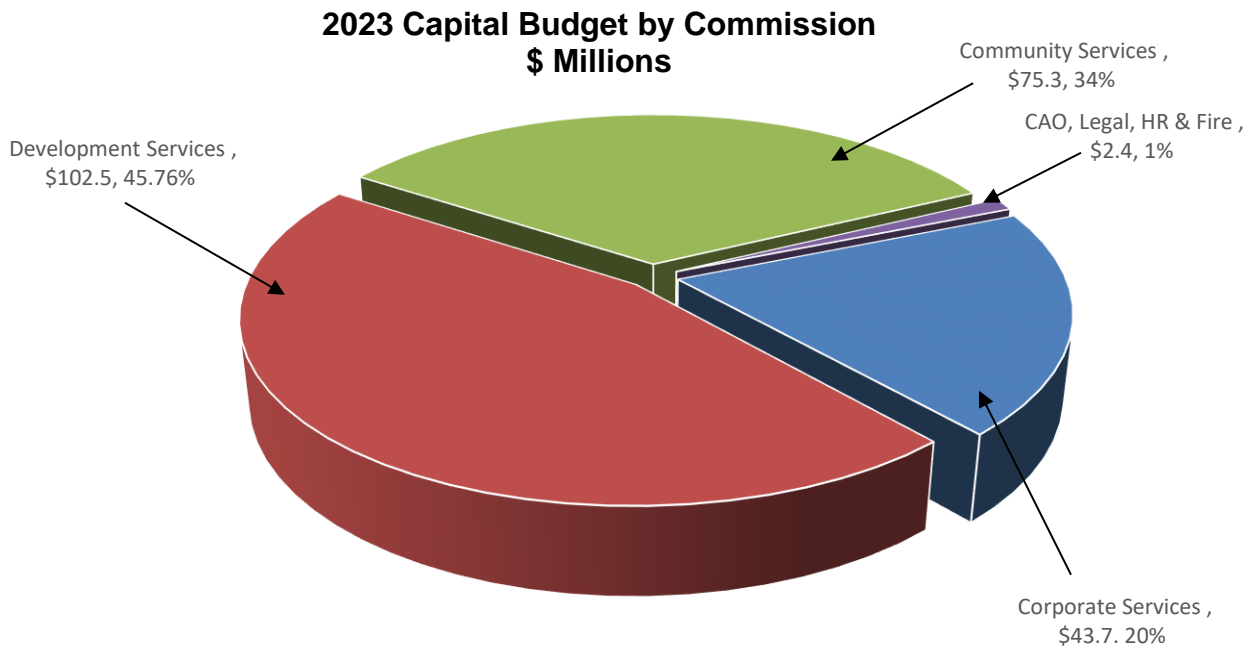
### Budget Details

Breakdown of the City of Markham’s 2023 approved \$223.9 million Capital Budget is shown below, by type:

#### Total \$ 223.9 Millions



The Capital Budget is allocated by Commission as follows:



The 2023 Capital Budget of \$223.9 million is funded through a variety of sources. Approximately \$143.7 million (64.2%) of the Capital Budget is funded through the Life Cycle



Replacement and Capital Reserve Fund, and Development Charges Reserve, while the remaining \$80.3 million (35.8%) of the Capital Budget is made up of the Canada Community Building Fund Reserve and Other Reserves. The following schedule presents the allocation of the Capital Budget by Department according to funding source

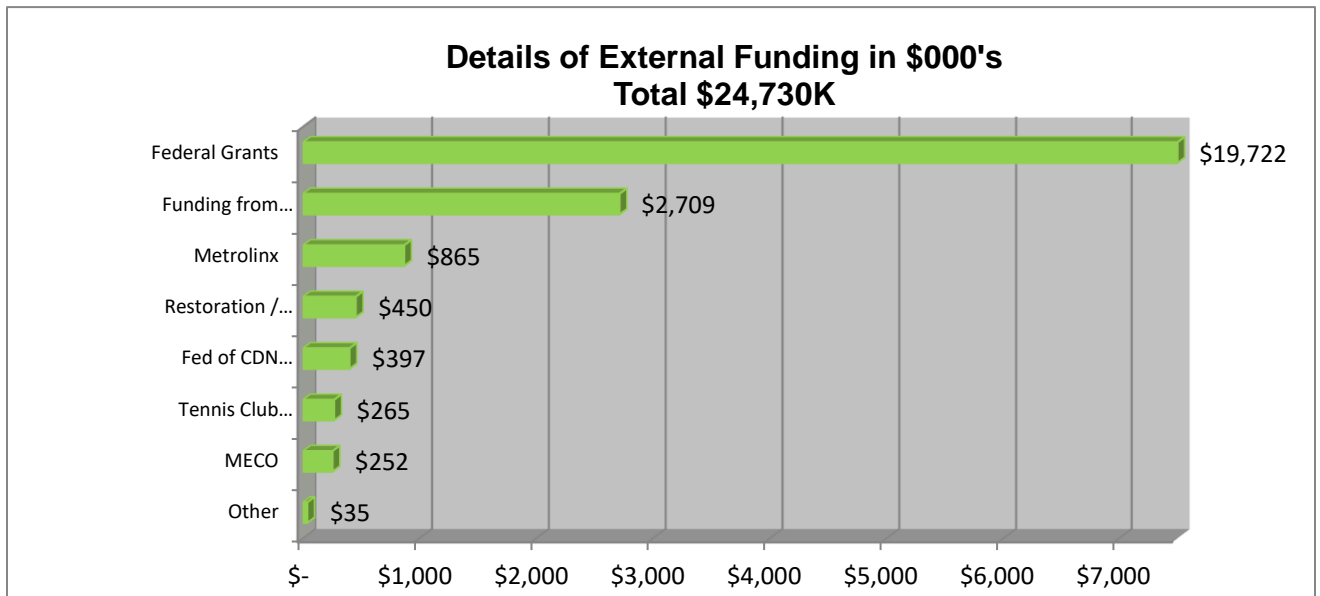
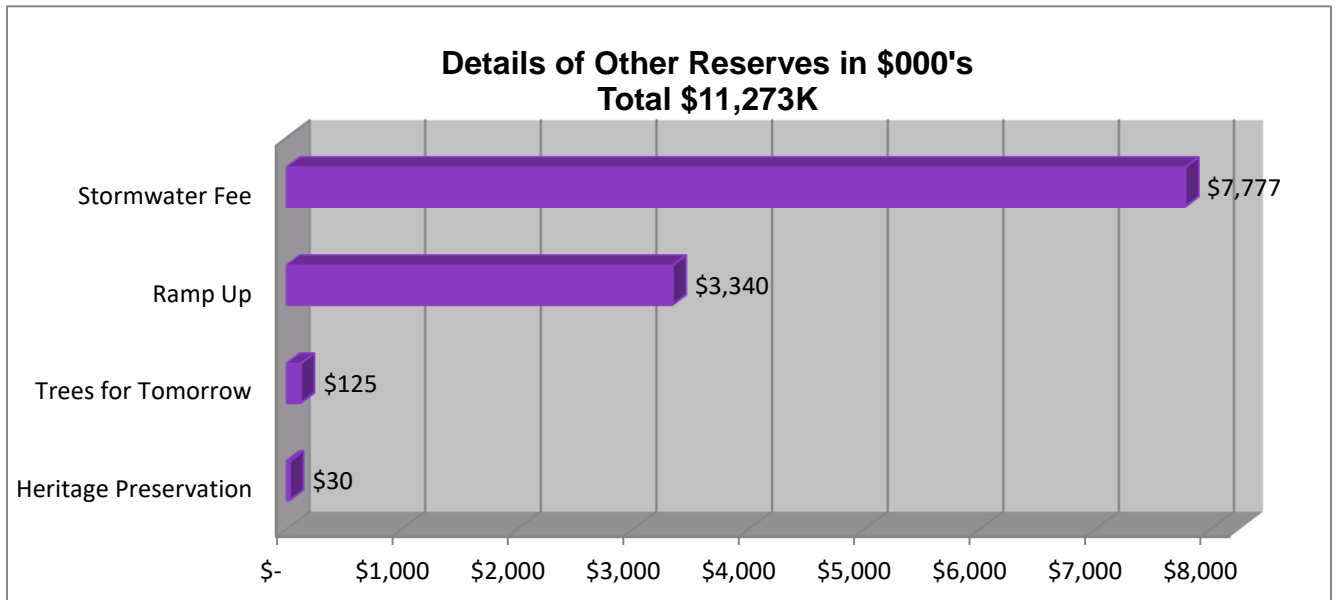
## 2023 CAPITAL BUDGET BY DEPARTMENT AND BY FUNDING SOURCE

(in 000's)	Operating Budget (Tax Funded)	Life Cycle Replacement and Capital Reserve	Development Charges (DC Reserve)	Development & Building Fees	Canada Community Building Fund	Waterworks Stabilization and Capital Reserve	Non-DC Growth Reserve	Other Reserves	Total 2023 Budget	2022 Budget
Arts Centres	-	57	-	-	-	-	-	-	57	39
Culture	-	-	-	-	-	-	-	248	248	248
Design	25	29	10,953	-	-	-	180	121	11,307	8,195
Building Services	-	-	-	509	-	-	-	-	509	-
Engineering	-	1,642	81,029	-	-	-	757	2,289	85,717	20,504
Museum	-	293	-	-	-	-	-	-	293	87
Planning	-	30	1,980	235	-	-	-	1,295	3,539	2,180
Theatre	-	802	-	-	-	-	-	-	802	309
<b>Development Services</b>	<b>25</b>	<b>2,853</b>	<b>93,961</b>	<b>743</b>	<b>-</b>	<b>-</b>	<b>937</b>	<b>3,952</b>	<b>102,472</b>	<b>31,561</b>
Legal	19	-	-	413	-	-	-	-	433	509
People Services	141	-	-	25	-	11	-	-	176	-
Fire & Emergency Services	139	1,457	209	-	-	-	-	-	1,805	540
<b>CAO, Legal, HR &amp; Fire</b>	<b>299</b>	<b>1,457</b>	<b>209</b>	<b>438</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>2,413</b>	<b>1,049</b>
Financial Services	-	-	988	-	-	5,451	-	-	6,439	948
Sustainability & Asset Management	286	7,773	-	-	3,476	104	-	14,533	26,172	9,207
ITS	387	6,419	459	1,259	-	540	-	2,036	11,099	2,058
<b>Corporate Services</b>	<b>673</b>	<b>14,192</b>	<b>1,447</b>	<b>1,259</b>	<b>3,476</b>	<b>6,095</b>	<b>-</b>	<b>16,569</b>	<b>43,710</b>	<b>12,212</b>
Environmental Services - Stormwater	-	2,777	620	-	1,628	-	-	1,229	6,254	2,837
Environmental Services - Infrastructure	102	2,021	-	-	5,047	494	-	12,523	20,187	14,748
Environmental Services - Waste	-	-	106	-	-	-	-	-	106	120
Environmental Services - Waterworks	-	988	-	-	-	14,028	-	-	15,016	14,071
Markham Public Library	-	3,146	-	-	-	-	-	-	3,146	2,981
Operations - Business & Technical Services	-	-	-	-	-	-	-	-	-	124
Operations - Fleet	-	7,616	743	-	-	108	-	-	8,467	5,528
Operations - Parks	153	4,746	-	-	-	-	-	1,695	6,593	2,834
Operations - Roads	-	2,306	477	-	7,801	-	-	-	10,585	9,499
Operations - Utility Inspection & Survey	-	414	-	-	-	-	-	-	414	155
Recreation Services	171	4,411	-	-	-	-	-	-	4,582	2,039
<b>Community Services</b>	<b>425</b>	<b>28,424</b>	<b>1,946</b>	<b>-</b>	<b>14,476</b>	<b>14,630</b>	<b>-</b>	<b>15,446</b>	<b>75,348</b>	<b>54,936</b>
Corporate Wide	-	-	-	-	-	-	-	-	-	10,504
<b>Corporate Wide</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,504</b>
	<b>1,422</b>	<b>46,926</b>	<b>97,563</b>	<b>2,440</b>	<b>17,953</b>	<b>20,736</b>	<b>937</b>	<b>35,967</b>	<b>223,943</b>	<b>110,263</b>
	<b>1%</b>	<b>21%</b>	<b>44%</b>	<b>1%</b>	<b>8%</b>	<b>9%</b>	<b>0%</b>	<b>16%</b>		

A complete 2023 Capital project listing is included at the end of this section.

## 2023 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 2023 Capital Projects:





## 2023 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 Operating Budget are as follows:

<u>Project #</u>	<u>Department/Capital Project Description</u>	<u>2023 Annualized Operating Impact costs/(savings) (in \$000's)</u>	<u>Comments</u>
<b><u>Building Services</u></b>			
23050	Building Standards Guide Builder	34	Cloud based software licenses and cloud based fees
23058	Development Service ePlan Portal Replacement	33	Annual subscription and maintenance cost
23059	ProjectDOX conversion to cloud and upgrade to 9.2	140	Annual license cost for the cloud
23060	Remote in field inspection app	25	Professional fees
		<u>\$232</u>	
<b><u>Parks Design &amp; Construction</u></b>			
23068	Ada Mackenzie Park Phase 3 Design and Construction	18	Annual Contracted services
23069	Berczy Glen Northwest Parkette Design and Construction	2	Annual Contracted services
23070	Berczy Glen West Parkette Design and Construction	5	Annual Contracted services
23079	Public Realm - Light Post Banners	0	Annual Contracted services
23080	Public Realm - Median Streetscape Enhancement	1	Annual road maintenance
23083	Russell Carter Tefft Pedestrian Bridge D&C	0	Annual Contracted services
23084	South Cornell Parkette 156 Design and Construction	4	Annual Contracted services
23086	Villages of Fairtree East NP - Construction	29	Annual Contracted services
		<u>\$60</u>	
<b><u>Engineering</u></b>			
23105	Markham Transportation Strategic Plan (MTSP) Update	146	1 new FTE
		<u>\$146</u>	
<b><u>People Services</u></b>			
23116	Digitizing of HR Employee Files	45	Incremental ADP subscription cost
		<u>\$45</u>	
<b><u>ITS</u></b>			
23130	ITS - AMP's (Administrative Monetary Penalty) Expansion	50	Annual maintenance and licensing costs
		159	1 new FTE
23132	MPL Digital Literacy Strategy Implementation	14	Annual licensing costs
23133	Mobile Radio Air Time	54	Annual operating cost
23040	IT Lifecycle Asset Replacement	92	Annual software maintenance costs
23134	IT Lifecycle Asset Replacement - 2	96	Ongoing License Subscription and Support
23041	ITS - Cyber Security Enhancement	459	Ongoing annual maintenance and enhancement
23136	ITS - Feature Manipulation Engine (FME)	21	Ongoing annual license renewal
23042	ITS - Leap Cloud (Feb Server)	70	Operating costs
23043	ITS - Microsoft 365	100	Annual subscription costs
		125	1 new FTE
23044	ITS - Oracle DB Licensing	19	Annual license and support cost
		<u>\$1,258</u>	
<b><u>Finance</u></b>			
23138	Water Billing Transition Project	(179)	Net operating savings
		1,374	8 New Call Centre FTE, 7 New Back Office FTE & 1 New ITS Support FTE
		<u>\$1,195</u>	
<b><u>Sustainability and Asset Management</u></b>			
23142	Building Automation Systems Replacement Program	(40)	Utility cost savings
23146	Corporate Asset Management	125	1 new FTE
23150	EV Chargers Expansion and Repairs	5	Maintenance Supplies
		<u>\$90</u>	
<b><u>Recreation Services</u></b>			
23174	City of Markham Environics Analytics	20	Annual licenses
23200	St. Roberts Soccer Clubhouse LED Lighting Upgrade	(1)	Hydro cost savings
		<u>\$19</u>	
<b><u>Operations - Fleet</u></b>			
23022/232	New Fleet - Parks	44	Vehicle Parts and Fuel
23233	New Fleet - Community Parks	26	Vehicle Parts and Fuel
23235	New Fleet - Recreation	34	Vehicle Parts and Fuel
23226	New Fleet - Utility Locates (Bill 93 AMPs)	19	Vehicle Parts and Fuel
		<u>\$123</u>	
	<b>Total Capital Induced Operating Costs / (Savings)</b>	<u><b>\$3,169</b></u>	



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

As discussed in Section 2 – Corporate Strategic Plan and Section 3 – 2023 Budget, Department Business Plans are aligned to Corporate Strategic Goals and Capital project requests achieve the Departmental Objectives in the Business Plans.

The following section summarizes the 2023 Capital projects in relation to Council's 2020 – 2026 Strategic Plan:

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

- \$12.1 ITS asset replacements, initiatives, and portal extensions and upgrades
- \$5.5 Water Billing Transition Project
- \$2.9 Library collections & e-resources
- \$2.0 Playstructure and waterplay replacement
- \$0.2 Recreation and sportsfield equipment replacement

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

- \$3.6M Ada Mackenzie Park Phase 3 Design and Construction – to be completed Summer 2025.
- \$1.5M Villages of Fairtree East Neighbourhood Park – Construction to be completed Winter 2024.
- \$1.1M South Cornell Parkette - Design and Construction – to be completed Fall 2024.
- \$1.0M Berczy Glen West & NW Parkettes Design and Construction – to be completed Fall 2024.
- \$0.8 Russell Carter Tefft Pedestrian Bridge Design and Construction – to be completed Summer 2024.

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

- \$53.6M Highway 404 Mid-Block Crossing, North of 16<sup>th</sup> Avenue (Construction)
- \$21.4M Victoria Square Boulevard – Phase 1 Construction.
- \$20.4M Net-Zero emissions retrofits to Centennial, Thornhill and Clatworthy community centres.
- \$6.7M Existing roads/bridges repairs and maintenance.
- \$4.4M Fire equipment and fleet replacement. \$4.1M Exterior and interior facility repairs/replacements at Community Centres, Libraries, Fire Stations, Civic Centre and other City facilities.
- \$1.2M New traffic signals construction, traffic assets replacement, operational improvements and other traffic initiatives.

### **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



## 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 from Development Charges (DC's) collected from Developers in the City of Markham. 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 June 2022.

A preliminary capital forecast based on the proposed 2022 DC Study information is included for the period 2024 to 2028:

#### 2024 to 2028 Capital Budget Forecast

(in \$000's – gross cost)

Category	2024	2025	2026	2027	2028	TOTAL
(A) General Government	2,165.0	2,165.0	2,165.0	2,165.0	2,165.0	10,825.0
(B) Library	-	-	20,883.3	-	-	20,883.3
(C) Fire Services	900.0	12,075.5	-	-	-	12,975.5
(D) Indoor Recreation	6,765.0	6,765.0	54,460.0	6,765.0	-	74,755.0
(E) Park Development & Facilities	64,007.7	34,363.5	50,210.2	3,864.3	-	152,445.6
(F) Public Works	3,760.0	1,045.3	-	-	-	4,805.4
(G) Waste Management	-	3,088.3	1,001.4	-	-	4,089.7
<b>TOTAL</b>	<b>77,597.7</b>	<b>59,502.6</b>	<b>128,719.9</b>	<b>12,794.3</b>	<b>2,165.0</b>	<b>280,779.5</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. 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 repair and replacement expenditures related to the City's aging capital infrastructure (e.g. bridges, roads, vehicles). The study identified the age of the assets, the expected life cycle of the assets and projected replacement costs in order to quantify the City's future expenditures, by year. A reserve fund, the Life Cycle Replacement and Capital Reserve, was established to provide a source of funding for the future repair, preventative maintenance and



replacement of infrastructure. More details on this reserve is included in the Reserve Policy section.

The City's Reserve Study is updated annually to account for additional assets, the refinement of assumptions on asset replacement cycles, and for adjustments to replacement costs. The following chart projects the City's non-growth related capital expenditures (e.g. repairs, preventative maintenance, replacement of infrastructure) based upon inventory in the life cycle reserve model.

A capital forecast based on the 2023 Life Cycle Reserve Study Update is included for the period 2024 to 2028.

**2024 to 2028 Capital Budget Forecast**  
(in \$000's – gross cost)

Category	2024	2025	2026	2027	2028	TOTAL
Facilities	20,485	42,386	15,186	17,438	13,204	<b>108,700</b>
Fire Fighter Equipment	556	2,149	468	935	824	<b>4,933</b>
ITS Infrastructure	3,059	694	1,877	134	1,217	<b>6,981</b>
Library Collections	3,242	3,306	3,373	3,467	3,537	<b>16,925</b>
Parks	7,241	6,096	5,550	4,188	3,795	<b>26,870</b>
Public Realm	41	23	80	24	92	<b>260</b>
Roads	10,708	10,427	11,026	13,557	12,745	<b>58,462</b>
Storm Sewers, Storm Water Mgmt & Landfill	2,527	8,829	8,512	4,741	4,009	<b>28,619</b>
Streetlights	2,281	362	3,205	143	3,243	<b>9,233</b>
Structures (Bridges & Culverts)	3,837	14,026	18,489	3,355	1,966	<b>41,674</b>
Traffic Signals	504	536	520	540	497	<b>2,597</b>
Utility Inspection and Business Technical	119	0	496	0	129	<b>744</b>
Vehicles	3,395	2,383	2,650	5,538	4,071	<b>18,037</b>
<b>TOTAL</b>	<b>57,996</b>	<b>91,218</b>	<b>71,433</b>	<b>54,061</b>	<b>49,329</b>	<b>324,036</b>





## 2023 CAPITAL BUDGET PROJECT LISTING (in \$ Dollars)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
<b>Community Services</b>							
<i>Markham Public Library</i>							
23204	Library Furniture, Equipment & Shelving Replacement	187,300		187,300			
<b>TOTAL Markham Public Library</b>		<b>187,300</b>	<b>-</b>	<b>187,300</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Environmental Services - Stormwater</i>							
23030	SWM Ponds - Condition Inspection	28,100		28,100			
23031	Water Quality Improvements	77,300		77,300			
23032	Water Quality Monitoring at Swan Lake	30,900		30,900			
23033	West Thornhill Flood Control - Ph 4C & 4D Addl. Design	203,500					203,500
23251	South Unionville Underground Stormwater Tank Rehab	1,628,200					1,628,200
<b>TOTAL Environmental Services - Stormwater</b>		<b>1,968,000</b>	<b>-</b>	<b>136,300</b>	<b>-</b>	<b>-</b>	<b>1,831,700</b>
<b>TOTAL Community Services</b>		<b>2,155,300</b>	<b>-</b>	<b>323,600</b>	<b>-</b>	<b>-</b>	<b>1,831,700</b>
<b>Development Services</b>							
<i>Culture</i>							
23052	Culture Public Art Master Plan Implementation Phase 4 of 5	248,000					248,000
<b>TOTAL Culture</b>		<b>248,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>248,000</b>
<i>Museum</i>							
23053	Museum - Various Buildings	258,400		258,400			
23054	Museum Maintenance	35,000		35,000			
<b>TOTAL Museum</b>		<b>293,400</b>	<b>-</b>	<b>293,400</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Theatre</i>							
23047	Theatre-Dressing Room Renovations	447,700		447,700			
23048	Theatre-Fire Curtain Replacement	111,900		111,900			
23049	Theatre-Water Pump Room Replacement	85,600		85,600			
23055	Theatre-Lighting & Video Equipment	67,200		67,200			
23056	Theatre-Stage & Building Maintenance	89,900		89,900			
<b>TOTAL Theatre</b>		<b>802,300</b>	<b>-</b>	<b>802,300</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Arts Centres</i>							
23057	Gallery Varley and McKay Maintenance and Repair	56,700		56,700			
<b>TOTAL Arts Centres</b>		<b>56,700</b>	<b>-</b>	<b>56,700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Building Services</i>							
23050	Building Standards Guide Builder	71,200					71,200
23058	Development Service ePlan Portal Replacement	101,800					101,800
23059	ProjectDOX conversion to cloud and upgrade to 9.2	213,700					213,700
23060	Remote in field inspection app	122,100					122,100
<b>TOTAL Building Services</b>		<b>508,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>508,800</b>
<i>Planning</i>							
23061	2023 - Official Plan Review	1,017,500			1,017,500		
23062	Designated Heritage Prop. Grant Prog.-Residential -2023	30,000					30,000
23063	Ecological Restoration of City-owned/Managed Natural Areas	399,900					399,900
23064	ePLAN Project Dox Development Application Workflows	223,900					223,900
23065	Heritage Façade Improvements/Sign Replacement - 2023	30,000		30,000			
23066	Housing Strategy - Implementation	106,300			95,670		10,630
23067	Planning & Design Staff Salary Recovery	866,400			866,400		
23269	2023 Yonge North Subway Extension Salary Recovery	864,900					864,900
<b>TOTAL Planning</b>		<b>3,538,900</b>	<b>-</b>	<b>30,000</b>	<b>1,979,570</b>	<b>-</b>	<b>1,529,330</b>
<i>Parks Design &amp; Construction</i>							
23068	Ada Mackenzie Park Phase 3 Design and Construction	3,564,600			3,564,600		
23069	Berczy Glen Northwest Parkette Design and Construction	208,700			208,700		
23070	Berczy Glen West Parkette Design and Construction	780,300			780,300		
23071	Community Garden Maintenance	45,800	25,000	20,800			
23072	Frisbee Golf Initiative	61,100			61,100		
23073	Hughson Park	56,000			56,000		
23074	Off-Leash Dog Area Policy & Implementation Plan	120,900			120,900		
23075	Paddock Park/Flowervale CC	183,200			132,800		50,400
23076	Park Redevelopment Strategy & Implementation Plan	247,900			161,136		86,764
23077	Parks Salary Recovery	498,100			498,100		
23078	Planner Salary	118,400			118,400		
23079	Public Realm - Light Post Banners	38,800					38,800
23080	Public Realm - Median Streetscape Enhancement	20,400					20,400
23081	Public Realm - Town Centre Blvd. Banner Arm Replacement	11,200					11,200
23082	Public Realm - Traffic Wraps	8,000		8,000			
23083	Russell Carter Tefft Pedestrian Bridge D&C	779,300			506,545		272,755
23084	South Cornell Parkette 156 Design and Construction	1,060,100			1,060,100		
23085	Urban Parks Strategy	181,400			181,400		
23086	Villages of Fairtree East NP - Construction	1,479,200			1,479,200		
23087	Ward 2 - Off Leash Area - Design	44,700			44,700		
23088	Ward 3 Off-Leash Dog Area - Design and Construction	584,800			584,800		
23089	Ward 4 - Off Leash Area - Design	44,700			44,700		
23090	Ward 6 Off-Leash Dog Area - Design and Construction	584,800			584,800		
23091	Ward 8 - Off Leash Area - Design and Construction	584,800			584,800		
<b>TOTAL Design</b>		<b>11,307,200</b>	<b>25,000</b>	<b>28,800</b>	<b>10,773,081</b>	<b>-</b>	<b>480,319</b>



## 2023 CAPITAL BUDGET PROJECT LISTING (in \$ Dollars)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
<b>Engineering</b>							
23092	Birchmount Bridge over Rouge River- Bridge Repair	670,100		670,100			
23093	Centurian/Frontenac Intersection and Sidewalk	2,354,800			1,135,498		1,219,302
23094	Cycling and Pedestrian Advisory Committee (CPAC)	28,000			18,200		9,800
23095	Downstream Improvements Program (Construction)	1,889,800		141,046	261,942		1,486,812
23096	Downstream Improvements Program (Design)	1,145,900		401,065	744,835		
23097	Engineering Staff Salary Recovery	433,700			433,700		
23098	Establish Design Standards for Underground SWM Tanks	127,400			127,400		
23099	Highway 404 MBC, N of 16th Avenue (Construction)	53,552,100			53,552,100		
23100	Indigenous Community Consultation (Capital Projects)	60,900			60,900		
23101	Installation of Wayfinding Signs at Rouge Valley Trail	485,500			189,495		296,005
23102	Markham Centre Trails Phase 3 - Construction	916,800			595,920		320,880
23103	Markham Cycles	16,800			10,920		5,880
23104	Markham Cycling Day	11,200			7,280		3,920
23105	Markham Transportation Strategic Plan (MTSP) Update	974,700			974,700		
23106	New Traffic Signals (Design)	121,800			121,800		
23107	Pedestrian Cross-Over (PXO) Design & Construction	396,000			257,400		138,600
23108	RVT Extension - Under Hwy 7 & Bullock (Design)	342,400			222,560		119,840
23109	Smart Commute Markham-Richmond Hill	76,300			76,300		
23110	Traffic Asset Replacement	430,000		430,000			
23111	Traffic Calming of Main Street Markham & Carlton Road	182,800			118,820		63,980
23112	Traffic Operational Improvements	57,000			39,177		17,823
23113	Victoria Square Boulevard - Phase 1 Construction	21,442,700			21,442,700		
	<b>TOTAL Engineering</b>	<b>85,716,700</b>	<b>-</b>	<b>1,642,211</b>	<b>80,391,647</b>	<b>-</b>	<b>3,682,842</b>
	<b>TOTAL Development Services</b>	<b>102,472,000</b>	<b>25,000</b>	<b>2,853,411</b>	<b>93,144,298</b>	<b>-</b>	<b>6,449,291</b>
<b>CAO, Legal, HR &amp; Fire</b>							
<b>Legal Services</b>							
23114	Internal Document Management Software	76,300	19,075				57,225
23115	OLT - Growth Related Hearings	356,200					356,200
	<b>TOTAL Legal Services</b>	<b>432,500</b>	<b>19,075</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>413,425</b>
<b>Human Resources</b>							
23116	Digitizing of HR Employee Files	175,700	140,560				35,140
	<b>TOTAL Human Resources</b>	<b>175,700</b>	<b>140,560</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,140</b>
<b>Fire &amp; Emergency Services</b>							
23117	Air Monitor Replacement	55,000		55,000			
23118	Bunker Gear Life Cycle Replacement	119,600		119,600			
23119	Burn Prop-Second Floor Configuration	63,900			63,900		
23120	Firefighter Mental and Physical Health Program	53,400	53,400				
23121	Firefighting Tools & Equipment Replacement	105,500		105,500			
23122	New Recruits Dudley	144,800			144,800		
23123	Personal Firefighter Thermal Imaging Cameras	56,000	56,000				
23124	Replacement of Equipment due to Staff Retirements	108,600		108,600			
23125	Rescue Equipment Replacement	85,200		85,200			
23126	Self Contained Breathing Apparatus (SCBA) Replacement	950,000		950,000			
23127	Technical Rescue Program - Training	29,900	29,900				
23128	Water Rescue Equip. Replac. - RDC and Technician Vests	33,000		33,000			
	<b>TOTAL Fire &amp; Emergency Services</b>	<b>1,804,900</b>	<b>139,300</b>	<b>1,456,900</b>	<b>208,700</b>	<b>-</b>	<b>-</b>
	<b>TOTAL CAO, Legal, HR &amp; Fire</b>	<b>2,413,100</b>	<b>298,935</b>	<b>1,456,900</b>	<b>208,700</b>	<b>-</b>	<b>448,565</b>
<b>Corporate Services</b>							
<b>IT Services</b>							
	In Camera Project	1,526,400					1,526,400
23039	ITS - TXM Solution Replacement (Consultancy)	101,800					101,800
23040	IT Lifecycle Asset Replacement	488,400		390,720			97,680
23042	ITS - Leap Cloud (Feb Server)	149,600					149,600
23043	ITS - Microsoft 365	407,000		325,600			81,400
23044	ITS - Oracle DB Licensing	107,400					107,400
23129	Contract Resource Recovery	507,500					507,500
23130	ITS - AMP's (Administrative Monetary Penalty) Expansion	335,800		335,800			
23132	MPL Digital Literacy Strategy Implementation	57,000	57,000				
23133	GPS/AVL Replacement	458,700			458,700		
23136	ITS - Feature Manipulation Engine (FME)	27,100	27,100				
23131	ITS - Gimmel Upgrade to the Cloud	58,200	58,200				
23134	IT Lifecycle Asset Replacement - 2	6,568,600		5,366,822			1,201,778
23135	ITS - Existing Portal Infrastructure Extension	305,300	244,240				61,060
	<b>TOTAL IT Services</b>	<b>11,098,800</b>	<b>386,540</b>	<b>6,418,942</b>	<b>458,700</b>	<b>-</b>	<b>3,834,618</b>
<b>Finance</b>							
23045	Water Billing Transition Project - Phase 2 of 3	203,500					203,500
23137	Internal Project Management	987,800			987,800		
23138	Water Billing Transition Project	5,247,700					5,247,700
	<b>TOTAL Finance</b>	<b>6,439,000</b>	<b>-</b>	<b>-</b>	<b>987,800</b>	<b>-</b>	<b>5,451,200</b>
<b>Sustainability and Asset Management</b>							
23046	Roofing Replacement Projects	767,000		767,000			
23139	8100 Warden Facility Repair and/or Replacement Projects	191,200		191,200			
23140	Accessibility Retrofit Program	239,200		239,200			
23141	Bird Safe Film	156,000		156,000			



## 2023 CAPITAL BUDGET PROJECT LISTING (in \$ Dollars)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
23142	Building Automation Systems Replacement Program	903,100		903,100			
23143	Centennial Near Net-Zero Emissions Retrofit Pilot	13,690,900					13,690,900
23144	Civic Centre Repair and/or Replacement Projects	896,000		896,000			
23145	Clatworthy Near Net-Zero Emissions Retrofit Pilot	1,544,700		308,927			1,235,773
23146	Corporate Asset Management	140,900		36,634			104,266
23147	Corporate Energy & Net-Zero Emissions Plan	111,900					111,900
23148	Corporate Security Operations & System Upgrades	425,400		425,400			
23149	Designated Substances Management	53,000		53,000			
23150	EV Chargers Expansion and Repairs	251,300	213,625				37,675
23151	Fire Facilities Repair and/or Replacement Projects	399,700		399,700			
23152	Fire Station 97 Near Net-Zero Emissions Retrofit Pilot	683,900		341,950			341,950
23153	Fire Systems Maintenance at Various City Facilities	77,000		77,000			
23154	Library Facilities Repair and/or Replacement Projects	84,400		84,400			
23155	Low-Carbon Vehicle Policy Study and Strategy	223,900					223,900
23156	Municipal Building Backflow Prevention - Annual Testing	21,400		21,400			
23157	Municipal Energy Plan (MEP) Update	142,500	72,500				70,000
23158	Operations Facilities Repair and/or Replacement Projects	314,900		314,900			
23159	Parking Lot Light Replacement	72,800		72,800			
23160	Recycling Depots Repair and/or Replacement Projects	13,000		13,000			
23161	Roofing Maintenance and Repair	126,100		126,100			
23162	Salary Recoveries for staff	1,673,100		1,673,100			
23163	Satellite Community Centre Repair and/or Replacement	97,800		97,800			
23164	Thornhill Near Net-Zero Emissions Retrofit Pilot	2,871,200		574,293			2,296,907
<b>TOTAL Sustainability and Asset Management</b>		<b>26,172,300</b>	<b>286,125</b>	<b>7,772,904</b>	<b>-</b>	<b>-</b>	<b>18,113,271</b>
<b>TOTAL Corporate Services</b>		<b>43,710,100</b>	<b>672,665</b>	<b>14,191,846</b>	<b>1,446,500</b>	<b>-</b>	<b>27,399,089</b>
<b>Community Services</b>							
<b>Recreation Services</b>							
23201	Thornhill C.C. Rubber Floor Replacement	179,100		179,100			
23001	Angus Glen C.C. Pool Repair - Construction	719,600		719,600			
23002	Centennial C.C. Pool Repair - Construction	981,700		981,700			
23003	Markham Pan Am Centre Pool Filter Refurbishment	237,600		237,600			
23004	Recreation Arena Refrigeration Gasket Replacement	35,600		35,600			
23165	Aamim C.C. Expansion Joint Study (Phase 1 of 2)	45,800		45,800			
23166	Angus Glen C.C. & Pingle House Fire System Replacement	86,500		86,500			
23167	Angus Glen C.C. Arena Boards Replacement	46,600		46,600			
23168	Angus Glen C.C. Arena Rubber Flooring Replacement	310,200		310,200			
23169	Angus Glen C.C. Exterior Wood Refurbishment	210,700		210,700			
23170	Angus Glen C.C. Mirrors Replacement	38,300		38,300			
23171	Angus Glen C.C. Pool Flooring and Blinds Replacement	36,600		36,600			
23172	Angus Glen C.C. Wood Ceiling Replacement	35,100		35,100			
23173	Armadale C.C. Wooden Gym Floor Refinishing	40,000		40,000			
23174	City of Markham Environments Analytics	97,100		97,100			
23175	Clatworthy Arena Header Trench Cover Replacement	45,900		45,900			
23176	Clatworthy Arena Marquee Replacement	66,700		66,700			
23177	Cornell C.C. Parking Structure Annual Maintenance	9,200		9,200			
23178	Cornell C.C. Pool Tunnel Investigation and Repair	145,500		145,500			
23179	Crosby C.C. Arena Heaters Replacement	20,400		20,400			
23180	Crosby C.C. Facility Improvement	17,500		17,500			
23181	Heintzman House Historical Lighting Refurbishment	24,500		24,500			
23182	Heintzman House Site Feature Refurbishment	16,200		16,200			
23183	Markham Pan Am Centre Pool Equipment Replacement	20,400		20,400			
23184	Markham Village C.C. Audio System Replacement	10,800		10,800			
23185	Milliken Mills C.C. Dance Studio Blind Replacement	6,100		6,100			
23186	Milliken Mills C.C. Divider Wall Replacement	143,800		143,800			
23187	Milliken Mills C.C. Fire System Replacement (Phase 2 of 2)	228,300		228,300			
23188	Old Unionville Library C.C. Ceiling Tile Replacement	24,900		24,900			
23189	Outdoor Automated External Defibrillator (AED) Program	24,600	24,600				
23190	Pickleball Court Lining Project	12,300	12,300				
23191	Recreation AED Program Replacement	5,100		5,100			
23192	Recreation Aquatics Equipment Replacement	87,600		87,600			
23193	Recreation Arena Refrigeration Study	133,600	133,600				
23194	Recreation Facility Equipment Replacement	88,800		88,800			
23195	Recreation Fitness Equipment Replacement	6,600		6,600			
23196	Recreation Painting Projects	98,600		98,600			
23197	Recreation Pool Grouting Replacement	72,800		72,800			
23198	Recreation Program Equipment Replacement	100,100		100,100			
23199	Recreation Tables and Chairs Replacement	55,500		55,500			
23200	St. Roberts Soccer Clubhouse LED Lighting Upgrade	15,300		15,300			
<b>TOTAL Recreation Services</b>		<b>4,581,600</b>	<b>170,500</b>	<b>4,411,100</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Markham Public Library</b>							
23203	Library Collections	2,958,700		2,958,700			
<b>TOTAL Markham Public Library</b>		<b>2,958,700</b>	<b>-</b>	<b>2,958,700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operations - Roads</b>							
23005	Asphalt Resurfacing	7,883,200		82,011			7,801,189
23006	Boulevard Repairs	88,000		88,000			
23007	Bridge Structure Preventative Maintenance - Roads	27,400		27,400			
23008	Emergency Repairs	162,200		162,200			
23009	Localized Repairs - Curb & Sidewalk	929,700		929,700			
23010	Localized Repairs - Parking Lots	157,000		157,000			
23011	Parking Lots - Rehabilitation	45,800		45,800			
23205	14th Ave Railway Crossing	82,100		82,100			



## 2023 CAPITAL BUDGET PROJECT LISTING (in \$ Dollars)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
23206	City Owned Entrance Feature Rehabilitation/Replacement	274,400		274,400			
23207	City Owned Fence Replacement Program	71,200		71,200			
23208	Citywide Ditching Program	149,800		149,800			
23209	Don Mills Storm Channel	21,500		21,500			
23210	Guiderail- Install/Upgrade	79,900		79,900			
23211	Incremental Growth Related Winter Maintenance Vehicles	477,400			477,400		
23212	Retaining Wall Repair Program	78,700		78,700			
23213	Storm Water Retention Pond Maintenance Program	56,200		56,200			
<b>TOTAL Operations - Roads</b>		<b>10,584,500</b>	<b>-</b>	<b>2,305,911</b>	<b>477,400</b>	<b>-</b>	<b>7,801,189</b>
<b>Operations - Parks</b>							
23012	AODA Playground Refurbishments - Year 1 of 4	1,049,900					1,049,900
23013	Boulevard/Park Trees Replacement	942,300		942,300			
23051	Court Resurfacing/Reconstruction - Markham Tennis Club	236,900		78,968			157,932
23014	Court Resurfacing/Reconstruction/Maintenance	491,000		383,444			107,556
23015	Fence (Tennis Courts)	86,800		86,800			
23016	Markham Trees for Tomorrow	125,300					125,300
23017	Pathways Resurfacing	151,300		151,300			
23018	Playstructure Replacement	705,100		451,100			254,000
23019	Sportsfield Maintenance & Reconstruction	148,800		148,800			
23214	2022 Wind Storm Tree Replacement - Phase 1	224,600		224,600			
23215	Cemetery Fence Repair/Replacement	17,300		17,300			
23216	City Park Furniture / Amenities	185,600		185,600			
23217	Fence (Backstop and Outfield) Replacement	331,000		331,000			
23218	Fence Replacement (Wood Privacy and Decorative)	50,900		50,900			
23219	Irrigation Refurbishment	155,900		155,900			
23220	Mt Joy Artificial Turf Replacement	1,140,900		1,140,900			
23221	Park Lighting Replacement	11,100		11,100			
23222	Parks Retaining Wall Replacement	52,900		52,900			
23223	Relamping & Fixtures Refurbishment	27,500		27,500			
23224	Replace Recycling Containers	17,900		17,900			
23225	Shade Structure Rehabilitation and/or Replacement	253,100		253,100			
23226	Talc Metal Cabinet Replacement	34,700		34,700			
23227	Urban Forestry Management Plan	152,600	152,600				
<b>TOTAL Operations - Parks</b>		<b>6,593,400</b>	<b>152,600</b>	<b>4,746,112</b>	<b>-</b>	<b>-</b>	<b>1,694,688</b>
<b>Operations - Fleet</b>							
23020	Corporate Fleet Replacement - Non-Fire - Pre Approval	2,407,000		2,407,000			
23021	Corporate Fleet Replacement - Waterworks	108,000					108,000
23022	New Fleet - Parks - Pre Approval	11,200			11,200		
23023	New Fleet - Roads	32,600					32,600
23024	Upfit of Fleet Services Mobile Van	30,500					30,500
23228	Corporate Fleet Growth	10,200			10,200		
23229	Corporate Fleet Refurbishing	39,700		39,700			
23230	Corporate Fleet Replacement - Fire	3,042,900		3,042,900			
23231	Corporate Fleet Replacement - Ice Resurfacing Machine	163,800		163,800			
23232	Corporate Fleet Replacement - Non-Fire	1,962,200		1,962,200			
23233	New Fleet - Community Parks	199,400			199,400		
23234	New Fleet - Parks	226,900			226,900		
23235	New Fleet - Recreation	130,700			130,700		
23236	New Fleet - Utility Locates (Bill 93 AMPs)	101,400			101,400		
<b>TOTAL Operations - Fleet</b>		<b>8,466,500</b>	<b>-</b>	<b>7,615,600</b>	<b>742,900</b>	<b>-</b>	<b>108,000</b>
<b>Operations - Utility Inspection &amp; Survey</b>							
23025	German Mills Meadow Environmental Monitoring Program - Pre Approval	82,800		82,800			
23237	German Mills Meadow Environmental Monitoring Program	274,700		274,700			
23238	Survey Monument Replacement	56,100		56,100			
<b>TOTAL Operations - Utility Inspection &amp; Survey</b>		<b>413,600</b>	<b>-</b>	<b>413,600</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Environmental Services - Infrastructure</b>							
23026	Bridges and Culverts - Condition Inspection	81,600		81,600			
23027	Storm and Sanitary Sewer CCTV Inspection	756,600		262,600			494,000
23028	Structures Program-Full-time Staff	149,200		149,200			
23029	West Thornhill Flood Control Implementation Ph 4B Constr.	14,522,500					14,522,500
23239	MNRF Monitoring for Capital Projects at Water Crossings	21,400		21,400			
23240	Storm Culvert Rehabilitation (2 Structures) - Construction	2,773,400					2,773,400
23241	Streetlights - Miscellaneous Requests	101,900	101,900				
23242	Streetlights - Pole Condition Inspection	132,200		132,200			
23243	Streetlights - Poles Replacement	134,300		134,300			
23244	Structures Rehabilitation (6 Structures) - Design & Const	273,500					273,500
23245	Toogood Pond Dam - Rehabilitation	1,239,900		1,239,900			
<b>TOTAL Environmental Services - Infrastructure</b>		<b>20,186,500</b>	<b>101,900</b>	<b>2,021,200</b>	<b>-</b>	<b>-</b>	<b>18,063,400</b>
<b>Environmental Services - Stormwater</b>							
23246	City-wide Erosion Master Study - Update	151,700		151,700			
23247	Don Mills Flood Control Program - Culverts #1 & #2- Design	1,025,700					1,025,700
23248	Erosion Restoration Program	953,400		333,700	619,700		
23249	Feasibility Study of Stormwater diversions at Swan Lake	152,600		152,600			
23250	Oil Grit Separators (OGS) - Inspection and Cleaning	133,300		133,300			
23252	Storm Pumping Stations - Equipment Inspection	105,800		105,800			
23253	Stormwater Pipes Emergency Repairs	58,500		58,500			
23254	Stormwater Underground Tank - Condition Inspection	46,900		46,900			
23255	Wet SWM Pond Cleaning ID#44 & #96 - Construction	1,419,800		1,419,800			
23256	Wet SWM Pond Cleaning ID#50, #56 & #75 - Design	238,100		238,100			
<b>TOTAL Environmental Services - Stormwater</b>		<b>4,285,800</b>	<b>-</b>	<b>2,640,400</b>	<b>619,700</b>	<b>-</b>	<b>1,025,700</b>



## 2023 CAPITAL BUDGET PROJECT LISTING

(in \$ Dollars)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
<i>Environmental Services - Waste</i>							
23257	Incremental Growth Related Waste Management Vehicles	106,100			106,100		
	<b>TOTAL Environmental Services - Waste</b>	<b>106,100</b>	-	-	<b>106,100</b>	-	-
<i>Environmental Services - Waterworks</i>							
23034	Asset Management Analyst - Full Time Staff	110,700					110,700
23035	Cathodic Protection of Ductile Iron Watermains	995,100					995,100
23036	CI Watermain Replacement - Construction	9,811,400					9,811,400
23037	SCADA Instrumentation and Replacement	312,000		312,000			
23038	Water Meters - Replacement Program	1,067,600					1,067,600
23258	Curb Box Inspection and Replacement Program	748,000					748,000
23259	Mobile District Metering Area Program	95,100					95,100
23260	Review and Development Design Standard Drawings/ Criteria	79,400					79,400
23261	Sampling and Flushing Stations Replacement	72,500		72,500			
23262	Sanitary Pumping Stations - Component Replacement	391,600		391,600			
23263	Sanitary Pumping Stations-Condition Assessment/Upgrades	211,700		211,700			
23264	Sanitary Sewers - Rehabilitation	846,600					846,600
23265	Suspended Watermain Insulation - Condition Inspection	32,400					32,400
23266	Wastewater Flow Monitoring	63,200					63,200
23267	Water System Model Calibration	143,200					143,200
23268	Watermain Leak Detection Program	35,600					35,600
	<b>TOTAL Environmental Services - Waterworks</b>	<b>15,016,100</b>	-	<b>987,800</b>	-	-	<b>14,028,300</b>
	<b>TOTAL Community Services</b>	<b>73,192,800</b>	<b>425,000</b>	<b>28,100,423</b>	<b>1,946,100</b>	-	<b>42,721,277</b>
	<b>TOTAL Capital Budget Requests</b>	<b>223,943,300</b>	<b>1,421,600</b>	<b>46,926,180</b>	<b>96,745,598</b>	-	<b>78,849,922</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)

<i>Project #</i>	<i>Project Description</i>	<i>2023 Budget</i>
<b><i>Operations - Roads</i></b>		
23005	Asphalt Resurfacing	\$ 7,883
<b><i>Operations - Parks</i></b>		
23012	AODA Playground Refurbishments - Year 1 of 4	\$ 1,050
23220	Mt Joy Artificial Turf Replacement	\$ 1,141
<b><i>Operations - Fleet</i></b>		
23020	Corporate Fleet Replacement - Non-Fire - Pre Approval	\$ 2,407
23230	Corporate Fleet Replacement - Fire	\$ 3,043
23232	Corporate Fleet Replacement - Non-Fire	\$ 1,962
23245	Toogood Pond Dam - Rehabilitation	\$ 1,240
<b><i>Environmental Services - Infrastructure</i></b>		
23029	West Thornhill Flood Control Implementation Ph 4B Constr.	\$ 14,523
23240	Storm Culvert Rehabilitation (2 Structures) - Construction	\$ 2,773
23245	Toogood Pond Dam - Rehabilitation	\$ 1,240
<b><i>Environmental Services - Waterworks</i></b>		
23036	CI Watermain Replacement - Construction	\$ 9,811
23038	Water Meters - Replacement Program	\$ 1,068
<b><i>Markham Public Library</i></b>		
23203	Library Collections	\$ 2,959
<b><i>IT Services</i></b>		
23134	IT Lifecycle Asset Replacement - 2	\$ 6,569
<b><i>Environmental Services - Stormwater</i></b>		
23247	Don Mills Flood Control Program - Culverts #1 & #2- Design	\$ 1,026
23251	South Unionville Underground Stormwater Tank Rehab	\$ 1,628
23255	Wet SWM Pond Cleaning ID#44 & #96 - Construction	\$ 1,420
<b><i>Planning</i></b>		
23061	2023 - Official Plan Review	\$ 1,018
<b><i>Parks Design &amp; Construction</i></b>		
23068	Ada Mackenzie Park Phase 3 Design and Construction	\$ 3,565
23084	South Cornell Parkette 156 Design and Construction	\$ 1,060
23086	Villages of Fairtree East NP - Construction	\$ 1,479
<b><i>Engineering</i></b>		
23093	Centurian/Frontenac Intersection and Sidewalk	\$ 2,355
23095	Downstream Improvements Program (Construction)	\$ 1,890
23096	Downstream Improvements Program (Design)	\$ 1,146
23099	Highway 404 MBC, N of 16th Avenue (Construction)	\$ 53,552
23113	Victoria Square Boulevard - Phase 1 Construction	\$ 21,443
<b><i>Finance</i></b>		
23138	Water Billing Transition Project	\$ 5,248
<b><i>Sustainability and Asset Management</i></b>		
23143	Centennial Near Net-Zero Emissions Retrofit Pilot	\$ 13,691
23145	Clatworthy Near Net-Zero Emissions Retrofit Pilot	\$ 1,545
23164	Thornhill Near Net-Zero Emissions Retrofit Pilot	\$ 2,871



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

---

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

**Project Number**                      **23005**

**Estimated Total Cost of Project**                      **7,883,200**

---

**Commission**                      **Community Services**

**Department**                      **Operations - Road**

### **Project Description**

The City utilizes a pavement management program to identify and select rehabilitation candidates as part of the road rehabilitation program. 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**

Selected municipal owned roads – Citywide

### **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 road network. Work methods are selected by using cost effective strategies designed to extend pavement life and reduce overall maintenance costs.

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

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** – December 2023





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

---

**Project Name**                    AODA Playground Refurbishments – Year 1 of 4

**Project Number**                23012

**Estimated Total Cost of Project**

<b>1,049,900</b>
------------------

---

**Commission**                    Community Services

**Department**                    Operations - Parks

### **Project Description**

Replacement of safety surfacing along with associated elements to make playgrounds fully accessible and AODA compliant.

### **Location**

There are 17 locations citywide.

### **Work to be Performed**

This project will address playgrounds currently with sand safety surfacing installed from 2015 and later and will run in parallel to the yearly capital life cycle replacement project for Playstructures & Rubberized Surface Replacement. This project requires removal of sand surfacing and replacement with Engineered Wood Fiber (EWF), in addition to installing drainage, curbs, entrance ramps, and paved pathways to access the playground.

### **Reason for Work**

Play surfaces are required to be firm in order to be compliant with AODA standards. Granite sand is not considered to be a firm surface as defined by AODA.

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

There is no impact on future operating budgets

**Estimated Project Completion Date** – December 2023



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

---

<b>Project Name</b>	<b>Mt Joy Artificial Turf Replacement</b>
<b>Project Number</b>	<b>23220</b>
<b>Estimated Total Cost of Project</b>	<b>1,140,900</b>

---

**Commission**                      Community Services

**Department**                      Operations - Parks

### **Project Description**

The replacement of the artificial turf at Mt. Joy Community Center is scheduled to take place in 2024 and requires a comprehensive consultation to prepare specifications, cost estimates and tender documents complete with project oversight.

### **Location**

Mount Joy Community Center

### **Work to be Performed**

Following comprehensive condition assessment and tender preparation by external consultant, the artificial turf field will be removed and replaced with the current FIFA standard for artificial turf fields.

### **Reason for Work**

The artificial turf fabric has become badly worn and unsuitable for competitive play.

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

There is no impact on future operating budgets.

**Estimated Project Completion Date – July 2024**



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

---

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

**Project Number** 23020

**Estimated Total Cost of Project**

<b>2,407,000</b>
------------------

---

**Commission** Community Services

**Department** Operations - Fleet

### **Project Description**

2023 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. User Departments were consulted with respect to the units in this program.

### **Location**

Various locations

### **Work to be Performed**

Replacement of 20 units of which 19 units are licensed vehicles (e.g. flatbed truck with arctic plow gear, bucket truck, single axle dump truck with plow and wing, full size pick-up, compact crew cab, SUV) and 1 unit is non-licensed equipment (e.g. articulated sidewalk tractor).

### **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.

**Estimated Project Completion Date** – December 2025



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

---

<b>Project Name</b>	<b>Corporate Fleet Replacement - Fire</b>
<b>Project Number</b>	<b>23230</b>
<b>Estimated Total Cost of Project</b>	<b>3,042,900</b>

---

**Commission**                      Community Services

**Department**                    Operations - Fleet

### **Project Description**

2023 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. User Department was consulted with respect to the units in this program.

### **Location**

Various locations

### **Work to be Performed**

Replacement of 4 units of which 2 units are licensed vehicles (e.g. SUV, compact car, trailer) and 2 units are apparatus (e.g. aerial, pumper)

### **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 apparatus are required in order to not negatively impact service delivery.

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

There is no impact on future operating budgets.

**Estimated Project Completion Date** – December 2025



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

---

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

**Project Number** 23232

**Estimated Total Cost of Project**

1,962,200
-----------

---

**Commission** Community Services

**Department** Operations - Fleet

### **Project Description**

2023 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. User Departments were consulted with respect to the units in this program. User Departments were consulted with respect to the units in this program.

### **Location**

Various locations

### **Work to be Performed**

Replacement of 32 units of which 5 units are licensed vehicles (e.g. full size pick-up, compact SUV, van), 27 units are non-licensed equipment (e.g. tractor, air compressor, loader backhoe, mower, brush chipper, top dresser, over-seeder, turf groomer) 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.

**Estimated Project Completion Date** – December 2024



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

---

**Project Name**                      **West Thornhill Flood Control Implementation –  
Phase 4B Construction**

**Project Number**                      **23029**

**Estimated Total Cost of Project**                      **14,522,500**

---

**Commission**                      **Community Services**

**Department**                      **ES - Infrastructure**

### **Project Description**

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

### **Location**

Romfield Circuit area.

### **Work to be Performed**

Removal and replacement of existing storm sewers with new upsized storm sewers.

### **Reason for Work**

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

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

Negligible

**Estimated Project Completion Date –** September 2024



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

---

**Project Name**                      **Storm Culvert Rehabilitation (2 Structures) - Construction**

**Project Number**                      **23240**

**Estimated Total Cost of Project**                      **2,773,400**

---

**Commission**                      Community Services

**Department**                      ES - Infrastructure

### **Project Description**

Construction and CA for rehabilitation of two storm sewer culverts. SC04 (3.4m x 1.9m x 99m): Clark Ave culvert east of Yonge St.; SC05 (2.6m x 1.9m x 20.5m): Henderson Ave culvert south of Clark Ave.

### **Location**

Clark Ave culvert east of Yonge St. and Henderson Ave culvert south of Clark Ave.

### **Work to be Performed**

Rehabilitation of two storm sewer culverts using GRP liner.

### **Reason for Work**

To rehabilitate the deficient sections of the existing CSP sections

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

Negligible

**Estimated Project Completion Date** – November 2024



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

---

**Project Name**                      **Toogood Pond Dam – Rehabilitation**

**Project Number**                      **23245**

**Estimated Total Cost of Project**      **1,239,900**

---

**Commission**                      **Community Services**

**Department**                      **ES - Infrastructure**

**Project Description**

This program is to carry out design and rehabilitation of Toogood Pond Dam

**Location**

Toogood Pond – East of Carlton Road and north of Pomender Road on Bruce creek

**Work to be Performed**

To repair and rehabilitate the existing Dam, where deficiencies are found on concrete.

**Reason for Work**

2021 visual condition inspection identified that the dam requires rehabilitation.

**Impact on Future Operating Budgets**

Negligible

**Estimated Project Completion Date** – December 2025





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

---

**Project Name** CI Watermain Replacement - Construction

**Project Number** 23036

**Estimated Total Cost of Project**

9,811,400
-----------

---

**Commission** Community Services

**Department** ES - Waterworks

### **Project Description**

This project is for the replacement of cast iron watermain that have reached end of the service life in Drakefield Rd/ Banfield Ave/ Bakerdale Rd areas

### **Location**

Drakefield Rd, Banfield Ave, Vallevest Ave, Lakevista Ave, Bakerdale Rd, Jolyn Crt, Princess St, Dublin St

### **Work to be Performed**

Aged cast iron watermain (current age 58 years; service life 60 years) will be replaced with the PVC watermain (3.5 km) with a service life of 90 years.

### **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** – June 2024



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

---

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

**Project Number**                      **23038**

**Estimated Total Cost of Project**      **1,067,600**

---

**Commission**                      **Community Services**

**Department**                      **ES - 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**

This is an annual program to replace existing water meters that have reached end of service life.

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

Negligible

**Estimated Project Completion Date – February 2024**



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

---

**Project Name**                      **Don Mills Flood Control Program - Culverts #1 & #2-  
Design**

**Project Number**                      **23247**

**Estimated Total Cost of Project**

<b>1,025,700</b>
------------------

---

**Commission**                      Community Services

**Department**                      ES - Stormwater

**Project Description**

To hire a Consultant for design for culverts #1 and #2 as part of the Don Mills Channel Flood Control Program..

**Location**

Steelecase Road and Denison Street

**Work to be Performed**

To design new culverts

**Reason for Work**

Don Mills Channel Flood Control implementation was approved by Council in June 2018

**Impact on Future Operating Budgets**

Negligible

**Estimated Project Completion Date** – December 2026



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

---

**Project Name**                      **South Unionville Underground Stormwater Tank Rehab**

**Project Number**                      **23251**

**Estimated Total Cost of Project**                      **1,628,200**

---

**Commission**                      **Community Services**

**Department**                      **ES - Stormwater**

**Project Description**

To carry out major structural rehabilitation works on the South Unionville Underground Stormwater Storage Tank in Ray Street Park.

**Location**

South Unionville Avenue and Unity Gardens Drive

**Work to be Performed**

Structural rehabilitation works

**Reason for Work**

2022 structural condition inspection revealed, major structural defects that need to be implemented immediately.

**Impact on Future Operating Budgets**

Negligible

**Estimated Project Completion Date** – November 2023



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

---

**Project Name**                      **Wet SWM Pond Cleaning ID#44 & #96 - Construction**

**Project Number**                      **23255**

**Estimated Total Cost of Project**                      **1,419,800**

---

**Commission**                      **Community Services**

**Department**                      **ES - Stormwater**

### **Project Description**

Sediment cleaning of 2 stormwater management (SWM) ponds: Pond #44: Austin Drive Pond (Ward 3) and Pond #96: Box Grove Pond (Ward 7).

### **Location**

SE of Austin Drive/ Kennedy Road and NW of 14<sup>th</sup> Ave / Box Grove By-Pass

### **Work to be Performed**

sediment cleaning

### **Reason for Work**

SWM Ponds require maintenance to function efficiently. Sediment levels need to be monitored and when the percentage of accumulated sediment is above regulatory limits (varies depending on the pond design), ponds need to be cleaned to ensure that the approved quality control function of the pond is maintained.

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

Negligible

**Estimated Project Completion Date** – December 2023



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

---

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

**Project Number**                      **23203**

**Estimated Total Cost of Project**                      **2,958,700**

---

**Commission**                      **Community 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 new collections for library branches, including physical collections and electronic collections to replace existing resources including books and subscriptions, audio-visual, multilingual.

### **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.

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

Negligible

**Estimated Project Completion Date** – December 2023



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

---

**Project Name** IT Lifecycle Asset Replacement - 2

**Project Number** 23134

**Estimated Total Cost of Project**

6,568,600
-----------

---

**Commission** Corporate Services

**Department** ITS

### **Project Description**

The request is to seek approval of IT Life Cycle hardware assets that are aging and reaching end of life. Assets have been discontinued by manufacturers and some have started to fail causing unexpected service interruptions.

### **Location**

101 Town Centre Boulevard.

### **Work to be Performed**

Primarily for replacement of assets including data storage systems, staff computing devices, Audio Visual equipment and print room IT assets.

### **Reason for Work**

Assets are reaching end of life.

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

TBD

**Estimated Project Completion Date** – December 2023



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

---

**Project Name**                    **2023 - Official Plan Review**

**Project Number**                **23061**

**Estimated Total Cost of Project**    **1,017,500**

---

**Commission**                    Development Services

**Department**                    Planning

### **Project Description**

This project is to undertake the statutory review of the 2014 Markham Official Plan to reflect current Provincial and Regional policy direction.

### **Location**

City Wide

### **Work to be Performed**

The Official Plan update will include Background Research, Policy Review, Policy Development, and Public Consultation to assess thematic areas such as Managing Growth, Housing, Urban Design/Sustainable Development, and Transportation and Mobility. Future work will be informed by discussion papers, public engagement, and direction from Council.

### **Reason for Work**

The Planning Act requires municipalities to review and update their Official Plan every 5 years to conform with new and updated provincial and regional policies. Further the 2023-2025 Departmental Business Plan for Policy and Research identifies the initiation of the Markham Official Plan Review as a strategic objective for 2023.

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

Safe & Sustainable Community

**Estimated Project Completion Date** – December 2025





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

---

**Project Name**                      **Ada Mackenzie Park Phase 3 Design and Construction**

**Project Number**                      **23068**

**Estimated Total Cost of Project**                      **3,564,600**

---

**Commission**                      **Development Services**

**Department**                      **Parks Design & Construction**

### **Project Description**

This project is to design and construct the 1.84 ha park located at 185 South Park Rd., west of the existing Ada Mackenzie Park.

### **Location**

Located at 185 South Park Rd, Phase 3 extends the existing Ada Mackenzie Park to the west.

### **Work to be Performed**

Anticipated park amenities include a washroom building, soccer field, pickle ball courts, a shade structure, off-leash dog area, site furnishings, pathways and associated landscape works

### **Reason for Work**

To provide required recreation activities to area residents.

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

Annualized operating cost is \$17,914 (\$9,736 x 1.84 ha).

**Estimated Project Completion Date – Q3 2025**



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

---

**Project Name**                      **South Cornell Parkette 156 Design and Construction**

**Project Number**                      **23084**

**Estimated Total Cost of Project**      **1,060,100**

---

**Commission**                      Development Services

**Department**                      Parks Design & Construction

### **Project Description**

This project is to design and construct the 0.4 ha South Cornell Parkette.

### **Location**

Located Southwest of Highway 7 and Donald Cousens Blvd on Fred Lablanc Dr.

### **Work to be Performed**

Anticipated park amenities include a junior/senior playground, shade structures, site furnishings, pathways and associated landscape works.

### **Reason for Work**

To provide required recreation activities to area residents.

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

Annualized operating cost is \$3,894 (\$9,736 x 0.4 ha).

**Estimated Project Completion Date** – Q3 2024



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

---

**Project Name** Villages of Fairtree East NP - Construction

**Project Number** 23086

**Estimated Total Cost of Project** 1,479,200

---

**Commission** Development Services

**Department** Parks Design & Construction

### **Project Description**

This project is to construct a 3.0 ha neighborhood park in the Villages of Fairtree East.

### **Location**

Located on west side of Kirkham Drive, north of Steeles Ave.

### **Work to be Performed**

Anticipated program amenities include jr/sr playground, recreational court, shade structure, exercise equipment, pathways and associated landscape works.

### **Reason for Work**

To provide required recreation activities to area residents.

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

Annualized operating cost \$29,208 (\$9,736 x 3.0 ha).

**Estimated Project Completion Date – Q3 2024**



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

---

**Project Name** Centurian/Frontenac Intersection and Sidewalk

**Project Number** 23093

**Estimated Total Cost of Project** 2,354,800

---

**Commission** Development Services

**Department** Engineering

### **Project Description**

Construction and contract administration to upgrade the existing signalized intersection at Centurian Drive and Frontenac Drive to be fully accessible for pedestrians, as well as the construction of the sidewalk on the east side of Frontenac Drive, from Hwy 7 to Centurian Drive as identified in the sidewalk gapping program.

### **Location**

Centurian Drive and Frontenac Drive (Ward 2)

### **Work to be Performed**

Construction and contract administration to upgrade the existing signalized intersection at Centurian Drive and Frontenac Drive, as well as the construction of the sidewalk on the east side of Frontenac Drive, from Hwy 7 to Centurian Drive.

### **Reason for Work**

Traffic signals improve intersection safety and efficiency and provide safe locations for pedestrian crossings. Optimized traffic signal timing will ensure that the need of vehicular, cyclist and pedestrian are being achieved. Traffic intersection improvements will assist in alleviating traffic issues within the City by providing relief to vehicular, cyclist and pedestrian traffic at intersection.

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

The City's engineering department will continue to construct and improve intersections every year based on the budget available.

Operating and Maintenance cost of the intersection will be determined by Operations.

**Estimated Project Completion Date** – Expected to be completed by end of 2024.



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

---

<b>Project Name</b>	<b>Downstream Improvements Program - Construction</b>
<b>Project Number</b>	<b>23095</b>
<b>Estimated Total Cost of Project</b>	<b>1,889,800</b>

---

**Commission**                      Development Services

**Department**                      Engineering

### **Project Description**

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

### **Location**

Include Rouge River (R-ES-45), Rouge River (ROU.-22) & Berczy (BER-25).

### **Work to be Performed**

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

### **Reason for Work**

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

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

The Operating budget for the operating cost and its life cycle impact will be determined by the Operations Department once design is complete and prior to construction.

**Estimated Project Completion Date** – December 2023



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

---

<b>Project Name</b>	<b>Downstream Improvements Program - Design</b>
<b>Project Number</b>	<b>23096</b>
<b>Estimated Total Cost of Project</b>	<b>1,145,900</b>

---

**Commission**                      Development Services

**Department**                    Engineering

### **Project Description**

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

### **Location**

The East Don River Tributary Erosion Control – Proctor Ave to Steeles Ave.

### **Work to be Performed**

The detailed design of Phases 1, 2, 3 and 4 of the East Don Tributary Erosion Control.

### **Reason for Work**

This project will reduce risk of flooding and provide various erosion protection and sediment removal to various streams in the City.

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

The Operating budget for the operating cost and its life cycle impact will be determined by the Operations Department once design is complete and prior to construction.

**Estimated Project Completion Date** – December 2024



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

---

<b>Project Name</b>	<b>Highway 404 MBC, N of 16th Avenue - Construction</b>
<b>Project Number</b>	<b>23099</b>
<b>Estimated Total Cost of Project</b>	<b>53,552,100</b>

---

**Commission** Development Services

**Department** Engineering

### **Project Description**

construction budget required for Markham's share of the project costs. The majority of the budget request is for the construction component of the Mid-Block Crossing (MBC) project. The construction for the Mid-Block Crossing, Cachet Woods Court extension, Markland Street reconstruction and Markland bridge crossing is scheduled for 2023. Based on the recent information from Region staff, the project is being tendered late fall 2022 and construction to start in 2023.

### **Location**

Highway 404, Mid-Block Crossing, North of 16th Avenue from Woodbine Avenue to Leslie street, Richmond Hill.

### **Work to be Performed**

The construction for the Mid-Block Crossing, Cachet Woods Court extension, Markland Street reconstruction and Markland bridge crossing.

### **Reason for Work**

Alleviating current and projected traffic congestion on 16th Avenue and Major Mackenzie Drive, between Leslie Street and Woodbine Avenue and to achieve a balanced distribution of traffic demand by providing capacity to the network.

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

TBD – to be determined at time of construction award by York Region

**Estimated Project Completion Date** – Start construction in 2023 as per York Region Schedule.



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

---

<b>Project Name</b>	<b>Victoria Square Boulevard - Phase 1 Construction</b>
<b>Project Number</b>	<b>23113</b>
<b>Estimated Total Cost of Project</b>	<b>21,442,700</b>

---

**Commission**                      Development Services

**Department**                      Engineering

### **Project Description**

This project is to reconstruct the culvert on Victoria Square Boulevard.

### **Location**

Victoria Square Boulevard.

### **Work to be Performed**

Reconstruction of the culvert.

### **Reason for Work**

Construction for road improvements of Victoria Square Boulevard - Phase I (from Woodbine Avenue (South) to south of Elgin Mills Rd.). The improvements include single lane roadway each way, a continuous left-turn lane, selected parking spaces and complete boulevard on both sides with separate cycle track and sidewalk and double rows of trees. Underground works include storm drainage system (catchbasins and storm sewers), watermain extension and sanitary sewer for local residents.

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

TBD – to be determined at time of construction award.

**Estimated Project Completion Date** – December 2025





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

---

**Project Name**                      **Water Billing Transition Project**

**Project Number**                  **23138**

**Estimated Total Cost of Project**      **5,247,700**

---

**Commission**                      **Corporate Services**

**Department**                    **Finance**

### **Project Description**

As part of the ongoing work to transition to a new Utility Billing System, the City is moving forward with a Hybrid Service Delivery Model, which includes a combination of in-house and outsourced components including; a Cloud/Hosted CIS & Customer Portal; Outsourced Meter Reading and Bill Print service; In-House Back Office & Call Centre support services.

### **Location**

City-wide.

### **Work to be Performed**

1. Phase 1 of the project is the Solution Discovery, where Markham partnered with the Cities of Hamilton, Vaughan and Guelph, to engage a consultant to conduct a discovery assessment of each municipality's current systems and processes, prepare an evaluation of available water billing options for the respective municipalities to consider as the preferred final billing solution. This included; internal, external and hybrid billing options.
2. Phase 2 of the project is the Procurement and Evaluation Phase, which commenced in November 2022 involves the initial Procurement for the CIS, SI and AMS-IT services, with the CIS being one of the most important applications within a utility. The subsequent Procurement will be for a cloud hosted Customer Portal, Outsourced Meter Reading and Bill Print service providers.
3. Phase 3 of the project is the Solution Implementation portion of the overall Water Billing Transition Project which is anticipated to commence in Q4 2023 and be finalized Q4 2024.

### **Reason for Work**

Further to Alectra's decision to discontinue water billing services for its municipal partners, the City of Markham commenced working with the Cities of Vaughan, Guelph, and Hamilton in a collaborative partnership. The goal of this partnership was to undertake a collective



discovery of available options related to identifying a new billing solution and/or service provider which can be implemented by Alectra's service exit date of December 31<sup>st</sup>, 2024.

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

TBD

### **Estimated Project Completion Date – Q4 2024**



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

---

<b>Project Name</b>	<b>Centennial Near Net-Zero Emissions Retrofit Pilot</b>
<b>Project Number</b>	<b>23143</b>
<b>Estimated Total Cost of Project</b>	<b>13,690,900</b>

---

**Commission** Corporate Services

**Department** Sustainability and Asset Management

### **Project Description**

A net-zero study was completed in 2022 for Centennial CC that identified a suite of deep retrofit solutions to significantly reduce GHG emissions and energy consumption. Infrastructure Canada (INFC)'s Green and Inclusive Community Building (GICB) program could provide a contribution of up to 80% of eligible project costs (up to \$10.2M grant) for this project to support the transition of retrofitting community buildings to net-zero by 2050.

### **Location**

Centennial Community Centre. 8600 McCowan Rd, Unionville, ON L3P 3M2

### **Work to be Performed**

The list of low-carbon solutions include: LED lighting retrofits, geoexchange heat pumps, water efficiency improvements, HVAC improvements, and an energy-efficient refrigeration plant replacement.

### **Reason for Work**

The package of solutions are forecasted to save at least \$5M over the next 30 years, and reduce GHG emissions by over 75% and energy consumption by 45%. This project supports the council-approved targets of achieving net-zero emissions by 2050.

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

TBD.

**Estimated Project Completion Date** – December 2025



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

---

<b>Project Name</b>	<b>Clatworthy Near Net-Zero Emissions Retrofit Pilot</b>
<b>Project Number</b>	<b>23145</b>
<b>Estimated Total Cost of Project</b>	<b>1,544,700</b>

---

**Commission** Corporate Services

**Department** Sustainability and Asset Management

### Project Description

A net-zero study was completed in 2022 for Clatworthy Arena that identified a suite of deep retrofit solutions to significantly reduce GHG emissions and energy consumption. Infrastructure Canada (INFC)'s Green and Inclusive Community Building (GICB) program could provide a contribution of up to 80% of eligible project costs (grant of up to \$1.23M) for this project to support the transition of retrofitting community buildings to net-zero by 2050.

### Location

Clatworthy Arena. 2400 John St., Thornhill, ON L3T 6G7

### Work to be Performed

The list of low-carbon solutions include: LED lighting retrofits, heat pumps, heat recovery, water efficiency improvements, building envelope improvements (ex. Insulated walls and doors), and HVAC improvements

### Reason for Work

The package of solutions are forecasted to save at least \$300k over the next 30 years, reduce GHG emissions by over 70% and energy consumption by 25%. This project supports the council-approved targets of achieving net-zero emissions by 2050.

### Impact on Future Operating Budgets

TBD.

**Estimated Project Completion Date** – December 2025



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

---

<b>Project Name</b>	<b>Thornhill Near Net-Zero Emissions Retrofit Pilot</b>
<b>Project Number</b>	<b>23164</b>
<b>Estimated Total Cost of Project</b>	<b>2,871,200</b>

---

**Commission** Corporate Services

**Department** Sustainability and Asset Management

### **Project Description**

A net-zero study was completed in 2022 for Thornhill CC that identified a suite of deep retrofit solutions to significantly reduce GHG emissions and energy consumption. Infrastructure Canada (INFC)'s Green and Inclusive Community Building (GICB) program could provide a contribution of up to 80% of eligible project costs (up to \$2.3M grant) for this project to support the transition of retrofitting community buildings to net-zero by 2050.

### **Location**

Thornhill Community Centre. 7755 Bayview Ave, Thornhill, ON L3T 4P1

### **Work to be Performed**

The list of low-carbon solutions include: LED lighting retrofits, heat pumps, water efficiency improvements, and HVAC improvements.

### **Reason for Work**

The package of solutions are forecasted to save at least \$2.5M over the next 30 years, and reduce GHG emissions by over 50% and energy consumption by 25%. This project supports the council-approved targets of achieving net-zero emissions by 2050.

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

TBD.

**Estimated Project Completion Date** – December 2025

## 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.

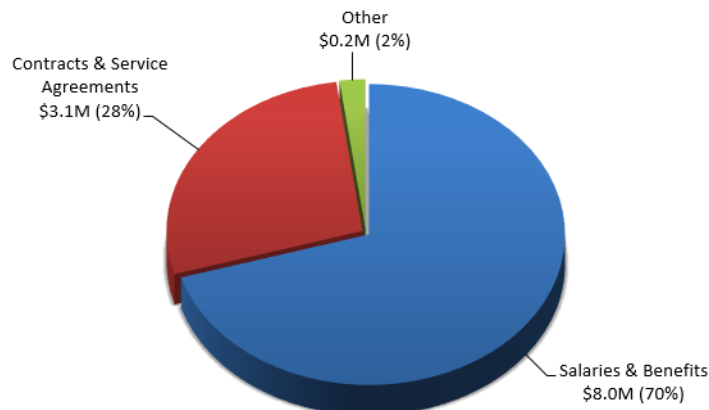
### Building Standards Operating Budget

The 2023 Operating Budget for Building totals \$11.3 million before transfer to reserves. This marks an increase of approximately \$1.5 million from the 2022 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 70% of the Operating Budget. Contracts & service agreement represents 28% of the Operating Budget which include indirect costs such as ITS equipment, other department's services, and overhead costs. Other expenditures accounts for 2% of the Operating Budget.

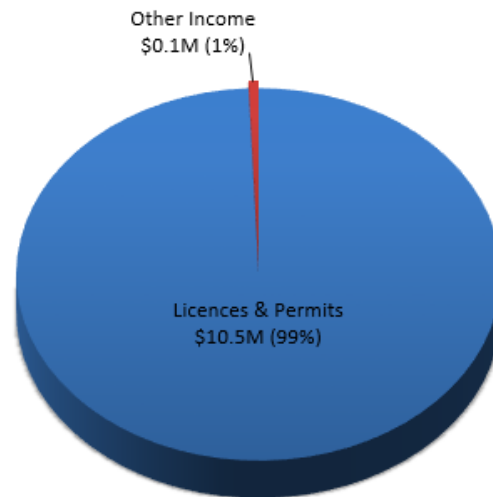
**Building Standards Operating Budget Expenditures by Account**  
(excluding Transfer to Reserve)  
Total \$11.3M



## 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 \$10.6M**



## Building Standards Capital Budget

The 2023 Building Standards Capital Budget totals \$0.5 million which is primarily funded from the Building Fee Reserve.

For further details on Building Standards Capital projects, refer to Section 3b – Capital Budget.



## BUILDING STANDARDS CONSOLIDATED 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.		
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
<b>Revenues</b>									
LICENCES & PERMITS	16,801	9,317	9,561	10,481	920	9.6%	1,164	12.5%	
USER FEES & SERVICE CHARGES	216	225	70	70	0	0.0%	(155)	-68.9%	
RECOVERIES & CONTRIBUTIONS	5	2	0	0	0	0.0%	(2)	-100.0%	
OTHER REVENUE	0	(5)	0	0	0	0.0%	5	-100.0%	
<b>Total Revenues</b>	<b>\$17,022</b>	<b>\$9,539</b>	<b>\$9,631</b>	<b>\$10,551</b>	<b>\$920</b>	<b>9.6%</b>	<b>\$1,012</b>	<b>10.6%</b>	
<b>Expenses</b>									
SALARIES & BENEFITS	\$6,209	\$6,730	\$6,533	\$7,986	\$1,453	22.2%	\$1,255	18.6%	
PRINTING & OFFICE SUPPLIES	7	11	51	38	(13)	-25.5%	27	258.1%	
OPERATING MATERIALS & SUPPLIES	11	10	20	20	0	0.0%	10	93.7%	
COMMUNICATIONS	9	9	31	31	0	0.0%	21	224.5%	
TRAVEL EXPENSES	0	1	6	6	0	0.0%	5	354.5%	
TRAINING	11	34	34	50	16	47.1%	16	47.5%	
CONTRACTS SERVICES AGREEMENTS	3,025	3,122	3,110	3,119	9	0.3%	(3)	-0.1%	
PROFESSIONAL SERVICES	8	3	9	9	0	0.0%	6	210.7%	
LICENCES, PERMITS, FEES	14	14	28	28	0	0.0%	14	102.4%	
CREDIT CARD SERVICE CHARGES	154	96	58	58	0	0.0%	(39)	-40.0%	
PROMOTION & ADVERTISING	0	0	6	3	(3)	-46.2%	3	0.0%	
<b>Total Expenses</b>	<b>\$9,450</b>	<b>\$10,031</b>	<b>\$9,884</b>	<b>\$11,346</b>	<b>\$1,462</b>	<b>14.8%</b>	<b>\$1,316</b>	<b>13.1%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>(\$7,571)</b>	<b>\$491</b>	<b>\$253</b>	<b>\$795</b>	<b>\$542</b>	<b>214.1%</b>	<b>\$303</b>	<b>61.7%</b>	
TRANSFERS TO/(DRAW FROM) RESERVES	\$7,571	(\$491)	(\$253)	(\$795)	(\$542)	214.1%	(\$303)	61.7%	
<b>Full Time Complement</b>	<b>52</b>	<b>53</b>	<b>54</b>	<b>62</b>					

**Major changes in the 2023 Budget from the 2022 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.



## PLANNING & DESIGN BUDGET

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

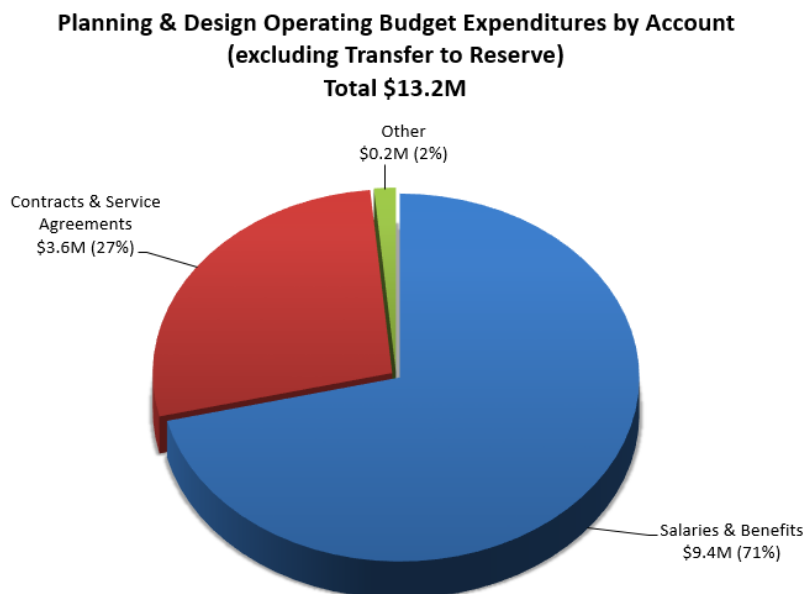
- long range strategic planning and current development control
- formulation of plans, policies, regulations, and guidelines
- development
- urban design
- growth management
- processing and evaluation of development applications
- data collection, analysis, research and monitoring
- planning policy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

### Planning & Design Operating Budget

#### *Expenditures*

The 2023 Operating Budget for Planning & Design totals \$13.2 million before transfers to reserves, which represents a decrease of \$1.3 million from 2022 due to a decrease in applications.

The figure below indicates that the major portion of budgeted expenditures is salaries and benefits, which accounts for 71% of the Operating Budget. Contracts & service agreement represents 27% which include indirect costs such as IT support, other department's services and overhead costs. Other expenditures accounts for 2% of the Operating Budget.





### **Revenues**

The Planning & Design Operating Budget is 100% funded through revenues from user fees & service charges related to Planning Fees, which is anticipated to total \$11.6M for 2023.

### **Capital Budget**

The 2023 Planning Capital Budget totals \$3.5 million which is primarily funded from Development Charges. The capital projects include secondary plan studies/reviews, and other studies.

The 2023 Design Capital Budget totals \$11.3 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 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
USER FEES & SERVICE CHARGES	16,986	16,242	12,828	11,214	(1,614)	-12.6%	(5,028)	-31.0%
RECOVERIES & CONTRIBUTIONS	77	315	0	358	358	0.0%	43	13.5%
<b>Total Revenues</b>	<b>\$17,064</b>	<b>\$16,557</b>	<b>\$12,828</b>	<b>\$11,572</b>	<b>(\$1,256)</b>	<b>-9.8%</b>	<b>(\$4,985)</b>	<b>-30.1%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$5,246	\$6,356	\$7,164	\$9,424	\$2,260	31.5%	\$3,068	48.3%
PRINTING & OFFICE SUPPLIES	13	15	32	32	0	0.0%	18	117.5%
OPERATING MATERIALS & SUPPLIES	3	1	5	5	0	0.0%	4	709.0%
COMMUNICATIONS	9	11	11	11	0	0.0%	0	3.2%
TRAVEL EXPENSES	1	8	33	33	0	0.0%	25	324.5%
TRAINING	2	5	14	14	0	0.0%	9	188.1%
CONTRACTS SERVICES AGREEMENTS	4,051	3,992	4,150	3,617	(533)	-12.8%	(375)	-9.4%
RENTAL/LEASE	0	0	1	0	(0)	-86.6%	0	0.0%
PROFESSIONAL SERVICES	6	5	17	32	15	92.0%	27	577.7%
LICENCES, PERMITS, FEES	35	71	38	38	0	0.0%	(34)	-47.2%
CREDIT CARD SERVICE CHARGES	50	43	20	20	0	0.0%	(23)	-53.3%
PROMOTION & ADVERTISING	5	3	6	6	0	0.0%	3	122.9%
STATUTORY COMMUNICATIONS	2	2	0	0	0	0.0%	(2)	-87.8%
OFFICE FURNISHING & EQUIPMENT	0	0	1	1	0	0.0%	1	0.0%
MISCELLANEOUS EXPENSES	1	1	3	3	0	0.0%	2	240.1%
<b>Total Expenses</b>	<b>\$9,424</b>	<b>\$10,511</b>	<b>\$11,494</b>	<b>\$13,235</b>	<b>\$1,742</b>	<b>15.2%</b>	<b>\$2,724</b>	<b>25.9%</b>
<b>Net Expenditures/(Revenues)</b>	<b>(\$7,640)</b>	<b>(\$6,046)</b>	<b>(\$1,334)</b>	<b>\$1,663</b>	<b>\$2,998</b>	<b>-224.6%</b>	<b>\$7,709</b>	<b>-127.5%</b>
TRANSFERS TO/(DRAW FROM) RESERVES	\$7,640	\$6,046	\$1,334	(\$1,663)	(\$2,998)	-224.6%	(\$7,709)	-127.5%
Full Time Complement	45	61	60	70				

### Major changes in the 2023 Budget from the 2022 Budget:

**User Fees & Service Charges:** Decrease due to lower development activity forecasted for 2023.

**Contracts & Service Agreements:** Decrease 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

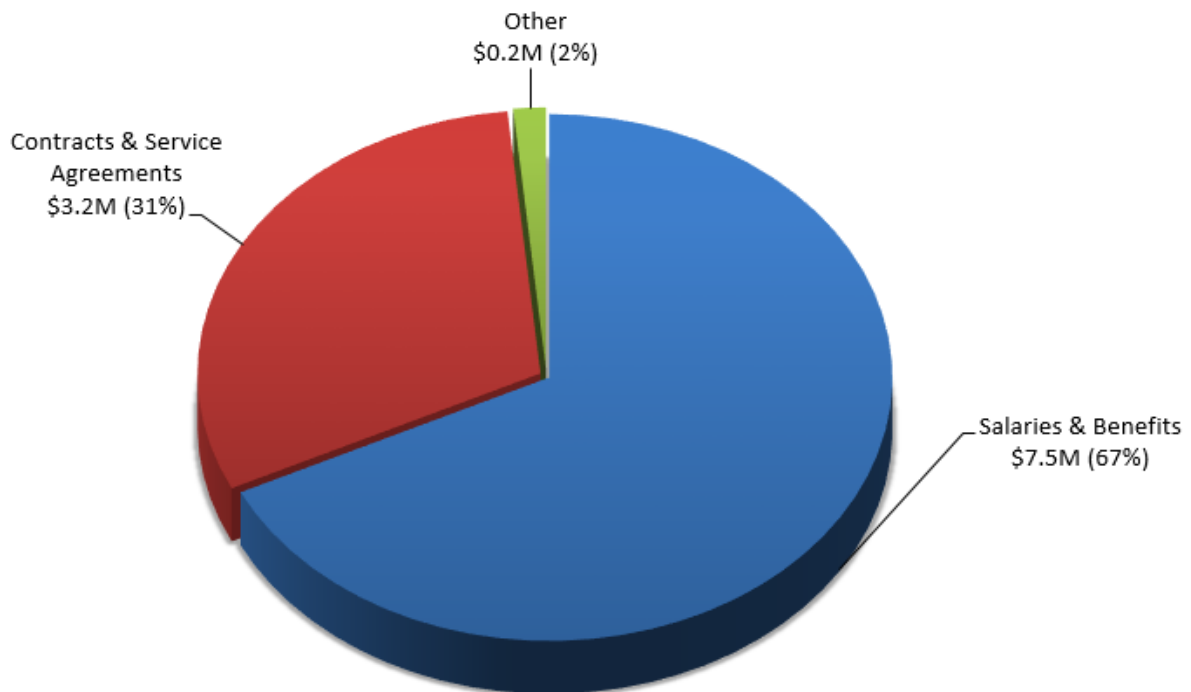
#### *Expenditures*

The 2023 Operating Budget for Engineering totals \$11.1 million before transfer to reserves. This marks a decrease of \$0.6 million from the 2022 Operating Budget.

The figure below indicates that the major portion of budgeted expenditures is salaries and benefits, which accounts for 67% of the Operating Budget. Contracts & service agreements represent 31% 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)

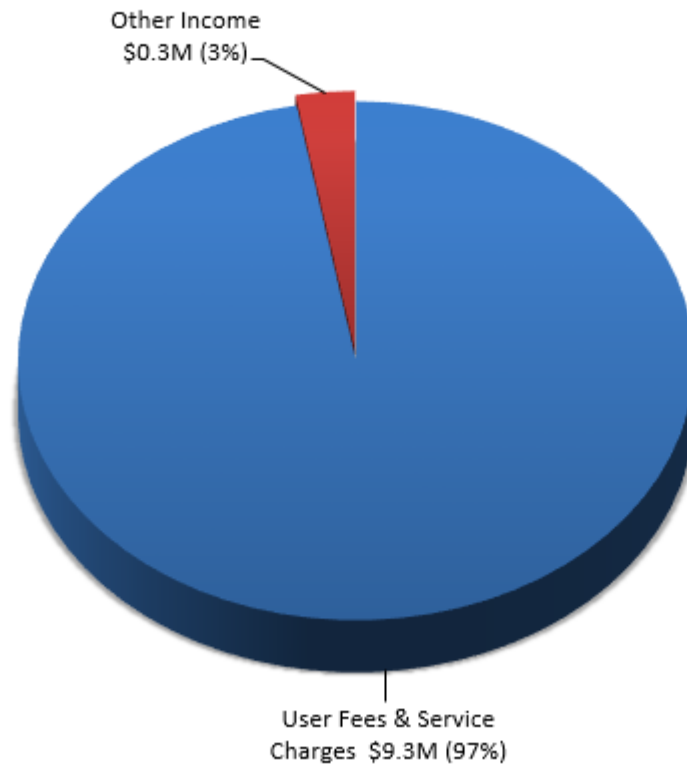
Total \$11.1M



## 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 \$9.6M



## Capital Budget

The 2023 Engineering Capital Budget totals \$85.6 million which is primarily funded from Development Charges. The capital projects include road design and construction, transportation, servicing and stormwater management studies, multi-use pathways, sidewalk and streetlight programs, and various active transportation programs.

For further details on Engineering Capital projects, refer to Section 3b – Capital Budget.



## ENGINEERING CONSOLIDATED 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
<b>Revenues</b>									
USER FEES & SERVICE CHARGES	19,545	24,229	9,969	9,320	(649)	-6.5%	(14,909)	-61.5%	
RECOVERIES & CONTRIBUTIONS	366	561	193	270	77	39.8%	(291)	-51.9%	
<b>Total Revenues</b>	<b>\$19,911</b>	<b>\$24,790</b>	<b>\$10,162</b>	<b>\$9,590</b>	<b>(\$572)</b>	<b>-5.6%</b>	<b>(\$15,200)</b>	<b>-61.3%</b>	
<b>Expenses</b>									
SALARIES & BENEFITS	\$5,583	\$5,317	\$6,081	\$7,548	\$1,468	24.1%	\$2,231	42.0%	
PRINTING & OFFICE SUPPLIES	0	2	22	22	0	0.0%	20	1305.2%	
OPERATING MATERIALS & SUPPLIES	4	4	12	15	3	25.4%	11	290.2%	
COMMUNICATIONS	10	11	22	22	0	0.0%	11	105.6%	
TRAVEL EXPENSES	2	7	15	15	0	0.0%	8	110.9%	
TRAINING	5	4	16	23	7	40.6%	18	452.7%	
CONTRACTS SERVICES AGREEMENTS	2,853	2,967	2,967	3,411	444	15.0%	444	15.0%	
MAINT. & REPAIR - TIME & MATERIAL	0	0	1	1	0	0.0%	1	0.0%	
RENTAL/LEASE	0	0	5	6	1	10.3%	6	0.0%	
PROFESSIONAL SERVICES	8	3	19	19	0	0.0%	16	566.4%	
LICENCES, PERMITS, FEES	21	28	32	32	0	0.0%	4	14.7%	
CREDIT CARD SERVICE CHARGES	2	3	15	15	0	0.0%	12	415.6%	
PROMOTION & ADVERTISING	0	0	2	2	0	0.0%	2	0.0%	
OFFICE FURNISHING & EQUIPMENT	0	0	2	2	0	0.0%	2	0.0%	
<b>Total Expenses</b>	<b>\$8,488</b>	<b>\$8,345</b>	<b>\$9,208</b>	<b>\$11,130</b>	<b>\$1,922</b>	<b>20.9%</b>	<b>\$2,785</b>	<b>33.4%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>(\$11,423)</b>	<b>(\$16,445)</b>	<b>(\$953)</b>	<b>\$1,540</b>	<b>\$2,494</b>	<b>-261.6%</b>	<b>\$17,985</b>	<b>-109.4%</b>	
TRANSFERS TO/(DRAW FROM) RESERVES	\$11,423	\$16,445	\$953	(\$1,540)	(\$2,494)	-261.6%	(\$17,985)	-109.4%	
<b>Full Time Complement</b>	<b>44</b>	<b>47</b>	<b>54</b>	<b>51</b>					

### Major changes in the 2023 Budget from the 2022 Budget:

**User Fees & Service Charges:** Decrease due to lower development activity forecasted for 2023.

**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.

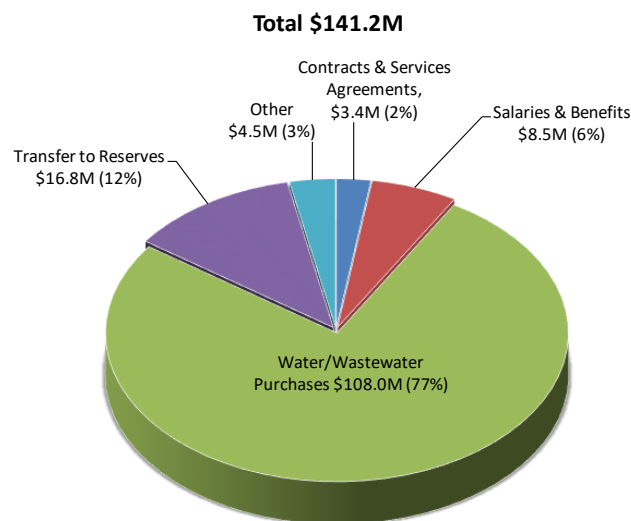
### Operating Budget

#### *Expenditures*

The 2023 Operating Budget for Waterworks totals \$141.2 million (excluding prior year’s surplus). This marks an increase of \$3.8M million over the 2022 Operating Budget.

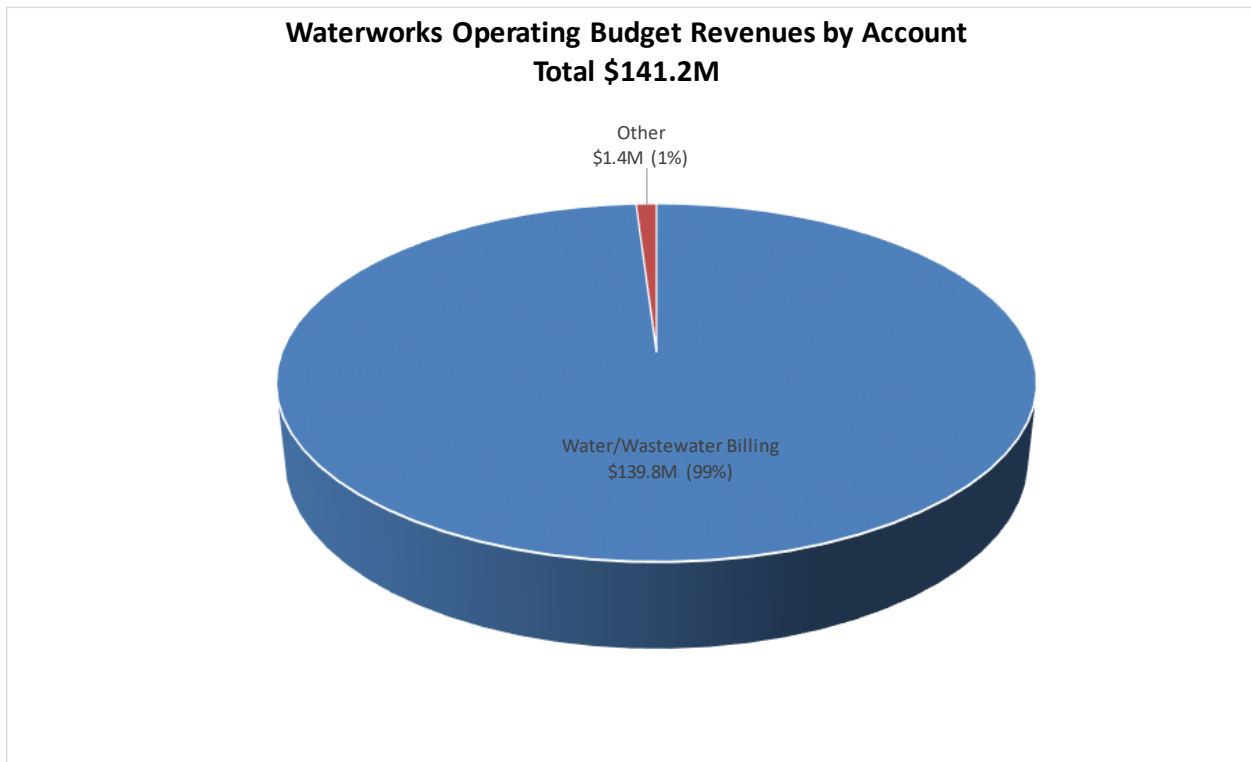
The figure below indicates that the major portion of budgeted expenditures is purchase of water from the Region of York for 76%. Transfer to Reserves, which accounts for 12% of the Operating Budget, represents transfer to the Waterworks Reserve in order to sustain future replacement & rehabilitation requirements and to support the Environmental Services – Waterworks department day-to-day operations. Salary & benefits for 6% and 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  
(excluding Transfer to Reserve)**



## Revenues

The Operating Budget is funded mainly through revenues associated with billings related to the sale of water. In February 2023, Council approved a total rate increase of 3.8% for 2023, which includes an incremental 4 year phase-in starting in 2023 at \$0.0196/m<sup>3</sup>, resulting from maintaining the 2020 and 2021 rate at the 2019 level.



## Capital Budget

The 2023 Waterworks Capital Budget totals \$14.0 million and is primarily funded from the Waterworks reserve. The capital projects include annual programs for watermain construction/replacement, relining of watermain, water meter replacement, and upgrades to water and sewer system. The Waterworks reserve also funds capital projects managed by other departments (such as ITS, Infrastructure and Fleet).





## WATERWORKS CONSOLIDATED 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Sales &amp; Purchase of Water Revenue</b>								
FINES/BILLINGS	134,063	138,965	136,002	139,806	3,804	2.8%	841	0.6%
CONTRACTED MUNICIPAL SERVICES	(103,480)	(106,593)	(105,452)	(107,986)	(2,534)	2.4%	(1,393)	1.3%
<b>Total Sales &amp; Purchase of Water Revenue</b>	<b>\$30,583</b>	<b>\$32,371</b>	<b>\$30,550</b>	<b>\$31,820</b>	<b>\$1,270</b>	<b>5.2%</b>	<b>(\$551)</b>	<b>1.9%</b>
<b>Other Revenues</b>								
GRANTS AND SUBSIDIES	0	6	0	0	0	0.0%	(6)	-100.0%
USER FEES & SERVICE CHARGES	540	599	545	545	0	0.0%	(55)	-9.1%
SALES	562	321	578	578	0	0.0%	257	79.8%
RECOVERIES & CONTRIBUTIONS	398	252	300	300	0	0.0%	48	19.1%
OTHER REVENUE	0	30	14	14	0	0.0%	(16)	-54.0%
<b>Total Other Revenues</b>	<b>\$1,500</b>	<b>\$1,209</b>	<b>\$1,436</b>	<b>\$1,436</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$228</b>	<b>18.8%</b>
<b>Other Expenses</b>								
SALARIES & BENEFITS	\$7,526	\$7,501	\$8,337	\$8,524	\$187	2.2%	\$1,022	13.6%
PRINTING & OFFICE SUPPLIES	16	12	34	34	0	0.0%	21	170.9%
OPERATING MATERIALS & SUPPLIES	81	93	138	130	(8)	-6.0%	37	39.3%
CONSTRUCTION MATERIALS	405	245	258	327	69	26.5%	82	33.6%
UTILITIES	28	32	36	36	0	0.0%	4	11.4%
COMMUNICATIONS	36	35	47	47	0	0.0%	12	35.3%
TRAVEL EXPENSES	9	19	47	47	0	0.0%	27	139.8%
TRAINING	66	68	79	79	0	0.0%	10	15.1%
CONTRACTS SERVICES AGREEMENTS	2,569	3,109	3,507	3,396	(111)	-3.2%	287	9.2%
MAINT. & REPAIR - TIME & MATERIAL	381	440	454	484	30	6.7%	44	10.0%
RENTAL/LEASE	3	3	7	4	(3)	-36.6%	2	54.6%
PROFESSIONAL SERVICES	71	140	121	141	20	16.5%	1	0.4%
LICENCES, PERMITS, FEES	68	71	66	73	7	9.8%	1	1.8%
CREDIT CARD SERVICE CHARGES	2	3	1	1	0	0.0%	(1)	-53.6%
OTHER PURCHASED SERVICES	2,784	2,859	2,859	3,108	249	8.7%	249	8.7%
WRITE-OFFS	0	76	3	3	0	0.0%	(73)	-96.0%
<b>Total Other Expenses</b>	<b>\$14,044</b>	<b>\$14,708</b>	<b>\$15,994</b>	<b>\$16,433</b>	<b>\$439</b>	<b>2.7%</b>	<b>\$1,725</b>	<b>11.7%</b>
<b>Net Expenditures/(Revenues)</b>	<b>(\$18,038)</b>	<b>(\$18,872)</b>	<b>(\$15,993)</b>	<b>(\$16,824)</b>	<b>(\$831)</b>	<b>5.2%</b>	<b>\$2,048</b>	<b>-10.9%</b>
TRANSFERS TO/(DRAW FROM) RESERVES	\$18,038	\$18,872	\$15,993	\$16,824	\$831	5.2%	(\$2,048)	-10.9%
<b>Full Time Complement</b>	<b>61</b>	<b>65</b>	<b>68</b>	<b>69</b>				

### Major changes in the 2023 Budget from the 2022 Budget:

**Fines/Billings:** Increase due to higher projected consumption volumes post pandemic.

**Contracted Municipal Services:** Increase due to higher billings from Region of York impacted by higher consumption volume.

**Contracted Services Agreement:** Decrease due to trending of lower watermain breaks during the past few years.

**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

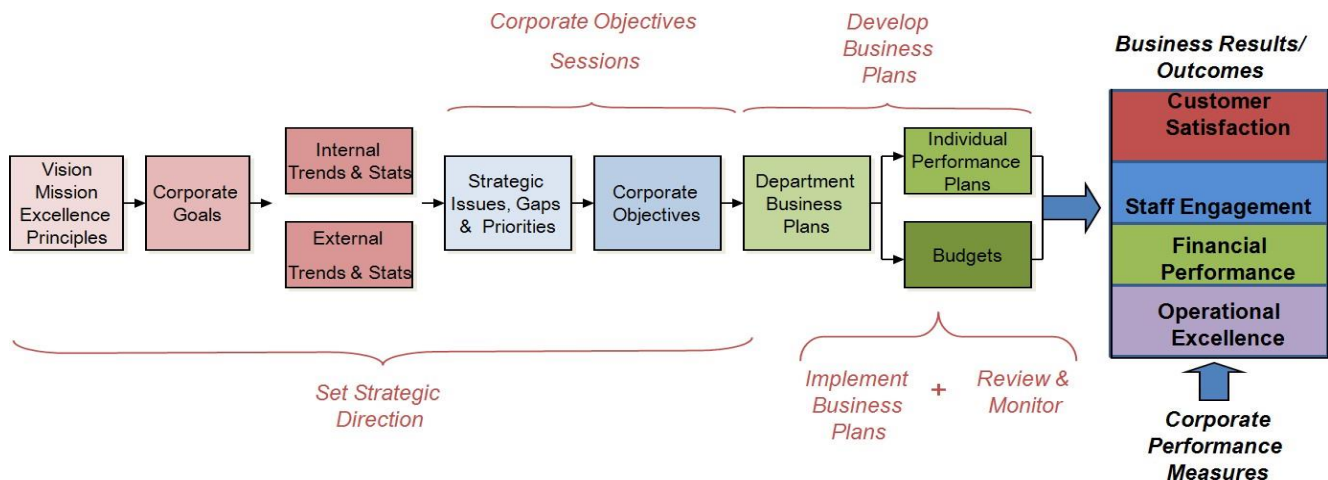
## BUSINESS PLAN INTRODUCTION

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

- Office of the Chief Administrative Officer;
- Corporate Services;
- Development Services; or
- Community 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 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. The strategic actions of the Departmental Business Plans 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 Departmental Business Plan 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

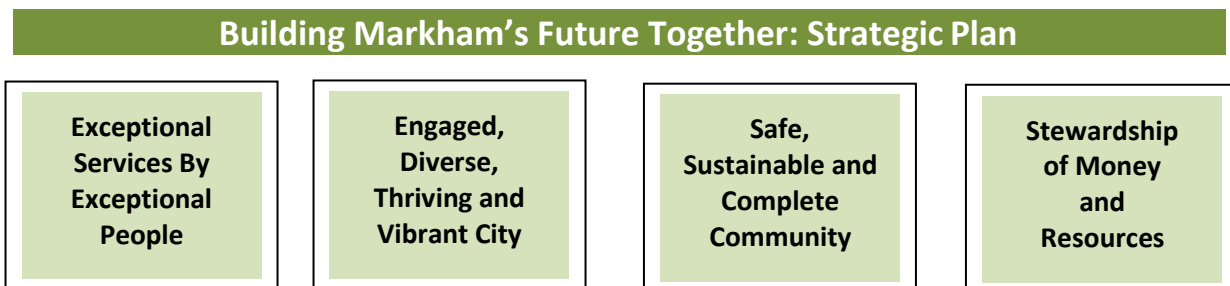
The Corporate Goals were created specifically to define overall success in a balanced manner. The annual Departmental Actions and Performance Measures ensure a Department is aligned to the overarching Corporate Goals.

The Department Business Plans are developed 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 2023 plans is 2022, as the Departmental Business Plans were due to be completed in January 2023. Completing the business planning process allows resource requirements, such as funding and staffing, to be addressed in the annual budgeting process.

In April 2023, Markham Council endorsed an extension of the BMFT timeframe through 2026

## 2023 Departmental Business Plan Summary

As highlighted in the Executive Summary, and detailed in Section 2 - Corporate Strategic Plan, the Departmental Business Plans align with the BMFT 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, where applicable. Following the 2022 municipal election and recent changes to legislation, the City is reviewing its long-term plans for certain departments as necessary.

<b>DEPARTMENTAL BUSINESS PLAN TABLE OF CONTENTS</b>	
<b>Mayor and Council</b>	145
<b>Office of the Chief Administrative Officer</b>	146
<i>Corporate Communications</i>	151
<i>Fire &amp; Emergency Services</i>	158
<i>Legal Services</i>	169
<i>People Services</i>	178
<b>Corporate Services</b>	184
<i>By-law and Regulatory Services</i>	188
<i>Financial Services</i>	199
<i>Information Technology Services</i>	212
<i>Legislative Services</i>	224
<i>Sustainability and Asset Management</i>	235
<b>Development Services</b>	249
<i>Building Standards</i>	255
<i>Economic Growth, Culture &amp; Entrepreneurship</i>	268
<i>Engineering</i>	281
<i>Planning and Urban Design</i>	296
<i>Traffic Operations</i>	312
<b>Community Services</b>	313
<i>Environmental Services - Infrastructure</i>	322
<i>Environmental Services - Waste Management and Waterworks</i>	323
<i>Markham Public Library</i>	335
<i>Operations</i>	350
<i>Recreation Services</i>	363



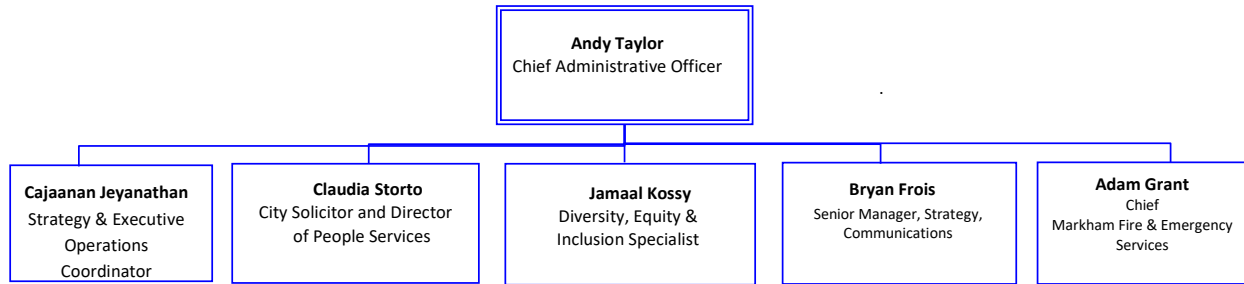
## MAYOR AND COUNCIL 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Expenses</b>								
SALARIES & BENEFITS	\$2,548	\$2,420	\$2,841	\$2,933	\$92	3.2%	\$513	21.2%
PRINTING & OFFICE SUPPLIES	19	26	27	27	0	0.0%	1	2.1%
OPERATING MATERIALS & SUPPLIES	3	(2)	17	17	0	0.0%	19	-1017.6%
VEHICLE SUPPLIES	2	3	3	3	0	0.0%	1	19.7%
COMMUNICATIONS	2	2	16	16	0	0.0%	14	758.8%
TRAVEL EXPENSES	3	5	60	60	0	0.0%	56	1242.9%
TRAINING	0	0	3	3	0	0.0%	3	0.0%
CONTRACTS SERVICES AGREEMENTS	6	0	24	24	0	0.0%	24	0.0%
RENTAL/LEASE	1	1	15	14	(1)	-8.0%	13	2612.5%
PROFESSIONAL SERVICES	0	0	7	7	0	0.0%	7	0.0%
LICENCES, PERMITS, FEES	1	1	5	5	0	0.0%	3	247.2%
PROMOTION & ADVERTISING	70	71	44	44	0	0.0%	(27)	-37.7%
OTHER EXPENDITURES	12	12	18	18				
<b>Total Expenses</b>	<b>\$2,667</b>	<b>\$2,538</b>	<b>\$3,080</b>	<b>\$3,170</b>	<b>\$91</b>	<b>2.9%</b>	<b>\$633</b>	<b>24.9%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$2,667</b>	<b>\$2,538</b>	<b>\$3,080</b>	<b>\$3,170</b>	<b>\$91</b>	<b>2.9%</b>	<b>\$633</b>	<b>24.9%</b>
<b>Full Time Complement</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>3</b>				

### Major changes in 2023 Budget from the 2022 Budget:

No significant changes.

## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)



The Chief Administrative Officer provides leadership to a full-time staff of 1,182 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 \$669 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 Services, and Development Services, as well as the Director of Human Resources, the City Solicitor, Chief of Markham Fire and Emergency Services, Senior Manager of Strategy, Communications and Executive Operations, and Diversity, Equity and Inclusion Specialist.

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 Services, and Development Services, as well as the Director of Human Resources, the City Solicitor, Chief of Fire and Emergency Services and the Manager, Executive Operations and Strategic Initiatives. The ELT meets 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
- People Services (formerly Human Resources)
- Fire & Emergency Services
- Corporate Communications
- Diversity, Equity & Inclusion

### ***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.

### ***People Services***

The People Services Department supports the achievement of the City of Markham's goals by providing a full range of strategic human resources management solutions in the areas of labour and employee relations, health and safety, staffing and succession planning, workforce planning and analytics, compensation and benefits, learning and development, business transformation and change, wellness and accessibility.

### ***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 80,000 incoming and outgoing emergency and non-emergency service requests were handled in the past year. MFES responded to 6,912 emergencies and fires throughout Markham in 2021, which translated into 19 incidents per day.



Markham Fire & Emergency Services is modernizing all aspects of fire protection and service delivery. Recently, Council approved a new deployment model that will redistribute existing resources, introduce new suppression innovations such as Canadian-made Drago Cannon, and incrementally control future staffing increases. The new deployment model meets the benchmarks set out in the master fire plan for residential fires, will improve response times and provide an all-hazards capacity. Additionally, the modernization of fire dispatch through a partnership with Barrie Fire will result in service level improvements while reducing staff and avoiding NG911 costs. Markham Fires modernization journey maximizes existing resources, leverages technology and equipment innovation resulting in improved fire protection service delivery and substantial long-term savings.

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.

### ***Corporate Communications***

Corporate Communications is a new addition in 2022 to the CAO's Office and provides a variety of services to support the City of Markham and all of its business units (both internally and externally) to align with corporate priorities.

Communications services include but are not limited to strategic guidance and counsel in the areas of communications, marketing, brand reputation, public/media relations, advertising, crisis management, digital and social media services and graphic design.

### ***Diversity, Equity and Inclusion***

Diversity and inclusion are one of the City of Markham's key strategic priorities, embedded in the City's strategic plan, Building Markham's Future Together. As part of the City's diversity strategy, regular and ongoing training and education about diversity, racism and bias are also provided to staff. The City supports a variety of measures to inform our communities, have respectful conversations and to break down barriers. The City of Markham has two guiding Diversity, Equity and Inclusion guiding documents in the Markham Diversity Action Plan (2022-2027) and Eliminating Anti-Black Racism Action Plan (2022-2027).



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
LICENCES & PERMITS	1	0	4	4	0	0.0%	4	841.2%
FINES	0	1	4	4	0	0.0%	3	325.2%
USER FEES & SERVICE CHARGES	544	515	624	624	0	0.0%	109	21.2%
RECOVERIES & CONTRIBUTIONS	261	444	331	587	256	77.4%	143	32.2%
OTHER REVENUE	43	22	38	38	0	0.0%	16	75.1%
<b>Total Revenues</b>	<b>\$849</b>	<b>\$982</b>	<b>\$1,001</b>	<b>\$1,257</b>	<b>\$256</b>	<b>25.6%</b>	<b>\$275</b>	<b>28.1%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$46,541	\$48,154	\$46,942	\$48,409	\$1,467	3.1%	\$255	0.5%
PRINTING & OFFICE SUPPLIES	27	41	46	44	(2)	-4.7%	3	7.1%
PURCHASES FOR RESALE	8	0	0	0	0	0.0%	0	0.0%
OPERATING MATERIALS & SUPPLIES	589	579	516	527	11	2.1%	(53)	-9.1%
VEHICLE SUPPLIES	222	248	129	166	37	28.7%	(82)	-33.0%
UTILITIES	254	288	265	265	0	0.0%	(23)	-8.0%
COMMUNICATIONS	45	35	50	50	(0)	-0.7%	15	41.4%
TRAVEL EXPENSES	14	43	72	78	6	8.0%	35	82.0%
TRAINING	295	358	367	364	(3)	-0.7%	6	1.6%
CONTRACTS SERVICES AGREEMENTS	(164)	586	599	672	73	12.2%	86	14.6%
MAINT. & REPAIR - TIME & MATERIAL	125	186	154	166	12	7.9%	(20)	-10.8%
RENTAL/LEASE	9	7	17	10	(7)	-42.8%	3	50.8%
PROFESSIONAL SERVICES	526	679	678	721	43	6.4%	42	6.2%
LICENCES, PERMITS, FEES	76	68	92	91	(1)	-0.8%	22	32.8%
CREDIT CARD SERVICE CHARGES	0	1	0	0	0	0.0%	(1)	-100.0%
PROMOTION & ADVERTISING	438	562	362	362	0	0.0%	(201)	-35.7%
KEY COMMUNICATION PROGRAMS	0	0	137	0	(137)	-100.0%	0	0.0%
MISCELLANEOUS EXPENSES	0	0	0	0	0	0.0%	0	0.0%
OTHER EXPENDITURES	41	41	41	41	0	0.0%	0	0.0%
<b>Total Expenses</b>	<b>\$49,048</b>	<b>\$51,878</b>	<b>\$50,467</b>	<b>\$51,965</b>	<b>\$1,499</b>	<b>3.0%</b>	<b>\$88</b>	<b>0.2%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$48,199</b>	<b>\$50,896</b>	<b>\$49,466</b>	<b>\$50,708</b>	<b>\$1,243</b>	<b>2.5%</b>	<b>(\$188)</b>	<b>-0.4%</b>
<b>Full Time Complement</b>	<b>314</b>	<b>311</b>	<b>315</b>	<b>320</b>				



## CAO'S OFFICE – COMMISSION SUPPORT 2022 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.	% Change	\$ Incr./Decr.	% Change
<b>Expenses</b>								
SALARIES & BENEFITS	\$612	\$772	\$839	\$754	(\$85)	-10.1%	(\$18)	-2.3%
PRINTING & OFFICE SUPPLIES	1	1	3	3	0	0.0%	3	354.7%
OPERATING MATERIALS & SUPPLIES	2	13	5	5	0	0.0%	(9)	-64.8%
VEHICLE SUPPLIES	6	8	5	5	0	0.0%	(3)	-34.7%
COMMUNICATIONS	1	2	2	2	0	0.0%	0	4.7%
TRAVEL EXPENSES	1	16	7	17	10	141.5%	2	9.9%
TRAINING	0	0	2	2	0	0.0%	2	4042.9%
CONTRACTS SERVICES AGREEMENTS	(11)	24	14	14	0	0.0%	(10)	-40.2%
MAINT. & REPAIR - TIME & MATERIAL	4	0	0	0	0	0.0%	0	0.0%
RENTAL/LEASE	0	0	1	0	(0)	-69.2%	0	1610.0%
PROFESSIONAL SERVICES	25	25	52	42	(10)	-19.3%	16	65.0%
LICENCES, PERMITS, FEES	28	22	21	21	0	0.0%	(1)	-3.6%
PROMOTION & ADVERTISING	0	1	7	7	0	0.0%	7	1075.5%
TRANSFERS FROM OWN FUNDS	0	0	0	0	0	0.0%	0	0.0%
<b>Total Expenses</b>	<b>\$670</b>	<b>\$884</b>	<b>\$959</b>	<b>\$874</b>	<b>(\$85)</b>	<b>-8.9%</b>	<b>(\$10)</b>	<b>-1.2%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$670</b>	<b>\$884</b>	<b>\$959</b>	<b>\$874</b>	<b>(\$85)</b>	<b>-8.9%</b>	<b>(\$10)</b>	<b>-1.2%</b>
<b>Full Time Complement</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>				

### Major changes in 2023 Budget from the 2022 Budget:

No significant changes.



## CORPORATE COMMUNICATIONS 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
<b>Revenues</b>								
USER FEES & SERVICE CHARGES	8	71	299	299	0	0.0%	228	323.2%
RECOVERIES & CONTRIBUTIONS	0	0	0	256	256	0.0%	256	0.0%
OTHER REVENUE	0	0	0	0	0	0.0%	0	0.0%
<b>Total Revenues</b>	<b>\$8</b>	<b>\$71</b>	<b>\$299</b>	<b>\$555</b>	<b>\$256</b>	<b>85.6%</b>	<b>\$484</b>	<b>685.6%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$1,046	\$1,291	\$1,455	\$1,356	(\$98)	-6.8%	\$65	5.0%
PRINTING & OFFICE SUPPLIES	0	3	7	5	(2)	-30.0%	2	64.4%
OPERATING MATERIALS & SUPPLIES	27	17	32	28	(3)	-10.0%	12	68.8%
COMMUNICATIONS	3	2	4	3	(1)	-15.9%	1	32.3%
TRAVEL EXPENSES	4	4	14	10	(4)	-30.0%	5	124.0%
TRAINING	0	4	9	6	(3)	-30.0%	2	63.2%
CONTRACTS SERVICES AGREEMENTS	(54)	(145)	(145)	(131)	13	-9.3%	13	-9.3%
RENTAL/LEASE	0	0	4	0	(3)	-86.5%	0	109.3%
PROFESSIONAL SERVICES	135	96	102	154	51	50.3%	58	60.5%
LICENCES, PERMITS, FEES	4	2	3	2	(1)	-30.0%	(1)	-24.7%
PROMOTION & ADVERTISING	173	157	149	149	0	0.0%	(8)	-4.9%
KEY COMMUNICATION PROGRAMS	0	0	137	0	(137)	-100.0%	0	0.0%
<b>Total Expenses</b>	<b>\$1,338</b>	<b>\$1,432</b>	<b>\$1,770</b>	<b>\$1,582</b>	<b>(\$187)</b>	<b>-10.6%</b>	<b>\$151</b>	<b>10.5%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$1,330</b>	<b>\$1,361</b>	<b>\$1,471</b>	<b>\$1,027</b>	<b>(\$443)</b>	<b>-30.2%</b>	<b>(\$334)</b>	<b>-24.5%</b>
<b>Full Time Complement</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>				

### Major changes in 2023 Budget from the 2022 Budget:

**Recoveries & Contributions:** Reallocation of budget from Economic Growth, Culture and Entrepreneurship to Corporate Communications due to reorganization.

**Key Communication Program:** Decrease due to reduced one-time expenses for Markham Magazine.

## OFFICE OF THE CAO STRATEGY, DEI & CORPORATE 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 exceptional customer service for internal and external clients and align with the Customer Experience Strategy</p>	<p>Provide annual progress report to Members of Council and community on Building Markham’s Future Together (BMFT).</p> <p>Plan, execute and complete BMFT 2024-2027 Strategic Plan with council and public consultation opportunities.</p> <p>Complete Citizen Satisfaction Survey and incorporate into BMFT 2024-2027 Strategic Plan planning process.</p> <p>Centralize corporate marketing and sponsorship operations and initiatives to the CAOs office in collaboration with various commissions and departments. Plan and execute a corporate sponsorship strategy including the installation of additional EIBS, increasing advertising revenue.</p> <p>Facilitate the planning and development of corporate surveys (internal and external) to better understand our services and plan for improvements and opportunities to enact change.</p> <p>Lead and or collaborate on key strategic initiative partnerships including York University Markham Campus, Film Studio Development, Markham Innovation Exchange (MiX), Events of municipal and cultural significance.</p> <p>Work towards and or complete complementary projects that enables the success of the York University Markham Campus including parking lot and shared recreation amenity access for faculty and students at Pan Am Centre.</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>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>Undertake language (translation) policy in coordination with Corporate Services.</p> <p>Accelerate &amp; expand the use of the Watson web and phone Bot and other artificial intelligence tools. Create a persona or character identity for all corporate digital platforms including AI. Implement virtual assistant integration with current web assistant.</p> <p>Seek opportunities to better tell City of Markham story through digital opportunities including our accomplishments, service excellence and people.</p>
<p>1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.</p>	<p>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</p>	<p>Continually seek out opportunities to enhance customer experience using new technologies.</p> <p>Lead the transition to paper-free across the organization and fully utilize digital resources.</p> <p>Use technology to create master control of all City digital advertising assets. Investigate opportunities for additional digital signage in the community as part of our Corporate Advertising Strategy. Modernize City communications look and branding, including print and web materials, while.</p> <p>Seek out opportunities for executive leadership team and members of senior staff to engage with Corporation and community on a variety of initiatives, including communications.</p> <p>Seek out opportunities to promote the City of Markham as an employer of choice.</p>

**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
<p>2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</p>	<p>Deliver initiatives, campaigns and programs that promote and support diversity, equity and inclusion.</p>	<p>Execute action items from Diversity Action Plan and Eliminating Anti-Black Racism Action Plan in collaboration with corporate partners.</p>
		<p>Introduce and support partnerships with Markham community and Indigenous partner communities to support economic development and cultural exchange.</p>
		<p>Continue to lead and grow Markham partnership with Eabametoong First Nation by continuing the facilitation of grant application for capital projects, cultural and educational exchange for Indigenous Peoples Month and bi-annual initiatives such as equipment drive to support youth sport. Launch scholarship fund for EFN students with York University.</p>
<p>2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.</p>	<p>Corporate presence in the Community</p>	<p>Begin planning of City branding and marketing exercise. Lead the development, working in collaboration with various commissions, a new corporate tagline that is aligned with the next strategic plan. Refresh the branding of strategic plan.</p>
		<p>Use data to make informed decisions on how best to communicate to the community and what mediums to use. Initiate work on a language/translation policy as per strategic plan.</p>
		<p>Provide support &amp; guidance to staff on implementation of the Corporate Community Engagement tools. Work alongside ITS to launch and train staff on new Markham portal system.</p>



**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 Support arts, culture, recreation, and sport to enrich the fabric of our communities.		Support communications efforts of departments and incorporate New Neighbour Guide in City Communications.
2.4 Build Markham as the best place to live, invest, work, and experience rich diversity.	Ensure that CAO’s Office remains a Corporate partner in all initiatives	Work collaboratively cross commission to promote, expand, and investigate opportunities that support the economic and cultural growth and vitality of the City of Markham. Seek opportunities to collaborate with existing Markham stakeholders on cultural and diversity initiatives.
2.5 Build Markham as the best place to live, invest, work, and experience rich diversity.		Support and collaborate on Economic Development Strategy to be implemented in 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.	Facilitate and participate conversation as needed to complement, enhance and support City’s strategic objective.	Lead, advocate, support and collaborate on intergovernmental relations to support the City’s strategic interests in transit and transportation project management and delivery.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Ensure facilities, programs, services are appropriate to the new urban form and keep pace with growth	Lead, advocate, support and collaborate on intergovernmental relations to support the City’s strategic interests in delivering more housing options.
3.3 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities		
		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. The team continues to expand emergency information/scenarios on portal.

## 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>Conduct proactive stakeholder management and opportunity assessments to ensure the City is leveraging and realizing strategic opportunities.</p>	<p>Work collaboratively across commission to promote, expand and investigate opportunities that support the economic and cultural growth and vitality of the City of Markham.</p> <p>Work collaboratively across commission to execute customer service enhancements identified in the 2023 Budget.</p> <p>Continue to review processes and marketing/advertising opportunities to increase revenues (non-property tax) &amp; maintain or lower operating costs in a growing Markham.</p> <p>New corporate-wide sponsorship strategy to be developed by Corporate Communications in 2023 in coordination with Economic Development, Culture &amp; Recreation.</p>
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental &amp; cultural) on taxpayer investment.</p>	<p>Monitor and evaluate departmental assets to ensure proactive management of assets</p>	<p>Proactively engage with stakeholders and tenants of City-owned facilities and ensure continuity of communication, service level, and property maintenance.</p> <p>Use data-driven decision-making to investigate whether to expand digital communications and with less reliance on print as part of digital transformation and Green Markham.</p>
<p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>Comply with all financial policies and Auditor General recommendations</p>	<p>Ensure Auditor General recommendations are actioned.</p>



## FIRE & EMERGENCY SERVICES 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
<b>Revenues</b>									
LICENCES & PERMITS	1	0	4	4	0	0.0%	4	841.2%	
FINES	0	1	4	4	0	0.0%	3	325.2%	
USER FEES & SERVICE CHARGES	20	18	25	25	0	0.0%	7	35.6%	
RECOVERIES & CONTRIBUTIONS	261	373	331	331	0	0.0%	(42)	-11.3%	
OTHER REVENUE	43	16	36	36	0	0.0%	20	123.2%	
<b>Total Revenues</b>	<b>\$325</b>	<b>\$409</b>	<b>\$400</b>	<b>\$400</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$9)</b>	<b>-2.3%</b>	
<b>Expenses</b>									
SALARIES & BENEFITS	\$40,726	\$41,869	\$40,011	\$40,693	\$683	1.7%	(\$1,176)	-2.8%	
PRINTING & OFFICE SUPPLIES	18	26	16	16	0	0.0%	(10)	-38.2%	
PURCHASES FOR RESALE	8	0	0	0	0	0.0%	0	0.0%	
OPERATING MATERIALS & SUPPLIES	491	431	382	397	14	3.7%	(34)	-8.0%	
VEHICLE SUPPLIES	216	240	124	161	37	30.0%	(79)	-32.9%	
UTILITIES	254	288	265	265	0	0.0%	(23)	-8.0%	
COMMUNICATIONS	29	21	31	31	0	0.8%	10	48.4%	
TRAVEL EXPENSES	8	10	26	26	0	0.0%	16	159.9%	
TRAINING	37	41	54	54	0	0.0%	12	29.7%	
CONTRACTS SERVICES AGREEMENTS	82	862	940	1,000	60	6.4%	138	16.0%	
MAINT. & REPAIR - TIME & MATERIAL	121	186	154	166	12	7.9%	(20)	-10.8%	
RENTAL/LEASE	5	4	3	3	0	0.0%	(0)	-11.1%	
PROFESSIONAL SERVICES	24	23	14	14	0	0.0%	(9)	-37.6%	
LICENCES, PERMITS, FEES	4	6	5	5	0	0.0%	(1)	-17.7%	
CREDIT CARD SERVICE CHARGES	0	1	0	0	0	0.0%	(1)	-100.0%	
OTHER EXPENDITURES	41	41	41	41	0	0.0%	0	0.0%	
<b>Total Expenses</b>	<b>\$42,063</b>	<b>\$44,049</b>	<b>\$42,066</b>	<b>\$42,872</b>	<b>\$806</b>	<b>1.9%</b>	<b>(\$1,176)</b>	<b>-2.7%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$41,737</b>	<b>\$43,639</b>	<b>\$41,666</b>	<b>\$42,472</b>	<b>\$806</b>	<b>1.9%</b>	<b>(\$1,167)</b>	<b>-2.7%</b>	
<b>Full Time Complement</b>	<b>272</b>	<b>269</b>	<b>269</b>	<b>269</b>					

### Major changes in 2023 Budget from the 2022 Budget:

No significant changes.

## FIRE & 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 and inform the public of how we are adapting and enhancing services to support a growing city.
		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	Seek and 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
		Monitor the transition of the 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	Prioritize and focus on mental health and wellness in a manner that builds on and maintains the resilience and performance of all of our staff
		Demonstrate commitment to provide safe working conditions in a profession that is inherently dangerous
		Maintain annual succession planning opportunities through secondments, conferences, seminars, and educational assistance ( <i>BMFT Action 1.3.2</i> )
		Maintain infection control officer position and continue to provide guidance and information to frontline staff on personal protection related to respiratory illness
		Continue to lead the executive committee in exploring strategies and infrastructure that could enhance and improve our decontamination process



**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					
	Departmental Performance Measures in Support of Goal		2018	2019	2020	2021	2022 Target	Long-term Target
Overall customer satisfaction rating received for survey completed in the calendar year	92%	94%	93%	93%	>90%	>90%	2023	
Benchmark against National Fire Protection Association (NFPA) 1221 for Dispatch Processing Time (60 sec)	87%	86%	85%	78%	90%	90%	2020	
Benchmark against National Fire Protection Association (NFPA) 1710 for firefighter turn out time (80 seconds)	24%	26%	21%	22%	30%	90%	2025	
Benchmark against National Fire Protection Association (NFPA) 1710 for 1 <sup>st</sup> Truck Travel Time (4 min)	61%	50%	66%	52%	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 & data driven fire programs that are designed to meet the needs of effective fire prevention and education
		Continue to 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
		Distribute 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 and effectively communicate the mandate associated with the Council approved levels of service within the Establishing and Regulating Bylaw

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2022 Target	Long-term Target	LT Target Year
Annual Pre-Recruitment Information Sessions (community outreach)	3	1	1	1	3	3	2018
School Program Survey Response Rate	50%	55%	60%	-*	60%	75%	2022
School Program Satisfaction Effectiveness Rating	80%	80%	80%	-*	85%	90%	2023

\* School Program suspended due to COVID

### 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, traffic signal devices and access.
		Ensure Transportation Engineering understands emergency response considerations as well as the advantages of Opticom installation across the City
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	Continue the implementation of Phase 1 of the deployment modernization strategy.
		Continue to explore opportunities for shared Services with Vaughan, Richmond Hill and other Cities that could benefit Markham
		Plan for future growth and deliver on complete and safe communities
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support community emergency preparedness and response efforts	Explore the modernization and rebrand the EM program with a concentration on Departmental Business Continuity supported by a more effective response structure.
		Leverage the Alert Ready system for city-wide alerting 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> )
3.4 Protect and enhance natural environment and built form.	Ensure continuity of operations while following Greenprint recommendations for fire stations, apparatus and equipment	Take environmental considerations and opportunities into account in the planning of additional fire stations, equipment, apparatus, and training
	Create partnerships to increase public safety	Continue to lead the Public Safety Forum with a focus on enhancing collaboration and improving public safety



### 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
		Together with the Building Dept and By-Law Department create joint inspection procedures addressing the complexity and sensitivity of enforcement for rooming houses and unauthorized accessory dwelling units.

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2022 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	3	3	3	5	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	1	1	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)	-	-	-	-	100%	100%	2024
Internal MFES Business Continuity Exercise	-	-	-	-	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 comparisons and resource inventory comparisons with other fire services where appropriate
		Continue to 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	2018	2019	2020	2021	2022 Target	Long-term Target	LT Target Year
Project Completion Rate (*newly approved by Directors Forum in 2017)	87%	87%	87%	87%	90%	90%	2022
Average Annual Budget Variance (%) of all closed capital projects (actual vs. initial approved budget)	-	-	+1.8%	+1.6%	+5%	+5%	2022
Annual Cost per Capita (Operating)	\$102	\$110	\$114	\$118	\$112	\$147	2025

## FIRE & 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 online 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 ( <i>BMFT Action 1.3.2</i> )	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 and fire prevention 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 turnout times & 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	Continue to evaluate resource requirements with Council and senior executives 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	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 emergencies ( <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



## LEGAL SERVICES 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
USER FEES & SERVICE CHARGES	516	426	300	300	0	0.0%	(126)	-29.5%
RECOVERIES & CONTRIBUTIONS	0	71	0	0	0	0.0%	(71)	-100.0%
OTHER REVENUE	0	5	0	0	0	0.0%	(5)	-100.0%
<b>Total Revenues</b>	<b>\$516</b>	<b>\$501</b>	<b>\$300</b>	<b>\$300</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$201)</b>	<b>-40.2%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$2,131	\$2,182	\$2,255	\$2,281	\$26	1.2%	\$99	4.5%
PRINTING & OFFICE SUPPLIES	2	2	6	6	0	0.0%	4	177.2%
OPERATING MATERIALS & SUPPLIES	26	24	22	22	0	0.0%	(2)	-9.9%
COMMUNICATIONS	8	6	9	9	0	0.0%	3	42.5%
TRAVEL EXPENSES	2	8	16	16	0	0.0%	8	103.1%
TRAINING	5	6	6	6	0	0.0%	0	7.8%
CONTRACTS SERVICES AGREEMENTS	(87)	(103)	(103)	(103)	0	0.0%	0	0.0%
RENTAL/LEASE	2	2	5	3	(2)	-39.0%	1	71.9%
PROFESSIONAL SERVICES	119	349	242	242	0	0.0%	(107)	-30.7%
LICENCES, PERMITS, FEES	33	31	53	53	0	0.0%	22	72.7%
<b>Total Expenses</b>	<b>\$2,241</b>	<b>\$2,506</b>	<b>\$2,509</b>	<b>\$2,534</b>	<b>\$25</b>	<b>1.0%</b>	<b>\$28</b>	<b>1.1%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$1,725</b>	<b>\$2,004</b>	<b>\$2,209</b>	<b>\$2,234</b>	<b>\$25</b>	<b>1.1%</b>	<b>\$229</b>	<b>11.4%</b>
<b>Full Time Complement</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>				

### Major changes in 2023 Budget from the 2022 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/Ontario Land Tribunal appeals, prosecutions, general municipal, corporate and commercial, municipal finance, 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"	Provide support to the Leveraging Technologies Committee.
	Completion and implementation of Development Review Process	Support the implementation of consultant recommendations regarding streamlining the City's development application process. Identify and implement Development Agreement tracking tool.
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	Support implementation of delegation of authority 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	2019	2020	2021	2022	2023 Target	Long-term Target	LT Target Year
Customer service satisfaction survey (City-wide)					90%	90%	Annual
Legal Services and Real Estate staff satisfaction survey (Internal)					90%	90%	Annual
Number of continuing professional development hours (Department-wide)					75	75	Annual
Number of new Ontario Land Tribunal appeals	4	9	8	24			Annual
Number of Ontario Land Tribunal appeals resolved	3	9	4	11			Annual
Number of development agreements completed	39	46	55	64			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 the approval and implementation of various Secondary Plans and other Development Services initiatives.	Represent the City before the Ontario Land Tribunal, engage in associated negotiations, and report to Council as required.
		Review and provide up-to-date advice concerning provincial housing legislation (ex. Development Charges Act, Community Benefits Charges, Planning Act amendments, More Homes Built Faster Act, etc.).
		Support Langstaff/Bridge Station TOC and YNSE projects
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, sport uses and infrastructure.
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. Provide strategic real estate advice on potential Business Plans and governance structure to leverage the vehicle of a development corporation.
	Support the development of the York University Markham campus	Assist with the implementation of conditions/obligations in foundational agreements, including need for PTEs, parking lot development, and establishing shared maintenance obligations.

Departmental Performance Measures in Support of Goal	2019	2020	2021	2022	2023 Target	Long-term Target	LT Target Year
Number of Real Property Acquisitions/Dispositions completed	8	7	19	4(4)			Annual
Number of Permissions to Enter completed	13	16	61	20(2)			Annual
Number of Leases/Licenses completed	n/a	n/a	23	20(6)			
Number of Real Property circulations	18	25	26	25(2)			

### 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 potential Parking Authority.
	Support provincial transportation projects	Draft/review and negotiate applicable agreements and related real estate transactions 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 approach to unlock value.
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.
3.4 Protect and enhance natural environment and built form.	Support the acquisition of lands for parks	Support the acquisition (and future development) of the Shouldice lands and other potential park sites.

#### Departmental Performance Measures in Support of Goal

	2019	2020	2021	2022	2023 Target	Long-term Target	LT Target Year
Number of Provincial Offences Act prosecutions conducted	63	107	146	60			Annual
Number of Administrative Monetary Penalty Hearings Conducted	206	238	261	150			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
<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>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</p>	<p>Provide advice and support to growth-related initiatives.</p> <p>Participate in the City’s comprehensive zoning by-law review and appeals.</p> <p>Monitor, engage, and seek out real property investment opportunities to satisfy corporate strategy and strategic initiatives.</p> <p>Conduct appraisal analysis and provide advice on land values for the purposes of collecting cash-in-lieu of parkland.</p>
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental &amp; cultural) on taxpayer investment.</p>	<p>Participate in the development of a comprehensive risk management framework</p> <p>Ensure that Markham Enterprise Corporation operates effectively and in compliance with the Legislation</p>	<p>Provide legal advice (i.e. proactively identifying risks and mitigation measures) during development process.</p> <p>Provide timely and strategic legal advice to MEC.</p>
<p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>Ensure efficient use of resources</p>	<p>Collaborate with City departments to clearly identify roles and responsibilities for issues affecting real property, including leases and licences.</p>

## 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"	Provide support (when necessary) to the 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. Maintain and monitor use of development agreements tracking tool	Ongoing
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	Support implementation of delegation of authority by-law.	Ongoing
		Provide opportunities for growth through collaboration on files and cross-departmental projects	
	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, growth related development proposals and other Development Services initiatives.	Represent the City before the Ontario Land Tribunal, engage in associated negotiations, and report to Council as required.	Ongoing
		Review and provide up-to-date advice concerning provincial housing legislation (ex. Development Charges Act, Community Benefits Charges, Planning Act amendments, More Homes Built Faster Act, etc.).	
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
		Provide strategic real estate advice on potential Business Plans and governance structure to leverage the vehicle of a development corporation.	
	Support the development of the York University Markham campus	Implement and support site plan agreement requirements, including need for PTEs, parking lot development, and establishing shared maintenance obligations	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 potential 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
3.4 Protect and enhance our natural environment and built form.	Support the establishment of Rouge National Urban Park	Support the sustainable development of the Rouge Park through legal agreements, conveyances, etc. as required.	Ongoing

## GOAL 4 - Stewardship of Money and Resources

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

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Provide strategic advice and services in support of City initiatives as required including expert advice in support of City's compliance with legislation and applicable laws	Provide advice and support to growth-related initiatives.	Ongoing
		Participate in the City's comprehensive zoning by-law appeals and other appeals arising from implementation of new planning legislation.	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 with City departments to clearly identify roles and responsibilities for issues affecting real property, including leases and licences.	Ongoing



## PEOPLE SERVICES 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
<b>Revenues</b>									
OTHER REVENUE	0	0	2	2	0	0.0%	2	500.6%	
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2</b>	<b>\$2</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$2</b>	<b>500.6%</b>	
<b>Expenses</b>									
SALARIES & BENEFITS	\$2,025	\$2,039	\$2,382	\$3,323	\$941	39.5%	\$1,284	63.0%	
PRINTING & OFFICE SUPPLIES	5	9	14	14	0	0.0%	5	53.3%	
OPERATING MATERIALS & SUPPLIES	44	94	76	76	0	0.0%	(19)	-19.8%	
COMMUNICATIONS	5	4	5	5	0	0.0%	1	27.5%	
TRAVEL EXPENSES	0	5	9	9	0	0.0%	4	77.2%	
TRAINING	253	308	296	296	0	0.0%	(11)	-3.6%	
CONTRACTS SERVICES AGREEMENTS	(94)	(51)	(108)	(108)	0	0.0%	(56)	109.8%	
RENTAL/LEASE	1	1	6	3	(2)	-41.2%	2	208.3%	
PROFESSIONAL SERVICES	223	186	268	270	2	0.7%	83	44.7%	
LICENCES, PERMITS, FEES	8	8	10	10	0	0.0%	3	33.8%	
PROMOTION & ADVERTISING	265	405	205	205	0	0.0%	(200)	-49.4%	
MISCELLANEOUS EXPENSES	0	0	0	0	0	0.0%	0	0.0%	
<b>Total Expenses</b>	<b>\$2,736</b>	<b>\$3,007</b>	<b>\$3,162</b>	<b>\$4,103</b>	<b>\$941</b>	<b>29.7%</b>	<b>\$1,096</b>	<b>36.5%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$2,736</b>	<b>\$3,007</b>	<b>\$3,160</b>	<b>\$4,101</b>	<b>\$941</b>	<b>29.8%</b>	<b>\$1,094</b>	<b>36.4%</b>	
<b>Full Time Complement</b>	<b>16</b>	<b>15</b>	<b>18</b>	<b>23</b>					

### Major changes in 2023 Budget from the 2022 Budget:

No significant changes.



## PEOPLE 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.	Obtain stakeholder feedback- Annual customer service survey (others as needed)	Execute a customer service survey with regard to People Services Transformation and act on the feedback provided
	1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support City drive to implement new technology to enhance business operations
Support the advancement of Digital Markham / “Frictionless City”		Create in partnership with insurance carriers a data feed to eliminate double entry related to benefits enrolment Support digital literacy skill building
		Implement extensive changes to EPIC as a result of the implementation of Perfect Minds
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.		Execution of the People Services Transformation
	People Plan	Develop 2023 Wellness and related communications plan with a focus on post resiliency
		Update the Code of Ethics and Conduct for staff and review other HR policies ensuring updates and new policies are implemented
		Continue to provide customized tools and training to support succession planning and emerging leaders Conduct HR and Payroll process review and implement recommendations to minimize manual and work around interventions and maximize use of system and best practices.
		Conduct an Equity Audit in HR and continue to extend outreach employment approach to racialized and other communities and execute

		Continue to invest in staff development in alignment with corporate and departmental needs, leveraging Markham Learn Centre, using delivery methods that meet needs of employees. Utilize key metrics to drive enhancements
	Implement OMERS for NFT employees	Implement new OMERS program for Non Full-time (NFT) and ensure that employees are aware of new programs as requires by the Pension Benefits Act and OMERS
	Ongoing development of Occupational Health and Safety Program	Ongoing development of policies which comprise the HSMS
	Ongoing department process reviews and enhancements	Continue to review and update department processes to ensure that they are customer service oriented, efficient and effective
	Compensation Review	Conduct a fulsome compensation review and develop framework options that align with needs of the organization and the market
	Collectively bargain with CUPE and MPFFA 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

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2022 Target	Long-term Target	LT Target Year
Completion of Exceptional Services department objectives and actions	Delayed	Delayed	Delayed	Delayed*	On target	On target	Annual
Customer service survey- survey execution	1	1	*	**	1 per year	1 per year	Annual
Customer service survey- overall satisfaction	65.6%	70.4%	*	**	80%	80%	Annual
Customer service survey- extremely / very satisfied	42%	55.61%	*	**	50%	50%	Annual
HR staff satisfaction survey- overall satisfaction with City of Markham	76.9%	n/a	n/a	63.3%	75%	75%	Every 2 yrs
HR staff satisfaction survey- organizational engagement	72.9%	n/a	n/a	61.1%	75%	75%	Every 2 yrs
Number of corporate learning hours per HR employee	20.3	4.6	8.1	8.8	14	14	Annual
Number of days absent per HR employee	5.7	2.9	1.4	0.6	2-3	<5	Annual
Days lost due to injury			0	0	0	0	Annual

\*Delayed – COVID and corporate decision

\*\*Human Resources rolled out surveys in 2021 related to working from home, vaccines, employee engagement and health and safety. No customer service survey was conducted due to survey fatigue.

## 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.	Support City's Diversity Action Plan	Develop and roll out diversity related training across the organization, partnering with the Office of the CAO Implement management response to Auditor General AODA compliance audit review
	Support City compliance with AODA legislation	Implement management response to Auditor General AODA compliance audit review
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support and align as needed	

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2022 Target	Long-term Target	LT Target Year
Updated Diversity Action Plan – HR target objectives met			Delayed	Delayed	On target	On target	Annual
Ensure HR compliance with AODA/IASR requirements	On target	On target	On target	On target	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.*

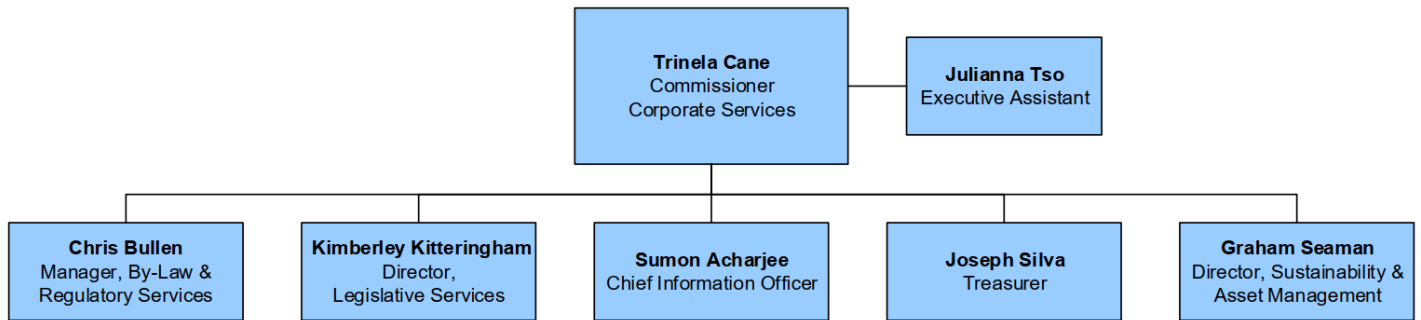
Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support and align as needed	
3.2 Build complete communities that offer a range of housing and employment 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 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
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.	Develop corporate workforce and department metrics framework	Refine and update current workforce and department metrics framework (including reporting) and develop action plans to address metrics as appropriate

## 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 198 positions across four departments, and one division, each with their own areas of expertise and responsibility:

- Information Technology Services
- Financial Services
- Legislative Services
- Sustainability and Asset Management
- Bylaw and Regulatory Services

### 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)

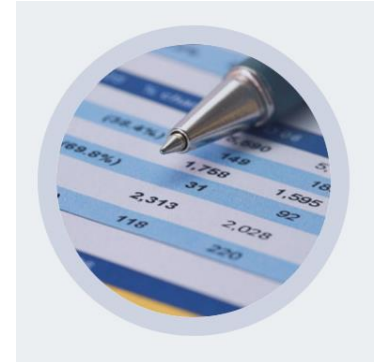


## Financial Services

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

The Legislative Services Department is responsible for a variety of administrative and legislative services for the City, including: provision of multi-channel customer service, administration of the Information Management Program and municipal cemeteries, preparation of bylaws, agendas, minutes and meeting notices for Markham Council, Standing Committee and Advisory Committee meetings, processing of requests for information and records, the provision of Commissioner of Oath services, the issuance of animal and business licences and the administration of a municipal election every 4 years.

The Department also coordinates the City's compliance with the accountability and transparency provisions of the Municipal Act, 2001, the Municipal Conflict of Interest Act and Markham City Council's Code of Conduct through the services of the Municipal Ombudsman, Closed Meeting Investigator and Integrity Commissioner.

To carry out these responsibilities the Department is comprised of 6 Divisions, each with its own focus and expertise:

- Access, Privacy & Information Management (includes Cemeteries and Print & Mail Services)
- Animal Services
- Business Licensing & Standards
- Contact Centre
- Elections Markham
- 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.

Asset Management strategically and tactically coordinates the activities of the City to realize value from assets in the provision of service, by balancing costs, risks, opportunities and performance benefits. The department leads the development of the City's Asset Management Program and Plan.

Community Sustainability focuses on delivering energy education and outreach content and programming to residents to promote more eco-friendly choices. Guided by the Greenprint; Community Sustainability Plan and Markham's Municipal Energy Plan; Getting to Zero, sustainability is undertaking steps to guide residents towards the City-wide goal of net zero emissions by 2050.

Facility Assets ensures the effective operations, maintenance and optimal lifecycle planning, as well as delivery of large capital renewal projects, for City facilities.

The department is comprised of three divisions:

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



## By-Law Enforcement & Regulatory Services

The By-Law Enforcement & Regulatory Services Division is responsible for managing and enforcing City of Markham By-laws. This includes enforcement of parking, licensing, property standards and other related by-laws. The Division also manages the City's Administrative Monetary Penalty System (AMPS), and oversees processing, screening and adjudication functions related to parking tickets.

The Division supports other City departments by assisting with engineering, zoning and construction compliance, snow and winter maintenance operations following winter weather events and tree by-laws. The Division is committed to community engagement and endeavors to provide information on by-law regulations and licensing to all residents of Markham.

The department is comprised of three main units:

- Bylaw and Property Standards
- Parking Operations
- Tree Preservation







## CORPORATE SERVICES CONSOLIDATED 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
<b>Revenues</b>									
LICENCES & PERMITS	1,575	1,940	1,965	1,965	0	0.0%	25	1.3%	
INCOME FROM INVESTMENTS	18	16	28	28					
FINES	1,917	2,353	3,396	3,502	106	3.1%	1,149	48.9%	
USER FEES & SERVICE CHARGES	1,716	1,662	1,535	1,717	182	11.8%	56	3.3%	
RENTALS	1,282	1,260	1,063	1,063	0	0.0%	(196)	-15.6%	
SALES	110	117	54	54	0	0.0%	(64)	-54.4%	
RECOVERIES & CONTRIBUTIONS	152	206	642	354	(288)	-44.8%	148	72.2%	
OTHER REVENUE	47	82	38	320	282	738.2%	238	290.5%	
SOLAR REVENUE	308	322	289	289					
ELECTRIC VEHICLE CHARGING STATION RE	2	5	0	0					
<b>Total Revenues</b>	<b>\$7,129</b>	<b>\$7,963</b>	<b>\$9,010</b>	<b>\$9,292</b>	<b>\$282</b>	<b>3.1%</b>	<b>\$1,329</b>	<b>16.7%</b>	
<b>Expenses</b>									
SALARIES & BENEFITS	\$20,855	\$21,975	\$22,672	\$25,466	\$2,793	12.3%	\$3,490	15.9%	
PRINTING & OFFICE SUPPLIES	121	113	131	150	19	14.4%	37	32.4%	
PURCHASES FOR RESALE	72	48	72	72	0	0.0%	24	50.0%	
OPERATING MATERIALS & SUPPLIES	222	91	189	200	12	6.1%	109	119.1%	
UTILITIES	570	654	679	722	43	6.3%	68	10.4%	
COMMUNICATIONS	935	942	1,008	1,050	43	4.2%	108	11.5%	
TRAVEL EXPENSES	11	38	52	69	16	31.0%	31	81.2%	
TRAINING	66	84	145	207	62	42.7%	123	145.8%	
CONTRACTS SERVICES AGREEMENTS	2,815	3,371	3,179	3,435	256	8.0%	63	1.9%	
MAINT. & REPAIR - TIME & MATERIAL	1,566	1,564	1,696	1,970	274	16.2%	406	25.9%	
RENTAL/LEASE	75	62	88	78	(9)	-10.6%	16	26.2%	
PROFESSIONAL SERVICES	232	184	259	259	0	0.0%	76	41.2%	
LICENCES, PERMITS, FEES	88	131	141	146	5	3.5%	15	11.4%	
CREDIT CARD SERVICE CHARGES	44	52	39	39	0	0.0%	(13)	-25.5%	
PROMOTION & ADVERTISING	15	15	25	25	0	0.0%	10	64.5%	
PMTS. TO CITIZENS/LOCAL GROUPS	0	0	4	4	0	0.0%	4	0.0%	
TRANSFER TO/(FROM) RESERVE	412	373	157	157	0	0.0%	(215)	-57.8%	
<b>Total Expenses</b>	<b>\$28,100</b>	<b>\$29,699</b>	<b>\$30,537</b>	<b>\$34,050</b>	<b>\$3,513</b>	<b>11.5%</b>	<b>\$4,351</b>	<b>14.6%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$20,971</b>	<b>\$21,736</b>	<b>\$21,527</b>	<b>\$24,758</b>	<b>\$3,231</b>	<b>15.0%</b>	<b>\$3,022</b>	<b>13.9%</b>	
<b>Full Time Complement</b>	<b>176</b>	<b>177</b>	<b>185</b>	<b>204</b>					



## BY-LAW AND REGULATORY SERVICES 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
LICENCES & PERMITS	140	104	179	179	0	0.0%	75	72.1%
FINES	1,917	2,337	3,396	3,502	106	3.1%	1,165	49.9%
USER FEES & SERVICE CHARGES	0	0	3	185	182	5888.4%	185	0.0%
RECOVERIES & CONTRIBUTIONS	61	87	210	316	106	50.4%	229	261.7%
<b>Total Revenues</b>	<b>\$2,119</b>	<b>\$2,528</b>	<b>\$3,788</b>	<b>\$4,182</b>	<b>\$394</b>	<b>10.4%</b>	<b>\$1,654</b>	<b>65.4%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$3,821	\$4,080	\$3,946	\$4,760	\$814	20.6%	\$680	16.7%
PRINTING & OFFICE SUPPLIES	18	24	43	39	(5)	-10.4%	15	64.2%
OPERATING MATERIALS & SUPPLIES	107	82	174	191	18	10.3%	110	134.4%
COMMUNICATIONS	20	18	24	22	(2)	-8.4%	4	19.6%
TRAVEL EXPENSES	3	11	7	22	15	229.3%	11	106.8%
TRAINING	44	14	21	81	60	285.0%	67	490.0%
CONTRACTS SERVICES AGREEMENTS	157	168	203	203	0	0.0%	35	21.1%
MAINT. & REPAIR - TIME & MATERIAL	0	0	1	0	(0)	-50.0%	0	0.0%
RENTAL/LEASE	1	0	2	2	(0)	-16.2%	2	0.0%
PROFESSIONAL SERVICES	0	0	0	0	0	0.0%	(0)	-100.0%
LICENCES, PERMITS, FEES	6	5	11	15	4	40.4%	10	210.1%
CREDIT CARD SERVICE CHARGES	17	29	17	17	0	0.0%	(12)	-41.8%
<b>Total Expenses</b>	<b>\$4,191</b>	<b>\$4,429</b>	<b>\$4,448</b>	<b>\$5,351</b>	<b>\$904</b>	<b>20.3%</b>	<b>\$922</b>	<b>20.8%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$2,073</b>	<b>\$1,901</b>	<b>\$659</b>	<b>\$1,169</b>	<b>\$510</b>	<b>77.4%</b>	<b>(\$731)</b>	<b>-38.5%</b>
Full Time Complement	39	39	41	42				

### Major changes in 2023 Budget from the 2022 Budget:

**Fines:** Projected increase in By-Law infractions.

**User Fees and Service Charges:** Projected increase in compliance letters.

**Recoveries and Contributions:** Projected increase in property service charges.

## BY-LAW & REGULATORY 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>Provide excellent services to residents and businesses</p>	<ul style="list-style-type: none"> <li>• Undertake a formal customer satisfaction survey in the following area: Property Standards – Community Response/Resolution (BMFT Action 1.1.1)</li> <li>• Strengthen bylaw services delivery by implementing short term measures, including but not limited to: 1) Running Lunch; and 2) Strategy to reduce file resolution times</li> <li>• Complete comprehensive review of final Bylaw Services Review Report and recommendations and prepare report to Council on outcome of review, proposed new bylaw services strategy and proposed implementation plan including key project deliverables by Q3</li> <li>• Support business transformation through expanded implementation of the Administrative Monetary Penalty System (AMPS) Program</li> </ul>
<p>1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.</p>	<p>Support Digital Strategy and leverage technology solutions to improve efficiencies and user experience</p>	<ul style="list-style-type: none"> <li>• Explore new digital opportunities to enhance operational efficiency and effectiveness</li> <li>• Partner with ITS to expand new e-ticketing system (GTechna) to accommodate AMPS expansion and explore options through GTechna to implement License Plate Recognition Systems, supported by training and optimization and reporting tools</li> <li>• Provide expert advice and support to the evaluation and acquisition of new AVL technology</li> </ul>
<p>1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</p>	<p>Build performance culture and Improve staff satisfaction</p>	<ul style="list-style-type: none"> <li>• Respond to 2021 staff satisfaction survey results and staff input to the Bylaw Services Review</li> <li>• With support from Operations, implement improvements related to fleet acquisition, maintenances and reporting</li> <li>• Through new training committee, develop basic and enhanced training plan for Officers and administrative staff leveraging City programs and specialized training expertise</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.*

Strategic Objective	Departmental Objective	Departmental Action
		<ul style="list-style-type: none"> <li>Establish performance metrics and reporting framework for business functions and update performance measures used in the annual Departmental Business Plan and start reporting out on the data in the 2024 cycle</li> <li>Implement a Training by Merit system to improve officer education and training</li> <li>Implement staff development plans to support succession planning for key roles</li> <li>Leverage recruitment opportunities to expand skills and experience of staff and enhance diversity of workforce</li> </ul>

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Parking Ticket Efficiencies	50,859	54,682	38,572	28,572	45,00	55,000	2024
Caution Notices	811	671	330	570	500	500	2021
Number of actual charges laid	23	27	66	116	116	116	2021
Officer Response and Resolution Times	52%	58%	77%	81%	80%	80%	2021
Parking Ticket Collection Rate	85%	85%	85%	85%	85%	85%	Ongoing
Screening Resolutions/Volumes	7,149	9,144	3,336	4,917	4,500	4,000	2024
Tree Preservation Activity/Charges	11	10	4	6	5	5	Ongoing

Note: The proposed Bylaw Services Review will confirm the measures above or identify new ones to be reported out in the 2024 business plan cycle.

## 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.	Enhance community awareness of key city by-laws	<ul style="list-style-type: none"> <li>Continue to partner with corporate communications on the seasonal calendar and public campaigns to enhance regulatory awareness and compliance, including School Safety Programs and Winter Safety Programs</li> </ul>
		<ul style="list-style-type: none"> <li>Develop community engagement plan to offer and promote self-serve services on the city portal</li> </ul>
		<ul style="list-style-type: none"> <li>Participate and assist with homelessness strategy with YRP Mental Health Team and Parks Operations</li> </ul>
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.		<ul style="list-style-type: none"> <li>Support the Diversity and Eliminating Anti-Black Racism Action Plans (<i>BMFT Action 2.2.4</i>)</li> </ul>
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Develop Bylaw capabilities and enhance professional image	<ul style="list-style-type: none"> <li>Implement a new Bylaw Ambassadors program, including training, to enhance bylaw presence at city facilities, community events, and public meetings to raise public awareness of city initiatives, enhance community engagement, and promote bylaw enforcement as a career choice</li> </ul>

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Number of Community Engagement Activities*	N/A	N/A	N/A	5	100	105	2024
Number of Community and Elected Officials Contacts	TBC	TBC	TBC	TBC	TBC	TBC	TBC

Note: The proposed Bylaw Services Review will confirm the measures above or identify new ones to be reported out in the 2024 business plan cycle.

\*Note: Community Engagement Activity – we started tracking in November 2021

### GOAL 3 - Safe, Sustainable and Complete Community

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

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Identify problem parking areas that impact transit and transportation	<ul style="list-style-type: none"> <li>Participate in the development of the city-wide Parking Strategy led by DSC and assist with transportation issues</li> </ul>
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Identify innovative opportunities to improve compliance with by-laws while enhancing community safety and addressing resident and business needs	<ul style="list-style-type: none"> <li>Support the execution of the integrated infill management program led by DSC and assist with implementation of new policies and approaches</li> <li>Support the work of the Public Safety Forum and provide leadership to new initiatives to promote service integration and enhanced effectiveness</li> </ul>
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Ensure emergency readiness	<ul style="list-style-type: none"> <li>Participate in Emergency Management Exercise and Training, as required</li> <li>Ensure staff receive training in Emergency Management Courses (Levels 1 and 2)</li> </ul>
	Explore the use of radio technology to enhance our effectiveness dealing with emergency management and employee safety	<ul style="list-style-type: none"> <li>Identify options to partner with relevant parties on agreements (i.e. Police Colleges and training entities)</li> <li>Increase number of radios purchased to provide full coverage for all staff and support the development of a dispatch radio communication system</li> <li>Leverage Civic Centre security staff to enhance after hours support for field staff</li> <li>Develop a Radio Use Policy, including Radio Etiquette</li> </ul>
	Provide opportunities to protect the built and natural environment	<ul style="list-style-type: none"> <li>Monitor and meet established response times for spills and other environmental impacts</li> </ul>
	Joint Inspection Procedures	<ul style="list-style-type: none"> <li>Partner with the Fire &amp; Emergency Services and Building Standards departments to create joint inspection procedures to address enforcement of rooming houses and unauthorized accessory dwelling units</li> </ul>

<b>Departmental Performance Measures in Support of Goal</b>	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Number of lost days due to injury	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Number of orders issued (includes zoning standards, by-law standards, & property standards)	559	707	325	469	500	500	2023
Number of business inspections	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Number of mobile business inspections	TBC	TBC	TBC	TBC	TBC	TBC	TBC

Note: The proposed Bylaw Services Review will confirm the measures above or identify new ones to be reported out in the 2024 business plan cycle.

## GOAL 4 - Stewardship of Money and Resources

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

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure efficient delivery of services	<ul style="list-style-type: none"> <li>Support the E3 Strategy Refresh by expanding the Administrative Monetary Penalty System (AMPS) to other by-laws</li> <li>Leverage the Bylaw Service Review to strengthen organizational alignment and locate business transformation opportunities</li> <li>Explore the implementation of a single classification for all officers to assist with deployment of resources (seasonal adjustments)</li> <li>Review staffing levels required to support Bill 23 and Bill 109</li> </ul>
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Support corporate objective to manage accountability & transparency	<ul style="list-style-type: none"> <li>Identify revenue tools, continue to review processes, and actively monitor performance against budget to maintain / increase non-property tax revenues, lower operating costs, and achieve full self-sufficiency</li> </ul>
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Support corporate objective to increase accountability & transparency	<ul style="list-style-type: none"> <li>Prioritize and continue corporate-wide review and update of existing policies and procedures</li> <li>Develop new reporting framework to track KPIs and impacts of business changes</li> </ul>

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Average dollar per parking penalty notice	\$58.48	\$60.53	\$59.98	\$59.07	\$58.50	Ongoing	Ongoing
Number of parking penalty notices issued	50,976	54,702	38,410	29,449	50,000	50,000	Ongoing
Number of parking penalty notices cancelled	1,450	N/A*	N/A*	N/A*	N/A*	N/A*	Ongoing
Dollar value of parking penalty notices cancelled	\$98,715	N/A*	N/A*	N/A*	N/A*	N/A*	Ongoing

\* No longer required number and value of cancelled tickets. We still require this information as tickets are cancelled at screenings and hearings  
 Note: The proposed Bylaw Services Review will confirm the measures above or identify new ones to be reported out in the 2024 business plan cycle.



## BYLAW & REGULATORY 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 excellent services to residents and businesses	<ul style="list-style-type: none"> <li>Undertake annual customer survey of up to 3 service areas based on outcomes of Bylaw Services Review (BMFT Action 1.1.1)</li> </ul>	2024-2026
		<ul style="list-style-type: none"> <li>Continue to implement the recommendations from the Bylaw Services Review</li> </ul>	2024
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support Digital Strategy and leverage technology solutions to improve efficiencies and user experience	<ul style="list-style-type: none"> <li>Continue to explore opportunities to support the Digital Strategy, including innovative pilots to increase efficiency and modernize services</li> </ul>	Ongoing
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Build performance culture and Improve staff satisfaction	<ul style="list-style-type: none"> <li>Continue succession planning for future staffing needs</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Ensure development and training plans are in place for all staff</li> </ul>	2024
		<ul style="list-style-type: none"> <li>Establish performance metrics and reporting framework for business functions</li> </ul>	2024-2025

**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.	Enhance community awareness of key city by-laws	<ul style="list-style-type: none"> <li>Implement community engagement plan to offer and promote self-serve services on the city portal</li> </ul>	2024-2025
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.		<ul style="list-style-type: none"> <li>Support the Diversity and Eliminating Anti-Black Racism Action Plans (BMFT Action 2.2.4)</li> </ul>	2024-2026
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Develop Bylaw capabilities and enhance professional image	<ul style="list-style-type: none"> <li>Monitor and fine-tune the Bylaw Ambassadors program to enhance bylaw presence at city facilities, community events, and public meetings to raise public awareness of city initiatives, enhance community engagement, and promote bylaw enforcement as a career choice</li> </ul>	2024
		<ul style="list-style-type: none"> <li>Research new and emerging trends and best practices in bylaw services</li> </ul>	2024
		<ul style="list-style-type: none"> <li>Implement strategy to provide pro-active Bylaw Enforcement and Actions</li> </ul>	2024-2025

### 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.	Identify problem parking areas that impact transit and transportation	<ul style="list-style-type: none"> <li>Support implementation of the city-wide Parking Strategy and explore digital tools to ensure process efficiency</li> </ul>	2024
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.	Ensure emergency readiness	<ul style="list-style-type: none"> <li>Participate in Emergency Management Exercises and Training, as required</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Update Business Continuity plans on a semi-annual basis</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Explore potential for mutual aid or shared services across enforcement groups</li> </ul>	2024
3.4 Protect and enhance our natural environment and built form.	Provide opportunities to protect the built and natural environment	<ul style="list-style-type: none"> <li>Monitor and meet established response times for spills and other environmental impacts</li> </ul>	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.	Ensure efficient delivery of services	<ul style="list-style-type: none"> <li>Leverage the Bylaw Service Review to strengthen organizational alignment and locate business transformation opportunities</li> </ul>	2024-2025
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Proactive management of parking and enforcement to achieve community safety and budget objective	<ul style="list-style-type: none"> <li>Identify revenue tools, continue to review processes, and actively monitor performance against budget to maintain / increase non-property tax revenues, lower operating costs, and achieve full self-sufficiency</li> </ul>	Ongoing
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.			



## FINANCIAL SERVICES 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.		
					\$ Inc./.(Decr.)	% Change	\$ Inc./.(Decr.)	% Change	
<b>Revenues</b>									
USER FEES & SERVICE CHARGES	1,480	1,379	1,276	1,276	0	0.0%	(103)	-7.4%	
OTHER REVENUE	0	2	0	0	0	0.0%	(2)	-100.0%	
<b>Total Revenues</b>	<b>\$1,480</b>	<b>\$1,381</b>	<b>\$1,276</b>	<b>\$1,276</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$105)</b>	<b>-7.6%</b>	
<b>Expenses</b>									
SALARIES & BENEFITS	\$5,144	\$5,039	\$5,553	\$5,742	\$190	3.4%	\$704	14.0%	
PRINTING & OFFICE SUPPLIES	58	69	79	98	19	24.0%	29	41.8%	
OPERATING MATERIALS & SUPPLIES	(42)	(79)	(119)	(119)	0	0.0%	(40)	50.8%	
COMMUNICATIONS	4	5	5	5	0	0.0%	1	14.5%	
TRAVEL EXPENSES	0	2	3	3	0	0.0%	1	52.2%	
TRAINING	4	6	17	17	0	0.0%	11	197.3%	
CONTRACTS SERVICES AGREEMENTS	(4)	108	229	229	0	0.0%	121	111.6%	
MAINT. & REPAIR - TIME & MATERIAL	1	1	3	3	0	0.0%	2	211.4%	
RENTAL/LEASE	1	1	6	4	(2)	-34.9%	2	150.3%	
PROFESSIONAL SERVICES	73	70	119	119	0	0.0%	48	68.4%	
LICENCES, PERMITS, FEES	61	67	88	88	0	0.0%	21	30.7%	
CREDIT CARD SERVICE CHARGES	20	15	13	13	0	0.0%	(2)	-13.0%	
<b>Total Expenses</b>	<b>\$5,321</b>	<b>\$5,305</b>	<b>\$5,995</b>	<b>\$6,201</b>	<b>\$207</b>	<b>3.4%</b>	<b>\$897</b>	<b>16.9%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>\$3,841</b>	<b>\$3,924</b>	<b>\$4,718</b>	<b>\$4,925</b>	<b>\$207</b>	<b>4.4%</b>	<b>\$1,001</b>	<b>25.5%</b>	
<b>Full Time Complement</b>	<b>48</b>	<b>43</b>	<b>49</b>	<b>51</b>					

### Major changes in 2023 Budget from the 2022 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
1.1 Deepen our understanding of what our community and stakeholder value and need to inform municipal leadership and continuously improve our services.	Improve customer service and business process efficiencies through technology	<p><u>ePropertyTax Digital Services</u></p> <p>Continue to promote ePropertyTax as the preferred method of property tax bill management and delivery, with the goal of increasing enrollment in both TaxView (online property tax account) and the eBilling services (tax bill delivery). This will also stabilize future postage and printing costs resulting from growth and provide property owners 24/7 convenience.</p> <p><b>2022 Actual:</b> TaxView 31.9%, eBilling 25.3%</p> <ul style="list-style-type: none"> <li>• 2023 Goal: TaxView 35.3%, eBilling 27.8%</li> <li>• 2024 Goal: TaxView 38.4%, eBilling 31.2%</li> <li>• 2025 Goal: TaxView 41.3%, eBilling 32.5%</li> </ul> <p>Ongoing</p>
		<p>Undertake a formal AP Automation user group customer satisfaction survey by Q2 2023:</p> <ul style="list-style-type: none"> <li>• Survey to re-socialize AP Automation</li> <li>• Survey to re-capture user group perspectives on invoice and staff expense opportunities</li> </ul>
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology solutions to improve efficiencies	<p>Partner with ITS to procure and implement an AP automation solution for invoice and staff expense management. RFP to be issued Q1 2023 and implementation to begin Q4 2023.</p>
		<p><u>Water Billing Transition Project</u></p> <p>Respond to Alectra’s decision to discontinue water-billing services and partnered with other client cities (Markham, Guelph, Hamilton, and Vaughan) to hire a consultant to investigate available options and secure a new billing system and/or service provider. Staff to seek Council approval once a review of available options is completed. To be implemented by January 1st, 2025. The Project consists of three phases;</p> <ol style="list-style-type: none"> <li>1. Discovery – Completed</li> <li>2. Evaluation &amp; Selection – Start Nov 2022</li> <li>3. Implementation – Start Sept 2023</li> </ol> <p>Phase 2 of the Project will include the following three (3) areas within the scope of work:</p> <ul style="list-style-type: none"> <li>• Procurement of Customer Information System (CIS) – Evaluation and Selection</li> <li>• Transition Services Agreement</li> <li>• Target Operating Model Implementation</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.*

Strategic Objective	Departmental Objective	Departmental Action
		<p><u>TXM Property Tax Software System Replacement</u>            Partner with the City of Mississauga to issue a Request for Information (RFI) to conduct general market research to determine the technology options available for the municipal property tax management system, TXM Tax Manager. RFI by Q2 2023.</p> <p>The Cities are seeking information on any/all of the three following options:</p> <ol style="list-style-type: none"> <li>1. The availability of current commercial off the shelf (COTS) software solutions;</li> <li>2. A bidder that would purchase the TXM Intellectual Property (IP) in the form of the source-code to build, license and support a solution on a modern platform that will provide a roadmap to ensure legislative compliance, addition of new functionality along with application scalability and sustainability; or</li> <li>3. A vendor that would migrate TXM to a modern platform that will provide a roadmap to ensure legislative compliance, addition of new functionality along with application scalability and sustainability with shared ownership of the IP.</li> </ol> <p>Implement an automated vendor performance evaluation scoring process within the existing e-Procurement system by Q3 2023</p> <p><u>Cashiering (POS) System Replacement</u>            Partner with ITS to implement the new Point of Sale (POS) software to completely replace the cashiering system corporate-wide and achieve PCI compliance by Q3 2023</p> <p>Support implementation of the new Enterprise Asset Management software by ITS</p> <p>Ongoing</p> <p>Support the implementation of the Digital Markham technology roadmap and the Markham Centre Smart City initiative (BMFT 4.2.5)</p> <p>Ongoing</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>Improve Staff Satisfaction</p>	<p>Support the recommendations of the City's People Plan</p> <p>Ongoing</p>



Departmental Performance Measures in Support of Goal		2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
1	% of Finance HTML Applications Submitted online (uptake)	40.5%	44.5%	46.6%	46.6%	50.0%	75.0%	Ongoing
2	% of Property Accounts enrolled in eBilling	11.3%	14.9%	18.9%	22.8%	25.3%	32.5%	2025
3	% of Property Tax Payments made at Cash Counter	5.6%	5.6%	2.3%	0.0%	0%	0%	Ongoing
4	% Vendor Performance Evaluations completed within 60 days post project completion (2021 target was 30 days)	n/a	n/a	n/a	16%	50%	90%	2025
5	% of Procurement bids meeting the established Project Process Workflow timelines	78.0%	50.0%	71.0%	68.0%	85.0%	85.0%	Ongoing
6	Average # AP transaction processed per AP FTE	10,773	12,875	11,770	10,780	11,500	14,500	2025
7	% of invoices attaining the early payment discount	93.0%	89.0%	97.0%	91.0%	100.0%	100.0%	2023
8	Overall customer satisfaction with Finance (annual divisional surveys)	73.8%	n/a	97.2%	64.0%	80.0%	80.0%	Ongoing
9	Staff Satisfaction survey response rate	84.9%	n/a	n/a	95.7%	n/a	100.0%	Ongoing
10	Departmental Satisfaction	76.7%	n/a	n/a	77.5%	80.0%	80.0%	Ongoing
11	Organizational Engagement from Staff satisfaction survey	79.6%	n/a	n/a	78.1%	80.0%	80.0%	Ongoing
12	Job Engagement from Staff satisfaction survey	81.7%	n/a	n/a	83.2%	75.0%	75.0%	Ongoing
13	Staff Absenteeism (days)	4.0	5.3	2.3	2.8	≤8.4	≤8.4	Ongoing
14	Staff Turnover	6.0%	6.1%	12.2%	8.2%	≤7.5%	≤7.5%	Ongoing
15	Number of learning hours per regular full time employee	5.5	1.2	5.3	2.3	20.0	20.0	Ongoing
16	Number of lost days due to injury	0	0	3	0	0	0	Ongoing



## GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

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

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support the City's Community Engagement Plan	Support the City's Community Engagement Plan, as required
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	Support the Diversity and Eliminating Anti-Black Racism Action Plans ( <i>BMFT Action 2.2.4</i> ) Ongoing
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Create an environment to attract new development	Provide support and financial advice on the development of the York University Markham campus Ongoing
		Participate in the development of a strategy for Destination Markham Ongoing
		Support the investigation of a development corporation to manage development and infrastructure in targeted growth areas ( <i>BMFT 2.3.3</i> ) Ongoing

### Departmental Performance Measures in Support of Goal

		2018	2019	2020	2021	2023 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.	1.00	-0.63	0.05	-0.30	=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.		Investigate a roll out strategy for electronic fund transfer (EFT) to move vendor payment from cheques to EFT by Q4 2023
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support the development of Sustainable and Integrated Growth Plans	<p>Implement the changes from the Province's <i>Bill 23, More Homes Built Faster Act</i>, which includes major financial modifications to the <i>Developments Charges Act</i> and the <i>Planning Act</i>.</p> <p>Ongoing</p> <p>Partner with Development Services Commission to develop a plan for the Markham Innovation Exchange (MIX)</p> <p>Ongoing</p> <p><u>Vacant Home Tax</u></p> <p>Partner with the Region of York and local municipalities to continue discussions and work on the potential implementation of a Vacant Home Tax (VHT) Region-wide. Staff report on detailed program design, revenue allocation, administrative costs and possible draft VHT Bylaw for Council's consideration by Q1.</p> <p>Q3 2023</p> <p><u>Rouge National Urban Park</u></p> <p>Support the implementation of the Rouge National Urban Park utilizing the new financial framework for revenue in lieu of property taxes</p> <p>Ongoing</p> <p>Participate in the establishment of a city-wide parking strategy (BMFT 3.2.5)</p> <p>Ongoing</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
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). Review the financial model in Q3. Ongoing
3.4 Protect and enhance natural environment and built form.	Increase Markham's Leadership role in the area of green procurement while promoting environmental leadership	Support the Greenprint Strategy Ongoing
		Support the development of an urban parks strategy (BMFT 3.4.6) 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>Ensure the financial integrity of the City</p>	<p>Partner with Development Services Commission to update the Development Fee Model by Q3:</p> <ol style="list-style-type: none"> <li>To align with development related costs and revenues</li> <li>To assess optimal cost recovery process</li> </ol> <p>Continue to pursue E3 opportunities</p> <p>Ongoing</p> <p>Investigate a Community of Practice framework in collaboration with partner departments</p> <ol style="list-style-type: none"> <li>Develop goals and objectives (Q2)</li> <li>Confirm strategy and identify participants, and topics for 2022 and 2023 (Q3)</li> <li>Launch Community of practice (Q3)</li> </ol> <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's long-term financial viability</p> <p>Q2 2023</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>Develop an implementation plan for the new PSAB standards for Financial Instruments and Asset Retirement Obligations. These are financial reporting requirements that come into effective for the 2023 year-end reporting.</p> <p>Q4 2023</p> <p>Establish process for evaluating public and private sector partnerships and business opportunities (BMFT 4.2.1)</p> <p>Ongoing</p>
<p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>Ensure accountability of the Financial Services processes and polices</p>	<p>Review, identify and update policies to be renewed based on the 5-year review requirement</p> <p>Ongoing</p> <p>Update the Procurement By-Law, incorporating exemptions, and new legislation and table report at the General Committee in Q3 2023.</p> <p>Support all audits identified by the Auditor General based on the most recent audit plan, as required</p> <p>Ongoing</p>



Departmental Performance Measures in Support of Goal		2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
18	Approved vs. prior year forecast of Life Cycle budget	81.7%	88.9%	79.3%	80.0%	90.0%	90.0%	Ongoing
19	Average annual budget variance (%) of all closed capital projects to initial approved budget	17.0%	15.0%	14.0%	16.2%	<10.0%	<10.0%	Ongoing
20	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
21	Average cost per AP transaction processed	\$5.78	\$5.69	\$6.25	\$7.00	\$5.50	\$4.50	2022
22	% of invoices paid through P Card	51.7%	62.0%	58.0%	45.0%	60.0%	70.0%	2025
23	Annual P Card Charge Dollar Volume	\$10.1M	\$10.2M	\$8.7M	\$6.6M	\$12.2M	\$15.0M	2025
24	Average # of bids per procurement call	5.5	6.4	6.6	6.2	6.0	6.0	Ongoing
25	Total Taxes Receivable less Allowance for Uncollectible as a % of Total Taxes Levied	3.6%	3.6%	4.9%	4.5%	>-5.0%	>-5.0%	Ongoing
26	Operating cost per property tax account	\$10.48	\$10.44	\$10.32	\$10.55	\$10.50	\$10.50	Ongoing
27	Net Financial Assets or Net Debt as a % of Own Purpose Taxation Plus User Fees	146.6%	142.4%	127.6%	129.4%	>50.0%	>50.0%	Ongoing
28	Total Reserves and Discretionary Reserve Funds as a % of Operating Expenses	36.8%	30.2%	31.7%	45.8%	>20.0%	>20.0%	Ongoing
29	Total Cash and Cash Equivalents as a % of Current Liabilities	114.2%	91.6%	125.8%	153.0%	>5.0%	>5.0%	Ongoing
30	Debt Servicing Cost as a % of Total Operating Revenue	0.2%	0.2%	0.3%	0.2%	<5.0%	<5.0%	Ongoing
31	Asset Consumption Ratio	20.2%	20.7%	21.4%	20.7%	<50.0%	<50.0%	Ongoing
32	Operating Surplus Ratio	45.4%	27.5%	3.4%	21.2%	>=0%	>=0%	Ongoing
33	Properties with overdue tax levies as % of total properties	5.8%	5.9%	6.6%	6.9%	<10.0%	<10.0%	Ongoing
34	Net Cost per household to operate municipality	\$1,255 Met Target	\$1,288 Met Target	\$1,307 Met Target	\$1,309 Met Target	Within the Lowest 25% of GTA Municipalities		Ongoing
35	% of Letters of Credit processed within 5 days	95.4%	95.6%	93.8%	93.6%	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 the POS Cash Management system	2024
		Complete customer service survey for Letters of Credit	2025
		Complete customer service survey for AP automation of staff expense management	2026
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology solutions to improve efficiencies	<u>Water Billing Transition Project – Phase 3</u> Phase 3 of the project will include the implementation of a CIS system, in-house resources (back office billing & contact centre) and outsourced contracts (meter reading & bill print) to effectively migrate water billing services from Alectra effective Jan 1, 2025	2024
		Finance Planning - Review of Financial System (ERP) needs assessment	2025
		Partner with ITS to implement a replacement for the capital and operating budget databases	2025
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve Staff Satisfaction	Identify areas for improvement to address results of the corporate-wide 2023 Staff Satisfaction Survey	2024
		Support the recommendations of the People Plan	2024-2026

## 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	Year
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 as required	2024
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	Support the Diversity and Eliminating Anti-Black Racism Action Plans ( <i>BMFT Action 2.2.4</i> )	2024
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Create an environment to attract new development	Provide support and financial advice on the development of the York University Markham campus	2024
		<u>Destination Markham Corporation (DMC)</u> Provide support for the implementation of the Destination Markham tourism strategy	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.	Support the development of Sustainable and Integrated Growth Plans	Provide support and strategic advice on the Future Growth Area (e.g. North District)	2024-2026
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	2024-2026
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		



## 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.	Ensure the financial integrity of the City	Continue to pursue E3 opportunities	Ongoing
		Work with Development Services Commission to update the development fee model	2024
		Community of Practice (Expertise standardization, development and placement)	2024
		Develop a Financial Services calendar of major deliverables and milestones pertaining to Financial Planning, Accounts Payable, Reporting and other key dates for Financial Services	2024
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Ensure adequate funding for City Assets		
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	2024-2026
		Support all audits identified by the Auditor General to take place in 2024-26, as required	2024-2026



## INFORMATION TECHNOLOGY SERVICES 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
SALES	99	108	25	25	0	0.0%	(83)	-76.9%
<b>Total Revenues</b>	<b>\$99</b>	<b>\$108</b>	<b>\$25</b>	<b>\$25</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$83)</b>	<b>-76.9%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$5,157	\$5,798	\$5,995	\$7,400	\$1,405	23.4%	\$1,601	27.6%
PRINTING & OFFICE SUPPLIES	2	1	8	8	0	0.0%	7	671.0%
OPERATING MATERIALS & SUPPLIES	11	1	18	18	0	0.0%	16	1223.7%
COMMUNICATIONS	545	590	585	628	43	7.4%	39	6.6%
TRAVEL EXPENSES	2	11	9	9	0	0.0%	(2)	-19.7%
TRAINING	5	52	67	67	0	0.0%	15	28.6%
CONTRACTS SERVICES AGREEMENTS	1,576	2,036	1,629	1,860	230	14.1%	(177)	-8.7%
MAINT. & REPAIR - TIME & MATERIAL	1,025	1,010	1,145	1,411	267	23.3%	401	39.7%
RENTAL/LEASE	0	0	2	1	(1)	-46.6%	1	6473.7%
PROFESSIONAL SERVICES	88	84	111	111	0	0.0%	26	31.1%
LICENCES, PERMITS, FEES	3	4	6	6	0	0.0%	2	51.3%
<b>Total Expenses</b>	<b>\$8,414</b>	<b>\$9,589</b>	<b>\$9,575</b>	<b>\$11,519</b>	<b>\$1,944</b>	<b>20.3%</b>	<b>\$1,930</b>	<b>20.1%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$8,315</b>	<b>\$9,480</b>	<b>\$9,550</b>	<b>\$11,494</b>	<b>\$1,944</b>	<b>20.4%</b>	<b>\$2,013</b>	<b>21.2%</b>
<b>Full Time Complement</b>	<b>40</b>	<b>43</b>	<b>44</b>	<b>52</b>				

### Major changes in 2023 Budget from the 2022 Budget:

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

**Maint & Repair -Time & Material:** Increase in hardware and software maintenance costs

# 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.*

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>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>	<ul style="list-style-type: none"> <li>• Maintain our annual survey program and complete a formal customer satisfaction survey with service area(s) to be selected to be pertinent and timely at date of survey distribution</li> <li>• Continue to implement the Portal/Mobile App roadmap and create additional services and forms to expand and enhance user experience</li> <li>• Continue to replace the CRM/ACR System by creating a new project scope and plan to respond to the cancellation of the project vendor in 2022 and seek a new solution.</li> <li>• Continue to replace the CLASS facility and program registration, online payment and POS system with the PerfectMind implementation - Targeted Timeline: Q2 2023 (POS), Q3 2023 (Registration and Booking)</li> <li>• Support the Customer Experience Strategy</li> <li>• Support the strategic action to leverage technology for direct two-way communication</li> </ul>
<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>	<ul style="list-style-type: none"> <li>• Undertake additional system application and hardware upgrades, replacements or implementations, as identified:               <ul style="list-style-type: none"> <li>• Parking Ticketing System (eTicketing) replacement and expansion - Continue expansion to include AMPS program</li> <li>• Utility Billing Automation System - Investigate comprehensive solutions for meter reading, data collection and billing</li> <li>• Library Digital Media Lab expansion - ongoing</li> <li>• Road Occupancy Permit Mapping for Operations - Targeted Timeline for RFP release: Q1 2023</li> <li>• AP Automation – Identify solution, rework and validate RFP. Targeted Timeline for RFP release: Q1 2023</li> <li>• Project DOX upgrade to version 9.2 and cloud migration - Implementation targeted for Q1 2023</li> </ul> </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.*

Strategic Objective	Departmental Objective	Departmental Action
<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>	<ul style="list-style-type: none"> <li>• Implement Phase 2 of the Enterprise Asset Management system (including life cycle and work order management for all underground and aboveground infrastructures) in the Operations Department - Targeted Phase 2 Implementation: Q2 2023</li> <li>• Implement Electronic Plan Review System (ePlan) enhancements, including ePlan portal enhancements - ongoing</li> <li>• Implement M365 office productivity solution across the organization using a phased approach - Phase 1: MS Teams and email in the cloud</li> <li>• Continue to implement Digital Strategy recommendations, as defined in the Digital Strategy technology roadmap, including Mobile strategy</li> <li>• Implement Portal platform replacement solution by replacing existing platform with Drupal</li> <li>• Implement Cyber Security tool enhancements</li> <li>• Continue to implement the GIS strategic plan with a focus on process automation and data analytics</li> </ul>
<p>1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</p>	<p>Foster an engaging and supportive work environment that enables staff excellence through enhanced collaboration and high performance</p>	<ul style="list-style-type: none"> <li>• Identify areas for improvement to address results of the corporate-wide 2023 Staff Satisfaction Survey</li> <li>• Continue to support the recommendations of the corporate People Plan</li> </ul>

Departmental Performance Measures in support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
# of formal customer satisfaction surveys completed	1	0	1	0	1	1 a year	Ongoing
Overall satisfaction (satisfied and above) for formal survey(s) completed (%)	91%	n/a	92%	n/a	≥ 80%	≥ 80%	Ongoing
Average extremely/very satisfied for formal survey(s) completed (%)	60%	n/a	71%	n/a	≥ 35%	≥ 35%	Ongoing
# of informal satisfaction surveys completed	12	12	4*	4	4	4	Ongoing
Average customer satisfaction % (satisfied/very satisfied) – informal surveys	90%	88%	91%	94%	≥ 75%	≥ 75%	Ongoing
Call abandonment at Service Desk	13%	13%	13%	12%	10%	10%	Ongoing
Average number of answered calls by Service Desk/month	820	773	608	496	N/A	N/A	Ongoing
Calls resolved on first contact at Service Desk	40%	43%	65%	70%	50%	50%	Ongoing
Incidents resolved within severity-based set targets	94%	94%	94%	92%	85%	85%	Ongoing
Administrative requests resolved within severity-based set targets	96%	97%	96%	95%	85%	85%	Ongoing
Staff absenteeism	5.9	5.2	2.2	3.9	<8.4	<8.4	Ongoing
Number of learning hours per regular full time employee	3.7	2.7	5.3	1.7	20	20	Ongoing
Staff satisfaction	85%	N/A	N/A	81.4%	≥ 80%	≥ 80%	Ongoing
Organizational Outcome Index from Staff satisfaction survey	79.0%	N/A	N/A	77.2%	≥ 80%	≥ 80%	Ongoing
Staff Turnover	5.9%	2.8%	7.1%	4.7%	≤ 7.5%	≤ 7.5%	Ongoing
Technology Changes implemented successfully (%)	99%	99%	99%	99%	90%	90%	Ongoing

Note: \* survey conducted quarterly starting in 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.	Enable and support Business Units with information and communication technology solutions that facilitate community engagement and services to diverse population	<ul style="list-style-type: none"> <li>Continue WAN replacement to increase coverage from 33 to 44 facilities and improve bandwidth and throughput capabilities for future technology solutions. Targeted Timeline: Q1 2023</li> <li>Continue to support the Corporate Content Management Strategy and Framework to ensure common content governance on all city communication platforms including Portal</li> </ul>
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure City technology is compliant with accessibility standards	<ul style="list-style-type: none"> <li>Continue to support the Diversity and Eliminating Anti-Black Racism Action Plans (<i>BMFT Action 2.2.4</i>) by ensuring the City's citizen-facing technology services remain AODA compliant, with a focus on Portal platform upgrade, CLASS replacement, Project DOX upgrade and ongoing governance</li> </ul>
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	<ul style="list-style-type: none"> <li>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</li> </ul>

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
To be developed							

### 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.		
3.3 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	<ul style="list-style-type: none"> <li>Support business continuity and disaster recovery efforts by continuing to enhance and refine the IT Disaster Recovery Plan</li> </ul>
3.4 Protect and enhance natural environment and built form.		<ul style="list-style-type: none"> <li>Investigate and identify feasible projects to continue to pilot and expand on IoT (Internet of Things) initiatives to support the environment and built form</li> </ul>

Departmental Performance Measures in support of Goal	2018	2019	2020	2021	2023 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%	99.98%	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.*

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.	Pursue responsible financial and resource management practices	<ul style="list-style-type: none"> <li>Review a proposed Accounts Payable automation solution to deliver required functionality</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to pursue E3 opportunities</li> </ul>
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	<ul style="list-style-type: none"> <li>Complete/continue to replace Hardware Lifecycle items, as identified                             <ul style="list-style-type: none"> <li>Printer replacement – Complete replacement of Xerox printer fleet with Ricoh devices</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>Primary and Secondary Data Centre hardware (Server Rack, Core Switch, Server and Production Data Storage) replacement</li> <li>Library Public Computer replacement</li> <li>WAN Provider replacement and facility coverage expansion</li> <li>Replace user computers across the City (Desktop, Laptop, Tablet), including Operating System and desktop productivity software</li> </ul> </li> </ul>
		<ul style="list-style-type: none"> <li>Infrastructure System upgrades including:                             <ul style="list-style-type: none"> <li>Upgrade and replace Portal infrastructure hardware</li> <li>Implement remote vendor access solution</li> <li>Cyber Security tool enhancements</li> <li>AV Endpoint detection software updates</li> <li>Upgrade to a cloud based technology infrastructure via the implementation of a hyper converged infrastructure (HCI) solution</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>Establish and enhance processes and governance to provide and monitor the use of selected City datasets by the public as part of the Open Data program and develop 3D modelling for the Markham Secondary Plan</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to implement required changes to enhance the Cyber Security protection and stewardship of the City's information technology infrastructure</li> </ul>

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
To be developed							



# 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.*

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.-	Enable the Business Units across the corporation to provide high quality services to their clients through robust and reliable information and communication technology solutions	• Maintain our annual survey program and complete a formal customer satisfaction survey with service area(s) to be selected to be pertinent and timely at date of survey distribution	2024-2026
		• Continue to implement the Portal/Mobile App roadmap to expand services and enhance the user experience	2024-2026
		• Continue to replace existing legacy Portal platform with new Drupal-based platform	2024
		• Continue to replace the CRM/ACR System by implementing the selected solution	2024-2025
		• Support the Customer Experience Strategy	2024-2026
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	<ul style="list-style-type: none"> <li>• Undertake additional system application and hardware upgrades, replacements and implementations, as identified:               <ul style="list-style-type: none"> <li>○ Continue expansion of E-Ticketing platform into AMP program (2024)</li> <li>○ Implement Utility Billing Automation System (2024)</li> <li>○ Library Digital Media Lab expansion (ongoing)</li> <li>○ Implement AP Automation solution (2024)</li> </ul> </li> </ul>	2024-2026
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	• Investigate, identify and implement Master Data Management System (MDM) to synchronize data from systems such as AMANDA, CRM, Enterprise Asset Management	2024-2026
		• Review and update the Digital Markham Strategy and continue implementation of the related revised priorities on the technology roadmap	2024-2026

**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
		<ul style="list-style-type: none"> <li>Implement future phases of the Enterprise Asset Management system – Phase 3: Engineering and SAM (2024) and Phase 4: Decision Support tool (2024-25)</li> </ul>	2024-2025
		<ul style="list-style-type: none"> <li>Implement M365 office productivity solution across the organization using a phased approach, including document management, collaboration and BI tools</li> </ul>	2024
		<ul style="list-style-type: none"> <li>Continue Electronic Plan Review System (ePlan) enhancements</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Provide the necessary technology preparation and support for the 2026 municipal election</li> </ul>	2025-2026
		<ul style="list-style-type: none"> <li>Continue to implement the GIS strategic plan with focus on process automation and data analytics</li> </ul>	2024-2026
<p>1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</p>	<p>Foster an engaging and supportive work environment that enables staff excellence through enhanced collaboration and high performance</p>	<ul style="list-style-type: none"> <li>Implement improvements to address the results of the corporate-wide 2025 Staff Satisfaction Survey</li> </ul>	2025
		<ul style="list-style-type: none"> <li>Continue to support the recommendations of the corporate People Plan</li> </ul>	2024-2026

## 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	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	<ul style="list-style-type: none"> <li>Continue to support the Corporate Content Management Strategy and Framework to ensure common content governance on all City communication platforms</li> </ul>	2024-2026
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure City technology is compliant with accessibility standards	<ul style="list-style-type: none"> <li>Support the Diversity and Eliminating Anti-Black Racism Action Plans (<i>BMFT Action 2.2.4</i>)</li> </ul>	2024-2026
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	<ul style="list-style-type: none"> <li>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</li> </ul>	2024-2026

### 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 and ensure effective implementation of digital strategies in new development	<ul style="list-style-type: none"> <li>Review and execute key approved deliverables in support of the Digital Strategy for the Markham Centre Secondary Plan</li> </ul>	2024-2026
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	<ul style="list-style-type: none"> <li>Support business continuity and disaster recovery efforts by continuing to enhance and refine the IT Disaster Recovery Plan</li> </ul>	2024-2026
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.	Pursue responsible financial and resource management practices	• Investigate and implement replacement of financial management system	2024-2026
		• Continue to pursue E3 opportunities	2024-2026
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	<ul style="list-style-type: none"> <li>• Complete the replacement of Hardware Lifecycle items, as identified:               <ul style="list-style-type: none"> <li>○ Complete replacement of user computers across the City (Desktop, Laptop, Tablet) (2024)</li> <li>○ Upgrade to a cloud based technology infrastructure via the implementation of a hyper converged infrastructure (HCI) solution (multi-year project to migrate on premise applications – after infrastructure is setup)</li> </ul> </li> </ul>	2024-2026
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	• Establish and enhance processes and governance to provide and monitor the use of select City datasets by the public as part of the Open Data program	2024-2026
		• Continue to implement required changes to enhance the Cyber Security protection and stewardship of the information technology infrastructure for the City of Markham	2024-2026



## LEGISLATIVE SERVICES 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
<b>Revenues</b>								
LICENCES & PERMITS	1,435	1,836	1,786	1,786	0	0.0%	(50)	-2.7%
INCOME FROM INVESTMENTS	18	16	28	28				
FINES	0	16	0	0	0	0.0%	(16)	-100.0%
USER FEES & SERVICE CHARGES	235	283	256	256	0	0.0%	(27)	-9.5%
RENTALS	0	0	96	96	0	0.0%	96	4798400.0%
SALES	12	9	29	29	0	0.0%	20	217.5%
OTHER REVENUE	3	3	4	286	282	7042.3%	282	8557.3%
<b>Total Revenues</b>	<b>\$1,702</b>	<b>\$2,163</b>	<b>\$2,199</b>	<b>\$2,480</b>	<b>\$282</b>	<b>12.8%</b>	<b>\$317</b>	<b>14.7%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$4,091	\$4,295	\$4,253	\$4,767	\$513	12.1%	\$472	11.0%
PRINTING & OFFICE SUPPLIES	41	19	(5)	(0)	5	-91.7%	(19)	-102.2%
PURCHASES FOR RESALE	72	48	72	72	0	0.0%	24	50.0%
OPERATING MATERIALS & SUPPLIES	23	9	12	13	0	3.3%	3	34.5%
COMMUNICATIONS	349	306	373	375	2	0.5%	69	22.6%
TRAVEL EXPENSES	3	5	11	12	1	8.8%	7	125.2%
TRAINING	5	5	16	18	2	12.7%	13	283.9%
CONTRACTS SERVICES AGREEMENTS	360	227	224	244	20	9.0%	17	7.4%
MAINT. & REPAIR - TIME & MATERIAL	23	21	34	35	1	2.0%	13	62.9%
RENTAL/LEASE	72	59	76	70	(6)	-7.7%	11	18.4%
PROFESSIONAL SERVICES	31	15	22	22	0	0.0%	6	41.8%
LICENCES, PERMITS, FEES	11	46	25	26	1	2.0%	(20)	-44.3%
CREDIT CARD SERVICE CHARGES	8	8	9	9	0	0.0%	0	4.5%
PROMOTION & ADVERTISING	15	15	25	25	0	0.0%	10	61.3%
<b>Total Expenses</b>	<b>\$5,104</b>	<b>\$5,079</b>	<b>\$5,146</b>	<b>\$5,685</b>	<b>\$539</b>	<b>10.5%</b>	<b>\$606</b>	<b>11.9%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$3,402</b>	<b>\$2,916</b>	<b>\$2,947</b>	<b>\$3,204</b>	<b>\$257</b>	<b>8.7%</b>	<b>\$288</b>	<b>9.9%</b>
<b>Full Time Complement</b>	<b>30</b>	<b>32</b>	<b>30</b>	<b>35</b>				

### Major changes in 2023 Budget from the 2022 Budget:

**Other Revenue:** Increase in Administrative Monetary Penalties (AMPs)

## LEGISLATIVE 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 excellent resident & business customer service	<ul style="list-style-type: none"> <li>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</li> <li>Continue with legislated post-election obligations, including receipt of Candidate financial filings, Clerks review of the financial filing statements for the purposes of determining over contributions, coordination of training for the JCAC members, preparation and publication of the post-election Accessibility report, review and payment of the Candidate Contribution Rebate Program, and destruction of applicable election records in accordance with the <u>Municipal Elections Act</u>.</li> <li>Undertake a formal customer satisfaction survey in the following area: (<i>BMFT Action 1.1.1</i>)               <ul style="list-style-type: none"> <li>- Ongoing Customer Service: Contact Centre (Post Chat Survey)</li> <li>- 2022 Municipal Election Candidate &amp; Third Party Advertiser Survey</li> <li>- Call Out Service Survey for Animal Services via Contact Centre</li> </ul> </li> </ul>
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology solutions to improve efficiencies	<ul style="list-style-type: none"> <li>Continue to partner with ITS on the selection of the CRM software and the implementation of Mitel, Perfect Mind (Explor) facility booking systems, scheduling, and ticketing software</li> <li>Continue to review the implementation of eSCRIBE agenda system for Advisory Committees (i.e. CPAC) as appropriate</li> <li>Continue to pilot technology for the secure submission of documents (i.e. marriage licenses), automated receipt generation, and payments</li> </ul>
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve staff satisfaction	<ul style="list-style-type: none"> <li>Detail succession plan for future staffing needs and develop knowledge transfer strategies</li> <li>Review training for departmental staff and address gaps</li> </ul>

Departmental Performance Measures in Support of Goal	2019	2020	2021	2022	2023 Target	Long-term Target	LT Target Year
Recognition rating (from staff survey)	N/A	N/A	46.6%	N/A	65%	65%	Ongoing
Staff satisfaction rating (from staff survey)	N/A	N/A	58.6%	N/A	80%	80%	Ongoing
Average overall customer satisfaction for formal survey(s) completed (%)	N/A	N/A	N/A	N/A	80%	80%	Ongoing
Number of calls received in the Contact Centre	208,985	220,351	264,689	274,018	275,000	275,000	Ongoing
Number of emails responded to in the Contact Centre	32,115	77,432	92,500	127,982	130,000	130,000	Ongoing
Number of web chats responded to in the Contact Centre	16,427	19,900	20,533	20,206	21,000	21,000	Ongoing
Number of ACR's opened in the Contact Centre	38,816	37,356	46,740	48,076	45,000	45,000	Ongoing
Number of ACR's closed in the Contact Centre	47,044	35,862	47,724	47,683	45,000	45,000	Ongoing
Percentage of customer call-backs (follow up on cases)	20%	20%	20%	20%	25%	25%	Ongoing
Percentage of calls answered in the Contact Centre within 30 seconds (excluding switchboard)	70%	70%	70%	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)	3,795	2,517	2,414	7,695	8,464	10,000	Ongoing
Number of freedom of information requests received	162	271	290	224	0	0	Ongoing
Number of freedom of information appeals received	1	0	1	4	0	0	Ongoing
Number of marriage licences issued	1,309	941	1,113	1,243	1,500	1,500	Ongoing
Number of marriage licences returned due to error	119	N/A	N/A	N/A	0	0	Ongoing
Total number of bookings for the wedding chapel*	213	38*	0*	0*	N/A*	N/A*	N/A*
Total number of bookings for the wedding room*	177	17*	0*	0*	N/A*	N/A*	N/A*
Number of lost days due to injury	0	0	0	0	0	0	Ongoing
Number of stationary business inspections**	3,868	0**	0**	<200	N/A***	N/A***	N/A***
Number of mobile business inspections**	2,079	0**	0**	0	N/A***	N/A***	N/A***
Number of stationary licenses issued				2737	N/A	N/A	N/A
Number of mobile licenses issued				951	N/A	N/A	N/A
Number of sign permits issued				283	N/A	N/A	N/A
Number of election sign permits issued	N/A	N/A	N/A	75	N/A	N/A	Ongoing
Online Voter Satisfaction	N/A	N/A	N/A	97%	N/A	95%	Ongoing
Percentage of Remote Online Voters	N/A	N/A	N/A	82%	N/A	85%	Ongoing
Number of insurable claims	198	142	151	232	N/A	N/A	Ongoing
Number of City vehicle claims	97	62	71	101	N/A	N/A	Ongoing
Percentage of new Advisory Committee members that self-identify as being a member of diverse community	61%	40%	40%	40%	40%	40%	Ongoing
Number of Council Meetings	18	19	18	16	16	16	Ongoing
Number of Special Council Meetings	2	4	1	3	3	3	Ongoing
Number of General Committee Meetings	18	18	18	15	15	15	Ongoing
Number of Development Committee Meetings	18	18	21	17	17	17	Ongoing
Number of Public Development Committee Meetings	11	8	16	13	13	13	Ongoing
Number of Special General Committee Meetings	10	1	1	1	1	1	Ongoing
Number of Special Development Services Meetings	1	3	7	14	14	14	Ongoing
Number of Heritage Meetings	1	11	12	12	12	12	Ongoing
Number of Accessibility Advisory Committee Meetings	0	0	0	6	6	6	Ongoing
Number of Animal Care Meetings	0	0	0	5	5	5	Ongoing
Number of Budget Committee Meetings	10	6	9	0	6	6	Ongoing
Number of Committee of Adjustment Meetings Supported	0	20	22	24	24	24	Ongoing
Number of CPAC Meetings Supported	0	0	0	10	10	10	Ongoing
Number Environmental Advisory Committee Meetings Supported	0	0	0	10	10	10	Ongoing





Number of German Mills Centre Committee Meetings Supported	0	0	0	1	1	1	Ongoing
Number of German Mills Meadow & Natural Committee Meetings Supported	0	0	0	1	1	1	Ongoing
Number of Heintzman House Meetings Supported	0	0	0	1	1	1	Ongoing
Number of Markham Village Train Station Meetings Supported	0	0	0	1	1	1	Ongoing
Number of Race Relations Meetings Supported	0	0	0	8	8	8	Ongoing
Number of Remembrance Day Meetings Supported	0	0	0	1	1	1	Ongoing
Number of Santa Claus Parade Meetings Supported	0	0	0	2	2	2	Ongoing
Number of Varley McKay Art Foundation Meetings	0	0	0	6	6	6	Ongoing

\*As of March 17, 2020 the wedding chapel and room have been closed to the public due to COVID-19.

\*\*As of March 14, 2020, business inspections have been halted due to limited resources related to the COVID-19 Staff re-allocations.

\*\*\* Dependent on staffing resources (currently no dedicated licensing officers)

## 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	<ul style="list-style-type: none"> <li>Continue to incorporate recommendations from the Auditor General's accessibility review into the City's new Private Transportation Companies (PTC) framework and mobile licensing regulations</li> </ul>
		<ul style="list-style-type: none"> <li>Provide support on the Neighbourhood Partnership strategy</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to digitize online stationary/mobile business licence application and payments to provide virtual process on portal</li> </ul>
		<ul style="list-style-type: none"> <li>Develop partnership with local school boards and conduct regular Legislative Services educational sessions on important topics (i.e. Animal Services, Elections, and Civics)</li> </ul>
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support Everyone Welcome Program	<ul style="list-style-type: none"> <li>Support the Diversity and Eliminating Anti-Black Racism Action Plans (<i>BMFT Action 2.2.4</i>)</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to consult with key City Committees and external partners on inclusive and accessible services delivery within Legislative Services</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to consult with our Indigenous Peoples of Canada relative to Legislative Services</li> </ul>
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support Markham York University campus. Create Destination Markham Strategy	<ul style="list-style-type: none"> <li>Support the development of the York University campus</li> <li>Explore partnership opportunities including co-op opportunities relative to York University's Master of Public Policy Administration and Law (MPPAL) program</li> </ul>
	Create Destination Markham Strategy	<ul style="list-style-type: none"> <li>Promote Markham's brand through research &amp; related promotional strategies in support of a Destination Markham Strategy</li> </ul>

Departmental Performance Measures in Support of Goal	2019	2020	2021	2022	2023 Target	Long-term Target	LT Target Year
To be determined							

### 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	<ul style="list-style-type: none"> <li>Continue to conduct audit of taxi brokerages operational structure</li> <li>Complete Taxi/Limo plate holders realignment project</li> </ul>
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Improve safety in communities	<ul style="list-style-type: none"> <li>Continue to collaborate with internal City Departments on reducing human wildlife conflicts</li> <li>Continue to implement the new Coyote Strategy in an effort to reduce human/coyote conflicts</li> <li>Continue to review the City's Animal Services and Business Licence requirements to ensure they adequately address safety and consumer protection</li> <li>Continue to review mandatory training for PTC and Taxi drivers operating in Markham</li> </ul>
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Improve safety in communities	<ul style="list-style-type: none"> <li>Participate in Emergency Management Exercise &amp; Training as required</li> <li>Participate in the Business Continuity Plan Implementation - to minimize Legislative Services' disruptions in case of an emergency situation</li> <li>Provide De-escalation training for all Legislative Services staff</li> <li>Provide Use of Force training for all Animal Services &amp; Licensing Officers</li> </ul>
3.4 Protect and enhance natural environment and built form.		

Departmental Performance Measures in Support of Goal	2019	2020	2021	2022	2023 Target	Long-term Target	LT Target Year
To be determined							

## GOAL 4 - Stewardship of Money and Resources

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

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure efficient delivery of services	<ul style="list-style-type: none"> <li>Implement Administrative Monetary Penalty System (AMPS) Phase 2 and expand AMPs corporately to Animal Services and Business Licensing in accordance with the AAF-funded consultant report completed in 2022</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to review processes to increase non-property tax revenues and maintain or lower operating costs in a growing Markham</li> </ul>
		<ul style="list-style-type: none"> <li>Explore Docupet licensing system for Animal Services</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to provide advice to support the management response to the Bylaw Services Review and related report to Council</li> </ul>
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop a Risk Management Strategy	<ul style="list-style-type: none"> <li>Assist with the development of an Enterprise Risk Management Program</li> </ul>
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Support corporate objective to increase accountability & transparency	<ul style="list-style-type: none"> <li>Undertake review of Procedural By-Law, including meeting minute practices and protocols and agenda preparation</li> </ul>
		<ul style="list-style-type: none"> <li>Continue corporate-wide review and update of existing policies &amp; procedures</li> </ul>

Departmental Performance Measures in Support of Goal	2019	2020	2021	2022	2023 Target	Long-term Target	LT Target Year
Number of Code of Conduct complaints (requested with the Integrity Commissioner)	3	3	2	1	0	0	Ongoing
Number of Code of Conduct complaint investigation conducted by Integrity Commissioner	TBC	TBC	TBC	Ongoing (pending report)	0	0	Ongoing
Number of closed meeting investigations	0	0	0	0	0	0	Ongoing

## LEGISLATIVE SERVICES & COMMUNICATION

### 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 excellent Council & Committee administration	<ul style="list-style-type: none"> <li>• Continue to provide enhanced communications support to 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 pace will be constrained by resources</li> </ul>	2024-2026
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology solutions to improve efficiencies	<ul style="list-style-type: none"> <li>• Compile business requirements for Online Voting Platform for the 2026 Municipal Election</li> </ul>	2024-2026
		<ul style="list-style-type: none"> <li>• Secure and implement an archival system (pending hiring of City Archivist)</li> </ul>	2024-2026
		<ul style="list-style-type: none"> <li>• Continue to explore the expansion of the City's Artificial Intelligence (AI) program</li> </ul>	2024-2026
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve staff satisfaction	<ul style="list-style-type: none"> <li>• Continue succession planning for future staffing needs</li> </ul>	2024-2026

## 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	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	• Provide support on the Neighbourhood Partnership project	2024-2026
		• Provide support and raise awareness on the Destination Markham initiative	2024-2026
		• Provide assistance with the plan for a major civic square with cultural amenities	2024-2026
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure all services are fully accessible	• Continue to provide support on the Volunteer Program plans	2024-2026
		• Support the Diversity and Eliminating Anti-Black Racism Action Plans ( <i>BMFT Action 2.2.4</i> )	2024-2026
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	2024-2026

**GOAL 3 - Safe, Sustainable and Complete Community**

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

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support the road safety program	<ul style="list-style-type: none"> <li>Establish Public Outreach and Awareness Programs</li> </ul>	2024-2026
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Improve safety in communities	<ul style="list-style-type: none"> <li>Continue to provide support on the affordable housing strategy</li> </ul>	2024-2026
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Improve safety in communities	<ul style="list-style-type: none"> <li>Continue with Business Continuity Plan implementation to minimize Legislative Services' disruptions in case of an emergency situation</li> </ul>	2024-2026
		<ul style="list-style-type: none"> <li>Continue to provide effective communications tools to residents about community emergencies and significant service issues</li> </ul>	2024-2026
		<ul style="list-style-type: none"> <li>Participate in Emergency Management Exercise &amp; Training, as required</li> </ul>	2024-2026
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.	Ensure efficient delivery of services	<ul style="list-style-type: none"> <li>Continue to evaluate all division services to ensure cost-effective and efficient service delivery</li> </ul>	2024-2026
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.		<ul style="list-style-type: none"> <li>Continue to evaluate Legislative Services practices to enhance accountability and transparency based on prevailing business practices</li> </ul>	2024-2026





## SUSTAINABILITY AND ASSET MANAGEMENT 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
<b>Revenues</b>								
RENTALS	1,282	1,260	967	967	0	0.0%	(292)	-23.2%
SALES	(0)	0	0	0	0	0.0%	(0)	-100.0%
RECOVERIES & CONTRIBUTIONS	47	(13)	38	38	0	0.0%	51	-385.6%
OTHER REVENUE	45	77	34	34	0	0.0%	(43)	-55.5%
SOLAR REVENUE	308	322	289	289				
ELECTRIC VEHICLE CHARGING STATION REVEI	2	5	0	0				
<b>Total Revenues</b>	<b>\$1,684</b>	<b>\$1,651</b>	<b>\$1,328</b>	<b>\$1,328</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$323)</b>	<b>-19.6%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$2,064	\$2,156	\$2,240	\$2,370	\$129	5.8%	\$214	9.9%
PRINTING & OFFICE SUPPLIES	2	1	4	4	0	0.0%	3	213.7%
OPERATING MATERIALS & SUPPLIES	120	75	98	98	0	0.0%	23	30.0%
UTILITIES	570	654	679	722	43	6.3%	68	10.4%
COMMUNICATIONS	17	23	19	19	0	0.0%	(5)	-20.4%
TRAVEL EXPENSES	2	2	7	7	0	0.0%	5	254.9%
TRAINING	7	6	21	21	0	0.0%	15	241.7%
CONTRACTS SERVICES AGREEMENTS	735	841	903	908	5	0.6%	67	8.0%
MAINT. & REPAIR - TIME & MATERIAL	517	532	514	521	7	1.4%	(11)	-2.0%
RENTAL/LEASE	1	1	1	1	0	0.0%	0	4.4%
PROFESSIONAL SERVICES	39	14	9	9	0	0.0%	(5)	-36.7%
LICENCES, PERMITS, FEES	8	8	9	9	0	0.0%	0	5.3%
CREDIT CARD SERVICE CHARGES	0	0	0	0	0	0.0%	0	0.0%
PMTS. TO CITIZENS/LOCAL GROUPS	0	0	4	4	0	0.0%	4	0.0%
TRANSFER TO/(FROM) RESERVE	412	373	157	157	0	0.0%	(215)	-57.8%
<b>Total Expenses</b>	<b>\$4,493</b>	<b>\$4,686</b>	<b>\$4,665</b>	<b>\$4,850</b>	<b>\$185</b>	<b>4.0%</b>	<b>\$163</b>	<b>3.5%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$2,809</b>	<b>\$3,036</b>	<b>\$3,337</b>	<b>\$3,522</b>	<b>\$185</b>	<b>5.5%</b>	<b>\$486</b>	<b>16.0%</b>
TRANSFERS TO/(DRAW FROM) RESERVES	\$412	\$373	\$157	\$157	\$0	0.0%	(\$215)	-57.8%
<b>Full Time Complement</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>22</b>				

### Major changes in 2023 Budget from the 2022 Budget:

No significant changes.

## SUSTAINABILITY & 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 excellent customer service for internal and external clients	Actively adjust and adapt our services to reflect COVID impacts and best practices
		Ensure continued implementation of facility improvements to comply with the AODA
		Undertake a formal customer satisfaction survey in the following area: Sustainability engagement (BMFT Action 1.1.1)
		Support Customer Experience Strategy actions, as required
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Embrace innovation and relevant technologies in delivery of service	Continue to prepare for and support the implementation of Enterprise Asset Management (EAM) system in Life Cycle, Work Order, Facility and Capital Asset Management for our department
	Implement Building Automation System (BAS) Program	Implement BAS Program – Develop BAS retrofit plan, accelerate adoption of BAS standard, continue to enhance central support, recruit BAS Project Manager to lead BAS investigations and design for 6 facilities due for replacement in 2024
	Support Digital Markham Roadmap	Apply for incentive funding to assist in offsetting the capital cost of the BAS Program  Continue to implement security, energy and building digital tools to improve our service delivery and sustainability efforts
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Enable the transformation of our workforce to be effective and equitable in or out of the office	Partner with various departments to support the evolution of the Hybrid Works pilot program through innovative space planning
	Implement "Corporate People Plan"	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 for the department



<b>Departmental Performance Measures in Support of Goal</b>	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Number of learning hours per regular full time employee	9.5	4.9	7.2	9.7	20.0	20.0	Ongoing
Staff Absenteeism (Average # of days per employee)	12.2	6.8	3.5	9.3	≤ 8.4	≤ 8.4	Ongoing
Staff Turnover (%)	5.3	0	11.1	0	≤ 7.5%	≤ 7.5%	Ongoing
% of Work Orders (ACRs) Completed within 7 days	91.6%	85.8%	85.3%	91.43%	90%	90%	Ongoing
Third party recognition for excellence	4	0	0	0	1 award	1 award	Ongoing
Organizational Outcome Index from Staff satisfaction survey	79.3%	n/a	n/a	72.9%	90%	90%	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.	Increase broader community and youth engagement to accelerate our transition to net zero	Continue to offer sustainability volunteer opportunities for community members to assist with outreach events, such as Earth Month
		Continue to engage youth in sustainability leadership opportunities in partnership with local organizations (i.e. Youth Challenge International - YCI) and provide the municipal context to empower youth to find solutions for local emissions reductions, aligned to the MEP net zero 2050 goals
		Continue to attend community events to share Markham's ongoing sustainability programs, goals and achievements (i.e. electric vehicle adoption, home energy retrofits, Net Zero 2050 Strategy)
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Continue to recognize and celebrate the diversity of our team and strive ensure inclusivity in our work	Support the Diversity and Eliminating Anti-Black Racism Action Plans ( <i>BMFT Action 2.2.4</i> )
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.		Support the development of the York University campus

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Total community engagement numbers combined with social media and webpage impressions, clicks, unique page views, event impressions and attendance, and sustainability program participation*	N/A	N/A	138,310	252,983	260,000	350,000**	2025

\*2018 and 2019 data did not include social media impressions and clicks (results that come from Corporate Communications Dept. 2020 and 2021 data reflected a change in methodology and communication platform.

\*\*modest target taking into account that more in-person events will take place over virtual. Virtual reach and engagement typically larger than in-person, also easier to track.

### 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.	Foster adoption of electric vehicles, as a transportation choice, in the community with EV charging at City facilities	<p>Continue to promote the expansion of electric vehicle (EV) charging infrastructure across the City in partnership with other departments, potential partners, Alectra, and Natural Resources Canada through the Zero Emissions Vehicle Infrastructure Program (ZEVIP) by focusing on no- to low-cost electric vehicle infrastructure hosting opportunities on City property in collaboration with Recreation and Culture Facilities</p> <p>Lead Community EV Policy and Strategy development aimed to reduce local transportation emissions by advancing EV readiness and uptake in the community</p>
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	<p>Managing Growth Impact on Service Delivery – provide input and review resources requirements to support future growth</p> <p>Support Development mitigation plans for our corporate and community infrastructure to respond to climate change and other risks</p>	<p>Participate in Sustainable and Integrated Growth Management Projects as required, and advocate for actions to move development rapidly toward net zero emissions and community sustainability</p> <p>Work with DSC to establish and support a monitoring and reporting mechanism for new development emissions impacts and Sustainability Metrics scoring</p> <p>Continue to work with Planning and Engineering to embed climate change adaptation and mitigation best practices in the North District, Markham Centre and other Secondary Plans</p>
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	<p>Lead implementation of the Security Improvement plan to support and enhance the safe delivery of city services</p> <p>Develop and maintain a Business Continuity Plan that identifies essential services and resources</p> <p>Enhance indoor air quality and touchless technologies within City facilities to reduce the risk of disease transmission</p>	<p>Establish a Corporate Security Policy and applicable procedures</p> <p>Ensure business continuity of our services and infrastructure and enable community resiliency and community safety</p> <p>Participate in Emergency Management Exercises and Training</p> <p>Ensure our BCP is updated as necessary</p> <p>Complete the implementation of the ICIP facility improvements grant and close-out project documentation and agreements</p>
3.4 Protect and enhance natural environment and built form.	Continue to implement Markham's Corporate Energy Management Plan to reduce energy and emissions via	Undertake operational and capital Corporate Energy Management projects, specifically to develop tender in 2023 to update CEMP by July 1, 2024 (legislated), and develop a corporate Net Zero 2050 plan

**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
	conservation, efficiency and investment in renewable energy	Begin Phase II of Net Zero Strategy by developing and testing innovative GHG reduction technologies and solutions to provide Proof of Concept pilot projects, recruiting project managers, and leveraging external grants and lifecycle to fund the pilot projects
		Collaborate with Operations to develop Fleet Net Zero Plan by launching a Low-Carbon Vehicle strategy in 2023 to inform cost-effective deployment of low-carbon vehicles and charging infrastructure to provide community leadership and achieve significant emission reductions within the City's fleet
	Support the implementation of the Municipal Energy Plan to achieve net zero 2050	Support applications for electricity infrastructure planning in Markham focused on net zero emissions
		Update the Municipal Energy Plan and strengthen engagement with key stakeholders (e.g. homeowners) to examine strategies for reducing carbon emissions to achieve net zero by 2050
	Develop a feasibility study for a home retrofit program	Apply to the FCM Community Efficiency Financing Program on a feasibility study for deep home retrofit financing options to increase residential uptake
		Continue to explore collaboration opportunities on deep home retrofit financing options with other municipalities
		Continue to develop the Your Voice Markham (YVM) home energy retrofits webpage as a one-stop homeowners resource to enhance knowledge and access to tools
		Continue deployment of the Markham Power Homes study (MPH) and Home Efficiency Retrofit Orientation (HERO) programs, in partnership with Humber College and Enbridge Gas, to enhance the FCM Feasibility Study and create social media and outreach messaging on home energy for the community
	Support existing and new community gardens as needed	Support transition of community and allotment gardens and food profile to Operations and Planning departments to ensure no disruption to the 2023 growing season
	In support of GreenMarkham, lead and organize annual Earth Month City event and initiatives, continue to develop	Continue to lead the city's annual Earth Month activities by strengthening relationships with external stakeholders and returning to in-person events this year to inform residents of current sustainability programming
		Work to align all sustainability and environmental programs under GreenMarkham branding

**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
	Support the development of natural asset inventory, state of infrastructure, levels of service and financial strategy	Provide support to Parks and Natural Heritage in preparing for the natural asset inventory and creating outcome-based service levels that are aligned with O. Reg. 588/17 requirements

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Municipal Operations GHG Emissions per resident (tCO2/capita)	34.0	32.0	27.0	25.0	33.0	32.3 (5%)	2022
Number of community EV charging points at City facilities	2	2	2	2	24	34	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
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 and efficiency
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop Asset Management Plans for City’s own assets that considers accountability, risk, and is fiscally prudent	Continue to implement Corporate Asset Management Strategy to ensure departmental alignment to achieve effective and efficient business outcomes related to our nearly \$10B of assets
		Co-sponsor Asset Retire Obligation (ARO) project with Finance to ensure ARO integration with Corporate Asset Management planning and the Enterprise Asset Management software
	Ensure Markham’s facilities remain in good condition	Finalize management responses to the East Markham Operations Yard Project Management Review by MNP and develop action plan to implement the recommendations to improve SAM and/or the City’s Project Management processes
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		Deliver the capital projects approved as part of the 2023 Departmental Capital program to ensure our facilities remain in good condition
		Deliver the new Dudley Fire Station
		Update Asset Management section of the portal with key information to clearly communicate its objectives and achievements
		Support implementation of facility-related recommendations from audits conducted by the Auditor General





**Departmental Performance Measures in Support of Goal**

	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
% capital projects that adheres to Financial Policies	71%	78.00%	49%	89%	85%	85%	Ongoing
Energy Savings	\$135,000	\$291,000	\$224,000	\$2,900,000*	\$100,000	\$150,000	2024
Solar Energy Revenues (2016 & 2017 includes Solar lease of \$80,250)	\$294,285	\$290,743	\$296,000	\$300,987	\$275,000	\$275,000	Ongoing
Average FCI's for "Administrative Buildings" to be maintained between 0% to 2.5% i.e. "Very Good" condition **	n/a	0.84%	1.65%	1.60%	<2.5%	<2.5%	Ongoing
Average FCI's for "Culture Facilities" to be maintained between 0% to 2.5% i.e. "Very Good" condition **		1.91%	4.32%	3.32%	<2.5%	<2.5%	Ongoing
Average FCI's for "Fire Stations" to be maintained between 0% to 2.5% i.e. "Very Good" condition **		0.82%	1.66%	0.74%	<2.5%	<2.5%	Ongoing
Average FCI's for "Industrial Type Facilities" to be maintained between 5% to 7.5% i.e. "Fair" condition **		6.40%	8.56%	2.52%	5-7.5%	5-7.5%	Ongoing
Average FCI's for "Library Buildings" to be maintained between 0% to 2.5% i.e. "Very Good" condition **		1.59%	1.87%	1.07%	<2.5%	<2.5%	Ongoing
Average FCI's for "Recreation Facilities" to be maintained between 0% to 2.5% i.e. "Very Good" condition – SAM in supporting role to Recreation **		1.29%	4.00%	1.28%	<2.5%	<2.5%	Ongoing
Average FCI's for "Residential Type Buildings" to be maintained between 2.5% to 5% i.e. "Good" condition**		2.86%	5.64%	0.91%	2.5-5%	2.5-5%	Ongoing
Average FCI's for "School Type Buildings" to be maintained between 2.5% to 5% i.e. "Good" condition**		3.24%	0.03%	0.02%	2.5-5%	2.5-5%	Ongoing

\* 2021 Energy Savings reflects approx. \$2M saved through operational and BAS measures during Pandemic Shut Down

\*\* Facility Condition Index (FCI) Notes

1. Operating expenses assumed to be same as operating budget and follows 3% increase per year for inflation. Actual operating expense data will likely vary from budget
2. Capital expenses assumed to be same as Life Cycle plan of most relevant year(s). Actual capital expenses data will likely vary from Life Cycle plan
3. New facilities added each year and usually do not require any capital expenses in first few years, which may impact group FCI
4. FCI requires open and transparent condition assessment, capital planning and delivery. Budget reductions or deferred maintenance can result in very good FCI and can misrepresent actual facility condition

## SUSTAINABILITY & 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.*

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 to City-wide Customer Experience Strategy and provide satisfied customer service for internal and external clients	Undertake a formal customer satisfaction survey in the following area: Service TBD (BMFT Action 1.1.1)	2024-2026
		Support Customer Experience Strategy actions, as required	2024-2026
		Continue to survey community energy program participants (i.e. HERO, EVs, PHH, MPH) to evaluate and improve service	2024-2026
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 (BAS) Study	Implement Building Automation System and metering strategies while continuing to optimize energy use and performance improvements for operators and building occupants	2024-2026
		Adhere to the Corporate BAS Design Specification with native BACnet web-based BAS and use approved BAS vendors when replacing or retrofitting BAS	2024-2026
	Continue to embrace innovation and Digital Markham Strategy in delivery of services	Continue to support the Customer Resource Management (CRM) software project as needed. Providing the datasets for Streetlights, present and future capital projects, etc.	2024-2026
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	2024-2026
	Implement "Corporate People Plan"	Support actions required under the People Plan	2024-2026
	Increase staff satisfaction and engagement within the department	Participate in corporate staff satisfaction survey and identify and implement improvement opportunities	2024-2026

**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	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 Diversity and Eliminating Anti-Black Racism Action Plans ( <i>BMFT Action 2.2.4</i> )	2024-2026
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.		Continue to maintain public facilities in a state of good repair	2024-2026
		Support the development of the York University campus	2024-2026

### 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.	Manage 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	2024-2026
		Continue to pilot and promote the expansion of EV Charging infrastructure across the City in partnership with Alectra utilities and local businesses	2024-2026
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 to work with Planning and Engineering to embed climate change adaptation and mitigation best practices in the Future Urban Area, Markham Centre and other Secondary Plans	2024-2026
		Obtain LEED or BOMA certification for Civic Centre building	2024-2026
		Research and develop long-term facility resilience plan	2024-2026
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	Implement climate change adaptations and mitigation in major corporate strategies and plans	2024-2026
		Develop Climate Change Framework that is integrated with the Corporate Risk Management Framework	2024
	Develop and maintain a Business Continuity Plan that identifies essential services and resources	Participate in Emergency Management Exercise and Training, as required	2024-2026
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 and report to Council to provide update and seek approvals, where necessary	2024-2026
		Continue to implement Markham's Corporate Energy Management Plan to reduce energy risk via conservation, efficiency and investment in renewable energy	2024-2026
	Continue to implement Markham's Corporate Energy Management Plan to reduce energy risk via conservation, efficiency and investment in renewable energy	Develop Net Zero Plan for the City facilities	2024-2026
		Support Fleet Net Zero Plan	2024-2026

**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.*

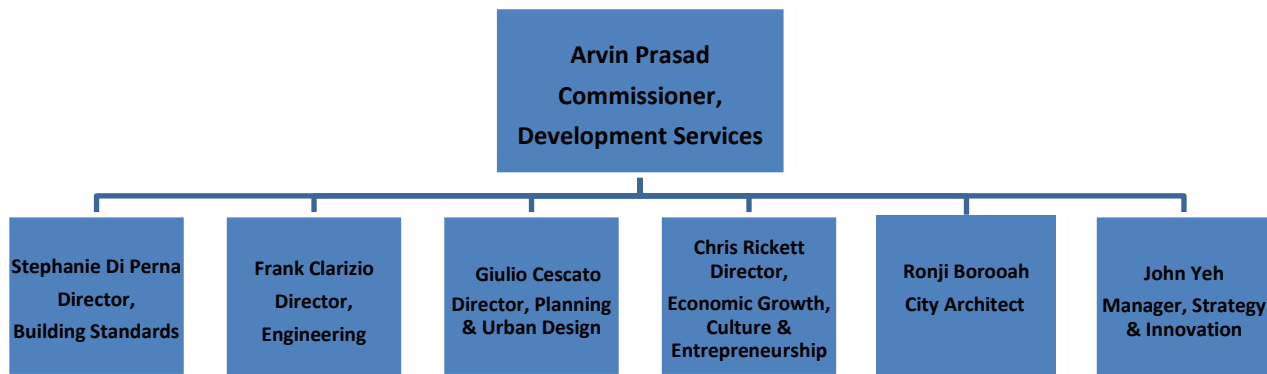
Strategic Objective	Departmental Objective	Departmental Action	Year
	Implement the Municipal Energy Plan to achieve net zero 2050	Lead the Corporate Energy Team to improve corporate energy performance, monitoring and reporting to meet the budgeted annual utility rate and volumes	2024-2026
		Support the development of the Community Energy Plan for future secondary plans	2024-2026
		Support the implementation of CEP sustainability metrics with Planning staff	2024-2026
		Support applications for electricity infrastructure planning in Markham in support of net zero emissions by 2050	2024-2026
		Continue to support city-wide feasibility study and design for deep home energy retrofits through FCM's community efficiency financing program	2024-2026
		Support update and implementation of Municipal Energy Plan	2024-2025
		Continue to support community EV Policy and Strategy	2024-2025
	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	2024-2026

## 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 and identify E3 opportunities	Support E3 Strategy	2024-2026
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 to implement Corporate Asset Management Strategy and ensure corporate alignment by departments	2024 - 2028
	Support implementation of facility-related, recommendations from audits conducted by the Auditor General	Obtain 2024 AMP Council Approval on All Assets	2024
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. The Commission manages 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. The Department 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 municipal 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:

- Engineering Review
- Infrastructure and Capital Projects
- Transportation

### **Engineering Review**

The Engineering Review section is responsible for the review and approval of municipal infrastructure and engineering matters related to land development applications and consists of the following areas:

- **Development Engineering**
  - Review and approval of all engineering matters related to Planning Act applications including Official Plan Amendments, Zoning By-Law Amendments, Secondary Plans, Plan of Subdivision, Site Plan Control, Minor Variance, etc.
  - Review and approval, and/or preparation of subwatershed studies, stormwater management and water resources studies.
  - Preparation of development agreements pursuant to the Planning Act to secure the landowners' obligations as they relate to their developments.



- Administration of various agreements between the City and landowners to ensure the requirements related to municipal infrastructure are fulfilled as part of land development.
- Review and approval of grading and servicing matters for residential infill development.
- **Environmental Engineering**
  - Review and approval, and/or preparation of subwatershed studies, master environmental studies, stormwater management and water resources studies.
  - Provide and administer technical support on environmental site assessments and remediation of brownfield sites.
- **Municipal Inspections**
  - Ensures that all municipal infrastructure constructed by landowners, related to land development, are constructed as per approved plans and in accordance with the City's standards and best practices.

### **Infrastructure and Capital Projects**

This section is responsible for the review, design and construction of municipal infrastructure undertaken by the City in support of growth. Most of these projects consist of roads, bridge structures, sidewalks, trails, streetlights, intersection improvements and erosion control. The section provides the necessary project management activities to ensure proper oversight of consultants and contractors during the detailed design and construction for these projects..

This section is also responsible for the project management and oversight of third party projects, e.g. Regional Environmental Assessment, Metrolinx network improvements, ensuring that the City's infrastructure is not negatively impacted and/or properly constructed

### **Transportation**

The Transportation section consists of three main areas that work closely together: Traffic Engineering, Transportation Planning and Transportation Strategy & Policy Innovation.

Traffic Engineering is responsible for the day-to-day operating issues with the City's road network, such as operations and maintenance of traffic signals, investigating and responding to traffic safety concerns, administering various traffic safety programs, conducting parking and traffic surveys, and performing safety studies. Traffic Engineering is also responsible for the review and justification of new traffic control measures such as all way stops, traffic signals and pedestrian cross-overs.

Transportation Planning reviews and approves development planning transportation studies and facility functional designs, and through that process works to develop a transportation system that increases mobility options for all users, including pedestrians, cyclists, and transit riders.

Transportation Strategy & Policy Innovation area develops, reviews and recommends policies and strategies to enhance the City's transportation system and provide mobility options for all uses. This involves the development of transportation policies, strategies and infrastructure plans for the transportation network (sidewalks, trails, cycling, micro-mobility, roads), school zone safety and parking.

## **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
- Parks, Planning, Design & Construction

### **Policy & Research**

Policy & Research activities relate to long range planning primarily associated with developing and updating the City's Official Plan and secondary plans to guide growth and develop as a sustainable and complete community. Other areas of focus include planning for the Yonge North Subway Expansion and related transit oriented development, 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 section 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 section is also responsible for the preservation of the City's cultural heritage resources.

### **Urban Design**

The Urban Design section coordinates with the Development Control section and other City departments to achieve excellence in urban design, public realm and built form. This section also champions the City's sustainability goals in the development context.

### **Parks Planning, Design & Construction**

The Parks Planning, Design, & Construction section is responsible for the planning, design, consultation, and construction of all new City parks and also takes the lead in major park renovations. The section'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. It also delivers all City of Markham events, such as Canada Day and the Children's Festival, while supporting over 200 community events. The department advances Markham's rich and diverse cultural capacity through the implementation of the Public Art Master Plan. The department is also responsible for the delivery of Markham's tourism mandate through Destination Markham Corporation (DMC). 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 section is within the Commissioner's office and is responsible for developing and implementing strategies resulting in innovative and effective approaches for the Commission. The section 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, development application processes, and project management.



## DEVELOPMENT SERVICES CONSOLIDATED (EXCLUDING BUILDING, PLANNING & DESIGN AND ENGINEERING) 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
GRANTS AND SUBSIDIES	668	912	367	427	59	16.2%	(485)	-53.2%
LICENCES & PERMITS	0	2	6	6	0	6.7%	5	276.7%
USER FEES & SERVICE CHARGES	67	1,833	3,378	3,489	110	3.3%	1,656	90.3%
RENTALS	0	208	429	442	13	2.9%	234	112.4%
SALES	0	90	144	132	(12)	-8.3%	42	46.5%
RECOVERIES & CONTRIBUTIONS	9	35	85	68	(17)	-20.0%	33	94.4%
OTHER REVENUE	31	84	94	81	(13)	-13.8%	(3)	-3.9%
<b>Total Revenues</b>	<b>\$775</b>	<b>\$3,163</b>	<b>\$4,504</b>	<b>\$4,644</b>	<b>\$141</b>	<b>3.1%</b>	<b>\$1,481</b>	<b>46.8%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$4,141	\$5,844	\$7,578	\$7,294	(\$284)	-3.8%	\$1,450	24.8%
PRINTING & OFFICE SUPPLIES	2	69	90	100	10	11.6%	31	44.9%
PURCHASES FOR RESALE	0	23	55	49	(6)	-10.9%	26	114.4%
OPERATING MATERIALS & SUPPLIES	111	272	237	276	39	16.3%	4	1.5%
VEHICLE SUPPLIES	0	0	0	0	0	0.0%	(0)	-100.0%
SMALL EQUIPMENT SUPPLIES	3	0	0	0				
UTILITIES	284	326	432	431	(1)	-0.1%	105	32.3%
COMMUNICATIONS	6	20	39	27	(12)	-30.5%	7	36.0%
TRAVEL EXPENSES	9	37	97	102	4	4.3%	64	172.0%
TRAINING	3	7	25	28	4	14.7%	21	287.9%
CONTRACTS SERVICES AGREEMENTS	823	799	793	856	63	7.9%	58	7.2%
MAINT. & REPAIR - TIME & MATERIAL	123	159	163	165	1	0.8%	5	3.4%
RENTAL/LEASE	2	7	45	32	(13)	-29.0%	25	355.6%
PROFESSIONAL SERVICES	524	1,247	1,727	1,756	29	1.7%	509	40.8%
LICENCES, PERMITS, FEES	65	117	74	75	1	1.0%	(42)	-36.0%
CREDIT CARD SERVICE CHARGES	2	25	8	8	0	0.0%	(17)	-69.3%
PROMOTION & ADVERTISING	359	664	776	788	12	1.5%	124	18.6%
OTHER PURCHASED SERVICES	0	8	10	10	0	0.0%	2	30.6%
TRANSFER TO/(FROM) RESERVE	1	28	35	35	0	0.0%	7	22.9%
<b>Total Expenses</b>	<b>\$6,458</b>	<b>\$9,655</b>	<b>\$12,187</b>	<b>\$12,034</b>	<b>(\$153)</b>	<b>-1.3%</b>	<b>\$2,379</b>	<b>24.6%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$5,684</b>	<b>\$6,491</b>	<b>\$7,683</b>	<b>\$7,389</b>	<b>(\$294)</b>	<b>-3.8%</b>	<b>\$898</b>	<b>13.8%</b>
TRANSFERS TO/(DRAW FROM) RESERVES	\$1	\$28	\$35	\$35	\$0	0.0%	\$7	22.9%
<b>Full Time Complement</b>	<b>38</b>	<b>41</b>	<b>48</b>	<b>44</b>				



## BUILDING STANDARDS 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.		
					\$ Incr./Decr.	% Change	\$ Incr./Decr.	% Change	
<b>Revenues</b>									
LICENCES & PERMITS	16,801	9,317	9,561	10,481	920	9.6%	1,164	12.5%	
USER FEES & SERVICE CHARGES	216	225	70	70	0	0.0%	(155)	-68.9%	
RECOVERIES & CONTRIBUTIONS	5	2	0	0	0	0.0%	(2)	-100.0%	
OTHER REVENUE	0	(5)	0	0	0	0.0%	5	-100.0%	
<b>Total Revenues</b>	<b>\$17,022</b>	<b>\$9,539</b>	<b>\$9,631</b>	<b>\$10,551</b>	<b>\$920</b>	<b>9.6%</b>	<b>\$1,012</b>	<b>10.6%</b>	
<b>Expenses</b>									
SALARIES & BENEFITS	\$6,209	\$6,730	\$6,533	\$7,986	\$1,453	22.2%	\$1,255	18.6%	
PRINTING & OFFICE SUPPLIES	7	11	51	38	(13)	-25.5%	27	258.1%	
OPERATING MATERIALS & SUPPLIES	11	10	20	20	0	0.0%	10	93.7%	
COMMUNICATIONS	9	9	31	31	0	0.0%	21	224.5%	
TRAVEL EXPENSES	0	1	6	6	0	0.0%	5	354.5%	
TRAINING	11	34	34	50	16	47.1%	16	47.5%	
CONTRACTS SERVICES AGREEMENTS	3,025	3,122	3,110	3,119	9	0.3%	(3)	-0.1%	
PROFESSIONAL SERVICES	8	3	9	9	0	0.0%	6	210.7%	
LICENCES, PERMITS, FEES	14	14	28	28	0	0.0%	14	102.4%	
CREDIT CARD SERVICE CHARGES	154	96	58	58	0	0.0%	(39)	-40.0%	
PROMOTION & ADVERTISING	0	0	6	3	(3)	-46.2%	3	0.0%	
<b>Total Expenses</b>	<b>\$9,450</b>	<b>\$10,031</b>	<b>\$9,884</b>	<b>\$11,346</b>	<b>\$1,462</b>	<b>14.8%</b>	<b>\$1,316</b>	<b>13.1%</b>	
<b>Net Expenditures/(Revenues)</b>	<b>(\$7,571)</b>	<b>\$491</b>	<b>\$253</b>	<b>\$795</b>	<b>\$542</b>	<b>214.1%</b>	<b>\$303</b>	<b>61.7%</b>	
TRANSFERS TO/(DRAW FROM) RESERVES	\$7,571	(\$491)	(\$253)	(\$795)	(\$542)	214.1%	(\$303)	61.7%	
<b>Full Time Complement</b>	<b>52</b>	<b>54</b>	<b>54</b>	<b>62</b>					

### Major changes in 2023 Budget from the 2022 Budget:

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

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

## 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 stakeholders value and need to inform municipal leadership and continuously improve our services.	Address issues and concerns from Council, residents and businesses in particular relating to infill development	Assess current approval processes and enforcement tools within Building Standards, By- Law Enforcement, Development Engineering and Operations
		Develop a fully integrated strategy ( between all affected departments) aimed at minimizing the adverse affects of infill development within established communities
		Review impact of Bill 23 related to infill development of 10 units within established communities
	explore options for various channels of service delivery	Review options for a digital service counter, such as remote booking with staff, to provide service delivery from anywhere
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Inspection Module	Implement mobile inspection APP to accommodate a complete paperless inspection process.
		Create policies and procedures related to the use of the mobile inspection APP
	ePlan application portal replacement	Implement the replacement of the ePlan application portal in order to improve the applicant's web portal for a better user interface.
		Create new customer facing user guides and instructional videos for the new application portal
	ProjectDox migration to the cloud and upgrade to version 9.2	Migrate from the City's on premise to cloud environment (Avolve's SaaS Migration); and upgrade the existing ePlan software to version 9.2 to allow for additional features that will improve the applicant's and reviewer's experience.

**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
		Create new internal and external facing user guides and instructional videos optimizing new features provided in version 9.2
		Create and modify new plans review and inspection processes to maximize efficiencies of version 9.2
		Provide training for all new internal and external users.
	Applicant Guide Creator	Implement applicant guide creator aimed at assisting those less familiar with the development process a holistic checklist of all approvals that may be necessary before the building permit application process commences.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	CRM & POS replacement	SME with Building Standards to support the migration to the new CRM and POS systems, when required.
	Support HR's THRIVE@theCITY, new employee onboard training, succession planning and Leadership training	Create an overall roles and responsibility matrix for every position within the department
		Review and update job descriptions to ensure complexity of development and knowledge is adequately reflected
		Create Building Official intern program to assist internal succession planning and attracting/training new talent
	Hybrid Departmental Policy	Attend OBOA, LMCBO, PDOX and AMANDA conferences and network with our municipal partners with the goal of consistency. Together with the HR department create and implement a Hybrid Work Policy for Building Department Plans Review, Inspections and Administrative staff.

**Departmental Performance Measures in Support of Goal**

2018    2019    2020    2021    2023 Target    Long-term Target    LT Target Year

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Services provided within timeframe (all posted service level standards)	70%	76%	83%	79%	80%	Met	Met
Median processing time in working days for housing (MPMP)	13	9	8	9	10	Met	Met
Median processing time in working days for small buildings (MPMP)	13	12	10	11	15	Met	Met
Median processing time in working days for large buildings (MPMP)	15	12	10	10	20	Met	Met
Median processing time in working days for complex buildings (MPMP)	13	13	11	9	30	Met	Met
Percentage of applications filed as complete (MPMP)	70%	89%	88%	79%	80%	Met	Met
Permits applied for in calendar year that are issued in six month or less	86%	87%	75%	78%	75%	Met	Met
Annual job specific and technical training hours per full-time employee	24	28	87		63	Met	Met
Lost days due to workplace injury	0	0	0	0	0	Met	Met
Annual hours of health and safety training per inspector	19	15	6	7	>6	Met	Met
Average corporate training hours per full-time employee	1.8	0.3	3.4	5.4	4	2022	2022
Average number of sick days per full-time employee	4.9	8.2	5.5	3.4	5	Met	Met
% Staff turnover rate	11.1%	0%	3.6	0	5%	Met	Met



## 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 economic development growth	Continue to support economic development growth and small business development through analytics, industry training and collaboration
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	Create one external online industry workshop
		Create internal training session for all departments responsible in obtaining building permit for City assets.
		Update and create new application specific permit guides to address the needs of customers and the community
		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.	Support the implementation of the consolidated Zoning By-law	Support the public in understanding and navigating the new zoning by-laws.
		Assess the needs of the public in understanding the new by-law, and adapt the zoning search process to address those needs.
	Review of the Conditional Permit Program	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	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Conditional permit agreement compliance rates	0%	0%	0%	0%	5%	10%	2025
Conditional permits issued as a percentage of permits requiring site plan approval	100%	100%	100%	100%	95%	90%	2025
Average days to determination for ICI alteration permits	13	13.5	12.8	12	12	10	2025

### GOAL 3 - Safe, Sustainable and Complete Community

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

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Develop consistent policy & procedure for the processing of applications for transit stations	Continue to liaison with City of Vaughan and City of Richmond Hill and Toronto Building Standards to develop points of consistency for transit stations
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Second suite process and encourage second suites and purpose built	Prepare public facing guide for second suite conversions and purpose built.
	Support Development Services Commission with process changes supporting Bill 23 and Bill 109	Provide support to Development Service Commission surrounding process changes required to address Bill 23 and Bill 109
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Maintain a current Business Continuity Plan ( BCP)	Continue to update and maintain a current Business Continuity Plan (BCP) as required.
		Provide department training on the contents and actions required within the BCP.
3.4 Protect and enhance natural environment and built form.	Public Safety Committee	Together with the Fire Department and By-law Department, continue the Public Safety Committee.
	Joint Inspection Procedures	Together with the Fire Department and By-Law Department create joint inspection procedures addressing the complexity and sensitivity of enforcement for rooming houses and unauthorized accessory dwelling units.
	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.
	Ontario Building Code	Support Ontario Building Code Harmonization changes and train staff on all changes.



Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Code inspections conducted within timeframes	35,131	34,112	24,518	26554	N/A	N/A	N/A
Permits Closed as a result of Pre Dormant Notices Sent	n/a	324	638	1077	500	Met	Met
Permits closed due to Dormant Program	287	489	458	164	500	500	2024
Illegal building orders issued annually	577	356	317	502	N/A	N/A	N/A
Unsafe buildings – Response % within target time frame of <24 hrs	100%	100%	100%	100%	100%	Met	Met
Average processing time in days for non housing photovoltaic permits	37	N/A	N/A	13	N/A	N/A	N/A
Percentage of permit applications filed online	27%	86%	99%	100%	100%	Met	Met
Percentage of compliance letters filed online	88%	96	99%	100%	100%	Met	Met
Number of Building Code Deficiencies Cited before permit issuance	n/a	11630	20319	27907	n/a	n/a	n/a

## GOAL 4 - Stewardship of Money and Resources

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

Strategic Objective	Departmental Objective	Departmental Action
<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>Review of staffing and service levels</p>	<p>Review staffing levels and types to ensure all aspects of Building is adequately resourced.</p> <p>Review staffing levels required to support Bill 23 and Bill 109</p> <p>Review staffing levels required to deliver 4400 new dwelling units/ year for 10 years.</p>
	<p>Cost recovery of zoning services provided</p>	<p>Explore options such as new user fees for both internal and external customers to provide zoning services related to building permits and planning applications.</p>
	<p>Support Finance Department in forecasting assessment and multi year growth projections</p>	<p>Continue to provide occupancy data and support Finance in Supplementary Assessment and Multi-Year Growth Projections.</p>
	<p>Reporting building code related data</p>	<p>Continue to provide Building Permit application and issuance data to support Development Services reporting metrics</p>
		<p>Continue to provide Building Permit application and issuance data to external agencies.</p>
	<p>Consolidate department staff in one work location ( plans review area) with the support hybrid work model</p>	<p>Inspections, plans review and admin staff in one area</p>
	<p>Consolidate department staff in one work location ( plans review area) with the support hybrid work model</p>	<p>Together with other affected departments explore the opportunity to dedicate a small room in every community center as a remote touchdown station for all staff working in the field. (Building Inspection, Engineering, Waterworks, By-Law, etc.)</p>
	<p>New Unit Projections</p>	<p>Continue to work with Development Services to fine tune new development unit projections for future years</p>

## 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
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Maintain a cost recovery business model and Building Fee Model	Review in detail Building Department indirect cost
	Support ITS in delivery of Cyber Security Training	Continue to support ITS in training of department staff on the risk of Cyber Security along with the important role of staff in protecting assets.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Continue with Building Standards Quality Assurance Program	Continue with the random sampling audit program for all major functions within building standards. Audits to be performed by management on randomly selected applications to ensure policies and standards operating procedures are being followed.

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Year end reserve balance as a % of current years' total operating cost	140%	117%	67%	150%	120%	150%	2024
Revenue average over 3 years, compared to total operating cost	107	96	83	104	90	100	Met
Annual user fee increases	5%	5%	5%	5%	5%	Met	Met
Number of new staff positions	0	0	1	0	0	2	2023
Department operating cost \$ per \$1000 of construction value averaged over three years (MPMP)	11.8	14	9.9	5.10	10	10	2025

## 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	2024
		Prepare customer facing FAQ's for Liquor Licence and Daycare licenses	2024
		Arrange for Liquor licence training from the AGCO to the Building Department	2024
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.			
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.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.			
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.			
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.			

**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.			
3.3 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.			



## 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.	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	2024
		Support and implement the audits conducted by the Auditor General	2024
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	2024



## ECONOMIC GROWTH, CULTURE & ENTREPRENEURSHIP 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
GRANTS AND SUBSIDIES	668	912	367	427	59	16.2%	(485)	-53.2%
LICENCES & PERMITS	0	2	6	6	0	6.7%	5	276.7%
USER FEES & SERVICE CHARGES	67	1,833	3,378	3,489	110	3.3%	1,656	90.3%
RENTALS	0	208	429	442	13	2.9%	234	112.4%
SALES	0	90	144	132	(12)	-8.3%	42	46.5%
RECOVERIES & CONTRIBUTIONS	53	167	479	68	(411)	-85.8%	(98)	-59.1%
OTHER REVENUE	29	83	93	80	(13)	-14.0%	(3)	-3.1%
<b>Total Revenues</b>	<b>\$816</b>	<b>\$3,293</b>	<b>\$4,896</b>	<b>\$4,643</b>	<b>(\$253)</b>	<b>-5.2%</b>	<b>\$1,350</b>	<b>41.0%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$2,148	\$4,103	\$5,243	\$5,523	\$280	5.3%	\$1,420	34.6%
PRINTING & OFFICE SUPPLIES	1	64	90	100	10	11.6%	37	57.9%
PURCHASES FOR RESALE	0	23	55	49	(6)	-10.9%	26	114.4%
OPERATING MATERIALS & SUPPLIES	112	274	242	274	32	13.3%	(0)	-0.1%
VEHICLE SUPPLIES	0	0	0	0	0	0.0%	(0)	-100.0%
SMALL EQUIPMENT SUPPLIES	3	0	0	0				
UTILITIES	223	249	367	366	(1)	-0.2%	117	47.1%
COMMUNICATIONS	6	20	39	26	(12)	-32.1%	7	33.7%
TRAVEL EXPENSES	9	33	80	85	4	5.3%	52	160.2%
TRAINING	2	6	12	16	4	29.1%	10	159.1%
CONTRACTS SERVICES AGREEMENTS	473	476	432	444	12	2.8%	(31)	-6.6%
MAINT. & REPAIR - TIME & MATERIAL	122	157	158	160	1	0.8%	3	1.9%
RENTAL/LEASE	1	7	24	21	(3)	-11.8%	14	195.0%
PROFESSIONAL SERVICES	115	640	1,007	1,036	29	2.9%	396	61.9%
LICENCES, PERMITS, FEES	63	114	70	71	1	1.1%	(43)	-38.1%
CREDIT CARD SERVICE CHARGES	2	25	8	8	0	0.0%	(17)	-69.3%
PROMOTION & ADVERTISING	359	664	776	788	12	1.5%	124	18.6%
OTHER PURCHASED SERVICES	0	8	10	10	0	0.0%	2	30.6%
TRANSFER TO/(FROM) RESERVE	1	28	35	35	0	0.0%	7	22.9%
<b>Total Expenses</b>	<b>\$3,640</b>	<b>\$6,891</b>	<b>\$8,649</b>	<b>\$9,013</b>	<b>\$363</b>	<b>4.2%</b>	<b>\$2,122</b>	<b>30.8%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$2,823</b>	<b>\$3,598</b>	<b>\$3,753</b>	<b>\$4,369</b>	<b>\$616</b>	<b>16.4%</b>	<b>\$771</b>	<b>21.4%</b>
<b>Full Time Complement</b>	<b>25</b>	<b>26</b>	<b>29</b>	<b>32</b>				

### Major changes in 2023 Budget from the 2022 Budget:

**Recoveries & Contributions:** Reallocation of budget from Economic Growth, Culture and Entrepreneurship to Corporate Communications due to reorganization.

**User Fees and Service Charges:** Increased to offset increase to CUPE/COLA and minimum wage.

# ECONOMIC GROWTH, CULTURE AND ENTREPRENEURSHIP

## 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, behavioural and trends post pandemic.	Develop and conduct customer surveys with economic development and cultural facility users that will provide information for planning and development of services. Seek feedback via tech enabled community engagement tools such as Bang the Table. City-wide survey to support the development of the new Economic Development and Culture Strategy.
	Maintain a high level of program participation and customer satisfaction.	Conduct focus groups as part of the new Economic Development and Culture Strategy.
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.
		Partner with ventureLAB to implement Markham Smart City pilot and acceleration opportunities as part of Markham Centre. Implement a client relationship management system 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 and 2021 staff satisfaction surveys.  Update organization plans and position descriptions through the recovery plan process. Will be reviewed through the Economic Development and Culture Strategy.
	Continue to invest in staff training.	Encourage staff to develop a learning plan and take one course through Markham Learn Centre and other professional development opportunities.



Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
ED: Overall customer satisfaction rate (%very or extremely satisfied)	N/A	95.9	N/A	NA	>35	40	2023
Culture: Number of formal customer surveys conducted	1	0	0	0	1	2	2024
Culture: Summer camps satisfaction rate (%very or extremely satisfied)	23.8	N/A	N/A	N/A	30	35	2024
ED: Average corporate training hours per full-time employee (Prior to 2016)	7	N/A	N/A	N/A	N/A	N/A	N/A
C: Average corporate training hours per full-time employee (Prior to 2016)	4	N/A	N/A	N/A	N/A	N/A	N/A
Average corporate training hours per full-time employee (Culture & Ec Dev combined as of 2016)	N/A	4.4	6.3	5.4	4	5	2024
MSBC: Number of webpage views	29,490	18,607	29,169	27,160	>21,000	>30,000	2023
Average number of sick days per full-time employee (Culture & Ec Dev combined as of 2016)	5.1	8.9	7.9	9.3	3	3	2024
% Staff turnover rate (Culture & Ec Dev combined as of 2016)	6.7	0	6.5	10	5	5	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
<p>2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</p>	<p>Engage business associations in the delivery of economic development strategies and programs.</p>	<p>Develop and maintain a channel partner list of stakeholders that can be leveraged to promote economic development opportunities in Markham.</p>
	<p>Celebrate diversity in Markham.</p>	<p>Partner with groups that can inform program and cultural exhibitions with an authentic voice. Support the implementation of the Diversity Action Plan.</p>
	<p>Explore new avenues of community engagement</p>	<p>Develop a plan to activate the gallery courtyard during summer weekends to increase visits and engagement of community. Ongoing support of community art projects.</p>
		<p>Leverage opportunities for virtual experiences.</p>
<p>Explore moving cultural activities outside of the venues in non traditional ways i.e. public spaces - make culture accessible to the public. Review through Economic Development and Culture Strategy. Explore programming that aligns with the Diversity Action Plan objectives to promote culture services across diverse and under-served neighbourhoods and communities. Ongoing program/partnership opportunities with York University. Engage community in Public Art discussions and education.</p>		
<p>2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.</p>	<p>Support the Destination Markham Corp.</p>	<p>Support the DMC Board in developing long term strategic plan and its implementation to draw guests to Markham</p>
	<p>Implement the Public Art Master Plan</p>	<p>Support the installation and unveiling of new sculptures: Top Garden and Living Light.</p>
	<p>Manage Celebrate Markham Program</p>	<p>Review funding program for efficiencies.</p>
<p>2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.</p>	<p>Develop new Economic Development and Culture Strategy.</p>	<p>Provide ongoing leadership to deliver and support community events and festivals.</p>
		<p>Initiate a new multi-year Economic Development and Culture Strategy that includes targeted sector attraction and expansion; business expansion and retention; entrepreneurship and innovation; and invests in arts and culture.</p>

## 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
	Develop feasibility plan for new performance art centre.	Undertake feasibility study in partnership with the Library and Recreation Services on a shared facility for a performing arts centre.
	Strengthen the City's brand strategy with a strong value proposition.	Provide input to development of a new corporate brand strategy. Support the launch of the new York University Campus.

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Permanent outdoor works in the Public Art collections	5	5	6	6	7	9	2024
Number of small business seminars/workshops delivered	95	59	54	74	50	50	2023
Number of performances at the Flato Markham Theatre	298	319	0	0	300	300	2023
% of works in the Varley Art Gallery permanent collection on display	5.37	7.76	7.77	100	7	8	2023
% of the Markham Museum collections on display (all means/locations)	10.14	10	10	10	10	12	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 govt/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 - ongoing. Advance and promote development of The MiX innovation district - ongoing. Ensure new growth and intensification areas include public art. Economic development to co-lead the development facilitation office.
	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. Establish a transition board for Markham Foundation for the Performing Arts. Provide ongoing support for the activities of the Varley Art Gallery Foundation. Provide ongoing support for the activities of the Markham Museum Foundation.
	Invest in programming and facilities to support the community.	Continue to rebuild cultural facilities post pandemic. Leverage partnerships to promote culture services when interacting with different communities with a focus on diversity, equity and inclusion.
	Act as a role model to fulfil the City's environmental and sustainability plan through partnerships and education	Support Markham Community Sustainability Plan.
On going support planning for the Rouge National Park		

Departmental Performance Measures in Support of Goal	2018	2019	*2020	*2021	2023 Target	Long-term Target	LT Target Year
Vacant employment land (acres) (Note: only a small fraction are available for market)	1851.95	1785.21	1785.21	1785.21	1751	1717	2023
Total employment	179,053	179,610	179,610	179,610	180,000	180,300	2023
High tech employment (f-t jobs)	30080	28811	28811	28811	32000	33000	2023
Professional, scientific, technical employment (f-t jobs)	26939	24909	24909	24909	28000	29000	2023
Finance and insurance employment (f-t jobs)	13401	14142	14142	14142	13000	14000	2023
Life sciences employment (f-t jobs)	6006	6636	6636	6636	7000	7000	2023

\* Numbers same as 2019. York Region Employment survey was not done in 2020 and 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.	Ensure services are delivered efficiently.	Continue to monitor competitiveness of fees and charges.
	Small Business – evaluate and report on provincial financial audit.	On going reports 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.
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.

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
ED: Annual non-tax revenue generated as % total annual operating cost	17	13	16	22	12	12	2024
Th: Ann. non-tax revenue generated as % total annual operating cost	80	78	28		81	83	2024
Mu: Ann. non-tax revenue generated as % total annual operating cost	42	40	15		43	45	2024
Ga: Ann. non-tax revenue generated as % total annual operating cost	44	43	17		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.	Conduct surveys to respond to our customers' needs, behavioural and trends.	Complete client satisfaction surveys with all economic development and culture clients.	
	Engage and design programming for community stakeholders with a diversity, equity and inclusion lens.	Markham Diversity Action Plan staff training – to implement learnings within all departmental programming.	
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.	Expand implementation of client relationship management system to cultural facilities.	
		Expand ticketing system to all venues and city-managed events.	
		Continue equipping and building capacity for the theatre and other cultural venues with broadcast and streaming equipment and resources.	
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Review staffing structure and resources to ensure they align with the objectives of the department.	Reduce dependence on transient part-time workers by creating more full time positions.	
		Right size resources from a staff and funding perspective to meet departmental objectives.	
	Continue to invest in staff training.	Encourage staff to develop a learning plan and take one course through Markham Learn Centre and other professional development opportunities.	

## 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.	Create capacity to engage economically challenged areas and residents of the city.	Review and modernize admission requirements to align with expanded use from economically challenged community members.	
		Build cultural spaces and develop programs for neighbourhoods.	
		Build capacity for sustainable community outreach to deliver culture programs and activations in the community (i.e. a culture van).	
	Engage business associations in the delivery of economic development strategies and programs.	Develop and maintain a channel partner list of stakeholders that can be leveraged to promote economic development opportunities in Markham.	
		Celebrate diversity in Markham.	Partner with groups that can inform program and cultural exhibitions with an authentic voice.
			Support the implementation of the Diversity Action Plan.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Increase culture presence.	Continue to partner with community arts and culture groups to expand programming in the community.	
	Support the Destination Markham Corporation.	Support the DMC Board implementing its strategic plan to draw guests to Markham.	
	Implement the Public Art Master Plan.	Support the installation and unveiling of new sculptures.	
	Manage Celebrate Markham Program.	Oversee the program and continue to identify ways to streamline and expand the program to support arts and culture.	
	Implement and support community events and festivals.	Provide ongoing leadership to deliver and support community events and festivals.	

**GOAL 2 - Engaged, Diverse, Thriving and Vibrant City**

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

Strategic Objective	Departmental Objective	Departmental Action	Year
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Implement new Economic Development and Culture Strategy.	Implement the Economic Development and Culture Strategy.	
	Promote Markham as the best place to invest and work.	Develop and implement an ongoing public relations and media campaign to promote investment and jobs in Markham.	

### GOAL 3 - Safe, Sustainable and Complete Community

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

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1		Consider dedicated cultural 'pop-up' locations that either City venues or arts partners could use for public programs or exhibits	
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 - ongoing.	
		Advance and promote development of The MiX innovation district - ongoing.	
		Ensure new growth and intensification areas include public art. Economic development to co-lead the development facilitation office.	
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Invest in programming and facilities to support the community.	Continue to rebuild cultural facilities post pandemic.	
		Leverage partnerships to promote culture services when interacting with different communities with a focus on diversity, equity and inclusion.	
3.4 Protect and enhance our 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 Community Sustainability Plan.	
		Adopt best practices for sustainability in staging events and programs including virtual formats.	
	On going support planning for the Rouge National Park	Participate in planning and provide input into the Rouge National Park, with a focus on opportunities for tourism.	

## 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 Small Business – evaluate and report on provincial financial audit	Ensure services are delivered efficiently.	Continue to monitor competitiveness of fees and charges.	
	Small Business – evaluate and report on provincial financial audit.	On going reports on contract performance.	
	Align capital and operational plans with the BMFT strategies.	Use city wide planning documents with our venue strategic plans for capital planning.	
		Advocate to other levels of government for enhanced revenue opportunities.	
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Optimize partnership with ventureLAB.	Annual contract review and performance report.	
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.	



## ENGINEERING 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
USER FEES & SERVICE CHARGES	19,545	24,229	9,969	9,320	(649)	-6.5%	(14,909)	-61.5%
RECOVERIES & CONTRIBUTIONS	366	561	193	270	77	39.8%	(291)	-51.9%
<b>Total Revenues</b>	<b>\$19,911</b>	<b>\$24,790</b>	<b>\$10,162</b>	<b>\$9,590</b>	<b>(\$572)</b>	<b>-5.6%</b>	<b>(\$15,200)</b>	<b>-61.3%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$5,583	\$5,317	\$6,081	\$7,548	\$1,468	24.1%	\$2,231	42.0%
PRINTING & OFFICE SUPPLIES	0	2	22	22	0	0.0%	20	1305.2%
OPERATING MATERIALS & SUPPLIES	4	4	12	15	3	25.4%	11	290.2%
COMMUNICATIONS	10	11	22	22	0	0.0%	11	105.6%
TRAVEL EXPENSES	2	7	15	15	0	0.0%	8	110.9%
TRAINING	5	4	16	23	7	40.6%	18	452.7%
CONTRACTS SERVICES AGREEMENTS	2,853	2,967	2,967	3,411	444	15.0%	444	15.0%
MAINT. & REPAIR - TIME & MATERIAL	0	0	1	1	0	0.0%	1	0.0%
RENTAL/LEASE	0	0	5	6	1	10.3%	6	0.0%
PROFESSIONAL SERVICES	8	3	19	19	0	0.0%	16	566.4%
LICENCES, PERMITS, FEES	21	28	32	32	0	0.0%	4	14.7%
CREDIT CARD SERVICE CHARGES	2	3	15	15	0	0.0%	12	415.6%
PROMOTION & ADVERTISING	0	0	2	2	0	0.0%	2	0.0%
OFFICE FURNISHING & EQUIPMENT	0	0	2	2	0	0.0%	2	0.0%
<b>Total Expenses</b>	<b>\$8,488</b>	<b>\$8,345</b>	<b>\$9,208</b>	<b>\$11,130</b>	<b>\$1,922</b>	<b>20.9%</b>	<b>\$2,785</b>	<b>33.4%</b>
<b>Net Expenditures/(Revenues)</b>	<b>(\$11,423)</b>	<b>(\$16,445)</b>	<b>(\$953)</b>	<b>\$1,540</b>	<b>\$2,494</b>	<b>-261.6%</b>	<b>\$17,985</b>	<b>-109.4%</b>
TRANSFERS TO/(DRAW FROM) RESERVES	\$11,423	\$16,445	\$953	(\$1,540)	(\$2,494)	-261.6%	(\$17,985)	-109.4%
<b>Full Time Complement</b>	<b>44</b>	<b>47</b>	<b>49</b>	<b>51</b>				

### Major changes in 2023 Budget from the 2022 Budget:

**User Fees & Service Charges:** Decrease due to lower development activity forecasted for 2023.

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

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

## ENGINEERING 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, large subdivisions and in-fill development	Improve process to minimize construction disruption and inconveniences to existing communities
		Enhance notification protocol on all capital projects providing pre-budget, pre-design and pre-construction Notices, Construction Notices and any subsequent Update Notices
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Advance the Digital Markham strategy (“Frictionless City”) by piloting a digital city technology.	Work with key partners like York Region Transit towards an autonomous shuttle pilot to showcase the innovative spirit of the City.
	Continue to automate processes and use various corporate software such as Amanda, ePlan and Eclipse to monitor progress of projects and provide relevant metrics for KPIs	Work with Strategy & Innovation group to review and automate processes in AMANDA and ePlan to streamline review/circulation and reporting for performance related purposes Investigate the functionality of Eclipse looking at any additional modules (i.e. integration with Cayenta and Sharepoint) to improve the performance and efficiency of project delivery within the Engineering Department.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Develop a recruitment and retention strategy on top calibre talent for critical positions through a comprehensive review of salary compensation	Work with HR/PS in reviewing Engineering professional staff job profiles and compensation, including a salary compensation review <ul style="list-style-type: none"> <li>Assemble and synthesize current in-house data about compensation currently offered</li> <li>Identify patterns and trends internally and externally, including compensation levels and internal barriers to recruitment and retention</li> <li>Initiate dialogue with ELT to remedy current salary compensation deficit, and confirm buy-in for any recommended strategy</li> </ul>
		<ul style="list-style-type: none"> <li>Compare current supply and future demand information about future Engineering complement needs</li> <li>Identify competency gaps within Engineering Workplace</li> </ul>
	Develop a recruitment and retention strategy on top calibre talent for critical positions through a comprehensive review of salary compensation.	



**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
		<ul style="list-style-type: none"> <li>Identify whether gaps can be filled through development of current employees or via recruitment</li> <li>Identify staff knowledge and experience gaps and provide opportunities for cross-training</li> <li>Identify potential candidates for succession and leadership development</li> <li>Initiate the creation of the Engineering-in-Training (EIT) program to hire engineering graduates and provide guidance and assistance in completing their engineering work experience, which will potentially lead into employment within the Corporation</li> </ul>

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Staff satisfaction and retention	76.5%	n/a	n/a	n/a	78%	80%	2026
Average corporate training courses per FTE in Eng. Dept	11.6	3.4	10	3.7			
Average number of sick days per full-time employee	6.4	6.4	4	4.3	<8	<8	2025

## 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.	Transportation Infrastructure for proposed communities to be accessible to all, and connected to existing communities, and provide for alternatives travel choices	Review, update and/or develop guidelines outlining requirements for all transportation infrastructure as part of development proposals and ensure their continuity/connectivity to the larger community.
	Raise community awareness and increase engagement in the work of the Department	Develop public notification protocols for major construction and development projects through the City website, social media, Councillors' newsletters and other means.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Promote active and healthy events that also serve to accelerate the modal shift to non-auto use in everyday living.	Continue to hold events and operate services that promote active and healthy lifestyles such as Markham Cycling Day, Markham Cycles Bike Hub, and Open Street Markham.
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.	Develop a 5-10 Year Capital Program identifying the critical infrastructure requirements to support growth and development in a sustainable manner.

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Km or sidewalks designed/constructed	4.1	3.3	0.2	1.0	10.3 (Design)	45.77	2031
Km of Cycle tracks, MUP, trails designed/constructed	1.4	1	0.5	1.0	1.5	334.25	2051
Number of Public notifications issued by the Eng. Dept	11	6	2	3	37		
Number of participants in cycling events (Markham Cycling Day)	887	1072	N/A	N/A			

## 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>	<ul style="list-style-type: none"> <li>• Adopt actions to advocate for prioritization of rapid transit projects of City's strategic interests.</li> <li>• Pursue the integration of transit-oriented design in development</li> </ul>	<p>Continue to advance the planning for the Denison and Major Mackenzie GO Stations.</p> <p>Advocate for the realignment of 407 Transitway through Markham Centre and acceleration of its implementation per the GGH Transportation Plan.</p> <p>Support York Region to advocate for MTO and Metrolinx to prioritize planning and design of unfunded rapid transit segments in the York Region TMP.</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>
	<ul style="list-style-type: none"> <li>• Implement Active Transportation Master Plan and first and last kilometre solutions (biking, walking)</li> </ul>	<p>Review and update the Sidewalk Completion Program to define a formal capital design and construction consultation and implementation plan.</p> <p>Initiate implementation of the ATMP 10-year capital plan by:</p> <ul style="list-style-type: none"> <li>• hiring the appropriate capital staff</li> <li>• Drafting and issuing the RFP for the AT Program Management Assignment</li> </ul> <p>Continue partnership with YRDSB to expand Active School Travel programs at select schools to promote active ways for students to get to/from school and to enhance the community around the school.</p>
	<ul style="list-style-type: none"> <li>• Development of a comprehensive Road Safety Program</li> </ul>	<p>Work with York Region to conduct the Traveller Safety Strategy study with the appropriate public and stakeholder consultations in Markham. Major phases of work scheduled for 2023 include:</p> <ol style="list-style-type: none"> <li>1. Establish a project steering committee to provide direction and approval of strategy development;</li> <li>2. Review existing road safety measures and programs and identify opportunities to further expand based on performance;</li> <li>3. Engage road safety partners and residents through consultation;</li> <li>4. Conduct evidence-based data driven analysis to encouraging changes in traveller behaviour and social culture through human factors research, vehicle trajectory data and a systemic safety analysis.</li> </ol>

		Review the School Crossing Guard Program to address guard vacancy problem and develop a new approach to improve student safety when walking & cycling to school.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	<ul style="list-style-type: none"> <li>Encourage development proposals to permit and allow for different modes of transportation.</li> </ul>	Work with Planning Department to develop supporting transportation plans for secondary plans: <ul style="list-style-type: none"> <li>Markham Centre;</li> <li>Markham Rd-Mount Joy;</li> <li>Milliken Centre;</li> <li>Cornell Centre;</li> <li>Markville;</li> <li>Yonge Corridor;</li> <li>FUA Employment Block – MiX;</li> <li>Langstaff Gateway.</li> </ul>
	<ul style="list-style-type: none"> <li>Development of a City-Wide Parking Strategy (CWPS).</li> </ul>	Conduct the study to develop a comprehensive parking strategy in collaboration and consultation with internal and external stakeholders. Major tasks scheduled for 2023 are: <ol style="list-style-type: none"> <li>Background and best practice review</li> <li>Policy directions</li> <li>Strategies development</li> </ol>
	<ul style="list-style-type: none"> <li>Update the Markham Transportation Strategic Plan</li> </ul>	Update of the 2012 draft MTSP will include: <ol style="list-style-type: none"> <li>a transportation vision, modal hierarchy and strategic policies;</li> <li>a mobility strategy with a sub-strategy for micro-mobility;</li> <li>collector network classification and design guidelines.</li> </ol> <p>In 2023, the update will be initiated with Council approval of the study objectives and will target completing objective #1.</p>
	<ul style="list-style-type: none"> <li>Implement traffic calming measures to improve corridor safety for pedestrians and cyclists</li> </ul>	Consult and work with the local community to design traffic calming solutions for: <ol style="list-style-type: none"> <li>Carlton Rd between Kennedy Rd and McCowan Rd</li> <li>Main St Markham between Bullock Dr and 16<sup>th</sup> Ave</li> </ol> <p>The tasks for 2023 will include:</p> <ol style="list-style-type: none"> <li>Develop conceptual traffic calming solutions for review with the residents;</li> <li>Conduct consultations with the Ward Councillor and residents;</li> <li>Assess feedback and recommend a solution.</li> </ol>
3.3 Ensure business continuity of our services and infrastructure, and	Ensure department business plan contains sufficient redundancies to minimize disruption or loss of services	Review current department business plan and update to reflect lessons learned from recent data outages.

<p>enable community resiliency and community safety.</p>	<p>Implement additional traffic control measures to improve crossing opportunities</p>	<p>Install traffic signals and pedestrian cross-overs (PXOs) where warranted and approved. Planned 2023 projects include installing two PXOs at trail crossings and the design of three new traffic signals.</p>
<p>3.4 Protect and enhance natural environment and built form.</p>	<p>Require new developments to manage urban run-off to protect the natural environment and downstream communities.</p> <p>Require any proposed use of underground stormwater management facility to comply with city policy, design criteria and standards.</p>	<p>Require the development industry to prepare and submit reports to demonstrate that stormwater from development proposals will be managed to minimize erosion and flooding downstream.</p> <p>Develop policies, design criteria, and standards to apply when reviewing developments proposing underground stormwater management facilities.</p> <p>Tasks to include:</p> <ul style="list-style-type: none"> <li>• Develop and finalize RFP (Q1 2023)</li> <li>• Retain consultant (Q2 2023)</li> <li>• Establish TAC Committee to provide input to consultant (Q2 2023)</li> <li>• Consultant to develop draft policy, design criteria, standards for City to review/comment Q3 023 )</li> <li>• Stakeholder engagement (Q3/Q4 2023)</li> <li>• Finalization of policies, design criteria, and standards, and report to DSC/Council (Q4 2023/ Q1 2024)</li> </ul>
	<p>Implement the construct Main Street Unionville Revitalization Project</p>	<p>Complete the design for the proposed road revitalization project, including upgrading sections of the storm sewers and outfalls.</p> <p>Secure permits from Environmental agencies and ensure that design are completed in accordance to engineering standards and agency requirements.</p> <p>Commence construction of the road revitalization project (tentatively scheduled for 2023)</p>
	<p>Construct Victoria Square Boulevard</p>	<p>Complete the design for the proposed road widening project. Utilize existing outfall to minimize impact to the natural environment.</p> <p>Secure permits from Environmental agencies and ensure that design are completed in accordance to engineering standards agency requirements.</p> <p>Commence construction of Phase 1 (Woodbine South to Elgin Mills) of the road widening project</p>

	Construct the Downstream Improvements Project	Commence construction on the following downstream improvements projects: <ul style="list-style-type: none"> <li>• Rouge River (RES-45)</li> <li>• Rouge River (ROU-122)</li> <li>• Berczy Creek (BER-25)</li> </ul>
	Construct the Markham Centre Trail (MCT)	Complete MCT Phase 3 design Commence construction of Phase 3 of the MCT, south side of the Rouge River, from Warden to Verdale Gate
	Construct the Rouge Valley Trail (RVT)	Complete Phase 4B RVT design Construct the Austin / Kennedy section of the RVT

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
No. of stormwater management ponds approved in subdivision	2	5	0	2	2	2	2025
Total volume of stormwater retention reviewed and approved	12,855	36,409	0	26,083	35,988	20,000	2025
KM of new roads approved	2.98	4.35	12.20	3.91	7	4	2025
Km of new sewers approved (storm & sanitary)	6.78	7.80	21.37	7.72	13	8	2025
Km of watermains approved	3.42	4.37	11.44	4.38	7	4	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
<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 that all Engineering development review fees collected address the City's financial sustainability strategy of full cost recovery</p>	<p>Undertake a review of the Engineering Development review fee, in consultation with Planning, Policy, Operations, Environment Services and Finance. Engineering tasks:</p> <ul style="list-style-type: none"> <li>- Participate in working group led by Strategy and Innovation and provide input</li> <li>- Identify all costs associated with engineering development review and inspections</li> <li>- Undertake comparative analysis:               <ul style="list-style-type: none"> <li>o Consult with other municipalities on fees they charge for development review of different types of applications</li> <li>o Consult with other municipalities on how often they increase their fees, justification they provide, and consultation with development industry</li> <li>o Consult with other municipalities whether development review staff is fully recovered from fees collected.</li> </ul> </li> <li>- Present findings to working group</li> <li>- Develop recommendation on fee structure in consultation with working group.</li> </ul>
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental &amp; cultural) on taxpayer investment.</p>	<p>Manage the City's Traffic Assets</p>	<p>Replace the existing Traffic Assets, as identified in the Traffic Life Cycle Reserve Study and in-field equipment conditions assessment.</p>
<p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>Improve the efficiency, effectiveness and customer service responsive for the development review and capital delivery functions</p>	<p>Review, update and/or develop appropriate KPIs and tracking systems to ensure development capital delivery projects, studies and plans meet expectations</p> <p>Continue to streamline departmental business operations and processes to ensure objectives are being met</p> <ul style="list-style-type: none"> <li>- Identify / clarify review roles and responsibilities between the following groups:               <ul style="list-style-type: none"> <li>o Development and Transportation on the review of development-related projects and applications</li> <li>o Development, Transportation and Capital on role/responsibilities on</li> </ul> </li> </ul>

		<p>non-development projects and studies</p> <ul style="list-style-type: none"> <li>○ Development and Buildings on the review and inspection of site servicing and site grading for site plan applications</li> <li>○ Development and Operations on circulation/review of development applications</li> <li>○ Development and Waterworks on circulation/review of development applications</li> </ul> <p>Work with Strategy &amp; Innovation group to update and/or develop an appropriate tracking systems to meet agreed-to levels-of-service on development applications.</p>
--	--	---

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Compliance with review timelines (%) per site plan submission	n/a	n/a	34.1	36.3	75.0	80.0	2025
Compliance with review timelines (%)per draft plan submission	n/a	n/a	0.0	26.7	75.0	80.0	2025
Compliance with review timelines (%)– per rezoning submission	n/a	n/a	0.0	26.7	75.0	80.0	2025



## 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 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.	Address issues and concerns from Council, residents and businesses in a timely manner especially regarding road safety, large subdivisions and in-fill development	Improve process to minimize construction disruption and inconveniences to existing communities	2026
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Advance the Digital Markham strategy (“Frictionless City”) by piloting a digital city technology.	Work with key partners like York Region Transit towards an autonomous shuttle pilot to showcase the innovative spirit of the City.	2024
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Ensure key positions critical to delivering services are invested in, and properly compensated.	Research and compare pay and department structure between Markham and other GTA municipalities to determine Markham’s competitiveness, and develop plan for approval, to allow Markham to be competitive in attracting and retaining talent.	2025

**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.	Infrastructure for proposed communities to be accessible to all, and connected to existing communities, and provide for alternatives travel choices	Review and secure requirements for new trails, paths, MUP, sidewalks as part of development proposals and ensure their continuity/connectivity to the larger community.	2026
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Promote active and healthy events that also serve to accelerate the modal shift to non-auto use in everyday living.	Continue to hold events and operate services that promote active and healthy lifestyles such as Markham Cycling Day, Markham Cycles Bike Hub, and Open Streets Markham	2026
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.	Adopt actions to advocate for prioritization of rapid transit projects of City's strategic interests	Continue to advance the planning for the Denison and Major Mackenzie GO Stations	2025
	Pursue the integration of transit-oriented design in development	Advocate for the realignment of 407 Transitway through Markham Centre and acceleration of its implementation per the GGH Transportation Plan	2025
	Implement Active Transportation Master Plan and first and last kilometre solutions (biking, walking, transit)	Support York Region to advocate for MTO and Metrolinx to prioritize planning and design of unfunded rapid transit segments in the York Region TMP	2026
		Work with York Region on the widening of existing regional roads to accommodate the elimination of the planned Donald Cousens Parkway extension west of Highway 48.	2026
		Work with York Region on the delivery of the arterial road system including the Frequent Transit Network and Highway 404 Midblock Crossings	2025
		Review and update annually the Sidewalk Completion Program to define a formal capital design and construction plan for its completion.	2024
	Development of a comprehensive Road Safety Program	Continue implementation of the ATMP 10-year capital plan	2026
		Continue partnership with YRDSB to expand Active School Travel programs at select schools to promote active ways for students to get to/from school and to enhance the community around the school.	

		Complete work with York Region to on the Traveller Safety Strategy study and the public and stakeholder consultations in Markham	2025
		Develop framework towards a Markham policy on micro-mobility that improves the safety of pedestrians, cyclists and other vulnerable road users on e-bikes, e-scooters and other personal, electric devices	2024
		Continue to implement and monitor the effectiveness of existing and/or proposed traffic calming measures to mitigate speeding in residential areas	2026
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Encourage development proposals to permit and allow for different modes of transportation.	Work with Planning Department to develop secondary plans for intensification areas including Markham Centre, Milliken Centre, Markville, Langstaff Gateway, Yonge-Steeles	2026
	Development of a City-Wide Parking Strategy (CWPS).	Working with the consultant to carry out the CWPS study and consult with the public and stakeholders  Bring forward a draft CWPS report by early 2024	2025
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Ensure department business plan contains sufficient redundancies to minimize disruption or loss of services	Review current department business plan and update to reflect lessons learned from recent data outages.	2024
3.4 Protect and enhance our natural environment and built form.	Require new developments to manage urban run-off to protect the natural environment and downstream communities.	Require the development industry to prepare and submit reports to demonstrate that stormwater from development proposals will be managed to minimize erosion and flooding downstream.	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	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.	Align fees collected to reflect the City's financial strategy and the level of effort expended by the department on projects.	Work with Strategy & Innovation Group to review appropriate fee levels for development review.	2024
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Manage the City's Traffic Assets	Replace the existing Traffic Assets, as identified in the Traffic Life Cycle Reserve Study and in-field conditions assessment	2026
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.	Review, update and/or develop an appropriate tracking system to ensure projects, studies and developments meet expectations.	2025
		Continue to streamline department business process to ensure the department is financially self-sustaining	2025



## PLANNING AND URBAN DESIGN 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.	% Change	\$ Incr./Decr.	% Change
<b>Revenues</b>								
USER FEES & SERVICE CHARGES	16,986	16,242	12,828	11,214	(1,614)	-12.6%	(5,028)	-31.0%
RECOVERIES & CONTRIBUTIONS	77	315	0	358	358	0.0%	43	13.5%
<b>Total Revenues</b>	<b>\$17,064</b>	<b>\$16,557</b>	<b>\$12,828</b>	<b>\$11,572</b>	<b>(\$1,256)</b>	<b>-9.8%</b>	<b>(\$4,985)</b>	<b>-30.1%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$5,246	\$6,356	\$7,164	\$9,424	\$2,260	31.5%	\$3,068	48.3%
PRINTING & OFFICE SUPPLIES	13	15	32	32	0	0.0%	18	117.5%
OPERATING MATERIALS & SUPPLIES	3	1	5	5	0	0.0%	4	709.0%
COMMUNICATIONS	9	11	11	11	0	0.0%	0	3.2%
TRAVEL EXPENSES	1	8	33	33	0	0.0%	25	324.5%
TRAINING	2	5	14	14	0	0.0%	9	188.1%
CONTRACTS SERVICES AGREEMENTS	4,051	3,992	4,150	3,617	(533)	-12.8%	(375)	-9.4%
RENTAL/LEASE	0	0	1	0	(0)	-86.6%	0	0.0%
PROFESSIONAL SERVICES	6	5	17	32	15	92.0%	27	577.7%
LICENCES, PERMITS, FEES	35	71	38	38	0	0.0%	(34)	-47.2%
CREDIT CARD SERVICE CHARGES	50	43	20	20	0	0.0%	(23)	-53.3%
PROMOTION & ADVERTISING	5	3	6	6	0	0.0%	3	122.9%
STATUTORY COMMUNICATIONS	2	2	0	0	0	0.0%	(2)	-87.8%
OFFICE FURNISHING & EQUIPMENT	0	0	1	1	0	0.0%	1	0.0%
MISCELLANEOUS EXPENSES	1	1	3	3	0	0.0%	2	240.1%
<b>Total Expenses</b>	<b>\$9,424</b>	<b>\$10,511</b>	<b>\$11,494</b>	<b>\$13,235</b>	<b>\$1,742</b>	<b>15.2%</b>	<b>\$2,724</b>	<b>25.9%</b>
<b>Net Expenditures/(Revenues)</b>	<b>(\$7,640)</b>	<b>(\$6,046)</b>	<b>(\$1,334)</b>	<b>\$1,663</b>	<b>\$2,998</b>	<b>-224.6%</b>	<b>\$7,709</b>	<b>-127.5%</b>
TRANSFERS TO/(DRAW FROM) RESERVES	\$7,640	\$6,046	\$1,334	(\$1,663)	(\$2,998)	-224.6%	(\$7,709)	-127.5%
<b>Full Time Complement</b>	<b>46</b>	<b>61</b>	<b>60</b>	<b>70</b>				

### Major changes in 2023 Budget from the 2022 Budget:

**Recoveries and Contributions:** Recovery for the Yonge North Subway Extension (YNSE).

**User fees & Service Charges:** Decrease due to lower development activity forecasted for 2023.

**Contracts & Service Agreements:** Decrease 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.

## PLANNING AND URBAN 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
<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>Streamline and reduce development application processing timelines while ensuring excellence in the public realm and built environment.</p>	<p>Implement new development application review process enhancements in response to Bill 109 and Bill 23.</p> <p>Review recommendations from Streamlining Development Approval Fund LEAN review undertaken in 2022/2023) and prepare work plan to begin implementation of appropriate actions.</p>
	<p>Continue to build a strong relationship with the development industry and respond to identified concerns</p>	<p>Continue to meet with the developers through the City Builders Forum on key issues and projects.</p>
<p>1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.</p>	<p>Leverage technologies for improved customer service and a more efficient application review system.</p>	<p>Upgrade Project Dox from version 9.1 to 9.2 Cloud based software to enable implementation of enhanced services</p> <p>As a result of Bill 109, Bill 23, and the LEAN review, modify Project Dox workflows for new application type processes.</p> <p>Develop a new web portal by February 2023 for applicants to submit their applications (through SDAF Fund)</p> <p>Prepare a GIS public portal for planning applications. Phase 1 includes in process and completed applications from 2021 onward.</p> <p>Phase 2 will add applications prior to 2021, and cleanup of data.</p>
	<p>Build staff capacity and knowledge regarding use of ePLAN (Project Dox and AMANDA)</p>	<p>Initiate and work towards updated ePLAN procedures manual/project for all Planning and/ Engineering folders, subject to timing of new process from Bill 109 and LEAN review.</p>
	<p>Leverage technologies to help staff assess development applications, monitor change in the built form and inform secondary plan work.</p>	<p>Prepare a 3D model of Markham Centre and Markham/Rd Mt. Joy secondary plan areas using existing development, proposed development applications, and draft demonstration plans.</p>
		<p>Develop and implement a plan to maintain the 3D model.</p> <p>Update Eplan/AMANDA to implement streamlining opportunities and reflect new planning processes stemming from</p>

		legislative change and leverage M365 when deployed for streamlining, review processes and collaboration tools.
	Improve accuracy of the development application and fee forecasting model	Expand assessment forecasting model inputs and increase frequency of updates.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve development application data to support performance monitoring, analysis and reporting	Mandate staff input of development data into AMANDA system to ensure a good foundation of data for the future.
	Undertake succession planning and a talent management strategy	Provide management training to managers as appropriate and develop potential leaders, staff resiliency, and empowerment with decision making.  Review staffing to implement legislative changes and facilitate achievement of the Markham Housing Target assigned by the Province
	Improve staff satisfaction	Continue to work with the Staff Satisfaction Working Group to identify and implement actions to address the findings from the Staff Satisfaction Survey.

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
ePLAN % site plan approvals completed within targeted timeframes	37%	40%	24%	27%	85	85	2024
ePLAN % minor variance approvals completed within targeted timeframes	87%	70%	53%	77%	85	85	2024
ePLAN consent application approvals completed within targeted timeframes	81%	82%	80%	86%	85	85	2024
% of recommendations to be implemented from Development Review Process assessment	N/A	N/A	24%	14%	80%	80%	2023
Average corporate training hours per full-time employee	7.8	6.1	5.8	4.6	10	20	2024
Average number of sick days per full-time employee	5.7	4.1	4.3	1.8	4	4	Met
% Staff turnover rate	7.8%	17.5%	12%	18.5%	4%	4%	2024
Staff Survey Average Satisfaction Rating	58%	N/A	N/A	70%	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
<p>2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</p>	<p>Plan for a major civic square in Markham Centre</p>	<p>Q1-2023: Internal staff and the City Architect to develop strategy to implement a civic square in Markham Centre with public facilities including engagement with the Mayor and affected developer to determine an optimal configuration.</p>
		<p>Q2-2023: Include design capital project in the 2024 budget</p>
<p>2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.</p>	<p>Ensure an excellent Urban experience in Markham</p>	<p>Support the Corporate Public Art Program and advocate for the collection of public art funds through Community Benefit Charges.</p>
		<p>Promote the inclusion of public art as a component of CBC funds collected in accordance with Provincial legislation.</p>
		<p>Work with staff to introduce public art as part of the Main Street Unionville Streetscape Redevelopment Project</p>
		<p>Q2-2024 Complete Celebration Park Phase 1 for permitting of cricket pitch</p>
<p>2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.</p>	<p>Improve public engagement</p>	<p>Improve upon the new public notification signs for development applications by putting the responsibility on the applicants to create the sign for planners' sign off</p>
	<p>Attract and facilitate economic investment</p>	<p>Development Facilitation Office continue to provide concierge service to support economic investment opportunities and assistance in navigating the approvals process</p>
	<p>Continue to explore potential improvements with respect to Social Equity and anti-Racism.</p>	<p>Implement applicable actions in the Diversity Action Plan and Anti-Black Racism Plan</p> <p>Continue to promote and generate purpose built second suites in Markham</p>

**Departmental Performance Measures in Support of Goal**

2018      2019      2020      2021      2023 Target      Long-term Target      LT Target Year

	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year

### 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.	Pursue the integration of transit-oriented design in development	Make TDM measures a priority when reviewing site plan applications in centres and corridors
		Ensure land use mixes are included in development applications, if appropriate, to support the transportation network, modal splits, and ground floor activity
	Support delivery of the Yonge North Subway Extension Project	Coordinate the review and technical input across all Commissions into the Yonge North Subway Extension to ensure that City interests are heard and addressed
		Negotiate resource agreement with Metrolinx to ensure Markham is staffed appropriately to support the Yonge North Subway Extension Project.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Implement the affordable housing strategy	Implement actions in the Affordable and Rental Housing Strategy focussing on inclusionary zoning and use of public lands
		Support partnerships with private and non-profit organizations to build affordable rental housing  Promote affordable and purpose built rental housing, including second suites through the development review process, and missing-middle built forms
	Encourage the development of seniors housing	Promote seniors' accommodation (master bedrooms on main floor, elevators, design features to support accessibility, etc.) and supporting uses (sensory parks, medical uses, places to congregate, etc.) through the development process
	Ensure that from a built form perspective, Markham is accessible and inclusive (Final Age-Friendly Design Guidelines)	Promote the findings of the City's Age-Friendly Design Guidelines and encourage that developments are accessible, inclusive, functional, safe, and adaptable to people of all ages with varying needs and abilities

	Facilitate student housing	As York University’s campus in Markham Centre is set to open in 2023, work with industry partners to deliver student housing to support the university and the local businesses in Markham Centre
	Initiate/Complete Secondary Plans	Complete Markham Centre, Milliken Centre, Markham Road Mount Joy Secondary Plans
		Substantially complete the Markville Secondary Plan Study
		Initiate the Yonge Corridor, 404 North/FUA “MIX” and Markham Village Heritage Centre Secondary Plans.
	Initiate Official Plan Review	Develop a workplan and initiate the 2023 Markham Official Plan Review.
Support Parking Master Plan study being undertaken by Engineering	Encourage on-street parking and, where possible, reduced or no parking requirements to support affordable housing and purpose built second-suites	
	Provide Off-Leash Dog Area’s for resident’s across the City	Initiate Off-Leash Dog Area Policy and Implementation Plan
		Launch inaugural temporary Off-Leash Pilot program for summer/fall 2023
	CBC By-law	Assist Finance, Building, and Real Property with the implementation of the CBC By-law and Planning’s role in the review of development applications
	Provide City’s Comprehensive Zoning By-law	Implement the City’s new Comprehensive Zoning By-law in a phased manner.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Urban Park Strategy, in light of Bill 23	Following the Urban Park Strategy Background Analysis, Initiate an Urban Park Strategy to address the emerging need to develop a comprehensive approach to plan, design, build, and maintain urban parks in Markham, particularly with alternative park typologies, such as stratified parks, parks encumbered with SWM facilities, and POPS.
	Implement Updated Special Policy Area boundary	Updated SPA boundaries endorsed by Council (Q1 2022). Formal Provincial approval required to approve updated boundaries prior to Council adopting official plan amendment

3.4 Protect and enhance natural environment and built form.	Increase the City's 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
	Improve the sustainability of private developments in support of complete communities	Advance the use of updated green development standards, the Sustainability Metrics (Council endorsed May 2022), in the review of development applications.
	Update City's Natural Heritage Inventory	Complete the Natural Heritage Management Strategy by Q1 2024 in collaboration with Operations and other City departments
	Continue annual ecological restoration planting in the City-owned Greenway System	Continue to utilize funds from the natural features compensation accounts for annual ecological restoration projects.
	Undertake a Natural Assets Study	Initiate and make significant progress on the Natural Assets Inventory and address, in part, O. Reg. 588/17 requirements related to green infrastructure
	Undertake the Update to the Markham Village Heritage Conservation District Plan	Retain a consultant to work with staff and initiate the development of a revised District Plan to comply with current standards and objectives including Bill 23 changes
	Update City's tree preservation, compensation and planting requirements to ensure healthy urban tree canopy	Update the "Trees for Tomorrow- Streetscape Manual" to align with amendments to the Tree By-Law and provide clarity to applicants and consultants regarding standard details.
	Continue to ensure buildings and landscapes are designed to be bird-friendly across all developments in Markham	Update the City's Bird Friendly Guidelines to align with the latest guidance prepared by the Canadian Standards Association (CSA)
	Provide Grant assistance to protect heritage properties	Advocate and secure the continuation of the Designated Heritage Property Grant Program for 2023-2025
	Heritage District Newsletter	Re-introduce the production and distribution of the Newsletter to further communication with property owners regarding the approval requirements in these areas
	Heritage Section Procedural Manual	Revise the processes and procedures undertaken by Heritage Section staff and tasks related to the operation of the Heritage Section due to a large number of Heritage Act changes

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
% annual residential development within the built-up area	53%	82%	48%	66%	> 60%	> 60%	n/a
# and % of residential units within 800 metres of higher order transit stations	20,900 and 18.7%	22,000 and 19.4%	23,900 and 20.4%	23,900 and 20.3%	> 22%	25%	2025
% Tree Canopy Cover	N/A	N/A	N/A	20.6%	N/A	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 Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.		
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Urban Park Strategy, in light of Bill 23	Following the Urban Park Strategy Background Analysis, support the development of a strategy to address the emerging need to develop comprehensive approach to plan, design, build, and maintain urban parks in Markham, particularly with alternative park typologies, such as stratified parks, parks encumbered with SWM facilities, and POPS.
		In consultation with the Manager of Real Property, Finance and Operations establish a policy to finance and acquire lands for parks to serve intensification areas
		Work with Manager of Real Property to initiate the divestiture of city heritage properties that are not required for civic purposes.
	Alternative Notice Provisions for Designation by-law/amendments	Working with Clerks, replace the requirement for newspaper notifications with the alternative notice provision as permitted in the Heritage Act and Municipal Act to save City resources
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Modernize the Cost Recovery Business Model for development applications to enable increased transparency of 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	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
% of parks construction projects completed in agreed upon timeframes	0%	100%	86%*	100%	95%	95%	2024
% of capital parks design budget approved in a particular year and is initiated in that year **	67%	50%	100%	100%	95%	95%	2024
% of capital parks construction budget approved in a particular year and is initiated in that year ***	0%	25%	86%	80%	95%	95%	2024

\*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 URBAN 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.*

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.	Continue to meet with City Builders Forum	Continue to understand the concerns of developers and try to address their concerns	2023-2025
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	2023/2024
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Continue to Undertake succession planning and talent management strategy	Continue to Provide management training to managers as appropriate and develop potential leaders	2023/2025

**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.*

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	2023
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	2023/2025
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	2023/2025
	Attract and facilitate economic investment	Development Facilitation Office continue to provide concierge service to support economic investment opportunities by assisting employment uses in navigating the approvals process	2023/2025

### 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.	Pursue the integration of transit-oriented design in development	Make TDM measures a priority when reviewing site plan applications in centers and corridors	2023/2025
		Advance the use of updated green development standard, the Sustainability Metrics (Council endorsed May 2022), that includes measures to improve mobility options and promote active transportation	2023/2025
	Support the Yonge North Subway Extension Project	Coordinate the review and technical input across all Commissions into the Yonge North Subway Extension to ensure that City interests are heard and addressed	2023/2025
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 and non-profit organizations or help to facilitate affordable and rental housing  Continue to promote affordable and purpose built rental housing, including second suites and seniors accommodation through the development review process	2023/2025
	Complete and Initiate Secondary Plans	Complete Markville, Milliken, Markham Road Mount Joy, 404 North/FUA "MIX" Markham Village Heritage Centre, and Yonge Corridor Secondary Plans. Determine and implement approach for Cornell Centre.	2023/2025
	Initiate and complete Markham Official Plan Review	Identify updates needed to Markham's Official Plan	2023/2025
	Provide Off-Leash Dog Area's for resident's across the City	Complete Off Leash Dog Area Policy in 2023 and Complete the Off Leash Dog Area Implementation Plan in 2024.	2023

	Support design of complete communities through city-wide urban design guidance	Prepare City-wide Urban Design Guidelines to support creation of complete communities through the design of neighbourhoods, sites and buildings.	2023/2024	
	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.	2023/2025	
3.3	Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Implement Updated Special Policy Area Boundary	Updated SPA boundaries endorsed by Council (Q1 2022). Formal Provincial approval required prior to Council approval of official plan amendment.	2023
3.4	Protect and enhance our natural environment and built form.	Improve the sustainability of private developments in support of complete communities.	Advance the use of updated green development standards, the Sustainability Metrics (Council endorsed May 2022), in the review of development applications.	2023/2025
	Undertake a Natural Assets Study	Complete the Natural Assets Inventory and address, in part, O. Reg. 588/17 requirements related to green infrastructure.	2023/2024	
	Update City's Natural Heritage Inventory	Complete the Natural Heritage Management Strategy (underway) in collaboration with Operations and other City departments	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.			
4.2 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.			



## TRAFFIC OPERATIONS 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
OTHER REVENUE	2	2	1	1	0	0.0%	(1)	-46.8%
<b>Total Revenues</b>	<b>\$2</b>	<b>\$2</b>	<b>\$1</b>	<b>\$1</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$1)</b>	<b>-46.8%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$508	\$472	\$533	\$692	\$159	29.8%	\$219	46.4%
UTILITIES	61	77	65	65	0	0.0%	(12)	-15.6%
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 AGREEMENTS	350	323	361	412	51	14.1%	89	27.5%
MAINT. & REPAIR - TIME & MATERIAL	2	3	5	5	0	0.0%	2	90.4%
PROFESSIONAL SERVICES	407	607	719	719	0	0.0%	112	18.4%
LICENCES, PERMITS, FEES	0	0	2	2	0	0.0%	2	0.0%
<b>Total Expenses</b>	<b>\$1,328</b>	<b>\$1,482</b>	<b>\$1,687</b>	<b>\$1,897</b>	<b>\$210</b>	<b>12.4%</b>	<b>\$414</b>	<b>27.9%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$1,326</b>	<b>\$1,481</b>	<b>\$1,686</b>	<b>\$1,896</b>	<b>\$210</b>	<b>12.4%</b>	<b>\$415</b>	<b>28.0%</b>
Full Time Complement	3	5	5	5				

### Major changes in 2023 Budget from the 2022 Budget:

No significant changes.

# Community 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 Services Commission.

## Introduction

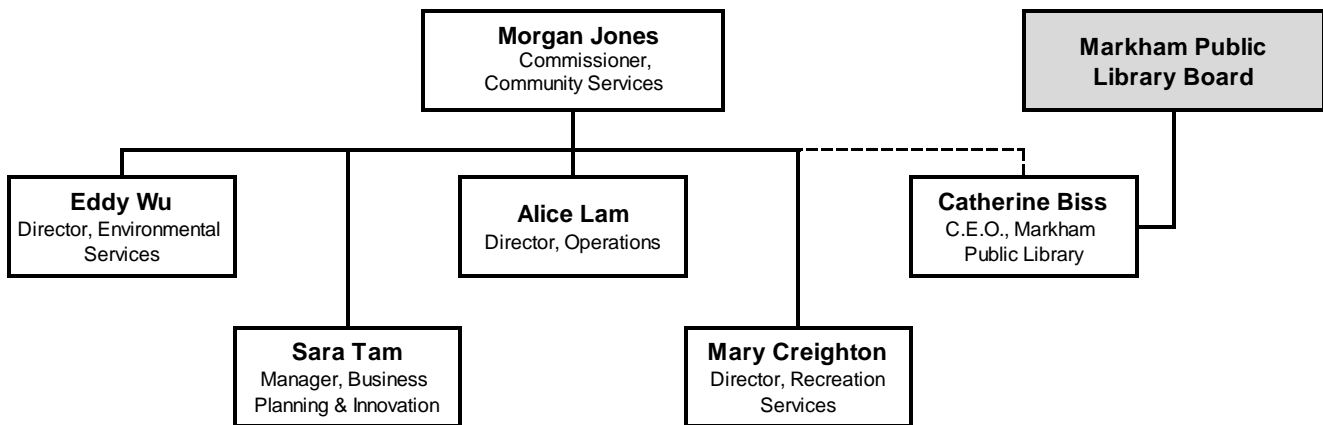
“*Working with the community to make Markham a vibrant place to live, work and play*,” is the mission statement of the Community Services Commission. It is the largest in the organization in terms of budget, staffing complement, and the number of public-facing services and facilities operated. The following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

1. [Environmental Services](#)
2. [Markham Public Library](#)
3. [Operations](#)
4. [Recreation Services](#)

Examples of services delivered to the public include drinking water, 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, special initiatives, and coordination with other Commissions and the Executive Leadership Team.

The current organizational structure of the Commission as shown below.



## Alignment to Organizational Direction

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

Goal & Goal Statement	<p>Exceptional Services by Exceptional People</p> 	<p>Engaged, Diverse, Thriving and Vibrant City</p> 	<p>Safe, Sustainable and Complete Community</p> 	<p>Stewardship of Money and Resources</p> 
	Objectives	<p>We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.</p>	<p>We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.</p> <p>We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.</p>	<p>We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.</p>
<p>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.

### 2022 Commission Facts

The city closed publicly accessible indoor facilities and cancelled in-person programs in 2020 and 2021 to keep everyone safe from the virus. As a result, onsite visits, in-person programs, and community events experienced significant decreases. Recovery started in 2022, as signified by an asterisk (\*) in the reported activities below. 72,408 direct recreation program registrants and drop-in program participants



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

- ④ 72,408 direct **recreation program** and 283,272 **drop-in program participants\***
- ④ 49,759 **sportsfield hours** permitted\*
- ④ 13 provincial and above **sporting events** held\*

- ④ 596 **volunteers** in system with total of 15,711 **hours completed**
- ④ 3.76 million **physical and digital library items** borrowed\*
- ④ 1,073,938 **in-person library visits**
- ④ 116,605 **street trees**
- ④ 317 **parks and green spaces**, 271 **playgrounds**, and 203 km of **trails** maintained
- ④ 2,177 lane km of **city roads** maintained, with an additional 57 lane km maintained in winter
- ④ 1,159 km of **sidewalk** maintained
- ④ 29,300 **streetlights** maintained
- ④ 906 city **fleet vehicles** maintained
- ④ 123 **culverts and vehicular & pedestrian bridges** inspected
- ④ 30.45 million cubic metres of **water consumed** (*business and residential accounts*)
- ④ 165 **textile donation bins** collected approximately 1.8 million kg of donated material for local charities
- ④ 79.7% curbside and depot **waste diversion rate**

We aim to improve our services and programs relentlessly 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 five years** by our Commission or the city, an external measure of the effectiveness of our programs and management practices.

## Departmental Overview

### 1. Environmental Services

The Environmental Services Department brings together **Infrastructure, Waste and Environmental Management,** and **Waterworks,** as supported by the **Business Administration** function.

**Infrastructure** is responsible for managing 79% of the City's right-of-way assets that includes water, wastewater, stormwater, bridges, culverts, and streetlights. These assets are valued at \$7.6 billion. Other responsibilities include managing data, 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.



**Waste and Environmental Management** is responsible for the collection of household recyclables, garbage, organic waste, and yard waste from both homes and condominiums. Other services include the management of four community recycling depots, large appliances and metal pickup, management of a textile diversion system, waste diversion program development, and public education. The City's goal is to achieve a target of 85% curbside waste diversion in 2023, as set out by Council. 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.

**Waterworks** is responsible for the operations and maintenance of the city's water distribution, wastewater, and stormwater collection systems. The City purchases drinking water in bulk from York Region and distributes it to all residents and businesses through the City's drinking water system. Safe drinking water for consumers is achieved by conducting regular water samples to comply with Provincial Standards and City bylaws. Waterworks relies on systems modelling, leak detection, and new development review programs, to ensure the integrity of the drinking water and collection systems. Waterworks also provides CCTV inspection for emergency repairs of sewer mains; and utilities locates for construction projects citywide for underground waterworks infrastructure, where certified Waterworks Operators are on-call 24/7 to provide emergency response.

**Business Administration** 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. Business Administration also manages water billing and acts as a liaison between residents and Alectra Utilities to resolve billing and water meter issues.

## **2. Markham Public Library**

Markham Public Library (MPL) delivers library services and programs focused on the fundamental literacies of reading and writing, the learning of skills needed for success in education and the workplace, and the development of the social capital essential to strong communities.



We deliver on these goals through the following platforms of service that collectively build an equitable and socially resilient community:

- **Library Branches** – Through 8 library branches, MPL provides vibrant and inclusive public spaces where residents interact with people from diverse backgrounds, thereby bridging divides, reducing social isolation, improving quality of life, and increasing economic mobility. Markham’s libraries provide public spaces for social interaction, access to library resources for leisure reading, learning and literacy, family engagement, study spaces, and public computing services. Library branches are intentionally designed, managed and operated to welcome and attract people of all ages, races and backgrounds while providing experiences that encourage repeat visits and repeated interaction.
- **Digital Library** – Through our website, we provide access to the library’s digital resources that support online education and services, thereby serving as a hub for the development of digital literacy. Pursuant to the Digital Markham Strategy, we also provide Digital Media Labs that ensure inclusive public access to current technology (Internet, wifi, scanners and computers), and emerging technologies (e.g., 3D printing, graphic design hardware and software), along with the training services and programs needed to develop digital literacy skills.
- **Library Programming** – On the Library’s in-branch and digital platforms, and leveraged by community partnerships, we deliver programming for all ages to develop the fundamental literacies of reading and writing, advance digital and STEAM literacies, complement formal education, and foster both personal and economic development through lifelong learning.

Administratively, the Library reports to the Markham Public Library Board and the Commissioner of Community Services, ensuring, through its evidence-based allocation of resources, alignment with BMFT and municipal priorities.

### 3. Operations

The Operations Department is responsible for municipal roads, parks, forestry and corporate fleet services in the City of Markham, supported by 24/7 on-call operators to respond to all weather conditions and emergencies.



- **Roads & Survey 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, street sweeping, catch basin cleaning, maintenance of the storm water ditches within the City's road right-of-way and providing survey services to various internal departments.
- **Right of Way & Utility Division** administers road occupancy permitting and coordinates utility approvals within the City's right-of-ways, provides environmental monitoring for the City's closed landfill – German Mills Natural Habitat, reviews engineering packages 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 sidewalk, parking lots, multi-use pathways, walkways of city-owned facilities, and monitoring of natural areas and valley lands.
- **Business & Fleet Division** is responsible for providing departmental business support, and corporate-wide fleet services. Business support handles the coordination and management of Operations' administration and accounting, including budget management and lifecycle analyses.

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 operations.

#### 4. 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 7 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** – Program offerings include, but are not limited to, leisure activities for all age groups, summer camps for children, swimming lessons, and drop-in opportunities. Programs are offered at 59 locations, including City-operated Community Centres, schools, and parks throughout Markham, that deliver programming to an estimated 50,000+ participants each year. 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 SERVICES CONSOLIDATED (EXCLUDING WATERWORKS) 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
GRANTS AND SUBSIDIES	2,135	2,383	1,568	1,693	125	8.0%	(690)	-28.9%
LICENCES & PERMITS	471	519	329	329	0	0.0%	(190)	-36.6%
USER FEES & SERVICE CHARGES	1,449	8,466	15,917	16,841	924	5.8%	8,375	98.9%
RENTALS	2,809	6,948	9,551	9,979	428	4.5%	3,031	43.6%
SALES	168	334	450	450	0	0.0%	116	34.8%
RECOVERIES & CONTRIBUTIONS	528	682	681	681	0	0.0%	(0)	0.0%
OTHER REVENUE	286	294	462	462	0	0.0%	167	56.8%
INTER-DEPARTMENTAL RECOVERIES	913	913	889	889	0	0.0%	(24)	-2.6%
<b>Total Revenues</b>	<b>\$8,759</b>	<b>\$20,539</b>	<b>\$29,847</b>	<b>\$31,324</b>	<b>\$1,477</b>	<b>4.9%</b>	<b>\$10,785</b>	<b>52.5%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$35,036	\$48,515	\$56,513	\$58,969	\$2,456	4.3%	\$10,454	21.5%
PRINTING & OFFICE SUPPLIES	60	122	173	173	(0)	-0.3%	51	41.9%
PURCHASES FOR RESALE	105	312	278	349	71	25.5%	36	11.6%
OPERATING MATERIALS & SUPPLIES	564	1,397	1,815	1,964	149	8.2%	567	40.6%
VEHICLE SUPPLIES	1,701	2,090	1,758	2,199	441	25.1%	109	5.2%
BOTANICAL SUPPLIES	233	296	276	317	42	15.1%	22	7.4%
CONSTRUCTION MATERIALS	1,448	1,262	2,391	2,371	(21)	-0.9%	1,108	87.8%
UTILITIES	3,567	4,867	6,254	6,651	397	6.3%	1,784	36.7%
COMMUNICATIONS	165	218	263	301	38	14.3%	82	37.6%
TRAVEL EXPENSES	25	41	75	75	(0)	-0.3%	33	80.1%
TRAINING	93	174	268	266	(2)	-0.9%	92	52.6%
CONTRACTS SERVICES AGREEMENTS	9,491	13,767	13,637	15,082	1,445	10.6%	1,315	9.6%
MAINT. & REPAIR - TIME & MATERIAL	3,726	6,452	5,734	5,840	106	1.8%	(612)	-9.5%
RENTAL/LEASE	479	519	613	706	93	15.2%	187	36.1%
INSURANCE	12	12	12	12	0	0.0%	0	0.0%
PROFESSIONAL SERVICES	95	123	180	166	(14)	-7.8%	44	35.8%
LICENCES, PERMITS, FEES	386	891	630	632	2	0.3%	(259)	-29.0%
CREDIT CARD SERVICE CHARGES	68	281	355	356	1	0.3%	75	26.7%
PROMOTION & ADVERTISING	54	93	127	127	0	0.0%	34	36.5%
CONTRACTED MUNICIPAL SERVICES	14,037	16,234	16,427	17,091	664	4.0%	857	5.3%
OTHER PURCHASED SERVICES	970	962	962	962	0	0.0%	0	0.0%
OFFICE FURNISHING & EQUIPMENT	5	6	6	6	0	0.0%	0	0.2%
PMTS. TO CITIZENS/LOCAL GROUPS	48	42	45	45	0	0.0%	3	6.4%
MISCELLANEOUS EXPENSES	16	17	7	27	21	296.0%	10	60.4%
TRANSFER TO/(FROM) RESERVE	239	408	408	408	0	0.0%	0	0.0%
<b>Total Expenses</b>	<b>\$72,622</b>	<b>\$99,103</b>	<b>\$109,209</b>	<b>\$115,096</b>	<b>\$5,886</b>	<b>5.4%</b>	<b>\$15,993</b>	<b>16.1%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$63,863</b>	<b>\$78,564</b>	<b>\$79,362</b>	<b>\$83,771</b>	<b>\$4,409</b>	<b>5.6%</b>	<b>\$5,208</b>	<b>6.6%</b>
<b>Full Time Complement</b>	<b>314</b>	<b>339</b>	<b>348</b>	<b>353</b>				



## ENVIRONMENTAL SERVICES - INFRASTRUCTURE 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
GRANTS AND SUBSIDIES	0	6	0	0	0	0.0%	(6)	-100.0%
<b>Total Revenues</b>	<b>\$0</b>	<b>\$6</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$6)</b>	<b>-100.0%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$792	\$976	\$927	\$1,094	\$167	18.0%	\$118	12.0%
PRINTING & OFFICE SUPPLIES	1	2	4	4	(0)	-10.6%	2	87.5%
OPERATING MATERIALS & SUPPLIES	11	33	25	28	3	13.9%	(4)	-13.3%
COMMUNICATIONS	2	3	1	1	0	0.0%	(2)	-58.2%
TRAVEL EXPENSES	1	6	10	10	0	0.0%	4	64.8%
TRAINING	5	2	9	9	0	0.0%	7	376.5%
MAINT. & REPAIR - TIME & MATERIAL	0	0	2	3	1	58.8%	3	0.0%
RENTAL/LEASE	1	0	0	0	0	0.0%	0	0.0%
PROFESSIONAL SERVICES	0	1	0	0	0	0.0%	(1)	-100.0%
LICENCES, PERMITS, FEES	5	12	12	12	0	0.0%	(0)	-3.8%
CONTRACTED MUNICIPAL SERVICES	0	0	1	0	(1)	-100.0%	0	0.0%
OTHER PURCHASED SERVICES	29	20	20	20	0	0.0%	0	0.0%
<b>Total Expenses</b>	<b>\$847</b>	<b>\$1,054</b>	<b>\$1,010</b>	<b>\$1,180</b>	<b>\$170</b>	<b>16.9%</b>	<b>\$126</b>	<b>11.9%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$847</b>	<b>\$1,048</b>	<b>\$1,010</b>	<b>\$1,180</b>	<b>\$170</b>	<b>16.9%</b>	<b>\$131</b>	<b>12.5%</b>
Full Time Complement	9	10	10	12				

**Major changes in 2023 Budget from the 2022 Budget:**

No significant changes.





## ENVIRONMENTAL SERVICES – WASTE 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
GRANTS AND SUBSIDIES	1,864	2,060	1,297	1,422	125	9.6%	(637)	-30.9%
USER FEES & SERVICE CHARGES	51	43	37	37	0	0.0%	(6)	-12.9%
SALES	76	124	110	110	0	0.0%	(14)	-10.9%
RECOVERIES & CONTRIBUTIONS	114	58	62	62	0	0.0%	4	6.7%
OTHER REVENUE	104	112	114	114	0	0.0%	2	2.1%
<b>Total Revenues</b>	<b>\$2,209</b>	<b>\$2,396</b>	<b>\$1,621</b>	<b>\$1,746</b>	<b>\$125</b>	<b>7.7%</b>	<b>(\$650)</b>	<b>-27.1%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$660	\$501	\$534	\$539	\$5	0.9%	\$38	7.5%
PRINTING & OFFICE SUPPLIES	3	6	6	6	0	0.0%	(1)	-10.1%
PURCHASES FOR RESALE	99	254	181	252	71	39.0%	(2)	-0.7%
OPERATING MATERIALS & SUPPLIES	61	91	101	103	2	2.2%	12	12.8%
UTILITIES	5	5	2	2	0	0.0%	(2)	-52.3%
COMMUNICATIONS	4	5	4	4	0	0.0%	(0)	-3.9%
TRAVEL EXPENSES	0	1	9	9	0	0.0%	7	534.7%
TRAINING	0	0	0	0	0	0.0%	0	0.0%
CONTRACTS SERVICES AGREEMENTS	175	176	122	120	(2)	-1.6%	(56)	-31.8%
MAINT. & REPAIR - TIME & MATERIAL	15	10	12	22	10	83.8%	13	133.3%
RENTAL/LEASE	0	0	0	0	0	0.0%	(0)	-100.0%
PROFESSIONAL SERVICES	2	4	22	12	(10)	-45.5%	8	227.6%
LICENCES, PERMITS, FEES	1	1	2	2	0	0.0%	1	41.8%
CREDIT CARD SERVICE CHARGES	5	5	4	4	0	0.0%	(1)	-20.5%
CONTRACTED MUNICIPAL SERVICES	11,856	14,305	14,379	15,041	662	4.6%	736	5.1%
OTHER PURCHASED SERVICES	29	30	30	30	0	0.0%	0	0.0%
<b>Total Expenses</b>	<b>\$12,918</b>	<b>\$15,393</b>	<b>\$15,408</b>	<b>\$16,145</b>	<b>\$738</b>	<b>4.8%</b>	<b>\$752</b>	<b>4.9%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$10,709</b>	<b>\$12,998</b>	<b>\$13,787</b>	<b>\$14,400</b>	<b>\$613</b>	<b>4.4%</b>	<b>\$1,402</b>	<b>10.8%</b>
<b>Full Time Complement</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>				

### Major changes in 2023 Budget from the 2022 Budget:

**Grants and Subsidies:** Increase related to Provincial Grants.

**Contracts & Service Agreements:** increase due to higher waste collection contract price.



## ENVIRONMENTAL SERVICE - WATERWORKS 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Sales &amp; Purchase of Water Revenue</b>								
FINES/ BILLINGS	134,063	138,965	136,002	139,806	3,804	2.8%	841	0.6%
CONTRACTED MUNICIPAL SERVICES	(103,480)	(106,593)	(105,452)	(107,986)	(2,534)	2.4%	(1,393)	1.3%
<b>Total Sales &amp; Purchase of Water Revenue</b>	<b>\$30,583</b>	<b>\$32,371</b>	<b>\$30,550</b>	<b>\$31,820</b>	<b>\$1,270</b>	<b>5.2%</b>	<b>(\$551)</b>	<b>1.9%</b>
<b>Other Revenues</b>								
GRANTS AND SUBSIDIES	0	6	0	0	0	0.0%	(6)	-100.0%
USER FEES & SERVICE CHARGES	540	599	545	545	0	0.0%	(55)	-9.1%
SALES	562	321	578	578	0	0.0%	257	79.8%
RECOVERIES & CONTRIBUTIONS	398	252	300	300	0	0.0%	48	19.1%
OTHER REVENUE	0	30	14	14	0	0.0%	(16)	-54.0%
<b>Total Other Revenues</b>	<b>\$1,500</b>	<b>\$1,209</b>	<b>\$1,436</b>	<b>\$1,436</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$228</b>	<b>18.8%</b>
<b>Other Expenses</b>								
SALARIES & BENEFITS	\$7,526	\$7,501	\$8,337	\$8,524	\$187	2.2%	\$1,022	13.6%
PRINTING & OFFICE SUPPLIES	16	12	34	34	0	0.0%	21	170.9%
OPERATING MATERIALS & SUPPLIES	81	93	138	130	(8)	-6.0%	37	39.3%
CONSTRUCTION MATERIALS	405	245	258	327	69	26.5%	82	33.6%
UTILITIES	28	32	36	36	0	0.0%	4	11.4%
COMMUNICATIONS	36	35	47	47	0	0.0%	12	35.3%
TRAVEL EXPENSES	9	19	47	47	0	0.0%	27	139.8%
TRAINING	66	68	79	79	0	0.0%	10	15.1%
CONTRACTS SERVICES AGREEMENTS	2,569	3,109	3,507	3,396	(111)	-3.2%	287	9.2%
MAINT. & REPAIR - TIME & MATERIAL	381	440	454	484	30	6.7%	44	10.0%
RENTAL/LEASE	3	3	7	4	(3)	-36.6%	2	54.6%
PROFESSIONAL SERVICES	71	140	121	141	20	16.5%	1	0.4%
LICENCES, PERMITS, FEES	68	71	66	73	7	9.8%	1	1.8%
CREDIT CARD SERVICE CHARGES	2	3	1	1	0	0.0%	(1)	-53.6%
OTHER PURCHASED SERVICES	2,784	2,859	2,859	3,108	249	8.7%	249	8.7%
WRITE-OFFS	0	76	3	3	0	0.0%	(73)	-96.0%
<b>Total Other Expenses</b>	<b>\$14,044</b>	<b>\$14,708</b>	<b>\$15,994</b>	<b>\$16,433</b>	<b>\$439</b>	<b>2.7%</b>	<b>\$1,725</b>	<b>11.7%</b>
<b>Net Expenditures/(Revenues)</b>	<b>(\$18,038)</b>	<b>(\$18,872)</b>	<b>(\$15,993)</b>	<b>(\$16,824)</b>	<b>(\$831)</b>	<b>5.2%</b>	<b>\$2,048</b>	<b>-10.9%</b>
TRANSFERS TO/(DRAW FROM) RESERVES	\$18,038	\$18,872	\$15,993	\$16,824	\$831	5.2%	(\$2,048)	-10.9%
<b>Full Time Complement</b>	<b>63</b>	<b>65</b>	<b>68</b>	<b>69</b>				

### Major changes in 2023 Budget from the 2022 Budget:

**Fines/Billings:** Increase due to a higher retail water/wastewater rate in 2023 compared to that in 2022.

**Contracted Municipal Services:** Increase due to higher wholesale water/wastewater rate from the Region in 2023 compared to that in 2022.

**Contracted Services Agreement:** Decrease due to transfer of existing budget to other non-personnel accounts resulting from trending of lower actual expenditure in recent years.

**Other Purchased Services:** Increase due to the annual adjustment of support costs charged from the City to the department.

## 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 on the Water Meter Exchange Program to measure and inform on the effectiveness of our services and processes, in addition regular convenience surveys ( <i>BMFT Action 1.1.1</i> )
		Customer Satisfaction metrics being reviewed with Top Management as part of DWQMS Management Review twice per year
		Participate in a two-year process to develop and implement a new Water Billing process - starting in 2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology, where necessary and feasible, to improve work flow, data capture, and decision-making	Participate and support the implementation of cross-departmental IT projects (EAM, POS) and continue to operationalize EAM within the department ( <i>BMFT Action 1.2.1</i> )
		Support the advancement of Digital Markham / “Frictionless City” (BMFT Actions 1.2.3 and 3.4.4) and implement textile bin sensors, as part of the Best of the Best 2 Diversion Strategy by Q4 ( <i>BMFT Action 3.4.4</i> )
		Align existing SCADA instrumentation to meet life cycle standards and implement SCADA audit recommendations, in coordination with ITS
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Develop a supportive work environment that provides opportunities for employees to grow and contribute to the overall direction and directives of the Department	Continue to undertake succession management, provide opportunities for secondment, and document position tasks ( <i>BMFT Action 1.3.2</i> )
		Continue to use the Hybrid Work Model and Flexible Work Hours tools to attract and retain talent



Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
# of Formal Customer Satisfaction Surveys Completed	1	1	1	1	1	1	Ongoing
Overall rating on specific services surveys (informal door hangers, phone call follow-ups)	98%	98%	98%	99%	80%	80%	Ongoing
Recognition Rating <sup>1</sup>	51%	N/A	N/A	58	>=65%	>=65%	Ongoing
Staff Satisfaction Rating <sup>1</sup>	69%	N/A	N/A	60.5	>=70%	>=70%	Ongoing
Organizational Engagement Index from Staff Sat Survey <sup>1</sup>	60%	N/A	N/A	58.5	70%	70%	Ongoing
# of Hours of Training per employee – PS data	3.6	4.7	3.4	6.8	5.0	8.0	2024
Staff Absenteeism (average # of days per employee)	9.0	14.2	9.4	9.2	<=8.4	<=8.4	Ongoing
# of days lost due to injury	0	0	0	0	0	0	Ongoing
% of Three Stream Waste Collection provided on scheduled day	N/A	N/A	N/A	N/A	100%	100%	2023

Note: <sup>1</sup> - Data is generated every even year, except 2020 was completed in 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.	Provide better knowledge to the community regarding services provided by Environmental Services, and to support community engagement initiatives	Develop and deliver a series of education and promotional videos to showcase all departmental services, with a focus on tap water, single-use plastics, upcoming change in blue box program, and storm water management
		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.	Apply the diversity lenses during recruitment as applicable	Support the Diversity and Eliminating Anti-Black Racism Action Plans, including the use of diversity lenses in the recruitment of talent ( <i>BMFT Action 2.2.4</i> )
		Support Markham's World Council on City Data certification by providing annual departmental data

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
# of presentations conducted for children and adult students <ul style="list-style-type: none"> <li>In-person</li> <li>Virtual (New channel in response to COVID-19 pandemic)</li> </ul>	48 0	166 0	0 151	0 175	0 170	0 190	2022 2025
# of promotional videos/materials developed and delivered to showcase and promote ES activities	N/A	N/A	N/A	N/A	2	10	2025

### 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 Yonge North Subway Extension (YNSE) project	Continue to participate in the YNSE project, as required ( <i>BMFT Action 3.1.1</i> )
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>Monitor and participate in community intensification projects and initiatives from the Development Services Commission to ensure departmental service mandates are maintained and advanced (<i>BMFT Action 3.2</i>)</p> <p>Provide sound technical comments on development application proposals to advance environmental services mandate and considerations</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 mock emergency exercises at all levels</p> <p>Ensure departmental Business Continuity Plan (BCP) is up-to-date, executable, and 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 and any other applicable regulatory requirements</p> <p>Continue to develop and implement components of the wastewater management system and the city's Consolidated Linear Infrastructure (CLI) - Environmental Compliance Approval (ECA)</p> <p>Continue with the implementation and enforcement of the ICI Backflow Prevention program</p> <p>Continue to implement Inflow &amp; Infiltration (I&amp;I) Reduction strategies in order to meet York Region Target this year</p>
	Adopt Asset Management practices to manage City assets and protect City	Adhere to the city's Asset Management practices in managing water, wastewater, stormwater, structures, and streetlight network and support the strategies to mitigate the impacts of extreme weather ( <i>BMFT Action 3.3.3</i> )

### GOAL 3 - Safe, Sustainable and Complete Community

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

Strategic Objective	Departmental Objective	Departmental Action
	infrastructure to address impacts of extreme weather	Continue to implement Flood Control Remediation program in West Thornhill by starting Phase 4B construction with substantial completion planned by Q4, 2024 (BMFT Action 3.3.2)
		Complete Markham Village Flood Control Remediation Phase 1 Design by Q4 (BMFT Action 3.3.2)
		Complete Don Mills Channel SWM Pond Design by Q4
3.4 Protect and enhance natural environment and built form.	Provide opportunities to protect the built and natural environment	Continue with the long-term plan to improve Swan Lake Water Quality
		Establish the city's standard for underground stormwater management tanks that will be used in development applications
		Update Zero Waste Policy as part of Best of Best 2 Diversion Strategy (BMFT Action 3.4.4)
		Monitor and prepare for the transition to the new Blue Box Regulations by 2025 and ensure other departments (Ops and Rec) are participating, as required

#### Departmental Performance Measures in Support of Goal

	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
# of days Markham is under a partial or full Boil Water Advisory	0	0	0	0	0	0	Ongoing
MECP Inspection Rating	93.5%	100%	100%	100%	100%	100%	Ongoing
# of water quality customer complaints per 1000 people served	0.24	0.22	0.19	0.17	0.20	0.20	2023
# of watermain break per 100km of watermain	2.95	2.20	1.10	0.46	<5.00	<5.00	Ongoing
% of drinking water samples tested that met the Ontario Drinking Water Standard	99.9%	100%	99.9%	99.8%	100%	100%	Ongoing
Waste diversion rate (Curbside and Depots)	82%	80%	79%	79%	82%	85%	2024
Compliance rate of drinking water quality	99.9%	99.9%	99.8%	99.9%	99%	99%	Ongoing
% of water loss (unaccounted for water)	10.8%	10.1%	9.5%	11.0%	11.0%	11.0%	Ongoing
Markham's Infrastructure Leakage Index (ILI)	1.2	1.2	1.25	1.27	1.2	1.2	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
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, specifically annual projects within the budget year, minor projects within 1 year of initiation, and major projects per project schedule
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Efficiently manage life cycle reserve, condition assessment, capital budget requests and databases	Complete life cycle reserve study by Q2 and capital budget requests in accordance to budget calendar
	Develop Asset Management Plans for city- owned assets that considers accountability, risk of ownership, and fiscal stewardship	Continue to support the update of the Corporate Asset Management Plan as per legislative requirements ( <i>BMFT Action 4.2.3</i> )  Evaluate Automated Meter Reading (AMR) / Advanced Metering Infrastructure (AMI) and determine next steps by Q3, in conjunction with the Water Billing Transition initiative
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Residential water consumption (litres per capita per day)	186	182	206	198	184	150	2040
Gross non-revenue water (% of volume)	11.0%	10.1%	9.5%	10.9%	<11.0%	<11.0%	Ongoing
Net Operating Cost to Provide Water & Wastewater Services per Population Served	\$36.96	\$38.77	\$36.93	\$35.09	<\$40.00	<\$40.00	Ongoing
Project Completion Rate – Environmental Services	87%	92%	95%	72%	>=80%	>=80%	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 on (service TBD) to measure and inform on the effectiveness of our services and processes ( <i>BMFT Action 1.1.1</i> )	2024+
		Complete process to develop and implement a new Water Billing process	2024
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 to operationalize EAM, and other corporate applications ( <i>BMFT Action 1.2.1</i> )	2024
		Continue to implement textile bin sensors as part of the Best of the Best 2 Diversion Strategy ( <i>BMFT Action 1.2.3</i> )	2024
		Participate and support the implementation of cross-departmental IT projects (CRM, EAM, POS) and continue to operationalize EAM within the department ( <i>BMFT Action 1.2.1</i> )	2024+
		Continue the standardize SCADA components to meet the developed Supervisory Control And Data Acquisition (SCADA) design standards and related SOPs	2024+
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> )	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.	Support community engagement initiatives	Continue to provide water, waste and infrastructure education and public engagement through promotional videos, school outreach, and internet	2024+
		Advocate for Zero Waste events in the city and provide advice in the development of Special Events Strategy ( <i>BMFT Action 2.1.4</i> )	2024
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.		Support the Diversity and Eliminating Anti-Black Racism Action Plans ( <i>BMFT Action 2.2.4</i> )	2024-2026
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.		Support Markham's World Council on City Data certification by providing annual departmental data	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.	Support the Yonge North Subway Extension (YNSE) project	Continue to support the YNSE project, as required ( <i>BMFT Action 3.1.1</i> )	2024-2025
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	Provide sound technical comments on development application proposals to advance environmental services mandate and considerations	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 and participate in mock corporate emergency exercise as required	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	2024+
		Continue to implement I&I Reduction to meet York Region Target	2024+
	Develop adaptation plans for our infrastructure to respond to climate change and other risks	Continue to implement Flood Control Program ( <i>BMFT Action 3.3.2</i> )	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 2” Waste Diversion Strategy ( <i>BMFT Action 3.4.4</i> )	2024-2026

## 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, specifically annual projects within the budget year, minor projects within 1 year of initiation, and major projects per project schedule	2024 - 2026
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 make capital project requests	2024-2026
	Develop Asset Management Plans for city-owned assets that considers accountability, risk of ownership, and fiscal stewardship	Support the update of the Corporate Asset Management Plan as per legislative requirements ( <i>BMFT Goal 4.2.3</i> )	2024-2026
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.			



## MARKHAM PUBLIC LIBRARY 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
<b>Revenues</b>								
GRANTS AND SUBSIDIES	229	274	229	229	0	0.0%	(46)	-16.6%
USER FEES & SERVICE CHARGES	85	315	761	758	(3)	-0.4%	444	140.9%
RENTALS	0	8	54	57	3	4.9%	50	649.2%
SALES	6	67	103	103	0	0.0%	36	54.4%
RECOVERIES & CONTRIBUTIONS	0	7	0	0	0	0.0%	(7)	-100.0%
<b>Total Revenues</b>	<b>\$321</b>	<b>\$670</b>	<b>\$1,147</b>	<b>\$1,147</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$477</b>	<b>71.1%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$8,494	\$11,442	\$12,756	\$13,477	\$721	5.7%	\$2,035	17.8%
PRINTING & OFFICE SUPPLIES	20	34	36	36	0	0.0%	2	6.4%
PURCHASES FOR RESALE	0	2	0	0	0	0.0%	(2)	-100.0%
OPERATING MATERIALS & SUPPLIES	20	101	112	112	0	0.0%	12	11.6%
UTILITIES	121	140	166	166	0	0.0%	26	18.3%
COMMUNICATIONS	89	132	121	157	36	29.6%	25	19.2%
TRAVEL EXPENSES	14	16	22	22	0	0.0%	6	36.1%
TRAINING	50	51	56	56	0	0.0%	5	10.7%
CONTRACTS SERVICES AGREEMENTS	215	228	238	246	8	3.4%	18	8.0%
MAINT. & REPAIR - TIME & MATERIAL	187	238	218	212	(6)	-2.7%	(26)	-10.9%
RENTAL/LEASE	4	7	19	14	(5)	-27.4%	7	105.9%
INSURANCE	12	12	12	12	0	0.0%	0	0.0%
PROFESSIONAL SERVICES	48	78	78	78	0	0.0%	(1)	-0.7%
LICENCES, PERMITS, FEES	19	20	22	22	0	0.0%	2	7.4%
CREDIT CARD SERVICE CHARGES	4	4	7	7	0	0.0%	3	62.9%
PROMOTION & ADVERTISING	30	34	31	31	0	0.0%	(3)	-8.3%
OTHER PURCHASED SERVICES	913	913	913	913	0	0.0%	0	0.0%
OFFICE FURNISHING & EQUIPMENT	5	6	6	6	0	0.0%	0	0.2%
MISCELLANEOUS EXPENSES	4	3	5	5	0	0.0%	2	71.4%
<b>Total Expenses</b>	<b>\$10,251</b>	<b>\$13,462</b>	<b>\$14,819</b>	<b>\$15,573</b>	<b>\$754</b>	<b>5.1%</b>	<b>\$2,111</b>	<b>15.7%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$9,931</b>	<b>\$12,792</b>	<b>\$13,672</b>	<b>\$14,426</b>	<b>\$754</b>	<b>5.5%</b>	<b>\$1,634</b>	<b>12.8%</b>
<b>Full Time Complement</b>	<b>74</b>	<b>77</b>	<b>78</b>	<b>78</b>				

### Major changes in 2023 Budget from the 2022 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.	Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) <i>(BMFT 1.1.1)</i>	Support Customer Experience Strategy Project through participation on the Customer Experience Team  Implement findings from the 2022 Citizen Satisfaction Survey  Undertake a corporate annual Customer Satisfaction Survey for a targeted library service: children’s library services in 2023  Continue to conduct ongoing customer satisfaction surveys through the Counting Opinions survey instrument
	Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders <i>(BMFT 1.1.2)</i>	Participate in projects to leverage technology for resident engagement and communication, including: <ul style="list-style-type: none"> <li>• Support e-Blast Program</li> <li>• Support Your Voice Markham</li> </ul>
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Implement new technology to enhance business operations (EAM, Program Registration, Facility Booking systems, and staff scheduling software) <i>(BMFT 1.2.1)</i>	Continue to participate on project team advancing implementation of the replacement telephony softphone system  Continue to participate on project team advancing implementation of Xplor, the new Program Registration / Facility Booking system
	Advance Digital Markham / “Frictionless City” <i>(BMFT 1.2.3)</i>  <ul style="list-style-type: none"> <li>• Expand digital access and literacy programs</li> </ul>	Develop and strengthen digital literacy and inclusion programs through annual work plans: <ul style="list-style-type: none"> <li>• Launch full Digital Media Labs at Cornell and Markham Village branches and transition to a Windows based environment</li> <li>• Subject to budget approval, implement Phase 3 expansion of corporate creative makerspaces and related instructional programs at Thornhill with focus on game development, self-publishing and light fabrication</li> <li>• Introduce middle school STEM program targeting lower income / at risk students</li> <li>• Improve public computing infrastructure (hardware and software – i.e. MFDs, public computers (transition from thin clients to</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.*

Strategic Objective	Departmental Objective	Departmental Action
		desktops), computer booking software, wifi printing, digital payment for printing – to deliver more efficient self-service options and improved access for residents
	<ul style="list-style-type: none"> <li>Continue to embrace innovation and relevant technologies in delivery of service</li> </ul>	<p>Lifecycle replacement of self-service equipment at Cornell and Angus Glen branches, to improve efficiency and user convenience</p> <p>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</p>
		Develop a 4 year Library Technology Roadmap, based on consultation with community and other stakeholders
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 (BMFT 1.3.2)	<p>Continue to implement succession planning, knowledge transfer, and other people-related practices to strengthen departmental operations and service delivery</p> <p>Continue to implement Workplace Recovery Plan</p> <p>Implement library Inclusion Work Plan for staff hiring, leadership, and organizational culture, include review of hiring process</p>
	Implement Modernized Employee Wellness Program (BMFT 1.3.2)	Implement corporate Employee Wellness Program through participation on the Total Wellbeing Team along with internal wellness strategy
	Provide staff access to technologies to improve service delivery (BMFT 1.3.3)	Support ITS Department in providing workplace technologies to improve service delivery, pursuant to life cycle replacement
	Continue to invest in staff training (BMFT 1.3.4)	Support People Services project to expand application and functionality of MLC 2.0 and e-learning

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-Term Target	LT Target Year
# of formal customer satisfaction surveys completed	0	0	0	0	1	1 per year	2022
Overall customer satisfaction from Counting Opinions online survey <sup>1</sup>	8.7	8.8	8.2	8.59	8.8	9.0	2023
% of material borrowing through self-service <sup>2</sup>	84%	84%	77%	58.0%	80%	85%	2024
Email notifications sent ('000)	693	738	230	336	750	800	2024
# of learning hours per staff FTE (includes part-time)	7.0	15.2	17.5	20.9	18	18	2022
Corporate Staff Satisfaction Survey: Training <sup>3</sup>	71%	N/A	N/A	74.1%	80%	82%	2025
Corporate Staff Satisfaction Survey: Individual Recognition & Reward <sup>2</sup>	59%	N/A	N/A	57%	60%	65%	2025
Staff Satisfaction Survey: Organizational Engagement <sup>2</sup>	66%	N/A	N/A	56.2%	66%	70%	2025

Notes:

- 1 Customer satisfaction surveys are run continuously by the department through Counting Opinions, an online survey tool that provides a continuous real-time stream of customer satisfaction data regarding all aspects of library services.
- 2 From March 2019 to year-end 2021, operations-related data reflects Covid-related branch closures and restrictions on delivery of normal library services.
- 3 Data is generated every even year, except 2020 was completed in 2021. 2021 data reflects impact of prolonged branch closures and staff layoffs. This impact was also experienced by other departments of the Commission of Community Services.



## 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
<p>2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</p>	<p>Implement neighbourhood partnership strategy (BMFT 2.1.1):</p> <ul style="list-style-type: none"> <li>• Customized to the community; neighbourhood action plans</li> <li>• “Good neighbour” brochure</li> </ul>	<p>Participate in the development and implementation of a Neighbourhood Partnership Strategy, including:</p> <ul style="list-style-type: none"> <li>• Community Action Table (South Markham) for Community Safety &amp; Wellbeing (Agincourt United Way)</li> <li>• Neighbourhood partnership pilot project with Recreation and United Way</li> <li>• Development of “Good Neighbour” Brochure with Recreation Services</li> </ul>
	<p>Expand community hub concept (currently at Aaniin CC) across the City (BMFT 2.1.2)</p>	<p>Support Planning-led Markham Centre Secondary Plan Update regarding civic square and community hub facilities in Markham Centre</p>
	<p>“Discover Markham”: celebrate Markham’s past, diverse communities and events (BMFT 2.1.3)</p>	<p>Support re-development of the corporate event strategy, including an inventory of festivals and events the City will host</p>
	<p>Plan for a major civic square with cultural amenities (BMFT 2.1.5)</p>	<p>Serve on the civic square team to support development of a major civic square with cultural amenities in Markham Centre</p>
<p>2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.</p>	<p>Enhance the Volunteer program and opportunities across the City (BMFT 2.2.3)</p>	<p>Support the post-COVID enhancement of the volunteer program (through volunteer management software – Better Impact) and implement opportunities in the department</p> <ul style="list-style-type: none"> <li>• Focus on youth volunteers for in-person reading, math, STEM, and tutoring programs pursuant to the Raise Your Game initiative, supporting youth and families in recovery from learning loss during the pandemic</li> </ul>
	<p>Implement Diversity &amp; Inclusion action plans (BMFT 2.2.4)</p>	<p>Implement Inclusive Library project</p>
	<p>Evaluate the advancement of arts and culture opportunities for Markham (BMFT 2.2.5)</p>	<p>Support and participate in the summer 2023 project to animate Markham Centre through public events and programs</p> <p>Support Planning-led feasibility study for community facilities in Markham Centre</p> <p>Participate on project team to create a Culture Strategic Plan to replace the current Culture Master Plan</p>

## 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.	Adopt and implement the Economic Development Strategy (BMFT 2.3.2)	Participate on Economic Development Strategy project team with departmental focus on: <ul style="list-style-type: none"> <li>• Delivery on workplace skills and digital training and programs, including expansion of digital resources and platforms for in-demand business and tech skills, and financial literacy</li> <li>• Relaunch of Business Hub at the Aaniin branch, along with programs delivered across the library system by community partners (e.g., Markham Small Business Enterprise Centre (MSBEC), Seneca College) to support entry-level entrepreneurship, innovation and start-ups with legal guidance, career recharge strategies, interviews and job-seeking, and academic upgrading</li> <li>• Collaboration with Economic Development for increased entrepreneurial support in library branches</li> <li>• Development of Skills Fair, focusing on career opportunities in the trades sector</li> </ul>
	Launch Destination Markham (BMFT 2.3.4)	Support the Destination Markham Corporation Tourism Strategic Master Plan, with focus on visitor attraction infrastructure, physical assets, and services and programs related to the visitor experience, e.g., Trail Hub assets (public washrooms), services and programs

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-Term Target	LT Target Year
# of volunteer Hours	11,482	15,106	2,932	N/A	12,000	13,000	2024
# of program attendance	150,356	148,692	45,150	49,661	80,000	150,000	2024
# Library materials borrowed (physical and digital) ('000s)	5,460	5,576	1,278	2,364	4,500	5,000	2025
# Library materials borrowed (physical and digital) per capita	15.66	15.98	6.65	6.67	15.00	16.00	2025

NOTES: From March 2019 to year-end 2021, operations-related data reflects Covid-related branch closures and restrictions on delivery of normal library services.

### 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 cycling as a transportation mode and leisure activity through lending of cycling equipment and raising awareness through the library's Trail Hub Project of the trails and amenities available to cyclists
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	Monitor community intensification projects and initiatives from the Development Services Commission and participate in them to ensure service mandates are maintained and advanced, and to keep pace with population growth
		Continue to participate in all Growth Management projects, advising Planning as requested re ILMP recommendations and provision standards
	Implement Integrated Leisure Master Plan (ILMP) for the City of Markham's Parks, Recreation, Culture and Libraries (BMFT 3.2.4)	Continue to implement MPL Board approved departmental strategic plan, as aligned to BMFT and the ILMP, with focus on literacy, learning, and community social cohesion
		Support the Recreation-led project to determine the provision of Indoor Community Space in Intensification Areas
		Lead the monitoring of the multi-year ILMP, including regular reporting on progress
3.3 Ensure business continuity of our services and		Update Business Continuity Plan based on COVID learnings, and provide staff with applicable training

### GOAL 3 - Safe, Sustainable and Complete Community

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

Strategic Objective	Departmental Objective	Departmental Action
infrastructure, and enable community resiliency and community safety.		Continue to participate in emergency planning program and responses, as required
3.4 Protect and enhance our natural environment and built form.	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 (BMFT 3.4.3)	Support Net Zero Plan from the Sustainability and Asset Management department
		Support relaunch of greenMarkham to build awareness
	Pursue partnership opportunities for programming in the Rouge National Urban Park (BMFT 3.4.7)	Support the project to work with RNUP to develop a community programming collaboration approach
		Further develop Trail Hub Project, leveraging branch assets to promote the Rouge Valley Trail System and RNUP, including programming and activities
		Connect with cycling community and Rouge Park management to promote and advance trail support amenities and services

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Sq.ft. of library space per capita	0.46	0.48	0.43	0.43	Council to specify	0.60	Council to specify
Resident visits to library branches (000s)	2,771	2,698	523	219.7	1000	2,800	2025
Resident visits to library branches per capita	7.95	7.73	1.5	0.62	2.9	8.00	2025

**NOTES:**

From March 2019 to year-end 2021, operations-related data reflects Covid-related branch closures and restrictions on delivery of normal library services.

## 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.	Funding strategy (BMFT 4.1.1)	Support development of funding strategy through Directors Forum
	Revenue strategy (BMFT 4.1.2)	Support development of revenue strategy through Directors Forum
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Establish process for evaluating public and private sector partnerships and business opportunities (BMFT 4.2.1)	Subject to budget approval, develop framework for evaluation of partnerships and business opportunities
	Advance detailed service planning for continuous improvement (BMFT 4.2.2)	Support Knowledge Transfer and service planning
		Advance service planning and continuous improvement through by documenting and evaluating service innovations made in response to changes, including COVID-19
Develop a comprehensive risk management framework (BMFT 4.2.4)	Support implementation of Enterprise Risk Management program as part of the Directors Forum	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Establish public reporting aligned to BMFT, including key metrics (BMFT 4.3.1)	Support implementation of annual BMFT public reporting

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2022 Target	Long-term Target	LT Target Year
% completion of capital projects (Finance data)	100%	100%	N/A	100%	100%	100%	Achieved
Library Operating Budget per Capita*	36.71	38.50	38.6	39.03	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.	Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) (BMFT 1.1.1)	Support Customer Experience Strategy Project through participation on the Customer Experience Team. Contingent on corporate direction	2024-2026
		Support development, implementation and analysis of Citizen Satisfaction Survey for the 2023-2026 future Council term	2026
		Undertake a corporate annual Customer Satisfaction Survey for a targeted library service	2024-2026
		Continue to conduct ongoing customer satisfaction surveys through the Counting Opinions survey instrument, as approved corporately (in lieu of the annual corporate survey)	2024-2026
	Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders (BMFT 1.1.2)	Continue to leverage corporate technologies for resident engagement and communication, including: <ul style="list-style-type: none"> <li>E-Blast Program</li> <li>Your Voice Markham</li> </ul>	2024-2026
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Implement new technology to enhance business operations (CRM, Program Registration) (BMFT 1.2.1)	Continue to participate on project teams advancing implementation of CRM, EAM and future new technology systems to enhance business operations, including staff training	2024-2026
	Advance Digital Markham / "Frictionless City" (BMFT 1.2.3) <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	2024-2026
		Implement the 4-year Library Technology Roadmap through the capital planning process	2024-2026

**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
<p>1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</p>	<p>Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities) (BMFT 1.3.2)</p>	<p>Continue to implement succession planning, knowledge transfer and other people-related practices to strengthen departmental operations and service delivery</p>	<p>2024-2026</p>
		<p>Continue to implement Employee Wellness Program, along with internal wellness strategy</p>	<p>2024-2026</p>
		<p>Continue to implement library Inclusion Work Plan for staff hiring, leadership, and organizational culture, including review of hiring process</p>	<p>2024-2026</p>
	<p>Provide staff access to technologies to improve service delivery (BMFT 1.3.3)</p>	<p>Support ITS Department in providing workplace technologies to improve service delivery</p>	<p>2024-2026</p>
	<p>Continue to invest in staff training (BMFT 1.3.4)</p>	<p>Support People Services project to expand application and functionality of MLC 2.0 and e-learning</p>	<p>2024-2026</p>

## 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.	Implement neighbourhood partnership strategy (BMFT 2.1.1): <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	2024-2026
	Expand community hub concept (currently at Aaniin CC) across the City (BMFT 2.1.2)	Participate on community hub team to: <ul style="list-style-type: none"> <li>• Support evaluation of HUB at Aaniin working with York University</li> <li>• Support development of HUB plan with implementation strategies, in alignment with Neighbourhood Partnership Strategy</li> </ul>	2024-2026
	“Discover Markham”: bring Markham’s rich history to life, and continue to celebrate the diverse achievements and events (BMFT 2.1.3)	Participate on Discover Markham team to: <ul style="list-style-type: none"> <li>• Support raising awareness</li> <li>• Support identification/inventory of historic events and distinctions</li> <li>• Support development of events program and communication strategy to celebrate Markham</li> </ul>	2024-2026
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Enhance the Volunteer program and opportunities across the City (BMFT 2.2.3)	Support the enhancement of volunteer program and opportunities in the department.	2024-2026
	Implement Diversity & Inclusion action plans (BMFT 2.2.4)	Continue to support the implementation of the Diversity and Anti-Black Racism Action Plans	2024-2026
	Evaluate the advancement of arts and culture opportunities for Markham (BMFT 2.2.5)	Participate on project team to create a Culture Strategic Plan to replace the current Culture Master Plan	2024
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Adopt and implement the Economic Development Strategy (BMFT 2.3.2)	Participate on Economic Development Strategy project team	2024-2026
	Launch Destination Markham (BMFT 2.3.4)	Support Destination Markham	2024-2026



### 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.		Continue to promote and support cycling and trail use	2024 – 2026
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 for the City of Markham’s Parks, Recreation, Culture and Libraries (BMFT 3.2.4)	Continue to participate in all Growth Management projects advising Planning as requested re ILMP recommendations and provision standards	2024 – 2026
		Continue to implement the MPL Library Board approved strategic plan, as aligned to the 2020-2023 BMFT Strategic Plan, any future BMFT updates, and the Integrated Leisure Master Plan	2024 - 2026
		Continue to lead the implementation of the Integrated Leisure Master Plan, 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 monitoring and reporting</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>	2024 – 2026
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.		Maintain departmental Business Continuity Plan, provide staff with applicable training, and participate in emergency planning program and responses, as required	2024 – 2026

**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
3.4 Protect and enhance our natural environment and built form.	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 (BMFT 3.4.3)	Support Net Zero Plan from the Sustainability and Asset Management department	2024 – 2026
	Pursue partnership opportunities for programming in the Rouge National Urban Park (BMFT 3.4.7)	Support project to work with RNUP to develop a community programming collaboration approach	2023 – 2026
		Develop popup trail hub for Markham Centre to support trail use and foot traffic in downtown Markham	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	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.	Funding strategy (BMFT 4.1.1)	Support implementation of funding strategy	2024
	4.1.2 Revenue strategy (BMFT 4.1.2)	Support implementation of revenue strategy	2024
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Establish process for evaluating public and private sector partnerships and business opportunities (BMFT 4.2.1)	Support implementation of evaluation process for partnership and business opportunities	2024
	Advance detailed service planning for continuous improvement (BMFT 4.2.2)	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	2024-2026
	Develop a comprehensive risk management framework (BMFT 4.2.4)	Support the implementation of a comprehensive risk management framework	2024-2025
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Establish public reporting aligned to BMFT, including key metrics (BMFT 4.3.1)	Support implementation of annual BMFT public reporting as part of the Directors Forum	2024-2025



## OPERATIONS 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenues</b>								
LICENCES & PERMITS	471	519	329	329	0	0.0%	(190)	-36.6%
USER FEES & SERVICE CHARGES	256	711	296	483	187	63.1%	(228)	-32.1%
RENTALS	315	519	586	586	0	0.0%	67	13.0%
SALES	80	86	86	86	0	0.0%	(1)	-1.1%
RECOVERIES & CONTRIBUTIONS	313	486	531	531	0	0.0%	45	9.3%
OTHER REVENUE	0	14	0	0	0	0.0%	(14)	-100.0%
<b>Total Revenues</b>	<b>\$1,435</b>	<b>\$2,336</b>	<b>\$1,828</b>	<b>\$2,015</b>	<b>\$187</b>	<b>10.2%</b>	<b>(\$320)</b>	<b>-13.7%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$16,636	\$16,307	\$17,435	\$17,875	\$440	2.5%	\$1,568	9.6%
PRINTING & OFFICE SUPPLIES	17	26	23	23	0	0.0%	(3)	-10.9%
OPERATING MATERIALS & SUPPLIES	200	245	227	269	42	18.7%	24	9.8%
VEHICLE SUPPLIES	1,689	2,058	1,726	2,148	422	24.4%	90	4.4%
BOTANICAL SUPPLIES	233	296	276	317	42	15.1%	22	7.4%
CONSTRUCTION MATERIALS	1,448	1,262	2,391	2,371	(21)	-0.9%	1,108	87.8%
UTILITIES	265	351	303	328	25	8.2%	(23)	-6.5%
COMMUNICATIONS	51	48	77	79	2	2.5%	31	65.3%
TRAVEL EXPENSES	7	10	16	15	(0)	-1.3%	6	59.0%
TRAINING	33	32	53	51	(2)	-4.5%	19	58.0%
CONTRACTS SERVICES AGREEMENTS	8,112	11,960	11,245	12,656	1,411	12.5%	696	5.8%
MAINT. & REPAIR - TIME & MATERIAL	2,590	4,431	3,674	3,759	85	2.3%	(672)	-15.2%
RENTAL/LEASE	459	432	432	537	105	24.3%	105	24.3%
PROFESSIONAL SERVICES	14	24	16	12	(4)	-25.5%	(12)	-51.3%
LICENCES, PERMITS, FEES	330	818	536	537	1	0.1%	(281)	-34.4%
CREDIT CARD SERVICE CHARGES	2	3	2	2	0	0.0%	(1)	-32.7%
PROMOTION & ADVERTISING	2	1	6	6	0	0.0%	5	563.7%
CONTRACTED MUNICIPAL SERVICES	2,181	1,929	2,025	2,029	3	0.2%	100	5.2%
MISCELLANEOUS EXPENSES	0	1	0	0	0	0.0%	(1)	-100.0%
TRANSFER TO/(FROM) RESERVE	38	38	38	38	0	0.0%	0	0.0%
<b>Total Expenses</b>	<b>\$34,307</b>	<b>\$40,273</b>	<b>\$40,501</b>	<b>\$43,052</b>	<b>\$2,551</b>	<b>6.3%</b>	<b>\$2,779</b>	<b>6.9%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$32,872</b>	<b>\$37,937</b>	<b>\$38,672</b>	<b>\$41,037</b>	<b>\$2,365</b>	<b>6.1%</b>	<b>\$3,100</b>	<b>8.2%</b>
<b>Full Time Complement</b>	<b>113</b>	<b>118</b>	<b>122</b>	<b>124</b>				

### Major changes in 2023 Budget from the 2022 Budget:

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

**Vehicle Supplies:** Increase related to fuel cost escalation.

**Rental/Lease:** Increased cost of equipment rental.

**Contracts Services Agreements:** Increase related to growth in City infrastructure and contract escalations.

## 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> ): 1) Road Rehabilitation Survey 2) Sports field User Survey
		Broadcast Operations' key messages to stakeholders by using tools such as social media ( <i>BMFT Action 1.1.2</i> )
		Conduct community consultation regarding entrance feature rehabilitation program as part of the Gateway Master Plan Part 2
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	Work with ITS to develop new AVL requirements and contract
		Support implementation of cross departmental IT projects (EAM, POS, staff scheduling), undertake phase 2 of EAM implementation, and start to operationalize EAM within the department ( <i>BMFT Action 1.2.1</i> )
		Support the advancement of Digital Markham / Frictionless City ( <i>BMFT Action 1.2.3</i> )
		Digitize permit mapping by developing a new Road Occupancy and Municipal Consent application to further improve permit processing to the benefit of internal and external stakeholders
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 identifying and mentoring of emerging leaders and skilled individuals within the Department ( <i>BMFT Action 1.3.2</i> )
		Support People Services (PS) in the completion of a part time staff wage review
		Complete improvement projects arising from the 2021 Staff Satisfaction Survey results
		Continue to enhance and implement knowledge transfer strategies ( <i>BMFT Action 1.3.2</i> )



Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
# of formal customer surveys completed	1	1	0	1	2	2	2023
# of ACR work orders/requests (Parks, Roads)	14,580	14,763	13,412	12,935	<14,000	<12,000	2025
# of utility permits processed (Approved, Additional submission, Declined, Cancelled)	5,114	4,132	3,059	3,560	3,650	3,750	2024
Average # of health & safety training hours per full-time employee	5.2	5.7	6.24	5.13	5	8	2024
# of work related injury incidents resulting in lost time (PS)	2	1	4	8	0	0	2023
Recognition Rating (from staff satisfaction survey)*	53%	N/A	N/A	57.6%	62%	68%	2025
Staff Satisfaction rating (from staff survey)*	64%	N/A	N/A	53.3%	65%	70%	2025
Completion rate for performance management	100%	100%	86%	95%	100%	100%	2023
Staff absenteeism (average # of days per full-time employee) (PS)	10.2	8.2	9.1	7.9	<10	<10	2023
Employee turn-over rate (PS)	9.3%	5.8%	13.1%	12.3%	12%	10%	2025

Note: \* Data generated every even year, except 2020 was completed in 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.	Ensure services are inclusive, accessible and engaging for the Markham population	Participate in the development and implementation of Neighbourhood Partnership Strategy and Program, including a Good Neighbours Brochure (BMFT Action 2.1.1)
		Support development of a major civic square (BMFT Action 2.1.5)
		Support development and implementation of AODA guidelines for parks play structures
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 Art Master Plan (BMFT Action 2.2.1)
		Support the Diversity and Eliminating Anti-Black Racism Action Plans and related corporate initiatives (BMFT Action 2.2.4)
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	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 Integrated Leisure Master Plan
		Participate in the assessment and improvement of current approval processes and enforcement tools within Building Standards, By-Law Enforcement, Development Engineering, and Operations as they relate to the overall infill strategy
		Support telecommunication companies by processing an extensive volume of permit applications that are part of their major capital and maintenance projects, including fiber installation across the City
		Support Markham's World Council on City Data certification by providing annual departmental data

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
# of parks maintained	254	260	263	269	271	See Note*	N/A
# of community volunteer initiatives supported (TFT, volunteer ice-rinks, etc.)	38	32	10	19	21	42	2024

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 streetscape projects (<i>BMFT Action 3.1.2</i>)</p> <p>Participate in the optimization of local and regional roads plan by the Engineering Department (<i>BMFT Action 3.1.4</i>)</p> <p>Participate in the development and 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 and providing input to surrounding operating and maintenance cost, location and type.</p> <p>Collaborate with Engineering and Environmental Services departments to coordinate capital/operational work with utility companies via an annual Public Utility Coordination Committee meeting</p> <p>Support the implementation of Metrolinx transportation expansion project in the City by reviewing design and facilitating timely permit processing</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 possible future phase of the new East Operations Yard and improve the Miller yard to achieve service efficiencies and resource optimization</p> <p>Implement Year 4 of 8 of the City-wide Block Pruning initiative, as a result of the review of forestry services</p> <p>Participate in the design review of Geothermal collection and heating system</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>• Support the development of a 5-year rolling new parks capital plan with Planning &amp; Urban Design – Parks Construction</li> <li>• Establishment of a pilot outdoor fitness location in support of the ILMP Section 6.8</li> </ul> <p>Support work on a city-wide parking strategy (<i>BMFT Action 3.2.5</i>)</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
		<p>Monitor community intensification projects and initiatives from the Development Services Commission and participate in them to ensure service mandates are maintained and advanced (<i>BMFT Action 3.2</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, Langstaff) to ensure efficient and satisfactory service levels in order to minimize the total cost of ownership</p>
<p>3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.</p>	<p>Ensure the deployment of resources, programs, and services are reliable</p>	<p>Lead the development of the winter maintenance processes and implement enhancements for the 2023/2024 season</p> <p>Support the strategies to address extreme weather impacts (<i>BMFT Action 3.3.3</i>)</p> <p>Ensure departmental Business Continuity Plan is executable and current and staff trained in its implementation</p> <p>Participate in all required Emergency Preparedness Plan (EPP) exercises and training, including a departmental EOC exercise</p> <p>Further roll-out Provincial Basic Emergency Management (BEM) training for staff at all levels</p>
<p>3.4 Protect and enhance natural environment and built form.</p>	<p>Protect natural and built infrastructure and enhance their resilience</p>	<p>Monitor existing and emerging invasive species to identify risk factors, projected impacts, and responses</p> <p>Participate in the development of a wildlife biodiversity strategy (<i>BMFT Action 3.4.1</i>)</p> <p>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>)</p> <p>Enhance partnership opportunities of the Trees for Tomorrow Program</p> <p>Support BMFT projects – Waste Diversion, Markham Centre Rouge River Trail, and Urban Parks Strategy (<i>BMFT Actions 3.4.4, 3.4.5, 3.4.6</i>)</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
		Lead the development of a comprehensive Urban Forestry Management Plan to provide the framework for a 10-year strategy for Markham's urban forest
		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 and education program
		Participate in the review and development of a Natural Asset Inventory with Planning and Urban Design

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
% of paved lane kms where condition is rated good or above (As of 2014, no longer calculated by MPMP. 2014 data based on actuals)	74%	79%	81%	75.7%	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%	2023
% of fleet utilizing hybrid technology (light duty vehicles under 10,000 lb GVW)	16%	16%	16%	16%	20%	25%	2024
Licensed fleet availability (in service rate in %)	95%	95%	95%	95%	95%	95%	2023
% Operations Management and Administration Staff that have received BEM training	-	74%	63%	86%	90%	100%	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
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 exercises
		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 the Asset Management Plan strategy ( <i>BMFT Action 4.2.3</i> )
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		Update the Fleet Management and Maintenance Policy and the associated staff training material
		Update Curb Cut Policy to detail city requirements

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Total costs for paved roads per lane kilometre	\$3,146	\$3,042	\$3,258	\$3,798	\$3,949	See Note*	N/A
Operating costs of road winter maintenance per lane kilometre maintained	\$5,039	\$7,030	\$5,514	\$6,233	\$7,400	See Note*	N/A
Average annual operating cost per licensed unit in Fleet under 10,000 lb GVW	\$5,800	\$5,800	\$5,800	\$4,751	<\$6,000	<\$5,000	2024
Electricity consumption of public street lighting per km of lighted street (kwh/year) (WCCD)	12,500	10,595	10,626	10,556	10,556	See Note*	N/A
Project Completion Rate (*newly approved by Directors Forum in 2017)	89%	74%	92%	85%	90%	90%	2024

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>	2024-2026
		Broadcast Operations' key messages to stakeholders by using tools such as social media <i>(BMFT Action 1.1.2)</i>	2024-2026
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 cross departmental IT projects (CRM, EAM, POS, staff scheduling), undertake EAM implementation and start to operationalize EAM within the department <i>(BMFT Action 1.2.1)</i>	2024-2026
		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>	2024-2026
		Digitize permit mapping by developing a new Road Occupancy and Municipal Consent application to further improve permit processing to the benefit of internal and external stakeholders	2024-2025
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	2024-2026

**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	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	Support development of a major civic square ( <i>BMFT Action 2.1.5</i> )	2024-2026
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 Art Master Plan ( <i>BMFT Action 2.2.1</i> )	2024-2026
		Support the Diversity and Eliminating Anti-Black Racism Action Plans and related corporate initiatives ( <i>BMFT Action 2.2.4</i> )	2024-2026
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, in alignment with the Gateway Master Plan	2024-2026
		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	2024-2026
		Support telecommunication companies by processing an extensive volume of permit applications that are part of their major capital and maintenance projects, including fiber installation across the City	2024-2026
		Support Markham's World Council on City Data certification by providing annual departmental data	2024-2026

### 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 streetscape projects ( <i>BMFT Action 3.1.2</i> )	2024-2026
		Participate in the optimization of local and regional roads plan by Engineering Department ( <i>BMFT Action 3.1.4</i> )	2024-2026
		Participate in the implementation of the Active Transportation Master Plan recommendations ( <i>BMFT Action 3.1.5</i> )	2024-2026
		Collaborate with Engineering and Environmental Services departments to coordinate capital/operational work with utility companies via an annual Public Utility Coordination Committee meeting	2024-2026
		Support the implementation of Metrolinx transportation expansion project in the City by reviewing design and facilitating timely permit processing	2024-2026
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> )	2024-2026
		Participate in the establishment of a city-wide parking strategy ( <i>BMFT Action 3.2.5</i> )	2024-2026
		Continue to implement the City-wide Block Pruning initiative, as a result of the review of forestry services	2024-2026
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 extreme weather impacts ( <i>BMFT Action 3.3.3</i> )	2024-2026
		Develop and undertake a tabletop emergency preparedness exercise within the department, in conjunction with the Emergency Preparedness Coordinator ( <i>BMFT Action 3.3.3</i> )	2024-2026
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> )	2024-2026
		Increase tree canopy to mitigate climate change ( <i>BMFT Action 3.4.2</i> )	2024-2026

**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
		Support BMFT projects – Waste Diversion and Markham Centre Rouge River Trail (BMFT Actions 3.4.4, 3.4.5)	2024-2026
		Lead the development of a comprehensive Urban Forestry Management Plan to provide the framework for a 10-year strategy for Markham’s urban forest	2024-2026
		Participate in the review and development of a Natural Asset Inventory with Planning and Urban Design	2024-2026

## 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> )	2024-2026
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> )	2024-2026
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> )	2024-2026





## RECREATION 2023 OPERATING BUDGET

Description (in \$000's)	2021 Actuals	2022 Actuals	2022 Budget	2023 Budget	2023 Bud. vs. 2022 Bud.		2023 Bud. vs. 2022 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
<b>Revenues</b>								
GRANTS AND SUBSIDIES	43	43	42	42	0	0.0%	(1)	-1.6%
USER FEES & SERVICE CHARGES	1,057	7,397	14,822	15,562	740	5.0%	8,165	110.4%
RENTALS	2,493	6,421	8,910	9,335	425	4.8%	2,914	45.4%
SALES	6	57	152	152	0	0.0%	94	165.0%
RECOVERIES & CONTRIBUTIONS	101	131	88	88	0	0.0%	(42)	-32.4%
OTHER REVENUE	182	169	347	347	0	0.0%	179	106.1%
INTER-DEPARTMENTAL RECOVERIES	913	913	889	889	0	0.0%	(24)	-2.6%
<b>Total Revenues</b>	<b>\$4,795</b>	<b>\$15,131</b>	<b>\$25,251</b>	<b>\$26,416</b>	<b>\$1,165</b>	<b>4.6%</b>	<b>\$11,285</b>	<b>74.6%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	\$8,011	\$18,872	\$24,363	\$25,379	\$1,017	4.2%	\$6,508	34.5%
PRINTING & OFFICE SUPPLIES	18	53	101	101	0	0.0%	49	92.2%
PURCHASES FOR RESALE	6	56	96	96	0	0.0%	40	72.3%
OPERATING MATERIALS & SUPPLIES	271	927	1,349	1,450	101	7.5%	524	56.5%
VEHICLE SUPPLIES	12	32	32	51	19	57.7%	19	58.6%
UTILITIES	3,176	4,371	5,783	6,155	372	6.4%	1,784	40.8%
COMMUNICATIONS	18	31	58	58	0	0.0%	27	86.4%
TRAVEL EXPENSES	3	6	5	5	0	0.0%	(1)	-12.8%
TRAINING	3	86	139	139	0	0.0%	53	61.1%
CONTRACTS SERVICES AGREEMENTS	1,131	1,512	2,141	2,169	28	1.3%	657	43.5%
MAINT. & REPAIR - TIME & MATERIAL	934	1,773	1,828	1,843	15	0.8%	70	3.9%
RENTAL/LEASE	16	80	162	156	(6)	-3.9%	75	94.1%
PROFESSIONAL SERVICES	30	15	47	47	0	0.0%	32	204.6%
LICENCES, PERMITS, FEES	30	37	58	59	1	2.1%	22	59.7%
CREDIT CARD SERVICE CHARGES	57	269	343	344	1	0.3%	74	27.6%
PROMOTION & ADVERTISING	22	58	90	90	0	0.0%	32	54.7%
CONTRACTED MUNICIPAL SERVICES	0	0	22	22	0	0.0%	22	0.0%
PMTS. TO CITIZENS/LOCAL GROUPS	48	42	45	45	0	0.0%	3	6.4%
MISCELLANEOUS EXPENSES	11	13	2	23	21	1026.1%	10	74.6%
TRANSFER TO/(FROM) RESERVE	201	369	369	369	0	0.0%	0	0.0%
<b>Total Expenses</b>	<b>\$13,997</b>	<b>\$28,603</b>	<b>\$37,035</b>	<b>\$38,602</b>	<b>\$1,567</b>	<b>4.2%</b>	<b>\$9,999</b>	<b>35.0%</b>
<b>Net Expenditures/(Revenues)</b>	<b>\$9,202</b>	<b>\$13,473</b>	<b>\$11,784</b>	<b>\$12,186</b>	<b>\$402</b>	<b>3.4%</b>	<b>(\$1,287)</b>	<b>-9.6%</b>
TRANSFERS TO/(DRAW FROM) RESERVES	\$201	\$369	\$369	\$369	\$0	0.0%	\$0	0.0%
<b>Full Time Complement</b>	<b>111</b>	<b>129</b>	<b>132</b>	<b>133</b>				

### Major changes in 2023 Budget from the 2022 Budget:

**User Fees & Service Charges:** Increased to offset increase to CUPE/COLA and minimum wage.

**Rentals:** Increase in facility rentals.

**Vehicle Supplies:** Increase related to fuel cost escalation.

**Operating Materials & Supplies:** Increase for facility maintenance materials.

**Utilities:** Increase related to utility charges.

## RECREATION 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.	Align with the corporate customer experience strategy	Complete a Customer Satisfaction Survey – Q4, 2022 Programs & Q2, Camp ( <i>BMFT Action 1.1.1</i> )
		Support corporate customer experience strategy
		Review and Implement Standardized Customer Service processes
		Update service standards for General Programs and Fitness within Recreation Services
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Ensure continued registration process to protect/enhance revenues	Support implementation of new registration and online booking system – Xplor Recreation ( <i>BMFT Action 1.2.1</i> )
		Use technology to support the enhance business practices
		Maintain portal contact as per Portal Steering Committee Recommendations
		Update Portal to incorporate Xplor Recreation and Facility booking module and implement a new facility rental website embedded into a portal to improve searchability for facility spaces and rentals
		Participate in the implementation of EAM ( <i>BMFT Action 1.2.1</i> )
		Review and evaluate value of virtual programs
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 PS in part time staff wage review (Aquatics, ISA, Fitness, etc.)
		Address issues identified in the staff satisfaction survey
		Support staff training and professional development, as part of succession planning and knowledge transfer strategies
		Work with PS and Fire departments on Peer-to-Peer Critical Incident Teams



Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Overall satisfaction by program, facility and sport group users	73%	N/A	N/A	N/A	80%	85%	2025
# of annual visits at recreation facilities (in millions)	9.2	9.1	1.1	0.9	9.0	9.4	2025
# of annual direct program registrations	94,873	90,640	39,951	24,579	90,000	94,000	2025
# of annual drop-in programs	834,998	700,277	37,983	37,675	800,000	850,000	2025
Completion of project within established framework	92%	95%	85%	75%	85%	90%	2025
Organizational Engagement Index (Staff Survey) <sup>1</sup>	66%	N/A	N/A	N/A	69%	70%	2025
# of loss days due to injury (PS)	3	46	0	1	0	0	2025
# of corporate learning hours per regular full-time employees (PS)	3.6	3.4	3.4	4.4	3.8	4	2025

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	
<p>2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</p>	<p>Deliver services that will promote active living and wellness to Markham residents</p>	<p>Continue implementation of Older Adult Strategy Plan (“Senior Memberships”)</p> <p>Lead the development and implementation of Neighbourhood Partnership Strategy and Program (<i>BMFT Action 2.1.1</i>)</p> <p>Support York Region Community Service and Housing York Inc. in the development of the new Seniors Hub at Unionville and Unionville Homes Society</p> <p>Support development of a major civic square (<i>BMFT 2.1.5</i>)</p> <p>Review of Environics Analytics segmentation data and PRIZM profiles that support Recreation programming in community neighbourhoods</p>	
	<p>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</p>	<p>Develop a scalable Community Hub Model based on the successes of the Aaniin Community Hub and create a new framework for expanding the model city-wide (<i>BMFT Action 2.1.2</i>)</p> <p>Complete the Aquatic Safety Audit</p> <p>Relaunch the Aquatic recruitment Strategy</p> <p>Develop and implement a Recreation recruitment strategy for full- and part time staff</p> <p>Continue to support conversion of recreation facilities to improve accessibility with touchless projects</p> <p>Identify and work with potential parasport organizations to host events at the Markham Pan Am Centre (<i>BMFT Action 2.1.3</i>)</p> <p>Develop an Inclusion Community Service Strategy aimed at supporting families and participants with special needs, including the identification of key resources needed to meet community requirements</p>	
	<p>2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.</p>	<p>Ensure fair and equitable access to programs and facilities that continue to support the growth of sport in our community</p>	<p>Lead the corporate volunteer program (<i>BMFT Action 2.2.3</i>)</p>
			<p>Support the Diversity &amp; Inclusion Action Plan and Anti-black Racism Action Plan (<i>BMFT Action 2.2.4</i>)</p>
			<p>Investigate opportunities to continue to support public art installations in our facilities (<i>BMFT Action 2.2.5</i>)</p>
			<p>Implement the recommendations from the Markham Sport Plan to expand community engagement</p>

## 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
		Review and Update the Arena Allocation Policy
		Transition the Pan Am Fitness Centre to an Athletic Performance Centre that supports Long Term Athlete Development Strategy for sport groups
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 partnerships to enhance sport opportunities in our community
		Work with local businesses to promote and attract sport events
		Support Markham's World Council on City Data certification by providing annual data on Recreation assets
	Partnership with Destination Markham	Partner with Destination Markham to enhance the sport hosting package that includes inventory of our sport assets ( <i>BMFT Action 2.3.4</i> )

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Annual volunteers involved in Recreation Programs	447	590	0	0	600	700	2025
Total participant hours for recreation programs per capita	4.59	3.93	N/A	5.72	3.90	4.00	2025
Unique resident participation in registered programs per capita (includes Culture programs previously to 2017)	91,663	94,640	N/A	20,205	75,712	95,000	2025
Retention rate of Fitness Centre members	57%	55%	N/A	N/A	55%	60%	2025
# of annual provincial level and above events hosted	48	22	0	5	45	50	2025

### 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 and Pedestrian Advisory Committee and the Cycling HUB at Milliken Mills Community Centre and Centennial Community Centre ( <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> <li>Markham Centre Secondary Plan</li> <li>Robinson Glen Secondary Plan</li> <li>FUA (North Markham)</li> </ul>
	Participate in all Growth Management projects	Lead the project on development of the operational and financial model that will determine most effective way(s) to provide community services in intensified areas  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	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 existing Building Automation Systems (BAS) to corporate BAS standards at Centennial CC
		Support the implementation Net Zero Energy Efficiency (NZEE) program at Mount Joy CC, Centennial CC, Clatworthy Arena and Thornhill CC

Departmental Performance Measures in Support of Goal	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Kilowatt usage total (all recreation facilities)*	N/A	21.8M	N/A	6.8M	TBD	TBD	TBD

Note: \* New measure and targets are being developed

## GOAL 4 - Stewardship of Money and Resources

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

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Provide accessible and affordable recreation and leisure opportunities that are fiscally responsible	Support of E3 through identification of alternative revenue opportunities
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	Support the development and the implementation of the Corporate Enterprise Asset Management (EAM) tool, including support EAM mechanisms that would create reporting efficiencies
		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	2018	2019	2020	2021	2023 Target	Long-term Target	LT Target Year
Revenue as % of total gross Recreation operating expenditures	64%	64%	32%	32%	50%	70%	2025
Completion rate on approved capital projects	87%	95%	85%	75%	90%	90%	2023

## RECREATION 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.	Align with the corporate customer experience strategy	Complete a Customer Satisfaction Survey – TBD ( <i>BMFT Action 1.1.1</i> )	2024-2026
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 registration and online booking system – Xplor ( <i>BMFT Action 1.2.1</i> )	2024
	Use technology to support the enhance business practices	Participate in the implementation of CRM, as required ( <i>BMFT Action 1.2.1</i> )	2024-2026
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	2024-2026



## 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	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	2024-2026
		Lead the Neighbourhood Service teams ( <i>BMFT Action 2.1.1</i> )	2024-2026
		Lead the development of community hubs in other facilities in Markham that support the community needs ( <i>BMFT Action 2.1.2</i> )	2024-2026
	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	2024-2026
		Identify and work with potential parasport organizations to host events	2024-2026
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> )	2024-2026
		Support the Diversity & Inclusion Action Plan and Anti-Black Racism Action Plan ( <i>BMFT Action 2.2.4</i> )	2024-2026
		Continue to investigate opportunities to continue to support art installations in our facilities ( <i>BMFT Action 2.2.5</i> )	2024-2026
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 Markham's World Council on City Data certification by providing annual departmental data	2024-2026
		Investigate partnerships to enhance sport opportunities in our community	2024-2026
	Support Destination Markham	Work with local businesses to promote and attract sport events	2024-2026
		Work with Destination Markham to enhance the sport hosting package that includes inventory of our sport assets ( <i>BMFT Action 2.3.4</i> )	2024-2026

### GOAL 3 - Safe, Sustainable and Complete Community

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

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		Support the Markham Cycling HUB ( <i>BMFT Action 3.1.5</i> )	2024-2026
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	2024-2026
		Look for partnerships and co-location opportunities for the provision of recreation in new communities	2024-2026
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	2024-2026
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 ( <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> )	2024-2026
		Support Net Zero Plan from the Sustainability and Asset Management department ( <i>BMFT Action 3.4.3</i> )	2024-2026

## 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> )	2024-2026
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Provide accessible and affordable recreation and leisure opportunities that are fiscally responsible 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> )	2024-2026
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	2024-2026
		Support Audits, as required	2024-2026

## 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>ILMP</b>	Integrated Leisure Master Plan
<b>ITS</b>	Information Technology Services
<b>KPI</b>	Key Performance Indicators (Performance Measures)
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>MAT</b>	Municipal Accommodation Tax
<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.

**PSAB** Public Sector Accounting Board. The body of the Canadian Institute of Chartered Accountants (CICA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision makers and other users of the information. The 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.

**WCCD** World Council on City Data

**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.
<b>Line Item</b>	General Ledger account code
<b>Municipal Act</b>	<p>Sections referenced:</p> <p>Section 326 of the Municipal Act, 2001 allows a municipality to enact a by-law to impose a special service charge to raise the cost of providing a water system. Such bylaw has to identify the service, determine the costs and designate the area where the charge would apply.</p> <p>Section 391 of the Municipal Act, 2001 allows a municipality to pass a by-law to impose a fee for capital costs related to sewage or water services on a class of persons that will receive a benefit from such services. Unlike a local improvement charge or special service charge, a fee imposed pursuant to section 391 does not have to be based on frontage or assessed value. This provision would enable the City to impose a fixed charge on each of the lots in question.</p>
<b>New Urbanism</b>	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.
<b>Non-routine Capital Expenditures</b>	Capital projects that do not occur every year / frequently or capital expenditures that are not normally purchased by municipalities.
<b>Operating Budget</b>	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.
<b>Reserve</b>	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.
<b>Surplus</b>	The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year are transferred to the appropriate reserve, based on Council direction.

**Supplementary Taxes** Property taxes collected on new assessment not previously identified by Municipal Property Assessment Corporation (MPAC).

**Tax Rate** A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the City. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Tax rates are established by a Council bylaw.

**User Fees & Service Charges** Fees paid by individuals or organizations to the City for the use of City's facilities (e.g. recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. planning, engineering & design fees).

	Appendix 1: Financial Planning & Budgeting Policy	
	Policy Category: Finance	
	Policy No.:	Implementing Procedure No.:
<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:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>○ Project Manager</li> <li>○ Project Type (i.e. New Asset/Expansion, Repairs/Replacements, Studies)</li> <li>○ Detailed Project Description</li> <li>○ Project Ranking</li> <li>○ Project Cost</li> <li>○ Cost of future phases, if applicable</li> </ul> | <ul style="list-style-type: none"> <li>○ Funding Sources</li> <li>○ Impact on Operating Costs</li> <li>○ Cash Flow Projection</li> <li>○ Procurement Plan</li> <li>○ ITS requirements</li> <li>○ Link to Council priorities</li> <li>○ Link to Life Cycle Reserve Study or DC Background Study</li> </ul> |
|--|---|
- 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*).
- Treasurer approval for the use of capital contingency funds is required if the funding request is \$25,000 or more, or 40% of the original budget or more.

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.

	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> <ul style="list-style-type: none"> <li>(If any, cross-reference other related or superseded policy(ies) and Legislations. Identify Policy No. and Name on each line)</li> </ul>		

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              | 5. Royal Bank of Canada |
| 2. CIBC World Market Inc.       | 6. Bank of Montreal     |
| 3. Scotia McLeod Inc.           | 7. HSBC Bank Canada     |
| 4. RBC Dominion Securities Inc. | 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 /Lending 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> September 2022	<b>Next Review Year:</b> 2027	
<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. As well, this policy provides a framework for the City to borrow funds from the DC Reserves.

### 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.

### **Development Charge Lending**

From time to time, the City's general bank account may have a short term requirement for funds. To allow for flexibility, the DC Reserve can act as a funding mechanism to avoid a potential overdraft situation. Any lending would follow the same guidelines as outlined in this policy for borrowing.

## **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
------------	--------	--------	--------	--------



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
----------------	--------	--------	--------	--------

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		



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