



**Town of Markham**  
Ontario, Canada

**2004 BUDGET**





**COMMUNITY VISION**



**CORPORATE MISSION**

Working with the community to provide high quality municipal services that meet, if not exceed, the expectations of Town residents and businesses

**CORPORATE GOALS**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Markham  
Ontario**

For the Fiscal Year Beginning

**January 1, 2003**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Town of Markham, Ontario** for its annual budget for the fiscal year beginning **January 1, 2003**. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## 2004 BUDGET

### EXECUTIVE SUMMARY

**We are pleased to present the 2004 Budget for the Town of Markham.** After months of discussion and planning involving residents, community and business groups, Council and staff have balanced social needs with economic reality, producing a budget that maintains or enhances 2003 service levels. Vital Markham services such as fire protection and waste management have been supported at 2003 levels.

The Town of Markham continues to face budgetary pressures in many aspects of its operations. Wage settlements, inflation, contract renewals including winter maintenance contracts and high energy costs have continued to put a strain on the municipal treasury. As the community grows, the Town continues to add to its inventory of parks, community centres, watermains, roads, and sidewalks. This results in the need for increased resources to maintain and replace these assets. In addition to the above, the budget includes phasing in of operating costs related to future facility openings such as two new fire stations (Cornell & Riviera), and a planned Community Centre and Library complex in East Markham.

The budgetary impact of these pressures were partially offset by increases in revenue resulting in a nominal property tax levy tax rate increase over 2003 of 3.9% or \$33.62 per year for an average home valued at \$358,000. This is the lowest tax rate approved in York Region to date and one of the lowest in the Greater Toronto Area (GTA). On the residential property taxes collected, the Town receives about 24 cents of every dollar, with the remainder going to education – 29 cents and the Region of York – 47 cents.

The Town of Markham approved the following 2004 Budgets, totalling \$245.9 million:

- Operating      \$126.6 million
- Capital         \$79.5 million
- Waterworks    \$39.8 million

The Waterworks Budget has increased by \$3.3 million (net) compared to the previous year. Considerable changes have and will continue to occur in the areas of Water Quality and Water/Sewer infrastructure, operations and asset management. Most of these changes have been precipitated by findings from the Walkerton inquiry. Further increased regulatory and legislative requirements affecting the Town's Water Distribution and Wastewater collection like the Safe Drinking Water Act (Bill 195), Sustainable Water and Sewage Systems Act (Bill 175) have resulted in an increase in resource requirements. This Budget has addressed these requirements as well as growth-related expenditures.

Some of the initiatives addressed in this budget are listed below. These and other initiatives are discussed in detail in the various sections of this document. They represent a strong reaffirmation

to the Town's residents, businesses and visitors that the Town of Markham is a best place to work, live and play.

### **Some of the 2004 Budget highlights include:**

- \$3.9 million for road resurfacing;
- \$366,000 for traffic calming devices to reduce vehicular speeds and traffic volumes on local roads;
- \$5.4 million for 6 new parks (30 hectares);
- \$3.8 million in watermains service and replacement;
- \$1.1 million funding for renovations to the existing Markham Village Library building;
- \$1.0 million for maintenance program at major Community Centres;
- \$2.4 million for a new Fire station at Bur Oak;
- \$4.9 million for purchase of land for the East Community Centre & Library;
- \$582,000 for construction of reception centre at the Museum;
- \$340,000 for repairs at the McKay Arts Centre;
- \$449,000 for implementation of Phase 1 of the 3 Stream Waste Collection Program;

### **Looking Ahead**

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

**Markham Centre** – Markham Centre is Markham's downtown core: an environmentally sustainable, transit-friendly, attractive home for about 25,000 new residents and 17,000 employees. Located on more than 900 acres north of Highway 407, east of Warden Avenue, Markham Centre will have a distinctively urban character with high densities, strong streetscapes complemented by ample green spaces. “Downtown Markham” will be integrated into its natural heritage setting with a central gathering place for Markham residents and businesses. The urban mixed use plan for ‘Downtown Markham’ was initially approved in July 2003.

**Transportation** – Council recognizes transportation as one of the most important strategic initiatives of the Town of Markham. A strategy has been developed with the goal of achieving a balanced transportation system where the road network provides a reasonable level of service during peak hours. In cooperation with the Region of York, the ‘Quick Start Transit’ initiative will commence in the fall of 2005, which will improve existing bus services along major transit corridors including Highway 7, Yonge Street and Warden Avenue. The Quick Start initiative will feature upgraded buses, automatic ticket and payment systems at key locations across the transit corridors.

**eMarkham** - As Canada’s High-Tech Capital, Markham is taking a leading role in exploring ways to improve its service delivery using electronic technology, to conduct an e-business government and to communicate with stakeholders. In 2003, the Town opened its Customer Contact Centre to provide residents with electronic access to its services. In November 2003, the Town successfully used on-line voting technology in support of its latest municipal election. Markham will continue to use the latest information management methods in municipal governance and communication to its residents and stakeholders.

Environment – Markham continues to maintain its leadership role in protecting and improving its natural environment. Strategies being developed include tree planting initiatives for residents and businesses, and initiatives to improve natural areas (ravines and valley lands), beautifying streetscapes are being reviewed. Further, the Town of Markham is implementing a Green Fleet/Hybrid Pilot project as well as establishing an anti-idling By-Law. Emission audits at all Town of Markham buildings will be conducted beginning with the Civic Centre.

Markham continues to build on its reputation as “Canada’s High-Tech Capital” with these initiatives and also its commitment to preserving natural resources which results in a community that is vibrant and provides a quality of life that makes us proud to be part of the community. The 2004 Budget and its long-term initiatives are to promote these values.



W. Donald Cousens  
Mayor



Dan Horchik  
Budget Chief & Ward 6 Councillor

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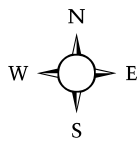
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# TOWN OF MARKHAM



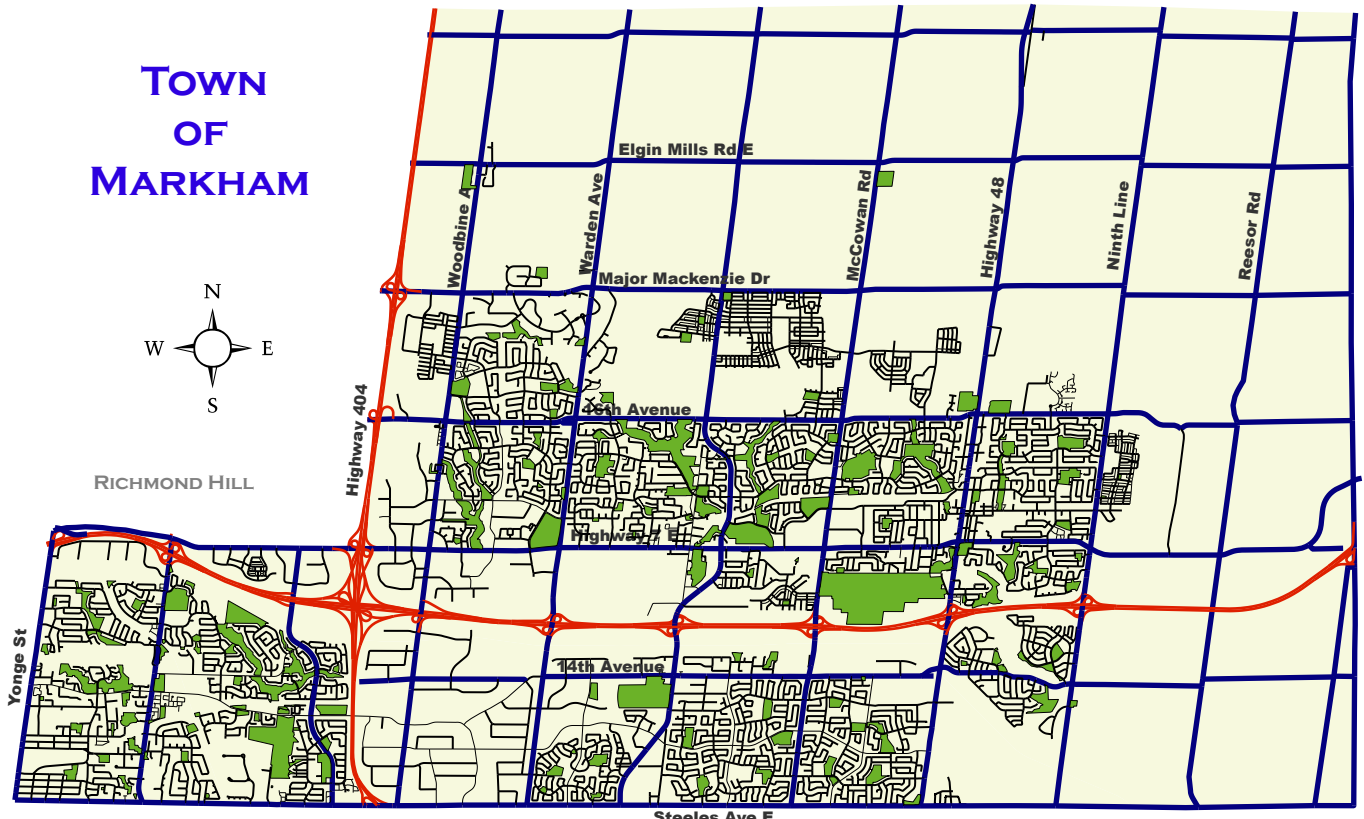
WHITCHURCH - STOUFFVILLE

RICHMOND HILL

PICKERING

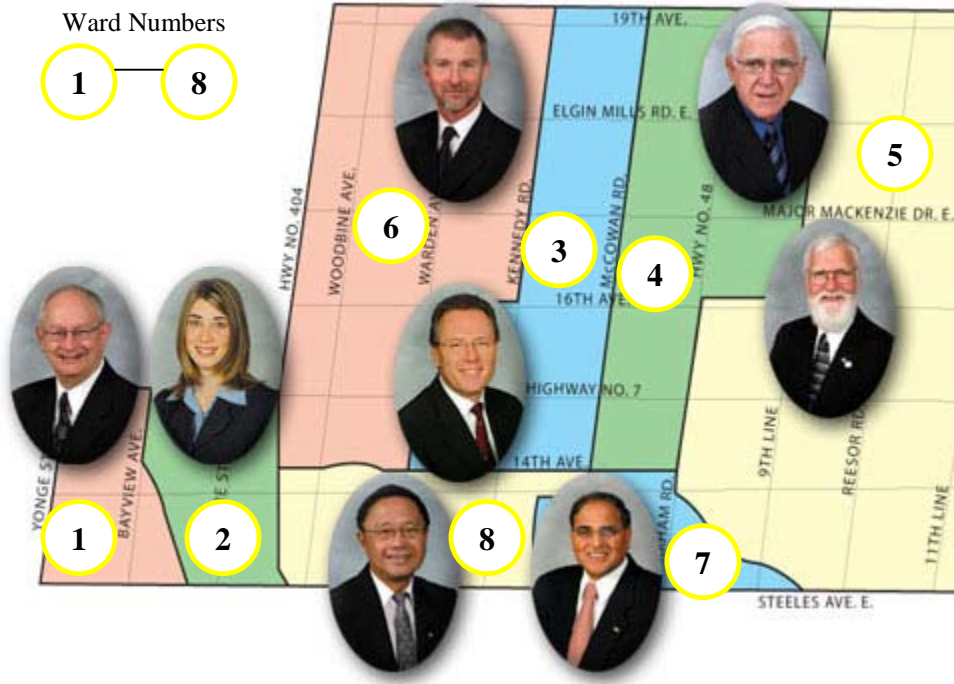
Steeles Ave E

TORONTO

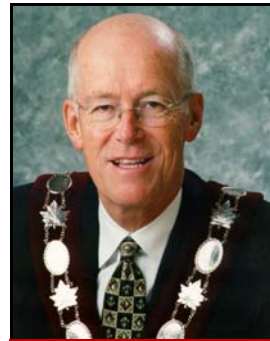


# Town of Markham

## Ward Map



# Markham Council



**W. Donald Cousens**  
Mayor  
(905) 475-4872



**Frank Scarpitti**  
Dep. Mayor/Reg. Councillor  
(905) 475-4899



**Jack Heath**  
Regional Councillor  
(905) 415-7506



**Jim Jones**  
Regional Councillor  
(905) 479-7757



**Bill O'Donnell**  
Regional Councillor  
(905) 479-7746



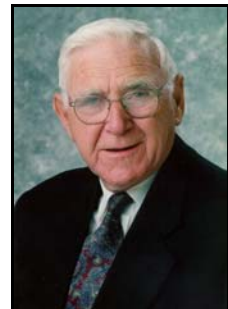
**Stan Daurio**  
Councillor, Ward 1  
(905) 479-7747



**Erin Shapero**  
Councillor, Ward 2  
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**Joseph Virgilio**  
Councillor, Ward 3  
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**George McKelvey**  
Councillor, Ward 4  
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**John Webster**  
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**Dan Horchik**  
Councillor, Ward 6  
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**Khalid Usman**  
Councillor, Ward 7  
(905) 479-7748



**Alex Chiu**  
Councillor, Ward 8  
(905) 479-7752





### COAT OF ARMS

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





## HISTORY OF MARKHAM

The source from which Markham draws its name is rich in both resonance and history. When Upper and Lower Canada were established in 1791, John Graves Simcoe was appointed the first Lieutenant-Governor of Upper Canada. Simcoe named the Township of Markham, north of the Town of York (now Toronto), after his friend, William Markham, the Archbishop of York.

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

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

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

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

## **HISTORY OF MARKHAM (Cont'd)**

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 woolen mills.

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

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

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

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

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

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

In 1976, Markham's population was approximately 56,000. Since that time, the population has more than tripled to approximately 198,000. Through this change and growth, many reminders of Markham's roots endure. Still rich in fertile farmland, it stands as Canada's pre-eminent high technology centre, known worldwide for innovative products and services.

### Economic Activity

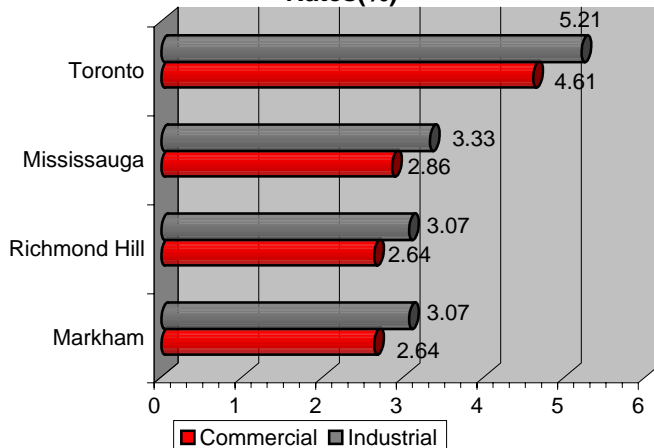
#### Markham's Five (5) Largest Employers (2003)

Company	# of Employees
IBM Canada Ltd	7000
AMEX Canada	3000
Miller Paving Ltd.	1700
ATI Technologies Inc.	1700
Markham Stouffville Hospital	1487

Markham is Canada's Hi-Tech Capital with over 800 Hi-Tech companies, including...

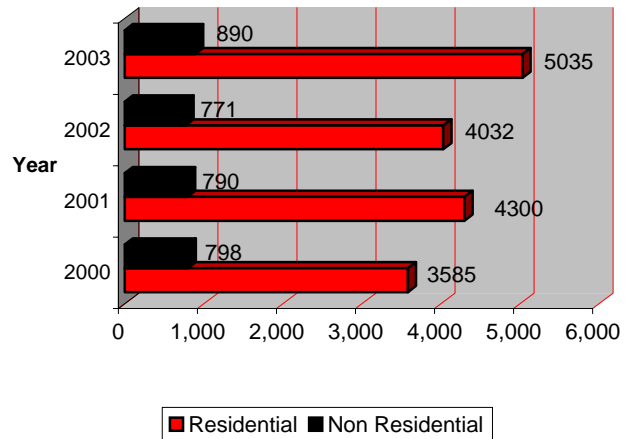


#### 2003 Commercial & Industrial Tax Rates(%)

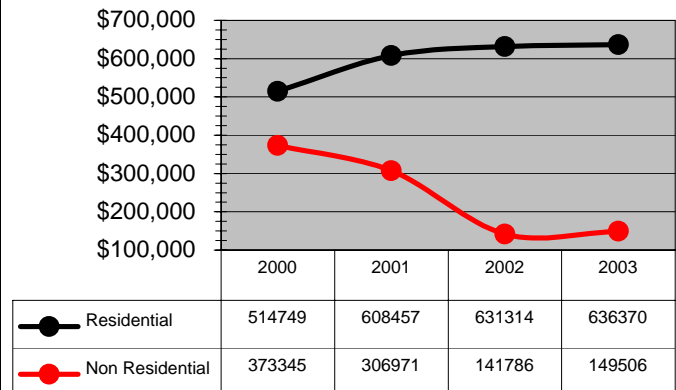


### Development Activity

#### Number of Building Permits Issued



#### Value of Construction (000's)



### Municipal Utilities

#### Water Costs 2003

Water and Waste Water per cubic meter \$1.22

#### Electricity Costs and Charges, 2003 business rates

##### 50kW or Less

Distribution Rate \$0.0081 / kWh  
 Energy Rate n/a  
 Monthly Customer Charge \$36.00

##### Greater than 50 kW

Distribution Rate \$1.1839 / kWh  
 Energy Rate n/a  
 Monthly Customer Charge \$400.15



# ECONOMIC PROFILE

## Fact Summary - Year End 2003

### Industrial/Commercial Development

#### Industrial & Business Parks, 2003 (year end)

Employment Areas - Business Parks	16
Registered & Draft approved lands	250 acres
Total Vacant Employment land	750 acres
Average Price per acre	\$400,000 - \$750,000

#### Industrial Inventory, 2003 (year end)

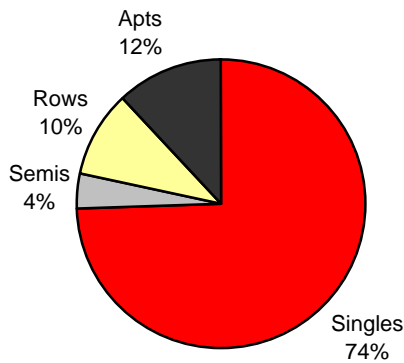
Total Inventory (sq.ft.)	33,264,838
Vacancy Rate	4.7%
Average net rent (sq ft)	\$6.50

#### GTA North Office Inventory, 2003 (year end)

Total Inventory (sq. ft.)	13,656,282
Vacancy Rate - Class A	17.0%
Average net rent (sq ft) - Class A	\$12.60

### Residential/Community Development

#### Housing Stock Profile (2003)



Total number of housing units	69,232
-------------------------------	--------

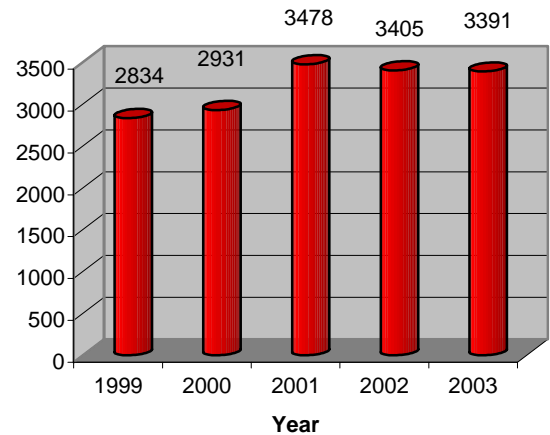
#### Housing Prices, Year End 2003 (Average)

Standard Condominium Apt	\$260,000
Luxury Condominium Apt.	\$320,000
Standard Townhouse	\$210,000
Detached Bungalow	\$330,000
Standard Two Story	\$350,000
Executive Two-Story	\$385,000
Senior Executive	\$400,000

### Residential/Community Development

#### Continued

#### Housing Starts (Dwelling Units)



### Quality of Life

#### Recreation and Culture

Total Land Area	206 Sq Km
Number of Parks	168
Greenspace (acres)	1,800
Number of Trees	250,000
Number of Sports Fields	175
Trails/pathway system	15 Km
Number of golf courses	12
Performing arts theatre, museums, art	3
Public Libraries	5
Community Centres & Facilities	16

#### Public Health and Education

Number of Hospitals	1
Number of Hospital Beds	210
Number of Elementary Schools	41
Number of High Schools	8
Number of Fire Stations	6

#### Transportation Infrastructure & Service Providers

York Region Transit
TTC Connecting Routes
GO Transit
Highway 404 and Highway 407
Railway Infrastructure - GO Train and CN
Airport - Markham's own Buttonville Airport



# ECONOMIC PROFILE

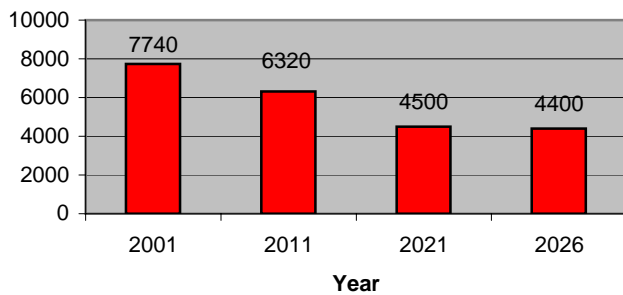
## Fact Summary - Year End 2003

### Demographic Profile

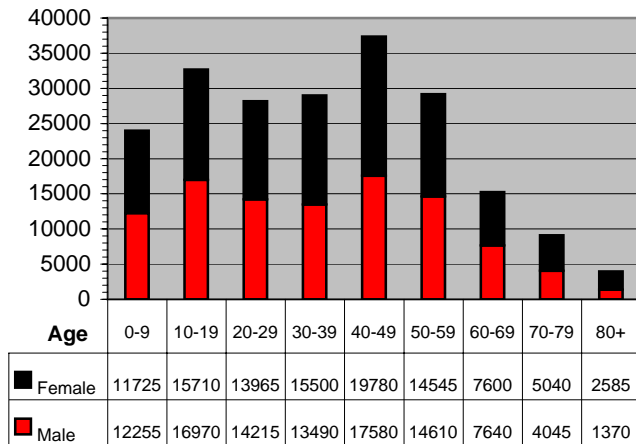
#### Population Totals & Projections

<b>2003</b>	<b>245,000</b>
2001	217,000
2011	281,000
2021	326,000
2026	348,000

#### Annual Population Growth Rate During Preceding 10 Year Period



#### Population Age Characteristics (2001 Census)



#### Population by Mother Tongue (2001 Census)

English	49.39%
Cantonese	14.53%
Chinese	10.43%
French	0.85%

#### Income Levels of persons reporting income (2001 Census)

Markham Average	\$39,260
Ontario Average	\$35,185
Canadian Average	\$31,757

### Labour Force Profile

#### Basic Indicators (2001 Census)

Number of persons employed	114,850
Unemployment rate	5.40%
Participation rate	68.20%

#### Labour Force By Industry (2001 Census)

Industry	Employment
Mining	80
Agriculture	265
Manufacturing	16,015
Construction	3,845
Finance & Insurance	10,295
Real Estate	3,060
Wholesale Trade	8,550
Retail Trade	13,870
Transportation	2,795
Professional & Scientific	13,145
Health Care	8,230

#### Wage Rates in Markham (2001 Census)

Category	Hourly rate or Salary
<b>Minimum Wage Rates</b>	
Under 18 years of age	\$6.85
Over 18 years of age	\$7.10

#### Selected Occupations

Data Entry Clerks	\$30,801
Parts Assemblers / Fabricators / Testers	\$32,796
Shippers / Receivers	\$33,138
Secretaries / Administrative Assistants	\$36,129
Customer Service Reps / Information Clerks	\$37,290
Industrial Electricians	\$47,107
Mechanical Engineers	\$67,765
Computer Programmers	\$52,578
Manufacturing Engineer	\$64,450
Sales/ Marketing / Advertising Managers	\$85,029

#### Educational Attainment age 20 - 64 (2001 Census)

Less than high school	13.8%
High school certificate/diploma	26.5%
Trades, college or non-university diploma	24.1%
University Degree	35.6%

#### Number of Colleges & Universities Located Within 1-Hr. Drive of Markham

Community Colleges	7
Universities	5



**Town of Markham**

**YEAR ENDING DECEMBER 31st 2003**

**New Dwelling Units and Residential & Non-Residential Values**

Number of New Dwelling Units in Year 2003

Single Dwellings	1,813
Double Dwellings	640
Row Dwellings	748
Apartments	<u>190</u>
Total	<u>3,391</u>

Construction Value in Year 2003

Residential	\$636,370,229
Industrial	\$ 25,447,020
Commercial	\$ 78,129,210
Institutional and Governmental	<u>\$ 45,899,322</u>
Total	<u>\$785,845,781</u>



## CORPORATE OVERVIEW

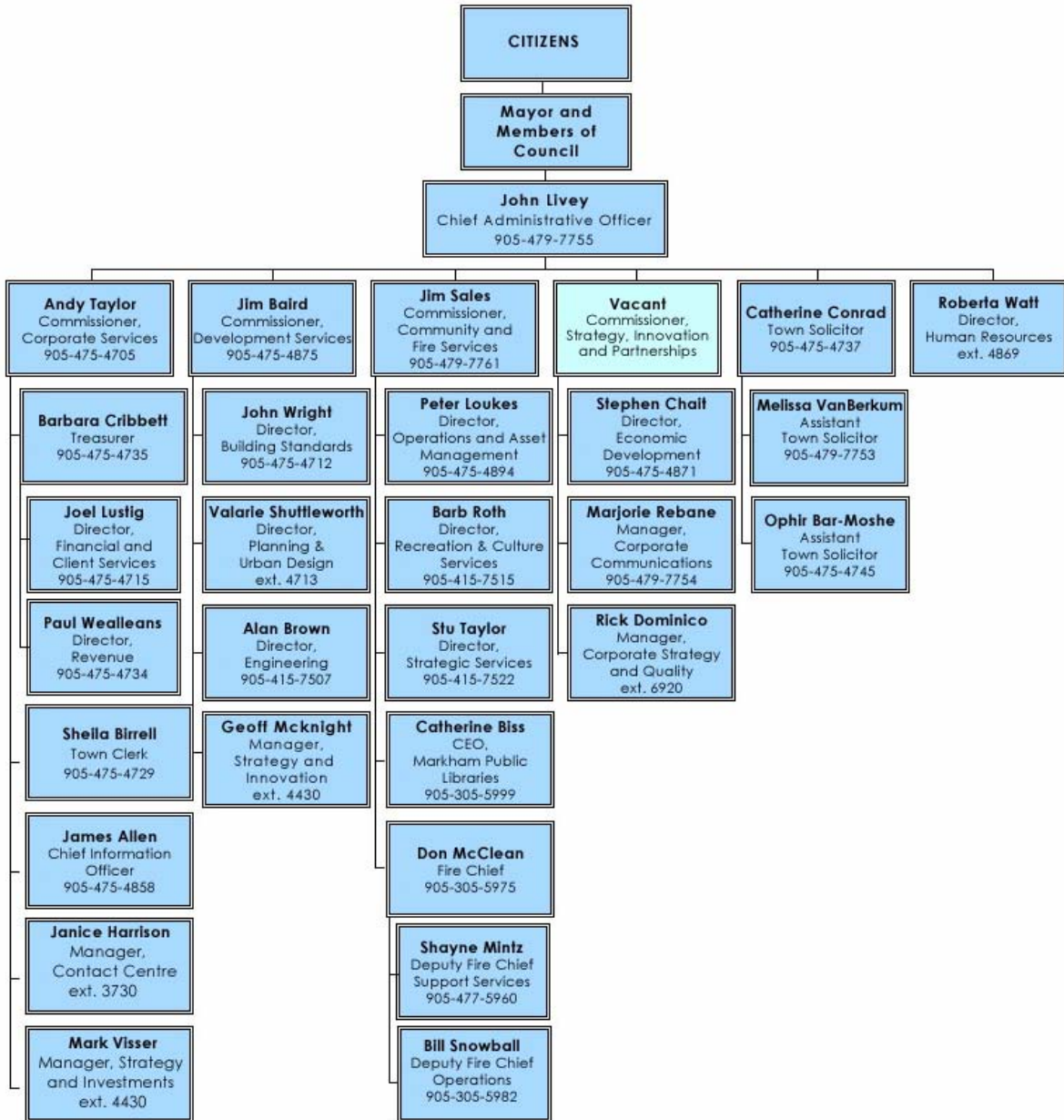
Markham is the largest of nine communities in York Region with a population of 245,000, and a land area of approximately 210 square kilometres. Markham is a blend of four communities - Markham, Unionville, Milliken and Thornhill - and is located just north of Toronto. Markham is a growing community with new housing developments and businesses, quality schools, parks and recreational areas.

<b>Town of Markham Community Profile</b>	
Date Incorporated	1971
Area	210 square kilometres
Location	Markham is located in southern Ontario
Population	245,000 (2003) 326,000 (2021 est)
Population Growth	Markham has grown an average of 5,900 people per year since 1973
Employment	114,850 (2001 Consensus)
2004 Annual Budget	Total Operating, Capital and Waterworks Budget of \$245.9 million
<u>Roads Infrastructure:</u>	
Sidewalks	551 km
Storm Sewers	672 km
Roads	789 km
Gravel Roads with Surface Treatment	32 km
<u>Waterworks Infrastructure:</u>	
Sanitary Sewer Mains (inc. Manholes)	684 km
Watermains	780 km
Sanitary Pumping Stations	4
Cultural Venues	Libraries (5), Art Galleries (2), Museum, Theatre

<b>Town of Markham Major Employers</b>	
A.C. Nielsen	IBM
ADC Software Systems	Maritime Life Assurance Company
Allstate Insurance	Lucent Technologies Canada
Amex Canada	MAC Cosmetics
Apple Canada	Miller Paving
ATI Technologies	Motorola
Canac Kitchens	Scholastic Canada
Ceridian Canada	Steelcase Canada
Compaq Canada	Sun Microsystems
EXCO Technologies	

# TOWN OF MARKHAM

## Organizational Structure



## **Long-Term Strategic Plans and Initiatives**

Internationally known and respected as one of Canada's most successful and prosperous municipalities, the Town of Markham has contributed resources in the process of addressing the challenges of dynamic growth and making the strategic choices that are necessary to shape and guide its future. Using the criteria for excellence put forward by Canada's National Quality Institute, the Town developed a framework for management principles and practices.

Development of a vision, mission and long-range strategic plan is one of the key elements of this excellence framework and resulted in the Engage 21st Century Markham project to develop the 20-year vision. It has called attention to the vision, desires and values of its many stakeholders, and has built on a tradition of local volunteerism and engagement that has strengthened the ability of community members and leaders to make important and difficult decisions: to choose a desired 20 year destiny for Markham and to charter a municipal mission that fosters and supports that destiny.

### **Engage 21<sup>st</sup> Century Markham Project**

#### **Community Vision**

The 20-year vision is a shared picture of what the community wants to become. It is a definition of future success that inspires a community and fosters commitment and support. The vision, when combined with the corporate mission goals, sets the context and framework for building the detailed corporate and commission business plans that will guide the allocation of the Town's resources in the future.

The vision reflects the Town's ambition to be seen as the Canadian leader in the delivery of outstanding municipal services. It reinforces the Town's image as a progressive and innovative high-tech capital, which is attractive and welcoming to Canadian business. As well, it builds on two key themes identified through the consultation process. One is the Town's desire to protect and enhance its unique diversity. The other is to preserve and enhance the Town's uniquely defined communities – geographic, ethnic and/or interest group based – that, acting together, create an integrated and successful community.

This vision statement expresses the Town's firm intention to keep the best of its past, whether it is the natural environment, heritage buildings, ethnic diversity, and/or the small-town atmosphere. And finally, it focuses on the future by ensuring that the Town builds a solid foundation of policies, programs, and systems to act as a base for future success. The vision statement and five key elements listed below capture the essence of what the Markham community wants to be.

#### **Community Excellence**

- ❖ We are recognized as an international leader in the management and delivery of high quality municipal services, which meet the expectations of the citizens within the context of the Greater Toronto Authority (GTA) and beyond.
- ❖ We are the high tech/knowledge-based capital of Canada.

- ❖ We manage growth proactively. Infrastructure is built in time to meet new demand. Cross-boundary concerns are addressed before they become an issue. Urban design is seen as critical to overall success.
- ❖ We have achieved a balance between urban and rural development.
- ❖ We have a safe, secure and healthy community.

### **Integrated Yet Diverse Communities**

- ❖ We have built on the separate yet integrated needs, expectations and requirements of the different communities - geographic, ethnic, and interest groups - within the Town.
- ❖ Our communities, even though independent and distinct, feel connected.
- ❖ There is active participation by all communities in the on-going decision-making of the Town.
- ❖ We have, and continue to preserve and enhance, a sense of community.

### **Opportunities For All**

We support the provision of a wide range of community facilities, programs, employment opportunities and housing types to meet the needs and expectations of different age, income and ethnic groups.

### **Harmony in Diversity**

- ❖ A recognition, understanding and respect of cultural differences is the cornerstone of the Town's plans, policies and service delivery.
- ❖ There is active representation and participation by ethnic groups in the planning and delivery of Town services.
- ❖ We are recognized as an international leader in multi-culturalism - we have harmony in diversity.

### **Preserving Our Natural & Built Environment**

- ❖ We are a leader in preserving environmental and historic areas. We create plans and policies to support this leadership role.
- ❖ We aggressively expand the Town's ownership of, and provision for, green space and heritage buildings.

### **Corporate Mission**

The Town's corporate mission statement must be in alignment with the preferred 20-year community vision. Every corporation has a mission that defines its purpose, its raison d'être. Over the past 5 years, the Town's corporate mission has been "we exist to serve our clients". This mission statement fails to address the 20-year community vision and needs to be replaced with a mission statement that describes the role the Town's administration will play in realizing the community vision.

"Working with the community to provide high quality municipal services that meet, if not exceed, the expectations of Town residents and businesses".



## **Strategic Implication**

The vision and mission statements suggest a number of strategic choices and decisions that will govern future decisions concerning the focus and priorities of the Town in decision-making and resource allocation. These include:

- ❖ The Town will continue to focus on and actively support its position as the high tech/knowledge based capital of Canada
- ❖ The Town will invest in the expectations and requirements of the different communities within the Town
- ❖ The Town will recognize, promote and support its ethnic diversity meaning that there will be ongoing investment in, and priority for, those programs and activities that support multi-culturalism.
- ❖ The Town will pursue programs, services, facilities, and employment and housing opportunities
- ❖ The Town will be a leader in e-government services
- ❖ The Town will be a leader in the efficient and effective management of growth
- ❖ The Town will be a leader in preservation of both its natural and built environment

## **Corporate Goals**

### **Environmental Focus**

To protect, enhance and restore Markham's natural features and green spaces as part of a vital and healthy ecosystem.

### **Fiscal Stewardship**

To ensure that resources are managed responsibly and taxpayers receive the best value for their money.

### **Infrastructure Management**

To build, renew and strategically manage the Town's infrastructure to meet the demands and expectations of a growing community.

### **Managed Growth**

Provide a framework for the timely delivery of well-planned new communities that are phased and coordinated with the provision of infrastructure.

### **Quality Community**

To recognize, promote and strengthen a sense of community and multiculturalism while appealing to all ages and stages of life by providing high-quality services

### **Economic Development**

To establish, promote and support Markham as the best location for diverse high-tech and related businesses.

### **Organizational Excellence**

To achieve excellence in managing and delivering quality services through quality people.

## **Strategic Initiatives**

Markham's Strategic Plan framework incorporates the community vision, corporate mission, and corporate goals.

Achieving a 20-year vision will require a concerted focus on strategic initiatives and projects. The Town of Markham has several significant strategic projects already underway which are consistent with the stated vision, mission, and goals.

These projects include: the development of Markham Centre (a downtown modeled on new urbanism principles) and the Markham Transportation Strategy (an aggressive and comprehensive plan of transit and road based initiatives) and Environment.

The vision, mission, goals and strategic initiatives will work together to create a strategic direction for the Town.

### **Markham Centre**

Markham Centre is Markham's downtown core: an environmentally sustainable, transit-friendly, attractive home for about 25,000 new residents and 17,000 employees.

Located on more than 900 acres north of Highway 407, around Warden Avenue, the Centre will combine the excitement and energy of a city with the intimacy and comfort of a small town.

Markham Centre will have a distinctly urban character-higher density development with strong streetscapes-complemented by ample greenspaces. Markham Centre, based on the principles of New Urbanism and Smart Growth represents a radical departure from suburban sprawl.

Markham Centre will be integrated into its natural heritage setting on the Rouge River and will be a central place for Markham residents and businesses for many generations to come. Our Centre will create a focus and gathering place for the municipality bringing together the many communities that make up the Town of Markham.

Markham Centre will set a new standard for Smart Growth that will:

- Celebrate Markham's community values
- Enhance Markham's quality of life
- Be sustainable for future generations
- Protect and enhance our natural environment
- Build on transit initiatives and existing infrastructure
- Enhance the economic vitality of our community

### **Markham Transportation Strategy**

Transportation is one of the single most important strategic initiatives of the Town of Markham. In cooperation with the Region of York, the Quick Start Transit initiative will commence in the fall of 2005. It will significantly improve existing bus service along major transit corridors including Highway 7, Yonge Street and Warden Avenue. Quick Start is funded by the regional,

provincial and federal governments and will feature upgraded buses, improved service levels and automatic ticket and payment systems at key locations across Markham's major transit corridors. Markham continues to design its new communities with the transportation system in mind. By incorporating a grid network of streets and mixed land use, travel time between home, work and shopping will be reduced. The Town is also working with community groups to make traveling on its roads more efficient and safe.

### **Environment**

Markham will continue to maintain its leadership role in protecting and improving its natural environment. The Rouge Park Official Plan is the blueprint for the largest urban park in North America. The Town is also developing tree planting initiatives for businesses and reviewing its master plan for bicycle paths. Markham has ongoing initiatives to improve its natural areas, including ravines and valleylands, as well as beautifying its streetscapes. In order to improve the air quality, Markham is implementing a Green Fleet/Hybrid Pilot Project, establishing an anti-idling By-Law and performing emission audits on all Town of Markham buildings starting with the Civic Centre.

**TOWN OF MARKHAM**  
**FINANCIAL POLICIES**

**1. FINANCIAL PLANNING POLICY**

**A. Budget Process**

Proposed Budget - A proposed budget shall be prepared by the Financial Planning and Budgets department with the participation of all of the Town's departments within the provisions of the Town's charter.

i) The Budget shall include four basic cost segments for review and evaluation. The segments being,

- Personnel Costs
- Operations and Maintenance costs
- Taxation Revenues
- Other Operating Revenues

ii) The Budget review process shall include the Town's Budget Committee participation in the development of each of the above segments of the proposed budget and public hearings to enable community participation and input.

iii) The Budget process shall be for a sufficient time span to adequately address policies and fiscal issues by the Budget Committee.

iv) The proposed Budget shall be presented by the Budget Committee to the Finance & Administrative Committee for consent and forwarding to the Council.

Adoption of Budget - Upon receiving the recommendations from the Finance and Administrative Committee, the Council will subsequently adopt by resolution such Budget, as the Town's annual Budget for the year beginning January 1.

**B. Balanced Budget**

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

**C. Deficit Avoidance**

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

#### **D. Amendments to Approved Budget**

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

#### **E. Reporting**

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

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

#### **F. Operating Fund Balance**

Actual Surplus or Deficit during a budget period will be transferred to a Corporate Rate Stabilization Reserve. The balance in this reserve shall be used to minimize the effect of any large variations in major sources of revenue or expenditure.

## **2. LONG RANGE PLANNING**

### **A. Planning**

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

Master Plans - support the general plan for Recreation, Parks, Fire Stations, Community Centres, and Libraries.

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

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

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

Maintenance and Replacement – The Town intends to set aside funds to finance regular ongoing maintenance and replacement needs consistent with the Town’s policy of keeping its fixed assets in good condition and maximize the assets useful life.

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

### **3. REVENUES**

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

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

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

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

Use of Prior Year’s Surplus/Deficit – The Town will continue to reduce its dependence on prior year’s surplus to balance the current year’s budget. The prior year’s surplus will be automatically transferee to the Corporate Rate Stabilization Reserve.



## **TOWN OF MARKHAM**

### **BUDGETING POLICIES**

#### **A. Basis of Accounting / Budgeting**

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

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

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

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

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

#### **B. Fixed Assets**

The historical cost and accumulated depreciation of fixed assets are not recorded nor required for municipal purposes. The Town of Markham records fixed assets as an expenditure in the year of acquisition and budgets accordingly.

#### **C. Operating Fund**

Funds all Town of Markham operations except for water and sanitary sewer operations. Tax revenue is the main source of funding.

#### **D. Waterworks Fund**

Funds all water and sanitary sewer operations. Water billings are the main source of funding. This fund is consolidated with the operating fund for operating statements.

#### **E. Capital Fund**

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

## **F. BIA Fund**

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

## **G. Trust Fund**

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

At the end of 2003, the Town of Markham had 6 trust funds with a total balance of \$1,488,735.

## **H. Buttonville Airport Fund**

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

## **I. Reserve and Reserve Funds**

As at December 31, 2003, there were 20 Reserves and 21 Reserve Funds. Out of the total of 41 funds, 18 were discretionary i.e. set aside by Council and 23 obligatory i.e. mandated by legislation). The balance in the funds as of December 31, 2003 was \$113,757,509.

## **2004 CAPITAL BUDGET GUIDELINES**

A copy of this document and all forms you may require for the 2004 Capital Budget Process have been placed into your Department's folder on the U: drive.

### **KEY DATES**

#### **Friday August 29:**

- *Information Technology Capital Budget Request* forms are due to ITS (Submit directly to Francis Poon for consolidation)
- Business Cases & Capital Request forms for NEW fleet are due to Operations – Fleet, for review, before final submission to Finance (Submit directly to Laurie Canning)

#### **Monday September 15:**

- *2004 Capital Funding Request forms and 5 Year Plan (2004 to 2008 Capital Forecast)* are due to Finance (Save in your U: drive folder & notify Sandra Skelcher, ext. 3880, when complete)

### **2004 CAPITAL FUNDING REQUEST FORM**

The following items are NEW to the 2004 Capital Funding Request Form. They have been added into the summary (top) section of the form:

- Choose 1 of the following descriptions for the project:
  - 'New' for One Time projects,
  - 'Reoccurring' for Repairs / Replacements, or,
  - 'Enhanced' for Council requests
- If applicable, identify if the project:
  - Was "Deferred from Prior Year", or
  - If it has been "Accelerated (i.e., was originally in 2005 or 2006 but has been moved up to 2004).
- Indicate how Service Level will be affected by the project; that is, will service level be 'Maintained', 'Increase' or 'Decrease' after implementation. If the response is either 'Increase' or 'Decrease', please provide a detailed explanation.

### **GENERAL INFORMATION**

#### **Capital Projects / Acquisitions**

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

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

## **Priority Setting**

Submissions for tax rate funded capital projects will be considered in accordance with their Priority Ranking. Projects should be ranked as *High, Medium, or Low* priority. A project should be considered a *High* Priority if it addresses one or more of the following issues:

- Health & Safety
- Legislation
- Project cannot be deferred another year
- Transportation Issues and Opportunities
- Environmental Focus

## **2004 Business Plans**

The 2004 Business Plans will be incorporated into the 2004 Capital and Operating Budget process.

## **Pre-Budget Approval**

Please identify, in the appropriate section on the 2004 Capital Budget submission, those projects that may require pre-budget approval.

## **Special Funding**

Please identify projects that may require bridge financing because the proposed funding (e.g. sale of assets, grants and subsidies) will not be available at the time of expenditure. (Please note in the detail section on the appropriation form).

## **Projects Managed by Other Departments**

### ITS:

Complete a *2004 IT Capital Budget Request* form for all discretionary IT requirements, (Francis Poon, ITS, will consolidate all requests & forward to Finance). Please contact your IT Client Advisor, or Brian Ha (ext. 4723) if you have any questions or require any clarification. Note: Non-discretionary requirements (e.g., PC upgrades/replacements, etc.,) will be managed by ITS and should not be included in your submissions.

### Capital Assets/Fleet:

All Business Cases & *2004 Capital Funding Request* forms for NEW fleet should be vetted through Operations – Fleet. Laurie Canning will review all forms before submitting them to Finance.

## **Council Priority Projects**

Council Members are encouraged to identify projects to be included in the 2004 Budget submission. Please forward your requests to Sandra Skelcher (ext. 3880), Financial Planning by Monday September 15.

### **Taxes (Provincial & Federal):**

The Town pays 7% GST on virtually all its purchases of goods and services. In the vast majority of cases, the Town obtains credits and rebates on 57.14% to 100% of the GST paid. As a continuation of the policy that began during the 2001 Budget process, all projects will be budgeted using the net GST amount of 3.0%.

All capital projects must be budgeted at the project cost excluding taxes. All applicable taxes (8% PST and 3% GST) must be identified separately. Note: Consulting fees are exempt from PST.

For example, a project with a quote/estimate of \$200,000 should be budgeted at \$200,000 with PST (\$16,000) and GST (\$6,000) identified separately.

### **Development Charge Projects – 10% Tax Rate Funding**

Certain Development Charge projects require tax rate funding equivalent to 10% of the project cost. Items exempt from the 10% charge are:

- 1) Water supply services, including distribution and treatment services.
- 2) Waste water services, including sewers and treatment services.
- 3) Storm water drainage and control services.
- 4) Services related to a highway (as defined in subsection 1 of the Municipal Act).
- 5) Electrical power services.
- 6) Police services.
- 7) Fire protection services.
- 8) Other services as prescribed.

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

### **Projects with Zero Cost**

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

### **Donations and Donations-In-Kind**

Donations and Donations-In-Kind should be included in your 2004 Capital Budget submissions. The funding source being identified as 'Other' with a description of *Donation* or *Donation-In-Kind*.

### **Local Improvements Act**

Road reconstruction capital projects that upgrade existing rural standard residential streets must be completed under the provisions of the Local Improvements Act. When budgeting for these projects, the cost to urbanize an existing rural road, less the cost of the reconditioning of the pavement to existing standards, will be shared 50% by the Town tax rate funding and 50% by the benefiting property owners.

### **Capital Induced Operating Costs**

The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital improvement must be identified so as to be included in the operating budgets. All operating costs must be reported on the *Capital Funding Request* form as part of the Capital Budget Process.

### **Quotes**

To provide more accurate budget figures, where appropriate, all capital projects put forward should have written quotes from vendors. Information regarding the quotes should be noted in Section 1 of the Capital Funding Request Form.

### **Endowment Reserve Funds**

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

### **Internal Administration Fees**

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

## **POST BUDGET APPROVAL - CONTROLLING EXPENDITURES**

### **Under Spending**

In accordance with the Council approved policy of February 8, 1998, when a Capital Project is cancelled or a completed project results in unspent dollars, those dollars must be returned to the original funding source of the project. This money may be used for additional and / or new capital project requests not included in the Approved Capital Budget. Such requests must be submitted in a report to be approved by Council.

### **Over Spending**

Prior to issuing a Purchase Order or authorizing an expenditure that would result in a project over expenditure, Financial Planning must be contacted to develop a funding strategy. For overspending to occur, offsetting savings must be found within another project in the same Commission. The offsetting project number, along with the appropriate approval should be submitted to Financial Planning at the same time.



If a project is expected to run over budget (i.e. costs will exceed approved budget), the following approval is required:

<i>Contract Overrun Value</i>	<i>Approval Required</i>
<\$10,000 and < 5%	Commissioner
>\$10,000 but <\$25,000 and >5%	Treasurer
>\$25,000 but <\$50,000 and >5%	CAO
>\$50,000	Finance & Administrative Committee

## **2004 OPERATING BUDGET GUIDELINES**

This document is divided into three sections:

- A. General Narrative and Assumptions
- B. Budget Preparation Guidelines
- C. Budget Administrative Guidelines

### **A. General Narrative and Assumptions**

#### **The 2004 Budget:**

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

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

It is assumed that:

General Inflation will be at 2.5 % during 2004.

Gross Assessment Growth will be approximately 3.0%

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

The focus of the 2004 budget will revolve around infrastructure management, the environment, and transportation issues. This budget will provide for adequate maintenance of capital, plant, and equipment, and for orderly replacement of equipment.

Through the 2004 Budget Process, the Town will continue its strategic thinking at all levels of the organization and critically evaluate the status quo.

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

In preparing the proposed budget, the recommendation from the Core Services Implementation team identifying areas of revenue generation other than tax revenues will be included.

## **B. Budget Preparation Guidelines**

The 2004 Budget will be a 'Budget by Exception'. This means that all accounts will be budgeted at 2003 base levels except for additional funding related to salary increases (CUPE, MPFFA, grid movement), contract escalations, provisions for increased costs related to Angus Glen Community Centre, new ramp ups for anticipated expenditures relating to future Fire stations and community centres, as well as an increase in the tax-funded portion of the Capital Budget. Excluding the predetermined increases mentioned above, departments will have to fill out a 'Change to Base Budget' form, which includes completing a Business Case, for any additional funding requirements above the base budget for new initiatives, programs, growth, or service level changes. Business Cases are expected to contain a 'Value Proposition', meaning that the department will have to clearly identify a corresponding incremental benefit to the Town that the additional funds would generate. Each 'Change to Base Budget' form (including completed business cases) should be approved at the Commissioner level before they are submitted to Financial Planning.

### **No new debt**

The Town will make no provision for the issuance of debt in this budget. The Town's share of any work to be done under The Local Improvement Act will not constitute debt as defined here.

### **Establish the Base Level**

The Base Level for the 2004 Budget would be the 2003 cost of providing all the services approved in the 2003 budget, except for one-time projects.

The 2004 Base Level Budget is set by taking the inputs approved in the 2003 budget and costing them, adjusting for the annualized costs, growth and inflation, in that order.

1. **Annualized Costs** - For example, last year's budget might have included staff to start in April; this year's budget will include the full year's salary. The only annualized costs that will appear in the 2004 Budget will be Salary related. These costs have already been identified and included in the 2004 Base Budget.
2. **Growth** - Allow for growth that will occur in the Town in 2004. For example, if new roads were constructed in 2003, their upkeep would be part of the 2004 growth adjustment. Requests for new growth dollars must be documented. In order to obtain new growth dollars, there must be the identification of documented productivity, technological, or personnel efficiencies on the expense side or revenue enhancements to offset the request for new growth dollars. Only the portion of the cost from the date of the growth's impact to the end of the year should be included in the Budget. However, you must indicate the full-year cost of the growth. The 2004 'Change to Base Budget' Forms must be completed to justify the extra funding required.
3. **Inflation** - As mentioned above, General Inflation of 2.5% is anticipated in 2004. All departments are expected to absorb this inflation within their 2004 approved budgets.

However, exceptions will be made for extraordinary commodity price increases and contractually related increases. Departments have already identified contractual related increases, which have been incorporated in the Budget.

### **Service Level Changes**

There will be a critical analysis of each department 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 in their 2004 Base Budget submission all existing services at 2003 levels. Any requests for funding to increase service levels will need a 'Change to Base Budget' Form 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 'Change to Base Budget' form. Only the portion of the cost from the date of implementation to the end of the year should be included in the Budget. However, you must indicate the full-year cost of the program.

### **Salaries and Benefits - Full Time**

The Town will continue to scrutinize personnel costs as a percentage of the budget. Financial Planning will provide the salary figures for the 2004 Base Budget that will reflect movement through the salary grids, as well as CUPE and MPFFA impacts. The 2004 Base Budget from each Department will include only the 2003 full time approved complement. Financial Planning will complete the 2004 Human Resources portion of the budget by the end of September. The Human Resources budget data will be sent to the respective budget coordinators for confirmation.

### **Gapping Estimates**

Salaries and Wages will be budgeted for using the approved full time complement as at December 31, 2003. The salary figures will be provided by the Financial Planning Department. A list of the unfilled vacancies at the end of 2003, as well as an estimate of future vacancies, should be provided to Financial Planning. This Gapping Estimate will indicate the estimated time each vacancy will remain unfilled. Gapping savings occur during the period that an employee leaves and a replacement is hired. For example, a one-month vacancy for a \$60k position would generate approximately \$5k in gapping dollars.

### **Fringe Benefits**

2004 fringe benefits will be based on known rate increases (if any). These numbers will be provided by the Financial Planning Department based on analysis of 2003 actual benefit costs and the impact of higher pension plan costs announced by OMERS for 2004.

## **Part Time Salaries**

The 2004 Budget Guidelines require that all permanent part-time staff be budgeted for by person/position (to be provided in a separate document listing dollars and hours). The 2004 costs and the annualized costs must be provided in this document. Part Time staff should have 3 pay periods budgeted in the months of **April** and **October**. The annualization of Part-time job evaluation has already been included in the Base Budget.

## **Shift Premium**

Shift Premium will be budgeted at 2003 levels.

## **Boot Allowance**

The boot allowance for CUPE workers has been amended to \$200 for green patch safety boots and \$150 for yellow patch safety boots every 24 months. Departments should notify Financial Planning of all Union Staff who are eligible for this benefit. Also, please notify Financial Planning of staff who received this allowance in 2003.

## **Overtime Dollars and Hours**

Overtime dollars and hours will be budgeted at 2003 levels

## **Rate increases**

Increases have been provided for as follows:

## **U.S Exchange Rate**

U.S. Exchange Rate - 1.54

## **Investment Income**

The forecasted 2004 interest rate of 4.00% will be used for budgeting. The Financial Planning Department will be incorporating this rate in the development of the investment income budget.

## **Sales Taxes**

The Town continues to receive a 55%(rounded) rebate on the Goods and Services Taxes (GST) paid on its purchase. This means that the net 3% for G.S.T which is budgeted for, should continue. It is anticipated that the government will propose a full rebate on G.S.T for municipalities. We will make adjustments to the budget when further information becomes available.

## **Use the accrual basis for budgeting**

### **Expenses**

Expense items should be budgeted for in the month when the goods or services are expected to be received not when they are to be paid for. For example, if a



Purchase Order is issued in November 2004 and the goods are expected to arrive in December 2004 with payment terms of 45 days, the expenditure would be budgeted to occur in December 2004 because that is when the goods are expected to be received. The actual goods will be paid for in early 2004 due to the terms of the invoice but since they were received in December they should be budgeted for in December.

### **Revenues**

Revenue items should be budgeted for in the month in which the revenue is earned not when the revenue is to be received. For example, if a group rents the arena in December 2003 but is given 30 days to pay, the revenue would be budgeted for in December since this is when the service was provided. The money for the rental will be collected in January but the revenue will have been earned and budgeted for in December.

### **Chargebacks**

Financial Planning will revisit and review the process in place for the use of chargebacks. Any revisions will be implemented and communicated as necessary.

### **Utilities**

Currently, the Town is pursuing a Hydro procurement strategy and will also lock into a rate for Natural Gas by year-end. Any changes to the base budget will be disseminated to the user departments.

### **User Fees and Service Charges**

The 2004 Budget will include no user fee or service charge increases/decreases from approved 2003 levels, unless a 'Change to Base Budget' form is submitted and approved at the Commissioner level.

All departments should attempt to identify potential new sources of revenue excluding the above noted user fee rate increases.

### **Donations- In- Kind**

Donations-In-Kind should be budgeted for on both the revenue and expenditure side. For example, if a department is anticipating producing a brochure in 2004 then that expenditure should be budgeted for in the expense side of the budget. If that department also expects to have the brochures produced for them at no cost by a Company then the department would also budget for the value of the donation-in-kind as an offsetting revenue item.

### **Debt Charges**

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

### **Provincial Subsidies**

Please notify Financial Planning for inclusion of any Provincial Subsidies relating to specific programs other than those that are included in the 2003 Base Level budget.

## **Identification of Major Service Contracts**

The identification of major service contracts up for renewal in 2004 has been completed by Financial Planning and factored into the Budget. Please contact Sandra Skelcher (x.3880) for details and confirm for outstanding contracts, if any.

## **C. Budget Administrative Guidelines**

### **Budget Transfers**

Budget transfers refer to permanent transfers in the Base Budget and are not intended as a method of reallocation for budget overspending. **All budget transfers are restricted to non-salary accounts only.**

Forms do not have to be completed for re-allocation of dollars within a department. However, re-allocation of dollars may also be done between departments at the Commission level and must be noted on the 'Operating Costs Transfer' Forms provided by Financial Planning. Total 2004 budget dollars for the Commission should not change. Any cross-departmental transfers within the same Commission are to be approved at the Commissioner level.

Please notify Financial Planning if your re-allocation results in permanent savings that can be removed from the budget (i.e. reduce the shortfall) or re-allocated to other Commissions.

### **Budget Spending**

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

Any Commission Level overspending requires the approval of the CAO.

Within the Commission there may be Divisions, Departments, or line items that may exceed budget. Provided these stay within the Commission, the Commissioner is authorized to make the necessary balancing decisions, that need to be done, occur. Commissioners are responsible to ensure that procedures are in place within their Commission to prevent budget overspending.

On a monthly basis, the CAO & Commissioners' Committee (CCC) will be undertaking a detailed review of budget over/under spending and make decisions on spending reallocations, if required.

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

## **Monthly Budget Monitoring**

Budget status reports will be prepared for the Finance and Administrative Committee on a monthly basis comparing actual revenues and expenditures to budgeted amounts. Further quarterly reports will be presented to the Finance and Administrative Committee, which will include a detailed analysis of variances. The quarterly report issued for performance in the mid year and the third quarter will also include year-end projections.

Financial Statements for the previous months results will be delivered by Financial Reporting to each Commission by the 6<sup>th</sup> business day of the following month. Based on this information, departments provide Financial Planning details of material variances and projections for the remainder of the year.

Financial Planning will then consolidate the information and present a monthly Reporting Package to the Finance and Administrative Committee.

## **Monthly Budget Reporting Content**

Financial Planning will include in the quarterly report to the Finance and Administrative Committee the following:

Gapping

Vacancies

Spending variances in full time, part time, overtime and consultants

### **Vacancies**

Vacancies not filled within 6 months from the date of vacancy will be subject to review by the Chief Administrative Officer (CAO).

### **Overtime**

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

### **Services-In-Kind Tracking**

Financial Services will ensure that services-in-kind provided by staff for the various festivals will be tracked and reported on by festival to the CAO.

### **Year-end Projections**

Year-end projections and factors that may affect the year-end based on feedback from all departments.

# BUDGET CALENDAR

AUGUST 2003



<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>
				<i>1</i>
<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>
<i>11</i>	<i>12</i>	<i>13</i>	<i>14</i>	<i>15</i>
Circulating Capital Policies and a Request for Capital Information from Departments. <i>18</i>	<i>19</i>	<i>20</i>	<i>21</i>	<i>22</i>
<i>25</i>	<i>26</i>	<i>27</i>	<i>28</i>	ITS Capital Budget Request forms are due to ITS.  Business Cases & Capital Request forms for new fleet are due to Operations – Fleet, for review, before final submission to Finance. <i>29</i>



*MONDAY*

*TUESDAY*

*WEDNESDAY*

*THURSDAY*

*FRIDAY*

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>
<p>2004 Capital Funding Request forms and 5-year plan (2004 to 2008 Capital Forecast) are due to Finance.</p> <p style="text-align: center;"><i>15</i></p>	<i>16</i>	<i>17</i>	<i>18</i>	<i>19</i>
<i>22</i>	<i>23</i>	<i>24</i>	<i>25</i>	<i>26</i>
<i>29</i>	<i>30</i>			

# BUDGET CALENDAR

OCTOBER 2003



<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>
		<i>1</i>	<i>2</i>	<i>3</i>
<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>
<i>13</i>	<i>14</i>	Preliminary Review of Operating Shortfall with Treasurer and Commissioner.	<i>16</i>	<i>17</i>
<i>20</i>	Preliminary Review of Capital with Treasurer and Commissioner.	<i>22</i>	<i>23</i>	<i>24</i>
Preliminary Review of Operating Budget with Treasurer and Commissioner.	<i>28</i>	CCC Presentation of Preliminary Operating Budget.	<i>30</i>	<i>31</i>

**BUDGET CALENDAR**

**NOVEMBER 2003**



<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>
<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
Municipal Elections Held.				
<i>10</i>	<i>11</i>	<i>12</i>	<i>13</i>	<i>14</i>
		CCC Meeting – 2004 Preliminary Operating Budget (Base Budget).		
<i>17</i>	<i>18</i>	<i>19</i>	<i>20</i>	<i>21</i>
<i>24</i>	<i>25</i>	<i>26</i>	<i>27</i>	<i>28</i>



# BUDGET CALENDAR

DECEMBER 2003



<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>
<i>15</i>	<i>16</i>	<i>17</i> CCC Meeting – Discussion of Schedules and Process for 2004 Budget.	<i>18</i>	<i>19</i>
<i>22</i>	<i>23</i>	<i>24</i>	<i>25</i>	<i>26</i>
<i>29</i>	<i>30</i>	<i>31</i>		

# BUDGET CALENDAR

# JANUARY 2004



<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>
			<i>1</i>	<i>2</i>
<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>
<i>12</i>	<i>13</i>	<i>14</i>	<i>15</i> Treasurer's Review of Capital.	<i>16</i> Treasurer's Review of Capital.
<i>19</i> CAO's Review of Operating and Capital.	<i>20</i> CAO's Review of Operating and Capital.	<i>21</i>	<i>22</i>	<i>23</i>
<i>26</i> Budget Committee Meeting – Proposed 2004 Operating Budget, 2005/2006 Forecast.	<i>27</i>	<i>28</i>	<i>29</i>	<i>30</i>

# BUDGET CALENDAR

# FEBRUARY 2004



<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>
<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>
Budget Committee Meeting – Review and Approval of 2004 Capital Budget.  <i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>	<i>13</i>
<i>16</i>	<i>17</i>	<i>18</i>	<i>19</i>	<i>20</i>
Budget Committee Meeting – Complete Capital Budget Review, Respond to Capital questions from Feb. 9 <sup>th</sup> .  <i>23</i>	<i>24</i>	<i>25</i>	<i>26</i>	<i>27</i>

# BUDGET CALENDAR

MARCH 2004



<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>
<i>1</i>	<i>2</i>	Budget Committee Meeting – 2004 Celebrate Markham Grants, 2004 Operating, Capital, and Waterworks Budgets.  <i>3</i>	<i>4</i>	<i>5</i>
<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>
<i>15</i>	<i>16</i>	<i>17</i>	<i>18</i>	<i>19</i>
<i>22</i>	<i>23</i>	<i>24</i>	<i>25</i>	<i>26</i>
Budget Committee Meeting – 2004 Capital and Operating Budget; Reserve Study Update.  <i>29</i>	<i>30</i>			

# BUDGET CALENDAR

APRIL 2004



<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>
			<i>1</i>	<i>2</i>
Finance and Administrative Committee Meeting – 2004 Operating and Capital Budget Update, Proposed Municipal Tax Increase Comparison, Reserve Study Status.  <i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>
<i>12</i>	Budget Committee Meeting - Status of 2004 Operating & Capital Budgets, 2004 Grants Update.  <i>13</i>	<i>14</i>	<i>15</i>	<i>16</i>
Finance and Administrative Committee Meeting – Discussing the entire 2004 Budget.  <i>19</i>	<i>20</i>	<i>21</i>	<i>22</i>	<i>23</i>
Fourth Annual Budget Breakfast for the Public – Budget Presentation and Feedback Session.  <i>26</i>	<i>27</i>	<i>28</i>	<i>29</i>	<i>30</i>

# BUDGET CALENDAR

MAY 2004



<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>
Budget Committee Meeting – Review Feedback from Budget Breakfast & Finalize 2004 Budget Recommendations to Finance and Admin. Finance and Admin. Committee Meeting – Approval of 2004 Proposed Operating; Capital. <b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>10</b>	Council Meeting – Approval of 2004 Budget. <b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>
<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>
<b>31</b>				

## **2004 BUDGET OVERVIEW**

### **BUDGET FRAMEWORK**

Council meets every three years to set the Town's goals and priorities. The 2004 long term corporate goals include:

- **Quality Community**  
To recognize, promote and strengthen a sense of community and multiculturalism while appealing to all ages and stages of life by providing high-quality services
- **Economic Development**  
To establish, promote and support Markham as the best location for diverse high-tech and related businesses
- **Infrastructure Management**  
To build, renew and strategically manage the Town's infrastructure to meet the demands and expectations of a growing community
- **Managed Growth**  
Provide a framework for the timely delivery of well-planned new communities that are phased and coordinated with the provision of infrastructure
- **Environmental Focus**  
To protect, enhance and restore Markham's natural features and green spaces as part of a vital and healthy ecosystem
- **Fiscal Stewardship**  
To ensure that resources are managed responsibly and taxpayers receive the best value for their money
- **Organizational Excellence**  
To achieve excellence in managing and delivering quality services through quality people

The corporate goals have remained unchanged from 2003 to 2004. These goals are then combined with the Council's strategic priorities to determine Markham's Business Plan. The council's strategic priorities for the term 2004-2006 include,

- **Addressing Gridlock and Rapid Transit**  
To deal effectively with gridlock issues and addressing areas of improving public transportation, making public transit more accessible and improve walking and biking trails.
- **Creating a better quality of community**  
To ensure a better quality of community including preserving the community's history while balancing the challenges of development. To build a knowledge community where post secondary education is accessible to all and enabling Markham to compete in the knowledge economy of tomorrow.



- Improving environmental protection and management  
To protect, restore and enhance Markham's natural features and green spaces to ensure the maintenance of a vital and healthy ecosystem
- Implementation of Markham Centre Downtown  
To implement the Town vision of a downtown core and ensuring urban design details correspond with the approved vision
- Safe Streets  
To develop a well managed transportation system as well as design new communities that incorporate elements that make them liveable and pedestrian friendly
- Improving standards of service and service delivery

The Business Plan, in turn is the driving force behind the 2004 Budget process. The Budget provides a framework to put the Business Plan into action.

## **BUDGET PROCESS**

In August 2003, staff began working on the 2004 Budget. The Town uses a participatory, bottom-up budgeting approach involving a large group of staff in all departments and at all levels of the Corporation. Throughout the next several months, various staff including Directors, Commissioners and the CAO reviewed the budgets. At each stage, revisions were made when necessary as more of the Town's requirements became apparent. As well, the Town reviews each and every Financial Policy to ensure compliance with the Budget.

As the Departments and Commissions continued to work on their budgets, eight members of Council that made up the Budget Committee began their deliberations. These members included Budget Chief Dan Horchik, Deputy Mayor Frank Scarpitti, Regional Councillors Jack Heath, Jim Jones, and Councillors, Alex Chiu, Stan Daurio, Erin Shapero, and Khalid Usman. This Committee, along with other council members who attended the Budget Committee meetings helped to shape the budget and report progress to the Finance and Administrative Committee.

A total of six budget committee meetings were held during the period January 26<sup>th</sup> to April 13<sup>th</sup> to discuss the 2004 Budget. On April 26<sup>th</sup>, 2004, the Mayor, Councillors, Town Staff and members of the community participated in the Town's Fourth Annual Budget Breakfast. The Budget Breakfast was an opportunity for residents, business and community leaders to obtain an overview of the Town's budget process and the status of the 2004 Budget. All attendees were invited to ask questions and to provide feedback at the Budget Breakfast. The feedback was positive and the Budget Committee presented its budget recommendations to the Finance and Administrative Committee held on May 3, 2004.

On May 11<sup>th</sup>, 2004, Council approved the 2004 Operating, Capital, and Waterworks Budgets. For the fourth consecutive year, the session was broadcast live over the Internet with a live audio feed of the presentation by Budget Chief Dan Horchik, and Joel Lustig, Director of Client and

Financial Services. The Budget was completed in accordance with the Town of Markham financial policies.

#### Amendments to Approved Budget

No further amendments to the budget are expected. However, any amendments after adoption would require a majority vote by Council as outlined in the policy for Budget Amendments.

## **BUDGET SUMMARY**

#### Operating Budget

The Town of Markham continues to face inflationary pressures in many aspects of its operations. Wage settlements, general inflation, winter maintenance contracts, other contract renewals, and the continuation of high fuel/natural gas costs have resulted in increased operating expenditures. Further, the Budget Sub-Committee has approved the continuation of the Town's practice of setting aside operating funds for salary costs related to future facility openings such as the Cornell Fire Station, Riviera Fire Station and the East Community Centre & Library. The Town of Markham continues to add to its inventory of parks, community centres, roads, etc., thereby requiring more resources for the maintenance and replacement of these assets. The total impact of these pressures on expenditures is \$8.8M.

To mitigate the impact of increased expenditures, the Town reviewed its revenue sources and increased revenues in areas of Assessment Growth, Investment Income, planned implementation of the Town's Revenue Strategy and other operating revenues totalling \$6.0M.

The Town has been able to maintain existing service levels with minimal increases in user fees, and a minimum increase to Council grants. However, as a result of the above noted budgetary pressures mitigated partially through increased revenues, a reduced operating shortfall of \$2.8M (8.8M - 6.0M) or a tax levy increase of 3.9% was presented by the Budget Committee to Council.

The 3.9% increase in the net tax levy applies only to the municipal portion of the tax bill. For an average household valued at \$358,000, this equates to an extra \$33.62 per year.

#### Capital Budget

The Town of Markham's approved Capital Budget of \$79.5M includes \$16.2M of property tax funded projects. Consistent with Town policy, the property tax funding of the capital budget was increased by \$0.5M from 2003, from \$15.0M to \$15.5M. An additional \$0.7M was directed to the tax-funded capital from the recent Federal Government's announcement on a full Goods and Services Tax (GST) rebate for municipalities. The GST rebate has a positive impact on the Town's Operating Budget of approximately \$0.7M. Consistent with the Federal Government's intent, the Town of Markham's Budget Committee recommended that the \$0.7M be applied to fund Capital projects in 2004. Council agreed to the recommendation and directed staff to utilize the GST rebate to fund capital projects to maintain and improve the Town's aging infrastructure projects rather than using it as a source of funding for the Operating Budget.

Significant Capital projects approved include the construction of Enterprise Drive east of Warden Avenue to the GO rail line, construction of Helen Avenue from the GO rail line to Kennedy Road, Environmental Management Plan, Kyoto Task Force, Implementation of Phase 1 of the 3 Stream Waste Collection Program, Construction of a Fire Station at Bur Oak and Land Purchase for the East Community Centre & Library.

Waterworks Budget

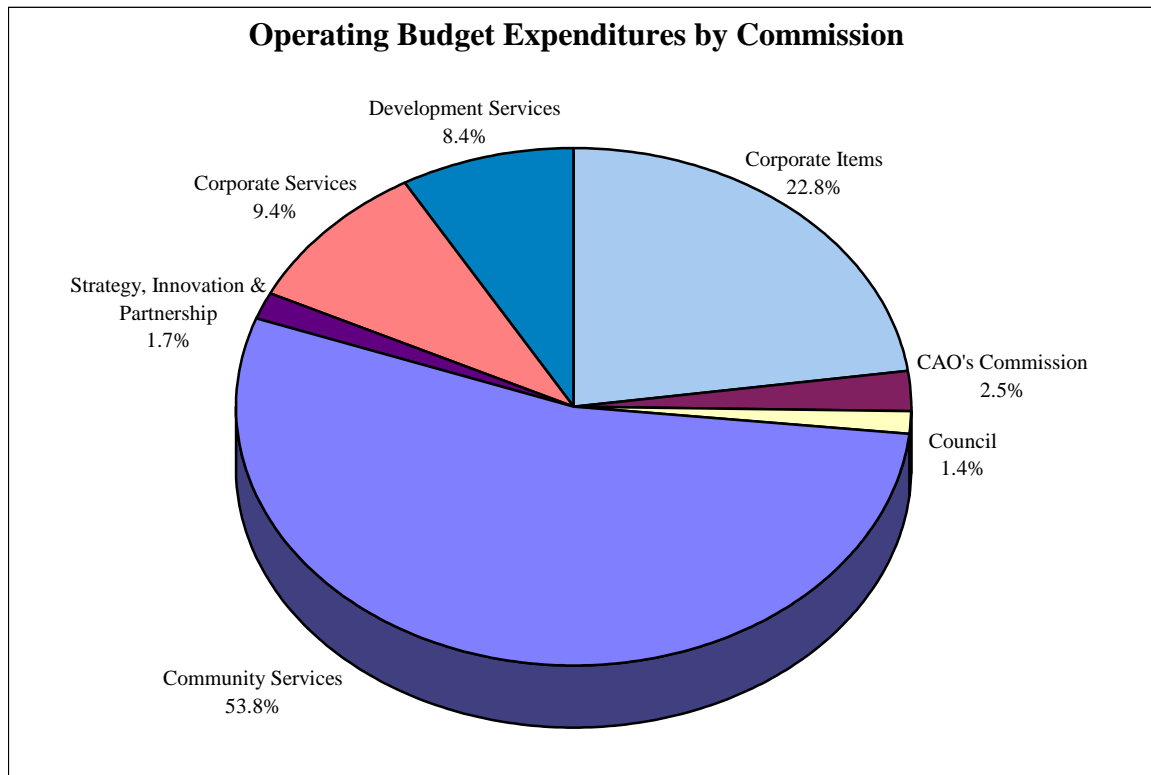
Council approved the 2004 Waterworks Budget of \$39,827,007. The budget represents a \$3.3 million (net) increase over the prior year's budget. The increase is made up of growth related personnel costs, additional costs in areas such as testing, maintenance of water meters and supply/purchase of water.

## 2004 OPERATING BUDGET

### Expenditures

The 2004 Operating Budget for Town services totals \$126,613,049. This marks an increase of \$7.27 million over the 2003 Operating Budget. Exhibit 1 shows the composition of the Operating Budget expenditures by Commission.

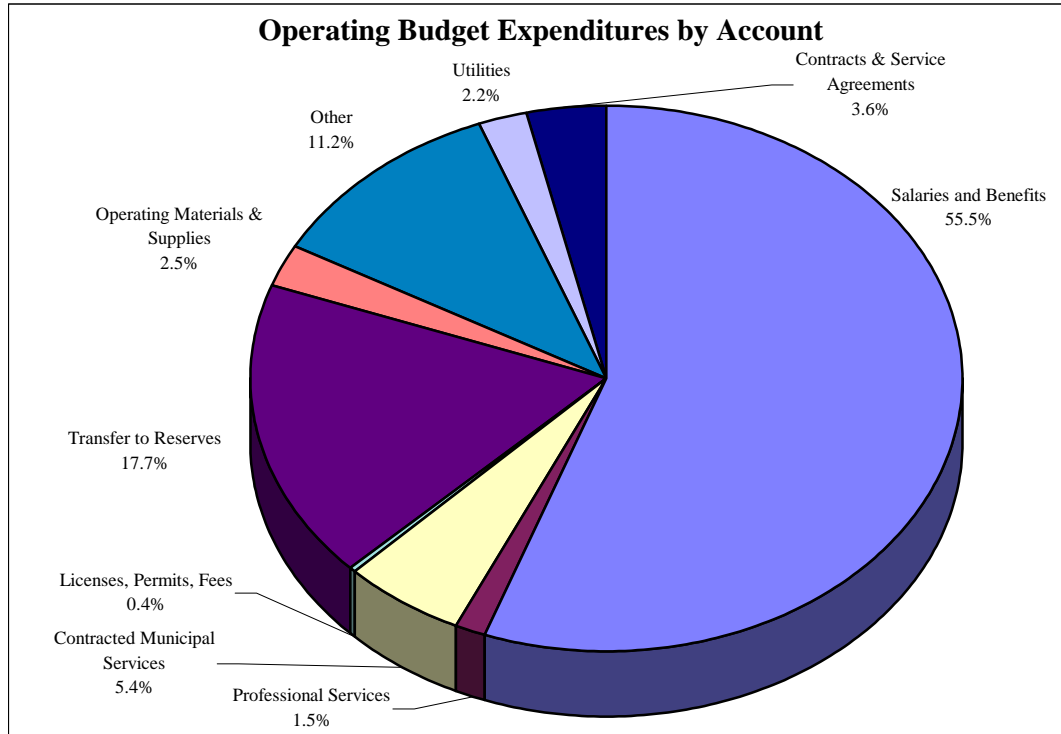
Exhibit 1



The Community Services Commission accounts for 53.8% of the total Budget expenditures. This Commission includes Fire, Recreation Services, Parks Maintenance, Capital Asset Management, Waste Management, Roads, Construction & Utilities, Library, Theatre and Museum. Corporate Items (comprised largely of Transfer to Reserves for the tax funded portion of the 2004 Capital Budget program) represents 22.8% of the Budget.

The 2004 Operating Budget expenditures can be alternatively broken down by account. Exhibit 2 indicates that 55.5% of budgeted expenditures are related to the salaries and benefits of Town employees. The next highest individual component is the Transfer to Reserves, which represents 17.7% of the total Budget. The 'Other' category, which accounts for 11.2% of the Operating Budget, includes items such as communications, training, insurance, vehicle supplies, rentals/leases, construction materials, and maintenance & repair costs.

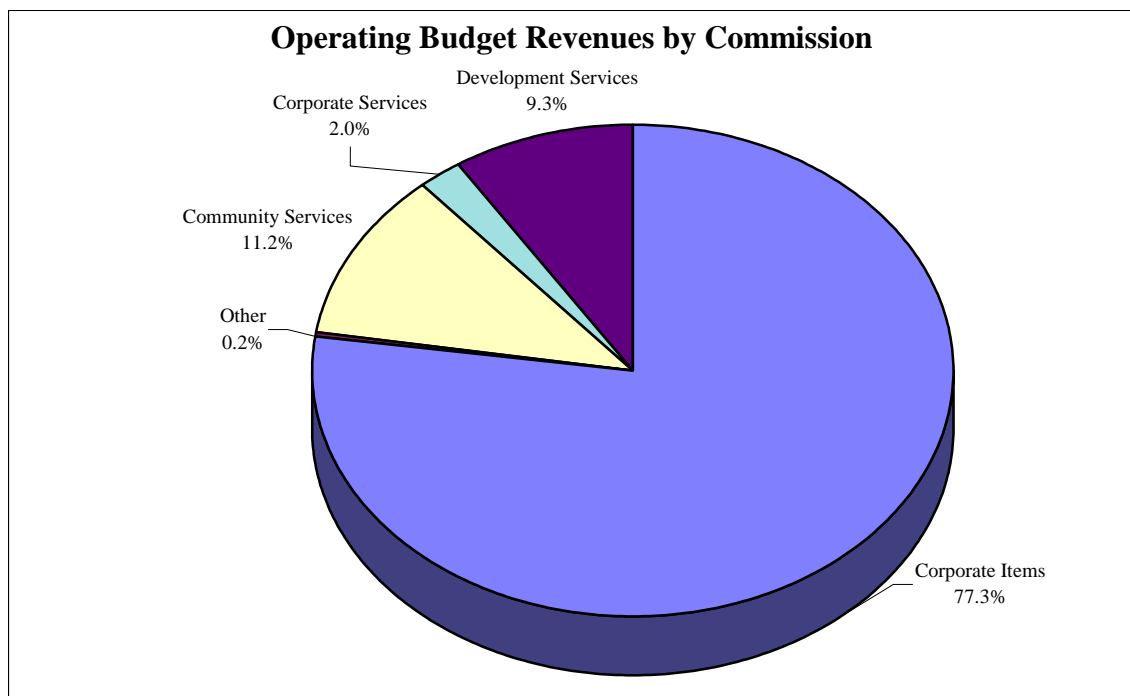
Exhibit 2



**Revenues**

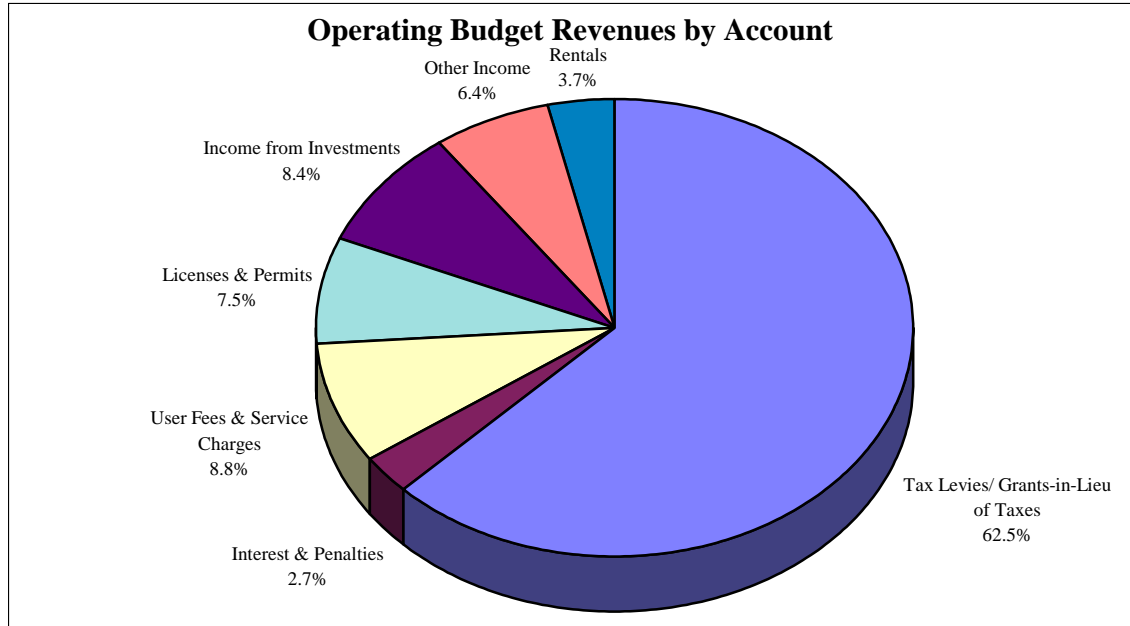
The \$126,613,049 Operating Budget is funded mainly through revenues associated with the following Commissions: Corporate Items (77.3%), Community Services (11.2%), and Development Services (9.3%). Corporate Items consist largely of Taxation Revenues, Investment Income, and Interest & Penalties. Please refer to Exhibit 3.

Exhibit 3



62.5% of the Operating Budget is funded through Taxation Revenues. Please refer to Exhibit 4.

Exhibit 4

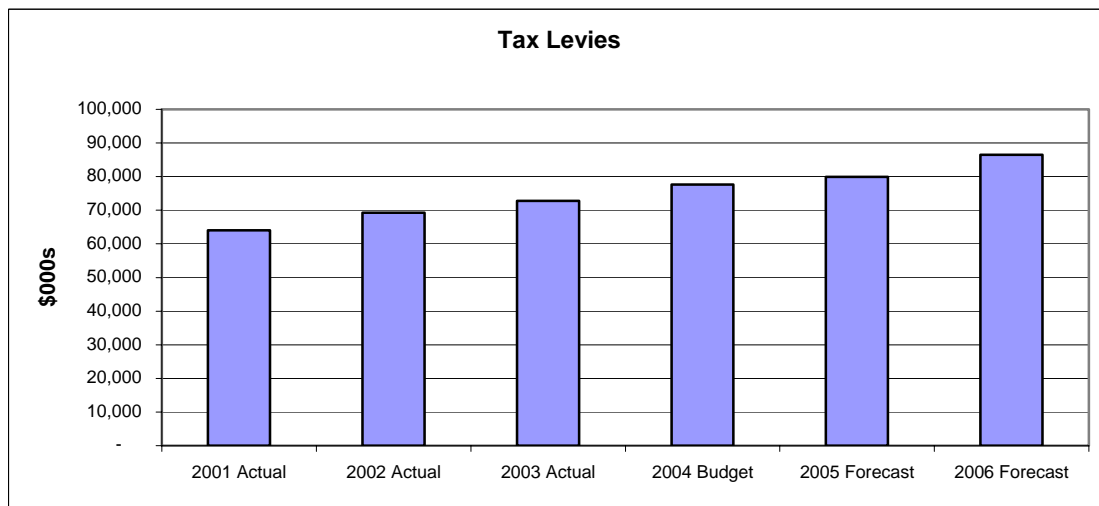


Major Revenue Sources

Tax Levies

Property tax revenues have increased \$6.0 million or 8.4% from 2003. Council authorized a \$2.8 million (3.9%) increase in the net tax levy in order to eliminate the budget shortfall caused by the aforementioned pressures. Council was able to keep the increase to a minimum, partly through the use of \$2.7million of projected residential, commercial, and industrial assessment growth. Assessment growth is expected to be 3.0% in each of 2005 and 2006. Please refer to Exhibit 5.

Exhibit 5

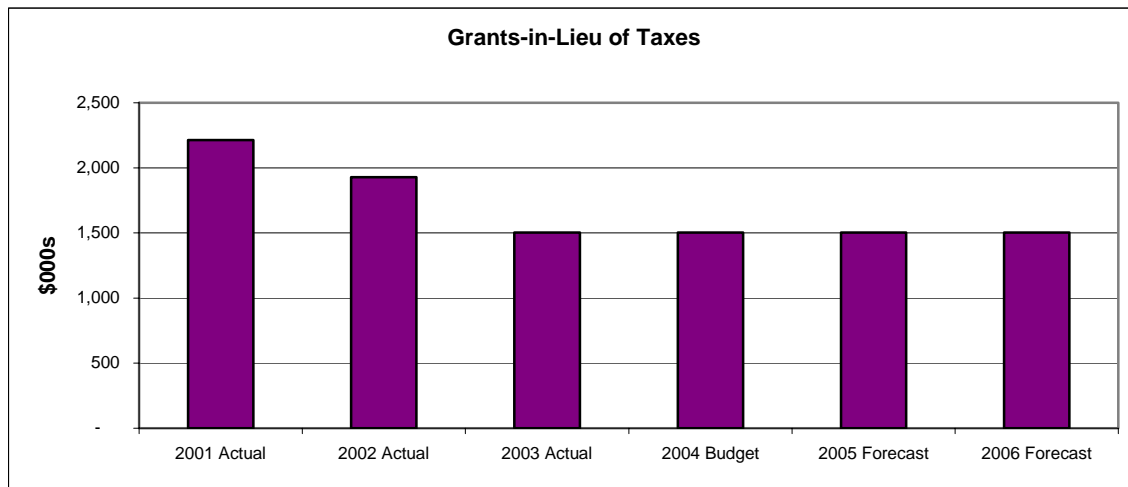


## Grants-in-Lieu of Taxes

The 2004 budget figure of \$1.5 million is a decrease of \$0.2 million from 2003. This is due to reduction in revenues from both federal and provincial properties with reduced land values, which have been reclassified as farmland thereby attracting a lower tax (a 75% lower) rate.

It is expected that the \$1.5 million budget will be kept constant through 2006. Please refer to Exhibit 6.

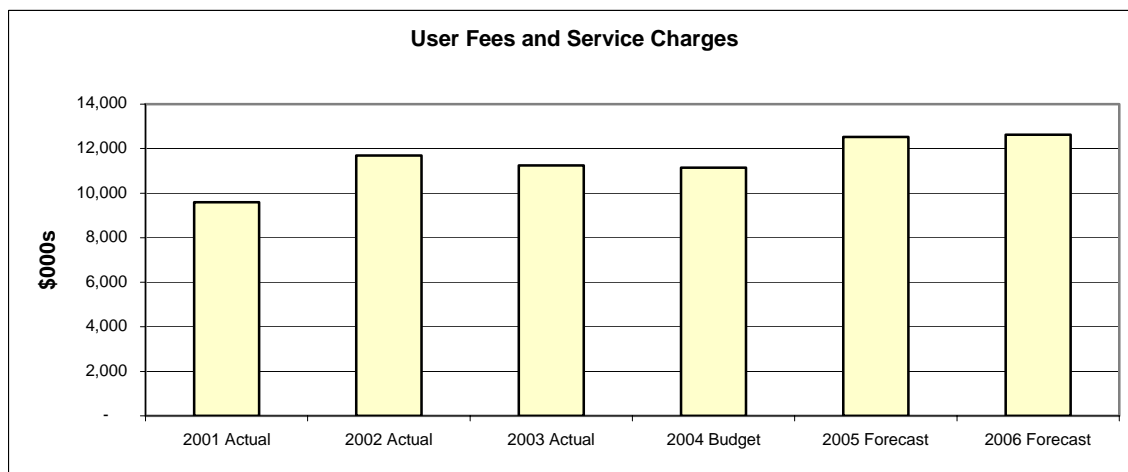
Exhibit 6



## User Fees and Service Charges

User fees & service charges have remained relatively unchanged from 2003 to 2004. Recreation Fees (\$5.2 million), Development Services fees (Engineering, Planning & Design fees and compliance letters - \$3.1 million), and Cultural venue ticket sales (\$1.3 million) together represent 86% of the Town's 2004 budget for User Fees and Service Charges. The budget of \$11.1 million is expected to increase to \$12.6 million by 2006 because of additional user fees as a result of the new Angus Glen Community Centre and Library. Please refer to Exhibit 7.

Exhibit 7

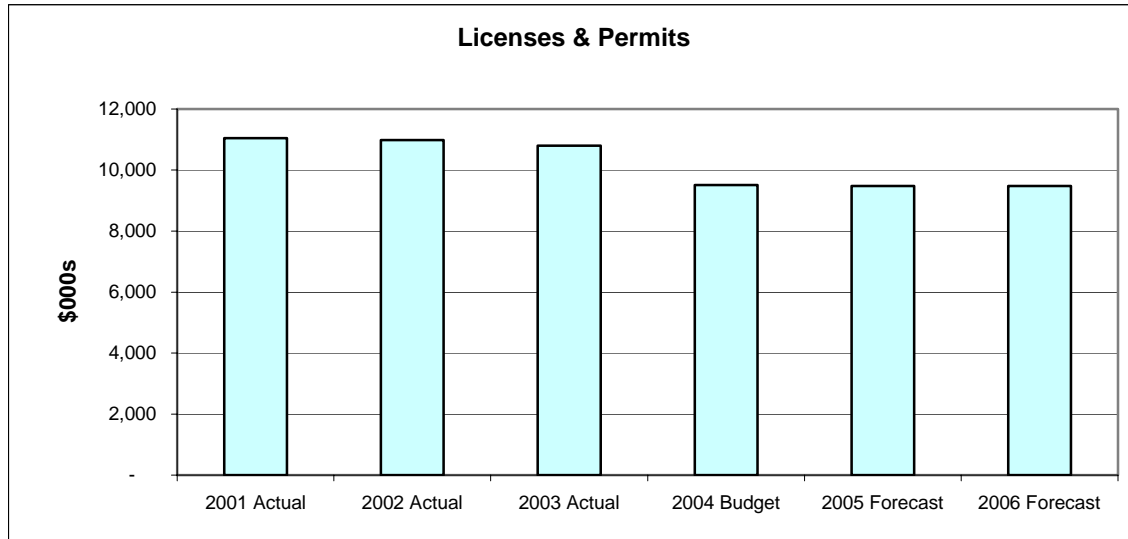




### Licenses & Permits

Over the past few years, the Town's License and Permit revenues have been approximately \$11 million per year. In the 2004 Budget, License and Permit revenues are at \$9.5 million. Proposed regulations from the Ontario government may drastically change the current fee structure for Building permits, which account for 90.5% (\$8.6 million) of the 2004 Licenses and Permits budget. Therefore, the 2004 budget figures remained relatively unchanged from 2003 and are forecasted to remain constant until the Town is notified of any further developments with respect to Building permit fees. Please refer to Exhibit 8.

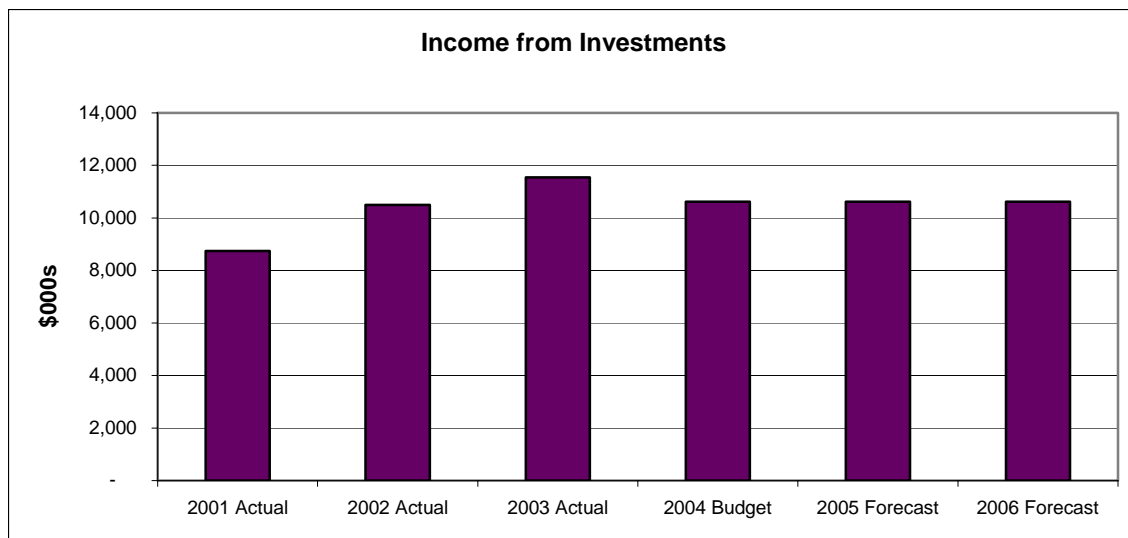
Exhibit 8



### Income from Investments

Income from Investments has increased by \$960,000 or 9.9% in the 2004 Budget. This increase reflects a one time realigning of Budget to correspond with actual revenues earned during prior periods. Based on current portfolios held and anticipated future cash flows, combined with an anticipated minimal increase in interest rates, the forecast for future years is constant at 2004 Budget levels. Please refer to exhibit 9.

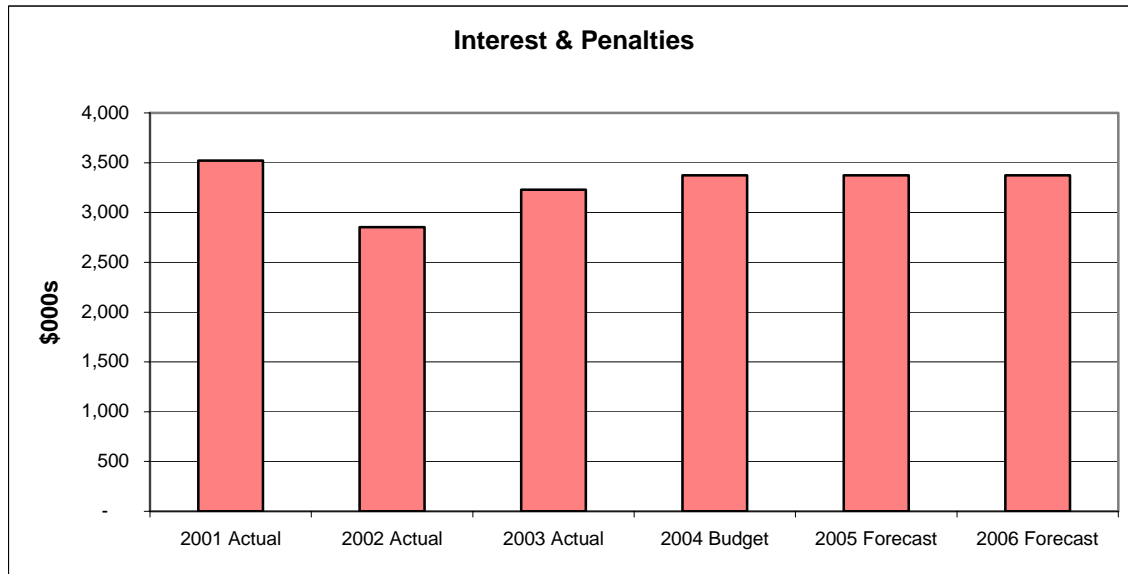
Exhibit 9



### Interest and Penalties

Interest and penalties for late payment of property tax bills remains at the 2003 budgeted level of \$3.4 million, and is expected to remain constant through 2006. Please refer to Exhibit 10.

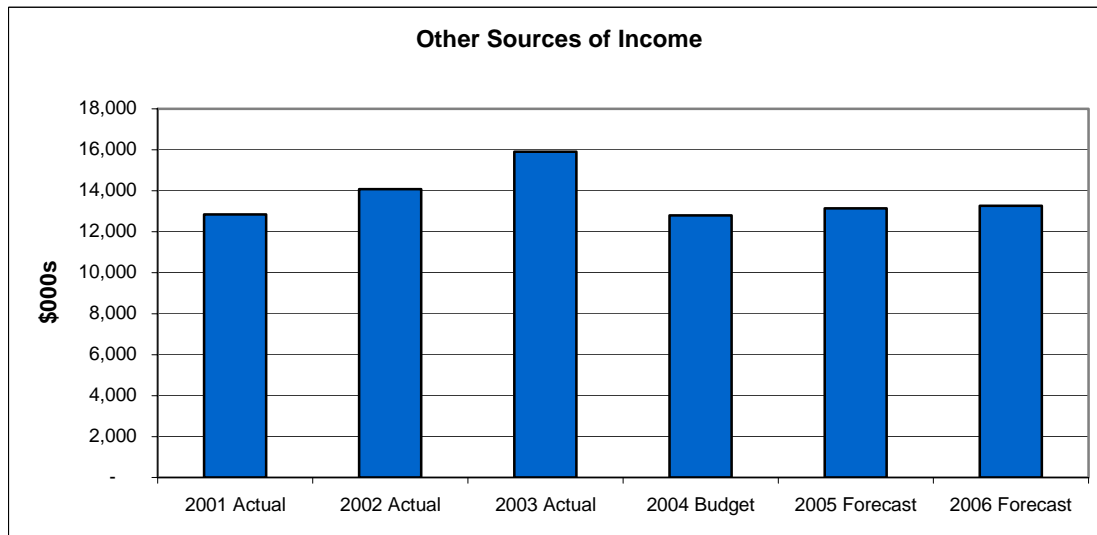
Exhibit 10



### Other Income

Other areas where revenues are increasing: Fines (\$70,000), Recreation Services Rentals (\$81,000), and Recoveries from York Region (\$171,000). The main source of 'Other Income' growth will be achieved through the implementation of Core Services revenue strategies. Please refer to Exhibit 11.

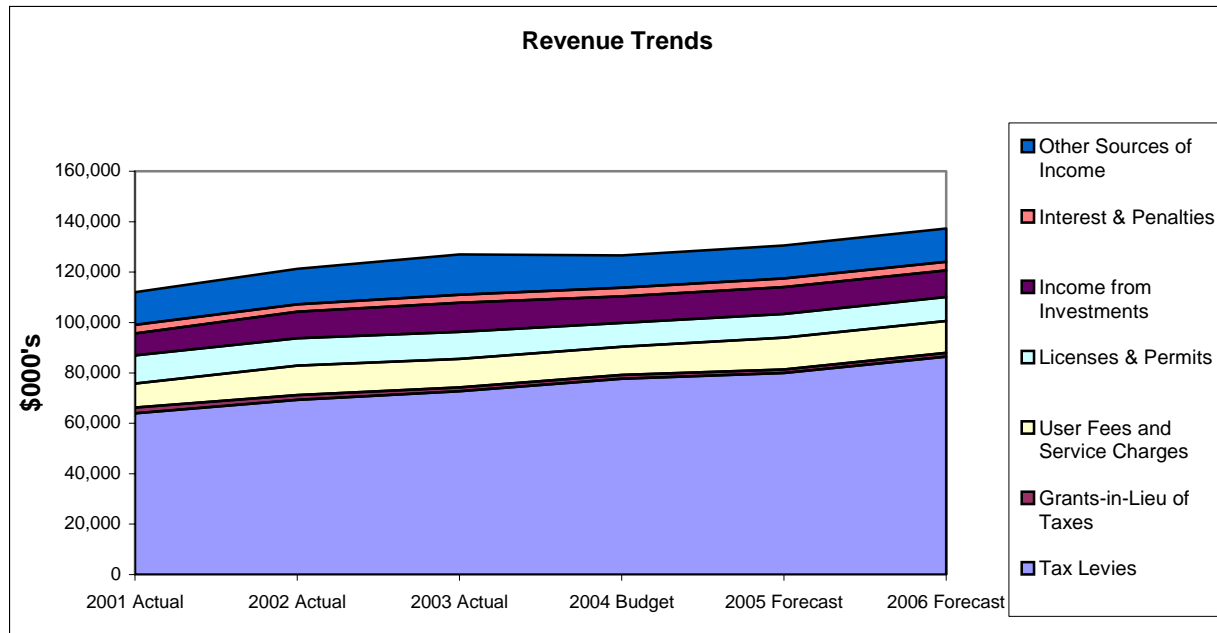
Exhibit 11



## Revenue Summary

On a consolidated basis, Town revenues are expected to grow steadily between 2004 and 2006. The main reasons for the increase are related to assessment growth, additional investment income, Core Services revenue strategies, and revenues associated with the new Angus Glen Community Centre. Please refer to Exhibit 12.

Exhibit 12



Highlights of the 2004 Operating Budget include:

### *Tax Rate Decrease to Offset CVA Increase*

- The average Current Value Assessment increase will be offset by a decrease in the tax rate as in 2003.
- The average CVA increase in Markham is 12.41% (all classes).

### *New Assessment Growth of 3.8%*

- \$2,696,660 in additional tax revenues.

### *Maintain Existing Service levels*

- Fire, Parks, Recreation, Roads and Waste Collection 2003 service levels protected.

### *Fiscal Stewardship Leadership*

- The Town of Markham is currently debt free.
- Continued commitment to increase the Town's investment in Capital Projects by \$500,000 each year.
- The Town has provided for its future commitments and has no amounts to be recovered for current obligations from future tax revenues.
- Continued to ramp up Operating budget for future salary expenditures related to new Community Centres, Libraries and Fire Stations.

- Continued policy of not using one-time funding to balance the operating budget.

*Other*

- Increased investment income by \$960,000.
- A net increase of 16 new full-time staff excluding Angus Glen Community Centre & Library budgeted in 2004.
- 15 new staff at Angus Glen Community Centre & Library.

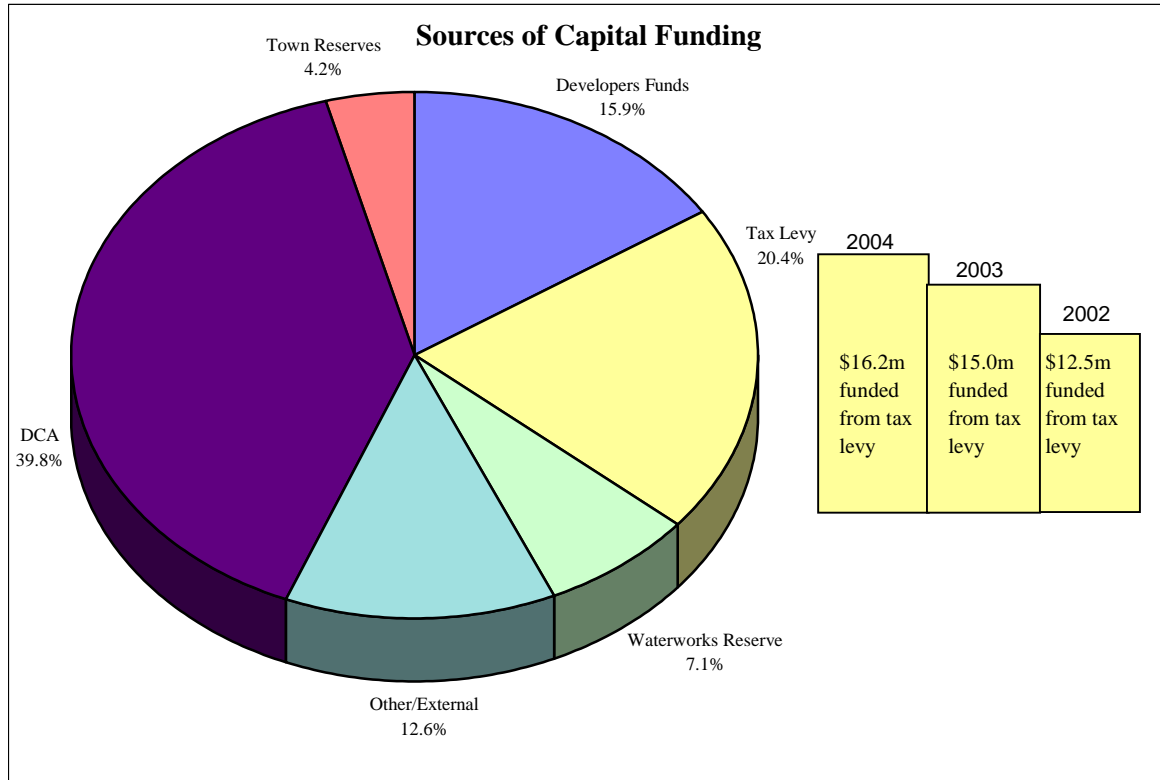
*Continuation of Council Grants*

- Budget increased by \$51,250 for a total budget of \$184,500 in 2004.
- Celebrate Markham activities include:
  - Canada Day Celebrations
  - Santa Claus parade
  - Unionville/Markham/Thornhill/Milliken Mills Children's festivals
  - Volunteer Appreciation
  - Character Community
  - Markham Arts Council Start-up Grant

## 2004 CAPITAL BUDGET

The 2004 Capital Budget totals \$79,502,885 and is funded through a variety of sources. \$16,200,000 (20.4%) of the Capital Budget is funded through the tax levy and appears as a 'Transfer to Reserves' in the Operating Budget. This marks a \$1,200,000 increase in tax rate funding over 2003 levels. Reserves and Contributions from Developers (DCA, Developers Funds) also account for large portion of the Capital Budget funding. Please refer to Exhibit 13.

Exhibit 13



Highlights of the 2004 Capital Budget include:

### INFRASTRUCTURE

#### *Asphalt Resurfacing*

- \$3,883,400 of funding for 23 km of two-lane roads throughout the Town. Includes asphalt costs, curb repair & replacement, sidewalk repair & replacement, and catch basin/manhole repairs.

## 2004 Capital Highlights Continued

### *Enterprise Drive Construction*

- \$3,300,000 funding for construction of Enterprise Drive situated East of Warden Avenue to the GO line. This would provide an east – west mid block collector road to the Markham Centre developments.

## **ENVIRONMENT PROTECTION AND MANAGEMENT**

### *Environment Management Program*

- \$100,000 to develop and implement a plan that would provide guidance to staff and the community. The plan will also provide a policy framework for a “green” organization, including a strategy to meet the targets of the Kyoto Protocol, improve energy efficiency through “green” buildings, protect natural heritage and encourage sustainable development including green infrastructure.

### *Kyoto Task Force*

- \$75,000 for feasibility studies, energy audits and strategic planning focusing on the Town’s commitment to meet the goals and objectives of the Kyoto Protocol.

## **ADDRESSING GRIDLOCK AND TRANSPORTATION**

### *Travel Demand Management*

- \$231,600 to implement auto reduction strategies and encourage alternate modes of travel. This will reduce congestion and improve efficiency of transportation network. The implementation strategies require collaboration and partnerships with business, transit agencies, local government and other associations to develop and deliver services and programs that offer commuters mobility choices and travel options other than single occupant vehicles

### *Cycling Pedestrian Advisory Committee*

- \$43,600 for funding the implementation of the town wide bike plan. The committee is endorsed by Council to act in an advisory role for the Town-wide bicycle plan. The committee will provide an opportunity for direct input from residents and other agencies in the ongoing development of the overall bike network.

### *Phase 1 Implementation of Bicycle Study & Start of Phase 2*

- \$169,750 (both phases) to designate and implement bike routes thereby encouraging alternative mode of travel and increasing efficiency of the transportation network.

## **QUALITY COMMUNITY AND SAFE STREETS**

### *Safe Streets Task Force*

- \$97,000 for the Safe Streets Task Force, which will create a program, that will target motorist’s behaviour and reduce excessive speeding in local neighbourhood to reflect the Town’s Character Community. This will be achieved by providing additional

## 2004 Capital Highlights Continued

enforcement, education through public awareness programs to alter driver behaviour, and innovative engineering solutions to promote safer streets.

### *Elimination of Train Whistling – Railway Crossings*

- \$ 121,300. The objective of the project is to eliminate train whistling at all “At-Grade” railway crossings along the Uxbridge Subdivision CN rail line throughout the Town. The project provides for the safety audits & the implementation of the safety infrastructure, required at each crossing, to eliminate the need for train whistling.

## **IMPROVED SERVICE STANDARDS AND DELIVERY**

### *Information Technology Projects*

- \$3,752,916 for computers (new/replacement), and new projects like Computer-Aided Design System for Fire Dispatch, a pilot automatic vehicle locators (i.e. GPS-like technology for Town vehicles), Parking ticket system replacement, a possible Smart Card system for Library Customers, and Sanitary Sewer Video Inspection equipment upgrades

### *Citizen and Staff Satisfaction Surveys*

- \$100,000 - Citizen Survey conducted every 3 years to identify Town priorities. The Bi annual Staff Satisfaction Survey is designed to identify and address areas of concern as expressed by Town staff. The results of both surveys help the Town improve service and service delivery to its residents and businesses.

### *Salt Management Program Study*

- \$15,300 – To develop a salt management program and strategy to meet pending legislation and address environmental concerns (high chloride levels) from the use of road salts on surface water, ground water, and the soil.

### *Emergency Response Manual for Storm Water Management*

- \$ 97,000 – To create a manual outlining the storm water management system and potential flood damage areas in the event of a major storm.

### *Construction of Fire Station at Bur Oak*

- \$2,429,100 for construction of Fire Station as a result of growth in the Wismer area.

### *Fire Command Van*

- \$80,000 for replacement of the existing command van. The fire command van is a specially equipped vehicle, which serves as a command post in emergencies and responds to calls in all areas of the Town.

### *Firefighter Safety Clothing and Bunker Gear*

- \$118,000 towards safety clothing and bunker gear for new firefighters to be recruited at the Bur Oak Fire Station.

## 2004 Capital Highlights Continued

### *Markham Village Library Renovation – Ramp Up*

- \$1,100,000 funds set aside this year with a similar amount to be set aside next year to fund required renovations to the existing library.

### *New Parks*

- \$5,354,700 for design and construction of new parks totaling 73 acres including Wismer Community Park, Villages of Fairtree Community Park, Phase 5 of Swan Lake, and Berczy Park.

### *Construction of Reception Centre at the Museum*

- \$582,000 towards construction of a reception centre at the Markham Museum.

### *Land Purchase for East Community Centre and Library*

- \$4,913,600 for construction of a community centre and library at the Cornell area to meet the needs of the newly developed area and forecasted in the Master Plan.



## WATERWORKS BUDGET

All operations relating to water and sanitary sewer are funded through the Waterworks fund which is separate from the Operating Fund. User fees from water billings are the main source of funding for the Waterworks Budget.

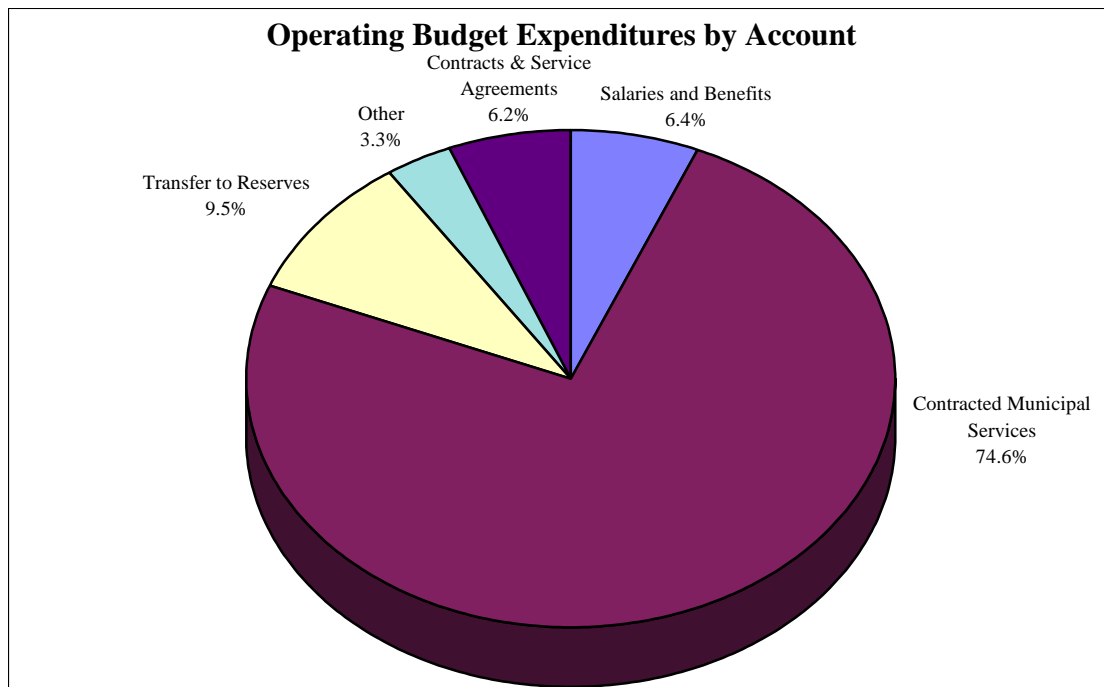
### 2004 OPERATING BUDGET

#### Expenditures

The 2004 Operating Budget for Waterworks totals \$39,827,007. This marks an increase of \$3.3 million over the 2003 Operating Budget.

Exhibit 1 indicates that the major portion of budgeted expenditures contracted Municipal Services, is related to the purchase of water from the Region of York. The 'Other' category, which accounts for 3.3% of the Operating Budget, includes items such as communications, training, insurance, vehicle supplies, rentals/leases, construction materials, and maintenance & repair costs.

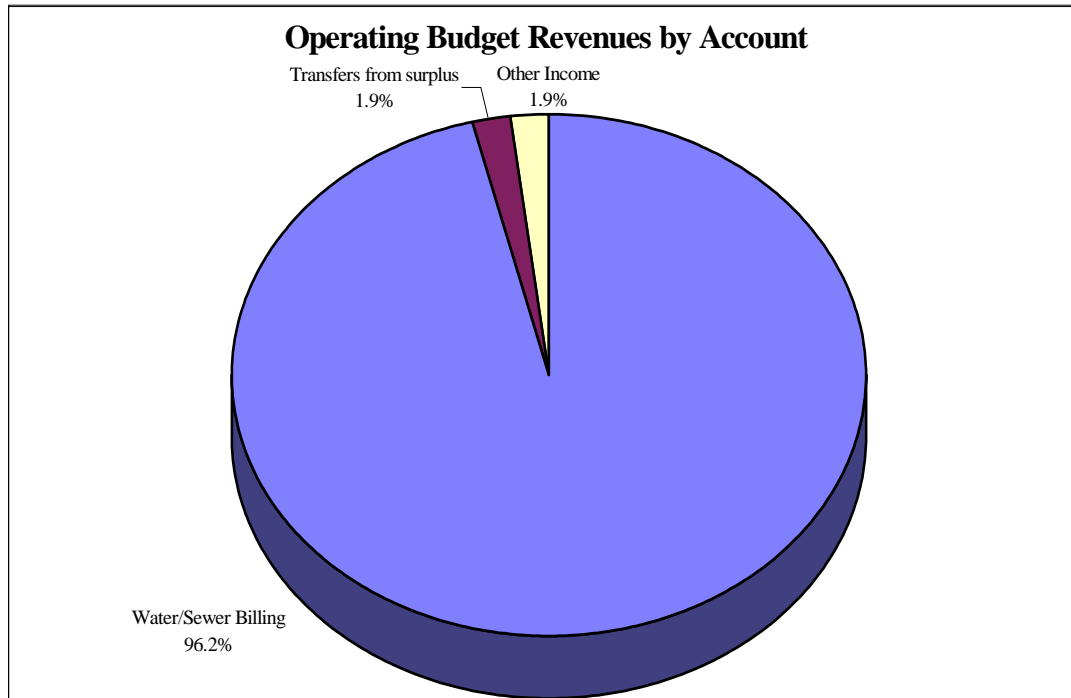
Exhibit 1



## Revenues

The \$39,827,007 Operating Budget is funded mainly through revenues associated with billings related to the sale of water. Please refer to Exhibit 2. The Town's water/wastewater rates has increased by approximately 16.3% from Year 2000 levels with a corresponding increase of approximately 11.7% in the cost of water/wastewater rates purchased from the Region of York. It is anticipated that further increases are likely due to pending legislation. The percentage increase in Town's Water / Waste water rates to the residents is similar to the increase in rates the Region charges the Town.

Exhibit 2



## **CAPITAL BUDGET**

The 2004 Waterworks Capital Budget totals \$5,180,100, which is fully funded from the Waterworks reserve. The capital projects include annual maintenance programs for watermains, water meter replacements, sanitary sewer monitoring and inspection and upgrades to water and sewer systems.

# Town of Markham

## 2004 Budget Presentation

Dan Horchik, Budget Chief & Ward 6 Councillor

Andy Taylor, Commissioner of Corporate Services

May 11<sup>th</sup>, 2004



Angus Glen Community Centre & Library

## 2004 Budget Process

- 6 Budget Sub-Committee Meetings were held between January & April 2004.
- Issues discussed at the meetings included:
  - Review of Operating & Capital Budgets for 2004
  - Preliminary Operating forecasts for 2005 & 2006
  - Reserve Study Status
- **Mon., April 26 Budget Breakfast**
  - Presented the Town's Proposed 2004 Budget and obtained feedback
- **Mon., May 3 Budget Sub-Committee Meeting**
  - Review Feedback from Budget Breakfast
  - Recommendation of Budget to Finance & Administrative Committee
- **Mon., May 3 Finance & Administrative Committee Meeting**
  - Approval & Recommendation of Budget to Council
- **Tues., May 11 Council Meeting**

**WARRHAM**

2004 Budget Presentation

## Guiding Principles

Focus of the 2004 Budget Pursuant to Council Strategic Priorities:

- Transportation
- Quality Communities & Safe Streets
- Environment
- Infrastructure
- Improved Service Standards & Delivery

Slide 3

**WARRHAM**

2004 Budget Presentation

## Economic Environmental Scan

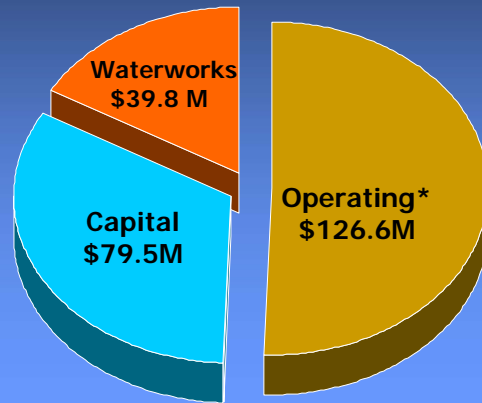
PRESSURES	
Wage Settlements	➔
Municipal Service Contracts	➔
Infrastructure	➔
Provincial Legislation	➔
Economic Trends	➔
New/Enhanced Programs	➔

**Operating Impact  
of Pressures  
\$8.8 Million**

Slide 4

# 2004 Budget Summary

Total Budget Recommended for Approval  
**\$245.9 Million**

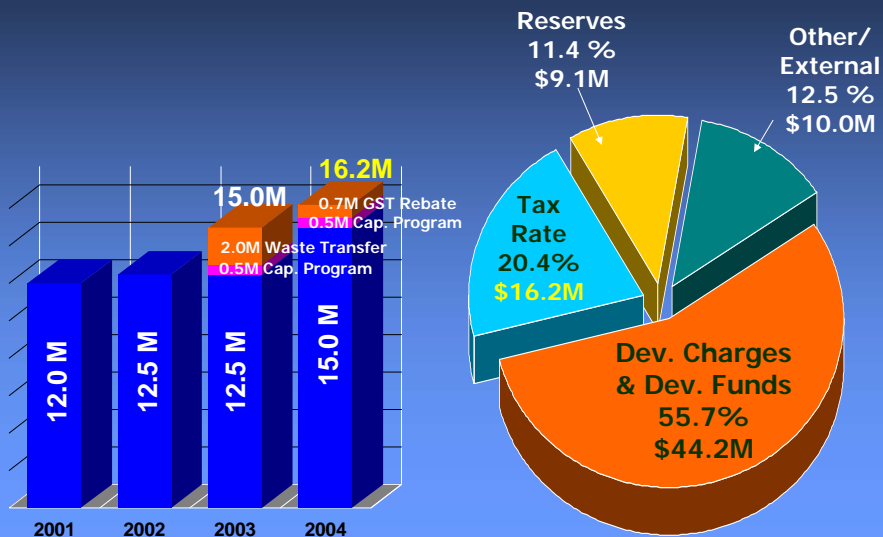


\* Includes 2003 Surplus of \$1.9 Million

Slide 5

# 2004 Sources of Capital Funding

Total Capital Budget in 2004  
**\$79.5 Million**



Slide 6

**2004 Operating Budget**  
**Comparison of Revenues – 2003 to 2004**  
(\$ Millions)

**2004 Budget Presentation**

	<u>2003</u>	<u>2004</u>	<u>Increase/(Decrease)</u>	
			\$	%
<b>Total Budgeted Revenues</b>	<b><u>115.9</u></b>	<b><u>121.9</u></b>	<b><u>6.0</u></b>	<b><u>5.2%</u></b>
Assessment Growth (3.8%)			2.7	2.3%
Investment Income			1.0	0.9%
Angus Glen – Opening of Library & Community Ctr.			0.7	0.6%
Revenue Strategy			0.6	0.5%
Other Recreational User Fees			0.3	0.3%
POA Revenues			0.4	0.3%
Increase in Other Revenues			<u>0.3</u>	<u>0.3%</u>
<b>Total Change in Budgeted Revenues</b>			<b><u>6.0</u></b>	<b><u>5.2%</u></b>

(Excludes prior year surplus of \$1.9 Million)

Slide 7

**2004 Operating Budget**  
**Comparison of Expenditures – 2003 to 2004**  
(\$ Millions)

**2004 Budget Presentation**

	<u>2003</u>	<u>2004</u>	<u>Increase/(Decrease)</u>	
			\$	%
<b>Total Budgeted Expenditures</b>	<b><u>115.9</u></b>	<b><u>124.7</u></b>	<b><u>8.8</u></b>	<b><u>7.6%</u></b>
Increased Salaries & Benefits			5.4	4.7%
Ramp Up (Bur Oak & Cornell Fire Stns, East C.C.)			0.9	0.8%
GST Rebate applied to Tax Funded Capital Budget			(0.7)	(0.6%)
Tax Funded Cap. (\$15.0M + \$0.5M + \$0.7M = \$16.2M)			1.2	1.0%
Growth, Inflation & Contract Increases			1.1	0.9%
Angus Glen – Non-Personnel Expenditures (Lib. & C.C.)			0.6	0.5%
Increased Other Expenditures			<u>0.3</u>	<u>0.3%</u>
<b>Total Change in Budgeted Expenditures</b>			<b><u>8.8</u></b>	<b><u>7.6%</u></b>

(Excludes prior year surplus of \$1.9 Million)

Slide 8

## 2004 Operating Budget

Increase in Revenues	\$6.0M
Increase in Expenditures	<u>(\$8.8M)</u>
Current Funding Shortfall	\$2.8M

**\$2.8 Million translates into an Increase of  
3.9% in the Net Tax Rate**

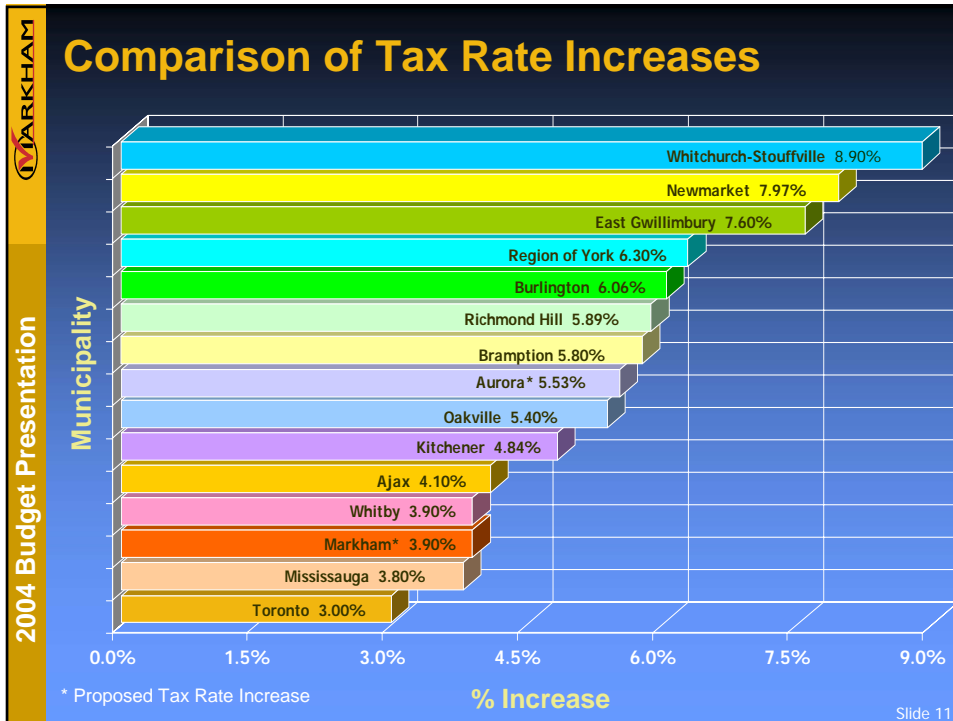
Slide 9

## 2004 Operating Budget

### Impact of Markham Tax Rate Increase on an Average Household

Average Current Value of a Household in Markham =	\$358,000
<b>Approximate Tax Dollar Impact per Household Of 1% Tax Rate Increase =</b>	<b>\$8.62</b>
<b>Approximate Tax Dollar Impact per Household Of 3.9% Tax Rate Increase =</b>	<b>\$33.62</b>

Slide 10



- 2004 Budget Presentation**
- MARKHAM**
- ## 2004 Budget Summary Highlights INFRASTRUCTURE & TRANSPORTATION
- Enterprise Drive
  - Rodick Road overpass at Hwy 7
  - Birchmount Road extension
  - Helen Avenue extension
  - Road Rehabilitation throughout the Town
  - Highway 7 Corridor Study Phase 2
  - Cycling/Pedestrian Advisory Committee
- Slide 12



## 2004 Budget Summary Highlights QUALITY COMMUNITIES & SAFE STREETS

- Safe Streets Task Force
- Construction of Bur Oak Fire Station
- \$510K for the Library Tax–Funded Bldg Program
- Funds set aside for ramping up Markham Village Library Renovations
- New Parks
- East Community Centre & Library
- Kathleen Gormley McKay Art Centre
- Markham Museum – Reception Ctr, Carousel
- Repairs, renovations and maintenance at existing recreation facilities

Slide 13

## 2004 Budget Summary Highlights ENVIRONMENT

- Environmental Planning Program
- Environmental Management Plan
- Kyoto Task Force Funding
- West Nile Program
- Phase One of 3 Stream Implementation

Slide 14

## 2004 Budget Highlights

### FISCAL STEWARDSHIP LEADERSHIP

- Continued policy of not using one-time funding to balance the operating budget.
- Continued commitment to increase the Town's investment in Capital projects by \$500K each year
- The Town has provided for its future commitments – i.e. Post-Retirement benefits, fire fighter sick leave
- Continue to ramp up for future salary expenditures related to new Community Centres, Libraries and Fire Stations



**REPORT TO COMMITTEE OF THE WHOLE**

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**TO:** Mayor and Members of Council

**FROM:** Andy Taylor, Commissioner of Corporate Services  
Barb Cribbett, Treasurer

**PREPARED BY:** Joel Lustig, Director of Financial and Client Services

**DATE OF MEETING:** 2004-May-11

**SUBJECT:** 2004 Operating, Capital, and Waterworks Budgets

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**RECOMMENDATION:**

THAT the report dated May 11, 2004 entitled "2004 Operating, Capital, and Waterworks Budgets" be received;

AND THAT Council approve the 2004 Operating Budget for Town services which totals \$126,613,049, the principle components of which are detailed on Appendix 1 attached hereto;

AND THAT gross operating expenditures of \$126,613,049, be funded from the following sources:

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	\$
Taxation Revenues	79,179,848
Grant & Subsidy Revenues	524,677
General Revenues (Interest, Fines, Permits)	24,640,412
User Fees & Service Charges (User Fees, Rentals, Sales)	16,236,469
Other Income/Recoveries	4,130,869
Prior Year Surplus Transfer to Reserve	1,900,774
<b>Total</b>	<b>126,613,049</b>

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AND THAT Council approve the 2004 Capital Budget that totals \$79,502,885, the funding details of which are listed in Appendix 2 attached hereto;

AND THAT Council approve the Water and Wastewater Budget that totals \$39,827,007, the principle components of which are detailed on Appendix 3 attached hereto;

AND THAT the 2003 Operating Surplus of \$1,900,774, be transferred to the Corporate Rate Stabilization Reserve;

AND FURTHER THAT a copy of the budgets be made available to the public through the Clerk's Department and each of the Markham Public Libraries.

**BACKGROUND:**

A total of six Budget Sub-Committee meetings were held between January and April 2004 to discuss, review and finalize the 2004 Operating, Capital and Waterworks Budgets. All Budget meetings were open to Members of Council, Commissioners, Senior Staff and the general public. Topics discussed at the Budget Sub-Committee meetings include:

- a review of Operating and Capital budgets for 2004;
- an analysis of the significant factors affecting both 2003 actual performance and the 2004 Operating budget;
- the status of the Town's Reserve Study; and
- preliminary Operating forecasts for 2005 & 2006.

The following exhibit reconciles the 2003 Approved Operating Budget to the 2004 Operating Budget:

	\$
<b>Expenditures</b>	
Approved 2003 Budget Expenditures (excluding surplus)	115,933,737
2004 Increase in Expenditures	7,578,538
2004 Capital Program	1,200,000
2003 Operating Surplus	<u>1,900,774</u>
<b>Total Budget Expenditures</b>	<b>126,613,049</b>
<b>Revenues</b>	
Approved 2003 Budget Revenues (excluding surplus)	115,933,737
2004 Increase in Revenues	3,314,253
2004 Assessment Related Growth	2,696,660
2003 Operating Surplus	1,900,774
2004 Tax Levy Increase	<u>2,767,625</u>
<b>Total Budget Revenues</b>	<b>126,613,049</b>

The Town of Markham continues to face inflationary pressures in many aspects of its operations. General inflation, winter maintenance contracts, other contract renewals, wage settlements, and the continuation of higher fuel/natural gas/insurance costs have resulted in increased operating expenditures. Further, the Budget Sub-Committee has approved the continuation of the Town's practice of phasing-in future costs related to facility openings such as the Cornell Fire Station, Riviera Fire Station, and the East Community Centre & Library. In addition to inflationary pressures, Markham continues to add to its inventory of parks, streetlights, and roads, each year, thereby requiring more resources for the maintenance and replacement of these assets. The total impact of these pressures on expenditures is \$8.8M.

To mitigate the increased expenditures, revenues were reviewed and increased by \$6.0M in the areas of Assessment Growth, Investment Income, Provincial Offences Act Revenue and from the planned implementation of the Town's Revenue Strategy. In addition, the anticipated opening of the remainder of the Angus Glen Community Centre and Library in 2004 is expected to generate incremental user fee revenue.


In total, the \$6.0M increase in revenues does not fully offset the operating pressures of \$8.8M. The shortfall, \$2.8M requires a property tax rate increase of 3.9%. For the average household in Markham, valued at \$358,000, a 3.9% increase in the tax rate means a \$33.62 increase in the municipal portion of their property tax bill.


The Capital Budget of \$79.5M includes \$16.2M of property tax-funded projects. The recent Federal Government's announcement on a full Goods and Services Tax (GST) rebate for municipalities has a positive impact on the Town's Operating Budget of approximately \$0.7M. Consistent with the Federal Government's intent, the Town of Markham's Budget Sub-Committee directed that the \$0.7M be applied to fund Capital projects in 2004. The \$16.2M of tax-funded Capital, inclusive of the \$0.7M GST rebate, will be used to fund projects that maintain and improve the Town's aging infrastructure. Other significant Capital projects include the construction of Enterprise Drive east of Warden to the GO rail line, construction of Helen Avenue from GO rail line to Kennedy Road, Environmental Management Plan, Kyoto Task Force, Implementation of Phase 1 of the 3 Stream Waste Collection Program, Land Purchase for the East Community Centre & Library, and the construction of a Fire Station at Bur Oak.

The proposed 2004 Budget exemplifies the Town's commitment to Fiscal Stewardship Leadership. Consistent with existing Town policies, one-time funding is not used to balance the operating budget. The Town's commitment to increase investment in Capital projects by \$0.5M, funded from assessment growth, is maintained. The Town has also continued to ramp-up the Operating budget for future expenditures related to new Community Centres, Libraries and Fire Stations.

**ATTACHMENTS:**

- Appendix 1 – 2004 Operating Budget
- Appendix 2 – 2004 Capital Budget
- Appendix 3 – 2004 Water and Wastewater Budget

  
Barb Cribbett,  
Treasurer

  
Andy Taylor,  
Commissioner of Corporate Services

**Feedback from Attendees to the Presentation of the 2004 Budget at  
The Budget Breakfast Meeting**

*The Town staff and Council have once again done an exceptionally professional and responsible job of preparing a budget which balances the need to keep taxes low with investing in services and infrastructure for the long term health and viability of Markham. While "0%" would always be nicer than "3.9%", I am satisfied that as both a business and residential taxpayer, my best interests are being served. The fact that we have a great Town and still have among the lowest tax increases in the Region and the GTA is a win-win.*

**Eric Tappenden**

Markham resident, community leader & owner of Chapel Ridge Funeral Home

*I think the budget has been well thought through. It appears to me that appropriate consideration has been given for current needs well as short and long term need. Although I would prefer to have less tax increases for town services, you don't have to look too far to see employee and capital costs increasing. I commend the process and results the budget committee are recommending to Council and support its passing."*

**Glen Schaeffer**

A member of the Rouge Fairways Residents Association

*This was my first opportunity to attend the Town's Annual Budget Breakfast. The presentation provided great insight into the budgeting process and how it relates to actual tax dollars. I now have a better understanding and appreciation of the effort required in bringing the budget together. The figures are impressive. Not only are we incurring one of the lowest tax hikes in the province, Markham is financially sound and holds a solid long-term outlook as well.*

**Lou Tucci**

President, Jennings Gate Ratepaye's Association

# Parks, road repairs in \$246M budget

BY JOAN RANSBERRY  
Staff Reporter

Funding for the construction of Enterprise Drive, \$1 million for recreation facility upgrades, new parks, road rehabilitation and construction of Bur Oak fire station are some of the highlights of Markham's \$245.9-million municipal budget, approved Tuesday.

Representing a 3.9-per cent hike on the town's portion of the municipal tax bill, the budget means homeowners must pay an additional \$33.62 annually on a home valued at \$358,000.

"This is the lowest tax rate approved in York Region to date and one of the lowest in the Greater Toronto Area," said Councillor Dan Horchik, head of the budget committee.

The town receives about 24 cents of every dollar of municipal taxes while 29 cents goes to education and the remaining 47 cents to the region.

"The focus of the budget follows the town's priorities. However, the town continues to face many external pressures on its expenditures," Mr. Horchik said.

This budget "puts us in good financial situation for years to come," Mayor Don Cousens said.

Approval, however, was not unanimous. Councillors Jack Heath and Frank Scarpitti opposed the tax hike.

Mr. Heath suggested the town has enough in reserves to keep a tighter lid on taxes. Mr. Scarpitti wanted an additional \$250,000 cut from the budget through staffing adjustments.

The final document includes \$79.5 million for capital expenditures, \$126.6 million for operating costs and \$39.8 million for waterworks.

Given the many challenges facing the town, keeping the tax increase below four per cent is commendable, Councillor Stan Daurio suggested. "At 3.9 per cent, it is really, really an achievement," he said.

"We are fiscally prudent," Mr. Horchik said. "We look at the overall economic environment. We continue to set aside funds for negotiated wage settlements, pension adjustments and price escalations and renewals for our multi-year contracts.

"We plan projects by phasing in future costs and continue to use funding that is sustainable, not one-time. This includes a new fire station and the planned development of a community centre and library complex in east Markham."

Other highlights from the budget

include:

- extension of Birchmount Road under Highway 407 has been accelerated with planning this year and construction set for 2005/2006;
- more than \$4.8 million for the construction of the Rodick Road overpass and for the extension of Rodick Road to Miller Avenue;
- funds to extend Helen Avenue from Kennedy Road to the proposed Enterprise Drive;
- more than \$4 million for road resurfacing throughout the town and;
- creating a cycling/pedestrian advisory committee to develop a bicycle network.

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## Mayor becomes grandfather during council meeting

The arrival of baby girl interrupted Tuesday's council meeting.

Minutes after council approved a \$245.9-million budget, Mayor Don Cousens left to look into a family emergency.

His first grandchild was about to be born in Singapore.

Tipping the scales at eight pounds, five ounces, a healthy Charlotte Cousens arrived at 10:30 p.m.

Charlotte is the daughter of Paul Cousens and his wife, Leslie Eagen.

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ECONOMIST & SUN, MAY 13, 2004

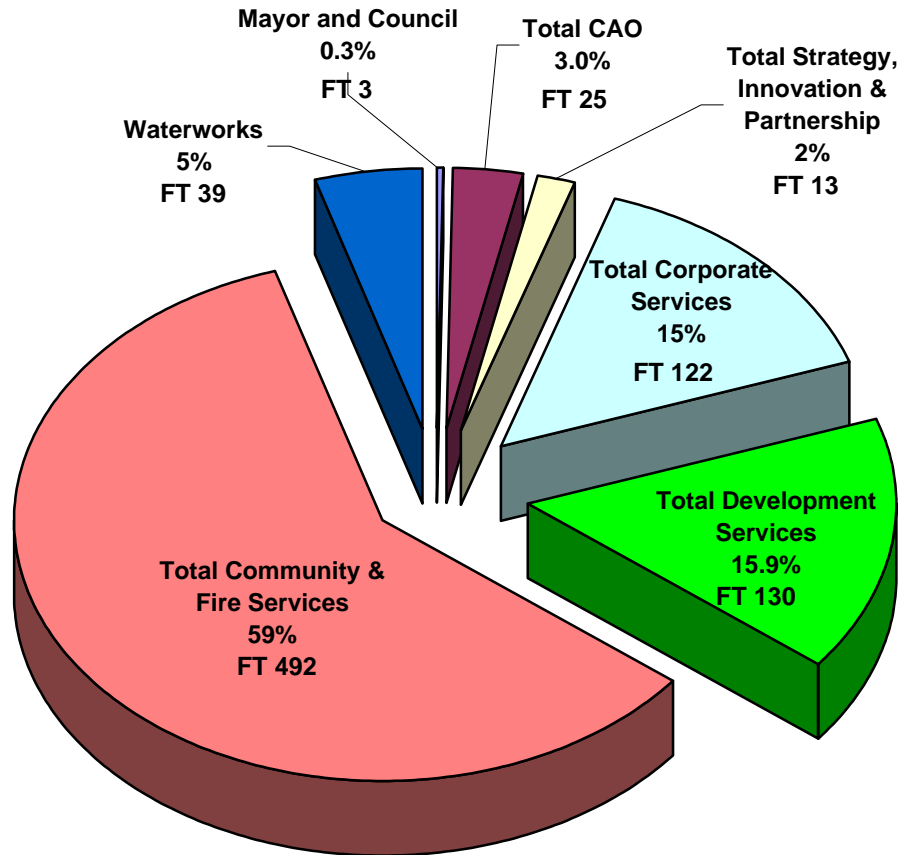
**TOWN OF MARKHAM  
2004 BUDGET  
Head Count - Full Time Complement**

<u>Department / Commission</u>	<u>2001 Approved Complement</u>	<u>2002 Approved Complement</u>	<u>2003 Approved Complement</u>	<u>2004 Approved Complement</u>
<b>Mayor and Council</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Human Resources	14	14	14	15
Corporate Quality & Effectiveness Office	3	3	3	-
Legal Services	7	7	7	7
CAO's Office	3	3	3	3
<b>Total CAO's Commission</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>25</b>
Corp. Strategy & Quality	-	-	-	2
Economic Development	-	-	-	5
Corporate Communications	-	-	-	5
Commissioner's Office	-	-	-	1
<b>Total Strategy, Innovation &amp; Partnership Commission</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13</b>
Legislative Services	43	47	47	44
Contact Centre	-	-	-	7
ITS Department	26	28	28	29
Financial Services	43	43	43	39
Commissioner's Office	2	2	2	3
<b>Total Corporate Services</b>	<b>114</b>	<b>120</b>	<b>120</b>	<b>122</b>
Building Services	40	40	40	51
Economic Development	5	5	5	-
Planning & Design	35	35	36	37
Engineering	22	23	24	33
Central Administration	19	18	18	-
Commissioner's Office	2	2	2	9
<b>Total Development Services</b>	<b>123</b>	<b>123</b>	<b>125</b>	<b>130</b>
Museum	6	6	6	6
Theatre	10	10	10	9
Arts Centres	4	4	4	4
Recreation Services	67	67	67	73
Recreation & Culture Administration	-	-	-	6
Roads	37	37	37	29
Parks	44	44	44	43
Fleet	-	-	-	7
Corporate Communications	7	7	7	-
Fire Services	212	212	212	211
Asset Management	18	18	18	9
Operations Administration	-	-	-	9
Waste Management	4	4	4	4
Construction & Utilities	-	-	-	8
Operations & Asset Management - Administration	-	-	-	4
Strategic Services	-	-	-	8
Library	52	52	52	60
Environment - Administration & Customer Service	10	10	10	-
Technical Services	15	15	15	-
Commissioner's Office	2	2	2	2
<b>Total Community &amp; Fire Services</b>	<b>488</b>	<b>488</b>	<b>488</b>	<b>492</b>
<b>Sub Total</b>	<b>755</b>	<b>761</b>	<b>763</b>	<b>785</b>
<b>Waterworks</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>39</b>
<b>Corporate</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>
<b>Total Corporation</b>	<b>785</b>	<b>793</b>	<b>793</b>	<b>824</b>



# Town of Markham 2004 Budget Headcount by Commission

FT = Full Time



## **Town of Markham**

### **Summary of Changes to Full Time Complement**

#### **2002 Budget**

There were 8 additional positions approved during the year bringing the total Full Time complement for the Town to 793. Out of the 8 positions, 6 positions were filled in the Corporate Services Commission, and the balance 2 positions were unfilled pending CAO's approval. These unfilled positions are shown against "Corporate" in the exhibit "2004 Budget Full Time Complement".

#### **2003 Budget**

The approved full time positions in the 2003 Budget remained at 793. The 2 unfilled positions in 2002 shown against Corporate were filled during the year, in Planning and Engineering departments.

Further costs were included in the operating budget for additional staffing in the arena and library for the new community centre at Angus Glen. The operation of the arena commenced in October 2003 and the community centre is expected to be fully operational in 2004.

#### **2004 Budget**

The total full time complement has increased from 793 to 824 in 2004. The increase is due to 15 new staff at the Angus Glen Community Centre, 28 new positions (including 9 positions in Waterworks) approved during the 2004 Budget offset by a 12 position re-organizational reduction after a Town wide restructuring program implemented in late 2003.

## TOWN OF MARKHAM

### DESCRIPTION OF RESERVES AND RESERVE FUNDS

The maintenance of Reserves and Reserve Funds is very important to the Town of Markham, since the availability of these sources of funding provides Council and senior management with greater flexibility in planning for the future. At Dec. 31, 2003, the balance in the Town's Reserves and Reserve Funds was \$113.8 million.

#### RESERVES

##### Definition

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

<b>WORKING CAPITAL FUNDS</b>	Used to minimize short-term borrowings, fund urgent projects and contingencies, and address other Council priorities.
<b>GENERAL CAPITAL</b>	Used to fund corporate capital expenditures and to accumulate funds from the sale of capital assets, such as land and buildings.
<b>MAJOR CAPITAL REPAIRS/ REPLACEMENT</b>	Used to fund corporate vehicle/equipment major repairs and replacement; accumulation of funds from the sale of capital assets, such as land and buildings.
<b>CONTINGENCIES</b>	Funds identified as contingent liabilities.
<b>WASTE MANAGEMENT STABILIZATION/CAPITAL</b>	Used to fund temporary fluctuations in the commodities market for recyclables and garbage disposal fees.
<b>WATERWORKS/ STABILIZATION/CAPITAL</b>	Used to offset fluctuations in gross profit on water sales to residents and to fund repairs/replacements of waterworks capital infrastructure.
<b>SPECIAL CORPORATE RATE STABILIZATION</b>	Established to segregate funds identified in refundable deposit accounts as no longer being refundable.
<b>CORPORATE RATE STABILIZATION</b>	Minimizes the effect of any large variations in major sources of ongoing operating revenue and expenditures; funded from prior year operating surpluses.

<b>INSURANCE</b>	Allows the Town to increase future insurance deductibles in order to reduce annual premium costs; funded from annual operating surplus in insurance accounts.
<b>RECREATION &amp; CULTURE CAPITAL REPLACEMENT</b>	Used to fund replacement of capital expenditure items in Town arenas; accumulates funds received from a 7% increase in ice rental rates over a 6-year period.
<b>WINTER MAINTENANCE</b>	Funds extra winter road maintenance costs in years when winter conditions are severe and result in budget overruns; funded from any annual operating surplus in winter control accounts.
<b>ANGUS GLEN COMMUNITY CENTRE &amp; EAST MARKHAM FIRE STATION, CORNEL FIRE STATION AND EAST COMMUNITY CENTRE</b>	Funds to be utilized to partially offset any costs associated with future staffing requirements at the Community Centre and Fire station.
<b>HYDRO EQUITY</b>	Fund is utilized to monitor receipt of interest income from Markham Hydro.
<b>LONG TERM DISABILITY BENEFITS</b>	To accumulate funds to pay for all long term disability benefits and associated administrative expenses.
<b>FIREFIGHTER BUNKER GEAR</b>	Funds replacement of bunker gear every 6 years.
<b>FIREFIGHTERS SICK LEAVE BENEFITS</b>	Funds payouts of unused sick leave benefits upon Firefighters' termination required under Firefighters collective agreement.

## RESERVE FUNDS

### Definition

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

<b>DEBT CHARGE PAYMENT</b>	Funds outstanding debenture payable to York Region.
<b>THEATRE ENDOWMENT</b>	Funds capital expenditures for the Markham Theatre.
<b>HERITAGE PRESERVATION</b>	Provides funding to protect and preserve heritage buildings in the Town.
<b>ADMINISTRATION LOT LEVIES-EXPENSE</b>	Accumulation of administration lot levies used to provide financing to support soft services such as libraries, fire halls and recreation facilities; administration lot levies no longer collected.
<b>ADMINISTRATION LOT LEVIES -INTEREST INCOME</b>	See above.
<b>MARKHAM HERITAGE LOANS</b>	Provides interest bearing loans to property owners to allow repair, renovation or reconstruction of the property so that it presents a historical and authentic appearance.
<b>RAMERVILLE PARK CONSTRUCTION</b>	Funds capital costs associated with the Morgan Park Redevelopment Master Plan.
<b>VALLEYLANDS REVITALIZATION</b>	Funds tree & shrub planting initiatives in the Town's valleys and ravines; funded by donations from the general public and community organizations.
<b>PEACE GARDEN</b>	Funds expenditures for Markham's Peace Garden.
<b>PARKS VAUGHAN/ GALLANOU</b>	Maintains parks on the Yonge Street corridor in the Town.
<b>FRED VARLEY ART CENTRE</b>	Funds all costs associated with the planning and development of the Town's art gallery.
<b>TENNIS COURTS REPAIRS</b>	Funds the costs of constructing, repairing & replacing public tennis courts in the Town.
<b>ELSON PARK</b>	Funds the costs of construction of Elson Park.

<b>TREE REPLACEMENT</b>	Funds the cost of planting, replanting, replacing & repairing boulevard trees in the Town.
<b>WALDEN POND MAINTENANCE</b>	Funds the maintenance of areas surrounding Walden Pond.
<b>MUSEUM ENDOWMENT</b>	Funds museum-related capital projects; funded by donations from the general public & community organizations.
<b>PARKS 5% CASH IN LIEU</b>	Funds the acquisition of new parkland, recreation facilities and equipment.
<b>ROAD RESURFACING</b>	Funds road completion in industrial subdivisions.
<b>PRE-DCA ENGINEERING GROWTH</b>	Used to accumulate and maintain any Pre Development Charges Act Engineering levies collected in respect of development; represents the non-growth portion of development charges.
<b>PRE-99 DC INELIGIBLE SERVICES</b>	Funds services that are deemed to be ineligible for development charge funding, as per Development Charges Act, 1997.
<b>ENVIRONMENTAL LAND ACQUISITION</b>	Funds to be utilized to acquire property identified by the Town to be environmentally sensitive.
<b>ENVIRONMENT SUSTAINABILITY</b>	Funds to be utilized for Town and community based projects and initiatives that promote environment responsibility and enhances Town's natural resources (water, air quality, soils and natural features).
<b>LIBRARY</b>	Funds to be utilized for future library building projects, which are not covered by development charges.
<b>DEVELOPMENT CHARGES</b>	Accumulates charges collected from developers according to the Development Charge Act, 1997. The reserve provides funding for eligible growth-related projects in the Town's Capital Budget.
<b>WSIB</b>	Allows the Town to self-fund staff benefits previously covered by Workplace Safety Insurance Board (WSIB); funded from operating surplus in benefits accounts.

**RESERVE AND RESERVE FUNDS CONTINUITY SCHEDULE**

Description	Actual Balance December 31, 2002 \$	Actual Balance December 31, 2003 \$	Developer and Other Contributions \$	2004 Budget Transfer from Operating Funds \$	Transfer to Capital Funds \$	Estimated Balance December 31, 2004 \$
<b><u>RESERVES</u></b>						
Working Capital Funds	2,087,718	2,149,303				2,149,303
Planning Studies	539	539				539
General Capital	6,172,159	5,351,651			(491,360)	4,860,291
Major Capital Repairs / Replacement	16,081,718	16,923,073		16,200,000	(16,200,000)	16,923,073
Contingencies	19,587	19,587				19,587
Waste Management Stabilization / Capital	1,708,609	1,708,609			(449,000)	1,259,609
Waterworks Stabilization / Capital	3,497,210	4,878,669		3,801,347	(5,676,163)	3,003,853
Special Corporate Rate Stabilization	530,176	535,176				535,176
Corporate Rate Stabilization	25,673,902	26,481,474		1,900,774		28,382,248
Insurance	769,889	769,889				769,889
Recreation & Culture Capital Replacement	510,920	684,053		277,843	(249,100)	712,796
Winter Maintenance	343,000	343,000				343,000
City Centre Infrastructure	3,253	3,253				3,253
Angus Glen Community Centre, East Markham Fire Station, Cornell & East CC	1,800,000	3,007,878		1,800,000		4,807,878
Hydro Equity	4,559,746	8,513,657		3,953,912		12,467,569
Long Term Disability Benefit	221,299	1,105,272				1,105,272
Firefighter's Bunker Gear	192,000	233,000		41,000		274,000
Firefighter's Sick Leave Benefits	3,196,966	3,196,966				3,196,966
<b>Total Reserves</b>	<b>67,368,691</b>	<b>75,905,049</b>	<b>-</b>	<b>27,974,876</b>	<b>(23,065,623)</b>	<b>80,814,302</b>
<b><u>RESERVE FUNDS</u></b>						
Debt Charge Payment	3,024	3,112				3,112
Theatre Endowment	182,397	209,482				209,482
Heritage Preservation	103,548	92,323				92,323
Administration Lot Levies - Expenses	1,777,137	1,829,508				1,829,508
Administration Lot Levies - Interest Income	426,346	438,910				438,910
Markham Heritage Loans	333,556	343,386				343,386
Raymerville Park Construction	22,555	23,219				23,219
Valleylands Revitalization	4,956	5,104				5,104
Peace Garden	8,054	8,292				8,292
Parks Vaughan / Gallanou	6,172	6,353				6,353
Tennis Court Repairs	(129)	(140)				(140)
Parks 5% Cash in Lieu	5,176,372	4,655,523				4,655,523
Elson Park	1,697	1,747				1,747
Tree Replacement	35,961	6,038				6,038
Walden Pond Maintenance	3,422	3,523				3,523
Museum Endowment	64,849	60,165				60,165
Road Resurfacing	5,511,848	4,960,295			(646,560)	4,313,735
Pre Development Charges Act Engineering Growth	18,103,020	18,945,475			(1,515,880)	17,429,595
Pre Development Charges Ineligible Services	1,014,922	-				-
WaterWorks	177,074	181,523				181,523
Library	-	522,750		510,000		1,032,750
Environment Sustainability	302,611	311,485			(25,000)	286,485
Environment Land Acquisition	2,068,762	2,992,563				2,992,563
Workplace Safety Insurance Board (WSIB)	1,709,065	2,251,824				2,251,824
<b>Total Reserve Funds</b>	<b>37,037,219</b>	<b>37,852,460</b>	<b>-</b>	<b>510,000</b>	<b>(2,187,440)</b>	<b>36,175,020</b>
<b>Total Reserve And Reserve Funds</b>	<b>104,405,910</b>	<b>113,757,509</b>	<b>-</b>	<b>28,484,876</b>	<b>(25,253,063)</b>	<b>116,989,322</b>
<b>Development Charges Reserve Funds</b>	<b>82,896,572</b>	<b>80,540,629</b>	<b>21,378,234</b>		<b>(44,243,351)</b>	<b>57,675,512</b>
<b>Total</b>	<b>187,302,482</b>	<b>194,298,138</b>	<b>21,378,234</b>	<b>28,484,876</b>	<b>(69,496,414)</b>	<b>174,664,834</b>

**RESERVE AND RESERVE FUNDS CONTINUITY SCHEDULE  
EXPLANATION OF BUDGET CHANGES**

Description	Transfer from Operating Funds \$	Transfer to Capital Funds \$	Estimated Balance Dec 31,2004 \$	Details
<b><u>General Capital</u></b>			4,860,291	
Funding of Capital Projects		(491,360)		Refer to Page 207
<b><u>Major Capital Repairs / Replacement</u></b>			16,923,073	
Tax rate funding of Capital Projects	16,200,000 <span style="border: 1px solid black; padding: 2px;">16,200,000</span>			Tax rate funded portion in Operating Fund transferred .  Represents tax levy funding for capital projects. Refer to Page 207
Transfer to Capital Fund		16,200,000 <span style="border: 1px solid black; padding: 2px;">16,200,000</span>		
<b><u>Waterworks Stabilization / Capital</u></b>				
Transfer from Waterworks Operating Fund	3,801,347			Refer to Page 234
Funding of Capital Projects		(5,676,163)		Refer to Page 207
<b><u>Corporate Rate Stabilization</u></b>				
Transfer of 2003 Operating Surplus	1,900,774			Refer to Page 72
<b><u>Recreation &amp; Culture Capital Replacement</u></b>				
Transfer of funds for arena maintenance	277,843			Refer to Page 174, Row -Transfers to Reserves under Expenditure.
		(249,100)		Refer to Page 207
<b><u>Angus Glen Community Centre and East Markham Fire Station</u></b>				
Transfer of funds for future maintenance	1,800,000			Included in Corporate Items Page 142, Row - Salaries and Benefits under Expenditure.
<b><u>Hydro Equity</u></b>				
Interest Income from Hydro	3,953,912			Represents estimated interest income from Markham Hydro. Included in Transfers to Reserves in Corporate. Refer Page 142, Row - Transfer to Reserves.
<b><u>Firefighter's Bunker Gear</u></b>				
Transfer from Operating Fund	41,000			Refer to Page 165, Row Transfers to Reserves under Expenditure.
<b><u>Road Resurfacing</u></b>				
Funding of Capital Projects		(646,560)		Refer to Page 207
<b><u>Pre Development Charges Act Engineering Growth</u></b>				
Funding of Capital Projects		(1,515,880)		Refer to Page 207
<b><u>Library</u></b>				
Transfer from Operating Fund	510,000			Included in Corporate. Refer Page 142, Row - Other Expenditures.



## **DESCRIPTION OF TRUST FUNDS**

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

### **MORGAN PARK TRUSTS**

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

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

### **VARLEY-MCKAY ART FOUNDATION TRUST FUND**

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

### **MARKHAM CONSERVATION COMMITTEE TRUST FUND**

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

### **ELECTION – CANDIDATES SURPLUS FUNDS TRUST ACCOUNT**

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

### **CEMETARY TRUST FUNDS**

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

### **OLDER ADULTS IN ACTION TRUST FUND**

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

## **DEBT**

The Town of Markham has no outstanding debt.

### **Policy on Debt Issuance:**

Markham is currently debt free. Markham has not issued any new debt since 1992. However, borrowing does have its appropriate place in making prudent financing decisions. Prior to 1992 the Town did issue debt to finance major capital projects (e.g. watermains, sanitary sewers, community centres). The Town will continue to capitalize on fluctuations in interest rates and recognize when borrowing is appropriate to minimize the impact on tax rates. Provincial guidelines allow Markham to have a debt repayment limit of 25% of its revenue funds.

### **Legal Debt Limit:**

- Annual payments relating to debt and financial obligations should not be more than 25% of own source revenues fund revenues.
- Markham's annual repayment limit is approximately \$35 million.

## Summary of Funds - Overview

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

1. Operating Fund
2. Capital Fund
3. Reserves/Reserve Funds

### Operating Fund

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

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

### Capital Fund

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

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

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

### Reserves/ Reserve Funds

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

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

There are two types of reserve funds:

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

**Town of Markham  
Summary of Funds  
(\$ 000's)**

	<u>2004</u>				<u>2003</u>		<u>2002</u>	
	Operating Fund	Capital Fund	Reserve Fund	Budget	Budget	Actual	Budget	Actual
<b><u>A. Sources and Uses of Funds</u></b>								
<b><u>Sources of Funds</u></b>								
Taxation Revenues	79,180			79,180	73,382	74,368	70,660	71,269
Grants & Subsidies	525			525	442	539	442	503
Licences & Permits	9,508			9,508	9,469	10,799	9,499	10,982
Interest & Penalties	3,375			3,375	3,375	3,229	3,375	2,854
Income from Investments	10,615			10,615	9,655	19,500	9,355	12,912
Fines	1,143			1,143	1,073	1,167	859	1,024
Water & Sewer Billing	38,322			38,322	34,922	34,462	29,488	33,089
User Fees & Service Charges	11,655			11,655	11,662	11,858	10,888	12,437
Rentals	4,646			4,646	4,013	4,331	3,958	4,046
Sales	555			555	508	631	1,571	1,969
Recoveries & Contributions	871			871	733	756	576	715
Other Income	3,372			3,372	2,302	5,232	2,086	3,603
Prior year's surplus	2,674			2,674	4,291	4,291	3,003	2,996
Developer's revenue		44,243		44,243	21,250	42,048	35,397	13,603
Other		10,007		10,007	6,659	2,670	5,403	1,591
Transfers from Reserve Fund		25,253		25,253	19,792	21,799	19,906	17,098
Transfers from Operating Fund			28,485	28,485	28,947	32,294	25,613	27,274
	166,440	79,503	28,485	274,428	232,474	269,975	232,079	217,965
<b><u>Uses Of Funds</u></b>								
General Government	24,955	5,929		30,884	23,464	29,260	20,393	23,929
Protection to Persons & Property	17,741	2,721		20,462	19,483	28,406	19,196	23,140
Transportation Services	9,183	6,835		16,018	16,200	27,076	16,658	31,602
Environmental Services	43,449	5,804		49,253	42,172	39,296	40,171	44,334
Recreation & Cultural Services	30,756	12,012		42,768	49,458	50,595	41,416	35,718
Planning & Development	11,871	45,722		57,593	23,682	9,915	43,228	8,369
Other	-	480		480	120	206	318	445
Transfers to Reserve Fund	28,485			28,485	28,947	32,294	25,613	27,274
Transfers to Capital Fund			25,253	25,253	19,792	21,799	19,906	17,098
	166,440	79,503	25,253	271,196	223,318	238,847	226,898	211,909
<b>Increase/Decrease to Funds</b>	<b>0</b>	<b>0</b>	<b>3,232</b>	<b>3,232</b>	<b>9,156</b>	<b>31,128</b>	<b>5,181</b>	<b>6,056</b>
<b><u>B. Reserve Fund Activities</u></b>								
<b>Balance as of January 1</b>	2,827	23,218	113,562	139,607	104,406	88,257	99,225	85,278
<b>Transfer in/(out)</b>	(2,827)	(23,218)	3,232	(22,813)	9,156	19,870	5,181	2,979
<b>Balance as of December 31</b>	<b>0</b>	<b>0</b>	<b>116,794</b>	<b>116,794</b>	<b>113,562</b>	<b>108,127</b>	<b>104,406</b>	<b>88,257</b>

The total 2004 budget of \$274.4 M comprises of the following: Operating Funds \$166.4 M (which includes Waterworks of \$39.8 M), Capital Funds \$79.5 M and Reserve Funds of \$28.5 M

**TOWN OF MARKHAM  
2004 OPERATING BUDGET SUMMARY  
CHARGE AGAINST TAX RATE**

Department/Commission	2003 Actual	2003 Budget	2004 Budget	2004 Bud. vs. 2003 Bud.	% Change	2004 Bud. vs. 2003 Act.	% Change
	\$	\$	Approved	Incr.(Decr.)		Incr.(Decr.)	
<b>Council</b>	<b>1,704,385</b>	<b>1,767,283</b>	<b>1,775,259</b>	<b>7,976</b>	<b>0.5%</b>	<b>70,874</b>	<b>4.2%</b>
Human Resources	2,311,154	2,274,396	1,817,419	-456,977	-20.1%	-493,735	-21.4%
Legal Dept.	784,856	665,107	690,903	25,796	3.9%	-93,953	-12.0%
CAO's Office	402,717	394,197	409,019	14,822	3.8%	6,302	1.6%
<b>Total CAO</b>	<b>3,498,727</b>	<b>3,333,700</b>	<b>2,917,341</b>	<b>-416,359</b>	<b>-12.5%</b>	<b>-581,386</b>	<b>-16.6%</b>
Legislative Services	1,153,191	1,248,124	1,376,850	128,726	10.3%	223,659	19.4%
ITS Department	3,634,255	4,078,871	4,089,410	10,539	0.3%	455,155	12.5%
Financial Services	2,571,697	2,660,137	2,879,560	219,423	8.2%	307,863	12.0%
Contact Centre	443,986	283,146	682,278	399,132	141.0%	238,292	53.7%
Commissioner's Office	394,538	367,904	373,575	5,671	1.5%	-20,963	-5.3%
<b>Total Corporate Services</b>	<b>8,197,667</b>	<b>8,638,182</b>	<b>9,401,673</b>	<b>763,491</b>	<b>8.8%</b>	<b>1,204,006</b>	<b>14.7%</b>
Corporate Communications	686,962	605,343	765,331	159,988	26.4%	78,369	11.4%
Corporate Strategy and Quality	117,811	122,581	230,519	107,938	88.1%	112,708	95.7%
Economic Development	811,788	822,329	827,419	5,090	0.6%	15,631	1.9%
Commissioner's Office	187,392	265,524	270,296	4,772	1.8%	82,904	44.2%
Core Services Implementation	336,980	0	0	0	0.0%	-336,980	-100.0%
<b>Total Strategy, Innovation &amp; Partnerships</b>	<b>2,140,933</b>	<b>1,815,777</b>	<b>2,093,565</b>	<b>277,788</b>	<b>15.3%</b>	<b>-47,368</b>	<b>-2.2%</b>
Building Services	-6,345,231	-5,362,592	-5,210,654	151,938	-2.8%	1,134,577	-17.9%
Planning & Design	1,080,904	1,777,547	1,873,211	95,664	5.4%	792,307	73.3%
Engineering	904,558	953,356	1,416,882	463,526	48.6%	512,324	56.6%
Commissioner's Office	645,826	724,913	734,972	10,059	1.4%	89,146	13.8%
<b>Total Development Services</b>	<b>-3,713,943</b>	<b>-1,906,776</b>	<b>-1,185,589</b>	<b>721,187</b>	<b>37.8%</b>	<b>2,528,354</b>	<b>68.1%</b>
Museum	478,436	424,682	451,767	27,085	6.4%	-26,669	-5.6%
Theatre	52,254	131,499	115,002	-16,497	-12.5%	62,748	120.1%
Arts Centres	489,763	507,405	519,804	12,399	2.4%	30,041	6.1%
Fire	17,255,971	16,977,473	17,327,050	349,577	2.1%	71,079	0.4%
Recreation Services	1,911,351	2,619,605	2,881,582	261,977	10.0%	970,231	50.8%
Recreation & Culture Administration	748,618	724,567	781,577	57,010	7.9%	32,959	4.4%
Roads	7,895,502	6,192,731	6,013,721	-179,010	-2.9%	-1,881,781	-23.8%
Parks	4,296,123	4,302,888	4,492,896	190,008	4.4%	196,773	4.6%
Fleet	1,570,250	1,543,811	1,615,961	72,150	4.7%	45,711	2.9%
Asset Management	1,624,630	1,597,318	1,633,431	36,113	2.3%	8,801	0.5%
Operations Admin	-96,505	436,388	830,261	393,873	90.3%	926,766	-960.3%
Waste	6,174,298	5,921,527	6,236,481	314,954	5.3%	62,183	1.0%
Construction & Utilities	1,951,002	1,674,738	2,057,126	382,388	22.8%	106,124	5.4%
Operations & Asset Management Admin	576,636	502,293	540,992	38,699	7.7%	-35,644	-6.2%
Strategic Services	858,764	894,428	961,136	66,708	7.5%	102,372	11.9%
Commissioner's Office	309,505	75,969	74,611	-1,358	-1.8%	-234,894	-75.9%
Library	6,287,659	6,463,285	7,447,837	984,552	15.2%	1,160,178	18.5%
<b>Total Community &amp; Fire Services</b>	<b>52,384,257</b>	<b>50,990,607</b>	<b>53,981,236</b>	<b>2,990,629</b>	<b>5.9%</b>	<b>1,596,979</b>	<b>3.0%</b>
<b>Corporate Items</b>	<b>-74,082,617</b>	<b>-64,638,773</b>	<b>-68,983,485</b>	<b>-4,344,712</b>	<b>-6.7%</b>	<b>5,099,132</b>	<b>6.9%</b>
<b>Total Corporation (excluding Waterworks)</b>	<b>-1,900,774</b>	<b>0</b>	<b>-0</b>	<b>-0</b>	<b>0.0%</b>	<b>1,900,774</b>	<b>N/A</b>
<b>Waterworks</b>	<b>-772,983</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>772,983</b>	<b>N/A</b>
<b>Total Corporation</b>	<b>-10,622,927</b>	<b>0</b>	<b>-0</b>	<b>-0</b>	<b>0.0%</b>	<b>10,622,927</b>	<b>N/A</b>

**TOWN OF MARKHAM  
2004 OPERATING BUDGET SUMMARY  
EXPENSES**

<b>Department/Commission</b>	<b>2003 Actual</b>	<b>2003 Budget</b>	<b>2004 Budget Approved</b>	<b>2004 Bud. vs. 2003 Bud. Incr(Decr.)</b>	<b>%Change</b>	<b>2004 Bud. vs. 2003 Act. Incr.(Decr.)</b>	<b>% Change</b>
	\$	\$	\$	\$		\$	
<b>Council</b>	<b>1,725,031</b>	<b>1,767,283</b>	<b>1,775,259</b>	<b>7,976</b>	<b>0.5%</b>	<b>50,228</b>	<b>2.9%</b>
Human Resources	2,316,598	2,274,396	1,817,419	-456,977	-20.1%	-499,179	-21.5%
Legal Dept.	923,932	857,107	882,903	25,796	3.0%	-41,029	-4.4%
CAO's Office	402,717	394,197	409,019	14,822	3.8%	6,302	1.6%
<b>Total CAO</b>	<b>3,643,247</b>	<b>3,525,700</b>	<b>3,109,341</b>	<b>-416,359</b>	<b>-11.8%</b>	<b>-533,906</b>	<b>-14.7%</b>
Legislative Services	3,448,531	3,372,624	3,602,350	229,726	6.8%	153,819	4.5%
ITS Department	3,642,187	4,133,871	4,099,410	-34,461	-0.8%	457,223	12.6%
Financial Services	2,852,543	2,965,642	3,185,065	219,423	7.4%	332,522	11.7%
Contact Centre	443,986	283,146	682,278	399,132	141.0%	238,292	53.7%
Commissioner's Office	394,538	367,904	373,575	5,671	1.5%	-20,963	-5.3%
<b>Total Corporate Services</b>	<b>10,781,785</b>	<b>11,123,187</b>	<b>11,942,678</b>	<b>819,491</b>	<b>7.4%</b>	<b>1,160,893</b>	<b>10.8%</b>
Corporate Communications	686,962	606,843	766,831	159,988	26.4%	79,869	11.6%
Corporate Strategy and Quality	117,811	122,581	230,519	107,938	88.1%	112,708	95.7%
Economic Development	961,105	882,329	909,253	26,924	3.1%	-51,852	-5.4%
Commissioner's Office	187,392	265,524	270,296	4,772	1.8%	82,904	44.2%
Core Services Implementation	336,980	0	0	0	0.0%	-336,980	-100.0%
<b>Total Strategy, Innovation &amp; Partnerships</b>	<b>2,290,250</b>	<b>1,877,277</b>	<b>2,176,899</b>	<b>299,622</b>	<b>16.0%</b>	<b>-113,351</b>	<b>-4.9%</b>
Building Services	3,616,416	3,369,408	3,521,346	151,938	4.5%	-95,070	-2.6%
Planning & Design	3,219,944	3,397,547	3,493,211	95,664	2.8%	273,267	8.5%
Engineering	2,346,817	2,361,356	2,824,882	463,526	19.6%	478,065	20.4%
Commissioner's Office	645,826	724,913	734,972	10,059	1.4%	89,146	13.8%
<b>Total Development Services</b>	<b>9,829,003</b>	<b>9,853,224</b>	<b>10,574,411</b>	<b>721,187</b>	<b>7.3%</b>	<b>745,408</b>	<b>7.6%</b>
Museum	652,580	636,407	662,704	26,297	4.1%	10,124	1.6%
Theatre	1,678,862	1,600,499	1,651,548	51,049	3.2%	-27,314	-1.6%
Arts Centres	716,437	755,545	724,704	-30,841	-4.1%	8,267	1.2%
Fire	17,647,694	17,440,473	17,790,050	349,577	2.0%	142,356	0.8%
Recreation Services	11,122,380	11,650,265	12,847,367	1,197,102	10.3%	1,724,987	15.5%
Recreation & Culture Administration	819,022	791,567	848,577	57,010	7.2%	29,555	3.6%
Roads	7,836,461	6,390,081	6,382,397	-7,684	-0.1%	-1,454,064	-18.6%
Parks	4,756,791	4,727,888	4,917,896	190,008	4.0%	161,105	3.4%
Fleet	1,570,250	1,543,811	1,615,961	72,150	4.7%	45,711	2.9%
Asset Management	1,867,948	1,675,218	1,717,081	41,863	2.5%	-150,867	-8.1%
Operations Admin	539,471	450,488	844,361	393,873	87.4%	304,890	56.5%
Waste	6,361,424	6,074,636	6,401,590	326,954	5.4%	40,166	0.6%
Construction & Utilities	2,060,044	2,018,738	2,139,126	120,388	6.0%	79,082	3.8%
Operations & Asset Management Admin	576,636	502,293	540,992	38,699	7.7%	-35,644	-6.2%
Strategic Services	962,694	1,028,494	1,113,302	84,808	8.2%	150,608	15.6%
Commissioner's Office	309,505	75,969	74,611	-1,358	-1.8%	-234,894	-75.9%
Library	6,680,991	6,837,992	7,869,144	1,031,152	15.1%	1,188,153	17.8%
<b>Total Community &amp; Fire Services</b>	<b>66,159,190</b>	<b>64,200,364</b>	<b>68,141,412</b>	<b>3,941,048</b>	<b>6.1%</b>	<b>1,982,222</b>	<b>3.0%</b>
<b>Corporate Items</b>	<b>30,635,219</b>	<b>27,000,435</b>	<b>28,893,049</b>	<b>1,892,614</b>	<b>7.0%</b>	<b>-1,742,170</b>	<b>-5.7%</b>
<b>Total Corporation (excluding Waterworks)</b>	<b>133,033,572</b>	<b>119,347,470</b>	<b>126,613,049</b>	<b>7,265,579</b>	<b>6.1%</b>	<b>-6,420,524</b>	<b>-4.8%</b>
<b>Waterworks</b>	<b>35,461,310</b>	<b>36,478,008</b>	<b>39,827,007</b>	<b>3,348,999</b>	<b>9.2%</b>	<b>4,365,697</b>	<b>12.3%</b>
<b>Total Corporation</b>	<b>160,525,035</b>	<b>155,825,478</b>	<b>166,440,056</b>	<b>10,614,578</b>	<b>6.8%</b>	<b>5,915,020</b>	<b>3.7%</b>

**TOWN OF MARKHAM  
2004 OPERATING BUDGET SUMMARY  
REVENUES**

<u>Department/Commission</u>	<u>2003 Actual</u> \$	<u>2003 Budget</u> \$	<u>2004 Budget</u> <u>Approved</u> \$	<u>2004 Bud. vs. 2003 Bud.</u> <u>Incr.(Decr.)</u> \$	<u>%Change</u>	<u>2004 Bud. vs. 2003 Act.</u> <u>Incr.(Decr.)</u> \$	<u>% Change</u>
<b>Council</b>	<b>20,646</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>-20,646</b>	<b>-100.0%</b>
Human Resources	5,444	0	0	0	0.0%	-5,444	-100.0%
Legal Dept.	139,076	192,000	192,000	0	0.0%	52,924	38.1%
CAO's Office	0	0	0	0	0.0%	0	0.0%
<b>Total CAO</b>	<b>144,520</b>	<b>192,000</b>	<b>192,000</b>	<b>0</b>	<b>0.0%</b>	<b>47,480</b>	<b>32.9%</b>
Legislative Services	2,295,340	2,124,500	2,225,500	101,000	4.8%	-69,840	-3.0%
ITS Department	7,932	55,000	10,000	-45,000	-81.8%	2,068	26.1%
Financial Services	280,846	305,505	305,505	0	0.0%	24,659	8.8%
Contact Centre	0	0	0	0	0.0%	0	0.0%
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
<b>Total Corporate Services</b>	<b>2,584,118</b>	<b>2,485,005</b>	<b>2,541,005</b>	<b>56,000</b>	<b>2.3%</b>	<b>-43,113</b>	<b>-1.7%</b>
Corporate Communications	0	1,500	1,500	0	0.0%	1,500	0.0%
Corporate Strategy and Quality	0	0	0	0	0.0%	0	0.0%
Economic Development	149,317	60,000	81,834	21,834	36.4%	-67,483	-45.2%
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Core Services Implementation	0	0	0	0	0.0%	0	0.0%
<b>Total Strategy, Innovation &amp; Partnerships</b>	<b>149,317</b>	<b>61,500</b>	<b>83,334</b>	<b>21,834</b>	<b>35.5%</b>	<b>-65,983</b>	<b>-44.2%</b>
Building Services	9,961,647	8,732,000	8,732,000	0	0.0%	-1,229,647	-12.3%
Planning & Design	2,139,040	1,620,000	1,620,000	0	0.0%	-519,040	-24.3%
Engineering	1,442,259	1,408,000	1,408,000	0	0.0%	-34,259	-2.4%
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
<b>Total Development Services</b>	<b>13,542,946</b>	<b>11,760,000</b>	<b>11,760,000</b>	<b>0</b>	<b>0.0%</b>	<b>-1,782,946</b>	<b>-13.2%</b>
Museum	174,144	211,725	210,937	-788	-0.4%	36,793	21.1%
Theatre	1,626,608	1,469,000	1,536,546	67,546	4.6%	-90,062	-5.5%
Arts Centres	226,674	248,140	204,900	-43,240	-17.4%	-21,774	-9.6%
Fire	391,723	463,000	463,000	0	0.0%	71,277	18.2%
Recreation Services	9,211,029	9,030,660	9,965,785	935,125	10.4%	754,756	8.2%
Recreation & Culture Administration	70,404	67,000	67,000	0	0.0%	-3,404	-4.8%
Roads	-59,041	197,350	368,676	171,326	86.8%	427,717	724.4%
Parks	460,668	425,000	425,000	0	0.0%	-35,668	-7.7%
Fleet	0	0	0	0	0.0%	0	0.0%
Asset Management	243,318	77,900	83,650	5,750	7.4%	-159,668	-65.6%
Operations Admin	635,976	14,100	14,100	0	0.0%	-621,876	-97.8%
Waste	187,126	153,109	165,109	12,000	7.8%	-22,017	-11.8%
Construction & Utilities	109,042	344,000	82,000	-262,000	-76.2%	-27,042	-24.8%
Operations & Asset Management Admin	0	0	0	0	0.0%	0	0.0%
Strategic Services	103,930	134,066	152,166	18,100	13.5%	48,236	46.4%
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Library	393,332	374,707	421,307	46,600	12.4%	27,975	7.1%
<b>Total Community &amp; Fire Services</b>	<b>13,774,933</b>	<b>13,209,757</b>	<b>14,160,176</b>	<b>950,419</b>	<b>7.2%</b>	<b>385,243</b>	<b>2.8%</b>
<b>Corporate Items</b>	<b>104,717,836</b>	<b>91,639,208</b>	<b>97,876,534</b>	<b>6,237,326</b>	<b>6.8%</b>	<b>-6,841,302</b>	<b>-6.5%</b>
<b>Total Corporation (excluding Waterworks)</b>	<b>134,934,316</b>	<b>119,347,470</b>	<b>126,613,049</b>	<b>7,265,579</b>	<b>6.1%</b>	<b>-8,321,267</b>	<b>-6.2%</b>
<b>Waterworks</b>	<b>36,234,292</b>	<b>36,478,008</b>	<b>39,827,007</b>	<b>3,348,999</b>	<b>9.2%</b>	<b>3,592,715</b>	<b>9.9%</b>
<b>Total Corporation</b>	<b>171,147,962</b>	<b>155,825,478</b>	<b>166,440,056</b>	<b>10,614,578</b>	<b>6.8%</b>	<b>-4,707,906</b>	<b>-2.8%</b>

**TOWN OF MARKHAM  
OPERATING BUDGET BY COMMISSION AND ACCOUNT  
(\$000's)**

COMPARISON BY COMMISSION					COMPARISON BY ACCOUNT				
	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>Change</u>			<u>2003 Budget</u>	<u>2004 Budget</u>	<u>Change</u>	
			<u>Incr./</u>	<u>(Decr.)</u>				<u>Incr./</u>	<u>(Decr.)</u>
			\$	%				\$	%
<b><u>EXPENDITURES</u></b>					<b><u>EXPENDITURES</u></b>				
Mayor & Council	1,767	1,775	8	0.4	Personnel Services	63,159	70,256	7,097	11.2
CAO's Office	3,526	3,109	-416	(11.8)	Materials & Supplies	5,831	5,965	134	2.3
Corporate Services	11,123	11,943	819	7.4	Purchased Services	24,539	24,999	461	1.9
Development Services	9,853	10,574	721	7.3	Capital Asset Acquisition	21	20	-1	(3.5)
Community And Fire Services	64,200	68,141	3,941	6.1	Financial Expenses	1,022	1,022	0	0.0
Corporate Items	27,000	28,893	1,893	7.0	Other Expenditures	1,938	1,977	38	2.0
Strategy, Innovation & Partnership	1,877	2,177	300	16.0	Transfers to Own Funds	22,838	22,374	-464	(2.0)
<b>Total Expenditures</b>	<b>119,347</b>	<b>126,613</b>	<b>7,265</b>	<b>6.1</b>	<b>Total Expenditures</b>	<b>119,347</b>	<b>126,613</b>	<b>7,266</b>	<b>6.1</b>

COMPARISON BY COMMISSION					COMPARISON BY ACCOUNT				
	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>Change</u>			<u>2003 Budget</u>	<u>2004 Budget</u>	<u>Change</u>	
			<u>Incr./</u>	<u>(Decr.)</u>				<u>Incr./</u>	<u>(Decr.)</u>
			\$	%				\$	%
<b><u>REVENUES</u></b>					<b><u>REVENUES</u></b>				
Mayor & Council	-	-	-		Taxation Revenues	73,382	79,180	5,798	7.9
CAO's Office	192	192	-		Grant & Subsidy Revenues	442	525	83	18.8
Corporate Services	2,485	2,541	56	2.3	General Revenues	23,571	24,640	1,069	4.5
Development Services	11,760	11,760	-		User Fees and Service Charges	15,614	16,236	623	4.0
Community And Fire Services	13,210	14,160	950	7.2	Other Income	6,332	5,911	-421	(6.6)
Corporate Items	91,639	97,877	6,237	6.8	Inter-Departmental	7	121	113	1533.2
Strategy, Innovation & Partnership	62	83	22	35.5					
<b>Total Revenues</b>	<b>119,347</b>	<b>126,613</b>	<b>7,266</b>	<b>6.1</b>	<b>Total Revenues</b>	<b>119,347</b>	<b>126,613</b>	<b>7,266</b>	<b>6.1</b>

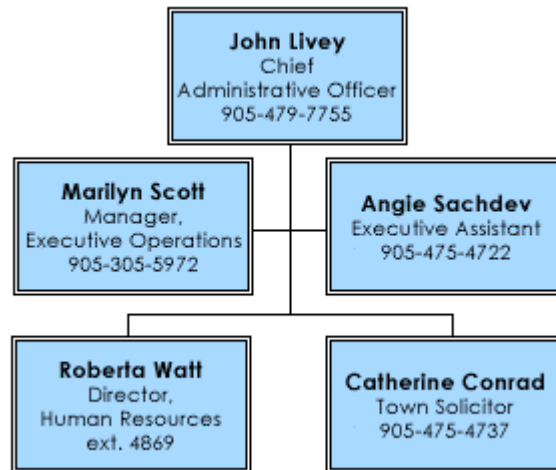


**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Mayor and Council Consolidated

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr.(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	1,553,637	1,535,237	1,542,393	7,156	0.5%	(11,244)	-0.7%
PRINTING & OFFICE SUPPLIES	23,569	23,441	23,441	-		(128)	-0.5%
OPERATING MATERIALS & SUPPLIES	11,973	18,900	18,900	-		6,927	57.9%
VEHICLE SUPPLIES	2,013	1,000	1,000	-		(1,013)	-50.3%
COMMUNICATIONS	12,901	15,970	15,970	-		3,069	23.8%
TRAVEL EXPENSES	47,859	96,257	96,257	-		48,398	101.1%
TRAINING	13	4,094	4,094	-		4,081	31392.3%
MAINT. & REPAIR-TIME/MATERIAL	-	7,230	7,230	-		7,230	
RENTAL/LEASE	14,711	16,300	16,300	-		1,589	10.8%
PROFESSIONAL SERVICES	289	6,589	6,589	-		6,300	2179.9%
LICENCES, PERMITS, FEES	707	1,235	1,235	-		528	74.7%
PROMOTION & ADVERTISING	57,080	35,030	35,030	-		(22,050)	-38.6%
OTHER PURCHASED SERVICES	-	-	820	820		820	
OFFICE FURNISHINGS & EQUIPMENT	279	6,000	6,000	-		5,721	2050.5%
<b>Total Expenditures</b>	<b>1,725,031</b>	<b>1,767,283</b>	<b>1,775,259</b>	<b>7,976</b>	<b>0.5%</b>	<b>50,228</b>	<b>2.9%</b>
RECOVERIES & CONTRIBUTIONS	20,646	-	-	-		(20,646)	-100.0%
<b>Total Revenues</b>	<b>20,646</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>(20,646)</b>	<b>-100.0%</b>
<b>Net Expenditure (Revenue)</b>	<b>1,704,385</b>	<b>1,767,283</b>	<b>1,775,259</b>	<b>7,976</b>	<b>0.5%</b>	<b>70,874</b>	<b>4.2%</b>

## Chief Administrative Officer (CAO)



The Chief Administrative Officer provides leadership to a full-time staff of 824 who respond to issues created by the growing municipality of Markham and the high expectations that the public has for superior service delivery. The responsibilities of the CAO include overseeing municipal operations and ensuring Council's priorities and strategic directions are achieved.

Direct reports to the Chief Administrative Officer include the Commissioners of Corporate Services, Community and Fire Services, Development Services, as well as the Directors of the Human Resources, Corporate Strategy & Quality and Legal Services.

The CAO & Commissioners' Committee (CCC) supports the management of the Town's operations and is comprised of senior staff from the Commissions. The CCC meets bi-weekly and is chaired by the CAO and addresses Town operations and issues.

The CAO's Commission consists of the following departments:

- Legal Services
- Human Resources

### Legal Services

Reporting to the Chief Administrative Officer, the Legal Department provides a full range of legal advice and support to Council, its committees and Town staff. As a municipal corporation, the Town deals in all areas of law and public policy and as such, is subject to all laws of the Federal Government and Province of Ontario.

The primary functions and duties of the Legal Department include:

- Legal advice to Council and its committees regarding legal issues, liability and applicability of provincial legislation
- Representation at all Ontario Municipal Board hearings
- Conduct or defend of all legal actions instituted by or commenced against the Town in all levels of the Ontario court system

- Preparation and review of all development agreements (subdivision, site plan) and other contracts
- Negotiation, preparation, review and registration of documents required for the acquisition and sale of real property
- Drafting of by-laws
- Provision of legal advice and direction to all municipal departments
- Meetings with other government agencies, particularly provincial ministries and York Region, to resolve problems
- Responding to issues regarding development charge by-laws
- Assistance to the By-law Enforcement Department in the enforcement and prosecution of Town regulatory and zoning by-laws

### **Human Resources**

The Human Resources department supports the achievement of the Town of Markham's goals by providing strategic human resources management solutions in the areas of recruitment and selection, employee and labour relations, compensation and benefits, training and development, and occupational health and safety.

The Town employs 824 full-time staff supported by part time and temporary staff in areas such as Recreation Services, Roads Department and Parks during peak seasons.

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

CAO Consolidated

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	2,216,524	2,267,653	2,347,793	80,140	3.5%	131,269	5.9%
PRINTING & OFFICE SUPPLIES	24,747	19,750	19,174	(576)	-2.9%	(5,573)	-22.5%
OPERATING MATERIALS & SUPPLIES	52,851	40,050	38,884	(1,166)	-2.9%	(13,967)	-26.4%
COMMUNICATIONS	5,020	4,150	4,030	(120)	-2.9%	(990)	-19.7%
TRAVEL EXPENSES	14,856	18,200	17,670	(530)	-2.9%	2,814	18.9%
TRAINING	248,378	247,835	240,617	(7,218)	-2.9%	(7,761)	-3.1%
MAINT. & REPAIR-TIME/MATERIAL	-	500	485	(15)	-3.0%	485	
RENTAL/LEASE	6,478	7,550	7,329	(221)	-2.9%	851	13.1%
PROFESSIONAL SERVICES	845,690	726,262	245,039	(481,223)	-66.3%	(600,651)	-71.0%
LICENCES, PERMITS, FEES	37,823	26,450	25,680	(770)	-2.9%	(12,143)	-32.1%
PROMOTION & ADVERTISING	190,880	167,300	162,640	(4,660)	-2.8%	(28,240)	-14.8%
<b>Total Expenditures</b>	<b>3,643,247</b>	<b>3,525,700</b>	<b>3,109,341</b>	<b>(416,359)</b>	<b>-11.8%</b>	<b>(533,906)</b>	<b>-14.7%</b>
GRANTS AND SUBSIDIES	5,444	-	-	-		(5,444)	-100.0%
USER FEES & SERVICE CHARGES	139,076	180,000	180,000	-		40,924	29.4%
RECOVERIES & CONTRIBUTIONS	-	12,000	12,000	-		12,000	
<b>Total Revenues</b>	<b>144,520</b>	<b>192,000</b>	<b>192,000</b>	<b>-</b>		<b>47,480</b>	<b>32.9%</b>
<b>Net Expenditure (Revenue)</b>	<b>3,498,727</b>	<b>3,333,700</b>	<b>2,917,341</b>	<b>(416,359)</b>	<b>-12.5%</b>	<b>(581,386)</b>	<b>-16.6%</b>

## Legal Services

### Mission

The Legal Services Department supports, promotes and reinforces the Town's corporate objectives through the provision of timely, accurate, relevant and strategic legal advice and real estate services.

### Services & Customers

Service(s)	Customer(s)
Representation at all Ontario Municipal Board hearings Conduct & Defense of legal actions Preparation and Review of all development agreements Negotiation, Preparation, Registration for acquisitions and sale of real property Advice to Council, Committees and Staff	Council All internal departments

### 2003 Accomplishments

Finalized expropriation of Jessamyn property (compensation outstanding)
Successful defence of two Property Standards appeals
Completion of draft of Accessibility Plan
Assistant Solicitor - IMLA Scholarship winner
Successful representation at OMB hearings re 55 Albert Street, Box Grove Secondary Plan
Achieved settlements of Box Grove Secondary Plan (in part), 7070 Bayview and 9 Belford Crescent appeals
Finalized Letter of Intent with Vaughan Hydro referring to Amalgamation
Completed 13 Body Rub and Complementary Health Care licence appeals, 13 denied and 13 establishments closed

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Solicitor staffing levels in the short to long term	

# Business Plans

Legal Services			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)									
CORE									
Represent & Defend the Town at all Ontario Municipal Board hearings				<b>X</b>		<b>X</b>			
Conduct & defend of legal actions against the Town in Ontario court system				<b>X</b>					
Preparation and review of all development agreements					<b>X</b>		<b>X</b>		
Negotiation, preparation, registration for acquisitions and sale of real property				<b>X</b>					<b>X</b>
Advice to Council/staff on all legal aspects of operations and policy									
ENHANCED or NEW									
			Additional Funding Required						

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Legal Department

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr.(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	638,666	692,032	722,636	30,604	4.4%	83,970	13.1%
PRINTING & OFFICE SUPPLIES	8,226	4,450	4,320	(130)	-2.9%	(3,906)	-47.5%
OPERATING MATERIALS & SUPPLIES	16,609	9,950	9,661	(289)	-2.9%	(6,948)	-41.8%
COMMUNICATIONS	1,300	1,150	1,117	(33)	-2.9%	(183)	-14.1%
TRAVEL EXPENSES	2,439	4,600	4,466	(134)	-2.9%	2,027	83.1%
TRAINING	5,313	1,225	1,189	(36)	-2.9%	(4,124)	-77.6%
RENTAL/LEASE	2,637	4,000	3,883	(117)	-2.9%	1,246	47.3%
PROFESSIONAL SERVICES	219,277	117,100	113,689	(3,411)	-2.9%	(105,588)	-48.2%
LICENCES, PERMITS, FEES	29,465	22,600	21,942	(658)	-2.9%	(7,523)	-25.5%
<b>Total Expenditures</b>	<b>923,932</b>	<b>857,107</b>	<b>882,903</b>	<b>25,796</b>	<b>3.0%</b>	<b>(41,029)</b>	<b>-4.4%</b>
USER FEES & SERVICE CHARGES	139,076	180,000	180,000	-		40,924	29.4%
RECOVERIES & CONTRIBUTIONS	-	12,000	12,000	-		12,000	
<b>Total Revenues</b>	<b>139,076</b>	<b>192,000</b>	<b>192,000</b>	<b>-</b>		<b>52,924</b>	<b>38.1%</b>
<b>Net Expenditure (Revenue)</b>	<b>784,856</b>	<b>665,107</b>	<b>690,903</b>	<b>25,796</b>	<b>3.9%</b>	<b>(93,953)</b>	<b>-12.0%</b>

## Human Resources

### Mission

The Human Resources division supports the achievement of the Town of Markham's goals by providing strategic human resources management solutions in the areas of recruitment and selection, employee and labour relations, compensation and benefits, training and development, and occupational health and safety.

### Services & Customers

Service(s)	Customer(s)
Employee and Labour Relations Recruitment Compensation & Benefits Administration Employee Records Management Occupational Health & Safety Corporate Training & Organizational Development	All Town Staff

### 2003 Accomplishments

One hundred percentage Performance Management forms completed
Assisted Corporate Services, Community Services & Development Services with Re-organizations
Developed & provided training to Contact Centre Representatives
Completed initial Diversity Training
Developing a number of policies including Health & Safety, Staffing, Training, Labour
Investigated Applicant Tracking and Performance Management Systems; process being completed

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Provide training and skills to managers throughout the organization	Schulich Management Program will result in cost savings for Town staff participating
Tools - Human Resources Information System (HRIS) not compatible with Payroll system	Firefighter Recruitment
Information gathered from our clients during the HR Re-org process may result in additional workload and changing priorities	



# Business Plans

<b>Human Resources</b>			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Provide Human Resources strategic direction & priority setting aligned with Corporate direction.									<b>X</b>
Provide Staffing strategies and services to ensure the Town attracts and retains effective, diverse staff.							<b>X</b>		<b>X</b>
Deliver Total Compensation & Reward programs that support our attraction and retention strategies.				<b>X</b>					<b>X</b>
Provide all staff with a wide range of continual learning and developmental opportunities in support of the Performance Management Program and individual career plans							<b>X</b>		<b>X</b>
Provide Employee and Labour Relations strategies and services in a manner which promotes and maintains							<b>X</b>		<b>X</b>
Ensure a safe, healthy and productive working environment through the delivery of Occupational Health and Safety, Wellness and Claims Management programs.									<b>X</b>
Ensure legislative compliance in all areas of employment.									<b>X</b>
<b>ENHANCED or NEW</b>									
Develop a Human Resources bank of policies, processes and protocols to inform the employee population and guide HR related decisions.		Additional Funding Required							<b>X</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Human Resources

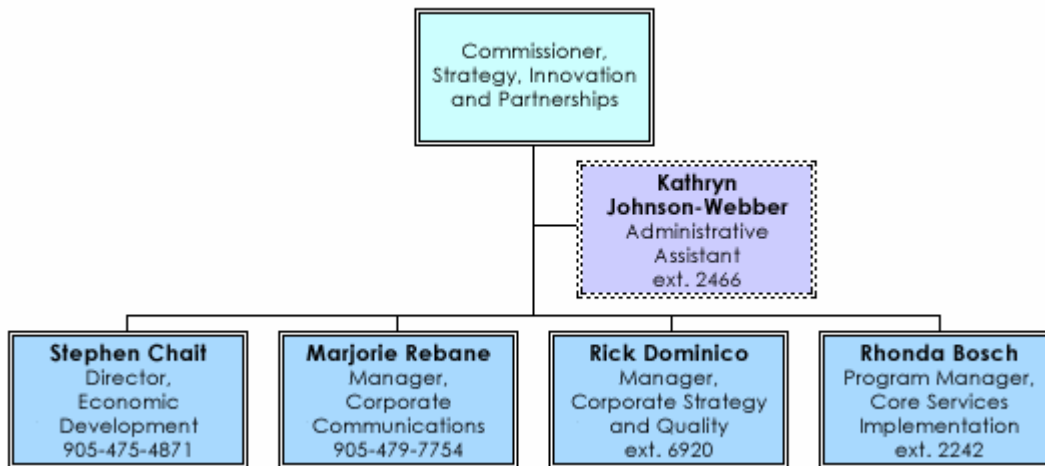
<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	1,192,562	1,203,074	1,237,157	34,083	2.8%	44,595	3.7%
PRINTING & OFFICE SUPPLIES	14,292	10,800	10,485	(315)	-2.9%	(3,807)	-26.6%
OPERATING MATERIALS & SUPPLIES	35,096	29,000	28,155	(845)	-2.9%	(6,941)	-19.8%
COMMUNICATIONS	2,673	1,500	1,457	(43)	-2.9%	(1,216)	-45.5%
TRAVEL EXPENSES	5,477	3,300	3,204	(96)	-2.9%	(2,273)	-41.5%
TRAINING	243,016	245,710	238,554	(7,156)	-2.9%	(4,462)	-1.8%
RENTAL/LEASE	2,928	2,800	2,718	(82)	-2.9%	(210)	-7.2%
PROFESSIONAL SERVICES	626,413	609,162	131,350	(477,812)	-78.4%	(495,063)	-79.0%
LICENCES, PERMITS, FEES	3,261	1,750	1,699	(51)	-2.9%	(1,562)	-47.9%
PROMOTION & ADVERTISING	190,880	167,300	162,640	(4,660)	-2.8%	(28,240)	-14.8%
<b>Total Expenditures</b>	<b>2,316,598</b>	<b>2,274,396</b>	<b>1,817,419</b>	<b>(456,977)</b>	<b>-20.1%</b>	<b>(499,179)</b>	<b>-21.5%</b>
GRANTS AND SUBSIDIES	5,444	-	-	-		(5,444)	-100.0%
<b>Total Revenues</b>	<b>5,444</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>(5,444)</b>	<b>-100.0%</b>
<b>Net Expenditure (Revenue)</b>	<b>2,311,154</b>	<b>2,274,396</b>	<b>1,817,419</b>	<b>(456,977)</b>	<b>-20.1%</b>	<b>(493,735)</b>	<b>-21.4%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

CAO - Commission Support

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	385,296	372,547	388,000	15,453	4.1%	2,704	0.7%
PRINTING & OFFICE SUPPLIES	2,229	4,500	4,369	(131)	-2.9%	2,140	96.0%
OPERATING MATERIALS & SUPPLIES	1,146	1,100	1,068	(32)	-2.9%	(78)	-6.8%
COMMUNICATIONS	1,047	1,500	1,456	(44)	-2.9%	409	39.1%
TRAVEL EXPENSES	6,940	10,300	10,000	(300)	-2.9%	3,060	44.1%
TRAINING	49	900	874	(26)	-2.9%	825	1683.7%
MAINT. & REPAIR-TIME/MATERIAL	-	500	485	(15)	-3.0%	485	
RENTAL/LEASE	913	750	728	(22)	-2.9%	(185)	-20.3%
LICENCES, PERMITS, FEES	5,097	2,100	2,039	(61)	-2.9%	(3,058)	-60.0%
<b>Total Expenditures</b>	<b>402,717</b>	<b>394,197</b>	<b>409,019</b>	<b>14,822</b>	<b>3.8%</b>	<b>6,302</b>	<b>1.6%</b>
<b>Net Expenditure (Revenue)</b>	<b>402,717</b>	<b>394,197</b>	<b>409,019</b>	<b>14,822</b>	<b>3.8%</b>	<b>6,302</b>	<b>1.6%</b>

## Strategy, Innovation, & Partnerships



The commission was created in 2003 as a direct result of the priority that Markham Council continues to place on areas of strategic planning, organizational performance, innovation in delivering quality services and intergovernmental issues.

Departments previously in other commission's have been consolidated and repositioned in the strategy, innovation and partnership commission to place added importance on partnerships with the private sector, new programs to attract and grow businesses in the Town and a corporate approach to branding and marketing. The commission also manages corporate-wide special projects with an internal and external focus. For example, Markham Centre, Core Services Review Implementation, and transit initiatives.

The following departments fall under the Strategy, Innovation and Partnerships Commission:

- Economic Development
- Corporate Communications
- Corporate Strategy and Quality

### **Economic Development**

The Economic Development department generates economic prosperity for the Town and its residents by aggressively marketing Markham as the best place to work and as Canada's high-tech capital. Their success is accomplished through their motivated staff, timely and insightful research, targeted marketing, enabling strategies, and outstanding "one-stop service". Some of the services provided include:

- Business attraction
- Business retention and expansion
- Small business / entrepreneur development
- Economic research
- Advertising, marketing and promotion

### **Corporate Communications**

The department provides information about what is happening in the Town of Markham and to improve community satisfaction and communication by providing timely and accessible information and expertise. The department develops programs, builds audience and generates revenue for the Town of Markham. Some of the services provided by the department include:

- Web site development and maintenance
- Communications advice and strategies
- Media and public relations
- Project management: Publications
- Internal communications
- Writing, editing and layout services

### **Corporate Strategy and Quality**

The primary function of this department is to provide leadership and support for our corporate goal of organizational excellence, using quality principles and a management model as the guide for all practices across the organization. Some of the specific areas include:

- Customer Satisfaction Measurement Program
- Staff Satisfaction Measurement Program
- Corporate Business Planning
- Performance Measurement
- Recognition
- Staff Suggestion System
- Teamwork Day

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Strategy, Innovations & Partnership

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	1,316,755	1,104,175	1,415,335	311,160	28.2%	98,580	7.5%
PRINTING & OFFICE SUPPLIES	56,018	42,260	41,030	(1,230)	-2.9%	(14,988)	-26.8%
OPERATING MATERIALS & SUPPLIES	8,678	9,400	18,155	8,755	93.1%	9,477	109.2%
COMMUNICATIONS	35,726	19,000	18,446	(554)	-2.9%	(17,280)	-48.4%
TRAVEL EXPENSES	50,740	45,800	44,466	(1,334)	-2.9%	(6,274)	-12.4%
TRAINING	16,924	11,500	11,165	(335)	-2.9%	(5,759)	-34.0%
RENTAL/LEASE	4,540	2,000	1,941	(59)	-3.0%	(2,599)	-57.2%
INSURANCE	1,194	-	-	-		(1,194)	-100.0%
PROFESSIONAL SERVICES	70,562	36,342	35,284	(1,058)	-2.9%	(35,278)	-50.0%
LICENCES, PERMITS, FEES	7,946	7,500	7,281	(219)	-2.9%	(665)	-8.4%
PROMOTION & ADVERTISING	641,012	532,300	516,796	(15,504)	-2.9%	(124,216)	-19.4%
OTHER PURCHASED SERVICES	10,738	-	-	-		(10,738)	-100.0%
OFFICE FURNISHINGS & EQUIPMENT	-	2,000	2,000	-		2,000	
OTHER EXPENDITURES	69,417	65,000	65,000	-		(4,417)	-6.4%
<b>Total Expenditures</b>	<b>2,290,250</b>	<b>1,877,277</b>	<b>2,176,899</b>	<b>299,622</b>	<b>16.0%</b>	<b>(113,351)</b>	<b>-4.9%</b>
GRANTS AND SUBSIDIES	73,849	44,000	55,000	11,000	25.0%	(18,849)	-25.5%
USER FEES & SERVICE CHARGES	2,345	16,000	16,000	-		13,655	582.3%
SALES	3,123	1,500	1,500	-		(1,623)	-52.0%
RECOVERIES & CONTRIBUTIONS	70,000	-	10,834	10,834		(59,166)	-84.5%
<b>Total Revenues</b>	<b>149,317</b>	<b>61,500</b>	<b>83,334</b>	<b>21,834</b>	<b>35.5%</b>	<b>(65,983)</b>	<b>-44.2%</b>
<b>Net Expenditure (Revenue)</b>	<b>2,140,933</b>	<b>1,815,777</b>	<b>2,093,565</b>	<b>277,788</b>	<b>15.3%</b>	<b>(47,368)</b>	<b>-2.2%</b>

## Economic Development

### Mission

The Economic Development Department initiates, implements and promotes policies and programs that contribute to greater economic prosperity for the Town, its residents and its businesses. This is accomplished by aggressively and convincingly marketing Markham as the best place to work and to locate high-tech business in North America.

### Services & Customers

Service(s)	Customer(s)
Advertising, Marketing & Promotion	Consultants
Business retention & expansion	Business
Business attraction	Realtors
Small business/entrepreneur development	Developers
Economic research	Residents

### 2003 Accomplishments

- Established "Innovation Synergy Centre in Markham" (ISCM)
- Established "Markham Small Business Enterprise Centre"
- Attracted over \$500,000 in external financial contributions to Markham's economic development programs
- Hosted and/or sponsored 10 international caliber high-tech events / missions
- Produced new DVD in support of "High-Tech Capital" and "Markham Centre", and "Life Sciences"
- Attracted new North American office of Zhongguancun Science Park
- In partnership with York Region, updated business database (5200+ firms)

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Core program activity growing while FTE's remaining at 1996 level	HRDC and job assistance programs
Competitive cities are spending 3 & 4 times Markham's budget	Continue to mine government grants and partnerships
ISCM will require continuing (and likely higher) funding	Pursue multiple year commitments

# Business Plans

Economic Development			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)									
<b>CORE</b>									
Attract investments by high-tech firms to Markham (retention, expansion, attraction)				<b>X</b>		<b>X</b>		<b>X</b>	
Maintain and leverage key national and international economic alliances							<b>X</b>	<b>X</b>	
Develop and implement programs that represent a “unique sales and investment proposition”							<b>X</b>	<b>X</b>	
Build strategic partnerships to enhance local economic development as “Canada’s High Tech Capital”				<b>X</b>			<b>X</b>	<b>X</b>	
Inspire and support new businesses and local entrepreneurship				<b>X</b>				<b>X</b>	
<b>ENHANCED or NEW</b>									
Replace funds given to ISCM from core economic development program	Additional Funding Required	<b>X</b>		<b>X</b>				<b>X</b>	



**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Economic Development

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	416,097	456,129	495,409	39,280	8.6%	79,312	19.1%
PRINTING & OFFICE SUPPLIES	31,726	20,000	19,418	(582)	-2.9%	(12,308)	-38.8%
OPERATING MATERIALS & SUPPLIES	3,866	5,000	4,854	(146)	-2.9%	988	25.6%
COMMUNICATIONS	14,026	3,400	3,301	(99)	-2.9%	(10,725)	-76.5%
TRAVEL EXPENSES	31,320	37,500	36,408	(1,092)	-2.9%	5,088	16.2%
TRAINING	2,317	6,500	6,311	(189)	-2.9%	3,994	172.4%
RENTAL/LEASE	1,288	1,500	1,456	(44)	-2.9%	168	13.0%
INSURANCE	1,194	-	-	-		(1,194)	-100.0%
PROFESSIONAL SERVICES	25,171	-	-	-		(25,171)	-100.0%
LICENCES, PERMITS, FEES	6,680	5,000	4,854	(146)	-2.9%	(1,826)	-27.3%
PROMOTION & ADVERTISING	423,120	345,300	335,242	(10,058)	-2.9%	(87,878)	-20.8%
OFFICE FURNISHINGS & EQUIPMENT	-	2,000	2,000	-		2,000	
OTHER EXPENDITURES	4,300	-	-	-		(4,300)	-100.0%
<b>Total Expenditures</b>	<b>961,105</b>	<b>882,329</b>	<b>909,253</b>	<b>26,924</b>	<b>3.1%</b>	<b>(51,852)</b>	<b>-5.4%</b>
GRANTS AND SUBSIDIES	73,849	44,000	55,000	11,000	25.0%	(18,849)	-25.5%
USER FEES & SERVICE CHARGES	2,345	16,000	16,000	-		13,655	582.3%
SALES	3,123	-	-	-		(3,123)	-100.0%
RECOVERIES & CONTRIBUTIONS	70,000	-	10,834	10,834		(59,166)	-84.5%
<b>Total Revenues</b>	<b>149,317</b>	<b>60,000</b>	<b>81,834</b>	<b>21,834</b>	<b>36.4%</b>	<b>(67,483)</b>	<b>-45.2%</b>
<b>Net Expenditure (Revenue)</b>	<b>811,788</b>	<b>822,329</b>	<b>827,419</b>	<b>5,090</b>	<b>0.6%</b>	<b>15,631</b>	<b>1.9%</b>

## Corporate Communications

### Mission

Corporate Communications Services supports, promotes and reinforces Markham's corporate objectives through all communications media. We provide timely, accurate and relevant communications services to our customers.

### Services & Customers

Service(s)	Customer(s)
Website Development and Maintenance	Mayor, Council and Committees
Communications Advice and Strategies	Internal departments (all commissions)
Media Relations; Public Relations (incl. Town Page & Special Events support)	Markham residents and businesses
Publications; Project Management	Other non-resident publics
Photography Services; Internal Communications (incl. Information Flow to Council)	Other government agencies
Writing, Editing, Layout Services	Media

### 2003 Accomplishments

Support to Communications Audit
Establishment of new internal communication vehicles: Information Flow to Council and New Faces
Successful support for Vote 2003; Doors Open Markham; Angus Glen Community Centre; Environmental initiatives; Travel Demand Management
In-house production of Mark of Excellence employee newsletter and Employee Guide to Learning and Development
Enhanced public relations: SARS, West Nile, Emergency Preparedness; Susie Awards
Created and Implemented Emergency Management Public Awareness Campaign; Completed Crisis Communications Plan
Enhanced 2004 Living in Markham Community Guide, Produced 2004 Calendar; Produced two issues of About Markham
Enhanced distribution of Town materials through Canada Post; Met Performance Management goals; undertook teambuilding exercises
Transitioned Special Events to Strategic Services; supported key events
Enhanced corporate photo library; Trained Councillors Assistants in Basic Media Relations; Corporate Communication Staff completed Diversity Training
Conducted Customer Satisfaction Surveys for About Markham Newsletter and 2003 Town Calendar

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Need to compete for exposure in GTA news media	Ad sales in Living in Markham; Town Calendar; and/or newsletters
Need for departmental processes and increased capacity	
Physical environment not conducive to productivity	

# Business Plans

Corporate Communications			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)									
CORE									
Media Relations; Special Events support; Emergency Management (incl. Quarterly training)									<b>X</b>
Publications (2-About Markham; 4-Mark of Excellence; 1-Calendar; 1-Living in Markham)							<b>X</b>		<b>X</b>
Publications Con't. (52- Town Page; 52-Information Flow to Council)							<b>X</b>		<b>X</b>
Website Administration; Intranet consulting							<b>X</b>		<b>X</b>
ENHANCED or NEW									
Implement New Structure, Media Relations Strategy, Corporate Standards & Services Model;	Additional Funding Required	<b>X</b>							<b>X</b>
Website Accessibility; Roll out of Content Mgmt Software; Enhanced staff training	Additional Funding Required	<b>X</b>					<b>X</b>		<b>X</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Corporate Communications

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	308,415	273,201	431,984	158,783	58.1%	123,569	40.1%
PRINTING & OFFICE SUPPLIES	19,619	18,800	18,253	(547)	-2.9%	(1,366)	-7.0%
OPERATING MATERIALS & SUPPLIES	4,609	3,400	12,330	8,930	262.6%	7,721	167.5%
COMMUNICATIONS	17,548	14,900	14,466	(434)	-2.9%	(3,082)	-17.6%
TRAVEL EXPENSES	2,439	4,100	3,980	(120)	-2.9%	1,541	63.2%
TRAINING	5,024	2,600	2,524	(76)	-2.9%	(2,500)	-49.8%
PROFESSIONAL SERVICES	35,045	36,342	35,284	(1,058)	-2.9%	239	0.7%
LICENCES, PERMITS, FEES	516	1,500	1,456	(44)	-2.9%	940	182.2%
PROMOTION & ADVERTISING	217,892	187,000	181,554	(5,446)	-2.9%	(36,338)	-16.7%
OTHER PURCHASED SERVICES	10,738	-	-	-		(10,738)	-100.0%
OTHER EXPENDITURES	65,117	65,000	65,000	-		(117)	-0.2%
<b>Total Expenditures</b>	<b>686,962</b>	<b>606,843</b>	<b>766,831</b>	<b>159,988</b>	<b>26.4%</b>	<b>79,869</b>	<b>11.6%</b>
SALES	-	1,500	1,500	-		1,500	
<b>Total Revenues</b>	<b>-</b>	<b>1,500</b>	<b>1,500</b>	<b>-</b>		<b>1,500</b>	
<b>Net Expenditure (Revenue)</b>	<b>686,962</b>	<b>605,343</b>	<b>765,331</b>	<b>159,988</b>	<b>26.4%</b>	<b>78,369</b>	<b>11.4%</b>

## Corporate Quality

### Mission

The Corporate Quality Department provides leadership and support for the Town of Markham's corporate goal of organizational excellence, using quality principles and a management model as the guide for all practices across the organization.

### Services & Customers

Service(s)	Customer(s)
Awareness, understanding & application of quality framework	Business Units
Staff satisfaction survey administration	Organization
Customer satisfaction surveys	Staff
Quality networking and sharing of best practices	External organizations across Canada
Recognition toolbox management	Leaders

### 2003 Accomplishments

Presented Engage 21st Century Markham results to community and staff
Increased # of customer satisfaction surveys by departments from 1 last year to 5 this year
Working with CSI and Finance, developed and implemented new business unit plans and kpi's for 2004
Cities from across Canada interested in our Excellence approach and seeking (Kamloops, Prince George, Oshawa, North Bay, Kingston, Sudbury, Halton, Brantford)

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Use of excellence framework as guide to running organization	

# Business Plans

<b>Corporate Quality</b>		Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>								
<b>CORE</b>								
Lead the Citizen Satisfaction survey project in Q1, including improvement work in Q2, 3 & 4								<b>X</b>
Lead the Staff Satisfaction survey project in Q2, including improvement work in Q2,3 & 4								<b>X</b>
Lead the Business Planning process for 2005, including quality assessment in Q2								<b>X</b>
Facilitate learning on key management model areas for staff as part of Learning & Development Program								<b>X</b>
Partner and network with external organizations regarding excellence areas throughout the year								<b>X</b>
<b>ENHANCED or NEW</b>								
Develop and implement Corporate service standards across the organization by Q3	Additional Funding Required							<b>X</b>
Lead NQI PEP Level III Assessment in Q3	Additional Funding Required							<b>X</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Corporate Strategy & Quality

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	107,255	109,321	217,646	108,325	99.1%	110,391	102.9%
PRINTING & OFFICE SUPPLIES	589	3,460	3,359	(101)	-2.9%	2,770	470.3%
OPERATING MATERIALS & SUPPLIES	-	1,000	971	(29)	-2.9%	971	
COMMUNICATIONS	353	700	679	(21)	-3.0%	326	92.4%
TRAVEL EXPENSES	1,078	4,200	4,078	(122)	-2.9%	3,000	278.3%
TRAINING	8,193	2,400	2,330	(70)	-2.9%	(5,863)	-71.6%
RENTAL/LEASE	25	500	485	(15)	-3.0%	460	1840.0%
LICENCES, PERMITS, FEES	318	1,000	971	(29)	-2.9%	653	205.3%
<b>Total Expenditures</b>	<b>117,811</b>	<b>122,581</b>	<b>230,519</b>	<b>107,938</b>	<b>88.1%</b>	<b>112,708</b>	<b>95.7%</b>
<b>Net Expenditure (Revenue)</b>	<b>117,811</b>	<b>122,581</b>	<b>230,519</b>	<b>107,938</b>	<b>88.1%</b>	<b>112,708</b>	<b>95.7%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Core Services Implementation

<b><u>Sub Object Description</u></b>	<b><u>2003 Actual</u></b>	<b><u>2003 Budget</u></b>	<b><u>2004 Budget</u></b>	<b>2004 Bud. vs. 2003 Bud.</b>		<b>2004 Bud. vs. 2003 Act.</b>	
				<b><u>Incr(Decr.)</u></b>	<b><u>%Change</u></b>	<b><u>Incr.(Decr.)</u></b>	<b><u>% Change</u></b>
SALARIES AND BENEFITS	318,239	-	-	-		(318,239)	-100.0%
PRINTING & OFFICE SUPPLIES	2,153	-	-	-		(2,153)	-100.0%
COMMUNICATIONS	195	-	-	-		(195)	-100.0%
TRAVEL EXPENSES	1,430	-	-	-		(1,430)	-100.0%
TRAINING	1,390	-	-	-		(1,390)	-100.0%
RENTAL/LEASE	3,227	-	-	-		(3,227)	-100.0%
PROFESSIONAL SERVICES	10,346	-	-	-		(10,346)	-100.0%
<b>Total Expenditures</b>	<b>336,980</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>(336,980)</b>	<b>-100.0%</b>
<b>Net Expenditure (Revenue)</b>	<b>336,980</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>(336,980)</b>	<b>-100.0%</b>

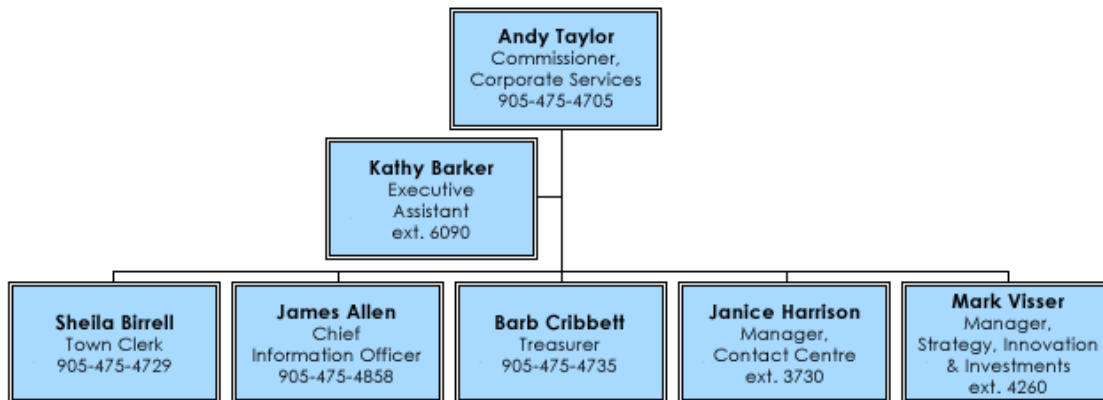


**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Strategy, Innovation & Partnership - Commission Support

<b><u>Sub Object Description</u></b>	<b><u>2003 Actual</u></b>	<b><u>2003 Budget</u></b>	<b><u>2004 Budget</u></b>	<b><u>2004 Bud. vs. 2003 Bud.</u></b>		<b><u>2004 Bud. vs. 2003 Act.</u></b>	
				<b><u>Incr(Decr.)</u></b>	<b><u>%Change</u></b>	<b><u>Incr.(Decr.)</u></b>	<b><u>% Change</u></b>
SALARIES AND BENEFITS	166,749	265,524	270,296	4,772	1.8%	103,547	62.1%
PRINTING & OFFICE SUPPLIES	1,931	-	-	-		(1,931)	-100.0%
OPERATING MATERIALS & SUPPLIES	203	-	-	-		(203)	-100.0%
COMMUNICATIONS	3,604	-	-	-		(3,604)	-100.0%
TRAVEL EXPENSES	14,473	-	-	-		(14,473)	-100.0%
LICENCES, PERMITS, FEES	432	-	-	-		(432)	-100.0%
<b>Total Expenditures</b>	<b>187,392</b>	<b>265,524</b>	<b>270,296</b>	<b>4,772</b>	<b>1.8%</b>	<b>82,904</b>	<b>44.2%</b>
<b>Net Expenditure (Revenue)</b>	<b>187,392</b>	<b>265,524</b>	<b>270,296</b>	<b>4,772</b>	<b>1.8%</b>	<b>82,904</b>	<b>44.2%</b>

## Corporate Services



The Commission provides expert financial, administrative and technical services that enhance our customers' and partners' current and future performance. This is accomplished through the delivery of timely, accurate, and complete information, as well as securing the fiduciary and legislative responsibilities of the Corporation.

The Commission is comprised of four very distinct and different entities, each with their own areas of expertise and responsibility.

- Legislative Services
- Financial Services
- Information Technology Services
- Contact Centre

Currently, there are 122 full time employees who are responsible for the day-to-day operations of the various divisions and departments.

### Legislative Services

The primary role of this department is driven by provincial legislation, most notably The Municipal Act, The Municipal Elections Act and The Municipal Freedom of Information and Protection of Privacy Act. The department provides administrative support to Council and its Committees and ensures that all of the actions taken by Council are recorded and communicated.

Over the years however, Markham's Clerk's Department has evolved into a multifaceted department, which performs a variety of administrative, and statutory functions for the Corporation. Reporting to the Commissioner of Corporate Services, the department is divided into four operational areas, namely,

- Administration
- Secretariat
- Enforcement & Licensing
- Records Management

### Administration

The Administration Division of the Clerk's Department is responsible for the following functions:

- Insurance Claims Administration
- Court Administration
- Development Agreement Compliance
- Planning Public Meeting Notification
- Vital Statistics - Birth / Death Registration
- Commissioner of Oaths
- Printing and Mail Services, Courier Services and Management of Corporate Copier Fleet
- Civic Centre Switchboard
- Information Markham Liaison
- Municipal Elections
- Administration of Town of Markham Cemeteries
- Budget Preparation for the Clerk's Department
- Marriage / Lottery Licensing
- Information Markham

### Secretariat

This section provides secretarial and support services to Council and Council Committees.

Council Agendas and Minutes for the various committees and Council sessions are prepared and published weekly.

### Enforcement & Licensing

The Enforcement and Licensing Division of the Legislative Services Department's mandate is to provide health and safety, nuisance control, consumer protection and community standard enforcement services within the Town. The Division is the Commission's largest external service provider with the majority of staff working outside of the building and in the community each day. Activities are divided into the following operational areas:

- By-Law Enforcement
- Property Standards
- Business Licensing
- Wheels Licensing (Taxis, Limousines, & Tow Trucks)
- Parking Control
- Sign By-Law Enforcement
- Animal Control

### Records Management

Records Management addresses four distinct areas of responsibility, which are:

- Storage repository
- Information management

- Inventory, retention and disposal schedules
- Freedom of Information requests

#### *Storage Repository*

The records management storage repository is responsible for the safe, economical and accessible storage of dormant records. Dormant records are those to which reference is neither frequent nor urgent enough, to warrant maintenance in relatively expensive records office space and equipment; and which, by law, must be kept for a predetermined length of time.

#### *Information Management*

Staff also counsels other Departments about setting up and maintaining filing systems for their offices. A sizable amount of this advice relates to how best to structure directories and sub-directories in the computer system.

#### *Inventory, Retention and Disposal Schedules*

The management of the Town's records involves receiving the boxes of inactive records from the various departments, sorting the files, assigning an appropriate retention period; retrieval as required and in turn arranging for the destruction of surplus material.

#### *Freedom of Information Requests*

Staff processes all requests for information under the Ontario Freedom of Information and Protection of Privacy Act. This Act provides public the right to request access to government held information. The Act also protects personal information held by government organizations and provides individuals with a right of access to their own personal information.

### **Financial Services**

Consists of a team of experts that coordinate and analyze all financial transactions to enable our customers and partners to make effective business decisions. The primary role of the department is to ensure the financial integrity of the Town. The department is divided into three operational areas, consisting of the following:

- Accounting and Expenditure Control
- Financial and Client Services
- Taxation

#### Accounting and Expenditure Control

This operational area is responsible for the integrity of the Financial Information System for the Town. The following sections make up this operation:

- Payables
- Receivables
- Payroll
- Financial Reporting

### *Accounts Payable*

The section is responsible for timely and accurate processing of all invoices, cheque requisitions, expense reports and utility bills and ensuring proper documentation and authorizations are followed before release of funds.

### *Accounts Receivable*

This area is responsible for the billing and collection of all revenues and receivables excluding tax revenues. Responsibilities include, the preparation, implementation and monitoring of controls and procedures relating to invoicing, grants and subsidies request, cash collections and delinquent accounts to maintain effectiveness within all Town departments.

### *Payroll*

To provide employees of the Town with bi-weekly salary payments that are complete and accurate and remitted to employee bank accounts on a timely basis and to discharge the Town's liabilities in regard to all statutory payroll deductions.

Besides the weekly payroll this section is also responsible for the monthly remittance of OMERS, WSIB, Union dues, garnishees and statistical reporting. Remittances to Revenue Canada for income tax, Canadian Pension Plan and Employment Insurance are made weekly due to payroll being run for full-time and part-time Library and Council on alternating weeks.

### *Financial Reporting*

Financial Reporting is responsible for the integrity of the Financial Information System for the Town. This is accomplished by monitoring and controlling access to the system, verifying and ensuring that all journal entries are properly authorized and correctly processed in the general ledger, balancing all accounts and maintaining all clearing and exception accounts, and ensuring that generally accepted accounting principles are followed.

The Financial Reporting Team generates and distributes monthly reports for user departments to assist them in making better-informed business decisions. This Team acts as the Town's controller, preparing its accounting records for examination by the external auditor. The audited financial statements of the Corporation are included in Markham's Annual Report, which is the end product of the Town's many integrated financial reporting activities. This team is also responsible for the setting up of and recording of all of the Library Board and Markham District Energy's financial transactions. Financial statements are prepared at year-end for Markham District Energy, which are reviewed by the external auditor.

### Financial and Client Services

The following sections make up this area of operations

- Financial Planning
- Development Finance
- Purchasing

### *Financial Planning*

The primary responsibility of this area is the development of guidelines and procedures in the preparation, presentation and monitoring of the Town's operating and Capital Budgets.

Financial Planning, as the project managers/facilitators, prepare budget calendars, provide estimates and guidelines for consideration and approval by The CAO & Commissioners' Committee (CCC) and Council.

Financial Planning is responsible for:

- Developing policies and guidelines and ensuring all departments comply with them.
- Acting as the corporate consolidators in compiling departmental data into a consolidated format.
- Work in cooperation with the Budget Committee to help shape the budget and report progress to the Finance and Administrative Committee
- Provide advice and expertise/training on budgeting
- Preparing/monitoring design of corporate budget process and system
- Preparing revenue projections
- Preparing and recommending corporate financial policies for consideration by CCC and Council
- Monitoring and reporting on actual to budget variances throughout the year and preparing a management reporting package that recaps the operating and capital results on a monthly basis to the CCC and Council
- Providing consulting and analytical support to users on projects having strategic importance
- Coordinating the risk management and assessment study process
- Coordinating the risk management component of the Town's insurance program

A formalized analytical review and evaluation process completes these tasks. The Financial Planning Group monitors and reports on actual to budget variances throughout the year and prepares a management reporting package that recaps the operating and capital results on a monthly basis for presentation to CAO & Commissioners Committee (CCC) and Council.

### *Development Finance*

Development Finance is responsible for Development Charges for the Town, including coordination of the process leading to a new Development Charges Background Study & By-law every 5 years, administration of the Development Charges by-law, collection of Development charges from developers, assistance to other Departments on Development Charges issues, as well as on collection of Development Charges for all external jurisdictions.

Development Finance responds to numerous inquiries from developers, real estate agents and the general population and is responsible for the maintenance of the Development Charges database and segmented accounting for Town funds.

Staff also administers the Letters of Credit program for the Town. Letters of Credit are guaranteed securities provided to the Town that are issued by financial institutions on behalf of developers. The Town requires this instrument primarily to ensure that the developer complies with all the requirements of the development agreement. The Town may also accept letters of credit to assist the developers with payment of development charges. Letters of Credit may be acted upon, in accordance with the agreement, in one of four ways: reduction, draw down, maintain/do nothing and release.

### *Purchasing*

The overall objective of this section is to provide a centralized purchasing function for all acquisition of quality goods and services in an efficient and economical manner for the Town's current and future needs.

The following are Purchasing's major functions:

- The selection of the appropriate acquisition methods through research, business requirements, based on the aggregate requirements of the Corporation
- Bid evaluation, review of irregularities, technical evaluation, financial evaluation and project management
- Contract award, confirming that funds are available within the approved budgets, the inspection of goods to ensure the quantity and quality of purchased goods and services are in accordance with the specifications, review deviations and to take remedial actions when required
- Reporting of awards to Committee and Council
- Disposal of surplus equipment and assets

### Taxation

This section performs a variety of property tax functions for the Town. The following sections form part of Taxation.

- Tax Billing and Collection
- Assessment Review
- Cash Management

### *Tax Billing and Collection*

This section is responsible for the billing and collection of revenues as they relate to Property Taxes. This includes the maintenance of the Collector's Roll, the annual issuance and collection of Interim, Final and Supplementary Tax Bills, the adjustment to taxes receivable as legislated by the Municipal Act or as authorized by the Assessment Review Board (ARB) and/or the Ontario Municipal Board (OMB).

This section also administers and processes tax deferrals for low-income seniors and disabled persons, charity and non-profit rebates, refund cheques, returned cheques, account adjustments, mortgage accounts, tax certificates and tax sales. An increasingly large area of responsibility is the administration of the Pre-Authorized Tax Payment Plan whereby automatic withdrawals are received for monthly tax payments.

Tax policy research and review is also undertaken to ensure the Town remains current with existing provincial legislation, regulations and policy. Development of new programs – such as the heritage tax reduction program in 2003 – are also carried out. Reassessment analysis is completed on an annual basis.

#### *Assessment Review*

This section is responsible to determine whether a tax adjustment is necessary when a taxpayer applies for an adjustment of tax levy, and to amend the assessment data to reflect changes if any which affect the tax liability. This section is also responsible for providing information regarding assessment information, information related to school support, assessment appeal procedures and data on properties. The section is further responsible for administering the Supplementary assessment returns that is received from the Municipal Property Assessment Corporation (MPAC)

Staff also regularly handles enquiries. Further staff also handle letters from new home owners, lawyers, the Municipal Property Assessment Corporation (MPAC) and the Assessment Review Board (ARB) informing the Town of changes to assessed values.

#### *Cash Management*

This section is responsible for the collection and processing of tax payments, parking fines, marriage licenses etc., Cash Management also performs audits of cash floats assigned to staff and prepares annual Petty Cash Certificates for Financial Services. It is responsible for the safe keeping of revenues processed at the Town and ensures that all revenues are balanced and deposited daily. In addition, staff administers the Letters of Credit program for the Town.

### **Information Technology**

Information Technology Services (ITS) supports the Corporation in its efforts to provide effective public services and maintain efficient government operations through appropriate and innovative application of information technologies. The Department has been recently re-structured into three divisions namely:

- Technology
- Client Delivery
- Application and GIS

#### Technology Division

The Technology Division works with all of the Town's departments to ensure that all technology platforms are able to cohabitate in the Town's standard computing environment. Technology that is currently covered includes network infrastructure, telecommunications, computers, and desktop productivity hardware and software.

The Technology Division has three functioning teams that work closely with the clients in resolving technology issues and to minimize disruption to their daily operation:

- Network Infrastructure
- Telephony
- Integration and Support



*Network Infrastructure:*

- Designs and administrates local and wide area networks, including security, server maintenance, data backup and restoration, intrusion detection and virus protection

*Telephony Support:*

- Maintains optimum telephony operation and security of phone switches and voicemail systems, including capacity planning, call centre support, cellular and paging technologies, and voicemail administration

*Integration and Support:*

- Distributes and supports desktop technologies, including desktop and laptop computers, printers, Personal Digital Assistants – like Palm Pilots and Pocket PCs, and digital imaging technology – like scanners, projectors, digital cameras, and digital video recorders
- Monitors and ensures technology licensing requirements are met
- Plans, implements and supports audio-visual technology in public meeting rooms and council chamber.

Client Delivery Division

The Client Delivery division works with clients in all Town departments to address and implement information technology needs and applications that enhance the Town's service delivery. This division is also responsible for establishing and implementing service improvement programs. Client Delivery has three functioning areas:

- Help Desk
- Client Advisory
- Project Management

*Help Desk:*

- Acts as the first and single point of contact for the internal clients to report information technologies related incidents and obtain response to resolving various technical issues.
- Takes full ownership of all incidents from the time that they are reported and is responsible for the prompt delivery of satisfactory resolutions, either by resolving the situation over the phone or assignment to the right resource within the ITS Department. They are also responsible to follow-up, to ensure that a task is completed within our current Services Level Agreement.

*Client Advisory:*

- Develops partnerships with the Clients Department in addressing their business needs.
- Coordinates with other divisions to research, evaluate and recommend implementation of IT best practices and solutions
- Assists the Client Departments in preparing business cases, the annual IT Tactical Work Plan and budget.
- Prepares and administrates Service Level Agreements (SLA)

*Project Management:*

- Establishes IT Project Management Standards, Procedures and Methodologies
- Prepares and manages IT Divisional annual work plan; takes ownership in implementing and managing IT projects

Applications and GIS Division

The Applications & GIS division works with departments and other internal IT divisions to evaluate, acquire, implement, and support enterprise-wide software and services, as well as is responsible for setting up the web infrastructure. It is also responsible for setting GIS standards and providing a wide range of GIS services to the corporation.

Applications & GIS has three functioning teams:

- Applications and Support
- Centre for GIS
- Web Development

*Applications and Support:*

- Evaluates, acquires, and implements software applications for the corporation based on business unit requirements
- Provides application support as required by the Help Desk and/or user Departments
- Develops small scale software applications as needed by business units in an effort to fulfill specific business requirements

*Centre for GIS*

Geographic Information Services is recognized as a technological innovation that facilitates prompt and responsive service delivery, and assists Council and other decision makers to determine courses of action.

This section is responsible for

- Specific mapping, GIS data and specialized analysis
- Create and maintain core land related information, cartographic products
- Analysis and technical advice for geographically referenced information
- New data evaluation, data conversion and analysis
- Support to the Town in specialized application development
- Orientation, training seminars and outreach for clients
- Focus on Industry trends, partnerships

*Web Development:*

- Works with Corporate Communications to manage the corporate website and the Intranet site
- Establishes technical standards for the website as well as plays a systems administrative role
- Develops small scale web applications as required within the context of assigned responsibilities

## **Contact Centre**

Through well-trained, knowledgeable staff, supported by state of the art technology, staff of the Contact Centre provides our customers with exceptional, prompt and effective quality service through one stop access to the Town's programs and services.

- Tax
- Registration
- Parks
- Waste
- Switchboard
- By-Law Enforcement
- Purchasing (Distribution of Tenders)
- Operations

In addition to the telephone support function for each of the noted operating departments, the Contact Centre is responsible for Registration processing, Tender disbursements, Car pool maintenance, White goods management as well as Front counter support.

The Contact Centre provides statistical analysis relative to expense control, planning and forecasting new departmental transitions into the Contact Centre. As well, the Contact Centre provides month-end service reports and data analysis.

The Contact Centre will investigate future departmental transitions as well as establish an on-going training program to ensure all staff has up-to-date information.

CARe has played a significant role in the Contact Centre. It has permitted us to open work orders for departments in order to satisfy customers' concerns. CARe will be leveraged with all new transitions and a formal training program established.

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Corporate Services Consolidated

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr.(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	8,426,816	8,798,997	9,515,606	716,609	8.1%	1,088,790	12.9%
PRINTING & OFFICE SUPPLIES	134,212	162,538	177,131	14,593	9.0%	42,919	32.0%
PURCHASES FOR RESALE	54,240	45,000	50,000	5,000	11.1%	(4,240)	-7.8%
OPERATING MATERIALS & SUPPLIES	44,824	54,819	60,133	5,314	9.7%	15,309	34.2%
CONSTRUCTION MATERIALS	2,028	-	-	-		(2,028)	-100.0%
COMMUNICATIONS	632,156	723,655	702,737	(20,918)	-2.9%	70,581	11.2%
TRAVEL EXPENSES	29,794	27,050	26,263	(787)	-2.9%	(3,531)	-11.9%
TRAINING	64,943	132,133	128,358	(3,775)	-2.9%	63,415	97.6%
CONTRACTS & SERVICE AGREEMENTS	495,589	437,881	417,356	(20,525)	-4.7%	(78,233)	-15.8%
MAINT. & REPAIR-TIME/MATERIAL	65,481	57,800	60,971	3,171	5.5%	(4,510)	-6.9%
RENTAL/LEASE	214,151	171,307	169,519	(1,788)	-1.0%	(44,632)	-20.8%
PROFESSIONAL SERVICES	364,464	322,782	332,849	10,067	3.1%	(31,615)	-8.7%
LICENCES, PERMITS, FEES	132,750	93,630	132,717	39,087	41.7%	(33)	0.0%
CREDIT CARD SERVICE CHARGES	116,228	77,995	143,595	65,600	84.1%	27,367	23.5%
PROMOTION & ADVERTISING	45	500	485	(15)	-3.0%	440	977.8%
OTHER PURCHASED SERVICES	-	2,000	12,400	10,400	520.0%	12,400	
OFFICE FURNISHINGS & EQUIPMENT	155	-	-	-		(155)	-100.0%
WRITE-OFFS	(426)	100	100	-		526	-123.5%
OTHER EXPENDITURES	4,336	15,000	12,458	(2,542)	-16.9%	8,122	187.3%
<b>Total Expenditures</b>	<b>10,781,786</b>	<b>11,123,187</b>	<b>11,942,678</b>	<b>819,491</b>	<b>7.4%</b>	<b>1,160,892</b>	<b>10.8%</b>
LICENCES & PERMITS	932,972	879,000	918,000	39,000	4.4%	(14,972)	-1.6%
INCOME FROM INVESTMENTS	2,799	1,000	1,000	-		(1,799)	-64.3%
FINES	1,148,781	1,042,500	1,112,500	70,000	6.7%	(36,281)	-3.2%
USER FEES & SERVICE CHARGES	412,281	443,800	438,800	(5,000)	-1.1%	26,519	6.4%
RENTALS	49,530	55,000	55,000	-		5,470	11.0%
SALES	16,322	59,000	11,000	(48,000)	-81.4%	(5,322)	-32.6%
RECOVERIES & CONTRIBUTIONS	102	4,705	4,705	-		4,603	4512.7%
OTHER INCOME	21,331	-	-	-		(21,331)	-100.0%
<b>Total Revenues</b>	<b>2,584,118</b>	<b>2,485,005</b>	<b>2,541,005</b>	<b>56,000</b>	<b>2.3%</b>	<b>(43,113)</b>	<b>-1.7%</b>
<b>Net Expenditure (Revenue)</b>	<b>8,197,668</b>	<b>8,638,182</b>	<b>9,401,673</b>	<b>763,491</b>	<b>8.8%</b>	<b>1,204,005</b>	<b>14.7%</b>

## Legislative Services

### Mission

The Legislative Services Departments is committed to creating and maintaining an environment conducive to an effective and cohesive decision-making process. Providing the highest level of support and services to our customers, utilizing the best record keeping techniques and providing efficient access to corporate information. Educating our customers on community standards and ensuring compliance.

### Services & Customers

Service(s)	Customer(s)
Coordination and Administration of Council & Committees	Residents & General Public
Enforcement of Town Regulatory and Licensing by-laws	Businesses
Administration of Vital Statistics	Other levels of government
Printing/Mail Services	Town Council
Record Keeping/Retrieval and Subscriptions	Senior Management
Municipal Elections	Town Staff

### 2003 Accomplishments

- Completed the 2003 Municipal Election using an integrated system of voting: touch screen, poll counting equipment, and internet voting
- Implemented the posting of all reports for all Standing Committees on the Town website
- Relocated the Parking Control Office to the main floor to more conveniently serve approximately 5,000 customers/year
- Implemented a photo ID system for Business licences
- Implemented a set fine system for offences under the Provincial Offences Act
- Implemented the licensing of all food establishments
- Prepared and distributed an orientation manual for the 2004-2007 Council
- Completed a training video on how to conduct meetings

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Investigate a poll-free election for 2006	Increasing enforcement revenue (parking, compliance, etc.)
Expand the set fine system under the Provincial Offences Act	Leverage IT to free up officer time for enforcement
Implement process improvement in By-Laws and Parking	On-line payments of parking tickets to increase cash flows

# Business Plans

<b>Legislative Services</b>			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Issue and enforce licences for Town of Markham businesses, taxis, pets, marriages, etc.				<b>X</b>			<b>X</b>		
Provide parking enforcement services to the Town of Markham.				<b>X</b>		<b>X</b>	<b>X</b>		
Coordinate and administer all Council and Standing Committees of Council and Advisory Committees.									<b>X</b>
Provide Printing, Photocopying, Mail and Records Management services to Town staff.									<b>X</b>
Provide services in accordance with Provincial legislation (Municipal Elections, Planning Notification, Vital Statistics, etc).							<b>X</b>		<b>X</b>
<b>ENHANCED or NEW</b>									
Implement New Parking Ticket System.	Additional Funding Required	<b>X</b>		<b>X</b>					<b>X</b>
Introduce handheld computer equipment for ByLaw officers.	Additional Funding Required	<b>X</b>		<b>X</b>					<b>X</b>
Work with ITS to review Printer/Photocopier strategy and scanning of historical records.	Additional Funding Required	<b>X</b>				<b>X</b>			<b>X</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Legislative Services

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	2,614,608	2,587,612	2,790,947	203,335	7.9%	176,339	6.7%
PRINTING & OFFICE SUPPLIES	846	58,575	58,371	(204)	-0.3%	57,525	6799.6%
PURCHASES FOR RESALE	54,240	45,000	50,000	5,000	11.1%	(4,240)	-7.8%
OPERATING MATERIALS & SUPPLIES	26,469	16,200	16,077	(123)	-0.8%	(10,392)	-39.3%
COMMUNICATIONS	241,508	234,300	227,636	(6,664)	-2.8%	(13,872)	-5.7%
TRAVEL EXPENSES	4,477	5,350	5,194	(156)	-2.9%	717	16.0%
TRAINING	15,277	15,463	15,012	(451)	-2.9%	(265)	-1.7%
CONTRACTS & SERVICE AGREEMENTS	171,735	145,300	155,698	10,398	7.2%	(16,037)	-9.3%
MAINT. & REPAIR-TIME/MATERIAL	32,569	22,800	26,990	4,190	18.4%	(5,579)	-17.1%
RENTAL/LEASE	198,430	154,839	153,530	(1,309)	-0.8%	(44,900)	-22.6%
PROFESSIONAL SERVICES	80,016	63,355	80,979	17,624	27.8%	963	1.2%
LICENCES, PERMITS, FEES	4,020	8,830	2,262	(6,568)	-74.4%	(1,758)	-43.7%
OTHER PURCHASED SERVICES	-	-	7,196	7,196		7,196	
OTHER EXPENDITURES	4,336	15,000	12,458	(2,542)	-16.9%	8,122	187.3%
<b>Total Expenditures</b>	<b>3,448,531</b>	<b>3,372,624</b>	<b>3,602,350</b>	<b>229,726</b>	<b>6.8%</b>	<b>153,819</b>	<b>4.5%</b>
LICENCES & PERMITS	932,972	879,000	918,000	39,000	4.4%	(14,972)	-1.6%
INCOME FROM INVESTMENTS	2,799	1,000	1,000	-		(1,799)	-64.3%
FINES	1,148,781	1,042,500	1,112,500	70,000	6.7%	(36,281)	-3.2%
USER FEES & SERVICE CHARGES	152,766	143,000	138,000	(5,000)	-3.5%	(14,766)	-9.7%
RENTALS	48,199	50,000	50,000	-		1,801	3.7%
SALES	9,721	9,000	6,000	(3,000)	-33.3%	(3,721)	-38.3%
RECOVERIES & CONTRIBUTIONS	102	-	-	-		(102)	-100.0%
<b>Total Revenues</b>	<b>2,295,340</b>	<b>2,124,500</b>	<b>2,225,500</b>	<b>101,000</b>	<b>4.8%</b>	<b>(69,840)</b>	<b>-3.0%</b>
<b>Net Expenditure (Revenue)</b>	<b>1,153,191</b>	<b>1,248,124</b>	<b>1,376,850</b>	<b>128,726</b>	<b>10.3%</b>	<b>223,659</b>	<b>19.4%</b>

## Finance

### Mission

The Finance Department mission is to secure the financial integrity of the Corporation. They are the team of experts that coordinate and analyze all financial transactions to enable their customers and partners to make effective business decisions.

### Services & Customers

Service(s)	Customer(s)
Purchasing	Vendors
Payroll	Property Owners
Reporting	Residents/Tax Payers
Taxation/Assessment	Town Staff
Budgeting/Planning	Council
Accounts Payable	

### 2003 Accomplishments

- 2003 Budget completed by February 25, 2003 with a 15% tax rate increase
- 2002 Audit and Draft Financial Statements completed with auditor's sign-off by March 31, 2003
- 1st phase of financial analysis of impact of Markham Centre buildout completed
- Development Charge By-law review for August 2004 underway
- 2002 Annual Report submitted to Government Finance Officers Association (GFOA) for award
- 2003 Budget and Business Plan received award from GFOA
- Finance Department Re-Organization completed and positions filled
- Investment Policy reviewed and updated
- New leasing policy approved by Council
- General Ledger re-structured to accommodate Core Service Review Reorganizations

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Leveraging Technology to increase efficiencies and manage client expectations	Continuation of Bond Trading Strategy
Managing development charges to protect service levels	
Maximization of Assessment Base	



# Business Plans

<b>Finance</b>			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Complete Development Charge By-law review by June 30th, 2004.				<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		<b>X</b>
Leverage Cognos to improve financial reporting and planning capabilities.				<b>X</b>					<b>X</b>
Complete 2003 Audit and Draft Financial Statements by March 31, 2004.				<b>X</b>					<b>X</b>
Continue to increase Preauthorized Tax payments.				<b>X</b>		<b>X</b>			<b>X</b>
Complete first year of Commitment Accounting.				<b>X</b>					<b>X</b>
Complete statutory reporting for Bill 175, Sustainable Water and Sewage System Act, 2002.			<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>			
<b>ENHANCED or NEW</b>									
Implement a New Purchasing Strategy.	Additional Funding Required			<b>X</b>					<b>X</b>
Complete 2nd Phase of Markham Centre financial impact.	Additional Funding Required	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Financial Services

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	2,748,787	2,974,431	3,079,459	105,028	3.5%	330,672	12.0%
PRINTING & OFFICE SUPPLIES	107,479	91,413	100,701	9,288	10.2%	(6,778)	-6.3%
OPERATING MATERIALS & SUPPLIES	3,145	2,669	9,154	6,485	243.0%	6,009	191.1%
CONSTRUCTION MATERIALS	2,028	-	-	-		(2,028)	-100.0%
COMMUNICATIONS	1,771	1,867	1,812	(55)	-2.9%	41	2.3%
TRAVEL EXPENSES	8,230	7,400	7,185	(215)	-2.9%	(1,045)	-12.7%
TRAINING	12,370	31,045	28,906	(2,139)	-6.9%	16,536	133.7%
CONTRACTS & SERVICE AGREEMENTS	(487,544)	(516,643)	(523,997)	(7,354)	1.4%	(36,453)	7.5%
MAINT. & REPAIR-TIME/MATERIAL	1,434	1,700	1,651	(49)	-2.9%	217	15.1%
RENTAL/LEASE	11,101	13,068	12,688	(380)	-2.9%	1,587	14.3%
PROFESSIONAL SERVICES	201,375	199,427	193,618	(5,809)	-2.9%	(7,757)	-3.9%
LICENCES, PERMITS, FEES	126,365	81,170	126,931	45,761	56.4%	566	0.4%
CREDIT CARD SERVICE CHARGES	116,228	77,995	143,595	65,600	84.1%	27,367	23.5%
PROMOTION & ADVERTISING	45	-	-	-		(45)	-100.0%
OTHER PURCHASED SERVICES	-	-	3,262	3,262		3,262	
OFFICE FURNISHINGS & EQUIPMENT	155	-	-	-		(155)	-100.0%
WRITE-OFFS	(426)	100	100	-		526	-123.5%
<b>Total Expenditures</b>	<b>2,852,543</b>	<b>2,965,642</b>	<b>3,185,065</b>	<b>219,423</b>	<b>7.4%</b>	<b>332,522</b>	<b>11.7%</b>
USER FEES & SERVICE CHARGES	259,515	300,800	300,800	-		41,285	15.9%
RECOVERIES & CONTRIBUTIONS	-	4,705	4,705	-		4,705	
OTHER INCOME	21,331	-	-	-		(21,331)	-100.0%
<b>Total Revenues</b>	<b>280,846</b>	<b>305,505</b>	<b>305,505</b>	<b>-</b>		<b>24,659</b>	<b>8.8%</b>
<b>Net Expenditure (Revenue)</b>	<b>2,571,697</b>	<b>2,660,137</b>	<b>2,879,560</b>	<b>219,423</b>	<b>8.2%</b>	<b>307,863</b>	<b>12.0%</b>

## Information Technology Services

### Mission

To support staff of the Town of Markham in their efforts to provide effective public services and maintain efficient government operations through appropriate and innovative application of Information Technologies.

### Services & Customers

Service(s)	Customer(s)
Help desk	Council
Network infrastructure, data centre and remote access	Town Staff
Telephony	
Business Application and GIS Support	
Business Consulting	
Desktop Technology	

### 2003 Accomplishments

Contact Centre and CARE implementation.
PC and value added services partnership with IBM.
Elections project, featuring Internet voting.
Establishment of an IT Steering Committee and Markham Technology Advisory Committee.
Mobile Markham strategy.
Systems integration between CARE and Hansen.
ITS new organizational structure that focuses on customer service.
Operational review and the implementation of IT best practices, such as change management, service grids and coverage and a project office.
Systems upgrades and enhancements including CARE, Amanda, SFG (Finance) and Theatre.
New www.Markham.ca website.

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Increased client expectations.	GIS services and data.
Staffing/resources.	Transaction fees for Internet self-services.
ITS policies and procedures.	

# Business Plans

<b>Information Technology Services</b>			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
IT Strategic Plan.				<b>X</b>		<b>X</b>			<b>X</b>
Systems Integration ( CARE <-> Amanda, HRIS<->Payroll, ESRI.GIS<->Hansen)					<b>X</b>				<b>X</b>
Network infrastructure management upgrades including email, active directory, asset management and "SMS".					<b>X</b>				<b>X</b>
Application upgrades and enhancements.				<b>X</b>	<b>X</b>				<b>X</b>
Implement IT best practices (ITIL).				<b>X</b>					<b>X</b>
<b>ENHANCED or NEW</b>									
Audio-Visual Project (Council Chambers, Ontario Room, York Room, Mayor's Boardroom and Pickard Room).		Additional Funding Required	<b>X</b>		<b>X</b>				<b>X</b>
Decentralize website content management.		Additional Funding Required							<b>X</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Information Technology Services

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	2,253,470	2,604,111	2,614,206	10,095	0.4%	360,736	16.0%
PRINTING & OFFICE SUPPLIES	11,088	11,250	10,922	(328)	-2.9%	(166)	-1.5%
OPERATING MATERIALS & SUPPLIES	15,109	35,950	34,902	(1,048)	-2.9%	19,793	131.0%
COMMUNICATIONS	387,607	486,288	472,124	(14,164)	-2.9%	84,517	21.8%
TRAVEL EXPENSES	9,139	4,250	4,127	(123)	-2.9%	(5,012)	-54.8%
TRAINING	36,476	81,998	79,610	(2,388)	-2.9%	43,134	118.3%
CONTRACTS & SERVICE AGREEMENTS	811,398	809,224	785,655	(23,569)	-2.9%	(25,743)	-3.2%
MAINT. & REPAIR-TIME/MATERIAL	31,478	33,300	32,330	(970)	-2.9%	852	2.7%
RENTAL/LEASE	1,861	3,400	3,301	(99)	-2.9%	1,440	77.4%
PROFESSIONAL SERVICES	83,073	60,000	58,252	(1,748)	-2.9%	(24,821)	-29.9%
LICENCES, PERMITS, FEES	1,489	2,100	2,039	(61)	-2.9%	550	36.9%
OTHER PURCHASED SERVICES	-	2,000	1,942	(58)	-2.9%	1,942	
<b>Total Expenditures</b>	<b>3,642,188</b>	<b>4,133,871</b>	<b>4,099,410</b>	<b>(34,461)</b>	<b>-0.8%</b>	<b>457,222</b>	<b>12.6%</b>
RENTALS	1,331	5,000	5,000	-		3,669	275.7%
SALES	6,601	50,000	5,000	(45,000)	-90.0%	(1,601)	-24.3%
<b>Total Revenues</b>	<b>7,932</b>	<b>55,000</b>	<b>10,000</b>	<b>(45,000)</b>	<b>-81.8%</b>	<b>2,068</b>	<b>26.1%</b>
<b>Net Expenditure (Revenue)</b>	<b>3,634,256</b>	<b>4,078,871</b>	<b>4,089,410</b>	<b>10,539</b>	<b>0.3%</b>	<b>455,154</b>	<b>12.5%</b>

## Contact Centre

### Mission

Through well trained, knowledgeable staff, supported by state of the art technology, we provide our customers with exceptional, prompt and effective quality service through one stop access to the Town's programs and services.

### Services & Customers

Service(s)	Customer(s)
Telephone Support (Inquiries & Complaints)	Residents
Registration Processing	Businesses
Car Pool Maintenance	Council
Tender Disbursement	Senior Mangement
White Goods Management	Various Internal Departments (Tax, Recreation & Culture, Waste, Roads, Registration, Switchboard, Operations, By-Law, Purchasing and Parks)
Front Counter Support	

### 2003 Accomplishments

- Four and one-half week Contact Centre Training with 15 Customer Service Representatives
- Contact Centre opened April 28, 2003, providing support for Parks, Taxes, Recreation and Waste Management
- Additional transitions: Switchboard, By-Laws, Roads and Purchasing
- Leveraged CARE to provide workflow management to the departments that the Contact Centre supports (approximately 15,000 CAREs have been opened from April 28th to the end of 2003)
- Average 20,000 calls per month and have had 10,000 counter contacts completed in the first half-year
- Achieved Service levels: Telephone Calls 70% answered in 30 seconds; 3% abandonment Rate; 95% next day e-mail management
- Identified Process Improvements: Refund Policy; White Goods List On-Line; Transfer of daily cash function to Finance Department
- Service level Agreement in place with operating departments
- Waitlist letters over IVR no longer mailed out
- White Goods process change - refunds no longer issued when appointment missed
- Created yearly renewal process for Fee Assistance Program

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
As the Contact Centre grows, more space will be required	
Cost of technology (scheduling, readerboard, performance management software)	
Implementation of expert pods as Business Unit progresses	

# Business Plans

<b>Contact Centre</b>			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Telephone Support (Inquiries and Complaints); Processing of all registration programs, camps and aquatics.									<b>X</b>
Perform duties related to Car Pool Maintenance, Tender Disbursement, White Goods Management, Front Counter Support.			<b>X</b>				<b>X</b>		
Leverage technology to improve customer service delivery (CARE, Class, Self Serve Internet, Callbacks for waitlists, readerboards).							<b>X</b>		<b>X</b>
Improve Customer Service initiatives (i.e. average answer time).									<b>X</b>
<b>ENHANCED or NEW</b>									
Future Transitions: Engineering, Economic Development, Theatre, Development Services.	Additional Funding Required								<b>X</b>
CARe Transitions: CAO's Office, Commissioners, Remaining Departments.	Additional Funding Required								<b>X</b>
Web Strategy for Customer Inquiries/Complaints.	Additional Funding Required								<b>X</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Contact Centre

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	427,403	282,219	674,194	391,975	138.9%	246,791	57.7%
PRINTING & OFFICE SUPPLIES	11,705	-	5,875	5,875		(5,830)	-49.8%
OPERATING MATERIALS & SUPPLIES	30	-	-	-		(30)	-100.0%
TRAVEL EXPENSES	1,695	-	-	-		(1,695)	-100.0%
TRAINING	394	927	2,209	1,282	138.3%	1,815	460.7%
RENTAL/LEASE	2,759	-	-	-		(2,759)	-100.0%
<b>Total Expenditures</b>	<b>443,986</b>	<b>283,146</b>	<b>682,278</b>	<b>399,132</b>	<b>141.0%</b>	<b>238,292</b>	<b>53.7%</b>
<b>Net Expenditure (Revenue)</b>	<b>443,986</b>	<b>283,146</b>	<b>682,278</b>	<b>399,132</b>	<b>141.0%</b>	<b>238,292</b>	<b>53.7%</b>



**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Corporate Items

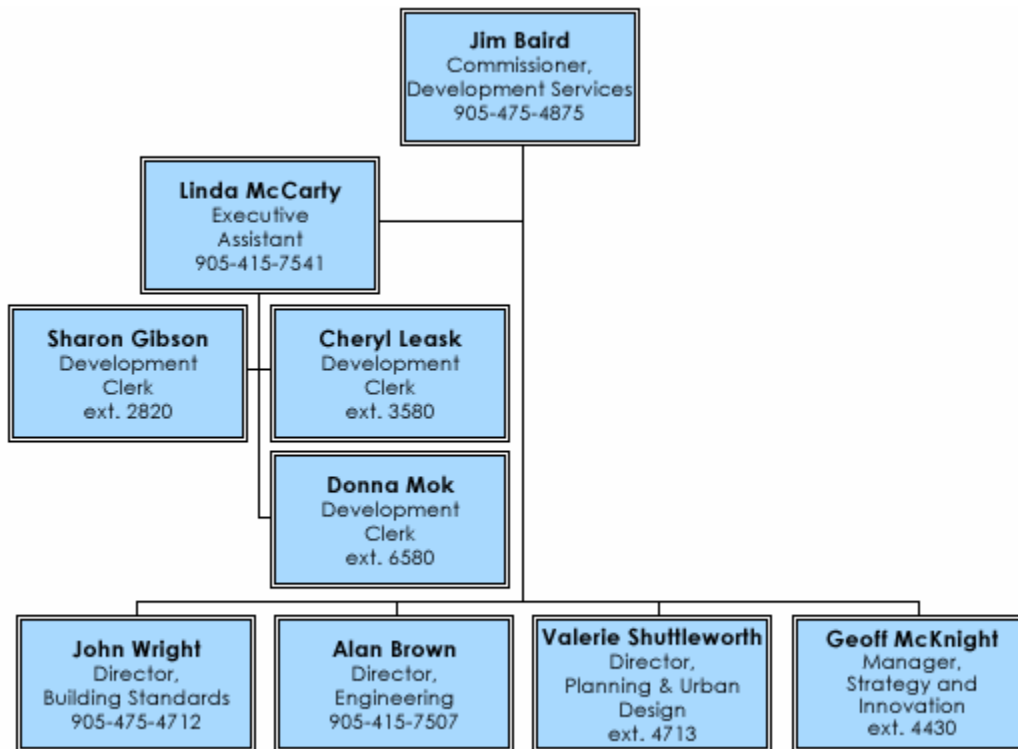
<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud. Incr.(Decr.)</u>	<u>%Change</u>	<u>2004 Bud. vs. 2003 Act. Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	650,662	377,750	2,831,609	2,453,859	649.6%	2,180,947	335.2%
OPERATING MATERIALS & SUPPLIES	712	-	-	-		(712)	-100.0%
VEHICLE SUPPLIES	-	130,000	-	(130,000)	-100.0%	-	
UTILITIES	(5,250)	-	1,617	1,617		6,867	-130.8%
TRAVEL EXPENSES	1,162	-	-	-		(1,162)	-100.0%
CONTRACTS & SERVICE AGREEMENTS	29,725	(5,300)	(5,533)	(233)	4.4%	(35,258)	-118.6%
MAINT. & REPAIR-TIME/MATERIAL	1,013	-	-	-		(1,013)	-100.0%
RENTAL/LEASE	(5,839)	30,000	29,126	(874)	-2.9%	34,965	-598.8%
INSURANCE	1,001,997	942,210	1,013,858	71,648	7.6%	11,861	1.2%
PROFESSIONAL SERVICES	1,650	45,441	44,117	(1,324)	-2.9%	42,467	2573.8%
LICENCES, PERMITS, FEES	10,039	8,044	7,810	(234)	-2.9%	(2,229)	-22.2%
PROMOTION & ADVERTISING	34,970	25,000	24,709	(291)	-1.2%	(10,261)	-29.3%
OTHER PURCHASED SERVICES	87,261	87,261	87,261	-		-	
REAL PROPERTY PURCHASES	10,004	-	-	-		-	
WRITE-OFFS	517,925	1,021,500	1,021,500	-		503,575	97.2%
OTHER EXPENDITURES	1,319,173	1,810,884	1,782,289	(28,595)	-1.6%	463,116	35.1%
TRANSFERS TO RESERVES	26,983,642	22,527,645	22,054,686	(472,959)	-2.1%	(4,928,956)	-18.3%
TRANSFERS FROM RESERVES	874	-	-	-		(874)	-100.0%
<b>Total Expenditures</b>	<b>30,639,720</b>	<b>27,000,435</b>	<b>28,893,049</b>	<b>1,892,614</b>	<b>7.0%</b>	<b>(1,746,671)</b>	<b>-5.7%</b>
TAX LEVIES	72,762,462	71,663,751	77,678,036	6,014,285	8.4%	4,915,574	6.8%
TAXES - OTHER CHARGES	4,577	-	-	-		(4,577)	-100.0%
GRANTS-IN-LIEU OF TAXES	1,501,808	1,717,812	1,501,812	(216,000)	-12.6%	4	0.0%
INTEREST & PENALTIES	3,229,475	3,375,000	3,375,000	-		145,525	4.5%
INCOME FROM INVESTMENTS	11,532,273	9,653,912	10,613,912	960,000	9.9%	(918,361)	-8.0%
USER FEES & SERVICE CHARGES	905	-	-	-		(905)	-100.0%
RENTALS	50	-	-	-		(50)	-100.0%
OTHER INCOME	4,307,207	1,815,000	2,807,000	992,000	54.7%	(1,500,207)	-34.8%
TRANSFER FROM SURPLUS	3,413,733	3,413,733	1,900,774	(1,512,959)	-44.3%	(1,512,959)	-44.3%
<b>Total Revenues</b>	<b>96,752,490</b>	<b>91,639,208</b>	<b>97,876,534</b>	<b>6,237,326</b>	<b>6.8%</b>	<b>1,124,044</b>	<b>1.2%</b>
<b>Net Expenditure (Revenue)</b>	<b>(66,112,770)</b>	<b>(64,638,773)</b>	<b>(68,983,485)</b>	<b>4,344,712</b>	<b>-6.7%</b>	<b>2,870,715</b>	<b>-4.3%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Corporate Services - Commission Support

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	382,548	350,624	356,800	6,176	1.8%	(25,748)	-6.7%
PRINTING & OFFICE SUPPLIES	3,094	1,300	1,262	(38)	-2.9%	(1,832)	-59.2%
OPERATING MATERIALS & SUPPLIES	71	-	-	-		(71)	-100.0%
COMMUNICATIONS	1,270	1,200	1,165	(35)	-2.9%	(105)	-8.3%
TRAVEL EXPENSES	6,253	10,050	9,757	(293)	-2.9%	3,504	56.0%
TRAINING	426	2,700	2,621	(79)	-2.9%	2,195	515.3%
LICENCES, PERMITS, FEES	876	1,530	1,485	(45)	-2.9%	609	69.5%
PROMOTION & ADVERTISING	-	500	485	(15)	-3.0%	485	
<b>Total Expenditures</b>	<b>394,538</b>	<b>367,904</b>	<b>373,575</b>	<b>5,671</b>	<b>1.5%</b>	<b>(20,963)</b>	<b>-5.3%</b>
<b>Net Expenditure (Revenue)</b>	<b>394,538</b>	<b>367,904</b>	<b>373,575</b>	<b>5,671</b>	<b>1.5%</b>	<b>(20,963)</b>	<b>-5.3%</b>

## Development Services



The commission provides direction and support to envision, create and deliver the most livable community in North America.

This is achieved through a multi-disciplined team of professionals and administrative staff, balancing individual customer and partner's requirements with the broader public interest. This includes safe buildings, a healthy environment, a strong local economy, well-planned neighborhoods, quality infrastructure, and a people friendly community.

The following departments make up the Development Services Commission:

- Building Standards
- Planning & Urban Design
- Engineering

### **Building Standards**

The department mission is to enhance the quality of community life with particular emphasis on environmental, health, accessibility and life safety issues related to building construction.

This is accomplished by delivering the optimum level of service achievable in a timely, cost-effective and consistent manner within a corporate climate that is open, responsive, progressive and fair.

The department is a leader in using technologies and practices that facilitate sustainable development, prevent building failure and effect reasonable compliance with building regulations.

The Building Standards Department is responsible for the administration of the Ontario Building Code and other applicable laws including the Town's zoning by-laws. The department issues building permits and provides inspections for all new or renovated buildings within Markham's borders. Each building, addition or renovation is issued a building permit and inspected for the following major building components:

- a) Architectural
- b) Mechanical
- c) Structural
- d) Plumbing
- e) Zoning
- f) Application Review

### **Planning & Urban Design**

This department creates civic pride through excellence in community planning and development. The Planning and Urban Design department activities relate to long range strategic planning and current development control; formulation of plans, policies, regulations and guidelines on land use, development, urban design and growth management; processing and evaluation of development applications; data collection, analysis, research and monitoring on land use, planning policy and growth related matters; digital mapping related functions; community outreach, liaison and information.

### **Engineering**

The department promotes excellence and innovation in the planning and delivery of infrastructure, transportation and environmental engineering. The department consists of the following sections:

- Development
- Inspection
- Infrastructure and Capital Projects
- Transportation

#### Development

The development section is responsible for managing, reviewing for quality control and approving a variety of Municipal Engineering related projects. These projects include:

- a) New subdivisions applications
- b) Site plan applications
- c) Transportation planning proposals
- d) Storm water management proposals
- e) Municipal servicing and infrastructure design and construction

#### Inspection

The inspection section ensures that all municipal infrastructures listed below are installed in accordance with Town standards.

- a) Storm and sanitary sewer construction
- b) Water main construction
- c) Road construction
- d) Grading

- e) Service connection
- f) Utilities
- g) Reduction and/or release of engineering-related securities
- h) Pool inspection

### Infrastructure and Capital Projects

This area is responsible for major infrastructure and capital projects undertaken by the town. Most of these projects consist of the road construction and the installation of water services. They advise and plan for these projects, but the actual building is contracted out to an external construction company.

### Transportation

The transportation section has three main areas of responsibilities of duties, which are:

- Travel Demand Management
- Transportation Planning
- Operations

#### *Travel Demand Management*

Their basic responsibility is to ensure the Markham community can travel within reasonable time limits around town and to other jurisdictions. One of the main duties of this section of Transportation is to have public awareness promotions, outlining all the available methods of traveling, especially non-automotive alternatives, with the hopes of increasing the usage of the Public Transit/Shared Transit resources available.

#### *Transportation Planning*

The purpose behind this group is to anticipate and plan accordingly how to deal with present and future transportation pressures. Basic duties include conducting studies, creating transportation models and making plans of how to develop and integrate all these methods of transportation.

#### *Operations*

This group is primarily concerned with the actual performance side of the entire Markham transportation system; basically how well the system actually operates. Duties include signal timing, collision database and analysis, parking, stop signs, crossing guards, etc.

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Development Services Consolidated

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	9,188,577	9,444,399	9,715,700	271,301	2.9%	527,123	5.7%
PRINTING & OFFICE SUPPLIES	133,572	109,700	106,503	(3,197)	-2.9%	(27,069)	-20.3%
OPERATING MATERIALS & SUPPLIES	33,383	30,125	29,249	(876)	-2.9%	(4,134)	-12.4%
COMMUNICATIONS	32,608	24,946	24,219	(727)	-2.9%	(8,389)	-25.7%
TRAVEL EXPENSES	51,132	35,900	34,855	(1,045)	-2.9%	(16,277)	-31.8%
TRAINING	41,012	48,719	47,300	(1,419)	-2.9%	6,288	15.3%
MAINT. & REPAIR-TIME/MATERIAL	566	2,000	1,941	(59)	-3.0%	1,375	242.9%
RENTAL/LEASE	28,809	15,400	14,952	(448)	-2.9%	(13,857)	-48.1%
PROFESSIONAL SERVICES	246,286	89,000	546,478	457,478	514.0%	300,192	121.9%
LICENCES, PERMITS, FEES	53,800	29,535	28,675	(860)	-2.9%	(25,125)	-46.7%
PROMOTION & ADVERTISING	19,125	22,000	21,360	(640)	-2.9%	2,235	11.7%
OTHER PURCHASED SERVICES	-	-	1,679	1,679		1,679	
OFFICE FURNISHINGS & EQUIPMENT	133	1,500	1,500	-		1,367	1027.8%
<b>Total Expenditures</b>	<b>9,829,003</b>	<b>9,853,224</b>	<b>10,574,411</b>	<b>721,187</b>	<b>7.3%</b>	<b>745,408</b>	<b>7.6%</b>
LICENCES & PERMITS	9,865,943	8,590,000	8,590,000	-		(1,275,943)	-12.9%
USER FEES & SERVICE CHARGES	3,677,003	3,160,000	3,160,000	-		(517,003)	-14.1%
RECOVERIES & CONTRIBUTIONS	-	10,000	10,000	-		10,000	
<b>Total Revenues</b>	<b>13,542,946</b>	<b>11,760,000</b>	<b>11,760,000</b>	<b>-</b>		<b>(1,782,946)</b>	<b>-13.2%</b>
<b>Net Expenditure (Revenue)</b>	<b>(3,713,943)</b>	<b>(1,906,776)</b>	<b>(1,185,589)</b>	<b>(721,187)</b>	<b>37.8%</b>	<b>(2,528,354)</b>	<b>68.1%</b>

## Building Standards

### Mission

Building Standards strives to enhance the quality of community life with particular emphasis on environmental, health, accessibility and life safety issues related to building construction. This mission is accomplished by delivering the optimum level of service in a timely, cost-effective and consistent manner within a corporate climate that is open, responsive, progressive and fair. They're leaders in the promotion of technologies and practices that facilitate sustainable development, prevent building failure and effect reasonable compliance with building regulations. Their motto is: "Raising Standards . . . Meeting Needs".

### Services & Customers

Service(s)	Customer(s)
Architectural Plans Examination	Home builders
Building Inspections	Contractors
Plumbing Inspections	Residents
Zoning Review	Land developers
Letters of Compliance	
Code Enforcement	

### 2003 Accomplishments

Deployed AMANDA (application and data management system) clock feature

Completed review of Sign By-law

Managed deteriorating concrete issue

Implemented the department's component of the commission's revised organizational structure

Implemented several workplace improvement initiatives in response to the results of 2002 Staff Survey

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Our fee structure is under review; revenue cannot exceed costs	
Bill 124 requires full staff accreditation through specific training & testing	

# Business Plans

<b>Building Standards</b>			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Plans examination					<b>X</b>		<b>X</b>		
Zoning review							<b>X</b>		
Building inspection					<b>X</b>		<b>X</b>		
Management & administration									<b>X</b>
<b>ENHANCED or NEW</b>									
Expand client performance program		Additional Funding Required					<b>X</b>		<b>X</b>
New fee by-law		Additional Funding Required		<b>X</b>					



**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Building Standards

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	3,441,432	3,217,928	3,374,209	156,281	4.9%	(67,223)	-2.0%
PRINTING & OFFICE SUPPLIES	71,038	70,770	68,708	(2,062)	-2.9%	(2,330)	-3.3%
OPERATING MATERIALS & SUPPLIES	9,333	13,600	13,204	(396)	-2.9%	3,871	41.5%
COMMUNICATIONS	16,373	12,250	11,893	(357)	-2.9%	(4,480)	-27.4%
TRAVEL EXPENSES	8,074	10,960	10,641	(319)	-2.9%	2,567	31.8%
TRAINING	23,819	18,000	17,476	(524)	-2.9%	(6,343)	-26.6%
MAINT. & REPAIR-TIME/MATERIAL	72	500	485	(15)	-3.0%	413	573.6%
RENTAL/LEASE	14,192	6,400	6,214	(186)	-2.9%	(7,978)	-56.2%
PROFESSIONAL SERVICES	6,891	1,000	971	(29)	-2.9%	(5,920)	-85.9%
LICENCES, PERMITS, FEES	15,435	11,500	11,165	(335)	-2.9%	(4,270)	-27.7%
PROMOTION & ADVERTISING	9,757	6,500	6,311	(189)	-2.9%	(3,446)	-35.3%
OTHER PURCHASED SERVICES	-	-	69	69		69	
<b>Total Expenditures</b>	<b>3,616,416</b>	<b>3,369,408</b>	<b>3,521,346</b>	<b>151,938</b>	<b>4.5%</b>	<b>(95,070)</b>	<b>-2.6%</b>
LICENCES & PERMITS	9,865,943	8,590,000	8,590,000	-		(1,275,943)	-12.9%
USER FEES & SERVICE CHARGES	95,704	142,000	142,000	-		46,296	48.4%
<b>Total Revenues</b>	<b>9,961,647</b>	<b>8,732,000</b>	<b>8,732,000</b>	<b>-</b>		<b>(1,229,647)</b>	<b>-12.3%</b>
<b>Net Expenditure (Revenue)</b>	<b>(6,345,231)</b>	<b>(5,362,592)</b>	<b>(5,210,654)</b>	<b>(151,938)</b>	<b>2.8%</b>	<b>(1,134,577)</b>	<b>17.9%</b>

## Planning & Urban Design

### Mission

The Planning and Urban Design Department creates civic pride through excellence in community planning and development. They plan for the future, and guide the delivery of the vision every day. Activities relate to long range strategic planning and current development control; formulation of plans, policies, regulations and guidelines on land use, development, urban design and growth management; processing and evaluation of development applications; parks design and development; data collection, analysis, research and monitoring on land use, planning policy and growth related matters; digital mapping related functions; community outreach, liaison and information.

### Services & Customers

Service(s)	Customer(s)
Establish Land Use and Urban Design Policies	Home builders
Review Development Applications	Contractors
Heritage Preservation	Land developers
Environmental Planning	Consultants
Park Development	Residents
Mapping and Statistics	Other public agencies

### 2003 Accomplishments

- Completed affordable housing strategy
- Adopted Rouge Park North OPA
- Completed place of worship study
- Fence by-law revised
- Completed water allocation review
- Adopted Oak Ridges Moraine OPA
- Adopted Remington draft plan for Markham Centre
- Completed construction on 9 new parks
- Approved a Public Art Policy
- Completed a Markham Centre Greenlands Strategy
- Completed the East Markham Strategic Plan

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Growth management	Could charge for administering Committee of Adjustment appeals and recirculations
Build-out of Markham Centre	
Environmental planning	

# Business Plans

Planning & Urban Design			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)									
CORE									
Development review			<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	
Policy research and formulation			<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>		
Parks design and construction			<b>X</b>	<b>X</b>			<b>X</b>		
Geomatics							<b>X</b>		
Heritage preservation							<b>X</b>		
Urban design guidelines							<b>X</b>		
ENHANCED or NEW									
Prepare new development charges by-laws (housing and demographic studies)		Additional Funding Required	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Planning & Urban Design

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	3,058,904	3,268,101	3,366,607	98,506	3.0%	307,703	10.1%
PRINTING & OFFICE SUPPLIES	16,745	24,900	24,175	(725)	-2.9%	7,430	44.4%
OPERATING MATERIALS & SUPPLIES	14,475	10,491	10,186	(305)	-2.9%	(4,289)	-29.6%
COMMUNICATIONS	5,125	4,500	4,369	(131)	-2.9%	(756)	-14.8%
TRAVEL EXPENSES	16,974	11,200	10,874	(326)	-2.9%	(6,100)	-35.9%
TRAINING	10,143	7,500	7,281	(219)	-2.9%	(2,862)	-28.2%
PROFESSIONAL SERVICES	61,434	43,000	41,748	(1,252)	-2.9%	(19,686)	-32.0%
LICENCES, PERMITS, FEES	26,776	12,355	11,995	(360)	-2.9%	(14,781)	-55.2%
PROMOTION & ADVERTISING	9,368	15,500	15,049	(451)	-2.9%	5,681	60.6%
OTHER PURCHASED SERVICES	-	-	927	927		927	
<b>Total Expenditures</b>	<b>3,219,944</b>	<b>3,397,547</b>	<b>3,493,211</b>	<b>95,664</b>	<b>2.8%</b>	<b>273,267</b>	<b>8.5%</b>
USER FEES & SERVICE CHARGES	2,139,040	1,610,000	1,610,000	-		(529,040)	-24.7%
RECOVERIES & CONTRIBUTIONS	-	10,000	10,000	-		10,000	
<b>Total Revenues</b>	<b>2,139,040</b>	<b>1,620,000</b>	<b>1,620,000</b>	<b>-</b>		<b>(519,040)</b>	<b>-24.3%</b>
<b>Net Expenditure (Revenue)</b>	<b>1,080,904</b>	<b>1,777,547</b>	<b>1,873,211</b>	<b>95,664</b>	<b>5.4%</b>	<b>792,307</b>	<b>73.3%</b>

## Engineering

### Mission

Promote excellence and innovation in the planning and delivery of infrastructure, transportation and environmental engineering.

### Services & Customers

Service(s)	Customer(s)
Development Approvals	Home builders
Transportation Engineering & Operations	Contractors
Environmental Engineering	Land developers
Infrastructure & Capital works	Consultants
Municipal Inspections	Residents
	Other public agencies

### 2003 Accomplishments

- Completed review of water allocation policy and reserves
- Completed update of Soil Erosion By-law
- Finalized the road network for the east district of Markham Centre
- Completed an engineering standards document
- Implemented the department's component of the commission's revised organizational structure
- Implemented several workplace improvement initiatives in response to the results of 2002 Staff Survey

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Provision of municipal water beyond 2005 dependant on Region's initiatives	
Enormous capital program is beyond the capacity of staff resources	

# Business Plans

<b>Engineering</b>			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Development approvals			<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	
Transportation engineering & operations			<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		
Environmental engineering			<b>X</b>				<b>X</b>		
Infrastructure & capital works			<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		
Municipal inspections				<b>X</b>	<b>X</b>		<b>X</b>		
<b>ENHANCED or NEW</b>									
Update of development charges by-laws		Additional Funding Required <b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		
Implement Unionville traffic infiltration strategy		Additional Funding Required <b>X</b>					<b>X</b>		

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Engineering

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	2,110,512	2,267,117	2,273,010	5,893	0.3%	162,498	7.7%
PRINTING & OFFICE SUPPLIES	8,515	10,590	10,281	(309)	-2.9%	1,766	20.7%
OPERATING MATERIALS & SUPPLIES	9,085	5,434	5,276	(158)	-2.9%	(3,809)	-41.9%
COMMUNICATIONS	6,979	6,096	5,918	(178)	-2.9%	(1,061)	-15.2%
TRAVEL EXPENSES	17,972	10,220	9,922	(298)	-2.9%	(8,050)	-44.8%
TRAINING	5,213	12,219	11,863	(356)	-2.9%	6,650	127.6%
PROFESSIONAL SERVICES	177,961	45,000	503,759	458,759	1019.5%	325,798	183.1%
LICENCES, PERMITS, FEES	10,580	4,680	4,544	(136)	-2.9%	(6,036)	-57.1%
OTHER PURCHASED SERVICES	-	-	309	309		309	
<b>Total Expenditures</b>	<b>2,346,817</b>	<b>2,361,356</b>	<b>2,824,882</b>	<b>463,526</b>	<b>19.6%</b>	<b>478,065</b>	<b>20.4%</b>
USER FEES & SERVICE CHARGES	1,442,259	1,408,000	1,408,000	-		(34,259)	-2.4%
<b>Total Revenues</b>	<b>1,442,259</b>	<b>1,408,000</b>	<b>1,408,000</b>	<b>-</b>		<b>(34,259)</b>	<b>-2.4%</b>
<b>Net Expenditure (Revenue)</b>	<b>904,558</b>	<b>953,356</b>	<b>1,416,882</b>	<b>463,526</b>	<b>48.6%</b>	<b>512,324</b>	<b>56.6%</b>

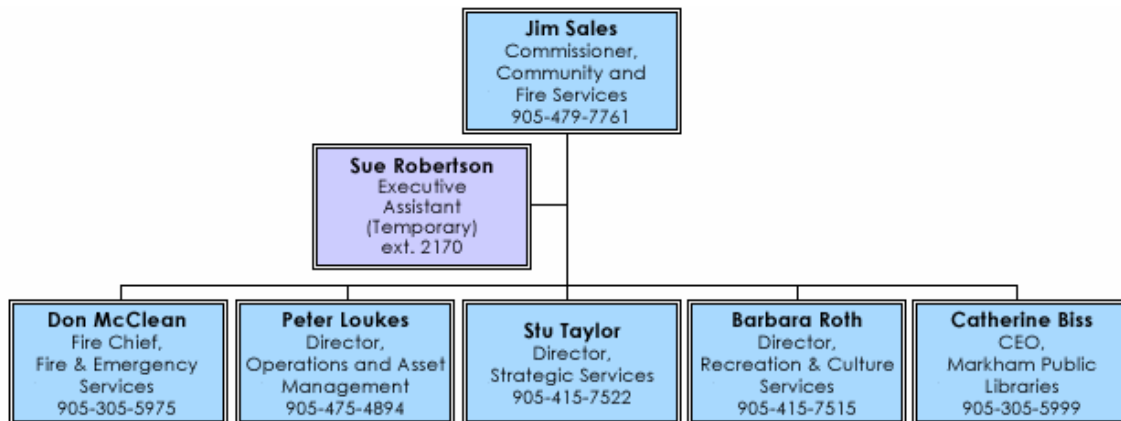
**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Development Services - Commission Support

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	577,729	691,253	701,874	10,621	1.5%	124,145	21.5%
PRINTING & OFFICE SUPPLIES	37,274	3,440	3,339	(101)	-2.9%	(33,935)	-91.0%
OPERATING MATERIALS & SUPPLIES	490	600	583	(17)	-2.8%	93	19.0%
COMMUNICATIONS	4,131	2,100	2,039	(61)	-2.9%	(2,092)	-50.6%
TRAVEL EXPENSES	8,112	3,520	3,418	(102)	-2.9%	(4,694)	-57.9%
TRAINING	1,837	11,000	10,680	(320)	-2.9%	8,843	481.4%
MAINT. & REPAIR-TIME/MATERIAL	494	1,500	1,456	(44)	-2.9%	962	194.7%
RENTAL/LEASE	14,617	9,000	8,738	(262)	-2.9%	(5,879)	-40.2%
LICENCES, PERMITS, FEES	1,009	1,000	971	(29)	-2.9%	(38)	-3.8%
OTHER PURCHASED SERVICES	-	-	374	374		374	
OFFICE FURNISHINGS & EQUIPMENT	133	1,500	1,500	-		1,367	1027.8%
<b>Total Expenditures</b>	<b>645,826</b>	<b>724,913</b>	<b>734,972</b>	<b>10,059</b>	<b>1.4%</b>	<b>89,146</b>	<b>13.8%</b>
<b>Net Expenditure (Revenue)</b>	<b>645,826</b>	<b>724,913</b>	<b>734,972</b>	<b>10,059</b>	<b>1.4%</b>	<b>89,146</b>	<b>13.8%</b>



## Community and Fire Services



The Community and Fire Services Commission mission is to make Markham the best community to live, work and play. This is achieved by using staff expertise existing in the commission to provide customers with the following high quality services:

- Fire safety
- Communication and culture
- Parks, facility, and fleet maintenance
- Waste management
- Road maintenance
- Water supply, sewage collection and storm water management

The services are monitored continuously to ensure high standards of maintenance are achieved and the changing needs of customers are reflected in the programs.

The following departments fall under Community Services Commission:

- Fire & Emergency Services
- Recreation and Culture Services
- Operations and Asset Management
- Strategic Services
- Libraries

### Fire & Emergency Services

The department is responsible for providing the highest level of safety and property protection to those who live, work or play in the community.

This is achieved through performing services in a sensitive and caring manner, through the provision of excellent preventative, educational and emergency services.

### Recreation and Culture Services

This department is responsible for the operation and maintenance of all community centres in the Town and includes the provision of quality recreational programs to create a vibrant community. Culture includes the operations and maintenance of the Museum, Art Gallery and Theatre.

## **Operations and Asset Management**

Operations and Asset Management provides a service delivery within the roads and streets right-of-ways, as well as the maintenance and protection of streams and storm water control features.

The following departments make up the Operations and Asset Management departments:

- Operations
- Asset Management
- Construction and Utilities

### Operations

The following departments make up the Operations department.

- Roads
- Parks
- Fleet

### *Roads*

The department is dedicated to achieving the highest quality standards in the maintenance of road, bridge, sidewalk and drainage infrastructure.

The department also provides:

- For the safe, efficient and convenient movement of people and goods across the Town on the local road and sidewalk network.
- Effective winter control.
- Environmental protection of right-of-ways, watercourses, valleys, and overland flow routes and storm water management facilities.
- Protect and maintain the Town's natural and artificial drainage system and related infrastructure (storm sewer system, storm water management routes, etc).

### *Parks*

This department's mission is to make Markham beautiful. They're concerned for parks, natural areas and streetscapes. They promote an active and healthy quality of life by maintaining our parks and public green spaces, encouraging public access and fostering respect and appreciation of our natural environment. While working with and listening to the Markham community and encouraging public participation.

### *Fleet*

The Town of Markham fleet is comprised of approx. 600 vehicle and equipment units used to maintain parks and streets, respond to fire emergencies and assist all Municipal operations.

### Asset Management

To manage corporate capital assets by developing and implementing strategies and operating standards to attain objectives in property, facilities, and capital construction projects, in addition providing asset resources and information. Specifically Asset Management administers and maintains 43 buildings totaling over 850,000 square feet providing safe, user-friendly, comfortable and energy-efficient facilities including the Civic Centre, community centers, fire stations, libraries, and cultural and heritage facilities. Construction projects as well as major maintenance activities including recreation and cultural facilities, fire stations and public works facilities are also performed by Asset Management.

### Construction and Utilities

This department provides technical assistance and advice to internal departments to achieve the most effective engineering solutions for new and replacement municipal infrastructure. The departments that make up the Construction and Utilities department are:

- Capital Works, Facilities
- Utilities and Contracts
- Capital Works, Right of Way
- Waste
- Waterworks

#### *Capital Works, Facilities*

This section of Construction and Utilities is similar to the above description, only with a focus on providing Capital Works to the Town's facilities rather than roads, sewers and sidewalks. Their main focus is to provide project management services to all internal departments in the Town for all major building repairs, replacements, expansions, and new construction.

#### *Utilities and Contracts*

The Utilities and Contracts section administers and coordinates utility approvals within existing rights of ways and provides survey services to various internal departments. They are responsible to engineer effective and efficient public works infrastructure for our community. As professionals, they establish service levels, pursue new techniques/technologies, listen to customer feedback and implement improvements to make our public works a model to others.

#### *Capital Works, Right of Way*

This department provides design and project management of Municipal Capital Works for the Town's Rights-of-Way (e.g. Watermain, Sewers, Roads, Sidewalks, etc.). Responsible to engineer effective and efficient public works infrastructure for our community.

In addition, they establish service levels, pursue new techniques/technologies, listen to customer feedback and implement improvements to make our public works a model to others.

Listed below are the main responsibilities of the Capital Works – Right of Way department

Contract Administration and Management for capital works projects including:

- Preparation of contract documents and drawings
- Construction supervision and contract management
- Preparation and approval of contract payments

Design of Roads Infrastructure such as:

- Reconstruction and rehabilitation of existing road
- Urbanization of existing rural roads
- Bridge reconstruction
- Construction of sidewalks

Design of Underground Infrastructure such as:

- Storm and Sanitary Sewers
- Watermains
- Pumping Station

### *Waste Management*

This department's mission is to provide responsible waste management services to the Markham community. They do this by providing efficient and effective collection services while developing and promoting innovative waste reduction programs.

The Waste Management Division is responsible for the collection of recyclables, garbage, yard waste and large appliances.

### *Waterworks*

The Waterworks Department manages fresh water supply, wastewater processing and related infrastructure by:

- Providing high quality and sufficient quantity of water supply to all system users with the highest affordable level of service.
- Carrying out efficient operation and maintenance of the Town's sanitary sewer system to minimize hazards to public health, safety and property.
- Protecting natural resources, specifically, to conserve the fresh water

### **Strategic Services**

This department monitors the services provided by the departments in the Community Services Commission continuously to ensure high standards of maintenance are achieved and the changing needs of our customers are reflected in our programs. Services include:

- Business Planning
- Environmental Leadership
- Innovative Practices and Advice
- Partnership Development

### **Libraries**

The Markham Public Libraries inform, inspire, empower and link all members of the Markham community through free universal and equitable access to information, intellectual freedom and open exchange of ideas.

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Community & Fire Services Excluding Water Consolidated

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr.(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	39,222,949	39,630,492	42,123,180	2,492,688	6.3%	2,900,231	7.4%
PRINTING & OFFICE SUPPLIES	301,964	272,193	293,184	20,991	7.7%	(8,780)	-2.9%
PURCHASES FOR RESALE	195,463	158,599	132,296	(26,303)	-16.6%	(63,167)	-32.3%
OPERATING MATERIALS & SUPPLIES	2,833,165	2,767,837	2,979,230	211,393	7.6%	146,065	5.2%
VEHICLE SUPPLIES	900,859	819,898	935,909	116,011	14.1%	35,050	3.9%
SMALL EQUIPMENT SUPPLIES	13,793	14,000	14,591	591	4.2%	798	5.8%
BOTANICAL SUPPLIES	202,247	233,104	233,111	7	0.0%	30,864	15.3%
CONSTRUCTION MATERIALS	1,292,468	878,454	810,325	(68,129)	-7.8%	(482,143)	-37.3%
UTILITIES	2,323,188	2,685,543	2,844,816	159,273	5.9%	521,628	22.5%
COMMUNICATIONS	371,047	382,780	452,763	69,983	18.3%	81,716	22.0%
TRAVEL EXPENSES	105,612	99,690	106,644	6,954	7.0%	1,032	1.0%
TRAINING	194,685	196,136	211,813	15,677	8.0%	17,128	8.8%
CONTRACTS & SERVICE AGREEMENTS	5,394,914	4,560,744	4,695,620	134,876	3.0%	(699,294)	-13.0%
MAINT. & REPAIR-TIME/MATERIAL	2,967,818	2,234,874	2,372,617	137,743	6.2%	(595,201)	-20.1%
RENTAL/LEASE	871,648	863,208	863,747	539	0.1%	(7,901)	-0.9%
INSURANCE	11,963	12,838	12,838	-		875	7.3%
PROFESSIONAL SERVICES	952,327	731,200	744,826	13,626	1.9%	(207,501)	-21.8%
LICENCES, PERMITS, FEES	352,300	345,038	351,193	6,155	1.8%	(1,107)	-0.3%
PROMOTION & ADVERTISING	597,200	540,785	562,712	21,927	4.1%	(34,488)	-5.8%
CONTRACTED MUNICIPAL SERVICES	6,650,242	6,387,543	6,804,225	416,682	6.5%	153,983	2.3%
OTHER PURCHASED SERVICES	(4,013)	16,041	218,119	202,078	1259.8%	222,132	-5535.3%
OFFICE FURNISHINGS & EQUIPMENT	12,975	11,650	11,410	(240)	-2.1%	(1,565)	-12.1%
WRITE-OFFS	(38)	-	-	-		38	-100.0%
OTHER EXPENDITURES	45,278	47,400	47,400	-		2,122	4.7%
TRANSFERS TO RESERVES	349,136	310,317	318,843	8,526	2.7%	(30,293)	-8.7%
<b>Total Expenditures</b>	<b>66,159,190</b>	<b>64,200,364</b>	<b>68,141,412</b>	<b>3,941,048</b>	<b>6.1%</b>	<b>1,982,222</b>	<b>3.0%</b>
GRANTS AND SUBSIDIES	460,125	397,677	469,677	72,000	18.1%	9,552	2.1%
FINES	18,000	30,000	30,000	-		12,000	66.7%
USER FEES & SERVICE CHARGES	7,005,239	7,176,046	7,340,660	164,614	2.3%	335,421	4.8%
RENTALS	4,281,451	4,159,516	4,590,695	431,179	10.4%	309,244	7.2%
SALES	465,421	362,968	442,814	79,846	22.0%	(22,607)	-4.9%
RECOVERIES & CONTRIBUTIONS	637,019	706,500	712,900	6,400	0.9%	75,881	11.9%
OTHER INCOME	724,483	369,650	452,576	82,926	22.4%	(271,907)	-37.5%
TRANSFER FROM SURPLUS	177,192	-	-	-		(177,192)	-100.0%
INTER-DEPARTMENTAL RECOVERIES	6,003	7,400	120,854	113,454	1533.2%	114,851	1913.2%
<b>Total Revenues</b>	<b>13,774,933</b>	<b>13,209,757</b>	<b>14,160,176</b>	<b>950,419</b>	<b>7.2%</b>	<b>385,243</b>	<b>2.8%</b>
<b>Net Expenditure (Revenue)</b>	<b>52,384,257</b>	<b>50,990,607</b>	<b>53,981,236</b>	<b>2,990,629</b>	<b>5.9%</b>	<b>1,596,979</b>	<b>3.0%</b>



## Fire & Emergency Services

### Mission

To provide the highest level of life safety and property protection to those who live, work and play in our community. We will perform in a sensitive and caring manner, through the provision of excellent preventative, educational and emergency services.

### Services & Customers

Service(s)	Customer(s)
Prevention of Fires & Emergencies through Education & Compliance Control and Extinguishment of Fires Protection of Life and Property Sudden Medical Emergencies Motor Vehicle Collisions Contain Exposure to Dangerous Goods	Public

### 2003 Accomplishments

Implemented performance management program
Completed the design, tender, groundbreaking and significant portion of the building for the Riviera Fire Station
Completed recent phase of the vehicle standardization program, include two aerial trucks and ordered 4 pumpers
Received approval to purchase land for the Wismer Fire Station
Learn Not To Burn program expanded from an ad-hoc activity of 2 schools to a formalized program of 36 schools
Successful live fire training for suppression staff
Implemented pre-fire planning program
Translated fire prevention pamphlets to Chinese language
Completed the corporate Revenue Accelerator study that identified \$3 million in potential net revenue

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Continued growth of population and building stock	Further use of flashover simulator
Road congestion and speed humps	Educational packages
Evolution in the type of emergencies	CPAT (Candidate evaluation process)

# Business Plans

Fire & Emergency Services			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)									
CORE									
Provide fire prevention and suppression, respond to sudden medical emergencies, and dangerous goods containment and contribute to the well-being of the community, eg. Upgrade medical response							<b>X</b>	<b>X</b>	
Ensure fire stations are built and retrofitted in a timely basis, eg. Riviera and Bur Oak stations					<b>X</b>	<b>X</b>			
Operationalize fire stations, including hiring of new recruits						<b>X</b>			
Improve management practices continuously to balance competing priorities and resources, eg. Continue vehicle standardization program				<b>X</b>					<b>X</b>
ENHANCED or NEW									
Purchase land for Cornell and Cathedral Stations	Additional Funding Required	<b>X</b>				<b>X</b>			
Review sites for potential Markham Centre Station	Additional Funding Required	<b>X</b>				<b>X</b>			
Conduct a study to analyze the cost effectiveness and options for delivering fire training	Additional Funding Required	<b>X</b>		<b>X</b>					<b>X</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Fire & Emergency Services

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	16,480,674	16,533,979	16,899,582	365,603	2.2%	418,908	2.5%
PRINTING & OFFICE SUPPLIES	41,956	34,000	33,010	(990)	-2.9%	(8,946)	-21.3%
PURCHASES FOR RESALE	2,982	4,000	3,883	(117)	-2.9%	901	30.2%
OPERATING MATERIALS & SUPPLIES	374,256	264,100	256,415	(7,685)	-2.9%	(117,841)	-31.5%
VEHICLE SUPPLIES	3,138	3,000	2,913	(87)	-2.9%	(225)	-7.2%
UTILITIES	104,715	100,596	106,602	6,006	6.0%	1,887	1.8%
COMMUNICATIONS	60,901	68,000	66,018	(1,982)	-2.9%	5,117	8.4%
TRAVEL EXPENSES	36,531	37,300	36,214	(1,086)	-2.9%	(317)	-0.9%
TRAINING	36,325	67,800	65,825	(1,975)	-2.9%	29,500	81.2%
CONTRACTS & SERVICE AGREEMENTS	22,668	12,200	11,845	(355)	-2.9%	(10,823)	-47.7%
MAINT. & REPAIR-TIME/MATERIAL	202,133	71,800	69,708	(2,092)	-2.9%	(132,425)	-65.5%
RENTAL/LEASE	182,163	183,523	178,177	(5,346)	-2.9%	(3,986)	-2.2%
PROFESSIONAL SERVICES	45,441	11,700	11,359	(341)	-2.9%	(34,082)	-75.0%
LICENCES, PERMITS, FEES	7,224	4,075	3,956	(119)	-2.9%	(3,268)	-45.2%
OTHER PURCHASED SERVICES	-	-	143	143		143	
OFFICE FURNISHINGS & EQUIPMENT	5,587	3,400	3,400	-		(2,187)	-39.1%
TRANSFERS TO RESERVES	41,000	41,000	41,000	-		-	
<b>Total Expenditures</b>	<b>17,647,694</b>	<b>17,440,473</b>	<b>17,790,050</b>	<b>349,577</b>	<b>2.0%</b>	<b>142,356</b>	<b>0.8%</b>
FINES	18,000	30,000	30,000	-		12,000	66.7%
USER FEES & SERVICE CHARGES	34,104	37,000	37,000	-		2,896	8.5%
RENTALS	10,000	10,000	10,000	-		-	
SALES	14,684	6,000	6,000	-		(8,684)	-59.1%
RECOVERIES & CONTRIBUTIONS	274,865	350,000	350,000	-		75,135	27.3%
OTHER INCOME	40,070	30,000	30,000	-		(10,070)	-25.1%
<b>Total Revenues</b>	<b>391,723</b>	<b>463,000</b>	<b>463,000</b>	<b>-</b>		<b>71,277</b>	<b>18.2%</b>
<b>Net Expenditure (Revenue)</b>	<b>17,255,971</b>	<b>16,977,473</b>	<b>17,327,050</b>	<b>349,577</b>	<b>2.1%</b>	<b>71,079</b>	<b>0.4%</b>



## Culture

(A Division of Recreation & Culture Services Department)

## Mission

To build a healthy, vibrant community through the provision of high quality recreation and cultural services that meet the customers' expectations.

## Services & Customers

Service(s)	Customer(s)
Exhibits	Residents
Gallery and Museum - Education / Collections Development and Management	School Boards
Programs	Tourists
Rentals	Businesses
Special events	Donors, Artists, Researchers
	Other Historical and Art-related Institutions

## 2003 Accomplishments

Gallery: Developed 3-year exhibition schedule
Gallery: Assisted ISCC with co-ordination of sculpture symposium event and determine Town's commitment for 2004
Gallery: Realigned operating hours to coincide with BIA hours and tourism trade
Museum: Initiated Phase I Museum Master Plan
Museum: Reception centre concept developed
Museum: Developed business case for implementing collections management software application
Theatre: Completed Theatre expansion report
Theatre: Built business case for new theatre ticketing system
Theatre: Anticipate completing the customer satisfaction survey by end of 2005

## Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Operating deficit and capital funding for new projects and renovations; life cycle planning of infrastructure	Generally: Access funding programs; set up foundation to access funds, where applicable
Fund-raising capacity and Staff Resources	Museum: Partnerships; Increase programming and events; Repackage membership; Movie productions
Museum lacks sufficient facility space to grow	Gallery: Increase rentals by restoring McKay House Theatre: Sell naming rights

# Business Plans

<b>Culture</b> (A Division of Recreation and Culture Department)		Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>								
<b>CORE</b>								
Provide cultural programming, collection management, education, and special events that are accessible by the community						<b>X</b>		
Manage operating allocation by engaging in revenue generation and efficiency improvements			<b>X</b>					<b>X</b>
Develop programs and facilities to meet the needs of a changing and/or growing Markham					<b>X</b>	<b>X</b>		
Strategically plan for the long-term sustainability of cultural services			<b>X</b>			<b>X</b>		<b>X</b>
<b>ENHANCED or NEW</b>								
	Additional Funding Required							

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Culture

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr.(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	1,512,636	1,506,554	1,596,442	89,888	6.0%	83,806	5.5%
PRINTING & OFFICE SUPPLIES	50,776	43,750	51,035	7,285	16.7%	259	0.5%
PURCHASES FOR RESALE	78,809	69,500	43,036	(26,464)	-38.1%	(35,773)	-45.4%
OPERATING MATERIALS & SUPPLIES	179,579	192,859	173,122	(19,737)	-10.2%	(6,457)	-3.6%
VEHICLE SUPPLIES	803	700	680	(20)	-2.9%	(123)	-15.3%
SMALL EQUIPMENT SUPPLIES	-	-	1,000	1,000		1,000	
CONSTRUCTION MATERIALS	42	-	-	-		(42)	-100.0%
UTILITIES	155,686	186,687	178,503	(8,184)	-4.4%	22,817	14.7%
COMMUNICATIONS	54,596	52,557	52,482	(75)	-0.1%	(2,114)	-3.9%
TRAVEL EXPENSES	7,243	4,800	11,120	6,320	131.7%	3,877	53.5%
TRAINING	17,113	6,400	4,150	(2,250)	-35.2%	(12,963)	-75.7%
CONTRACTS & SERVICE AGREEMENTS	75,310	68,746	101,480	32,734	47.6%	26,170	34.7%
MAINT. & REPAIR-TIME/MATERIAL	99,246	75,505	53,468	(22,037)	-29.2%	(45,778)	-46.1%
RENTAL/LEASE	46,283	42,450	39,814	(2,636)	-6.2%	(6,469)	-14.0%
PROFESSIONAL SERVICES	511,435	485,691	481,966	(3,725)	-0.8%	(29,469)	-5.8%
LICENCES, PERMITS, FEES	33,212	22,200	28,538	6,338	28.5%	(4,674)	-14.1%
PROMOTION & ADVERTISING	225,064	234,052	216,951	(17,101)	-7.3%	(8,113)	-3.6%
OTHER PURCHASED SERVICES	126	-	5,169	5,169		5,043	4002.4%
WRITE-OFFS	(80)	-	-	-		80	-100.0%
<b>Total Expenditures</b>	<b>3,047,879</b>	<b>2,992,451</b>	<b>3,038,956</b>	<b>46,505</b>	<b>1.6%</b>	<b>(8,923)</b>	<b>-0.3%</b>
GRANTS AND SUBSIDIES	113,256	32,600	108,600	76,000	233.1%	(4,656)	-4.1%
USER FEES & SERVICE CHARGES	1,390,254	1,382,115	1,334,688	(47,427)	-3.4%	(55,566)	-4.0%
RENTALS	298,648	260,900	279,220	18,320	7.0%	(19,428)	-6.5%
SALES	140,261	93,350	154,475	61,125	65.5%	14,214	10.1%
RECOVERIES & CONTRIBUTIONS	24,102	42,000	48,400	6,400	15.2%	24,298	100.8%
OTHER INCOME	60,905	117,900	27,000	(90,900)	-77.1%	(33,905)	-55.7%
<b>Total Revenues</b>	<b>2,027,426</b>	<b>1,928,865</b>	<b>1,952,383</b>	<b>23,518</b>	<b>1.2%</b>	<b>(75,043)</b>	<b>-3.7%</b>
<b>Net Expenditure (Revenue)</b>	<b>1,020,453</b>	<b>1,063,586</b>	<b>1,086,573</b>	<b>22,987</b>	<b>2.2%</b>	<b>66,120</b>	<b>6.5%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Theatre

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	775,591	748,050	788,923	40,873	5.5%	13,332	1.7%
PRINTING & OFFICE SUPPLIES	42,526	37,750	42,322	4,572	12.1%	(204)	-0.5%
PURCHASES FOR RESALE	36,685	31,000	32,515	1,515	4.9%	(4,170)	-11.4%
OPERATING MATERIALS & SUPPLIES	20,159	20,500	22,651	2,151	10.5%	2,492	12.4%
CONSTRUCTION MATERIALS	42	-	-	-		(42)	-100.0%
UTILITIES	47,300	53,881	53,642	(239)	-0.4%	6,342	13.4%
COMMUNICATIONS	20,938	18,800	18,353	(447)	-2.4%	(2,585)	-12.3%
TRAVEL EXPENSES	4,500	3,500	3,470	(30)	-0.9%	(1,030)	-22.9%
TRAINING	7,169	850	1,900	1,050	123.5%	(5,269)	-73.5%
CONTRACTS & SERVICE AGREEMENTS	75	2,200	32,400	30,200	1372.7%	32,325	43100.0%
MAINT. & REPAIR-TIME/MATERIAL	63,453	63,268	33,272	(29,996)	-47.4%	(30,181)	-47.6%
RENTAL/LEASE	36,274	36,200	31,731	(4,469)	-12.3%	(4,543)	-12.5%
PROFESSIONAL SERVICES	456,637	428,500	432,451	3,951	0.9%	(24,186)	-5.3%
LICENCES, PERMITS, FEES	30,913	21,000	25,438	4,438	21.1%	(5,475)	-17.7%
PROMOTION & ADVERTISING	136,600	135,000	130,228	(4,772)	-3.5%	(6,372)	-4.7%
OTHER PURCHASED SERVICES	-	-	2,252	2,252		2,252	
<b>Total Expenditures</b>	<b>1,678,862</b>	<b>1,600,499</b>	<b>1,651,548</b>	<b>51,049</b>	<b>3.2%</b>	<b>(27,314)</b>	<b>-1.6%</b>
GRANTS AND SUBSIDIES	70,680	-	60,000	60,000		(10,680)	-15.1%
USER FEES & SERVICE CHARGES	1,203,632	1,181,500	1,150,346	(31,154)	-2.6%	(53,286)	-4.4%
RENTALS	263,089	226,000	236,000	10,000	4.4%	(27,089)	-10.3%
SALES	78,201	49,500	78,200	28,700	58.0%	(1)	0.0%
RECOVERIES & CONTRIBUTIONS	11,006	12,000	12,000	-		994	9.0%
<b>Total Revenues</b>	<b>1,626,608</b>	<b>1,469,000</b>	<b>1,536,546</b>	<b>67,546</b>	<b>4.6%</b>	<b>(90,062)</b>	<b>-5.5%</b>
<b>Net Expenditure (Revenue)</b>	<b>52,254</b>	<b>131,499</b>	<b>115,002</b>	<b>(16,497)</b>	<b>-12.5%</b>	<b>62,748</b>	<b>120.1%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Arts Centres

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr.(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	298,017	306,582	329,764	23,182	7.6%	31,747	10.7%
PRINTING & OFFICE SUPPLIES	4,956	2,000	4,913	2,913	145.7%	(43)	-0.9%
PURCHASES FOR RESALE	12,500	12,500	7,796	(4,704)	-37.6%	(4,704)	-37.6%
OPERATING MATERIALS & SUPPLIES	130,747	145,230	102,655	(42,575)	-29.3%	(28,092)	-21.5%
UTILITIES	73,775	93,081	86,488	(6,593)	-7.1%	12,713	17.2%
COMMUNICATIONS	15,924	15,851	16,117	266	1.7%	193	1.2%
TRAVEL EXPENSES	795	1,300	1,400	100	7.7%	605	76.1%
TRAINING	349	1,500	1,250	(250)	-16.7%	901	258.2%
CONTRACTS & SERVICE AGREEMENTS	42,552	45,321	45,080	(241)	-0.5%	2,528	5.9%
MAINT. & REPAIR-TIME/MATERIAL	20,068	6,987	12,946	5,959	85.3%	(7,122)	-35.5%
RENTAL/LEASE	2,237	2,750	2,670	(80)	-2.9%	433	19.4%
PROFESSIONAL SERVICES	53,317	57,191	49,515	(7,676)	-13.4%	(3,802)	-7.1%
LICENCES, PERMITS, FEES	1,359	1,200	1,100	(100)	-8.3%	(259)	-19.1%
PROMOTION & ADVERTISING	59,921	64,052	62,136	(1,916)	-3.0%	2,215	3.7%
OTHER PURCHASED SERVICES	-	-	874	874		874	
WRITE-OFFS	(80)	-	-	-		80	-100.0%
<b>Total Expenditures</b>	<b>716,437</b>	<b>755,545</b>	<b>724,704</b>	<b>(30,841)</b>	<b>-4.1%</b>	<b>8,267</b>	<b>1.2%</b>
USER FEES & SERVICE CHARGES	124,139	123,290	134,200	10,910	8.8%	10,061	8.1%
RENTALS	10,193	7,500	10,700	3,200	42.7%	507	5.0%
SALES	19,256	32,350	19,000	(13,350)	-41.3%	(256)	-1.3%
RECOVERIES & CONTRIBUTIONS	12,181	30,000	14,000	(16,000)	-53.3%	1,819	14.9%
OTHER INCOME	60,905	55,000	27,000	(28,000)	-50.9%	(33,905)	-55.7%
<b>Total Revenues</b>	<b>226,674</b>	<b>248,140</b>	<b>204,900</b>	<b>(43,240)</b>	<b>-17.4%</b>	<b>(21,774)</b>	<b>-9.6%</b>
<b>Net Expenditure (Revenue)</b>	<b>489,763</b>	<b>507,405</b>	<b>519,804</b>	<b>12,399</b>	<b>2.4%</b>	<b>30,041</b>	<b>6.1%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Museum

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr.(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	439,028	451,922	477,755	25,833	5.7%	38,727	8.8%
PRINTING & OFFICE SUPPLIES	3,294	4,000	3,800	(200)	-5.0%	506	15.4%
PURCHASES FOR RESALE	29,624	26,000	2,725	(23,275)	-89.5%	(26,899)	-90.8%
OPERATING MATERIALS & SUPPLIES	28,673	27,129	47,816	20,687	76.3%	19,143	66.8%
VEHICLE SUPPLIES	803	700	680	(20)	-2.9%	(123)	-15.3%
SMALL EQUIPMENT SUPPLIES	-	-	1,000	1,000		1,000	
UTILITIES	34,611	39,725	38,373	(1,352)	-3.4%	3,762	10.9%
COMMUNICATIONS	17,734	17,906	18,012	106	0.6%	278	1.6%
TRAVEL EXPENSES	1,948	-	6,250	6,250		4,302	220.8%
TRAINING	9,595	4,050	1,000	(3,050)	-75.3%	(8,595)	-89.6%
CONTRACTS & SERVICE AGREEMENTS	32,683	21,225	24,000	2,775	13.1%	(8,683)	-26.6%
MAINT. & REPAIR-TIME/MATERIAL	15,725	5,250	7,250	2,000	38.1%	(8,475)	-53.9%
RENTAL/LEASE	7,772	3,500	5,413	1,913	54.7%	(2,359)	-30.4%
PROFESSIONAL SERVICES	1,481	-	-	-		(1,481)	-100.0%
LICENCES, PERMITS, FEES	940	-	2,000	2,000		1,060	112.8%
PROMOTION & ADVERTISING	28,543	35,000	24,587	(10,413)	-29.8%	(3,956)	-13.9%
OTHER PURCHASED SERVICES	126	-	2,043	2,043		1,917	1521.4%
<b>Total Expenditures</b>	<b>652,580</b>	<b>636,407</b>	<b>662,704</b>	<b>26,297</b>	<b>4.1%</b>	<b>10,124</b>	<b>1.6%</b>
GRANTS AND SUBSIDIES	42,576	32,600	48,600	16,000	49.1%	6,024	14.1%
USER FEES & SERVICE CHARGES	62,483	77,325	50,142	(27,183)	-35.2%	(12,341)	-19.8%
RENTALS	25,366	27,400	32,520	5,120	18.7%	7,154	28.2%
SALES	42,804	11,500	57,275	45,775	398.0%	14,471	33.8%
RECOVERIES & CONTRIBUTIONS	915	-	22,400	22,400		21,485	2348.1%
OTHER INCOME	-	62,900	-	(62,900)	-100.0%	-	
<b>Total Revenues</b>	<b>174,144</b>	<b>211,725</b>	<b>210,937</b>	<b>(788)</b>	<b>-0.4%</b>	<b>36,793</b>	<b>21.1%</b>
<b>Net Expenditure (Revenue)</b>	<b>478,436</b>	<b>424,682</b>	<b>451,767</b>	<b>27,085</b>	<b>6.4%</b>	<b>(26,669)</b>	<b>-5.6%</b>

## Business Unit Profile

# Recreation

(A Division of Recreation & Culture Services Department)

## Mission

It is the mission of Recreation Services to provide quality leisure services to create a vibrant community

## Services & Customers

Service(s)	Customer(s)
Admissions	Residents
Community Development	Businesses
Direct Programs	
Memberships	
Rentals	

## 2003 Accomplishments

Implemented new organizational structure for the department of Recreation & Culture Services

Thornhill Community Centre expansion underway, Phase I to be completed by early 2004

Centennial Community Centre expansion architect retained

Parks, Recreation, Culture and Library Master Plan review underway

Phase I of Angus Glen Community Centre operational on October 14

Transfer recreation registration office to Coporate Contact Centre

Conducted customer satisfaction surveys for aquatics and programs

Implemented CARE tracking system

Markham Aquatic staff was awarded the Lifesaving Society's David W. Pretty Cup

## Long Term Considerations

Issues/Pressures	Potential Revenue Sources
User fees	Increase user fees
Infrastructure funding and Capital funding for new projects and restorations	Increase Sponsorships, and/or Partnership opportunities
Staff resources	

# Business Plans

<b>Recreation</b> (A Division of Recreation and Culture Department)			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Provide recreation programming and operate related facilities that are aligned to the needs of the community and the fiscal reality				<b>X</b>			<b>X</b>		
Develop new programs and/or facilities to meet the needs of a changing and/or growing Markham						<b>X</b>			
Plan for the future and strategically position recreation services						<b>X</b>			<b>X</b>
<b>ENHANCED or NEW</b>									
Operationalize community centres in response to community growth - Angus Glen, Thornhill CC expansion	Additional Funding Required	<b>X</b>				<b>X</b>			



**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Recreation Services

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	6,863,516	7,247,859	8,028,567	780,708	10.8%	1,165,051	17.0%
PRINTING & OFFICE SUPPLIES	72,371	63,639	77,990	14,351	22.6%	5,619	7.8%
PURCHASES FOR RESALE	45,001	45,099	46,542	1,443	3.2%	1,541	3.4%
OPERATING MATERIALS & SUPPLIES	593,947	604,207	681,835	77,628	12.8%	87,888	14.8%
VEHICLE SUPPLIES	22,130	38,248	33,043	(5,205)	-13.6%	10,913	49.3%
UTILITIES	1,518,373	1,795,955	1,967,088	171,133	9.5%	448,715	29.6%
COMMUNICATIONS	76,968	85,848	101,210	15,362	17.9%	24,242	31.5%
TRAVEL EXPENSES	46	-	-	-		(46)	-100.0%
TRAINING	84,854	62,035	77,738	15,703	25.3%	(7,116)	-8.4%
CONTRACTS & SERVICE AGREEMENTS	648,912	609,951	668,244	58,293	9.6%	19,332	3.0%
MAINT. & REPAIR-TIME/MATERIAL	702,459	591,950	653,437	61,487	10.4%	(49,022)	-7.0%
RENTAL/LEASE	151,858	175,694	169,891	(5,803)	-3.3%	18,033	11.9%
INSURANCE	-	875	875	-		875	
PROFESSIONAL SERVICES	2,416	3,065	2,575	(490)	-16.0%	159	6.6%
LICENCES, PERMITS, FEES	49,611	52,773	56,573	3,800	7.2%	6,962	14.0%
PROMOTION & ADVERTISING	(1,506)	-	-	-		1,506	-100.0%
CONTRACTED MUNICIPAL SERVICES	3,810	3,750	3,641	(109)	-2.9%	(169)	-4.4%
OTHER PURCHASED SERVICES	-	-	275	275		275	
OFFICE FURNISHINGS & EQUIPMENT	516	-	-	-		(516)	-100.0%
WRITE-OFFS	42	-	-	-		(42)	-100.0%
TRANSFERS TO RESERVES	287,056	269,317	277,843	8,526	3.2%	(9,213)	-3.2%
<b>Total Expenditures</b>	<b>11,122,380</b>	<b>11,650,265</b>	<b>12,847,367</b>	<b>1,197,102</b>	<b>10.3%</b>	<b>1,724,987</b>	<b>15.5%</b>
GRANTS AND SUBSIDIES	28,764	44,690	40,690	(4,000)	-9.0%	11,926	41.5%
USER FEES & SERVICE CHARGES	4,890,844	4,820,636	5,220,977	400,341	8.3%	330,133	6.8%
RENTALS	3,771,322	3,689,316	4,094,425	405,109	11.0%	323,103	8.6%
SALES	116,345	129,818	147,539	17,721	13.7%	31,194	26.8%
RECOVERIES & CONTRIBUTIONS	3,000	-	-	-		(3,000)	-100.0%
OTHER INCOME	104,354	49,800	52,300	2,500	5.0%	(52,054)	-49.9%
INTER-DEPARTMENTAL RECOVERIES	296,400	296,400	409,854	113,454	38.3%	113,454	38.3%
<b>Total Revenues</b>	<b>9,211,029</b>	<b>9,030,660</b>	<b>9,965,785</b>	<b>935,125</b>	<b>10.4%</b>	<b>754,756</b>	<b>8.2%</b>
<b>Net Expenditure (Revenue)</b>	<b>1,911,351</b>	<b>2,619,605</b>	<b>2,881,582</b>	<b>261,977</b>	<b>10.0%</b>	<b>970,231</b>	<b>50.8%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Recreation Services - Department Support

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	681,960	632,607	690,316	57,709	9.1%	8,356	1.2%
PRINTING & OFFICE SUPPLIES	12,267	14,000	9,568	(4,432)	-31.7%	(2,699)	-22.0%
OPERATING MATERIALS & SUPPLIES	24,830	25,515	24,772	(743)	-2.9%	(58)	-0.2%
COMMUNICATIONS	2,435	3,028	2,940	(88)	-2.9%	505	20.7%
TRAVEL EXPENSES	3,089	2,575	2,500	(75)	-2.9%	(589)	-19.1%
TRAINING	8,511	5,459	10,300	4,841	88.7%	1,789	21.0%
CONTRACTS & SERVICE AGREEMENTS	333	-	-	-		(333)	-100.0%
RENTAL/LEASE	3,477	3,825	3,714	(111)	-2.9%	237	6.8%
PROFESSIONAL SERVICES	53,254	60,988	59,223	(1,765)	-2.9%	5,969	11.2%
LICENCES, PERMITS, FEES	2,311	1,370	1,330	(40)	-2.9%	(981)	-42.4%
PROMOTION & ADVERTISING	-	1,000	971	(29)	-2.9%	971	
OTHER PURCHASED SERVICES	-	-	1,743	1,743		1,743	
OTHER EXPENDITURES	26,555	41,200	41,200	-		14,645	55.1%
<b>Total Expenditures</b>	<b>819,022</b>	<b>791,567</b>	<b>848,577</b>	<b>57,010</b>	<b>7.2%</b>	<b>29,555</b>	<b>3.6%</b>
USER FEES & SERVICE CHARGES	68,018	67,000	67,000	-		(1,018)	-1.5%
RENTALS	210	-	-	-		(210)	-100.0%
SALES	2,176	-	-	-		(2,176)	-100.0%
<b>Total Revenues</b>	<b>70,404</b>	<b>67,000</b>	<b>67,000</b>	<b>-</b>		<b>(3,404)</b>	<b>-4.8%</b>
<b>Net Expenditure (Revenue)</b>	<b>748,618</b>	<b>724,567</b>	<b>781,577</b>	<b>57,010</b>	<b>7.9%</b>	<b>32,959</b>	<b>4.4%</b>

## Operations

(A Division of Operations & Asset Management Department)

### Mission

The Operations Department delivers safe, high quality, and affordable services through leadership and sensitivity to the community and the environment. They foster an atmosphere for continuous improvement through interactions with their customers and benchmarking with their colleagues to meet the demands of the growing Markham community.

### Services & Customers

Service(s)	Customer(s)
Development review	All User Departments
Drainage - Streams, Channels, Stormwater Management, etc.	Development Services Commission
Fleet Management - Repair and Replacement	Businesses
Horticulture and Forestry Services	Residents
Parks, Sportsfields and Facility Maintenance	
Roads - Asphalt repair, Winter Control, Traffic Systems	

### 2003 Accomplishments

Completed approximately 60% of a \$5,000,000 road rehabilitation program
Achieved or exceeded approved level of service for winter control operations during the January-April period
Completed gravel road reconstruction and surface treatment
Initiated concrete fence replacement program in Ward 8 and tender awarded, work to commence in May 2004
Continued cultural practices pilot project in Ward 2 (Pesticide Reduction Steering Committee)
Initiated 2003 playground replacement program, scheduled completion - September 2004
Completed approximately 90% of the 2002/2003 fleet replacement program
Converted all Parks maintenance facilities to B50 bio-diesel fuel as of July 31st

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Need to meet asset management and lifecycle requirements	
Resources required to address growing/aging infrastructure	
Legislated requirements as well as health/safety and environmental changes	

# Business Plans

<b>Operations</b> (A Division of Operations & Asset Management Department)			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Provide maintenance and rehabilitation programs for roads and parks infrastructure to meet safety and other requirements of the municipal Council and a changing community					<b>X</b>		<b>X</b>		
Provide or access supporting services, such as fleet, signage, etc. to ensure programs are delivered effectively									<b>X</b>
Ensure assets are well-managed and part of a life-cycle management program / approach				<b>X</b>					<b>X</b>
Plan proactively for the future and strategically position operations programs and services						<b>X</b>			<b>X</b>
<b>ENHANCED or NEW</b>									
Support corporation's Communities in Bloom initiative	Additional Funding Required	<b>X</b>	<b>X</b>				<b>X</b>		
Implement Council approved environmental strategies (clean air, pesticide reduction, Markham beautification)	Additional Funding Required	<b>X</b>	<b>X</b>						
Increase efficiency in Operations division through the integration of Roads & Parks maintenance programs	Additional Funding Required			<b>X</b>					<b>X</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Operations and Asset Management

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr.(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	8,419,818	8,378,960	8,879,664	500,704	6.0%	459,846	5.5%
PRINTING & OFFICE SUPPLIES	66,902	70,780	65,829	(4,951)	-7.0%	(1,073)	-1.6%
PURCHASES FOR RESALE	68,671	40,000	38,835	(1,165)	-2.9%	(29,836)	-43.4%
OPERATING MATERIALS & SUPPLIES	179,018	193,988	182,750	(11,238)	-5.8%	3,732	2.1%
VEHICLE SUPPLIES	874,788	776,150	897,525	121,375	15.6%	22,737	2.6%
SMALL EQUIPMENT SUPPLIES	13,793	14,000	13,591	(409)	-2.9%	(202)	-1.5%
BOTANICAL SUPPLIES	202,247	233,104	233,111	7	0.0%	30,864	15.3%
CONSTRUCTION MATERIALS	1,292,426	878,454	810,325	(68,129)	-7.8%	(482,101)	-37.3%
UTILITIES	482,619	538,818	525,631	(13,187)	-2.4%	43,012	8.9%
COMMUNICATIONS	70,685	61,136	59,354	(1,782)	-2.9%	(11,331)	-16.0%
TRAVEL EXPENSES	36,861	39,100	37,961	(1,139)	-2.9%	1,100	3.0%
TRAINING	34,723	42,277	39,853	(2,424)	-5.7%	5,130	14.8%
CONTRACTS & SERVICE AGREEMENTS	4,619,677	3,842,885	3,882,597	39,712	1.0%	(737,080)	-16.0%
MAINT. & REPAIR-TIME/MATERIAL	1,837,062	1,361,163	1,458,409	97,246	7.1%	(378,653)	-20.6%
RENTAL/LEASE	158,522	150,610	178,846	28,236	18.7%	20,324	12.8%
PROFESSIONAL SERVICES	180,045	45,200	43,884	(1,316)	-2.9%	(136,161)	-75.6%
LICENCES, PERMITS, FEES	256,930	262,270	258,514	(3,756)	-1.4%	1,584	0.6%
PROMOTION & ADVERTISING	130,968	107,230	106,049	(1,181)	-1.1%	(24,919)	-19.0%
CONTRACTED MUNICIPAL SERVICES	6,646,432	6,383,793	6,800,584	416,791	6.5%	154,152	2.3%
OTHER PURCHASED SERVICES	(42,965)	(42,965)	39,892	82,857	-192.8%	82,857	-192.8%
OTHER EXPENDITURES	18,723	6,200	6,200	-		(12,523)	-66.9%
TRANSFERS TO RESERVES	21,080	-	-	-		(21,080)	-100.0%
<b>Total Expenditures</b>	<b>25,569,025</b>	<b>23,383,153</b>	<b>24,559,404</b>	<b>1,176,251</b>	<b>5.0%</b>	<b>(1,009,621)</b>	<b>-3.9%</b>
GRANTS AND SUBSIDIES	85,801	91,609	91,609	-		5,808	6.8%
USER FEES & SERVICE CHARGES	134,175	355,000	105,000	(250,000)	-70.4%	(29,175)	-21.7%
RENTALS	180,306	175,500	181,250	5,750	3.3%	944	0.5%
SALES	139,406	95,500	95,500	-		(43,906)	-31.5%
RECOVERIES & CONTRIBUTIONS	335,052	314,500	314,500	-		(20,552)	-6.1%
OTHER INCOME	519,154	171,950	343,276	171,326	99.6%	(175,878)	-33.9%
TRANSFER FROM SURPLUS	177,192	-	-	-		(177,192)	-100.0%
INTER-DEPARTMENTAL RECOVERIES	6,003	7,400	7,400	-		1,397	23.3%
<b>Total Revenues</b>	<b>1,577,089</b>	<b>1,211,459</b>	<b>1,138,535</b>	<b>(72,924)</b>	<b>-6.0%</b>	<b>(438,554)</b>	<b>-27.8%</b>
<b>Net Expenditure (Revenue)</b>	<b>23,991,936</b>	<b>22,171,694</b>	<b>23,420,869</b>	<b>1,249,175</b>	<b>5.6%</b>	<b>(571,067)</b>	<b>-2.4%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Operations

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	415,698	355,928	772,135	416,207	116.9%	356,437	85.7%
PURCHASES FOR RESALE	996	-	-	-		(996)	-100.0%
OPERATING MATERIALS & SUPPLIES	30,008	15,250	14,806	(444)	-2.9%	(15,202)	-50.7%
CONSTRUCTION MATERIALS	13,813	15,600	15,146	(454)	-2.9%	1,333	9.7%
UTILITIES	1,710	3,910	2,482	(1,428)	-36.5%	772	45.1%
COMMUNICATIONS	23,446	15,500	485	(15,015)	-96.9%	(22,961)	-97.9%
CONTRACTS & SERVICE AGREEMENTS	6,695	8,800	8,544	(256)	-2.9%	1,849	27.6%
RENTAL/LEASE	16,845	15,000	14,563	(437)	-2.9%	(2,282)	-13.5%
LICENCES, PERMITS, FEES	17,247	6,500	485	(6,015)	-92.5%	(16,762)	-97.2%
PROMOTION & ADVERTISING	7,909	7,800	9,515	1,715	22.0%	1,606	20.3%
OTHER EXPENDITURES	5,104	6,200	6,200	-		1,096	21.5%
<b>Total Expenditures</b>	<b>539,471</b>	<b>450,488</b>	<b>844,361</b>	<b>393,873</b>	<b>87.4%</b>	<b>304,890</b>	<b>56.5%</b>
SALES	523	-	-	-		(523)	-100.0%
RECOVERIES & CONTRIBUTIONS	2,939	14,100	14,100	-		11,161	379.8%
OTHER INCOME	7,893	-	-	-		(7,893)	-100.0%
INTER-DEPARTMENTAL RECOVERIES	624,621	-	-	-		(624,621)	-100.0%
<b>Total Revenues</b>	<b>635,976</b>	<b>14,100</b>	<b>14,100</b>	<b>-</b>		<b>(621,876)</b>	<b>-97.8%</b>
<b>Net Expenditure (Revenue)</b>	<b>(96,505)</b>	<b>436,388</b>	<b>830,261</b>	<b>393,873</b>	<b>90.3%</b>	<b>(926,766)</b>	<b>960.3%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Roads

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	1,853,241	1,887,919	1,796,288	(91,631)	-4.9%	(56,953)	-3.1%
OPERATING MATERIALS & SUPPLIES	6,172	7,750	13,387	5,637	72.7%	7,215	116.9%
BOTANICAL SUPPLIES	8,098	7,500	7,282	(218)	-2.9%	(816)	-10.1%
CONSTRUCTION MATERIALS	1,270,114	827,954	767,120	(60,834)	-7.3%	(502,994)	-39.6%
TRAVEL EXPENSES	89	-	-	-		(89)	-100.0%
CONTRACTS & SERVICE AGREEMENTS	3,583,145	2,819,978	2,890,454	70,476	2.5%	(692,691)	-19.3%
MAINT. & REPAIR-TIME/MATERIAL	844,252	576,120	601,226	25,106	4.4%	(243,026)	-28.8%
RENTAL/LEASE	61,413	51,150	51,554	404	0.8%	(9,859)	-16.1%
LICENCES, PERMITS, FEES	188,857	211,710	208,456	(3,254)	-1.5%	19,599	10.4%
OTHER PURCHASED SERVICES	-	-	46,630	46,630		46,630	
TRANSFERS TO RESERVES	21,080	-	-	-		(21,080)	-100.0%
<b>Total Expenditures</b>	<b>7,836,461</b>	<b>6,390,081</b>	<b>6,382,397</b>	<b>(7,684)</b>	<b>-0.1%</b>	<b>(1,454,064)</b>	<b>-18.6%</b>
RECOVERIES & CONTRIBUTIONS	86,805	42,400	42,400	-		(44,405)	-51.2%
OTHER INCOME	478,761	154,950	326,276	171,326	110.6%	(152,485)	-31.8%
INTER-DEPARTMENTAL RECOVERIES	(624,607)	-	-	-		624,607	-100.0%
<b>Total Revenues</b>	<b>(59,041)</b>	<b>197,350</b>	<b>368,676</b>	<b>171,326</b>	<b>86.8%</b>	<b>427,717</b>	<b>-724.4%</b>
<b>Net Expenditure (Revenue)</b>	<b>7,895,502</b>	<b>6,192,731</b>	<b>6,013,721</b>	<b>(179,010)</b>	<b>-2.9%</b>	<b>(1,881,781)</b>	<b>-23.8%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Parks

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr.(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	3,587,514	3,536,256	3,709,814	173,558	4.9%	122,300	3.4%
OPERATING MATERIALS & SUPPLIES	34,504	91,730	77,165	(14,565)	-15.9%	42,661	123.6%
VEHICLE SUPPLIES	69,978	59,750	75,777	16,027	26.8%	5,799	8.3%
BOTANICAL SUPPLIES	194,149	225,604	225,829	225	0.1%	31,680	16.3%
CONSTRUCTION MATERIALS	29,860	32,500	25,729	(6,771)	-20.8%	(4,131)	-13.8%
UTILITIES	122,013	111,958	120,863	8,905	8.0%	(1,150)	-0.9%
COMMUNICATIONS	16,517	18,000	8,738	(9,262)	-51.5%	(7,779)	-47.1%
CONTRACTS & SERVICE AGREEMENTS	472,544	442,390	429,505	(12,885)	-2.9%	(43,039)	-9.1%
MAINT. & REPAIR-TIME/MATERIAL	224,086	196,000	201,200	5,200	2.7%	(22,886)	-10.2%
RENTAL/LEASE	4,240	4,200	4,078	(122)	-2.9%	(162)	-3.8%
PROFESSIONAL SERVICES	386	9,000	8,738	(262)	-2.9%	8,352	2163.7%
PROMOTION & ADVERTISING	1,000	500	485	(15)	-3.0%	(515)	-51.5%
OTHER PURCHASED SERVICES	-	-	29,975	29,975		29,975	
<b>Total Expenditures</b>	<b>4,756,791</b>	<b>4,727,888</b>	<b>4,917,896</b>	<b>190,008</b>	<b>4.0%</b>	<b>161,105</b>	<b>3.4%</b>
USER FEES & SERVICE CHARGES	1,055	-	-	-		(1,055)	-100.0%
RENTALS	120,184	105,000	105,000	-		(15,184)	-12.6%
SALES	65,172	50,000	50,000	-		(15,172)	-23.3%
RECOVERIES & CONTRIBUTIONS	245,308	258,000	258,000	-		12,692	5.2%
OTHER INCOME	28,964	12,000	12,000	-		(16,964)	-58.6%
INTER-DEPARTMENTAL RECOVERIES	(15)	-	-	-		15	-100.0%
<b>Total Revenues</b>	<b>460,668</b>	<b>425,000</b>	<b>425,000</b>	<b>-</b>		<b>(35,668)</b>	<b>-7.7%</b>
<b>Net Expenditure (Revenue)</b>	<b>4,296,123</b>	<b>4,302,888</b>	<b>4,492,896</b>	<b>190,008</b>	<b>4.4%</b>	<b>196,773</b>	<b>4.6%</b>



**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Fleet

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	517,577	490,852	440,055	(50,797)	-10.3%	(77,522)	-15.0%
OPERATING MATERIALS & SUPPLIES	13,789	12,400	12,480	80	0.6%	(1,309)	-9.5%
VEHICLE SUPPLIES	804,810	716,400	821,748	105,348	14.7%	16,938	2.1%
SMALL EQUIPMENT SUPPLIES	13,793	14,000	13,591	(409)	-2.9%	(202)	-1.5%
CONSTRUCTION MATERIALS	(23,987)	-	-	-		23,987	-100.0%
UTILITIES	80,118	96,374	88,526	(7,848)	-8.1%	8,408	10.5%
COMMUNICATIONS	6,647	8,500	8,252	(248)	-2.9%	1,605	24.1%
CONTRACTS & SERVICE AGREEMENTS	20,367	21,100	19,515	(1,585)	-7.5%	(852)	-4.2%
MAINT. & REPAIR-TIME/MATERIAL	81,455	121,000	113,340	(7,660)	-6.3%	31,885	39.1%
RENTAL/LEASE	72,642	79,250	107,670	28,420	35.9%	35,028	48.2%
LICENCES, PERMITS, FEES	26,004	26,900	33,612	6,712	25.0%	7,608	29.3%
OTHER PURCHASED SERVICES	(42,965)	(42,965)	(42,828)	137	-0.3%	137	-0.3%
<b>Total Expenditures</b>	<b>1,570,250</b>	<b>1,543,811</b>	<b>1,615,961</b>	<b>72,150</b>	<b>4.7%</b>	<b>45,711</b>	<b>2.9%</b>
<b>Net Expenditure (Revenue)</b>	<b>1,570,250</b>	<b>1,543,811</b>	<b>1,615,961</b>	<b>72,150</b>	<b>4.7%</b>	<b>45,711</b>	<b>2.9%</b>

## Asset Management

(A Division of Operations & Asset Management Department)

### Mission

To manage corporate capital assets by developing and implementing strategies and operating standards to attain objectives in property, facilities, and capital construction projects.

### Services & Customers

Service(s)	Customer(s)
Asset management of public works, bridges, data and lifecycle management, etc.	Civic Centre employees Construction and Utilities Division
Facility maintenance of satellite Community Centres, Fire Stations and Libraries	Fire Services Markham Public Libraries
Management of Markham Civic Centre facility	Operations Division Recreation & Culture Services

### 2003 Accomplishments

Implemented the organizational structure creating the new workgroup of Asset Management under Operations & Asset Management Department
Redeployed existing staff from the Roads workgroup and initiated job descriptions for position vacancies
Conducted strategic planning review, including review of issues and opportunities for business improvement
Facilitated space planning projects in the Civic Centre, including Fire Department's move to Esna Park
Developed and implemented water and sewer backlog data capture program in co-operation with Waterworks and ITS
Managed a coordinated approach to IT Capital Budget submissions from all workgroups in the Operations and Asset Management department
Completed sign inventory survey, conversion into Hansen and GIS format, and maintenance history (Work Order) tracking in Hansen
Completed facilities portion of Accessibility Plan as mandated by Provincial legislation
Completed facilities review for Development Charges funding for Recreation and Financial Services

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Support Waterworks in meeting legislated requirements	
Address infrastructure data backlog	
Minimize risk to the job costing data by migrating it from SFG to Hansen	
Finite budget and human resource complement	
Establish a client-supplier relationship with ITS, including SLAs	
Clarifying handoffs and responsibilities with other departments	
Lack of support for Facility Management System	

# Business Plans

<b>Asset Management</b> (A Division of Operations & Asset Management Department)		Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>								
<b>CORE</b>								
Lifecycle analysis of existing facilities				<b>X</b>				
Implement Lifecycle Management Program for public works assets, including fleet		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>			
Streamline and standardize business processes, include providing support to Waterworks business flow protocol and clarifying handoffs with departments								<b>X</b>
Develop a space planning program / plan for the corporation that is responsive and forward-looking				<b>X</b>				
Establish and enhance relationship with clients and suppliers								<b>X</b>
<b>ENHANCED or NEW</b>								
Implement additional energy conservation management in the Markham Civic Centre, possibly other Town facilities	Additional Funding Required	<b>X</b>	<b>X</b>	<b>X</b>				
Hansen upgrade to provide for a GIS module to support Markham's reputation as Canada's High-tech Capital	Additional Funding Required	<b>X</b>		<b>X</b>			<b>X</b>	
Implement asset management systems and tools to enhance lifecycle analyses	Additional Funding Required	<b>X</b>		<b>X</b>				<b>X</b>
Civic Centre Green Roof Project	Additional Funding Required	<b>X</b>	<b>X</b>		<b>X</b>			

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Asset Management

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	622,822	639,481	667,911	28,430	4.4%	45,089	7.2%
OPERATING MATERIALS & SUPPLIES	82,447	55,720	54,098	(1,622)	-2.9%	(28,349)	-34.4%
CONSTRUCTION MATERIALS	2,626	2,400	2,330	(70)	-2.9%	(296)	-11.3%
UTILITIES	276,945	324,450	311,897	(12,553)	-3.9%	34,952	12.6%
COMMUNICATIONS	10,070	12,012	2,878	(9,134)	-76.0%	(7,192)	-71.4%
CONTRACTS & SERVICE AGREEMENTS	534,430	548,517	532,540	(15,977)	-2.9%	(1,890)	-0.4%
MAINT. & REPAIR-TIME/MATERIAL	323,716	92,198	138,911	46,713	50.7%	(184,805)	-57.1%
LICENCES, PERMITS, FEES	1,273	440	427	(13)	-3.0%	(846)	-66.5%
OTHER PURCHASED SERVICES	-	-	6,089	6,089		6,089	
OTHER EXPENDITURES	13,619	-	-	-		(13,619)	-100.0%
<b>Total Expenditures</b>	<b>1,867,948</b>	<b>1,675,218</b>	<b>1,717,081</b>	<b>41,863</b>	<b>2.5%</b>	<b>(150,867)</b>	<b>-8.1%</b>
RENTALS	60,122	70,500	76,250	5,750	8.2%	16,128	26.8%
TRANSFER FROM SURPLUS	177,192	-	-	-		(177,192)	-100.0%
INTER-DEPARTMENTAL RECOVERIES	6,004	7,400	7,400	-		1,396	23.3%
<b>Total Revenues</b>	<b>243,318</b>	<b>77,900</b>	<b>83,650</b>	<b>5,750</b>	<b>7.4%</b>	<b>(159,668)</b>	<b>-65.6%</b>
<b>Net Expenditure (Revenue)</b>	<b>1,624,630</b>	<b>1,597,318</b>	<b>1,633,431</b>	<b>36,113</b>	<b>2.3%</b>	<b>8,801</b>	<b>0.5%</b>

## Business Unit Profile

# Capital Works (Municipal ROW & Facilities) and Contracts & Utilities

(A Division of Operations & Asset Management Department)

## Mission

We provide technical assistance and advice to internal departments to achieve the most cost effective engineering solutions for new and replacement municipal infrastructure.

## Services & Customers

Service(s)	Customer(s)
Bridges Assessment	Residents and Region of York
Capital Project Management	Departments, namely Fire & Emergency Services, Legal Services, Markham Public Libraries, Operations and Asset Management, Recreation and Culture Services, Waterworks
Contract Administration	
Streetlighting	
Survey	Surveyors
Utility Approvals	Utilities

## 2003 Accomplishments

Implemented the organizational structure creating the new workgroup of Construction & Utilities under Operations & Asset Management Department
Completed Phase 1 of the Angus Glen Community Centre & Library, arenas opened on October 14, 2003
Initiated construction of the Riviera fire station and Seniors Centre at Thornhill Community Centre with completion anticipated in 2004 for both projects
Retained architects for Markham Community Library and Centennial Community Centre
Built consensus with stakeholders to move forward with transition of the municipal access agreement from Engineering to Construction & Utilities
Restructured the capital works right-of-way section to better position our municipality for the future
Gathered Commission-wide contracts for professional services with the intent to review and standardize these documents
Completed bridge replacements at Dickson's Hill and pedestrian bridge on Victoria
Built consensus with stakeholder departments for transition of project management for Town facilities programs

## Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Growth in infrastructure as the community grows	Municipal access agreement
Deregulation of utilities - Hydro	
Appropriate funding to meet construction requirements	
With the re-organization of this section, important to clarify handoffs and responsibilities among workgroups	

# Business Plans

<b>Capital Works (Municipal ROW &amp; Facilities) and Contracts &amp; Utilities</b> <small>(A Division of Operations &amp; Asset Management Department)</small>		Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>								
<b>CORE</b>								
Provide survey support to accomplish the client's objectives for right-of-way infrastructure and development of new facilities				<b>X</b>	<b>X</b>			
Provide the necessary project management services to ensure projects are carried out and completed on time and on budget			<b>X</b>					<b>X</b>
Establish a 5-year bridge rehabilitation program				<b>X</b>				
Ensure streetlighting maintenance				<b>X</b>				
Administer and coordinate public utility installation				<b>X</b>				<b>X</b>
Maintain Town's horizontal and vertical control systems and survey records				<b>X</b>				<b>X</b>
<b>ENHANCED or NEW</b>								
	Additional Funding Required							

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Constructions and Utilities

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	653,348	735,098	703,188	(31,910)	-4.3%	49,840	7.6%
PRINTING & OFFICE SUPPLIES	537	5,500	5,340	(160)	-2.9%	4,803	894.4%
OPERATING MATERIALS & SUPPLIES	2,003	2,116	2,054	(62)	-2.9%	51	2.5%
COMMUNICATIONS	1,684	1,904	-	(1,904)	-100.0%	(1,684)	-100.0%
CONTRACTS & SERVICE AGREEMENTS	2,496	2,100	2,039	(61)	-2.9%	(457)	-18.3%
MAINT. & REPAIR-TIME/MATERIAL	362,227	372,100	400,097	27,997	7.5%	37,870	10.5%
PROFESSIONAL SERVICES	120,081	9,200	8,932	(268)	-2.9%	(111,149)	-92.6%
LICENCES, PERMITS, FEES	167	720	-	(720)	-100.0%	(167)	-100.0%
CONTRACTED MUNICIPAL SERVICES	917,501	890,000	1,017,476	127,476	14.3%	99,975	10.9%
<b>Total Expenditures</b>	<b>2,060,044</b>	<b>2,018,738</b>	<b>2,139,126</b>	<b>120,388</b>	<b>6.0%</b>	<b>79,082</b>	<b>3.8%</b>
USER FEES & SERVICE CHARGES	101,449	342,000	80,000	(262,000)	-76.6%	(21,449)	-21.1%
SALES	7,593	2,000	2,000	-		(5,593)	-73.7%
<b>Total Revenues</b>	<b>109,042</b>	<b>344,000</b>	<b>82,000</b>	<b>(262,000)</b>	<b>-76.2%</b>	<b>(27,042)</b>	<b>-24.8%</b>
<b>Net Expenditure (Revenue)</b>	<b>1,951,002</b>	<b>1,674,738</b>	<b>2,057,126</b>	<b>382,388</b>	<b>22.8%</b>	<b>106,124</b>	<b>5.4%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Capital Works, Facilities

<b><u>Sub Object Description</u></b>	<b><u>2003 Actual</u></b>	<b><u>2003 Budget</u></b>	<b><u>2004 Budget</u></b>	<b><u>2004 Bud. vs. 2003 Bud.</u></b>		<b><u>2004 Bud. vs. 2003 Act.</u></b>	
				<b><u>Incr(Decr.)</u></b>	<b><u>%Change</u></b>	<b><u>Incr.(Decr.)</u></b>	<b><u>% Change</u></b>
SALARIES AND BENEFITS	42,244	26,121	16,133	(9,988)	-38.2%	(26,111)	-61.8%
COMMUNICATIONS	42	-	-	-		(42)	-100.0%
PROFESSIONAL SERVICES	95,155	9,200	8,932	(268)	-2.9%	(86,223)	-90.6%
<b>Total Expenditures</b>	<b>137,441</b>	<b>35,321</b>	<b>25,065</b>	<b>(10,256)</b>	<b>-29.0%</b>	<b>(112,376)</b>	<b>-81.8%</b>
<b>Net Expenditure (Revenue)</b>	<b>137,441</b>	<b>35,321</b>	<b>25,065</b>	<b>(10,256)</b>	<b>-29.0%</b>	<b>(112,376)</b>	<b>-81.8%</b>



**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Utilities & Contracts

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	226,192	278,215	289,609	11,394	4.1%	63,417	28.0%
OPERATING MATERIALS & SUPPLIES	2,003	2,116	2,054	(62)	-2.9%	51	2.5%
MAINT. & REPAIR-TIME/MATERIAL	360,901	370,000	398,058	28,058	7.6%	37,157	10.3%
CONTRACTED MUNICIPAL SERVICES	917,501	890,000	1,017,476	127,476	14.3%	99,975	10.9%
<b>Total Expenditures</b>	<b>1,506,597</b>	<b>1,540,331</b>	<b>1,707,197</b>	<b>166,866</b>	<b>10.8%</b>	<b>200,600</b>	<b>13.3%</b>
USER FEES & SERVICE CHARGES	101,449	80,000	80,000	-		(21,449)	-21.1%
SALES	7,593	2,000	2,000	-		(5,593)	-73.7%
<b>Total Revenues</b>	<b>109,042</b>	<b>82,000</b>	<b>82,000</b>	<b>-</b>		<b>(27,042)</b>	<b>-24.8%</b>
<b>Net Expenditure (Revenue)</b>	<b>1,397,555</b>	<b>1,458,331</b>	<b>1,625,197</b>	<b>166,866</b>	<b>11.4%</b>	<b>227,642</b>	<b>16.3%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Capital Works, Right of Way

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	201,609	260,823	269,690	8,867	3.4%	68,081	33.8%
PRINTING & OFFICE SUPPLIES	512	5,500	5,340	(160)	-2.9%	4,828	943.0%
COMMUNICATIONS	1,642	1,904	-	(1,904)	-100.0%	(1,642)	-100.0%
CONTRACTS & SERVICE AGREEMENTS	2,496	2,100	2,039	(61)	-2.9%	(457)	-18.3%
MAINT. & REPAIR-TIME/MATERIAL	1,326	2,100	2,039	(61)	-2.9%	713	53.8%
LICENCES, PERMITS, FEES	167	720	-	(720)	-100.0%	(167)	-100.0%
<b>Total Expenditures</b>	<b>207,752</b>	<b>273,147</b>	<b>279,108</b>	<b>5,961</b>	<b>2.2%</b>	<b>71,356</b>	<b>34.3%</b>
USER FEES & SERVICE CHARGES	-	262,000	-	(262,000)	-100.0%	-	
<b>Total Revenues</b>	<b>-</b>	<b>262,000</b>	<b>-</b>	<b>(262,000)</b>	<b>-100.0%</b>	<b>-</b>	
<b>Net Expenditure (Revenue)</b>	<b>207,752</b>	<b>11,147</b>	<b>279,108</b>	<b>267,961</b>	<b>2403.9%</b>	<b>71,356</b>	<b>34.3%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Waste Services

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	386,000	390,862	436,704	45,842	11.7%	50,704	13.1%
PRINTING & OFFICE SUPPLIES	21,238	18,000	17,476	(524)	-2.9%	(3,762)	-17.7%
PURCHASES FOR RESALE	67,675	40,000	38,835	(1,165)	-2.9%	(28,840)	-42.6%
OPERATING MATERIALS & SUPPLIES	5,509	2,700	2,622	(78)	-2.9%	(2,887)	-52.4%
UTILITIES	1,833	2,126	1,863	(263)	-12.4%	30	1.6%
COMMUNICATIONS	5,236	3,070	485	(2,585)	-84.2%	(4,751)	-90.7%
TRAVEL EXPENSES	39	-	-	-		(39)	-100.0%
MAINT. & REPAIR-TIME/MATERIAL	1,326	3,745	3,635	(110)	-2.9%	2,309	174.1%
RENTAL/LEASE	98	1,010	981	(29)	-2.9%	883	901.0%
PROFESSIONAL SERVICES	33,457	27,000	26,214	(786)	-2.9%	(7,243)	-21.6%
LICENCES, PERMITS, FEES	3,798	-	-	-		(3,798)	-100.0%
PROMOTION & ADVERTISING	106,284	92,330	89,641	(2,689)	-2.9%	(16,643)	-15.7%
CONTRACTED MUNICIPAL SERVICES	5,728,931	5,493,793	5,783,108	289,315	5.3%	54,177	0.9%
OTHER PURCHASED SERVICES	-	-	26	26		26	
<b>Total Expenditures</b>	<b>6,361,424</b>	<b>6,074,636</b>	<b>6,401,590</b>	<b>326,954</b>	<b>5.4%</b>	<b>40,166</b>	<b>0.6%</b>
GRANTS AND SUBSIDIES	85,801	91,609	91,609	-		5,808	6.8%
USER FEES & SERVICE CHARGES	31,671	13,000	25,000	12,000	92.3%	(6,671)	-21.1%
SALES	66,118	43,500	43,500	-		(22,618)	-34.2%
OTHER INCOME	3,536	5,000	5,000	-		1,464	41.4%
<b>Total Revenues</b>	<b>187,126</b>	<b>153,109</b>	<b>165,109</b>	<b>12,000</b>	<b>7.8%</b>	<b>(22,017)</b>	<b>-11.8%</b>
<b>Net Expenditure (Revenue)</b>	<b>6,174,298</b>	<b>5,921,527</b>	<b>6,236,481</b>	<b>314,954</b>	<b>5.3%</b>	<b>62,183</b>	<b>1.0%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Construction and Utilities - Department Support

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	183,303	169,939	127,756	(42,183)	-24.8%	(55,547)	-30.3%
PRINTING & OFFICE SUPPLIES	25	-	-	-		(25)	-100.0%
PROFESSIONAL SERVICES	24,926	-	-	-		(24,926)	-100.0%
<b>Total Expenditures</b>	<b>208,254</b>	<b>169,939</b>	<b>127,756</b>	<b>(42,183)</b>	<b>-24.8%</b>	<b>(80,498)</b>	<b>-38.7%</b>
<b>Net Expenditure (Revenue)</b>	<b>208,254</b>	<b>169,939</b>	<b>127,756</b>	<b>(42,183)</b>	<b>-24.8%</b>	<b>(80,498)</b>	<b>-38.7%</b>

## Strategic Services

### Mission

Working with customers from Community & Fire Services, across the Corporation, and the community to deliver innovative services and products that strategically position the Town for the future.

### Services & Customers

Service(s)	Customer(s)
Business Planning	Business Community
Environmental Leadership	Community & Fire Services Departments
Innovative Practices and Advice	Council & CAO
Marketing, includes Revenue Capture	Other Commissions
Partnership Development	Residents and External Stakeholders
Special Events	Service Level Agreement Signatories

### 2003 Accomplishments

Implemented the structure creating the new department of Strategic Services
Investigated current partnership practices and developed a policy in support of the corporation's Revenue Accelerator strategy. Created a concrete partnership opportunity positioned for Council's approval
Reviewed existing special event processes and worked with internal customers to identify and establish future processes. Created a position to coordinate special events resulting in the registration of 233 events
Finalized two service level agreements specific to advertising and partnerships with the cultural venues
Coordinated a strategic planning process for the Community & Fire Services Commission that is aligned to corporate direction and used to drive departmental business plans
Met this year's Clean Air commitments (2 hybrid vehicles, Civic Centre green roof study, Smog Alert policy, Clean Air Community forum and instituted bio-diesel fuel for ride-on grass cutting)
Coordinated the presence of the Community & Fire Services Commission booths at Teamwork Day
Supported the CSI Commission re-organization project by facilitating communication opportunities and CSI financial commitments
Initiated the update of the Parks, Recreation, Culture and Library Master Plan that will support the development charges by-law update and creation of an OPA for Markham Centre
Participated and supported the EOC during the blackout
Developed an enhanced approach to West Nile Virus control that included the use of a flusher truck

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Upfront investment of policy development time prior to meaningful results	Integrated approach to advertising
Requirement of a just-in-time approach to resource allocation	Product development and business intelligence to maximize satisfaction and sales
Vision for this department, including potential revenues, could be substantially scaled back due to lack of resource investments	Partnership and planned donations

# Business Plans

<b>Strategic Services</b>			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Update Parks, Recreation, Culture and Library Facility Master Plan 2003 - 2004			<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		
Develop environmental programs, policies and processes			<b>X</b>	<b>X</b>	<b>X</b>		<b>X</b>		
Establish a business planning cycle for the Commission that is congruent with Corporate approach and objectives			<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>			<b>X</b>
Develop policies and implement programs that will enhance revenue generation in the Commission and across the organization				<b>X</b>		<b>X</b>	<b>X</b>		
Co-ordinate Commission advertising and product development research			<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>		<b>X</b>
Be a central contact point for event management and support internal/ external customers in coordinating and promoting Town events				<b>X</b>			<b>X</b>	<b>X</b>	<b>X</b>
<b>ENHANCED or NEW</b>									
Support corporation's Communities in Bloom initiative	Additional Funding Required	<b>X</b>	<b>X</b>				<b>X</b>		
Development of an Environmental Management Plan	Additional Funding Required	<b>X</b>	<b>X</b>		<b>X</b>				
Civic Centre Green Roof Project	Additional Funding Required	<b>X</b>	<b>X</b>		<b>X</b>				

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Strategic Services

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	712,646	781,974	832,796	50,822	6.5%	120,150	16.9%
PRINTING & OFFICE SUPPLIES	8,526	3,100	3,010	(90)	-2.9%	(5,516)	-64.7%
COMMUNICATIONS	2,698	2,400	2,330	(70)	-2.9%	(368)	-13.6%
TRAVEL EXPENSES	2,979	1,900	1,845	(55)	-2.9%	(1,134)	-38.1%
TRAINING	2,691	1,591	1,545	(46)	-2.9%	(1,146)	-42.6%
PROMOTION & ADVERTISING	194,328	178,523	214,488	35,965	20.1%	20,160	10.4%
OTHER PURCHASED SERVICES	38,826	59,006	57,288	(1,718)	-2.9%	18,462	47.6%
<b>Total Expenditures</b>	<b>962,694</b>	<b>1,028,494</b>	<b>1,113,302</b>	<b>84,808</b>	<b>8.2%</b>	<b>150,608</b>	<b>15.6%</b>
USER FEES & SERVICE CHARGES	103,930	134,066	152,166	18,100	13.5%	48,236	46.4%
<b>Total Revenues</b>	<b>103,930</b>	<b>134,066</b>	<b>152,166</b>	<b>18,100</b>	<b>13.5%</b>	<b>48,236</b>	<b>46.4%</b>
<b>Net Expenditure (Revenue)</b>	<b>858,764</b>	<b>894,428</b>	<b>961,136</b>	<b>66,708</b>	<b>7.5%</b>	<b>102,372</b>	<b>11.9%</b>

## Markham Public Libraries

### Mission

The Libraries inform, inspire, empower and link all members of the Markham community by, contributing to an informed and literate community pursuing lifelong learning and quality leisure time. Providing resources that support innovation in a changing world. Providing access to records of Markham's past. Supporting the development of strong sustainable communities. Upholding those Library Values that are fundamental to a democratic society - free universal and equitable access to information; intellectual freedom; open exchange of ideas.

### Services & Customers

Service(s)	Customer(s)
Access to resources for lifelong learning Circulation of materials for home and workplace use Free public access to Internet and digital information Information services, instruction and training Programs for all ages in support of literacy and learning Public space for meeting, gathering and study	All members of the Markham community

### 2003 Accomplishments

- Developed and launched new Strategic Plan "Redefining a World of Information and Inspiration @ Your Library"
- Developed new Library Board structure and governance system, and drafted new Board policies
- Responded to Staff Satisfaction Survey results with improvements addressing internal communications and workload issues
- Developed collection, interior design, signage and technology requirements for Angus Glen Library
- Implemented new organizational structure
- Supported Character Community through collection and website
- Enhanced Library website, including the addition of the KidsTown@MPL page for children
- Implemented the "information navigator" role for information services staff
- Promoted access to municipal election information and electronic voting in all branches
- Completed plans for the expansion of the Markham Village Library

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Provide appropriate library facilities and services for existing communities and new growth areas	Development charges
Respond to increased demand for services by introducing new technologies & more efficient service models	Mill rate
Improve service to currently under-served groups, e.g. teens, seniors, disabled	Partnerships



# Business Plans

<b>Markham Public Libraries</b>			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Provide library and information services and programming in response to customer needs in a growing community							<b>X</b>		
Position the Libraries strategically to contribute essential services for a vibrant, healthy, sustainable and diverse Town of Markham							<b>X</b>		
Develop a more effective organization with the structure and human resources to effectively deliver library services in a dynamic community							<b>X</b>		
Identify and maximize revenue sources, and review resource utilization and work processes									<b>X</b>
Apply continuous evaluation, improvement, accountability and measurement to services and customer needs									<b>X</b>
<b>ENHANCED or NEW</b>									
Respond to the needs of a changing and growing Markham by developing new programs and facilities, e.g. the new Angus Glen Library & expanded	Additional Funding Required	<b>X</b>					<b>X</b>		
Develop partnerships with Town's cultural venues and develop multi-year plan to expand digital collection	Additional Funding Required						<b>X</b>		
Operationalize libraries in response to community growth - Angus Glen Community Centre & Library	Additional Funding Required	<b>X</b>				<b>X</b>			
Develop a plan with Recreation & Culture Services and Markham Stouffville Hospital to select a Community Centre & Library site in Cornell	Additional Funding Required			<b>X</b>		<b>X</b>			

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Library Services

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	4,315,199	4,480,490	5,128,871	648,381	14.5%	813,672	18.9%
PRINTING & OFFICE SUPPLIES	48,440	42,924	52,742	9,818	22.9%	4,302	8.9%
OPERATING MATERIALS & SUPPLIES	1,481,386	1,486,368	1,659,559	173,191	11.7%	178,173	12.0%
UTILITIES	61,795	63,487	66,992	3,505	5.5%	5,197	8.4%
COMMUNICATIONS	101,849	108,811	167,458	58,647	53.9%	65,609	64.4%
TRAVEL EXPENSES	11,000	10,815	13,898	3,083	28.5%	2,898	26.3%
TRAINING	10,468	10,074	11,917	1,843	18.3%	1,449	13.8%
CONTRACTS & SERVICE AGREEMENTS	28,014	26,962	31,454	4,492	16.7%	3,440	12.3%
MAINT. & REPAIR-TIME/MATERIAL	126,918	134,456	137,595	3,139	2.3%	10,677	8.4%
RENTAL/LEASE	329,345	307,106	293,305	(13,801)	-4.5%	(36,040)	-10.9%
INSURANCE	11,963	11,963	11,963	-		-	
PROFESSIONAL SERVICES	126,241	124,556	145,819	21,263	17.1%	19,578	15.5%
LICENCES, PERMITS, FEES	2,112	1,750	1,699	(51)	-2.9%	(413)	-19.6%
PROMOTION & ADVERTISING	19,389	19,980	24,253	4,273	21.4%	4,864	25.1%
OTHER PURCHASED SERVICES	-	-	113,609	113,609		113,609	
OFFICE FURNISHINGS & EQUIPMENT	6,872	8,250	8,010	(240)	-2.9%	1,138	16.6%
<b>Total Expenditures</b>	<b>6,680,991</b>	<b>6,837,992</b>	<b>7,869,144</b>	<b>1,031,152</b>	<b>15.1%</b>	<b>1,188,153</b>	<b>17.8%</b>
GRANTS AND SUBSIDIES	232,304	228,778	228,778	-		(3,526)	-1.5%
USER FEES & SERVICE CHARGES	383,914	380,229	423,829	43,600	11.5%	39,915	10.4%
RENTALS	20,965	23,800	25,800	2,000	8.4%	4,835	23.1%
SALES	52,549	38,300	39,300	1,000	2.6%	(13,249)	-25.2%
INTER-DEPARTMENTAL RECOVERIES	(296,400)	(296,400)	(296,400)	-		-	
<b>Total Revenues</b>	<b>393,332</b>	<b>374,707</b>	<b>421,307</b>	<b>46,600</b>	<b>12.4%</b>	<b>27,975</b>	<b>7.1%</b>
<b>Net Expenditure (Revenue)</b>	<b>6,287,659</b>	<b>6,463,285</b>	<b>7,447,837</b>	<b>984,552</b>	<b>15.2%</b>	<b>1,160,178</b>	<b>18.5%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Community And Fire Services - Commission Support

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	236,500	68,069	66,941	(1,128)	-1.7%	(169,559)	-71.7%
PRINTING & OFFICE SUPPLIES	726	-	-	-		(726)	-100.0%
OPERATING MATERIALS & SUPPLIES	149	800	777	(23)	-2.9%	628	421.5%
VEHICLE SUPPLIES	-	1,800	1,748	(52)	-2.9%	1,748	
COMMUNICATIONS	915	1,000	971	(29)	-2.9%	56	6.1%
TRAVEL EXPENSES	7,863	3,200	3,106	(94)	-2.9%	(4,757)	-60.5%
TRAINING	-	500	485	(15)	-3.0%	485	
PROFESSIONAL SERVICES	33,495	-	-	-		(33,495)	-100.0%
LICENCES, PERMITS, FEES	900	600	583	(17)	-2.8%	(317)	-35.2%
PROMOTION & ADVERTISING	28,957	-	-	-		(28,957)	-100.0%
<b>Total Expenditures</b>	<b>309,505</b>	<b>75,969</b>	<b>74,611</b>	<b>(1,358)</b>	<b>-1.8%</b>	<b>(234,894)</b>	<b>-75.9%</b>
<b>Net Expenditure (Revenue)</b>	<b>309,505</b>	<b>75,969</b>	<b>74,611</b>	<b>(1,358)</b>	<b>-1.8%</b>	<b>(234,894)</b>	<b>-75.9%</b>

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Corporation Excluding Water Consolidated

<u>Sub Object Description</u>	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	62,575,920	63,158,703	70,256,194	7,097,491	11.2%	7,680,274	12.3%
PRINTING & OFFICE SUPPLIES	674,082	629,882	652,463	22,581	3.6%	(21,619)	-3.2%
PURCHASES FOR RESALE	249,703	203,599	182,296	70,052,595	34407.1%	(67,407)	-27.0%
OPERATING MATERIALS & SUPPLIES	2,985,586	2,921,131	3,135,656	214,525	7.3%	150,070	5.0%
VEHICLE SUPPLIES	902,872	950,898	936,909	(13,989)	-1.5%	34,037	3.8%
SMALL EQUIPMENT SUPPLIES	13,793	14,000	14,591	591	4.2%	798	5.8%
BOTANICAL SUPPLIES	202,247	233,104	233,111	7	0.0%	30,864	15.3%
CONSTRUCTION MATERIALS	1,294,496	878,454	810,325	(68,129)	-7.8%	(484,171)	-37.4%
UTILITIES	2,317,938	2,685,543	2,824,513	138,970	5.2%	506,575	21.9%
COMMUNICATIONS	1,089,458	1,170,501	1,203,005	32,504	2.8%	113,547	10.4%
TRAVEL EXPENSES	301,155	322,897	324,155	1,258	0.4%	23,000	7.6%
TRAINING	565,955	640,417	639,847	(570)	-0.1%	73,892	13.1%
CONTRACTS & SERVICE AGREEMENTS	5,920,228	4,993,325	4,558,328	(434,997)	-8.7%	(1,361,900)	-23.0%
MAINT. & REPAIR-TIME/MATERIAL	3,034,878	2,302,404	2,417,494	115,090	5.0%	(617,384)	-20.3%
RENTAL/LEASE	1,134,498	1,105,765	879,714	(226,051)	-20.4%	(254,784)	-22.5%
INSURANCE	1,015,154	955,048	1,026,696	71,648	7.5%	11,542	1.1%
PROFESSIONAL SERVICES	2,481,268	1,957,616	1,949,182	(8,434)	-0.4%	(532,086)	-21.4%
LICENCES, PERMITS, FEES	595,365	511,432	554,591	43,159	8.4%	(40,774)	-6.8%
CREDIT CARD SERVICE CHARGES	116,228	77,995	143,595	65,600	84.1%	27,367	23.5%
PROMOTION & ADVERTISING	1,540,312	1,322,915	1,323,732	817	0.1%	(216,580)	-14.1%
CONTRACTED MUNICIPAL SERVICES	6,650,242	6,387,543	6,804,225	416,682	6.5%	153,983	2.3%
OTHER PURCHASED SERVICES	93,986	105,302	320,279	214,977	204.2%	226,293	240.8%
OFFICE FURNISHINGS & EQUIPMENT	13,542	21,150	20,410	(740)	-3.5%	6,868	50.7%
REAL PROPERTY PURCHASES	10,004	-	-	-	-	-	-
WRITE-OFFS	517,461	1,021,600	1,021,600	-	-	504,139	97.4%
OTHER EXPENDITURES	1,438,204	1,938,284	1,976,609	38,325	2.0%	538,405	37.4%
TRANSFERS TO RESERVES	27,332,778	22,837,962	22,373,529	(464,433)	-2.0%	(4,959,249)	-18.1%
TRANSFERS FROM RESERVES	874	-	-	-	-	(874)	-100.0%
<b>Total Expenditures</b>	<b>125,068,227</b>	<b>119,347,470</b>	<b>126,613,049</b>	<b>7,265,579</b>	<b>6.1%</b>	<b>1,544,821</b>	<b>1.2%</b>
TAX LEVIES	72,762,462	71,663,751	77,678,036	6,014,285	8.4%	4,915,574	6.8%
TAXES - OTHER CHARGES	4,577	-	-	-	-	(4,577)	-100.0%
GRANTS-IN-LIEU OF TAXES	1,501,808	1,717,812	1,501,812	(216,000)	-12.6%	4	0.0%
GRANTS AND SUBSIDIES	539,418	441,677	524,677	83,000	18.8%	(14,741)	-2.7%
LICENCES & PERMITS	10,798,915	9,469,000	9,508,000	39,000	0.4%	(1,290,915)	-12.0%
INTEREST & PENALTIES	3,229,475	3,375,000	3,375,000	-	-	145,525	4.5%
INCOME FROM INVESTMENTS	11,535,072	9,654,912	10,614,912	960,000	9.9%	(920,160)	-8.0%
FINES	1,166,781	1,072,500	1,142,500	70,000	6.5%	(24,281)	-2.1%
USER FEES & SERVICE CHARGES	11,236,849	10,975,846	11,135,460	159,614	1.5%	(101,389)	-0.9%
RENTALS	4,331,031	4,214,516	4,645,695	431,179	10.2%	314,664	7.3%
SALES	484,866	423,468	455,314	31,846	7.5%	(29,552)	-6.1%
RECOVERIES & CONTRIBUTIONS	727,767	733,205	750,439	17,234	2.4%	22,672	3.1%
OTHER INCOME	5,053,021	2,184,650	3,259,576	1,074,926	49.2%	(1,793,445)	-35.5%
TRANSFER FROM SURPLUS	3,590,925	3,413,733	1,900,774	(1,512,959)	-44.3%	(1,690,151)	-47.1%
INTER-DEPARTMENTAL RECOVERIES	6,003	7,400	120,854	113,454	1533.2%	114,851	1913.2%
<b>Total Revenues</b>	<b>126,968,970</b>	<b>119,347,470</b>	<b>126,613,049</b>	<b>7,265,579</b>	<b>6.1%</b>	<b>(355,921)</b>	<b>-0.3%</b>
<b>Net Expenditure (Revenue)</b>	<b>(1,900,743)</b>	<b>-</b>	<b>(0)</b>	<b>(0)</b>		<b>(1,900,743)</b>	<b>-</b>

**Town of Markham  
2004 Capital Budget**

Project Description	Funded By			Other Funding Sources	
	Total	Dev. Charges	Tax Rate		Other
<b>Corporate Services Commission</b>					
<b>Information Technology Services (ITS)</b>					
Computers, Printers, Server Replacements	3,752,916		1,049,574	2,703,342	2.5M carry fwd, 183k Water Res.
<b>Total ITS</b>	<b>3,752,916</b>		<b>1,049,574</b>	<b>2,703,342</b>	
<b>Legislative Services</b>					
Vehicle for New Senior By-law Enforcement Officer	25,300		4,300	21,000	Premium Taxi Plate Revenue
<b>Total Legislative Services</b>	<b>25,300</b>		<b>4,300</b>	<b>21,000</b>	
<b>Financial Services</b>					
2004 Development Charges Background Study	311,200	280,090		31,110	Closed Projects
<b>Total Financial Services</b>	<b>311,200</b>	<b>280,090</b>		<b>31,110</b>	
<b>Total Corporate Services Commission</b>	<b>4,089,416</b>	<b>280,090</b>	<b>1,053,874</b>	<b>2,755,452</b>	
<b>Development Services Commission</b>					
<b>Planning</b>					
Environmental Planning Program	97,100	11,050	11,050	75,000	Closed Projects
Highway 7 Corridor Study Phase II	194,100	174,690	19,410		
Main Street Unionville - Parking	24,300		24,300		
Markham Centre - Advisory	24,300	12,150	12,150		
Markham Centre - Communications Program	131,000	117,900	13,100		
Markham Centre - Enterprise Study Phase II - Parking Strategy	48,500	43,650	4,850		
Markham Centre - TMI Communications Support	24,300	21,870	2,430		
Markham Centre - Bury Existing Hydro Line Study	14,600	9,733	4,867		
Markham Centre - Enhanced Streetscape Study	9,700	8,730	970		
Markham Centre - Enterprise Study Phase II - Financial Strategy & Funding Submission	170,000	153,000	17,000		
Ontario Municipal Board Growth Related Hearings	97,100	33,390	3,710	60,000	Closed Projects
Peer review of Tree Preservation and Grading Policies and Procedures	19,400	9,700	9,700		
Site Intensification Study	72,800	65,520	7,280		
Volumetric Model for Markham Centre	34,000	30,600	3,400		
Zoning Program	72,800		22,800	50,000	Closed Projects
<b>Total Planning</b>	<b>1,034,000</b>	<b>691,983</b>	<b>157,017</b>	<b>185,000</b>	
<b>Design</b>					
ACRA Awards	10,000		10,000		
Angus Glen Park Design	97,100	87,390	9,710		
Brother Andre Park, Greensborough	609,100	548,190	60,910		
Granite Sand Replacement	170,000	153,000	17,000		
Greensborough N.P. on Bur Oak	276,900	249,210	27,690		
Karvon Park, Greensborough	38,900	35,010	3,890		
Markham Centre Major Amenity Feature	100,000			100,000	Developers
Markham Main Street	48,500		48,500		
South Unionville Greenway	131,100	117,990	13,110		
Swan Lake Parks (Phase 5)	660,600	594,540	66,060		
Villages of Fairtree Community Park	961,700	865,530	96,170		
Wismer Community Park	2,807,500	2,526,750	280,750		
<b>Total Design</b>	<b>5,911,400</b>	<b>5,177,610</b>	<b>633,790</b>	<b>100,000</b>	
<b>Engineering</b>					
16th Avenue 600mm Watermain-East of Ninth Line, to service Cornell Development	1,200,000			1,200,000	Developers
Bicycle Implementation Study - Phase II	48,500	24,250	24,250		
Bike Study Route Implementation - Phase I	121,300	60,650	60,650		
Birchmount Road Property Acquisition - 14th Avenue to Enterprise Drive	485,900	485,900			
Box Grove Watermain - Servicing existing Box Grove Community	1,523,500			1,523,500	Developers
Cachet Estates Watermain Construction	5,000,000			5,000,000	Owners, L.I.A.
Clegg Road Extension to Warden Avenue - Detail Design	72,800	72,800			
Completing Extension of Bur Oak North to 16th Avenue					
Cycling/Pedestrian Advisory Committee (CPAC)	43,600	21,800	21,800		
Don Mill Industrial Park Sanitary Capacity Review	38,800	11,640		27,160	Waterworks Reserve
Down Stream Improvements Works Program	679,200	251,304		427,896	Pre DCA Reserve
Elimination of Whistling - Railway Crossing	121,300		121,300		
Emergency Response Manual - Storm Water Management	97,100	35,927		61,173	Pre DCA Reserve
Engineering Studies	30,000			30,000	Developers
Enterprise Drive Property Acquisition - GO Line to Kennedy Road	3,692,900	3,692,900			
Enterprise Drive Underpass at GO Line	5,608,435	4,858,435		750,000	Region of York
Enterprise Drive Construction - East of Warden Avenue to GO Line	3,300,000			3,300,000	Developers
Existing Woodbine Avenue - Woodbine Bypass South end to North end	66,000	66,000			
Helen Avenue and Enterprise Drive Municipal Services	1,749,600	1,749,600			
Helen Avenue Construction - Enterprise Drive to Kennedy Road	1,185,400	1,185,400			
Helen Avenue Reconstruction - Phase III	1,200,000			1,200,000	Developers
Highway 48 Illumination - Steeles Avenue to Highway 407	138,400	121,573		16,827	Pre DCA Reserve

**Town of Markham  
2004 Capital Budget**

Project Description	Total	Funded By			Other Funding Sources
		Dev. Charges	Tax Rate	Other	
Highway 7 Sanitary Sewer	1,900,000			1,900,000	Developers
Highway 7 Stormwater Management Pond	38,800	38,800			
Highway 7 Sidewalk - South Side, Commerce Drive East to Leslie	38,900	38,900			
John Street Sanitary Sewer - Bayview Avenue to Regional Trunk Sewer	300,000			300,000	Developer SPCA
Kennedy Road Sidewalk - East Side Helen Avenue to North of BMW	14,600	14,600			
Kennedy Road Watermain - 16th Avenue to Major McKenzie Drive	318,700	318,700			
Langstaff Area Soil Study	29,100	29,100			
Main Street South, Unionville - Class E.A.	38,800	38,800			
Main Street, Highway 48 - 16th Avenue to Markham Bypass	150,600	150,600			
McCowan Road Illumination - East side, 16th Avenue to Bur Oak Avenue	72,900	72,900			
Ninth Line 300mm Watermain-North 16th Avenue, to service Cornell Development	200,000			200,000	Developers
Ninth Line 400mm Watermain - Church Street to Highway 7, Cornell Development	540,000			540,000	Developers
Relocation of Existing Municipal Services at Hagerman Diamond Rail Crossing Study	58,200		58,200		
Rodick Road Extension - Yorktech Drive to Miller Avenue	1,282,600	474,562		808,038	Pre DCA Reserve
Rodick Road Overpass at Highway 407	3,594,200	3,594,200			
Rodick Road Property Acquisition - Miller Avenue to 14th Avenue	126,300	46,731		79,569	Pre DCA Reserve
Region of York 16th Avenue Dewatering Study - Peer Review	48,600	48,600			
Safe Streets Task Force	97,000		97,000		
Services connections - Various Locations	100,000			100,000	Developers
Sidewalk Requests	97,299	66,650		30,649	Pre DCA Reserve
Sidewalk-South side of 14th Avenue from Boxwood to Legacy	140,000	140,000			
South Unionville Storm Water Management Pond Construction	750,000			750,000	Developers
South Unionville Storm Water Management Pond Property Acquisition	900,000			900,000	Developers
Traffic Calming Requests	291,200	107,744	183,456		
Traffic Calming Requests - New Development Related	75,000			75,000	Developers
Travel Demand Management- TDM	231,600	154,400	77,200		
Unionville Community Coalition, Neighbourhood Traffic Calming-Class E.A.	77,600	38,800	38,800		
Urban Showcase	72,800	48,533	24,267		
Warden Avenue Sanitary Sewer - North of Steeles to Regional Trunk Sewer	250,000			250,000	Developer SPCA
Warden Avenue Sewer Capacity Review South of Highway 7	24,200	24,200			
Woodbine North Sanitary Sewer Capacity Review & Preliminary Design	48,500	48,500			
<b>Total Engineering</b>	<b>38,310,234</b>	<b>18,133,499</b>	<b>706,923</b>	<b>19,469,812</b>	
<b>Building Services</b>					
Bill 124 Building Regulatory Reform Studies	100,000			100,000	Building Permit Fees
Movable File storage systems for Building Department Property files	61,400		36,215	25,185	Building Permit Fees
<b>Total Building Services</b>	<b>161,400</b>		<b>36,215</b>	<b>125,185</b>	
<b>Total Development Services Commission</b>	<b>45,417,034</b>	<b>24,003,092</b>	<b>1,533,945</b>	<b>19,879,997</b>	
<b>Community &amp; Fire Services Commission</b>					
<b>Museum</b>					
Annual Museum Artifacts Restoration	15,000		15,000		
Annual Site & Building Restoration	9,700		9,700		
Museum Carousel	56,800		56,800		
Native Landscape Wetland	30,000		20,000	10,000	Canada Trust Foundation
Ninth Line Church Restoration	66,600		66,600		
Pavilion Electrical & Structural Retrofit	9,600		9,600		
<b>Total Museum</b>	<b>187,700</b>		<b>177,700</b>	<b>10,000</b>	
<b>Theatre</b>					
Aisle Safety Lighting	14,100		14,100		
Door replacement	11,600		11,600		
Sound System	21,000		21,000		
Stage Upgrades	59,200		59,200		
<b>Total Theatre</b>	<b>105,900</b>		<b>105,900</b>		
<b>Fire</b>					
1 Command Van	80,000		80,000		
1 Fire Prevention Car	19,400	19,400			
Fire Pumping Test Pit	15,000		15,000		
Firefighting Tools and Equipment	25,000		25,000		
Fitness Equipment	18,800		18,800		
John Street Fire Station 92 Lands - Feasibility Study	15,000		15,000		
Markham Fire Station 98 (Bur Oak & McCowan)	2,429,100	2,429,100			
Recruit Firefighter Safety Clothing and Bunker Gear	118,800	118,800			
<b>Total Fire</b>	<b>2,721,100</b>	<b>2,567,300</b>	<b>153,800</b>		
<b>Recreation Services</b>					
Air Conditioning at Satellite Community Centre's	7,300		7,300		
Annual Fitness Equipment Replacement	68,200		68,200		
Annual Town-wide Tables and Chairs Replacement Program	41,700		41,700		
Aquatic/Program Equipment Replacement	24,300		24,300		
Armadale - Bouldering section of Climbing Wall	7,500		7,500		
Armadale Community Centre / Rouge River Community Centre - Cleaning Equipment	10,500		10,500		

**Town of Markham  
2004 Capital Budget**

Project Description	Total	Funded By			Other Funding Sources
		Dev. Charges	Tax Rate	Other	
Armadales Doors, Keys, Lock	5,500		5,500		
Automatic External Defibrillator Purchase	19,200		19,200		
Centennial / Milliken Walkie Talkie Replacement	6,200		6,200		
Centennial Community Centre - Building Maintenance Equipment	29,200		29,200		
Centennial Community Centre - Dressing Room #7 Shower	9,900			9,900	Recreation Reserve
Centennial Washroom Partitions	11,200			11,200	Recreation Reserve
Clatworthy & Milliken Arenas - Install Infra Red Heaters & Exhaust Fans	30,600			30,600	Recreation Reserve
Crosby Arena - 2 Dehumidifiers	36,500			36,500	Recreation Reserve
Crosby Shower - Stall, Floors and Arena Walkways	5,400			5,400	Recreation Reserve
Hydro Interval Meters - Various Locations	11,700		11,700		
Markham Seniors Activity Centre - Carpet Replacement	31,300		31,300		
Markham Seniors Activity Centre - Ceiling Tile Replacement	11,300		11,300		
Markham Village Community Centre Door/Frame Replacement	36,500			36,500	Recreation Reserve
Milliken Pool - Install Air Destratification Units	17,400		17,400		
Milliken Mills Community Centre - Install Brine Header and Plate Heat Exchanger	85,000			85,000	Recreation Reserve
Milliken Mills Community Centre - Install Motion Sensor Switches	8,200		8,200		
Milliken Mills Community Centre - Paint Walls	36,000		36,000		
Milliken Mills Community Centre - Replace Drop Ceiling in Banquet Halls	23,600		23,600		
Milliken Mills Community Centre - Replace Exterior Arena Doors	15,000			15,000	Recreation Reserve
Mount Joy Community Centre - Dasher Board Replacement	10,800			10,800	Recreation Reserve
Mount Joy/Markham Village Community Centre Stair treads	8,200			8,200	Recreation Reserve
Remove Old Oil Tanks - Various Sites	83,100		83,100		
Repair Exterior of Dome Structure	11,000		11,000		
Replacement of Heating & Cooling System - Unionville Train Station	24,000		24,000		
Rouge River Community Centre Carpet and Flooring Renovation	17,500		17,500		
Thornhill Flooring - wood flooring	85,000		85,000		
Thornhill Hall folding doors	98,800		98,800		
Thornhill Halls Ceiling Replacement	60,600		60,600		
Thornlea Pool - Repair & Replacements	60,500		39,330	21,170	Cost Sharing
<b>Total Recreation Services</b>	<b>1,048,700</b>		<b>778,430</b>	<b>270,270</b>	
<b>Roads</b>					
Asphalt Resurfacing Annual Program	3,883,400		3,883,400		
Boulevard Repairs - Annual Program	48,500		23,500	25,000	Closed Projects
Cochrane Drive Sidewalk Construction	139,805			139,805	Sec. Roads Reserve
Emergency Repairs	145,600		63,245	82,355	22k Sec.Roads Reserve/61k carry fwd
Localized Repairs - Curb & Sidewalk - Annual Program	485,400		485,400		
Localized Repairs - Parking Lots - Annual Program	97,000		77,000	20,000	2003 Closed Cap.
Markham Concrete Fencing	97,100		97,100		
Route & Seal Annual Program	58,300		58,300		
Salt Management Program	15,300		15,300		
Secondary Road Works	485,400			485,400	Secondary Roads Reserve
Sodding - Annual Program	19,400		9,400	10,000	Closed Projects
Surface Treatment Annual Program	218,400		198,400	20,000	Closed Projects
Watercourse Improvements/Repairs	145,600	53,872		91,728	Pre DCA Reserve Fund
<b>Total Roads</b>	<b>5,839,205</b>	<b>53,872</b>	<b>4,911,045</b>	<b>874,288</b>	
<b>Parks Maintenance</b>					
Bayview Glen Ball Diamond - Tile Drainage	58,300		58,300		
Court Resurfacing/Reconstruction - Annual Program	145,700		14,700	131,000	Clubs 22k/ Closed Capital 109k
Electrical & Cabling - Annual Program	97,000		97,000		
German Mills Tennis Club - Sewer Line - McLaren Park	39,000		19,500	19,500	German Mills Tennis Club
Paving - Pathways/Facilities - Annual Program	72,800		62,800	10,000	Closed Projects
Playstructure and Safety Resurfacing - Annual Program	194,100		116,536	77,564	Closed Projects
Prune/Remove & Replace Norway Maple Trees	97,000		97,000		
Replacement of Boulevard/Park Trees - Annual Program	97,000		97,000		
Sportsfield Maintenance & Reconstruction	106,800		81,800	25,000	Closed Projects
Town Park Furniture/Amenities - Annual Program	116,500		116,500		
Toronto & Region Conservation Authority 50/50 Community Projects	80,000			80,000	TRCA 40k, carry fwd 40k
<b>Total Parks Maintenance</b>	<b>1,104,200</b>		<b>761,136</b>	<b>343,064</b>	
<b>Capital Assets Management</b>					
Accessibility Projects - Annual Program	40,300		40,300		
Civic Centre - Annual Program	657,800		604,800	53,000	Closed Projects
Civic Centre - Public Address System	33,600		33,600		
Corporate Accommodation Planning & Implementation	510,000		410,000	100,000	Closed Projects
Fire Stations Repairs - Preliminary Consulting Fees	50,000		50,000		
Mechanical Contract Audits	29,100		29,100		
Pingle House Furnishings	104,100		104,100		
Pingle House Restoration & Addition	258,200		258,200		
Roofing Maintenance & Structural Adequacy - Annual Program	68,800		66,000	2,800	Closed Projects
Roofing Replacement Projects for Various Facilities	215,500		215,500		
Satellite Facility Repairs - Annual Program	140,700		40,700	100,000	Closed Projects
Street Sign Data Collection	30,000		27,200	2,800	Closed Projects
<b>Total Capital Assets Management</b>	<b>2,138,100</b>		<b>1,879,500</b>	<b>258,600</b>	

**Town of Markham  
2004 Capital Budget**

Project Description	Total	Funded By			Other Funding Sources
		Dev. Charges	Tax Rate	Other	
<b>Library</b>					
Feasibility Study for Canvas Ceiling Replacement - Unionville	11,700		11,700		
Markham Village Library Building Renovation (Ramp up)	1,100,000		1,100,000		
Paint Interior - Thornhill Village	9,700		9,700		
Replace Carpet - Thornhill Village	12,600		12,600		
Replace Furniture & Equipment - All Libraries	29,100		29,100		
Replace Shelving - All Libraries	24,300		24,300		
Upgrade Public Study Space and Seating - Phase I - Milliken Mills	26,800		26,800		
<b>Total Library</b>	<b>1,214,200</b>		<b>1,214,200</b>		
<b>Waterworks</b>					
Cathodic Protection of Iron Water mains - Annual Program	436,900			436,900	Waterworks Reserve
Cement Relining of Iron Water mains - Annual Program	883,500			883,500	Waterworks Reserve
Equipment	106,000			106,000	Waterworks Reserve
Sanitary Sewer Monitoring and Inspection - Annual Program	54,400			54,400	Waterworks Reserve
Sewer System Upgrade - Annual Program	311,700			311,700	Waterworks Reserve
Sewer Works - Infiltration Control - Annual Program	438,800			438,800	Waterworks Reserve
Watermain Construction & Replacement - Annual Program	1,330,800			1,330,800	Waterworks Reserve
Water Meter Replacement / Upgrade - Annual Program	487,900			487,900	Waterworks Reserve
Water System Upgrades - Annual Program	1,130,100			1,130,100	Waterworks Reserve
<b>Total Waterworks</b>	<b>5,180,100</b>			<b>5,180,100</b>	
<b>Art Centre</b>					
Kathleen Gormley McKay Art Centre - House Repairs	340,300		60,900	279,400	175k Fedr'l Grant, 104.4k Fundrng
Unionville 150th / Sesquicentennial Events	87,500			87,500	OCAF Grant
Varley Art Gallery - Building Structural Repairs	15,000		15,000		
Varley Art Gallery - Mechanical System Repairs	18,000		18,000		
Varley Art Gallery - Security System Replacement	46,600		46,600		
<b>Total Art Centre</b>	<b>507,400</b>		<b>140,500</b>	<b>366,900</b>	
<b>Capital Works, ROW</b>					
Annual Bridges and Culverts Rehabilitation Program - Reesor Road Bridge	893,400		893,400		
Bridges and Culverts Inspection - Annual Program	38,900			38,900	Closed Projects
Settler's Park Landfill Site - Pilot Project	63,100		33,100	30,000	Closed Projects
<b>Total Capital Works, ROW</b>	<b>995,400</b>		<b>926,500</b>	<b>68,900</b>	
<b>Contracts &amp; Utilities</b>					
Concrete Streetlight Poles Replacement - Annual Program	48,500		48,500		
Horizontal & Vertical Control Monument Replacement - Annual Program	48,500		48,500		
Illumination Requests and Upgrading - Annual Program	77,600		77,600		
Markham Hydro Streetlight Relocation	192,200		192,200		
<b>Total Contracts &amp; Utilities</b>	<b>366,800</b>		<b>366,800</b>		
<b>Fleet Operations</b>					
Corporate Fleet Refurbishing - Annual Program	29,100		29,100		
Corporate Fleet Replacement Program	1,150,500		1,058,266	92,234	Waterworks Reserve
New Fleet - Parks	150,500	96,126	54,374		
Operations - Non-Fleet Replacement Equipment	121,300		121,300		
Waterworks - 5 Vehicle Fleet	199,000			199,000	Waterworks Reserve
<b>Total Fleet Operations</b>	<b>1,650,400</b>	<b>96,126</b>	<b>1,263,040</b>	<b>291,234</b>	
<b>Recreation &amp; Culture Construction</b>					
Land Purchase - East Community Centre and Library	4,913,600	4,422,240		491,360	General Capital Reserve
Museum Reception Centre - Building Costs	582,500		181,900	400,600	Balltry 250k, carry fwd 150.6k
Project Management - Growth Projects	209,500	202,131		7,369	Closed Projects
<b>Total Recreation &amp; Culture Construction</b>	<b>5,705,600</b>	<b>4,624,371</b>	<b>181,900</b>	<b>899,329</b>	
<b>Strategic Services</b>					
Environmental Management Plan	100,000		100,000		
Kyoto Task Force	75,000		50,000	25,000	Enviroment Sustainable RF
<b>Total Strategic Services</b>	<b>175,000</b>		<b>150,000</b>	<b>25,000</b>	
<b>Waste Management</b>					
3 Stream Implementation - Phase I	449,000			449,000	Waste Reserve
<b>Total Waste Management</b>	<b>449,000</b>			<b>449,000</b>	
<b>Total Community &amp; Fire Services Commission</b>	<b>29,388,805</b>	<b>7,341,669</b>	<b>13,010,451</b>	<b>9,036,685</b>	
<b>Corporate Wide</b>					
<b>Corporate Wide</b>					
Corporate wide Projects - 2004	113,230		113,230		
<b>Total Corporate Wide</b>	<b>113,230</b>		<b>113,230</b>		
<b>Total Corporate Wide</b>	<b>113,230</b>		<b>113,230</b>		



**Town of Markham  
2004 Capital Budget**

Project Description	Total	Funded By			Other Funding Sources
		Dev. Charges	Tax Rate	Other	
<b><u>Strategy, Innovation &amp; Partnership</u></b>					
<b>Economic Development</b>					
Innovation Synergy Centre in Markham (including Enterprise Centre)	250,000		250,000		
International Economic Alliances & Twinning Program	25,000		25,000		
Labour Force DVD	30,000		24,100	5,900	Sponsors
<b>Total Economic Development</b>	<b>305,000</b>		<b>299,100</b>	<b>5,900</b>	
<b>Corporate Strategy &amp; Quality</b>					
Citizen's Satisfaction Survey	80,000		80,000		
National Quality Institute's Organizational Assessment	10,000		10,000		
Staff Satisfaction Survey	20,000		20,000		
Teamwork Day	20,000		20,000		
<b>Total Corporate Strategy &amp; Quality</b>	<b>130,000</b>		<b>130,000</b>		
<b>Corporate Communications</b>					
Annual Town Services and Events Calendar	59,400		59,400		
<b>Total Corporate Communications</b>	<b>59,400</b>		<b>59,400</b>		
<b>Total Strategy, Innovation &amp; Partnership Commission</b>	<b>494,400</b>		<b>130,000</b>		
<b>TOWN WIDE TOTAL</b>	<b>79,502,885</b>	<b>31,624,851</b>	<b>16,200,000</b>	<b>31,678,034</b>	

**TOWN OF MARKHAM**  
**2004 CAPITAL & OTHER PROGRAMS BUDGET**  
**SOURCES OF FUNDING**  
**\$000's**

<b>TAX RATE</b>		<b>\$16,200.0</b>
<b>DEVELOPMENT CHARGES (DCA)</b>		<b>31,624.9</b>
<b>OTHER SOURCES</b>		
Developers	\$12,618.5	
Water Reserve	5,676.2	
Owners, Local Improvement Act	5,000.0	
Closed Capital From Previous Years (carry fwd)	3,584.8	
Pre DCA	1,515.9	
Region of York	750.0	
Secondary Roads Reserve	646.6	
General Capital Reserve	491.4	
Waste Reserve	449.0	
Grants & Subsidies	278.4	
Recreation Reserve	249.1	
Building Permit Fees	125.2	
Fundraising	104.4	
Toronto & Region Conservation Authority	80.0	
Cost Sharing	62.7	
Environmental Sustainability Fund	25.0	
Premiere Taxi Plate Revenue	21.0	
<b>TOTAL OTHER SOURCES</b>	<b>31,678.0</b>	<b>31,678.0</b>
<b>TOTAL 2004 CAPITAL &amp; OTHER PROGRAMS BUDGET</b>		<b>\$79,502.9</b>

CAPITAL PROJECT REQUEST



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**Project Name**                      Computers, Printers, and Server Replacements

**Estimated Total Cost of Project**

\$3,752,916
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**Commission**                      Corporate Services

**Department**                      Information Technology Services

**Project Description**

*Location*

Town Centre Blvd., including all Markham Public Libraries and Satellite Facilities.

*Work to be Performed*

New and replacement Computers, Printers and Servers, along with Software Maintenance, Telecommunication Materials and Technical Infrastructure for new Fire Station 92. Also includes capital projects requiring business cases such as Financial Information Systems, Modeling Software, etc.

*Reason for Work*

To ensure the Town of Markham utilizes current updated technological equipment, thereby enhancing productivity and eliminating future inefficiencies that may arise.

*Impact on Future Operating Budgets*

No Impact

CAPITAL PROJECT REQUEST



**Project Name** Wismer Community Park

**Estimated Total Cost of Project**

\$2,807,500

**Commission** Development Services

**Department** Design

**Project Description**

*Location*

Centre of Wismer bounded by Bur Oak, Mingay Ave., Roy Rainey Ave., and Castlemore Ave.

*Work to be Performed*

Design and construction of a 34-acre Community Park to be completed in the fall 2004. Some of the major items included in the park creation are 3 soccer fields, 4 baseball diamonds, 2 tennis courts, 6 bocce courts and one gazebo. In addition, there are items such as pathways, small bridges and parking lots.

*Reason for Work*

This park would service the newly developed Wismer Community and also the surrounding areas.

*Impact on Future Operating Budgets*

This park is being financed through taxes and development charges previously collected. The average cost per acre to maintain the park is \$2,500 at the current standard per year. The net impact on the operating budget is \$85,000 (\$2,500/acre \* 34 acres).

CAPITAL PROJECT REQUEST



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**Project Name** 16<sup>th</sup> Avenue 600mm Watermain – east of Ninth Line, to service Cornell Development

**Estimated Total Cost of Project**

\$1,200,000
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**Commission** Development Services

**Department** Engineering

**Project Description**

*Location*  
16<sup>th</sup> Avenue – east of Ninth Line, Cornell Development

*Work to be Performed*  
Installation of 1200m of watermains to allow for water servicing in the Cornell sub-divisions.

*Reason for Work*  
To provide water servicing for the proposed additional housing units to be built in the area.

*Impact on Future Operating Budgets*  
No Impact

## CAPITAL PROJECT REQUEST



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**Project Name**                      Box Grove Watermain – servicing existing Box Grove Community

**Estimated Total Cost of Project**

\$1,523,500
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**Commission**                      Development Services

**Department**                      Engineering

### **Project Description**

#### ***Location***

The Box Grove Community is bounded by Highway 407 to the north, the CP Havelock Rail Line and Reesor Road to the east, the CN York Rail Line to the south, and 9<sup>th</sup> Line and the Rouge River to the west

#### ***Work to be Performed***

Installing 2580m of watermain to supply water to the Box Grove Community. The area is approximately 320 hectares in size with 1,365 units of new housing to commence construction in 2005. In addition, the small community of Box Grove Hamlet, which is a part of the new Box Grove Community, must receive a municipal installed watermain network as part of the pre-servicing plan of the first phase of subdivisions.

#### ***Reason for Work***

To provide water service to the Box Grove Community.

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

No Impact

## CAPITAL PROJECT REQUEST



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**Project Name**                      Cachet Estates Watermain Construction

**Estimated Total Cost of Project**

\$5,000,000
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**Commission**                      Development Services

**Department**                      Engineering

### **Project Description**

***Location***

Cachet Estates Community

***Work to be Performed***

Constructing 12,750m of watermain, providing water supply to the Cachet Estates.

***Reason for Work***

The proposed sanitary sewer construction undertaken by the Region, will cause disruptions to the Cachet Estates well water system, due to dewatering that will need to take place in order to install these sewers. The Region's hydro-geological studies have found the dewatering program will affect wells in the Cachet Estates area.

***Impact on Future Operating Budgets***

No Impact

## CAPITAL PROJECT REQUEST



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**Project Name** Enterprise Drive Property Acquisition – GO Line to Kennedy Road

**Estimated Total Cost of Project**

\$3,692,900
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**Commission** Development Services

**Department** Engineering

### **Project Description**

***Location***

Enterprise Drive from the Markham Downtown area to Kennedy Road

***Work to be Performed***

Property acquisition to permit the construction of Enterprise Drive from the GO Line to Kennedy Road.

***Reason for Work***

This extension is required to support the development of the Markham Centre area and is identified in the Markham Centre Secondary Plan. The approved route of the roadway crosses private properties, which must be acquired.

***Impact on Future Operating Budgets***

No Impact



## CAPITAL PROJECT REQUEST



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**Project Name** Enterprise Drive Underpass at GO Line

**Estimated Total Cost of Project**

\$5,608,435
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**Commission** Development Services

**Department** Engineering

### **Project Description**

***Location***

Enterprise Drive and the GO Line

***Work to be Performed***

Construction of a grade separation (underpass) at Enterprise Drive and the GO Line.

***Reason for Work***

The underpass is to be constructed as a part of the Enterprise Drive extension to Kennedy Road, providing safe crossing to the GO rail line. This will best meet the rapid transit service objectives of the new Markham Centre. This underpass is constructed at the most convenient inter-connection between the Region's rapid transit services and GO Rail.

***Impact on Future Operating Budgets***

No Impact

## CAPITAL PROJECT REQUEST



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**Project Name** Enterprise Drive Construction - East of Warden Avenue to the GO Line

**Estimated Total Cost of Project**

\$3,300,000
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**Commission** Development Services

**Department** Engineering

### **Project Description**

***Location***

Enterprise Drive – east of Warden Avenue to the GO Line

***Work to be Performed***

Construction will include 1,100m each of roads, storm sewers, sanitary sewers and watermains, and 2,200m of illumination and sidewalks.

***Reason for Work***

This project will provide an east-west mid-block collector road and municipal services to the Markham Centre Developments on Enterprise Drive.

***Impact on Future Operating and Capital Budgets***

No Impact

## CAPITAL PROJECT REQUEST



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**Project Name** Helen Avenue and Enterprise Drive Municipal Services

**Estimated Total Cost of Project**

\$1,749,600
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**Commission** Development Services

**Department** Engineering

### **Project Description**

#### *Location*

Helen Avenue and Enterprise Drive in the East Precinct area of Markham Downtown

#### *Work to be Performed*

Installation of municipal services as part of the Enterprise Drive and Helen Avenue road construction projects. The work involves installing 577m of Storm Sewers, 577m of Sanitary Sewers, and 1100m of Watermains for water supply.

#### *Reason for Work*

This project along side the road construction that is to take place in the area will accommodate the new development expected in the area. Installing municipal services during road projects construction will create a cost savings and avoid future disruptions to traffic that water service installation would have caused.

#### *Impact on Future Operating Budgets*

No Impact

## CAPITAL PROJECT REQUEST



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**Project Name** Helen Avenue Construction – Enterprise Drive to Kennedy Road

**Estimated Total Cost of Project**

\$1,185,400
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**Commission** Development Services

**Department** Engineering

### **Project Description**

#### ***Location***

Helen Avenue from Enterprise Drive to Kennedy Road

#### ***Work to be Performed***

The extension of Helen Avenue from Kennedy Road to the proposed Enterprise Drive extension, including the widening and reconstruction of the existing intersection at Helen Avenue and Kennedy Road for a distance of approximately 100 meters east of the latter.

#### ***Reason for Work***

This extension is necessary to support the development of the Markham Centre area and to improve access to the existing GO Transit and future York Region Rapid transit stations.

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

No Impact

CAPITAL PROJECT REQUEST



**Project Name** Helen Avenue Reconstruction – Phase III

**Estimated Total Cost of Project**

\$1,200,000

**Commission** Development Services

**Department** Engineering

**Project Description**

*Location*  
Helen Avenue

*Work to be Performed*  
New urbanized road with new roadways, sidewalks and municipal services. Specifically 450m of roads, sidewalks, storm sewers, and sanitary sewers will be constructed.

*Reason for Work*  
The introduction of these storm and sanitary sewers along with the upgrade to roads will support development in the area. Urbanized road will provide for a better and safer transportation system, elimination of ditches and culverts, provide drainage and reduce maintenance costs.

*Impact on Future Operating Budgets*  
No Impact

## CAPITAL PROJECT REQUEST



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**Project Name** Highway 7 Sanitary Sewer

**Estimated Total Cost of Project**

\$1,900,000
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**Commission** Development Services

**Department** Engineering

### **Project Description**

***Location***

On Highway 7 from Village Parkway to the YDSS east of Main Street Unionville.

***Work to be Performed***

Construction of 1500m of sanitary sewer.

***Reason for Work***

The sewer is required to provide service to development lands located north and south of Highway 7, which are currently not serviced by municipal sewers.

***Impact on Future Operating Budgets***

No Impact

CAPITAL PROJECT REQUEST



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**Project Name** Rodick Road Extension – Yorktech Drive to Miller Avenue

**Estimated Total Cost of Project**

\$1,282,600
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**Commission** Development Services

**Department** Engineering

**Project Description**

*Location*  
Rodick Road from Yorktech Drive to Miller Avenue

*Work to be Performed*  
Construction of 500m road extension on Rodick Road from Yorktech Drive to Miller Avenue.

*Reason for Work*  
This extension of Rodick Road from Yorktech Drive southerly to Miller Avenue is a critical component of an overall project to create a new mid-block collector roadway as indicated in the Markham Transportation Planning Study. This road construction will provide connections to the proposed Rodick Road/Highway 407 overpass, and will increase the transportation service level in the area and reduce traffic congestion.

*Impact on Future Operating Budgets*  
No Impact

## CAPITAL PROJECT REQUEST



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**Project Name** Rodick Road Overpass at Highway 407

**Estimated Total Cost of Project**

\$3,594,200
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**Commission** Development Services

**Department** Engineering

### **Project Description**

***Location***

Rodick Road and Highway 7

***Work to be Performed***

The construction of an overpass, at Rodick Road and Highway 7.

***Reason for Work***

This overpass is a critical component of an overall project to create a new mid-block collector roadway (Rodick Road) connecting Highway 7 to Steeles Avenue. The need for this collector roadway was identified in the Markham Transportation Planning Study as a key component of a long-range plan to improve Markham's transportation network.

***Impact on Future Operating Budgets***

No Impact



CAPITAL PROJECT REQUEST



**Project Name** Markham Fire Station 98

**Estimated Total Cost of Project**

\$2,429,100

**Commission** Community and Fire Services

**Department** Fire

**Project Description**

*Location*

North-East corner of Bur-Oak and McCowan Road

*Work to be Performed*

The design and construction of a 9,500 sq. ft. fire station on a 1.5 acre site.

*Reason for Work*

The fire station will service the needs of the rapidly growing Wismer area.

*Impact on Future Operating Budgets*

This project is entirely funded by development charges. The annualized net operating budget impact of this fire station is \$1,500,000 for utilities, exterior maintenance and firefighter personnel costs.

CAPITAL PROJECT REQUEST



**Project Name** Asphalt Resurfacing Annual Program

**Estimated Total Cost of Project**

\$3,883,400

**Commission** Community and Fire Services

**Department** Roads

**Project Description**

*Location*  
Town Wide

*Work to be Performed*  
Asphalt resurfacing of approximately 23 km of two-lane road throughout the Town, along with curbs and sidewalk replacement.

*Reason for Work*  
This is an annual maintenance program designed to take care of the Town’s roads and transportation networks. Asphalt patching over minor defects on roads will prevent further immediate deterioration of the road surfaces where deficiencies exist. Asphalt resurfacing is done to renew the road surface and restore skid resistance to weathered and traffic worn pavements. Curb and sidewalk repairs follow similar reasoning.

*Impact on Future Operating Budgets*  
No Impact

## CAPITAL PROJECT REQUEST



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**Project Name** Markham Village Library Building Renovation

**Estimated Total Cost of Project**

\$1,100,000
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**Commission** Community and Fire Services

**Department** Library

### **Project Description**

***Location***

Markham Village – Mainstreet Markham and Highway 7

***Work to be Performed***

19,560 sq. ft. renovation of Markham Village Library.

***Reason for Work***

The renovation is needed in order to ensure there are adequate resources to meet the demands of the growing area.

***Impact on Future Operating Budgets***

No Impact

CAPITAL PROJECT REQUEST



**Project Name** Watermain Construction & Replacement - Annual Program

**Estimated Total Cost of Project**

\$1,330,800

**Commission** Community and Fire Services

**Department** Waterworks

**Project Description**

*Location*  
All locations throughout the Town

*Work to be Performed*  
Annual replacement of aging watermains.

*Reason for Work*  
This project will improve water supply, fire fighting water access/resource and maintain uninterrupted water flow and pressure.

*Impact on Future Operating Budgets*  
There will be added annualized personnel costs included in our operating budget of \$68,535.

## CAPITAL PROJECT REQUEST



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**Project Name** Water System Upgrades - Annual Program

**Estimated Total Cost of Project**

\$1,130,100
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**Commission** Community and Fire Services

**Department** Waterworks

### **Project Description**

***Location***

Various locations throughout the Town

***Work to be Performed***

This project will involve the replacement of obsolete hydrants; broken and corroded curb boxes and the installation of water sampling and automatic flushing stations.

***Reason for Work***

To satisfy water quality assurance needs on an annual basis and to maintain the water service level. The project meets water quality assurance standards regulated by the Province.

***Impact on Future Operating Budgets***

No Impact

CAPITAL PROJECT REQUEST



**Project Name** Corporate Fleet Replacement Program

**Estimated Total Cost of Project**

\$1,150,500
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**Commission** Community and Fire Services

**Department** Fleet Operations

**Project Description**

*Location*  
Corporate Wide

*Work to be Performed*  
Replacement of vehicles and equipment, such as trailers, vans and cars used to carry out services provided by the Town.

*Reason for Work*  
2004 Annual Fleet Replacement Program based on Council adopted Corporate Fleet Policy Guidelines.

*Impact on Future Operating Budgets*  
There will be an annualized savings of \$1,000 per vehicle in maintenance costs with the replacement of these vehicles and equipment.

## CAPITAL PROJECT REQUEST



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**Project Name** Land Purchase - East Community Centre and Library

**Estimated Total Cost of Project**

\$4,913,600
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**Commission** Community and Fire Services

**Department** Recreation and Culture Construction

### **Project Description**

***Location***

Cornell area – east of 9<sup>th</sup> line and north of highway 407

***Work to be Performed***

Purchase 15 acres of land for construction of a community centre.

***Reason for Work***

To meet the needs of the community in the newly developed area as forecasted in the Master Plan.

***Impact on Future Operating Budgets***

The construction of the community centre is expected to begin in 2006. Ramp up in the amount of \$300,000 is included in the operating budget for 2004.

## TOWN OF MARKHAM

### Long Term Capital Budget Forecast

Capital Infrastructure related to growth in the Town are both material in dollars and critical to the Town's service level commitments to its residents and business owners. Capital infrastructure projects include water/sewer, roads, community centres, libraries, parks, and fire stations. As the Town grows, the infrastructure to serve and support the new communities must grow also.

Growth related capital is mainly funded (90%) from Development Charges (DC's) collected from Developers in the Town of Markham. The remaining 10% is funded by the Town through non-DC sources. Development Charges are governed by the Town's DC By-laws, which are updated every five years. The Town of Markham, like many Ontario municipalities, will be updating its "Development Charges Background Study" (DC Study) and DC By-laws in 2004.

Based on preliminary 2004 DC Study information, the following is a capital forecast from 2005 to 2013 for growth related capital projects:

#### 2005 to 2013 Capital Budget Forecast

(in thousands of constant dollars - gross cost)

Category	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
(A) General Government	418.2	418.2	418.2	518.2	418.2	418.2	418.2	518.2	418.2	<b>\$3,963.8</b>
(B) Library	5,906.4	0.0	0.0	2,610.2	0.0	0.0	0.0	0.0	7,457.6	<b>\$15,974.2</b>
(C) Fire Services	1,616.0	2,602.9	946.0	0.0	0.0	118.8	1,100.0	0.0	0.0	<b>\$6,383.7</b>
(D) Indoor Recreation	8,257.5	0.0	3,705.0	0.0	0.0	0.0	0.0	0.0	32,214.2	<b>\$44,176.7</b>
(E) Park Development & Facilities	6,742.7	7,318.4	6,252.4	5,125.7	6,268.6	4,822.4	5,252.4	4,968.2	2,702.7	<b>\$49,453.5</b>
(F) Public Works	248.0	142.0	233.0	72.0	5,787.6	30.0	80.0	45.0	5,634.4	<b>\$12,272.0</b>
<b>TOTAL</b>	<b>\$23,188.8</b>	<b>\$10,481.5</b>	<b>\$11,554.6</b>	<b>\$8,326.1</b>	<b>\$12,474.4</b>	<b>\$5,389.4</b>	<b>\$6,850.6</b>	<b>\$5,531.4</b>	<b>\$48,427.1</b>	<b>\$132,223.9</b>

Notes: Listing of Category Details

A. Growth Studies

B. Buildings, Land, Furniture & Equipment, Materials

C. Buildings, Land, Furniture & Equipment, Firefighter Equipment, Fire Vehicles

D. Major Facilities, Land, Equipment

E. Park Development, Vehicles & Equipment, Buildings, Land

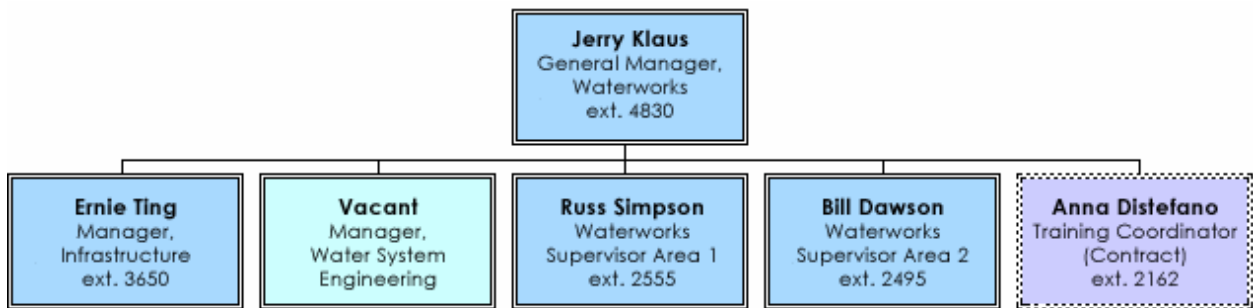
F. Buildings, Land, Furniture & Equipment, Town Fleet



**CAPITAL INDUCED OPERATING COSTS**

<b>Department / Capital Project Description</b>	<b>2004</b>		<b>Operating Impact Description</b>
	<b>Budget</b>	<b>Annualized</b>	
	<b>\$</b>	<b>\$</b>	
<u>Arts Centres</u>			
Varley Art Gallery - Security System Replacement	3,600	3,600	Personnel & Maintenance costs
<u>Fire</u>			
Markham Fire Station 98 (Bur Oak & McCowan)	300,000	1,500,000	Personnel costs ramp up
<u>Design</u>			
Karvon Park, Greensborough	1,750	1,750	Maintenance costs
South Unionville Greenway	5,250	5,250	Maintenance costs
Greensborough N.P. on Bur Oak	7,500	7,500	Maintenance costs
Brother Andre Park, Greensborough	16,500	16,500	Maintenance costs
Villages of Fairtree Community Park	27,500	27,500	Maintenance costs
Angus Glen Park Design	37,500	37,500	Maintenance costs
Swan Lake Parks (Phase 5)	45,000	45,000	Maintenance costs
Wismer Community Park	85,000	85,000	Maintenance costs
	226,000	226,000	
<u>Fleet Operations</u>			
Corporate Fleet Replacement Program	-22,000	-22,000	Maintenance costs
New Fleet - Parks	6,000	6,000	Maintenance costs
	-16,000	-16,000	
<u>Museum</u>			
Museum Carousel	8,200	8,200	Personnel & Maintenance costs
<u>Waste Management</u>			
3 Stream Implementation - Phase 1	111,767	280,400	Personnel & Maintenance costs
<u>Recreation &amp; Culture Construction</u>			
Land Purchase for East Community Centre & Library	300,000	1,800,000	Personnel Costs ramp up
<u>Waterworks</u>			
Sanitary Sewer Monitoring and Inspection - Annual Program	5,610	5,610	Personnel costs
Cathodic Protection of Iron Watermains - Annual Program	11,250	11,250	Personnel costs
Sewer System Upgrade - Annual Program	16,050	16,050	Personnel costs
Sewer Works - Infiltration Control - Annual Program	22,600	22,600	Personnel costs
Water Meter Replacement / Upgrade - Annual Program	25,125	25,125	Personnel costs
Equipment	32,700	32,700	Personnel costs
Cement Relining of Iron Watermains - Annual Program	45,500	45,500	Personnel costs
Water System Upgrades - Annual Program	58,000	58,000	Personnel costs
Watermain Construction & Replacement - Annual Program	68,535	68,535	Personnel costs
	285,370	285,370	
<b>Total Capital Induced Operating Costs</b>	<b>1,218,937</b>	<b>4,087,570</b>	

## Waterworks



The Waterworks Department manages fresh and waste water supply and related infrastructure by:

- Providing high quality and sufficient quantity of water supply to all system users with the highest affordable level of service.
- Carrying out efficient operation and maintenance of the Town's sanitary sewer system to minimize hazards to public health, safety and property.
- Protecting natural resources, specifically, to conserve the fresh water.

## Waterworks

(A Division of Operations & Asset Management Department)

### Mission

To provide high quality and sufficient quantity of water supply to all system users with the highest affordable level of service. To carry out efficient operation and maintenance of the Town's sanitary sewer system to minimize hazards to public health, safety and property. To protect our natural resources, specifically, to conserve the fresh water.

### Services & Customers

Service(s)	Customer(s)
Water distribution system operations	Development Services Commission
Wastewater collection system operations	Businesses
Respond to customer needs	Residents
Development review	

### 2003 Accomplishments

High level of customer service - 99% on customer satisfaction
Reduction of watermain breaks over previous years - 45 breaks in 2002 down from 115 in 1993
Rehabilitation of water & sewer systems using trenchless technology
Completed departmental compliance and operational review by external consultant
Improvements made to position Markham to respond to water regulation changes - this process is expected to take 3-5 years
Presentation to the September 15 Community Services and Environment Committee outlining the legal obligations arising from the Safe Water Drinking Act

### Long Term Considerations

Issues/Pressures	Potential Revenue Sources
Aging system and lifecycle requirements	Water rates
Impact of provincial legislations, Bill 195/03 (SDWA), Bill 175/03 (SWSA), and Reg. 170/03	DCA fees for new development inspection and sampling
Ability to meet and comply with Reg. 170/03 requirements due to lack of resources	
Takes up to 3 years to bring operators to required licensed level; Inability to attract, train and retain qualified staff	
System and population growth management	

# Business Plans

<b>Waterworks</b> (A Division of Operations & Asset Management Department)			Environmental Focus	Fiscal Stewardship	Infrastructure Management	Managed Growth	Quality Community	Economic Development	Organizational Excellence
<b>KEY BUSINESS PLAN OBJECTIVES (LIST 5 TO 8)</b>									
<b>CORE</b>									
Develop & implement organizational structure & staffing requirements, including staff attraction and retention				<b>X</b>	<b>X</b>	<b>X</b>			
Complete capital projects to maintain and improve system efficiency & effectiveness, on time & on budget			<b>X</b>	<b>X</b>	<b>X</b>				<b>X</b>
Prepare Operating Plans to meet Provincial (MOE) Regulation needs and timetable				<b>X</b>	<b>X</b>	<b>X</b>			
Develop, in conjunction with Asset Management and Finance, a process for infrastructure life-cycle assessment for water and sanitary sewers			<b>X</b>		<b>X</b>				
<b>ENHANCED or NEW</b>									
Monitor compliance with MOE Regulations (195/03, 170/03 and 175/03) and pending regulations anticipated in 2004/2005		Additional Funding Required	<b>X</b>		<b>X</b>	<b>X</b>			
		Additional Funding Required							

**TOWN OF MARKHAM**  
**2004 BUDGET WORKSHEET (in dollars)**

Waterworks

	<u>2003 Actual</u>	<u>2003 Budget</u>	<u>2004 Budget</u>	<u>2004 Bud. vs. 2003 Bud.</u>		<u>2004 Bud. vs. 2003 Act.</u>	
				<u>Incr(Decr.)</u>	<u>%Change</u>	<u>Incr.(Decr.)</u>	<u>% Change</u>
SALARIES AND BENEFITS	1,689,415	1,939,055	2,551,355	612,300	31.6%	861,940	51.0%
PRINTING & OFFICE SUPPLIES	16,527	25,800	28,446	2,646	10.3%	11,919	72.1%
OPERATING MATERIALS & SUPPLIES	72,288	55,850	70,530	14,680	26.3%	(1,758)	-2.4%
CONSTRUCTION MATERIALS	675,109	487,350	679,481	192,131	39.4%	4,372	0.6%
UTILITIES	26,460	26,512	26,175	(337)	-1.3%	(285)	-1.1%
COMMUNICATIONS	8,003	12,200	16,602	4,402	36.1%	8,599	107.4%
TRAVEL EXPENSES	12,623	21,400	20,776	(624)	-2.9%	8,153	64.6%
TRAINING	10,143	15,000	14,563	(437)	-2.9%	4,420	43.6%
CONTRACTS & SERVICE AGREEMENTS	1,591,946	1,412,549	2,453,639	1,041,090	73.7%	861,693	54.1%
MAINT. & REPAIR-TIME/MATERIAL	188,306	205,500	200,000	(5,500)	-2.7%	11,694	6.2%
RENTAL/LEASE	4,266	3,000	4,854	1,854	61.8%	588	13.8%
PROFESSIONAL SERVICES	5,762	80,070	127,407	47,337	59.1%	121,645	2111.2%
LICENCES, PERMITS, FEES	2,748	3,800	3,884	84	2.2%	1,136	41.3%
PROMOTION & ADVERTISING	-	7,000	6,796	(204)	-2.9%	6,796	
CONTRACTED MUNICIPAL SERVICES	26,070,470	27,075,952	29,711,492	2,635,540	9.7%	3,641,022	14.0%
OTHER PURCHASED SERVICES	105,704	105,704	109,360	3,656	3.5%	3,656	3.5%
WRITE-OFFS	-	300	300	-		300	
OTHER EXPENDITURES	-	19,427	-	(19,427)	-100.0%	-	
TRANSFERS TO RESERVES	4,981,539	4,981,539	3,801,347	(1,180,192)	-23.7%	(1,180,192)	-23.7%
<b>Total Expenditures</b>	<b>35,461,309</b>	<b>36,478,008</b>	<b>39,827,007</b>	<b>3,348,999</b>	<b>9.2%</b>	<b>4,365,698</b>	<b>12.3%</b>
TAXES - OTHER CHARGES	99,294	108,355	108,355	-		9,061	9.1%
WATER/SEWER BILLING	34,461,816	34,921,602	38,321,707	3,400,105	9.7%	3,859,891	11.2%
USER FEES & SERVICE CHARGES	620,990	475,800	519,962	44,162	9.3%	(101,028)	-16.3%
SALES	145,637	88,500	100,000	11,500	13.0%	(45,637)	-31.3%
RECOVERIES & CONTRIBUTIONS	28,204	3,000	3,000	-		(25,204)	-89.4%
OTHER INCOME	600	3,000	1,000	(2,000)	-66.7%	400	66.7%
TRANSFER FROM SURPLUS	877,751	877,751	772,983	(104,768)	-11.9%	(104,768)	-11.9%
<b>Total Revenues</b>	<b>36,234,292</b>	<b>36,478,008</b>	<b>39,827,007</b>	<b>3,348,999</b>	<b>9.2%</b>	<b>3,592,715</b>	<b>9.9%</b>
<b>Net Expenditure (Revenue)</b>	<b>(772,983)</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>(772,983)</b>	<b>100.0%</b>

## **Business Improvement Area (BIA) Introduction**




A Business Improvement Area is a geographic area in a municipality, where businesses and property owners form an association to promote development and prosperity in their district with the support of the municipality.

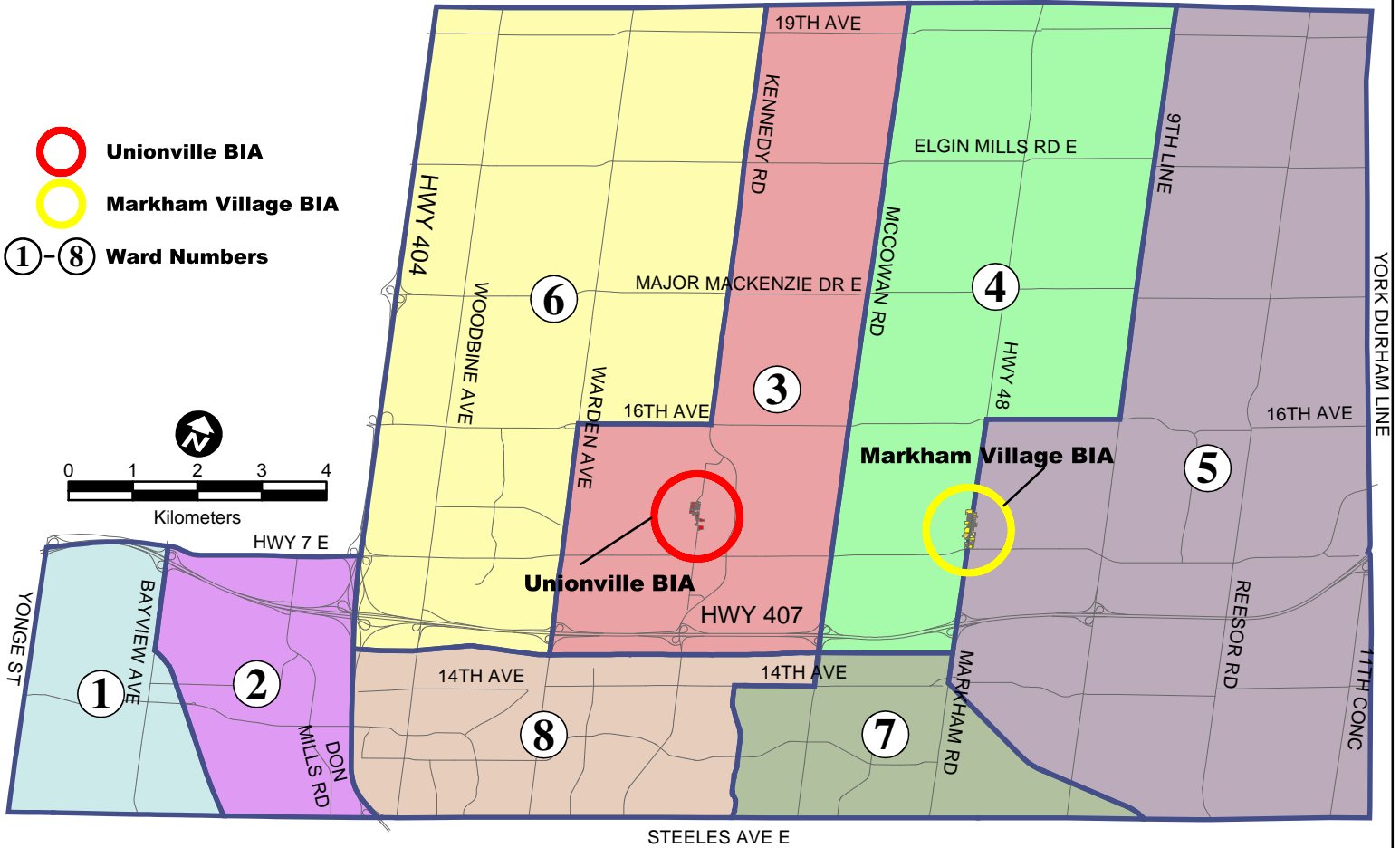
Each BIA has a board of directors made up of property owners, business operators and at least one member of Council. The BIA board is responsible for the main functions of the BIA including the creation of an annual budget. The municipality approves the budget and collects a special property tax levy from all businesses in the BIA, to fund the BIA operating budget each year.

Besides budgeting, other functions of a BIA board are to improve, beautify and maintain public lands, and to promote the community as a business and shopping area. The most common activities of any BIA board are marketing, business recruitment, streetscape improvement, seasonal decorations, and special events.

The Town of Markham has two BIA's, Markham Village and Unionville. The following pages provide additional information on where the BIA's are located in Markham and 2004 operating budgets for each of the BIA's approved by Markham Town Council.

# Markham's Business Improvement Areas

-  Unionville BIA
-  Markham Village BIA
-  ①-⑧ Ward Numbers





**REPORT TO FINANCE AND ADMINISTRATIVE  
COMMITTEE**

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**TO:** Mayor and Members of Council

**FROM:** Andy Taylor, Commissioner of Corporate Services  
Barb Cribbett, Treasurer

**PREPARED BY:** Fuwing Wong, Manager of Financial Planning

**DATE OF MEETING:** 2004-May-17

**SUBJECT:** 2004 Markham Village B.I.A. Operating Budget

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**RECOMMENDATION:**

THAT THE Report entitled "2004 Markham Village B.I.A. Operating Budget" dated May 17, 2004 be received;

AND THAT the 2004 Operating Budget for the Markham Village B.I.A. in the amount of \$208,932 be approved.

**BACKGROUND:**

The Markham Village Business Improvement Area (B.I.A.) is a Geographical Area encompassing the Main Street of Markham and some adjacent streets. The association coordinates the promotion of the businesses within the area.

The Markham Village B.I.A. has submitted a total budget in the amount of \$208,932 (Exhibit 1 attached). For comparison purposes, the Markham Village B.I.A.'s 2003 budget was \$183,096 (Exhibit 2 attached).

Funding of the 2004 operating budget will be as follows:

- \$162,332 by means of a Special Tax Rate for those Businesses within the Business Improvement Area. This does not affect the General Tax Rate;
- \$7,500 from a Federal government grant for summer students; and
- \$39,100 from promotion, advertising and other activities.



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The Markham Village B.I.A. had a deficit of \$5,257 at the end of 2003 and intends on fully funding the deficit in fiscal 2004. One major new expenditure item included in the Markham Village B.I.A.'s 2004 operating budget is street security in the amount of \$24,832. This service was included in the 2004 budget in response to feedback received from B.I.A. members to prevent vandalism.

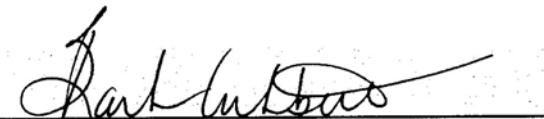
The Board of Management of the Markham Village B.I.A. have reviewed and approved the budget.

The authority to establish this tax rate and to levy taxes for the Markham Village B.I.A. will be included in the 2004 levying by-law.

**ATTACHMENTS:**

Exhibit 1 –Markham Village Business Improvement Area Proposed 2004 Budget

Exhibit 2 –Markham Village Business Improvement Area 2003 Budget



Barb Cribbett,  
Treasurer



Andy Taylor,  
Commissioner of Corporate Services

**MARKHAM VILLAGE BUSINESS IMPROVEMENT AREA  
2004 BUDGET**

**REVENUES**

TAXATION		\$ 162,332.00
HRDC GRANT FOR SUMMER STUDENTS		7,500.00
PROMOTION & ADVERTISING		
VILLAGE VOICE ADS	\$ 22,000.00	
GARAGE SALES	2,000.00	
OLDEN DAYS & ANTIQUE CAR SHOW	4,000.00	
CARIBBEAN DAY	5,000.00	
POSTCARDS	500.00	
FESTIVAL OF LIGHTS	5,000.00	
BANNERS	600.00	39,100.00

**TOTAL REVENUES**

**\$ 208,932.00**

**EXPENDITURES**

2003 YEAR-END DEFICIT		\$ 5,257.00
SALARIES & BENEFITS		50,800.00
ADMINISTRATION		25,000.00
TAX WRITE-OFFS		3,000.00
AUDIT FEES		1,400.00
FLOWERS, FLAGS, BANNERS, DECOR AND STREET HYDRO		23,100.00
STREET SECURITY SERVICES		24,832.00

## PROMOTION &amp; ADVERTISING

GARAGE SALES	\$ 1,500.00	
MARKHAM VILLAGE FESTIVAL	4,000.00	
OLDEN DAYS & ANTIQUE CAR SHOW	7,500.00	
MARKHAM FARMERS MARKET	3,000.00	
CARIBBEAN DAY	8,000.00	
FESTIVAL OF LIGHTS	8,000.00	
MISCELLANEOUS	1,000.00	33,000.00

## ADVERTISING

GENERAL BIA ADVERTISING	\$ 3,243.00	
VILLAGE VOICE	33,000.00	
DIRECTORY	5,000.00	
POSTCARDS (MISC.)	800.00	
WEBSITE	500.00	42,543.00

**TOTAL EXPENDITURES**

**\$ 208,932.00**

**MARKHAM VILLAGE BUSINESS IMPROVEMENT AREA  
2003 BUDGET**

**REVENUES**

TAXATION		\$ 135,000.00	
HRDC GRANT FOR SUMMER STUDENTS		6,500.00	
PROMOTION & ADVERTISING			
VILLAGE VOICE ADS	\$ 25,796.00		
GARAGE SALES	2,500.00		
OLDEN DAYS & ANTIQUE CAR SHOW	4,500.00		
CARIBBEAN DAY	2,000.00		
POSTCARDS	800.00		
FESTIVAL OF LIGHTS	4,500.00		
BANNERS	500.00		
MISCELLANEOUS (RENT, FILMING)	1,000.00		
			<u>41,596.00</u>

**TOTAL REVENUES** \$ 183,096.00

**EXPENDITURES**

2002 YEAR-END DEFICIT		\$ 6,096.00	
SALARIES & BENEFITS		50,200.00	
ADMINISTRATION		22,000.00	
TAX WRITE-OFFS		3,000.00	
AUDIT FEES		1,400.00	
FLOWERS, FLAGS, BANNERS, DECOR AND STREET HYDRO		25,500.00	

PROMOTION & ADVERTISING			
GARAGE SALES	\$ 1,500.00		
MARKHAM VILLAGE FESTIVAL	5,000.00		
OLDEN DAYS & ANTIQUE CAR SHOW	6,000.00		
MARKHAM FARMERS MARKET	3,000.00		
CARIBBEAN DAY	5,000.00		
FESTIVAL OF LIGHTS	11,000.00		
MISCELLANEOUS	600.00		
			<u>32,100.00</u>

ADVERTISING			
GENERAL BIA ADVERTISING	\$ 3,500.00		
VILLAGE VOICE	33,000.00		
DIRECTORY	5,000.00		
POSTCARDS (MISC.)	800.00		
WEBSITE	500.00		
			<u>42,800.00</u>

**TOTAL EXPENDITURES** \$ 183,096.00



**REPORT TO FINANCE AND ADMINISTRATIVE  
COMMITTEE**

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**TO:** Mayor and Members of Council

**FROM:** Andy Taylor, Commissioner of Corporate Services  
Barb Cribbett, Treasurer

**PREPARED BY:** Fuwing Wong, Manager of Financial Planning

**DATE OF MEETING:** 2004-May-17

**SUBJECT:** 2004 Unionville B.I.A. Operating Budget

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**RECOMMENDATION:**

THAT THE Report entitled "2004 Unionville B.I.A. Operating Budget" dated May 17, 2004 be received;

AND THAT the 2004 Operating Budget for the Unionville B.I.A. in the amount of \$146,729 be approved.

**BACKGROUND:**

The Unionville Business Improvement Area (B.I.A.) is a Geographical Area encompassing the Main Street of Unionville. The association co-ordinates the promotion of the businesses within the area.

The Unionville B.I.A. has submitted a total budget in the amount of \$146,729 (Exhibit 1 attached). For comparison purposes, the Unionville B.I.A.'s 2003 budget was \$139,580 (Exhibit 2 attached).

Funding of the 2004 operating budget will be as follows:

- \$135,000 by means of a Special Tax Rate for those businesses within the Business Improvement Area. This does not affect the General Tax Rate; and
- \$11,729 from a 2003 surplus.

In accordance with a May 27<sup>th</sup>, 1997 Council resolution, the 2004 proposed expenditures for the Unionville B.I.A. includes \$5,500 for debt repayment to the Town of Markham. In 1997, the outstanding debt was \$45,832. Council and the Unionville B.I.A. agreed to a repayment

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schedule of \$5,500 each year from 1997 to 2004, with the remaining balance of \$1,832 to be repaid in 2005.

Also included in the 2004 proposed expenditures is a budget of \$5,000 for potential tax write-offs related to assessment appeals by businesses within the Unionville B.I.A.

The most significant changes in the 2004 budget over the 2003 budget are:

- Removal of the 2003 contract labour cost of \$22,000;
- Increase in the number of events from 7 to 12 at an incremental cost of \$27,800

The Board of Management of the Unionville B.I.A. have reviewed and approved the budget.

The authority to establish this tax rate and to levy taxes for the Unionville B.I.A. will be included in the 2004 levying by-law.

**ATTACHMENTS:**

Exhibit 1 - Unionville Business Improvement Area Proposed 2004 Budget

Exhibit 2 - Unionville Business Improvement Area 2003 Budget



Barb Cribbett,  
Treasurer



Andy Taylor,  
Commissioner of Corporate Services

**UNIONVILLE BUSINESS IMPROVEMENT AREA  
2004 BUDGET**

**REVENUES**

TAXATION	\$ 135,000.00
2003 SURPLUS	<u>11,729.00</u>

**TOTAL REVENUES**

**\$ 146,729.00**

**EXPENDITURES**

ADMINISTRATION - OFFICE EXPENSES	\$ 3,000.00
GENERAL EXPENSES	4,000.00
AUDIT FEES	1,400.00
FLOWERS, STREETSCAPE	13,000.00
TELEPHONE - INFO MARKHAM	2,000.00
PR EXPENSES	3,200.00

**PROMOTION & ACTIVITIES**

SESQUI LAUNCH	\$ 5,000.00
JUNE FESTIVAL	3,000.00
CELTIC FEIS	5,000.00
OKTFEST/TKSG	5,000.00
MUSIC/HOLI/SUN	20,000.00
JAZZ FESTIVAL	3,000.00
HERITAGE FESTIVAL	10,000.00
OLDE TYME CHRISTMAS	15,800.00
HORSE & CARRIAGE	5,000.00
TRAIN	5,000.00
UNIONVILLE GALA	3,000.00
HOMES FOR HOLIDAYS	1,000.00
WASHROOMS	<u>2,000.00</u>
	82,800.00

**ADVERTISING**

BROCHURES	\$ 2,000.00
DAY TRIPPER	8,800.00
HIGHWAY SIGNS	1,300.00
GENERAL ADVERTISING	<u>14,729.00</u>
	26,829.00

LOAN REPAYMENT	5,500.00
TAX WRITE-OFFS	<u>5,000.00</u>

**TOTAL EXPENDITURES**

**\$ 146,729.00**

**UNIONVILLE BUSINESS IMPROVEMENT AREA  
2003 BUDGET**

**REVENUES**

TAXATION	\$ 135,000.00
2002 SURPLUS	<u>4,580.00</u>

**TOTAL REVENUES****\$ 139,580.00****EXPENDITURES**

LABOUR - CONTRACT WORK	\$ 22,000.00
ADMINISTRATION - OFFICE EXPENSES	2,600.00
GENERAL EXPENSES	5,000.00
AUDIT FEES	1,400.00
FLOWERS, STREETScape	13,000.00

## PROMOTION &amp; ACTIVITIES

JUNE FESTIVAL	\$ 6,000.00	
CONCERT SERIES	15,000.00	
JAZZ FESTIVAL	2,000.00	
HERITAGE FESTIVAL	10,000.00	
OLDE TYME CHRISTMAS	15,000.00	
UNIONVILLE GALA	3,000.00	
HOMES FOR HOLIDAYS	1,000.00	
WASHROOMS	<u>3,000.00</u>	55,000.00

## ADVERTISING

BROCHURES	\$ 2,000.00	
DAY TRIPPER	8,600.00	
HIGHWAY SIGNS	1,300.00	
GENERAL ADVERTISING	<u>18,180.00</u>	30,080.00

## LOAN REPAYMENT

5,500.00

## TAX WRITE-OFFS

5,000.00**TOTAL EXPENDITURES****\$ 139,580.00**

## GLOSSARY of TERMS

Accrual Basis	A method of accounting that recognizes revenue as they are earned and expenditure when they are incurred rather than waiting until cash is exchanged.														
Assessment	<p>In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value, or the amount the property would sell for in an arms length, open market sale between a willing buyer and willing seller.</p> <p>The date used to determine current value is as follows:</p> <table border="0" style="margin-left: 20px;"> <thead> <tr> <th style="text-align: left;"><u>Tax Year</u></th> <th style="text-align: left;"><u>Base Year</u></th> </tr> </thead> <tbody> <tr> <td>1998, 1999, 2000</td> <td>June 1996</td> </tr> <tr> <td>2001, 2002</td> <td>June 1999</td> </tr> <tr> <td>2003</td> <td>June 2001</td> </tr> <tr> <td>2004</td> <td>June 2003</td> </tr> <tr> <td>2005</td> <td>2003</td> </tr> <tr> <td colspan="2">2006 onwards, preceding years values will be used.</td> </tr> </tbody> </table>	<u>Tax Year</u>	<u>Base Year</u>	1998, 1999, 2000	June 1996	2001, 2002	June 1999	2003	June 2001	2004	June 2003	2005	2003	2006 onwards, preceding years values will be used.	
<u>Tax Year</u>	<u>Base Year</u>														
1998, 1999, 2000	June 1996														
2001, 2002	June 1999														
2003	June 2001														
2004	June 2003														
2005	2003														
2006 onwards, preceding years values will be used.															
Administrative Expenses	Expenses incurred for the day-to-day running of operations e.g. Salaries, Building rental, Office expenses etc.,														
BIA	A Business Improvement Area (BIA) is an association of business people within a specified district, who join together with official approval of the Town, in a self-help program aimed at stimulating business.														
Bill 175	Legislation requiring mandatory adherence by municipalities to assess and report on the full costs of providing water and sewage services, and then to prepare and implement plans for recovering those costs.														
Bill 195	Legislation to safeguard health and prevention of drinking water health hazards through the control and regulation of drinking water systems and drinking water testing.														
Capital Budget	The budget that provides for the funding of the Town's expenditures on capital assets, i.e. assets which provide benefits to the Town over several years.														
Capital Assets	Represents assets like Land, Building, Machinery etc whose benefits last several years.														
Capital Receipts	Receipt of funds specifically for the creation of a Trust account.														



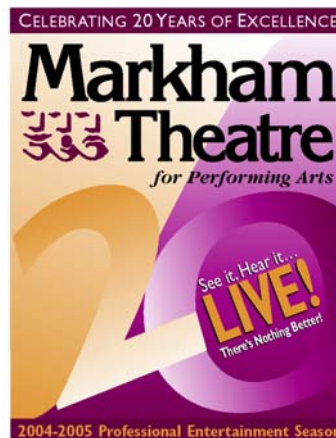
Capital Expenditure	Money's spent for replacement, renovation or maintenance of fixed assets the benefits of which could spread over several years.
Capital Projects	Projects whose value is more than \$5,000 with benefits of expenditure lasting several years.
CARe	Customer Action Request Forms are a way to monitor customer responses to the services provided by the Town.
Chargebacks	Represents allocating a portion of costs incurred by the department, which provides a service to the department, which benefits from such service.
CUPE	Canadian Union Of Public Employees – An association formed for protecting the rights of its members, usually employees in the public sector.
DCA	Development Charges Act – Provides guidelines on funding of identified growth related projects in the Town from developers.
Donations in Kind	Represents the value of a commercial service received from external customers without any payment for the same.
GST	Goods and Services Tax – Federal Government Levy on all purchases of goods and services, which is currently 7%.
Grants in Lieu	Grants in lieu of taxes (also known as payments-in-lieu of taxes) are payments received in lieu of taxation on properties owned by government and government agencies.
Infrastructure	The system of public works in the Town, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, and lighting).
Levy	The amount of property tax, in dollars, which is paid by the Town's taxpayers. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class.
L.I.A.	Local Improvement Act. The Act defines the roles of Municipal and Regional Governments in undertaking, administrating and managing requests by property owners for extending water, sanitary sewer services or the building of a noise wall.
MPFFA	Markham Professional Firefighter's Association – An association of Firefighter's formed for protecting the rights of its members in their workplace environment.

OMERS	Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits for the Town's full-time employees. Employees and employers normally make equal contributions to the plan.
Operating Budget	The budget that provides the various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.
PSAB	Public Sector Accounting Board. The body of the Canadian Institute of Chartered Accountants (CICA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision makers and other users of the information. The Town of Markham adheres to PSAB's Public Sector Standards for Municipal Financial Reporting.
PST	Provincial Services Tax –Provincial Government Levy on all purchases of goods and services, which is currently 8%.
Reserve	An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.
Reserve Fund	An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council for a specified future use.
Surplus	The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.
Supplementary Taxes	Property taxes collected on new assessment not previously identified by Municipal Property Assessment Corporation (MPAC).

Tax Rate	A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the Town. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Tax rates are established by a Council bylaw.
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.
User Fees & Service Charges	Fees paid by individuals or organizations to the Town for the use of Town facilities (e.g. Recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. Planning, engineering & design fees).



**MARKHAM SAFE STREETS TASK FORCE**



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