

2016 Budget

City of Markham
Ontario, Canada





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**City of Markham
Ontario**

For the Fiscal Year Beginning

January 1, 2015

Executive Director

2016 EXECUTIVE SUMMARY

The City of Markham is a municipality of over 349,000 residents centrally located within the Greater Toronto Area. Markham is a prosperous and dynamic community that continues to experience remarkable growth.

Founded in the 1790's, Markham has evolved into a diverse community, enjoying a rich heritage, outstanding community planning and services, and a vibrant local economy. Home to 10,200 companies specializing in technology, life sciences, financial services and communications, the City employs a diverse and highly educated labour force of 162,000 people.

Markham has developed a reputation for prudent fiscal management while continuing to enhance service levels to our residents. Through exemplary fiscal leadership, Markham has maintained low tax rates year over year making it the benchmark for other municipalities to follow. Over the years, Markham has earned numerous accolades in finance, design, environmental sustainability, and organizational excellence.

On October 29, 2015, Markham joined over 500 leaders and decision makers from across the nation at the 2015 Performance Excellence Summit & Canada Awards for Excellence Gala to become the first Municipality to be recognized at the Gold level for *Organizational Quality & Healthy Workplace*. This national award reinforces a sustained organizational focus on quality improvement and healthy workplace development. This award represents exceptional role models of efficiency and leadership, and are recognized for the work they have done to improve the quality of life and the standard of living of Canadians.

In June of 2015, the Canadian Association of Municipal Administrators (CAMA) presented Markham with the Willis Award for Innovation for the City's *Markham Portal – Digital Services for Citizens*. The web portal uses a single login function to access over 60 interactive online services available to citizens 24/7. The portal is accessible via devices of all sizes, and incorporates eSSSENTIAL accessibility software and Google translator to provide barrier free access for residents of all abilities and backgrounds. The Willis award recognizes programs, projects or services that demonstrate exceptional innovation.

On July 7, 2015 Markham began its competition journey in the 2015 Pan Am/Parapan Am Games for six weeks. The entire community was captivated by Markham's athletes bringing home gold, silver and bronze medals and celebrated with a week-long Markham Globalfest. Markham engaged in over four years of planning for the Games with the TO2015 organizing committee and our own community. Through their efforts, Markham is initiating a Sports Hall of Fame to feature Markham's legacy of athletes and athleticism.



Most recently, Markham received awards in two prestigious Communications & Digital Arts competitions: MarCom and AVA honoured the City with Platinum and Gold awards for its recreation social media campaign and for its campaign to recruit the next generation of swimmers and lifeguards. Markham also received top honours from MarCom and AVA for its quarterly Markham Life magazine, the City's 2014 Corporate Annual Report and for its ***Building Markham's Future Together Strategic Plan*** online survey to residents.

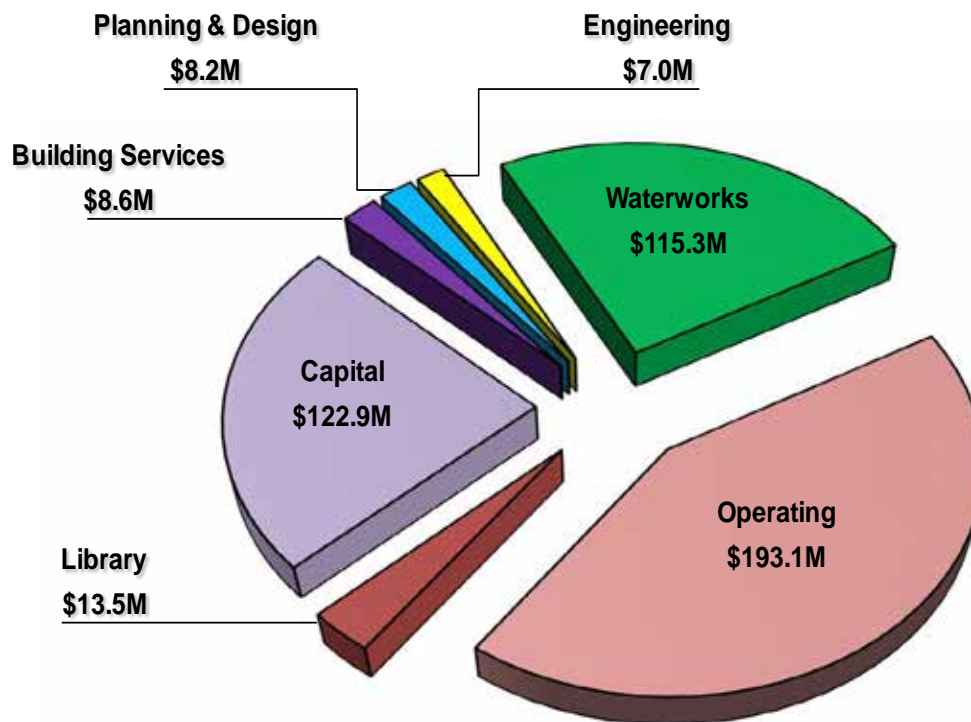
Markham's residential tax rate is the third lowest, and its Commercial, Industrial, and Multi-Residential tax rates are the lowest among the GTHA (Greater Toronto and Hamilton Area) for the third straight year. The NRU (Novae Res Urbis), a Toronto based publication, identified Markham once again as a leader in fiscal responsibility when comparing the tax rates of 27 municipalities.

Despite low tax rate increases, the City is dedicated to providing tax value to its residents. Markham continues to make significant infrastructure investments in roads and bridges to improve traffic flow, and award winning community facilities to build on its commitment to enhance service levels. Projects underway in the 2015-2019 Long term Strategic Plan include:

- Completion of the Southeast Community Centre, Library & Park, featuring a library, triple gymnasium, active living spaces, and cultural spaces;
- Revitalization of Main Street Markham, featuring significant improvements to accessibility, new businesses, and a new bridge over the Rouge River;
- Enhancement of the City's website, featuring over 60 online services including the newly launched Property Tax eService where residents can enroll in eBilling;
- Appointment of an Auditor General, playing a key role in identifying opportunities to strengthen the City's financial and program efficiency and effectiveness;
- Development of surrounding York University Campus, including transit, urban centres, and businesses;
- Flood Control Implementation Program with approved budget to date of \$27.4 million; and
- Implementation of year 4 of 5 of the Emerald Ash Borer Management Plan with approved budget to date of \$13.1 million.

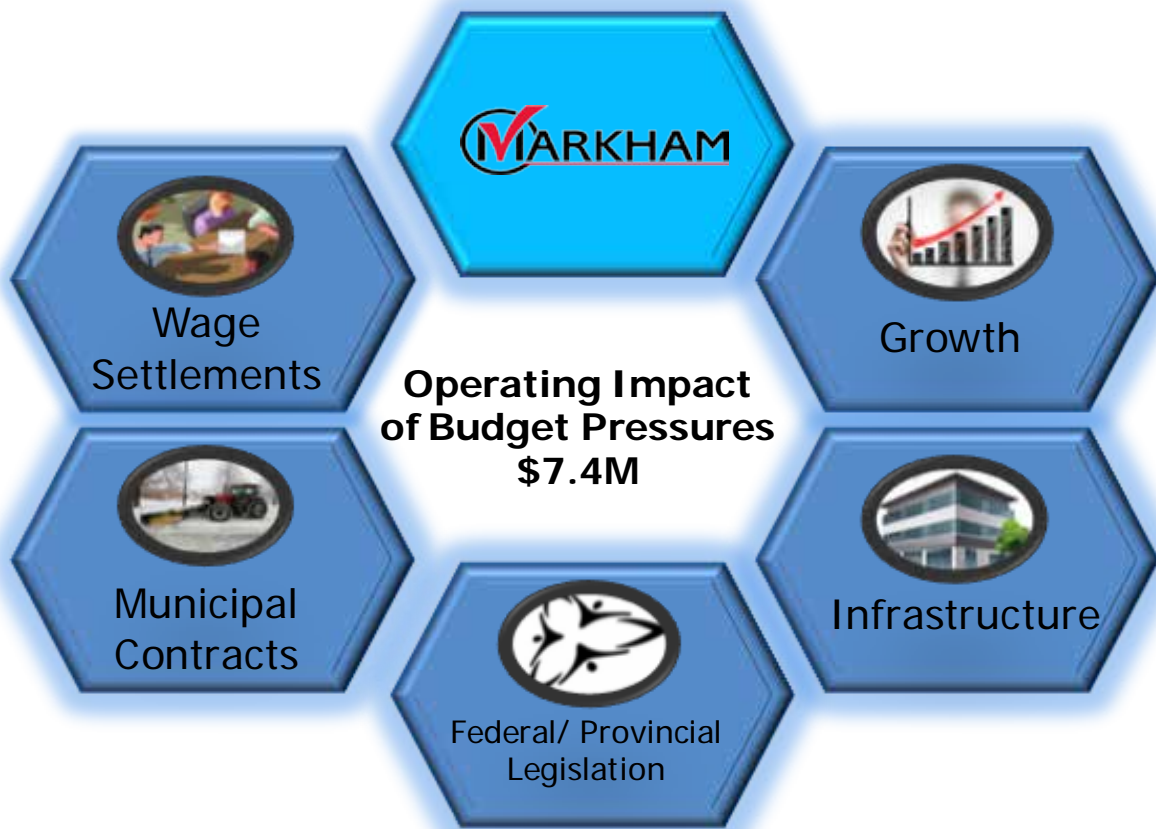
2016 Budget Process

Markham Staff began working on the 2016 budget as soon as the 2015 budget was approved in March of 2015. On December 15, 2015, Council approved the 2016 Budget of \$468.6 million, with breakdown illustrated below:



The preliminary budget was developed based on information from a fiscal scan that identified economic pressures and in accordance with budget guidelines. Early in the process, priorities were set through alignment of the City's corporate goals to departmental budget requests. These requests were submitted to Senior Staff for review and subsequently presented to the Budget Committee. Nine Budget Committee meetings were held from October to December 2015; all meetings were open to the public and audio-streamed through Markham's web portal. Following the meetings, the presentations were made available on the City's website. A final public consultation meeting was held on December 7, 2015 prior to the 2016 budget moving forward for General Committee and Council approval.

The fiscal scan conducted to forecast 2016 economic pressures identified approximately \$7.4 million in budgetary pressures made up by the following five components:



1. Managing growth: As the municipality continues its growth trajectory, budget for growth related services includes \$2.7 million to maintain 19 kms of new roads, 28 acres of new parkland and associated increase in waste collection for 1,200 new homes and 2,300 new high rise units.
2. Funding on-going capital replacements and rehabilitation of existing assets: Markham has developed the Life Cycle and Waterworks Reserve models to forecast funding requirements for its existing assets. The Reserve studies are updated annually, and based on projected inflows the 2015 update has identified sufficient reserves to sustain the future replacement and rehabilitation of the City's assets for the next 25 years.
3. Complying with Federal and Provincial Legislation: With the changing social and economic landscapes, Markham is dedicated to incorporating current legislation in an efficient and timely manner. Some new laws and regulations the City will address in 2016 include, but are not limited to: the New Official Plan, proposed Federal Airport at Pickering, Accessible Customer Service Standard, Advisory Council on Government Assets, Bill 73 – proposed amendments to the Development Charges Act and the Planning Act.

4. Maintaining service levels: Additional funds are set aside in the budget for municipal service contract renewals to deliver winter maintenance and waste collection services taking into account utility rate and CPI increases.
5. Increasing personnel costs: The City of Markham is a service provider, with personnel costs representing approximately 60% of total operating budget. Increase in costs is directly driven by collective agreements and cost of living adjustments.

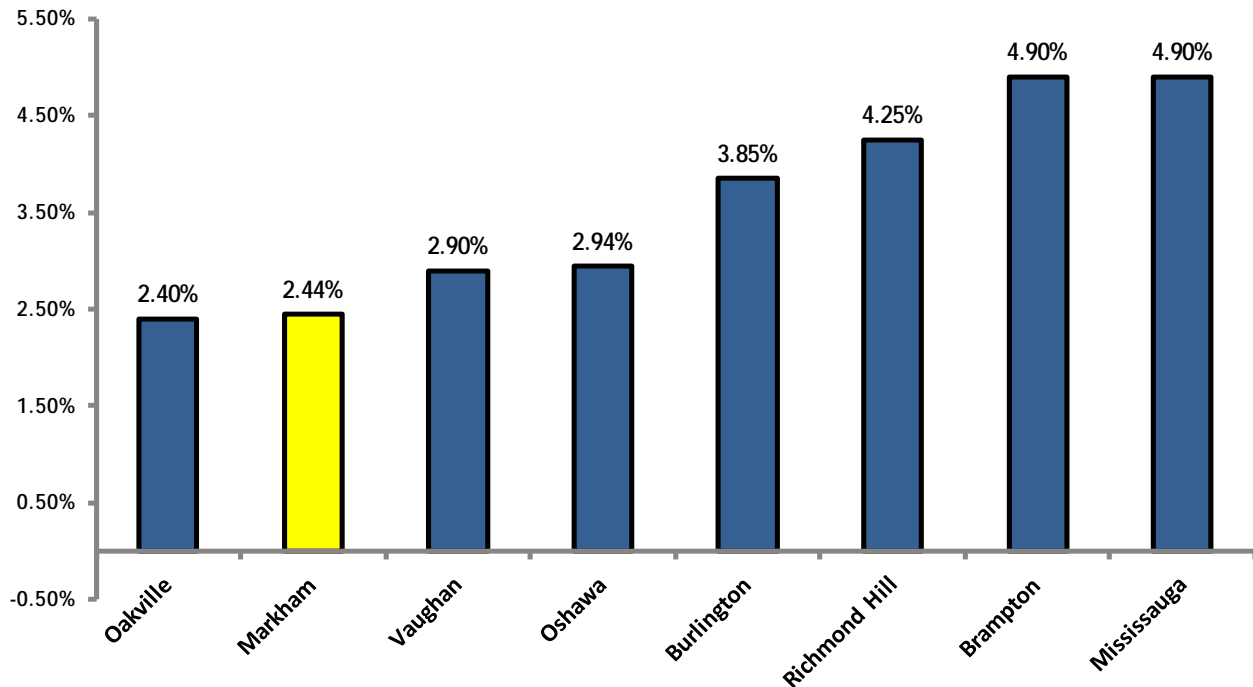
2016 Budget Summary

The downturn in economic climate in 2009 spurred a need for the City to turn to innovative ways to maintain the trend of low tax rate increases while continuing to expand and improve services. Markham responded by introducing a continuous improvement program, Excellence through Efficiency and Effectiveness (E3) which has achieved over \$22 million in operational savings and revenue enhancements since its inception. These measures have prevented the need for a 20% tax increase over that period.

The 2016 Budget includes a 2.28% tax rate increase to maintain the City's day-to-day operations, and a 0.16% tax rate increase for the final year of costs associated with the December 2013 ice storm. At a combined total of 2.44%, the 2016 tax rate increase represents an additional \$27.52 for the average residential household in Markham.

(in \$ millions)	2016 Budget
Revenues	\$ 203.70
Expenditures	\$ (206.70)
2013 Ice Storm costs (year 3 of 3)	\$ (0.20)
Net shortfall	\$ (3.20)
2.28% Property tax rate increase (day-to-day operations)	\$ 2.99
0.16% Property tax rate increase (2013 Ice Storm recovery - year 3 of 3)	\$ 0.21
Net	\$ -

Under the leadership and support from the Mayor, Budget Chief and Vice-Chair, the approved 2.44% tax rate increase was a reduction from the original proposed rate of 3.63%, representing a \$1.60 million reduction in net expenses. Markham's cumulative eight-year tax rate increase of 10.43% or 1.3% per year is the lowest among 27 GTHA municipalities, which is a testament to the concerted and collaborative effort by Markham Council and staff to maintain Markham's leadership status for low tax rate increases.



For further details on the 2016 Budget, including Operating and Capital Budget discussion, refer to Section 3 – 2016 Budget.

2015-2019 Strategic Plan – Building Markham’s Future Together

As part of the City’s holistic planning approach, a four year Strategic Plan is developed to align with each new term of Council. With the appointment of Markham’s new term of Council in 2015, the 2015-2019 Strategic Plan was developed in collaboration with the City’s Strategic Managers. The process to develop ‘Building Markham’s Future Together’ (BMFT) 2015-2019 Strategic Plan started with a series of training and educational workshops with Council and Staff, followed by public consultations.

Markham created a Public Engagement Program to involve residents and businesses in the planning process. An online campaign was also implemented with information posted on www.markham.ca and through social media marketing. Public input was obtained through an online survey and solicited throughout the Summer and Fall of 2015 at various key community events and locations across the City. The Public Engagement Program concluded in October with an Open House and Information session, providing a final opportunity for residents and businesses to provide their feedback. Over 70 people were in attendance to ask questions, get further clarification.

on the draft strategic plan, and complete the on-line survey. In total, the 2,384 resident completed surveys positively confirmed the City’s proposed strategic priorities. Based on these results, Markham Council officially adopted the strategic plan that will help guide the municipality’s actions through to 2019.

The 2015-2019 Strategic Plan identifies four key goals which Markham will use as pillars to guide its strategic objectives and corresponding actions plans for the next four-year period. These action plans were derived from results gathered from stakeholders through the Community Engagement Program.

Building Markham's Future Together : 2015 – 2019 Strategic Plan

Exceptional Services by Exceptional People

Engaged, Diverse and Thriving City

Safe and Sustainable Community

Stewardship of Money and Resources

Goal 1: Exceptional Services by Exceptional People

To foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.

Goal 2: Engaged, Diverse and Thriving City

To have an inclusive city, where every person has a role in building a liveable, caring and interconnected community. To enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Goal 3: Safe and Sustainable Community

To protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Goal 4: Stewardship of Money and Resources

To demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

From a forward looking perspective, the City of Markham Official Plan integrates a long-term vision to every strategic plan for the continued development of Markham as a vibrant, liveable city. It provides direction to Council, residents, businesses and investors about the appropriate form of development for Markham over the next 20 years. It also provides direction on the provision of services, such as transportation, that support development.



Summary

Markham's ongoing commitment to offer world class services and infrastructure to its residents continues to drive the proactive and innovative approach to achieve these goals. Through ambitious initiatives and prudent planning, Markham has repeatedly achieved success in delivering state-of-the-art facilities and award winning services, while always maintaining its role as a responsible steward by keeping tax rate increases low.

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



Frank Scarpitti
Mayor



Logan Kanapathi
Budget Chief & Ward 7 Councillor



Amanda Collucci
Vice Chair, Budget Committee & Ward 6 Councillor

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City of Markham Anthony Roman Centre 101 Town Centre Boulevard, Markham, Ontario L3R 9W3
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Alternate formats available upon request

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2016 CITY OF MARKHAM STREET MAP



CITY OF MARKHAM COAT OF ARMS



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

2014 - 2018 Council of the City of Markham



**Mayor
Frank Scarpitti**



**Deputy Mayor
Jack Heath**



**Regional Councillor
Jim Jones**



**Regional Councillor
Joe Li**



**Regional Councillor
Nirmala Armstrong**



**Ward 1 Councillor
Valerie Burke**



**Ward 2 Councillor
Alan Ho**



**Ward 3 Councillor
Don Hamilton**



**Ward 4 Councillor
Karen Rea**



**Ward 5 Councillor
Colin Campbell**



**Ward 6 Councillor
Amanda Collucci**



**Ward 7 Councillor
Logan Kanapathi**

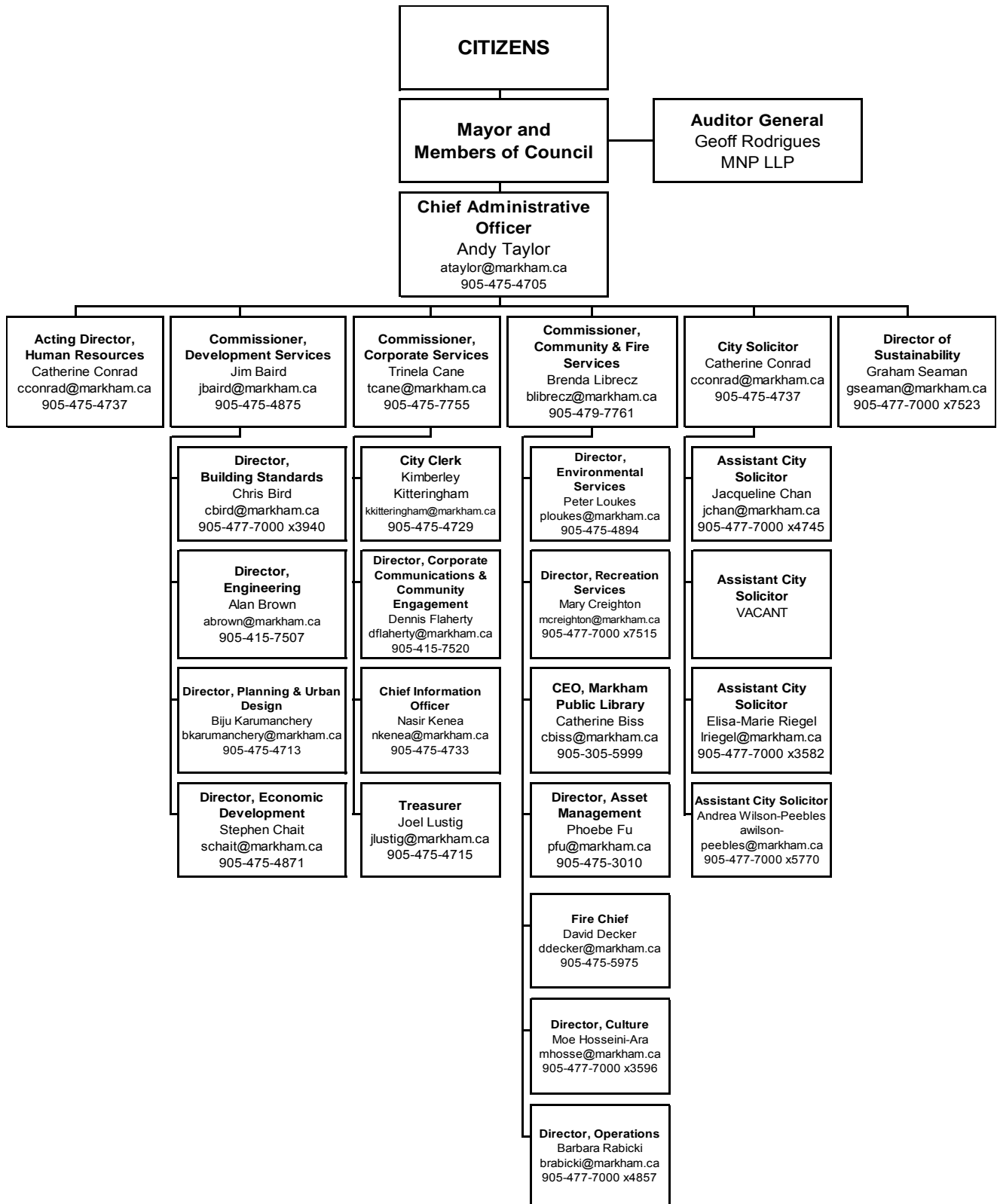


**Ward 8 Councillor
Alex Chiu**





ORGANIZATIONAL STRUCTURE



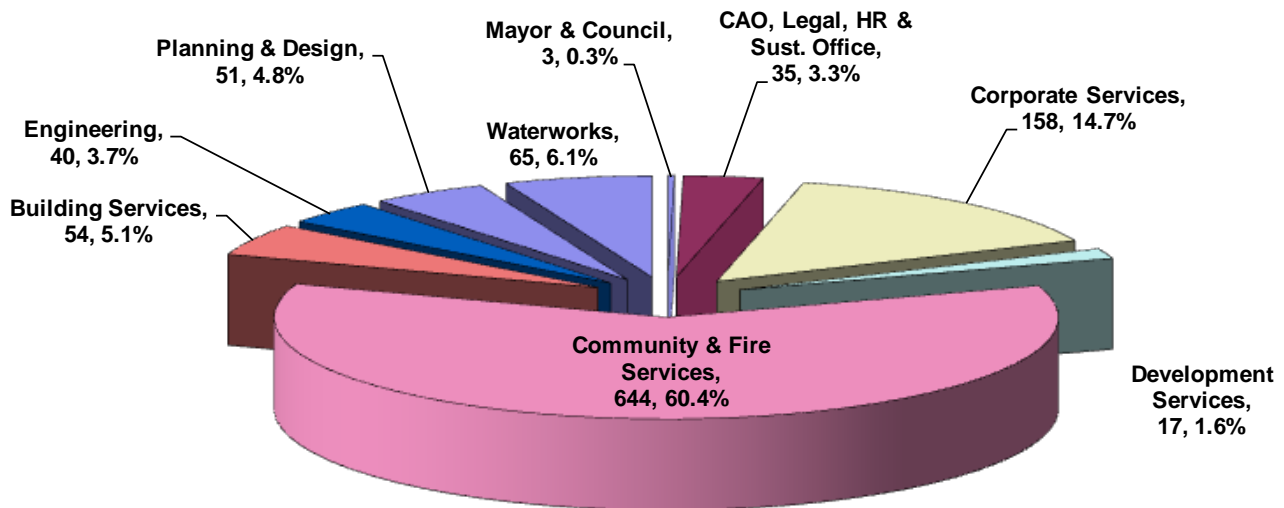
2016 BUDGET HEAD COUNT

APPROVED FULL TIME COMPLEMENT

Department / Commission	2013	2014	2015	2016
Mayor & Council*	3	3	3	3
Human Resources	18	18	18	18
Legal Services	10	10	10	10
Sustainability Office	3	3	3	3
CAO's Office	4	4	4	4
Total CAO, Legal, HR & Sustainability Office	35	35	35	35
Communications & Community Relations	13	13	14	14
Financial Services	48	48	49	49
Information Technologies Services	32	33	34	34
Legislative Services	59	59	59	59
Commissioner's Office	2	2	2	2
Total Corporate Services	154	155	158	158
Economic Development	7	7	7	7
Commissioner's Office	11	11	11	10
Total Development Services	18	18	18	17
Asset Management	27	30	31	31
Culture	23	23	24	24
Environmental Services - Waste Management	6	6	5	5
Fire & Emergency Services	278	278	278	278
Markham Public Library	70	70	70	70
Operations	110	110	111	111
Recreation Services	109	109	120	120
Commissioner's Office	4	4	5	5
Total Community & Fire Services	627	630	644	644
Sub Total	837	841	858	857
Building Services	54	54	54	54
Engineering	39	39	40	40
Planning & Design	47	50	50	51
Waterworks	64	64	65	65
Total Corporation	1,041	1,048	1,067	1,067

* Excludes Mayor & Council Members

2016 BUDGET FULL TIME HEADCOUNT BY AREA



Summary of Changes to Approved Full Time Complement

2016 Budget

The 2016 approved full time complement of 1,067 represents no additional full-time staff over the 2015 Budget.

HISTORY OF MARKHAM



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

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

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

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

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

From 1803 - 1812, the largest group of settlers were Pennsylvania Germans, most of whom were Mennonites. These highly skilled craftsmen and knowledgeable farmers had the best chance for survival because they had already survived harsh conditions in Pennsylvania.



From 1830 onwards, many Irish, Scottish and English immigrated to Upper Canada to escape the famine and overpopulation of their homeland.

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

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

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

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

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

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

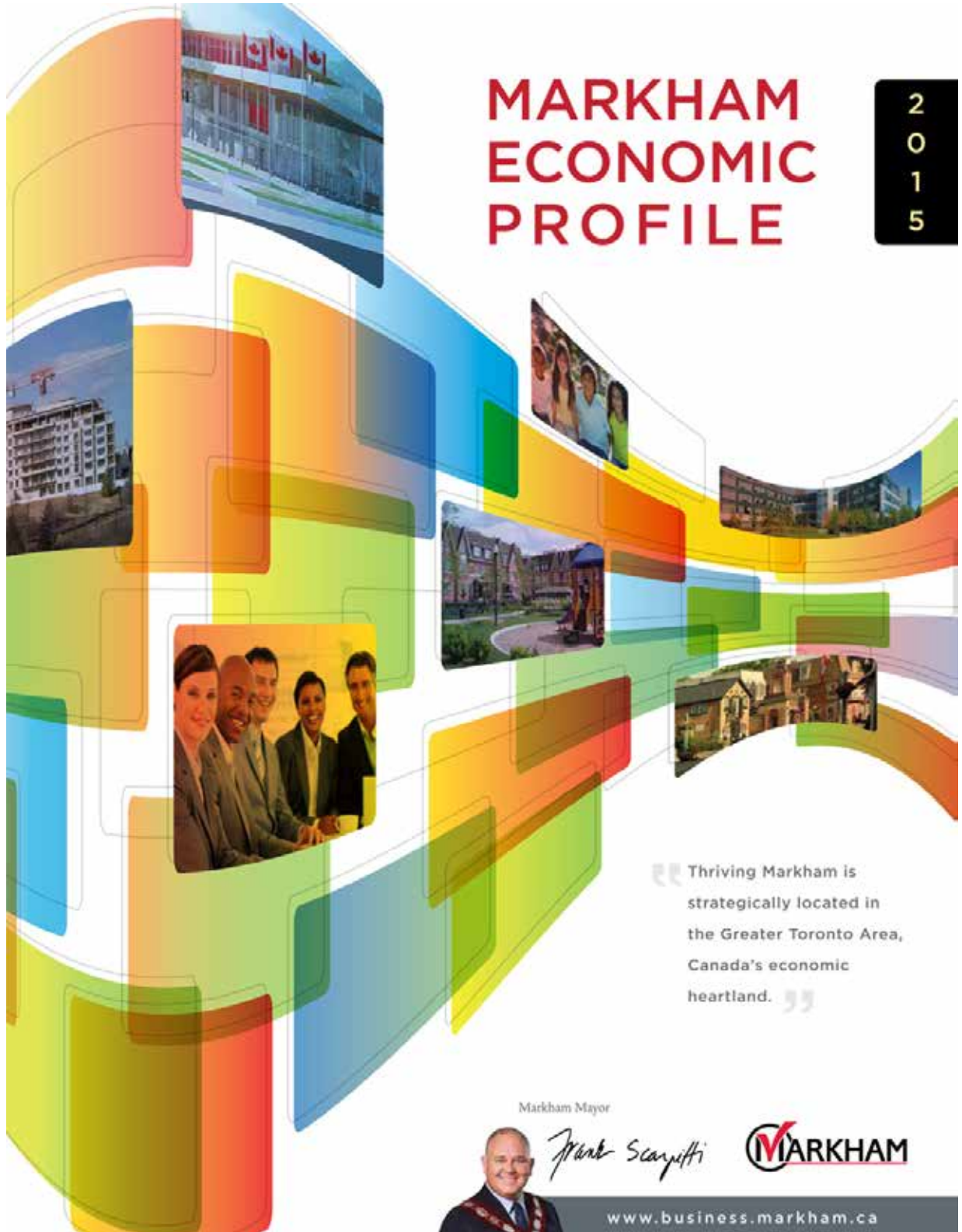
By 1969, the Township of Markham consisted of several villages, including Markham, Unionville, and parts of Thornhill. In 1971, the Regional Municipality of York was established. Northern portions of Markham Township were annexed to the municipalities of Richmond Hill and Whitchurch-Stouffville, while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

In 1976, Markham's population was approximately 56,000. Since that time, the population has increased dramatically and is estimated to be 345,000 by the end of 2015. Despite these changes and rapid growth, many reminders of Markham's roots endure. Still rich in fertile farmland, it stands as Canada's pre-eminent high technology centre, known worldwide for innovative products and services.

ECONOMIC PROFILE

MARKHAM ECONOMIC PROFILE

2
0
1
5



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

Markham Mayor



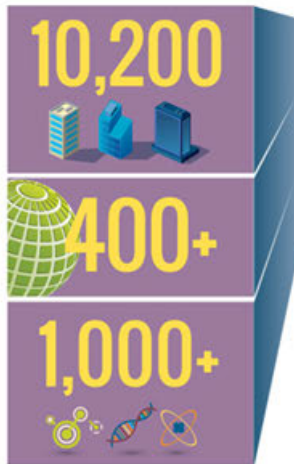
Frank Scarpitti



www.business.markham.ca

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

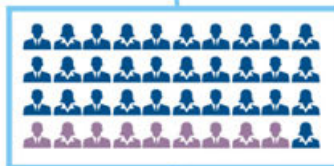
The award-winning City of Markham is the largest of nine communities in York Region, with a population of over **349,000** and a land area of **212 square kilometres**.



Of the **10,200 companies** in Markham, there are more than **400 Canadian head offices** located here - including IBM, Aviva Insurance, AMD, Bank of China, GE Digital Energy, Honeywell, Huawei Technologies, Lenovo, Johnson & Johnson, Toshiba, Honda and Hyundai.



Over **1,000 technology and life sciences companies** are based in Markham. These two sectors alone **employ 37,000 people** - over one-fifth of the total workforce of **162,000**.



Strategies for Growth

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

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

Markham's TOP 20 EMPLOYERS

3

- IBM CANADA LTD.
- TD WATERHOUSE INC.
- CITY OF MARKHAM
- MARKHAM STOUFFVILLE HOSPITAL
- THE MILLER GROUP
- AMD TECHNOLOGIES INC.
- CGI INFORMATION SYSTEMS
- JOHNSON AND JOHNSON INC.
- ESTEE LAUDER
- THE LIBERAL
- ALLSTATE INSURANCE
- MMM GROUP
- CAA SOUTH CENTRAL ONTARIO
- BROOKFIELD GLOBAL INTEGRATED
- GE DIGITAL ENERGY
- AUTOLIV ELECTRONICS CANADA INC.
- HOMELIFE BAYVIEW REALTY INC.
- FIRST STUDENT CANADA
- HONDA CANADA
- AECOM

Data source: 2015 York Region Employment Survey

High Tech Cluster

HIGH-TECH CLUSTER

4

INDUSTRIAL CATEGORY	NUMBER OF COMPANIES
Computer Systems Design and Related Services	278
Engineering Services	96
Computer, Computer Peripheral and Pre-Packaged Software Wholesaler-Distributors	77
Electronic and Precision Equipment Repair and Maintenance	54
Management Consulting Services	43
Graphic Design Services	40
Electronic Components, Navigational and Communications Equipment and Supplies Wholesaler-Distributors	33
Software Publishers	29
Data Processing, Hosting, and Related Services	24
Wireless Telecommunications Carriers (except Satellite)	23
Semiconductor and Other Electronic Component Manufacturing	20
Navigational, Measuring, Medical and Control Instruments Manufacturing	18
Research and Development in the Physical, Engineering and Life Sciences	18
Other Scientific and Technical Consulting Services	14
Computer and Peripheral Equipment Manufacturing	13
Other Telecommunications	12
Wired Telecommunications Carriers	10
Environmental Consulting Services	10
All Other Electrical Equipment and Component Manufacturing	6
All Other Professional, Scientific and Technical Services	6
Surveying and Mapping (except Geophysical) Services	5
Industrial Design Services	5
Management of Companies and Enterprises	5
Other Communications Equipment Manufacturing	4
Electrical Equipment Manufacturing	4
Electric Power Generation	3
Telephone Apparatus Manufacturing	3
Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	3
Internet Publishing and Broadcasting, and Web Search Portals	3
Geophysical Surveying and Mapping Services	3
Audio and Video Equipment Manufacturing	2
Communication and Energy Wire and Cable Manufacturing	2
Manufacturing and Reproducing Magnetic and Optical Media	1
Research and Development in the Social Sciences and Humanities	1
TOTAL	868

Note: Data was obtained from the 2015 York Region Business and Employment Survey. While every effort has been made to ensure the accuracy of this information, the Regional Municipality of York and the City of Markham can accept no responsibility for any inaccuracies, errors or omissions. Some industry categories can be found under both the high-tech and life sciences clusters because the functions of the companies support both sectors.

Life Sciences Cluster

LIFE SCIENCES CLUSTER

INDUSTRIAL CATEGORY	NUMBER OF COMPANIES
Professional Machinery, Equipment and Supplies Wholesaler-Distributors	51
Medical Equipment and Supplies Manufacturing	34
Medical and Diagnostic Laboratories	20
Computer Systems Design and Related Services	15
Pharmaceuticals and Pharmacy Supplies Wholesaler-Distributors	14
Research and Development in the Physical, Engineering and Life Sciences	13
Management of Companies and Enterprises	8
Testing Laboratories	7
Navigational, Measuring, Medical and Control Instruments Manufacturing	6
Home Health Care Services	5
Office Administrative Services	4
Pharmaceutical and Medicine Manufacturing	3
Toiletries Preparation Manufacturing	3
Management Consulting Services	3
Other Scientific and Technical Consulting Services	3
Computer, Computer Peripheral and Pre-Packaged Software Wholesaler-Distributors	1
Research and Development in the Social Sciences and Humanities	1
TOTAL	191

Industrial/Commercial Activity

INDUSTRIAL/COMMERCIAL ACTIVITY

Development Activity

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

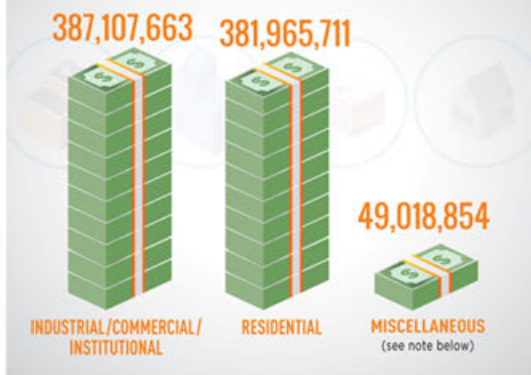
6

2015 Tax Rates (%)

	COMMERCIAL	INDUSTRIAL
Toronto	2.77%	2.83%
Mississauga	2.05%	2.42%
Vaughan	1.74%	2.03%
Markham	1.70%	1.99%

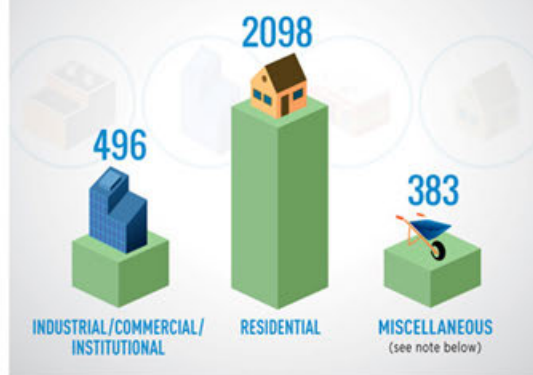
Value of Construction

(January - December 2015)



Number of Building Permits Issued

(January - December 2015)



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

Industrial Commercial Development

Industrial & Business Parks, 2015

Industrial available land - serviced and market ready

Industrial available land - unserviced

Average price per acre

529.51 acres
342.37 acres
\$850,000-\$900,000

Commercial available land - serviced and market ready

Commercial available land - unserviced

Average price per acre

285.70 acres
99.78 acres
\$1,400,000 - \$1,500,000

Industrial Inventory, 2015 (Q4)

Total inventory (sq.ft.)

Vacancy rate - class A

Average net rent (sq.ft.)

32,073,869
2.8%
\$5.33

Commercial Office Inventory, 2015 (Q4)

Total inventory (sq.ft.)

Vacancy rate - class A

Average net rent (sq.ft.)

5,418,877
7.9%
\$18.27

All values are in Canadian Dollars. Source: Colliers International

RESIDENTIAL ACTIVITY & UTILITIES

Residential Development



Number of New Residential Units Per Year



Average Home Prices

(Toronto Real Estate Board, Market Watch, December 2015)



Municipal Utilities

Water & Sewer Infrastructure, 2015 Rate

Water & wastewater rate per cubic metre	\$3.3154/m ³
Sanitary sewers	912.7 km
Water mains	1062.0 km

Electricity Costs and Charges, Business Rates

50KW OR LESS

Distribution rate	\$0.0141/kWh
Monthly fixed charge	\$26.77/month

GREATER THAN 50KW DEMAND

Distribution rate	\$3.2567/kW
Monthly fixed charge	\$146.19/month

Quality of Life

QUALITY OF LIFE

8

A key part of Markham's competitiveness strategy is to build and maintain a community that appeals to an upscale, well-educated, culturally diverse workforce.

Throughout Markham, families have the opportunity to enjoy award-winning community centres and libraries, top-performing schools, prestigious neighbourhoods, festive celebration events, and charming heritage villages. The City supports a Group of Seven-inspired art gallery, a museum, a 500-seat theatre and extensive parklands.

Markham's Greenprint strategy drives many initiatives to create a healthier, more sustainable community for all. Among many

successes, the City boasts the highest waste diversion rate in the Greater Toronto Area.

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

Seneca

Recreation & Culture

Number of Parks	210
Trails/pathway system	144.0 km
Public Libraries	7
Community centres & facilities	31
Golf Courses	9
Ice Arenas	10 pads
Flato Markham Theatre, Markham Museum, Varley Art Gallery	
Heritage areas - Thornhill Village, Unionville Village, Markham Village, Buttonville Village	

Public Health & Education

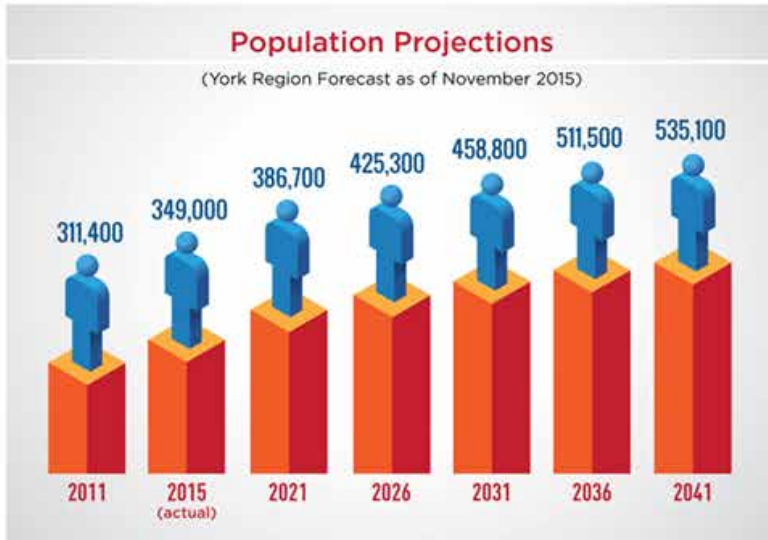
Markham Stouffville Hospital (beds)	265
Shouldice Hernia Centre (beds)	89
Elementary schools	74
High schools	14
Community Colleges (within 1 hr drive)	8
Universities (within 1 hr drive)	7

Transportation Infrastructure & Service Providers

Roads (excludes private roads)	1223 km
Highways (404 and 407)	32 km
Sidewalks	1036.5 km
Multi Use Path	26.9 km
York Region Transit (YRT)/Viva	www.yorkregiontransit.com
Toronto Transit Commission (TTC)	www.ttc.ca
GO Transit	www.gotransit.com
CN Rail	www.cn.ca
407 ETR	www.407etr.com
Toronto Buttonville Municipal Airport	www.torontoairways.com



DEMOGRAPHIC PROFILE



Mother Tongue Breakdown

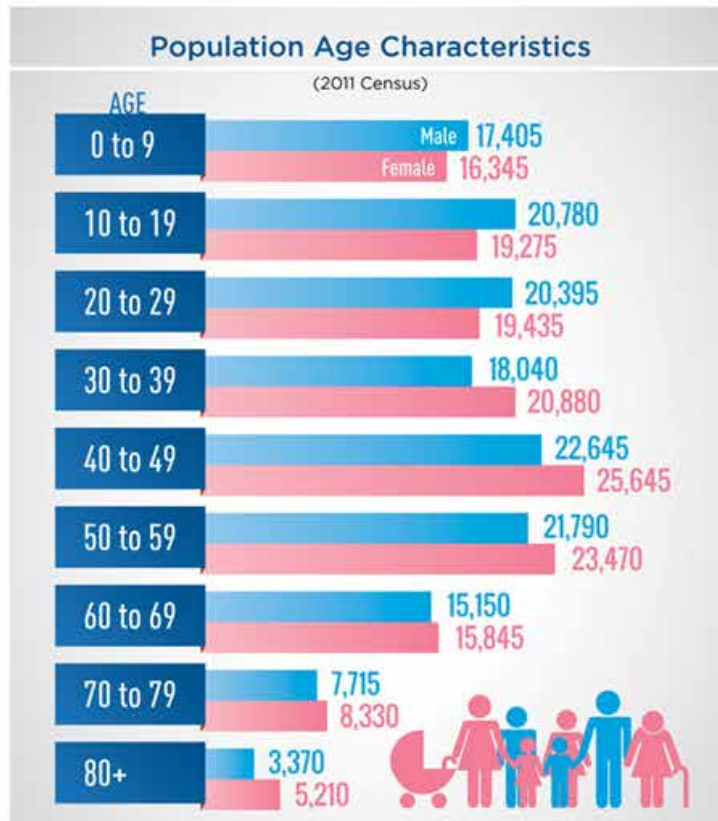
(2011 Census)



9

Educational Attainment

(2011 National Household Survey)



Labour Force Profile

LABOUR FORCE PROFILE

Basic Indicators

(2011 National Household Survey)

Number of Persons Employed	160,225
Unemployment Rate	8.1%
Labour Force Participation Rate	64.7%

10

Income Levels of Persons Reporting Income

(2011 National Household Survey)



Markham Average
\$42,610



Ontario Average
\$42,264



Canadian Average
\$40,650

Labour Force by Industry

(2011 National Household Survey)

	%
Finance, Insurance, and Real Estate	12.6
Professional, Scientific and Technical	11.6
Retail Trade	10.3
Manufacturing	9.6
Health Care and Social Assistance	8.0
Wholesale Trade	7.5
Educational Services	6.5
Accommodation and Food Services	6.3
Information, Cultural, Arts, Entertainment and Recreation	5.0
Public Administration	3.8
Construction	3.5
Other	15.3

Wage Rates

(Ministry of Labour)

Minimum Wage Rate (Rates will apply as of October 1, 2015)

Under 18 years of age	\$ 10.55
Over 18 years of age	\$ 11.25

Average Earnings, by Selected Occupation, in the Greater Toronto Area (2011, Statistics Canada)

Sales and service	\$ 28,600
Art, culture, recreation and sport	\$ 35,500
Processing, manufacturing and utilities	\$ 40,100
Trades, transport and equipment operators and related	\$ 45,300
Health	\$ 47,400
Business, finance and administrative	\$ 48,000
Social Science, education, government service and religion	\$ 60,700
Natural and applied sciences and related	\$ 62,200
Management	\$ 90,100

Note: For other Census and National Household Survey topics, please visit www.statcan.gc.ca. Data for Average Earnings by Selected Occupation is based on the Toronto census metropolitan area (CMA), from Statistics Canada, Table 2013-0906 - Earnings of individuals, by selected characteristics and National Occupational Classification (NOC-S), 2011 constant dollars, annual, CANSIM (database). (accessed: 2015-09-20)



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

Number of New Dwelling Units Issued in Year 2015

Single Dwellings	387
Double Dwellings	79
Row Dwellings	530
Mixed Residential	0
Apartments	1,102
Total	2,098

Construction Value of Permits Issued in 2015

(in \$000's)

Residential	\$	381,966
Mixed Residential	\$	-
Industrial	\$	-
Commercial	\$	387,108
Institutional & Government	\$	-
Other	\$	49,019
Total	\$	818,092

STRATEGIC PLAN AND INITIATIVES

Building Markham's Future Together 2015 – 2019 Strategic Plan

In the previous term of Council (2008 - 2014), the Click with Markham campaign was initiated to seek feedback from the residents, local businesses, and other interested parties on Markham's future direction. Seven strategic objectives were validated through this campaign, which resulted in Building Markham's Future Together (BMFT) – The City's Strategic Plan 2008 – 2014.

The process to update Building Markham's Future Together for the current Council term (2015 – 2019) took place in early 2015, and once again solicited feedback from residents and local business through an online survey and a series of community events throughout the City.

Plan Development

In February 2015, Markham Council and Senior Staff held a training and educational workshop and worked together to refresh Building Markham's Future Together – Council Strategic Plan. Three additional training and education sessions were held to discuss and confirm the Goals and Goal Statements and refine the Strategic Objectives. Under each Goal Statement, a number of Strategic Objectives were approved. These objectives formed the basis on which the Public Engagement Program for the Strategic Plan was developed to gain feedback from residents and stakeholders.

Public Engagement Program – Going to Where the People Are

Council directed Staff to provide engagement opportunities across the City throughout the Summer and Fall of 2015 to solicit community feedback from a broad cross-section of residents and businesses.

The Public Engagement Program was developed to inform, educate and provide opportunities for input by residents and stakeholders on ***Building Markham's Future Together 2015-2019 Strategic Plan***.

The objective of the community consultation process was to solicit residents and members of the business community's opinions on the importance of each objective through an innovative and interactive survey. Public feedback was obtained through an online survey and presence at various key community events and locations in the City. In addition to the survey, an online campaign was implemented with information posted on www.markham.ca and social media marketing. Staff and volunteers were present at the PanAM GlobalFest, seven of the major community events, Night It Up, Unionville Jazz Festival, RBC Milliken Children's Festival, Markham Fair, seniors centres, and various community centres and libraries. In total, 2,384 surveys were completed in person and online.



The Public Engagement Program concluded in October with a Public Open House and Information meeting, providing an additional opportunity to further engage residents and businesses. Over 70 people were in attendance to ask questions, have an opportunity to seek further clarification on the draft strategic plan, and complete the online survey.

Long-term View and Resident Priorities

Based on survey results, residents were extremely satisfied with Markham's current service levels, quality of life, residential quality, and economic opportunities. Perhaps this is because every four year Strategic Plan integrates Markham's ongoing long-term priorities of:

- Managing Markham's transportation and road network
- Promoting Markham as the best place in Canada to invest and locate knowledge-based industries
- Protecting and respecting Markham's built and natural environments
- Managing growth in the City

Markham is very much part of a global economy, and continues to thrive in part through our strong international business community. In 2015, the Mayor, along with two Regional Councillors and 34 business delegates, led a successful business mission to China. The City is committed to exploring future partnerships and promoting Markham as a place for investment. Further, a business mission to India took place in early 2016 as part of this ongoing mission to be a player in the global economy.

Members of the community confirmed the strategic priorities established by the City. Based on these results, Markham Council officially adopted the Strategic Plan that will help guide the municipality's actions through to 2019.

The Executive Summary outlines the four 2015 – 2019 Council approved Strategic Goals which the City of Markham will use as building blocks in setting its Strategic Objectives and governing Action Plans. These Strategic Objectives and Action Plans will drive Markham's Business Plans which forms the basis for the budget process.

Details of the 2015 – 2019 Strategic Goals, associated Strategic Objectives and corresponding Action Plans are laid out in the following four pages:

BUILDING MARKHAM'S FUTURE TOGETHER

2015 - 2019 STRATEGIC PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Strategic Objectives

BMFT Actions

1.1. Improving Customer Service

Implement new Customer Experience Strategy:

- Update and communicate Departmental Service Standards
- Expand Organizational Awareness Training for all Staff
- Look for technology enhancements to internal/external service
- Develop Recognition Strategies for excellent customer service
- Undertake annual customer surveys in all service areas

1.2. Transforming Services Through Technology and Innovation

Develop and implement Digital Markham technology roadmap:

- Increase and improve online services
- Advance mobile capabilities
- Enhance data and technology infrastructure
- Transform business processes
- Better leverage social media and collaboration

1.3. Strengthening Organizational Capacity and Effectiveness

- Implement a corporate People Plan - to put into place critical people-related actions to support direction of organization
- Ensure a focused and aligned workforce
- Attract, develop, engage and retain key talent
- Build capacity for innovation and change
- Prepare for changing employee demographics
- Targeted and strategic workforce planning

Performance Measures

- Overall Customer Satisfaction Rating (External & Internal)
- Percentage of Services meeting targeted service standards
- Percentage change in the number of services available online
- Percentage change in utilization of online services and social media
- Healthy Work Environment Index from Staff Satisfaction Survey



BUILDING MARKHAM'S FUTURE TOGETHER

2015 - 2019 STRATEGIC PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statements: 1) *We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.*

Strategic Objectives

BMFT Actions

2.1. Increasing Community Engagement

- Develop and implement a Community Activation Framework and tool kit for City departments
- Develop Corporate Volunteer Management Program
- Transition the Markham Pan Am Centre into an international sports hub
- Update the Integrated Leisure Master Plan

2.2. Ensuring Markham is Welcoming and Inclusive

- Active advancement of the Diversity Action Plan - Everyone Welcome - with a focus on:
- Implement an Older Adult Plan to address gaps to participation and review subsidies and affordability
- Develop and implement a procurement supplier diversity strategy
- Introduce diversity and inclusion training for Council Advisory Committees

2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge Based Industries

- Update the Economic Strategy
- Support the development of a York University campus in Markham
- Stimulate new business formation and commercialization through increased market awareness of the MCC, ventureLAB, and the Markham Small Business Centre
- Increase Foreign Direct Investment in Markham
- Create Destination Markham

Performance Measures

- Number of Volunteers involved in City run activities as a percentage of the population
- Participation in City programs per capita
- Assessment Composition (Ratio of Non-Residential vs. Residential)
- % of population with post secondary education
- Jobs per working age person
- Employment growth rate in targeted sectors

BUILDING MARKHAM'S FUTURE TOGETHER

2015 - 2019 STRATEGIC PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Strategic Objectives

BMFT Actions

3.1. Managing our Transportation and Road Network

- Implement the Master Transportation Plan and monitor result
- Implement the Cycling, Pathways and Trails Plan
- Continue to work with other levels of government to deliver road and transit infrastructure
- Encourage compact, mixed use development to reduce the amount of travel

3.2. Managing Growth in Markham

- Implement the new Official Plan
- Create Great Parks and Streetscapes
- Undertake the Comprehensive Zoning By-law Project

3.3. Ensuring the Reliability of the Corporation's Services

- Advance the City's emergency preparedness by completing business continuity plans in all Departments
- Proactively manage our City infrastructure and have plans in place to reduce risks

3.4. Protecting and Respecting Our Built and Natural Environment

- Implement the Corporate Energy Management Plan
- Complete and implement the Municipal Energy Plan
- Implement the Flood Control Program
- Support and leverage Rouge National Urban Park
- Develop a Climate Change Adaption Strategy

Performance Measures

- Ratio of cycling and pedestrian pathways (km) vs. roads (km)
- Percentage of Medium/ High Density housing vs Total # of houses
- Community waste diversion rate
- Modal split
- Corporate Greenhouse Gas Emissions per capita



BUILDING MARKHAM'S FUTURE TOGETHER

2015 - 2019 STRATEGIC PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery*

Strategic Objectives

BMFT Actions

4.1. Ensuring a Fiscally Prudent and Efficient Municipality

- Deliver multi-year Operating and Capital Budgets
- Ensure growth and non-growth related projects are fully funded
- Refresh E3 Strategy to increase non-tax revenues and maintain or lower operating costs in a growing Markham
- Ensure services are delivered efficiently

4.2. Stewardship of the City's Assets

- Identify adequate funding in the Life Cycle Replacement and Capital Reserve Funds based on projected inflows to sustain future rehabilitation and replacement requirements for the next 25 years
- Develop a Municipal Asset Management Plan in compliance with the Ontario's Building Together Guide

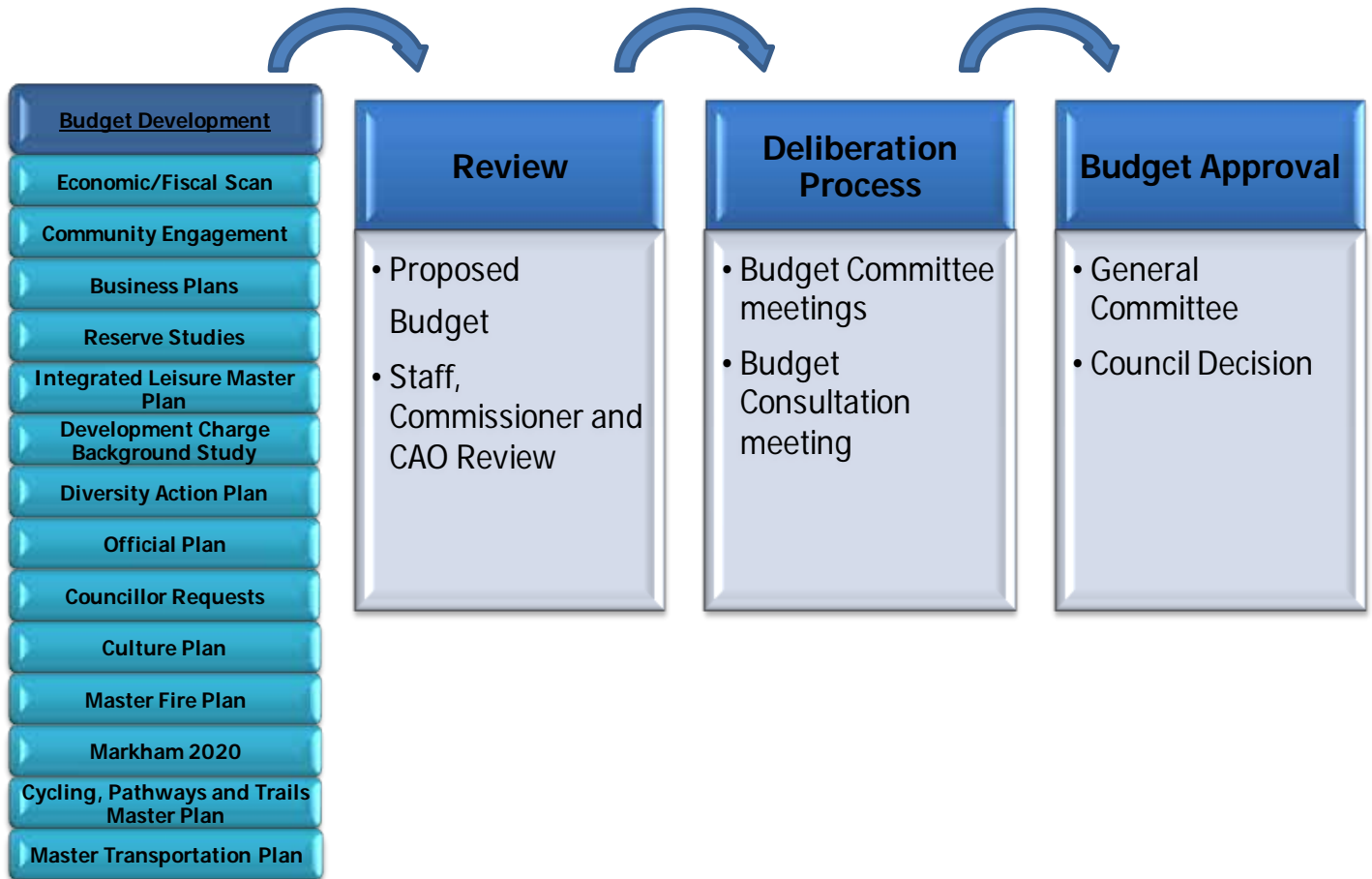
4.3. Increasing Transparency and Accountability

- Retain an Auditor General to execute an Audit Plan for the organization
- Develop transparency and accountability policy framework(s)

Performance Measures

- Financial Position Per Capita
- Debt per \$100,000 of Assessment
- Total Property Tax Per Capita
- Reserves as a % of Revenues

2016 BUDGETING PROCESS





2016 BUDGETING PROCESS DETAILED LEVEL

Proposed Timeline

Date	Business Plan (Managed by: Strategy Managers)	Budget (Managed by: Financial Services)
May 14	Corporate Business Plan (draft) and 2016-2019 Departmental Business Plan Templates Released	
May – June	Directors' Forum (DF) to review Corporate Actions to be covered in Departmental Business Plan	
June	Director review with Commissioner	
June 22	Business Plan due to Strategy Manager	
June 23 – 26	Final Review by Commissioner	
June 30	2016-2019 Departmental Business Plan Finalized	
June – July 10		Capital Budget database open for input of capital project requests
July 10		Department submission of operating budget requests
July 13 – 21		Director review of Operating and Capital Budget reports with Commissioner
July 24		E-file to DF
July 30 & 31		DF review of Capital Budget (operating non-life cycle, gas tax and split funded projects)
August 13 & 14		DF review (continuation)
September		ELT review of Operating and Capital budgets, Councillor requests
October 13		Budget Committee #1 – Economic Scan, Operating and Capital budget overview
October 16, 20, & 23		Budget Committee #2, 3 and 4 – Capital Budget review
October 27		Budget Committee #5 – Councillor Requests
November 3		Budget Committee #6 – Councillor Requests and Operating Budget
November 10		Budget Committee #7 – Operating Budget
November 17		Budget Committee #8 – Planning & Design, Engineering Building and Waterworks Operating Budgets
December 7		<ul style="list-style-type: none"> · Budget Committee #9 – Finalize Budgets · Public meeting
December 15		<ul style="list-style-type: none"> · Report to Special General Committee · Council decision

* 2016-2019 Department Business Plan may be reviewed at the next Quarterly Update with ELT – To be confirmed by Directors' Forum and CAO

BU	Business Unit Profile
ELT	Executive Leadership Team
DF	Directors' Forum

2016 BUDGET OVERVIEW

Fiscal Prudence

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

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

Budget Framework

Council meets every four years to set the City's goals and priorities. For 2016, Council's strategic priorities address the initiatives defined in the 2015 - 2019 Council term and detailed under section 2 - Corporate Strategic Plan:

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

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

Multi-year Budgeting

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

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

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



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

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

Budget Process

In May 2015, staff began working on the 2016 BP for each Business Unit. Each Business Unit filled out a BP that served as a single reference for identifying its Unit's 2016 proposed objectives in alignment to the corporate goals and Council priorities. Within each BP, Business Units included a proposed 2016 Operating Budget and Capital Project Budget that combined, form the Business Unit's Budget.

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

"We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery."

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

A series of presentations, highlighting the proposed 2016 BPs and aligning the plan to Council's priorities were made by the respective Department heads to the Directors' Forum (DF). Six workshops for Directors' Forum (DF) and Chief Administrative Officer (CAO) and Commissioners (ELT) were held in June 2015 to finalize the initiatives to be undertaken in 2016.

A total of nine Budget Committee meetings were held between October to November 2015 to discuss, review and finalize the 2016 Operating and Capital Budget. One public consultation meeting was held on December 7, 2015 as an opportunity for residents, business and community leaders to obtain an overview of the City's budget process and the 2016 proposed budget. Attendees were invited to inquire about the Budget and to provide feedback at these meetings.

On December 15, 2015 Council approved the Capital Budget and Waterworks Operating budget as well as the Operating, Planning & Design, Engineering, and Building Budgets for 2016.

Approved Budget

The total approved 2016 Budget is \$468.6 million broken down as follows:

Budget Component	(in \$ millions)
Operating	\$193.1
Library	\$13.5
Capital	\$122.9
Waterworks	\$115.3
Planning and Design	\$8.2
Engineering	\$7.0
Building Standards	\$8.6
Total	\$468.6

The 2016 Budget aligns with the Council approved strategic priorities which address social, economic and environmental considerations. The Budget includes service level enhancements while providing Markham residents value for their money, and it achieves fiscal sustainability by not using one-time funding to balance the Budget.



2016 CORPORATE-WIDE BUDGET

ALLOCATION OF REVENUE & EXPENDITURE BY FUND (IN \$000's)

Fund	Operating Fund	Capital Development Fund	Planning & Design	Engineering	Building Fee	Waterworks/ Stabilization Capital Reserve	TOTAL
Revenues							
Property Tax	142,694	-	-	-	-	-	142,694
Other Taxes	1,209	-	-	-	-	-	1,209
Grants	1,596	-	-	-	-	-	1,596
Licences & Permits	1,855	-	-	-	6,997	-	8,852
Interest & Penalties	3,800	-	-	-	-	-	3,800
Investment Income	21,620	-	-	-	-	-	21,620
Fines	3,059	-	-	-	-	-	3,059
User Fees & Service Charges	16,393	-	7,979	6,117	30	581	31,100
Rental & Sales Income	8,992	-	-	-	-	366	9,358
Billings	-	-	-	-	-	113,975	113,975
Other Income	5,319	-	-	65	-	638	6,022
Capital Fund	-	122,895	-	-	-	-	122,895
Transfer from Reserves	-	-	215	787	1,614	-	2,616
	206,537	122,895	8,194	6,969	8,641	115,560	468,796
Expenditures							
Salaries & Benefits	121,161	-	5,840	4,589	5,873	7,364	144,827
Printing & Office Supplies	585	-	43	22	57	33	740
Operating Materials & Supplies	2,619	-	7	13	24	132	2,795
Vehicle Supplies	1,639	-	-	-	-	-	1,639
Construction Materials	1,827	-	-	-	-	610	2,437
Utilities	7,776	-	-	-	-	56	7,832
Communications	1,401	-	16	24	36	102	1,579
Travel & Training Expenses	1,170	-	39	30	32	104	1,375
Contracts & Service Agreements	6,107	-	2,178	2,233	2,569	3,176	16,263
Maintenance & Repair	5,944	-	-	3	-	400	6,347
Rental/Lease	669	-	3	6	-	6	684
Insurance	2,268	-	-	-	-	-	2,268
Professional Services	2,765	-	39	15	10	113	2,942
Licences, Permits & Credit Card Charges	1,065	-	25	32	40	55	1,217
Promotion & Advertising	1,299	-	4	-	-	3	1,306
Contracted Municipal Services	10,691	-	-	-	-	84,774	95,465
Other Purchased Services	1,227	-	-	-	-	2,381	3,608
Other Expenditures	4,628	-	-	2	-	290	4,920
Capital Expenditures	-	122,895	-	-	-	-	122,895
Transfers to Reserves	31,696	-	-	-	-	15,961	47,657
	206,537	122,895	8,194	6,969	8,641	115,560	468,796

2016 CONSOLIDATED BUDGET BY DEPARTMENT AND BY FUNDING SOURCE

(in 000's)	Operating Fund (Note 1)	Capital Fund (Note 2)	Development Fee (Note 3)	Building Fee	Waterworks/ Stabilization Fee	Total 2016 Budget	2015 Budget
Council and Administration	3,136	-	-	-	-	3,136	3,099
<i>Building</i>	-	-	-	8,641	-	8,641	8,580
<i>Economic Development</i>	1,631	-	-	-	-	1,631	1,621
<i>Engineering</i>	-	45,071	6,969	-	-	52,040	27,951
<i>Planning and Design</i>	-	15,960	8,194	-	-	24,154	23,349
<i>Commissioner's Office, DS</i>	1,203	-	-	-	-	1,203	1,197
Development Services (DS)	2,834	61,031	15,163	8,641	-	87,669	62,698
<i>CAO's Office</i>	1,065	-	-	-	-	1,065	1,119
<i>Human Resources</i>	3,123	-	-	-	-	3,123	3,155
<i>Legal</i>	1,790	-	-	-	-	1,790	1,770
<i>Sustainability</i>	659	349	-	-	-	1,008	924
CAO, Legal, HR & Sustainability	6,637	349	-	-	-	6,986	6,968
<i>Corporate Communications & Community Relations</i>	2,252	-	-	-	-	2,252	2,336
<i>Financial Services</i>	5,204	4,923	-	-	-	10,127	10,170
<i>ITS</i>	7,027	3,414	-	-	-	10,441	9,419
<i>Legislative Services</i>	8,076	-	-	-	-	8,076	7,720
<i>Commissioner's Office, CS</i>	390	-	-	-	-	390	385
Corporate Services (CS)	22,949	8,337	-	-	-	31,286	30,030
<i>Arts, Culture, Museum and Theatre</i>	5,771	1,291	-	-	-	7,062	7,773
<i>Fire and Emergency Services</i>	33,874	1,566	-	-	-	35,440	34,472
<i>Markham Public Library</i>	11,826	2,314	-	-	-	14,140	14,026
<i>Recreation Services</i>	29,032	2,793	-	-	-	31,825	30,706
<i>Operations and Operations Admin</i>	30,683	16,884	-	-	265	47,832	48,784
<i>Asset Management</i>	8,610	18,118	-	-	-	26,728	28,538
<i>Waste and Environmental Management</i>	9,365	190	-	-	-	9,555	9,396
<i>Waterworks</i>	-	10,022	-	-	115,295	125,317	112,674
<i>Commissioner's Office, CFS</i>	822	-	-	-	-	822	968
Community & Fire Services (CFS)	129,983	53,178	-	-	115,560	298,721	287,337
Corporate Items	40,998	-	-	-	-	40,998	36,392
	206,537	122,895	15,163	8,641	115,560	468,796	426,524

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

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

Note 3: Development Fee breakdown in \$000's: Planning & Design = \$8,194; Engineering = \$ 6,969



Operating Budget Summary

The Operating Budget is completed through a collaborative effort between Council and Staff. As described in the 2016 Budget Process section of the Executive Summary, Markham initiates each year's budget by reviewing the current economic climate and identifies E3 savings to deliver a balanced budget which meets resident expectations while incorporating minimal tax rate increases in the process.

As discussed, the fiscal scan conducted to forecast 2016 Budget identified budgetary pressures made up by the following five components: managing growth, funding ongoing capital replacements, complying with Federal and Provincial Legislation, maintaining municipal service levels, and increasing personnel costs.

Together, these fiscal pressures resulted in a \$7.4 million impact to the Operating Budget expenditures, offset by an increase in revenues of \$4.4 million, resulting in a net shortfall of approximately \$3.0 million equivalent to a tax rate increase of 2.28%. In addition, another 0.16%, representing year 3 of 3 from the ice storm funding recovery, was included in the 2016 tax rate increase for a total of 2.44%.

In summary, Council approved a total tax rate increase of 2.44%; 2.28% to support day-to-day operations and 0.16% to fund the final year of the response and recovery costs associated with the December 2013 ice storm.

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

Capital Budget Summary

The approval of the 2016 Capital Budget of \$122.9 million was achieved through a comprehensive process designed to effectively address each of the City's strategic priorities. Maintaining the model of long-term thinking towards capital investments, the City ensures that the existing community facilities are maintained in a state of good repair for years to come. Overall, the Capital Budget demonstrates the City's commitment to its residents by making the appropriate plans to invest in their future needs.

In September 2015, Council approved the Capital Budget pre-approval report which included 19 projects totaling \$16.8 million. Pre-approval of capital projects are typically requested due to the following factors:

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

In December 2015, Council subsequently approved an additional 235 projects totaling \$106.1 million. In aggregate, 254 capital projects were approved for the 2016 Capital Budget, totalling \$122.9 million.

	# of projects	\$ (in millions)
Pre-approvals (September 21, 2015)	19	\$16.8
Remaining projects to be approved (December 15, 2015)	235	\$106.1
Total	254	\$122.9

The 2016 Capital Budget includes service level enhancements for the Flood Control Implementation at West Thornhill, design and construction of 20 new parks totalling 67 acres to accommodate the growing population, a number of major construction programs to support transportation infrastructure, service level enhancements at Community Centres, Libraries, Fire Stations and the Civic Centre, continuation of the tree planting initiative, and the Emerald Ash Borer program.

The 2016 Capital Budget reflects the City's commitment to maintain service levels to the community and balances social needs with fiscal prudence. This is a reflection of the City's commitment towards fiscal stewardship. Further, the City's commitment to increase contribution to the capital program by \$0.5 million each year is maintained. The City has also continued to ramp-up the Operating Budget for future expenditures related to new Community Centres, Pan Am Facility, Libraries and Fire Stations. In addition, the City has continued to contribute to each of the Land Acquisition and Environmental Land Acquisition Reserve Funds.

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

Waterworks Budget

Council approved the 2016 Waterworks Budget of \$115.3 million. This represents an increase of \$13.5 million over the 2015 Operating Budget. The 2016 Water and Wastewater rate of \$3.5751/m³ effective April 1, 2016 (an increase of 7.8% over 2015's rate) is incorporated into the 2016 Waterworks Operating Budget.

Planning & Design Budget

The Planning & Design Budget is primarily funded through Planning Fees. For 2016, Council approved the Planning & Design Budget of \$8.2 million, which remains steady from the 2015 Budget.



Engineering Budget

The Engineering Budget is primarily funded through Engineering Fees. For 2016, Council approved the Engineering Budget of \$7.0 million. This represents an increase of \$0.4 million from the 2015 Budget.

Building Standards Budget

The Building Budget is primarily funded through Building Licenses and Permits. For 2016, Council approved the Building Services Budget of \$8.6 million. This represents an increase of \$0.1 million from the 2015 Budget.

SUMMARY OF FUNDS

The City's financial statements are made up of the following four funds as follows:

1. Operating Fund
2. Capital Fund
3. Reserves and Reserve Funds
4. Trust Funds

Operating Fund

The Operating Fund consists of the following budgets: Operating and Library, Building Services, Planning & Design, Engineering, and Waterworks. The main source of funding for the Operating Budget is from taxation revenues. Building Services, Planning & Design, Engineering are funded through development and building fees while Waterworks is funded through water billings.

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

Capital Fund

The Capital Fund provides funding for all capital projects in the City of Markham, and it is mainly funded the following sources:

- Life Cycle Replacement and Capital Reserve
- Development charges (DC Reserve)
- Federal Gas Tax Revenues

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

Reserves and Reserve Funds

Reserves are an accumulation of net revenue that is established by Council for a particular purpose. Reserves are unallocated funds and do not require the segregation of money for specific assets. Interest earned on the invested earnings is reported as Operating Fund earnings and not accumulated in the reserve.

Similar to Reserves, Reserve Funds are an accumulation of net revenue; however, its assets are allocated, restricted, and utilized for a specific purpose. Interest earned on the invested earnings is accumulated in the respective Reserve Fund. Further, 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



DESCRIPTION OF RESERVES AND RESERVE FUNDS

The maintenance of Reserves and Reserve Funds is very important to the City of Markham, since the availability of these sources of funding provides Council and Senior Management with greater flexibility in planning for the future. At December 31, 2015, the balance in the City’s Reserves and Reserve Funds was \$267.9 million.

RESERVE TYPE	DESCRIPTION
Building Fee	Funds to help cover costs in “down cycle” years of lower volume activity for the Building department.
Capital Gain	Allows the City to transfer year end capital gain surplus which can be drawn to fund budget deficit in the investment income and capital gain account and to fund investment interest budget.
Corporate Rate Stabilization	Minimizes the effect of any large variations in major sources of ongoing operating revenue and expenditures; funded from prior year operating surpluses.
Development Fee	Funds to stabilize fluctuations in development fee rates and to fund actual shortfall in Engineering and Planning in future years.
Election Rebate	Funds future Election Contributions Rebate Program expenses.
Facility Ramp-Up	Funds to be utilized to partially offset costs associated with future staffing requirements at new Community Centres and Fire stations that the City will add to its inventory.
Firefighters Sick Leave Benefits	Funds payouts of unused sick leave benefits upon Firefighters’ termination required under Firefighters collective agreement.
Insurance	Allows the City to increase future insurance deductibles in order to reduce annual premium costs; funded from annual operating surplus in insurance accounts.
Long-Term Disability Benefits	Accumulate funds to pay for all long term disability benefits and associated administrative expenses.
Partnerships	Accumulate funds received from partnership agreements entered into by the City with entities that add value to the partner and the City. Funds will be utilized for projects that build community pride, celebrate cultural diversity and promote the City’s commitment to the environment
Waste Management Stabilization/Capital	Funds temporary fluctuations in the commodities market for recyclables and garbage disposal fees.
Waterworks Stabilization/Capital	Funds to be utilized to offset fluctuations in gross profit on water sales to residents and to fund repairs/replacements of waterworks capital infrastructure

RESERVE FUND TYPE	DESCRIPTION
Development Charges	Accumulates charges collected from developers according to the Development Charge Act, 1997. The reserve provides funding for eligible growth-related projects in the City's Capital Budget. Obligatory reserve.
Emerald Ash Borer	Funds to be utilized to remove and replace infected trees to protect the City's environmental, social, health and economic benefits of urban forest.
Environmental Land Acquisition	Funds to be utilized to acquire property identified by the City to be environmentally sensitive.
Environmental Sustainability	Funds to be utilized for City and community based projects and initiatives that promote environment responsibility and enhances the City's natural resources (water, air quality, soils and natural features).
Gas Tax Revenue	To fund eligible projects identified under the terms of agreement with Federal government. Obligatory reserve.
Heritage Preservation	Provides funding to protect and preserve heritage buildings in the City. Obligatory reserve.
Land Acquisition	Allows the City to finance the purchase of strategic land acquisitions that are non-growth and that are not environmentally sensitive.
Library Building Program	Funds to be utilized for future library building projects, which are not covered by development charges.
Life Cycle Replacement & Capital	To fund asset life cycle replacements and other major capital investments in future years.
Markham Heritage Loans	Provides interest bearing loans to property owners to allow repair, renovation or reconstruction of the property so that it presents a historical and authentic appearance. Obligatory reserve.
Museum Endowment	Funds museum-related capital projects; funded by donations from the general public & community organizations.
Non-DC Growth	Used to accumulate and maintain any Pre-Development Charges Act Engineering levies collected in respect of development; represents the non-growth portion of development charges.
Parks 5% Cash in Lieu	Funds the acquisition of new parkland, recreation facilities and equipment. Obligatory reserve.
Post Retirement Benefits	Funds to be utilized to fund future cost of post retirement benefits for eligible retiring employees.
Road Resurfacing	Funds road completion in industrial subdivisions.
Stormwater Fee	Funds to be utilized to fund flood control implementation programs.
Theatre Endowment & Capital Improvement	Funds the capital expenditures for the Markham Theatre.
Trees for Tomorrow	Funds to be utilized to encourage tree plantings and public awareness by community groups and non-government organizations.
Waterworks	Funds to be used for the upgrade and replacement of City water infrastructure.
WSIB	Allows the City to self-fund staff benefits previously covered by Workplace Safety Insurance Board (WSIB); funded from operating surplus in benefits accounts. Obligatory reserve.



RESERVES AND RESERVE FUNDS CONTINUITY SCHEDULE (IN \$000's)

Description	Actual Balance December 31, 2014	Actual Balance December 31, 2015	2016 Budget			Estimated Balance December 31, 2016 \$
			Developer and Other Contributions \$	Transfer from Operating Funds \$	Transfer to Capital Funds \$	
<u>RESERVES</u>						
Berczy Land Scape Feature	203	203				203
Building Fee	13,105	10,676		(1,614)	(1,103)	7,960
Capital Gain Reserve	3,680	3,680				3,680
Corporate Rate Stabilization	15,259	14,132		3,212		17,344
Development Fee	(7,966)	(9,861)		(1,002)	(770)	(11,633)
Election Expenses	150	410		300		710
Election Rebate	280	(156)		70		(86)
Facility Ramp - Up	10,017	12,389		72	(1,401)	11,060
Firefighter's Sick Leave Benefits	6,463	6,436		41		6,477
Insurance	3,316	3,316				3,316
Long Term Disability Benefit	15,904	17,637				17,637
Partnership	16	16				16
Recreation & Culture Capital Replacement	-	-		369		369
Train Anti-Whistling	318	318			(318)	-
Waste Management Stabilization / Capital	28	28				28
Waterworks Stabilization / Capital	49,204	54,114		15,961	(11,174)	58,901
Total Reserves	109,977	113,337	-	17,409	(14,766)	115,981
<u>RESERVE FUNDS</u>						
Cemetary Operatioins	111	112				112
Deginated Heritage Property Grant	33	51				51
Emerald Ash Borer	1,158	(1,963)		590	(4,133)	(5,506)
Environmental Land Acquisition	8,433	8,789				8,789
Environmental Sustainability	153	133				133
Heritage Preservation	95	89			(30)	59
Land Acquisition Reserve Fund	(24,296)	(24,724)				(24,724)
Library Building Program	5,855	5,927				5,927
Life Cycle Replacement & Capital	65,715	62,774		30,526	(30,120)	63,179
Markham Heritage Loans	310	258				258
Markham Trees for Tomorrow	239	143			(120)	23
Museum Endowment	61	59				59
Non DC Growth	11,795	10,242			(3,639)	6,604
Post-Retirement Benefits	12,239	13,255				13,255
Public Art Acquisition	451	483				483
Stormwater Fee	(78)	(2,069)			(6,684)	(8,753)
Theatre Capital Improvement Fund	282	309				309
Theatre Endowment	354	359		10		369
Workplace Safety Insurance Board (WSIB)	3,040	3,077				3,077
WSIB Excess Compensation	185	387				387
Waterworks	234	237				237
Road Resurfacing	342	295				295
Parks 5% Cash in Lieu	(4,349)	(1,528)				(1,528)
Tree Replacement	6	6				6
Gas Tax Revenue	7,156	6,016	9,173		(8,067)	7,121
Total Reserve Funds	89,522	82,720	9,173	31,126	(52,793)	70,226
Total Reserve And Reserve Funds	199,500	196,057	9,173	48,535	(67,558)	186,207
Development Charges Reserve Funds *	89,964	71,855	16,350	-	(55,337)	32,868
Total	289,464	267,912	25,523	48,535	(122,895)	219,075

RESERVES AND RESERVE FUNDS CONTINUITY SCHEDULE EXPLANATION OF BUDGET CHANGES (IN \$000'S)

Description	Transfer from/ (to) Operating Funds \$	Transfer to Capital Funds \$	Details
<u>Building Fee</u>			
Transfer to Operating Fund	(1,614)		Transfer of Building Operating Budget based on 2016 projected performance
Transfer to fund Capital Projects		(1,103)	Funding of 2016 capital projects associated with Building department
<u>Corporate Rate Stabilization</u>			
Transfer of 2015 Operating surplus	3,212		Transfer of Operating surplus for 2015 based on actual performance
<u>Development Fee</u>			
Transfer to Operating Fund	(1,002)		Transfer of Planning and Engineering Operating Budget based on 2015 projected performance
Transfer to fund Capital Projects		(770)	Funding of 2015 capital projects associated with Planning and Engineering department
<u>Election Expenses</u>			
Transfer from Operating Fund	300		Transfer to fund future election costs
<u>Election Rebate</u>			
Transfer from Operating Fund	70		Transfer to fund future election rebate costs
<u>Facility Ramp UP</u>			
Transfer of funds for future maintenance	72		Amount transferred to fund future cost of facilities
Funding of Capital Projects		(1,401)	Transfer of funds for a number of City facility improvement projects
<u>Firefighter's Sick Leave Benefits</u>			
Transfer from Operating Fund	41		Annual transfer to fund future payout of unused sick leave benefits upon fire fighter's termination
<u>Recreation & Culture Capital Replacement</u>			
Transfer of funds for future replacement	369		Transfer to reserves in order to sustain Recreation and Capital Replacement requirements
<u>Train Anti-Whistling</u>			
Funding of Capital Projects		(318)	Transfer to fund future Anti-Whistling projects
<u>Waterworks Stabilization / Capital</u>			
Transfer from Waterworks Operating Fund net of 2015 surplus	15,961		Transfer to reserves in order to sustain future Waterworks replacement and rehabilitation requirements
Funding of Capital Projects		(11,174)	Transfer to Capital Budget on order to fund Waterworks 2016 capital projects
<u>Emerald Ash Borer</u>			
Transfer from Operating Fund	590		Transfer to fund future Emerald Ash Borer projects
Transfer to fund Capital Projects		(4,133)	Funding of 2016 capital projects
<u>Heritage Preservation</u>			
Transfer to fund Capital Projects		(30)	Funding of 2016 capital projects associated with Heritage Preservation
<u>Life Cycle Replacement & Capital</u>			
Transfer from Operating Fund	30,526		Transfer from Operating Budget to fund asset life cycle replacements
Transfer to fund Capital Projects		(30,120)	Funding of 2016 capital projects associated to asset replacements
<u>Markham Trees for Tomorrow</u>			
Transfer to fund Capital Projects		(120)	Funding of 2016 capital projects associated to tree planting
<u>Non Development Charges Growth</u>			
Transfer to fund Capital Projects		(3,639)	Funding of 2016 capital projects associated with non-growth related area
<u>Storm water fee</u>			
Transfer to fund Capital Projects		(6,684)	Funding of 2016 capital projects associated with storm water
<u>Theatre Endowment</u>			
Transfer from Operating Fund	10		Transfer from Culture Operating Budget for future Theatre capital expenditures net of transfer to operating fund
<u>Gas Tax Revenue</u>			
Transfer from Other Revenue	9,173		Gas tax revenue received from federal government transferred funds for capital projects
Transfer to fund Capital Projects		(8,067)	Funding of 2016 capital projects identified as gas tax revenue eligible or for capital projects to be developer funded



RESERVES AND RESERVE FUNDS CONTINUITY SCHEDULE EXPLANATION OF BUDGET CHANGES (IN \$000'S)

Description	Transfer from Operating Funds \$	Transfer to Capital Funds \$	Details
<u>Markham Trees for Tomorrow</u>			
Transfer to fund Capital Projects		(120)	Funding of 2016 capital projects associated to tree planting
<u>Non Development Charges Growth</u>			
Transfer to fund Capital Projects		(3,639)	Funding of 2016 capital projects associated with non-growth related area
<u>Storm water fee</u>			
Transfer to fund Capital Projects		(6,684)	Funding of 2016 capital projects associated with storm water
<u>Theatre Endowment</u>			
Transfer from Operating Fund	10		Transfer from Culture Operating Budget for future Theatre capital expenditures net of transfer to operating fund
<u>Gas Tax Revenue</u>			
Transfer from Other Revenue	9,173		Gas tax revenue received from federal government transferred funds for capital projects
Transfer to fund Capital Projects		(8,067)	Funding of 2016 capital projects identified as gas tax revenue eligible or for capital projects to be developer funded

2014 TO 2016 SUMMARY OF RESERVE AND RESERVE FUNDS (IN 000'S)

	2014 Actual	2015 Actual	2016 Budget
Balance as of January 1	247,328	199,500	196,057
Other Revenue	1,147	317	9,173
Dividend from Markham Enterprises Corporation	5,162	7,756	-
Transfers in from Operating Fund	30,552	37,123	48,535
Transfer out to Capital Fund (net of unspent)	(84,689)	(48,639)	(67,558)
Balance as of December 31	199,500	196,057	186,207
Development charges Reserve Funds *	89,964	71,855	32,868
Total	289,464	267,912	219,075

* The City's practice is to fund all Development charge funded projects up to \$1,000,000 immediately upon budget approval. Projects in excess of \$1,000,000 are funded quarterly based on cash flow requirements.

Trust Funds

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

DESCRIPTION OF TRUST FUNDS

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

Morgan Park Trust Fund	<p>The T. & G. Morgan Memorial Fund in Markham Village was established in 1918 as a result of the last Will and Testament of George Morgan to hold funds, the interest earned on which can be used to offset certain maintenance costs of Morgan Park.</p> <p>The Morgan Park Redevelopment Trust Fund was established by Council Resolution on December 11, 1991 to receive charitable donations to be used towards the redevelopment of Morgan Park.</p>
Varley- McKay Art Foundation Trust Fund	<p>The Varley-McKay Art Foundation Trust Fund was established by Council Resolution on December 11, 2001. This trust is funded by the amount received from the Estate of Kathleen G. McKay. Interest earned on these funds is available to the Varley-McKay Art Foundation of Markham to fund art appreciation and development.</p>
Markham Environmental Advisory Committee Trust Fund	<p>The Markham Environmental Advisory Committee (previously Markham Conservation Committee) Trust Fund was established by Council Resolution on April 15, 1992 to receive donations, grants, subsidies, and other amounts to be used to cover costs associated with conservation and naturalization programs and projects undertaken by the Markham Environmental Advisory Committee.</p>
Cemetery Trust Fund	<p>The Cemetery Trust Fund was established under the Regulations of the Cemeteries Act to accumulate certain funds from the sale or transfer of an interment right to a purchaser in accordance with the Regulations. These funds are to be held in trust for the care and maintenance of the cemeteries. Interests earned on amounts held by the Fund are used towards the maintenance, security and preservation of the cemetery, its grounds, buildings, equipment and markers in accordance with the Regulations.</p>
Older Adults in Action Trust Fund	<p>Council Resolution established the Older Adults In Action Trust Fund on March 10, 1998 to collect donations for the Club and Older Adult Centre.</p>
Markham History – Research and Publication Trust Fund	<p>The Markham History – Research & Publication Trust Fund was established by Council Resolution on June 1, 2004 to plan and monitor the implementation of research, writing, digitizing and production of historical media that illuminates various themes in Markham’s history. The Trust is funded from cash and securities received from organizations involved in the creation of the original trust fund - Markham History Book Committee, the Markham & District Historical Society and the Museum Advisory Board.</p>



TRUST FUND CONTINUITY SCHEDULE

Statement of Financial Position

December 31, 2015 with comparative figures for 2014

	2015						2014	
	Morgan Park Trust	Varley- McKay Trust	Markham Environmental Advisory Committee Trust	Cemetery Trust	Older Adults In Action Trust	Markham History Research & Publication Trust	Total	Total
Cash	\$ 75,228	\$ 1,302,624	\$ 6,047	\$ 836,499	\$ 9,547	\$ 89,492	\$ 2,319,437	\$ 2,301,780
Payable to Varley-McKay Foundation	-	(3,820)	-	-	-	-	(3,820)	(3,984)
Fund balance	\$ 75,228	\$ 1,298,804	\$ 6,047	\$ 836,499	\$ 9,547	\$ 89,492	\$ 2,315,617	\$ 2,297,796

Statement of Financial Activities and Fund Balances

Year ended December 31, 2015 with comparative figures for 2014

Receipts								
Interest Earned	2,550	45,700	257	28,503	324	3,033	80,367	85,292
Sale of plots	-	-	-	14,760	-	-	14,760	12,130
	2,550	45,700	257	43,263	324	3,033	95,127	97,422
Expenses								
Distributed to Foundation	-	(45,700)	(3,103)	(28,503)	-	-	(31,606)	(32,411)
	-	(45,700)	(3,103)	(28,503)	-	-	(77,306)	(81,518)
Excess/(Shortfall) of receipts over expenses	2,550	-	(2,846)	14,760	324	3,033	17,821	15,904
Fund balance, beginning of year	\$ 72,678	\$ 1,298,804	\$ 8,893	\$ 821,739	\$ 9,223	\$ 86,459	\$ 2,297,796	\$ 2,281,892
Fund balance, end of year	\$ 75,228	\$ 1,298,804	\$ 6,047	\$ 836,499	\$ 9,547	\$ 89,492	\$ 2,315,617	\$ 2,297,796

The accompanying notes are an integral part of these financial statements.

2016 OPERATING BUDGET

Operating Budget Overview

The development of the Operating Budget takes into account various factors that impact funding requirements such as growth, price increases, and new initiatives. As described in Section 3 – 2016 Budget Overview, the City of Markham uses a holistic approach in developing the Budget by collaborating with Council, obtaining input through community engagement, aligning with the Corporate Strategic Goals and Departmental Business Plans (BPs).

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

- Controlling budget pressures such as growth, price increases, and new initiatives
- Utilizing a strict funding evaluation process
- Exploring options for user fees and charges
- Increasing operational efficiency

These factors are weighed against the development of the final Operating Budget to align with Council's 2015 – 2019 Strategic Plan as discussed in Section 2 – Corporate Strategic Plan and Section 3 – 2016 Budget.

The Operating Budget includes three components for review and evaluation:

- Personnel Costs
- Non-personnel Costs
- Revenues

Budget Details

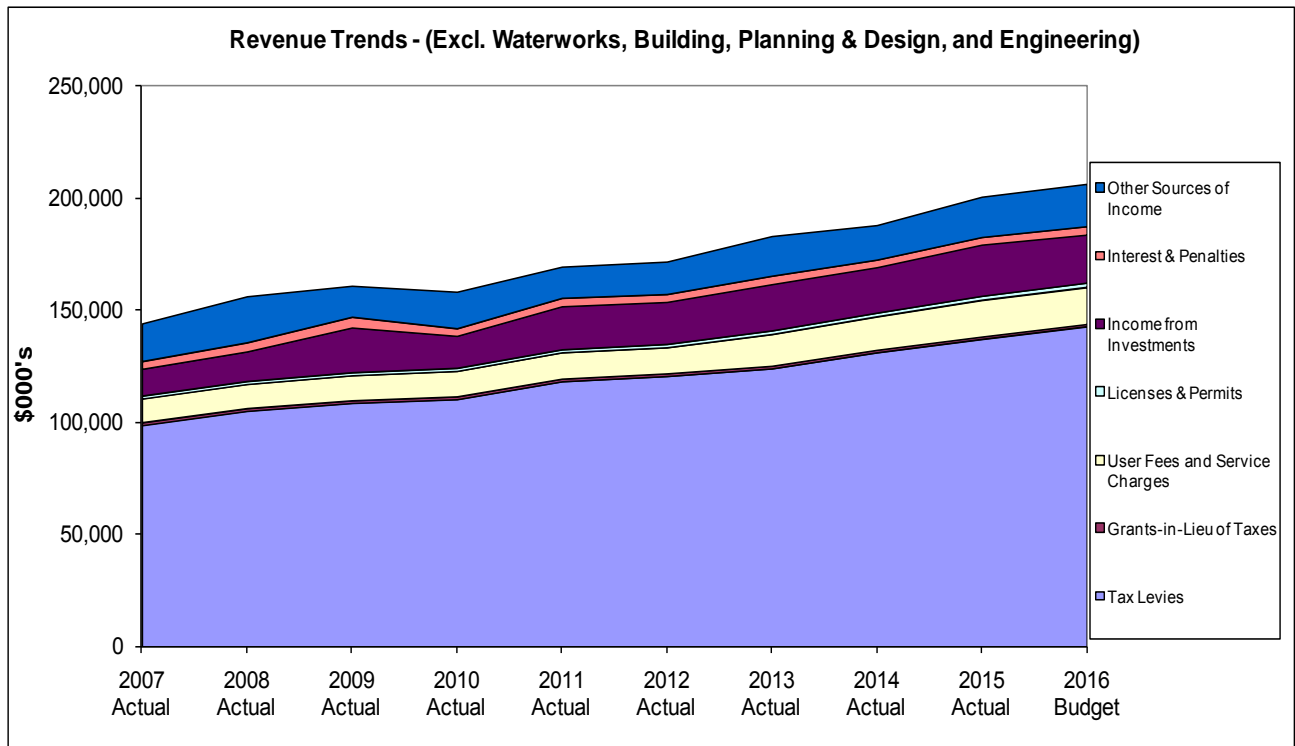
The 2016 Operating Budget for City services totals \$206.6 million excluding prior year surplus/deficit, Waterworks, Building Standards, Planning & Design, and Engineering. This represents an increase of \$7.4 million over the 2015 Operating Budget.



Budget Component	(in \$ millions)
Operating	\$193.1
Operating - Library	\$13.5
Capital	\$122.9
Waterworks	\$115.3
Planning and Design	\$8.2
Engineering	\$7.0
Building Standards	\$8.6
Total	\$468.6

Total tax-funded
Operating Budget:
\$206.6M

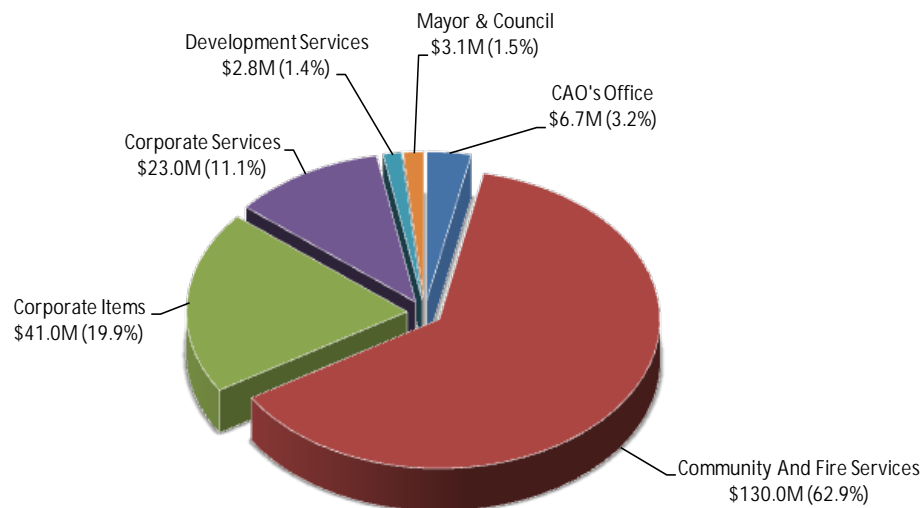
On a consolidated basis, Markham maintains a consistent level of revenues each year to partially offset increases in expenditures. The main drivers for the revenue increase are related to assessment growth, core services revenue strategies, and other operational revenues. Revenues from Waterworks, Building,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



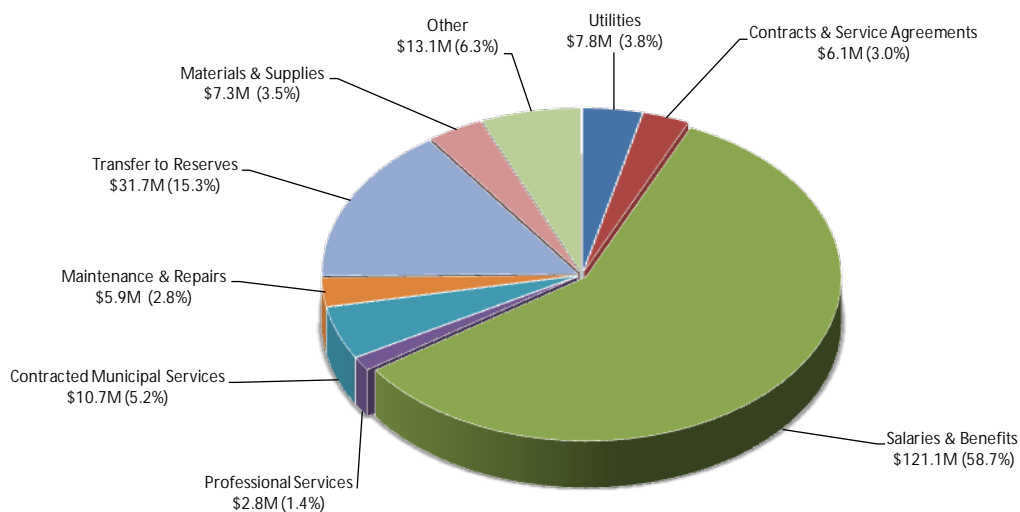
Expenditures

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

Operating Budget Expenditures by Commission
(excluding Waterworks, Building, Planning & Design, and Engineering)

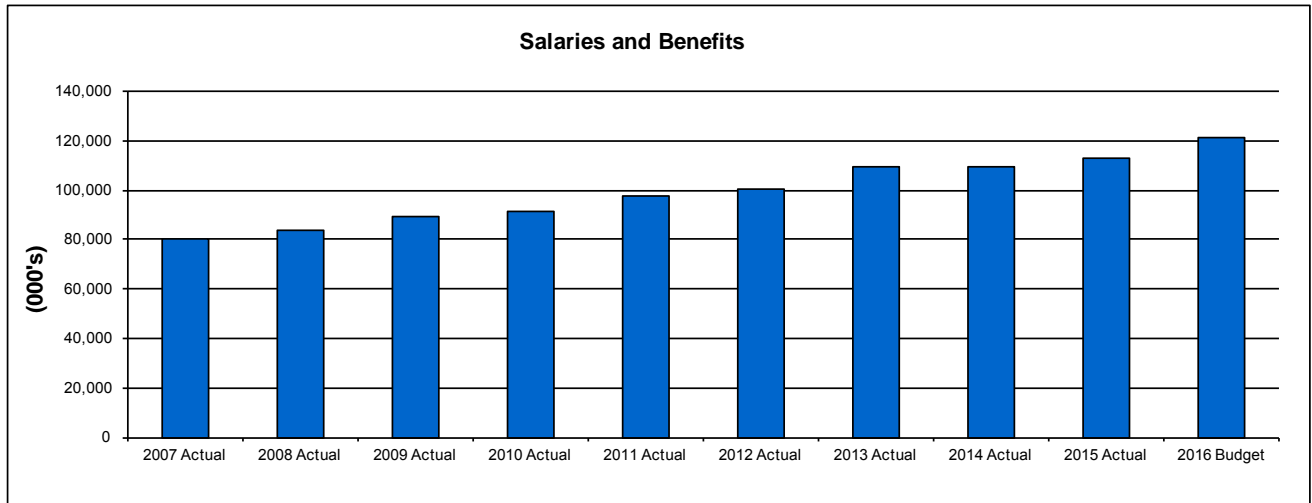


Operating Budget Expenditures by Component
(excluding Waterworks, Building, Planning & Design, and Engineering)



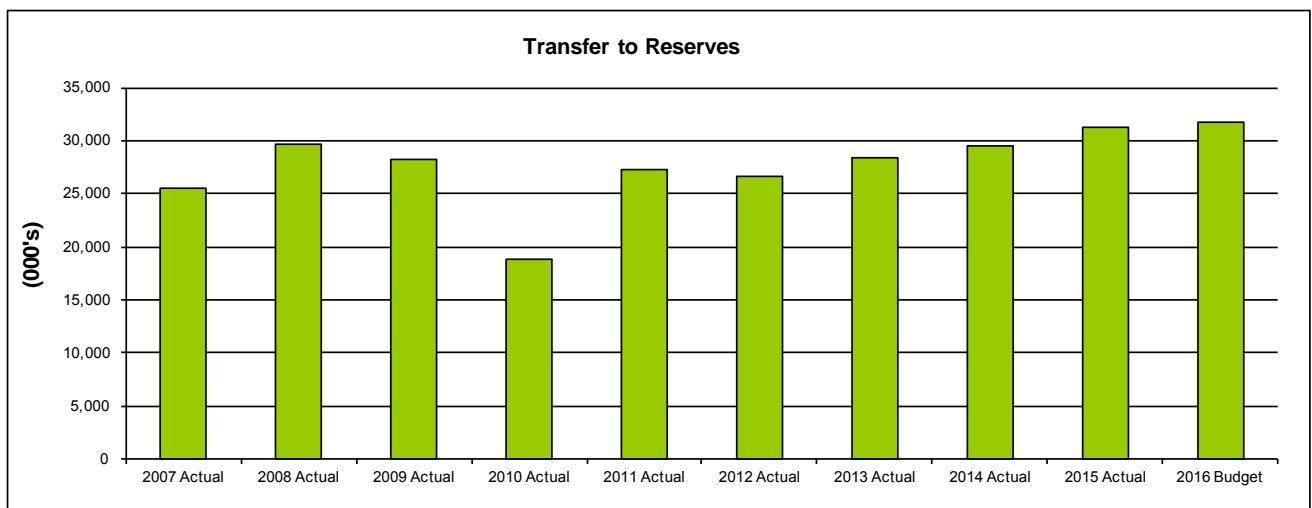
Personnel Costs

Approximately 60% of expenditures relate to salaries and benefits. Increase in costs is directly driven by collective agreements such as the Canadian Union of Public Employees (CUPE), Markham Professional Fire Fighter’s Association (MPFFA), and cost of living adjustments driven by the Consumer Price Index (CPI) for non-union staff.



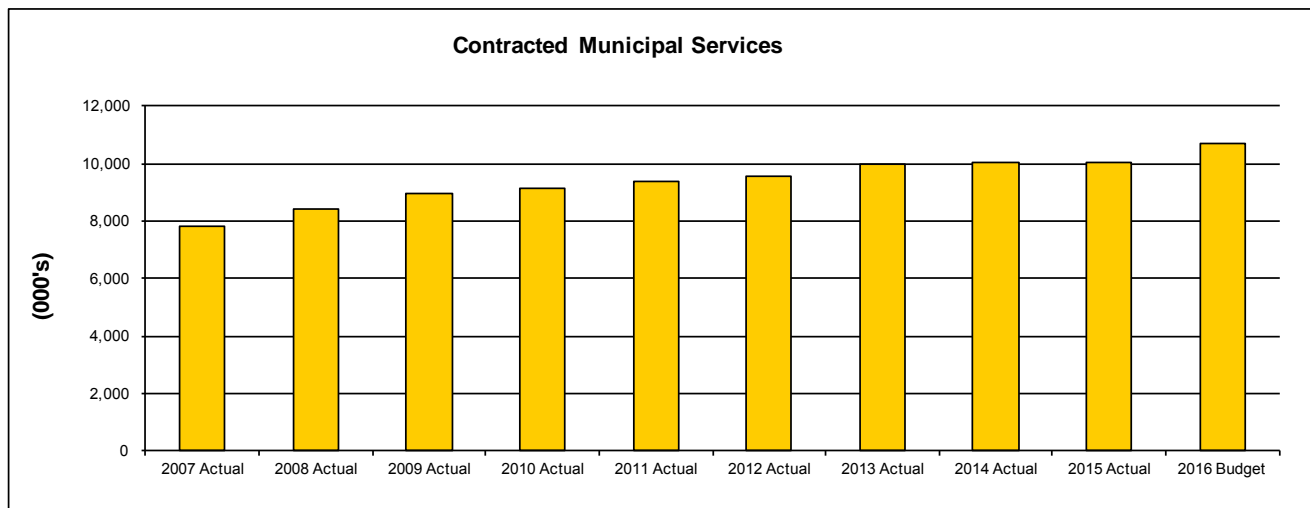
Non-personnel Costs

The next highest component in the Operating Budget Expenditures by account chart is Transfer to Reserves at 15%. The majority of the transfer is to the Life Cycle Replacement and Capital Reserve Fund to support the non-growth portion of growth related capital projects, and the replacement and rehabilitation of the City’s existing assets. For further details on the flow through of the Transfer to Reserves, see section 3c – Capital Budget.



The remaining expenditure accounts relate to the City's standard operating costs, which mainly remain steady year over year. The 'Other' category, which accounts for 6% of the Operating Budget, includes items such as communications, training, insurance, rentals/leases, promotion and advertising.

Of the remaining expenditures, Contracted Municipal Services exhibits a continuous increasing trend year over year. This increase is a result of both growth and inflation of the City's contracts.



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

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

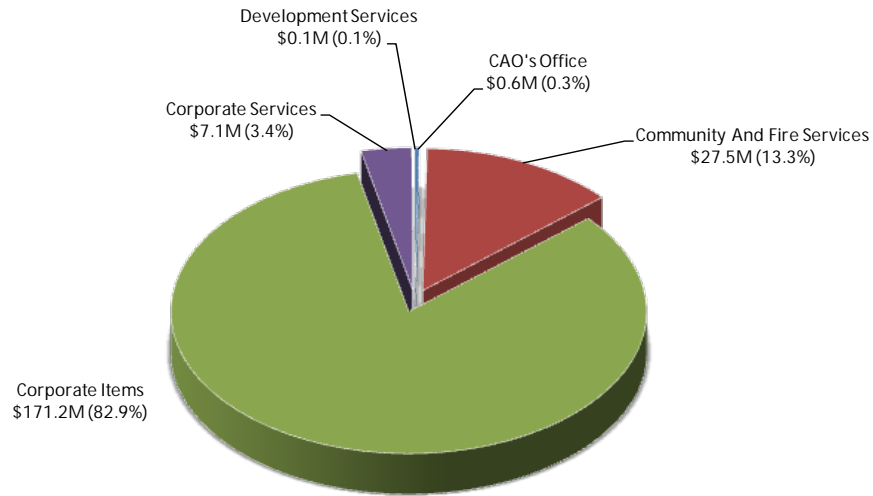
- Price adjustments - External service contract commitments
- Price adjustments - Commodity price increases/decreases
- Growth related requirements
- Council approved recommendations
- Annualization
- Capital induced operating costs
- Indirect cost recoveries

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

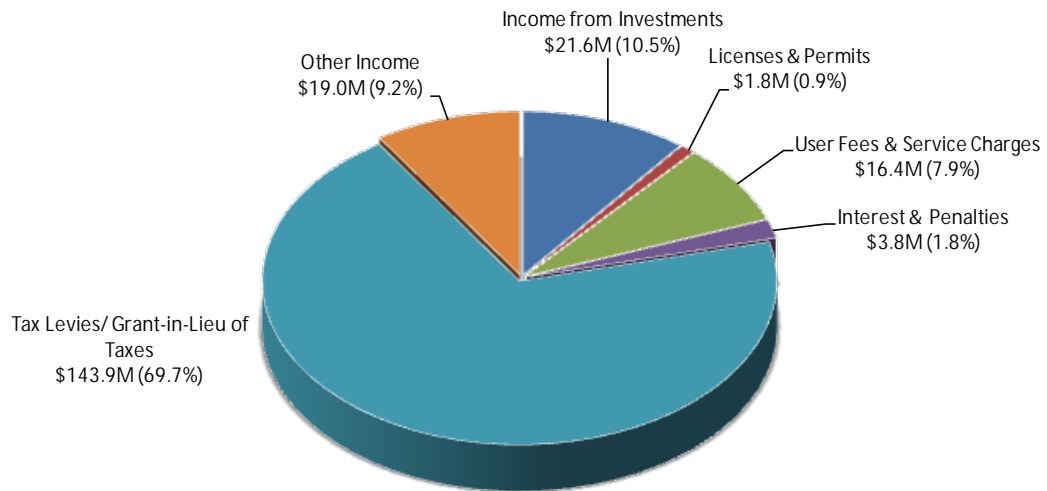
Revenues

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

Operating Budget Revenues by Commission
(excluding Waterworks, Building, Planning, & Engineering Departments)



Operating Budget Revenues by Component
(excluding Waterworks, Building, Planning, & Engineering Departments)



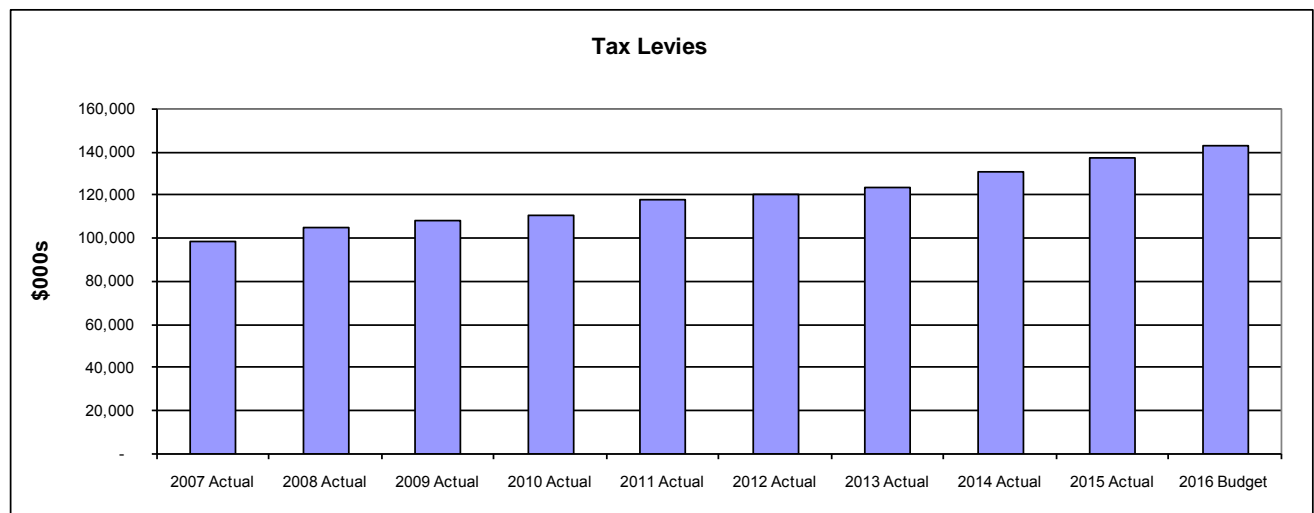
The \$206.6 million Operating Budget is 83% funded through revenues from Corporate Items, which is made up of:

- Tax levies paid by the City's taxpayers
- Grants-in-Lieu
- Investment income
- Interest & penalties

The remaining 17% of revenues is generated from User fees, and Licenses & Permits.

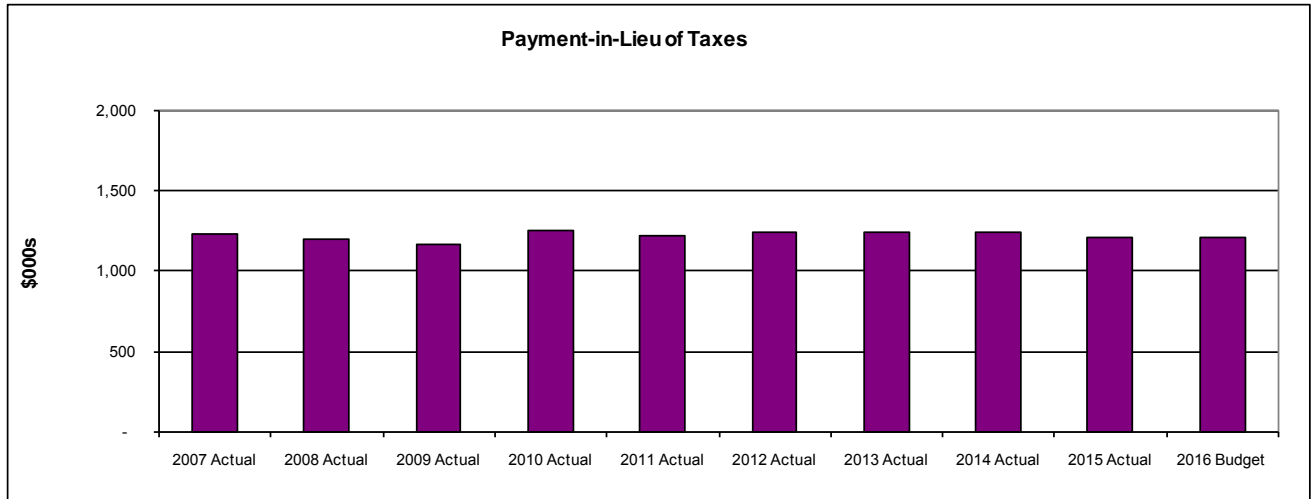
Tax Levies

Tax levies is paid by the City's taxpayers. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class. Budgeted 2016 tax levies is at \$143.7 million, an increase of \$5.6 million from 2015. The tax revenue has increased steadily in the past years due to assessment growth in the City; in 2016, assessment growth is 1.98% versus 2.42% in 2015.



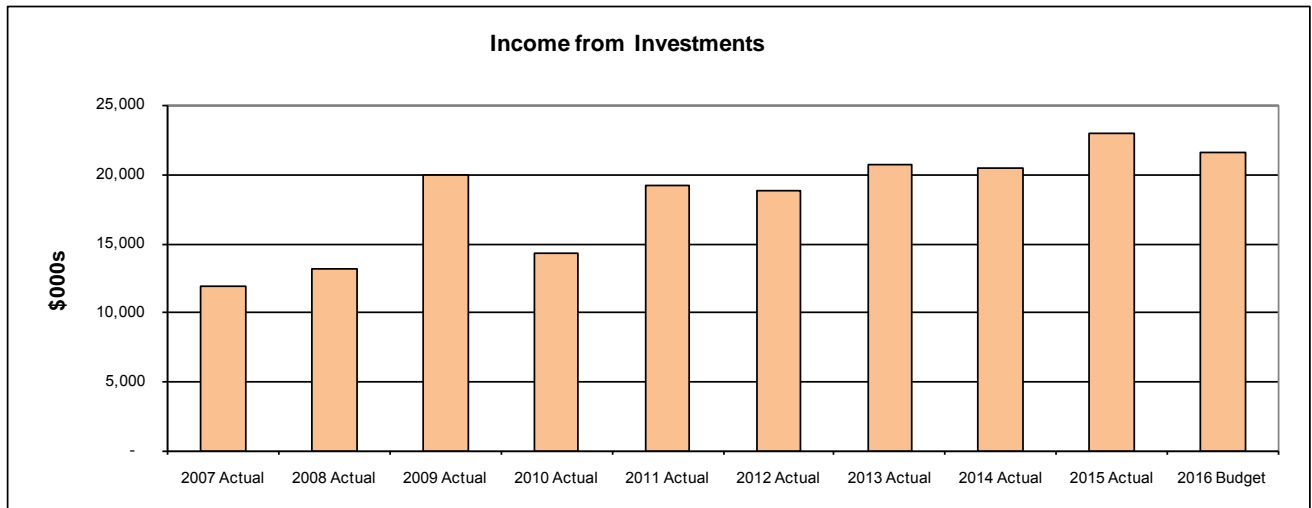
Grants-in-Lieu

Grants-in-Lieu are payments received in lieu of taxation on properties owned by government and government agencies. The 2016 Budget is \$1.2 million which is trending consistently with prior years.



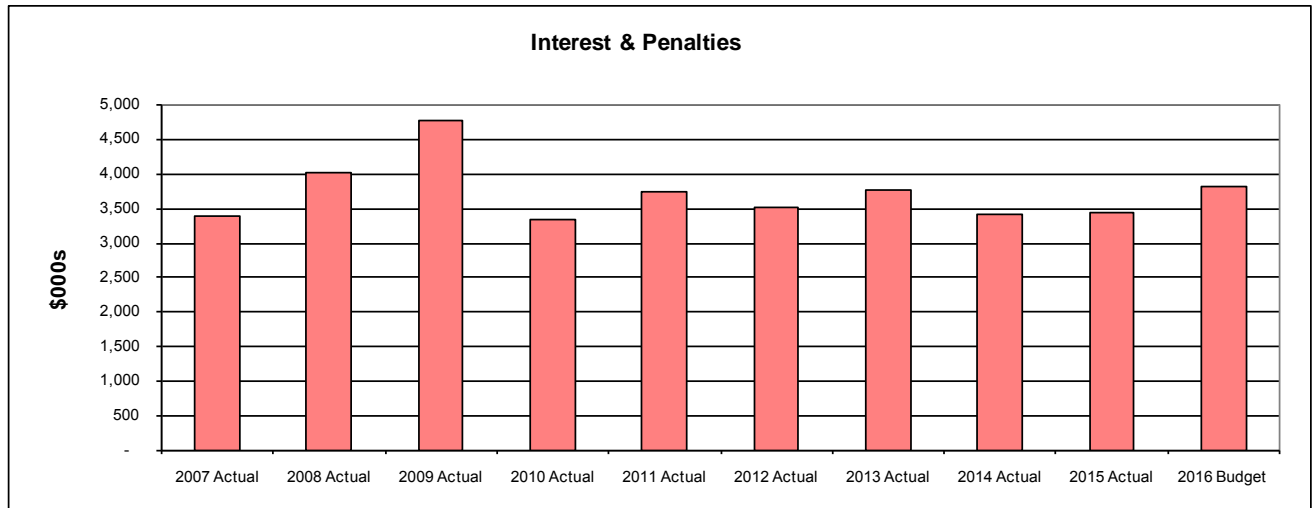
Investment Income

The City of Markham earns income on investments for all major City funds and reserves. Income from investments is at \$21.6 million; this amount includes interest and dividends from the City's holdings in Markham Enterprises Corporation and Markham District Energy Incorporated.



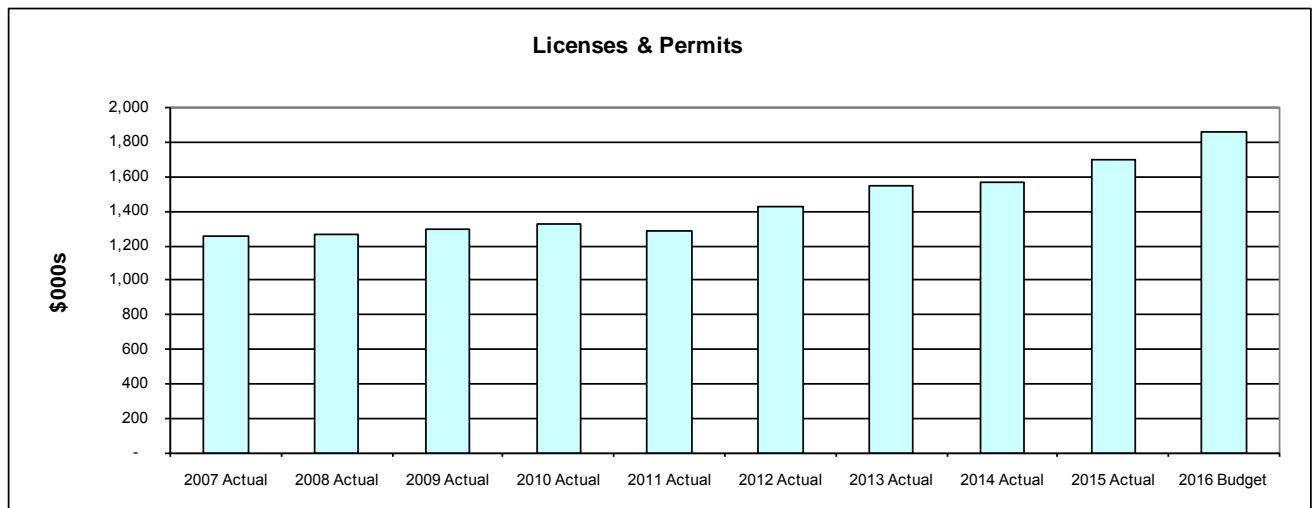
Interest and Penalties

Interest and penalties relate to late payment of property tax bills. For 2016, the budget for this account is \$3.8 million.



Licenses & Permits

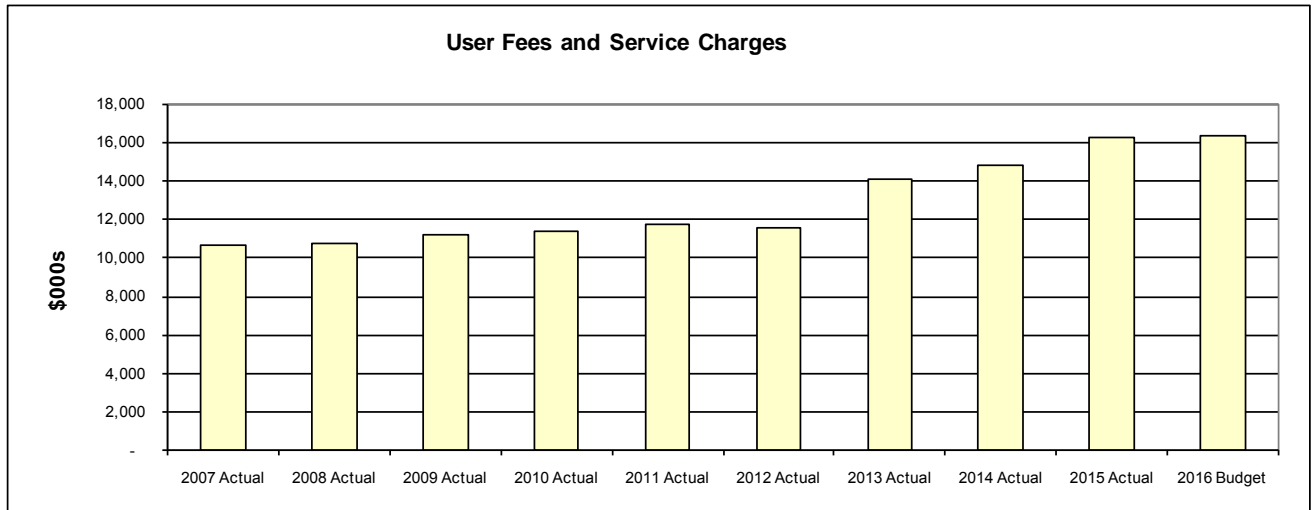
Licenses and Permits revenues are generated by Legislative Services from the sale of business, marriage and other licenses. The 2016 Budget of \$1.9 million represents an increase of \$0.2 million over the 2015 budget, which resulted mainly from CPI increase.





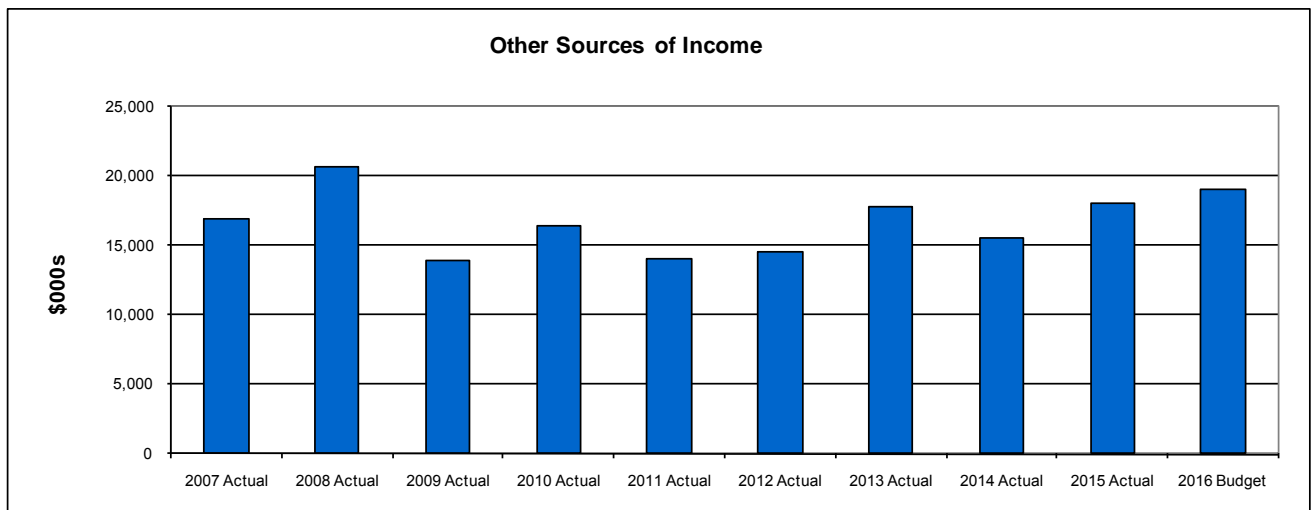
User Fees

User Fees and Service Charges are paid by individuals or organizations to the City for the use of City facilities. Such fees include recreation fees, program fees, and cultural venue ticket sales. The 2016 Budget of \$16.4 million represents a \$0.5 million increase from the 2015 budget, which is mainly due to CPI increase.



Other Income

The Other Income Operating Budget of \$19.0 million is primarily due to the inclusion of the prior year surplus, and represents an increase of \$1.0 million from 2015.



2016 OPERATING BUDGET SCHEDULE – CONSOLIDATED

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

Department/Commission (in \$000's)	2015 Actual	2015 Budget	2016 Budget Approved	2016 Budget vs. 2015 Budget		2016 Budget vs. 2015 Actual	
				Incr(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	1,910	2,140	2,177	37	0	267	14.0%
Mayor & Councillors	958	959	959	0	0	1	0.1%
Total Council	2,868	3,099	3,136	37	0	268	9.3%
CAO's Office	859	1,067	1,065	(2)	(0)	206	24.0%
Human Resources	2,967	3,155	3,123	(32)	(0)	156	5.3%
Legal Dept.	1,318	1,529	1,544	15	0	226	17.1%
Sustainability Office	251	347	345	(2)	(0)	94	37.5%
Total CAO	5,395	6,098	6,077	(21)	(0)	682	12.6%
Commissioner's Office	357	385	390	5	0	33	9.2%
Corporation Communications & Community Engagement	1,394	1,499	1,485	(14)	(0)	91	6.5%
Financial Services	3,500	4,371	4,209	(162)	(0)	709	20.3%
ITS Department	6,363	6,883	7,027	144	0	664	10.4%
Legislative Services	3,201	3,197	2,719	(478)	(0)	(482)	-15.1%
Total Corporate Services	14,815	16,335	15,830	(505)	(0)	1,015	6.9%
Commissioner's Office	1,136	1,197	1,203	6	0	67	5.9%
Economic Development	1,458	1,539	1,549	10	0	91	6.2%
Total Development Services	2,594	2,736	2,752	16	0	158	6.1%
Commissioner's Office	780	817	822	5	0	42	5.4%
Asset Management	7,740	8,023	8,320	297	0	580	7.5%
Culture	2,327	2,401	2,393	(8)	(0)	66	2.8%
Fire Services	33,637	33,528	33,528	0	0	(109)	-0.3%
Markham Public Libraries	10,639	10,716	10,737	21	0	98	0.9%
Operations	25,192	26,580	27,519	939	0	2,327	9.2%
Operations & Asset Mgt -Administration	1,772	1,838	1,872	34	0	100	5.6%
Recreation Services	10,652	9,540	9,332	(208)	(0)	(1,320)	-12.4%
Waste	7,496	8,039	7,961	(78)	(0)	465	6.2%
Total Community And Fire Services	100,235	101,482	102,484	1,002	0	2,249	2.2%
Corporate Items	(129,187)	(129,750)	(130,279)	(529)	0	(1,092)	0.8%
Net	(3,280)	0	0	0	0	3,280	-100.0%

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



2016 RESTATED OPERATING BUDGET SCHEDULE – CONSOLIDATED (EXCLUDING WATERWORKS, BUILDING STANDARDS, PLANNING & DESIGN, & ENGINEERING)

EXHIBIT 1 2016 CONSOLIDATED BUDGET

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

REVENUES

- City (excl. Library, Planning & Design, Engineering, Building Standards and Waterworks)	\$205,448,136	
- Library	\$1,089,219	
- Planning & Design	\$7,978,749	
- Engineering	\$6,181,821	
- Building Standards	\$7,027,149	
- Waterworks	\$115,294,759	
Total Revenues from Operations	\$343,019,833	\$343,019,833
Non-Tangible Capital	\$27,652,600	
Tangible Capital Assets	\$95,242,800	
Total Capital - Tangible & Non-Tangible	\$122,895,400	
<i>Less: Transfer from Reserve / Reserve Funds</i>	(1) (\$52,376,096)	
Net Revenues to fund Capital		(2) \$70,519,304
<hr/> TOTAL REVENUES		\$413,539,137

EXPENSES

- City (excl. Library, Planning & Design, Engineering, Building Standards and Waterworks)	\$193,198,038	
- Library	\$13,339,317	
- Planning & Design	\$7,978,749	
- Engineering	\$6,181,821	
- Building Standards	\$7,027,149	
- Waterworks	\$115,294,759	
Total Operating Expenses	\$343,019,833	
<i>Less: Transfer to Reserve / Reserve Funds</i>	(3) (\$45,040,848)	
<i>Add: TCA Amortization Expenses</i>	(4) 71,919,636	
<i>Add: Post-employment benefit Expenses</i>	(5) \$867,500	
Net Operating Expenses		\$370,766,121
Non-Tangible Capital	(6) \$27,652,600	
Tangible Capital Assets	\$95,242,800	
Total Capital Expenses	\$122,895,400	
<i>Less: Tangible Capital Assets Capitalized</i>	(\$95,242,800)	
Net Capital Expenses - Not Capitalized		\$27,652,600
<hr/> TOTAL EXPENSES		\$398,418,721
<hr/> ADJUSTED BUDGET: 2016 FULL ACCRUAL ACCOUNTING BUDGET SURPLUS		(7) \$15,120,416

NOTES:

- (1) Represents transfers from reserves and/or reserve funds to fund expenditures. These are not considered revenues under the full accrual method of accounting.
- (2) Represents new revenues to fund the 2016 capital budget
- (3) Represents contributions to reserves and/or reserve funds. These are not considered expenditures under the full accrual method of accounting, but become part of the actual year end surplus (retained earnings).
- (4) TCA Amortization Expenses are calculated based on actual amortization expenses from "in-service" assets as of 2015 and amortization expenses for assets projected to be "in-service" in 2016 using the 1/2 year rule.
- (5) Post-employment Benefit Expenses based on estimates provided by Morneau Shepell.
- (6) Non-Tangible Capital are included in the 2016 capital budget, and they will be restated as operating expenses.
- (7) Projected surplus is based on the restated 2016 budget.

2016 OPERATING BUDGET SUMMARY – EXPENDITURES

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

Department/Commission (in \$000's)	2015 Actual	2015 Budget	2016 Budget Approved	2016 Budget vs. 2015 Budget		2016 Budget vs. 2015 Actual	
				Incr(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	1,910	2,140	2,177	37	0	267	14.0%
Mayor & Councillors	958	959	959	0	0	1	0.1%
Total Council	2,868	3,099	3,136	37	0	268	9.3%
CAO's Office	859	1,067	1,065	(2)	(0)	206	24.0%
Human Resources	2,967	3,155	3,123	(32)	(0)	156	5.3%
Legal Dept.	1,580	1,770	1,790	20	0	210	13.3%
Sustainability Office	552	437	659	222	1	107	19.4%
Total CAO	5,958	6,429	6,637	208	0	679	11.4%
Commissioner's Office	357	385	390	5	0	33	9.2%
Corporation Communications & Community Engagement	1,859	2,266	2,252	(14)	(0)	393	21.1%
Financial Services	4,728	5,271	5,204	(67)	(0)	476	10.1%
ITS Department	6,363	6,893	7,027	134	0	664	10.4%
Legislative Services	7,876	7,720	8,076	356	0	200	2.5%
Total Corporate Services	21,183	22,535	22,949	414	0	1,766	8.3%
Commissioner's Office	1,136	1,197	1,203	6	0	67	5.9%
Economic Development	1,680	1,621	1,631	10	0	(49)	-2.9%
Total Development Services	2,816	2,818	2,834	16	0	18	0.6%
Commissioner's Office	780	817	822	5	0	42	5.4%
Asset Management	8,081	8,352	8,610	258	0	529	6.5%
Culture	5,984	5,652	5,771	119	0	(213)	-3.6%
Fire Services	33,927	33,874	33,874	0	0	(53)	-0.2%
Markham Public Libraries	11,640	11,799	11,826	27	0	186	1.6%
Operations	26,178	27,669	28,608	939	0	2,430	9.3%
Operations Administration	2,038	2,041	2,075	34	0	37	1.8%
Recreation Services	28,923	28,472	29,032	560	0	109	0.4%
Waste	8,949	9,347	9,365	18	0	416	4.6%
Total Community And Fire Services	126,500	128,023	129,983	1,960	0	3,483	2.8%
Corporate Items	38,165	36,392	40,998	4,606	0	2,833	7.4%
Total Corporation	197,490	199,296	206,537	7,241	0	9,047	4.6%



2016 OPERATING BUDGET SUMMARY – REVENUES

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

Department/Commission (in \$000's)	2015 Actual	2015 Budget	2016 Budget Approved	2016 Budget vs. 2015 Budget		2016 Budget vs. 2015 Actual	
				Incr.(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	0	0	0	0	0	0	0.0%
Mayor & Councillors	0	0	0	0	0	0	0.0%
Total Council	0	0	0	0	0	0	0.0%
CAO's Office	0	0	0	0	0	0	0.0%
Human Resources	0	0	0	0	0	0	0.0%
Legal Dept.	262	241	246	5	0	(16)	-6.1%
Sustainability Office	301	90	314	224	2	13	4.3%
Total CAO	563	331	560	229	1	(3)	-0.5%
Commissioner's Office	0	0	0	0	0	0	0.0%
Corporation Communications & Community Engagement	465	767	767	0	0	302	64.9%
Financial Services	1,228	900	995	95	0	(233)	-19.0%
ITS Department	0	10	0	(10)	(1)	0	0.0%
Legislative Services	4,675	4,523	5,357	834	0	682	14.6%
Total Corporate Services	6,368	6,200	7,119	919	0	751	11.8%
Commissioner's Office	0	0	0	0	0	0	0.0%
Economic Development	222	82	82	0	0	(140)	-63.1%
Total Development Services	222	82	82	0	0	(140)	-63.1%
Commissioner's Office	0	0	0	0	0	0	0.0%
Asset Management	341	329	290	(39)	(0)	(51)	-15.0%
Culture	3,657	3,251	3,378	127	0	(279)	-7.6%
Fire Services	290	346	346	0	0	56	19.3%
Markham Public Libraries	1,001	1,083	1,089	6	0	88	8.8%
Operations	986	1,089	1,089	0	0	103	10.4%
Operations Administration	266	203	203	0	0	(63)	-23.7%
Recreation Services	18,271	18,932	19,700	768	0	1,429	7.8%
Waste	1,453	1,308	1,404	96	0	(49)	-3.4%
Total Community And Fire Services	26,265	26,541	27,499	958	0	1,234	4.7%
Corporate Items	167,352	166,142	171,277	5,135	0	3,925	2.3%
Total Corporation	200,770	199,296	206,537	7,241	0	5,767	2.9%

OPERATING BUDGET BY COMMISSION AND ACCOUNT

(EXCL. WATERWORKS, BUILDING STANDARDS, PLANNING & DESIGN, AND ENGINEERING)

(in \$000's)

COMPARISON BY COMMISSION					COMPARISON BY ACCOUNT				
	2015 Budget	2016 Budget	Change			2015 Budget	2016 Budget	Change	
			Incr./	(Decr.)				Incr./	(Decr.)
			\$	%			\$	%	
REVENUES *					REVENUES *				
Mayor & Council	0	0	0	0%	Taxation Revenues	138,000	143,903	5,903	4%
CAO's Office	331	560	229	69%	Grant & Subsidy Revenues	1,515	1,596	81	5%
Corporate Services	6,200	7,119	919	15%	General Revenues	30,395	30,334	(61)	0%
Development Services	82	82	0	0%	User Fees and Service Charges	24,330	25,385	1,055	4%
Community And Fire Services	26,541	27,499	958	4%	Other Income	4,401	4,664	263	6%
Corporate Items	166,142	171,277	5,135	3%	Inter-departmental	655	655	0	0%
Total Revenues	199,296	206,537	7,241	4%	Total Revenues	199,296	206,537	7,241	4%
EXPENDITURES *					EXPENDITURES *				
Mayor & Council	3,099	3,136	37	1%	Personnel Services	116,545	121,161	4,616	4%
CAO's Office	6,429	6,638	209	3%	Materials & Supplies	7,202	7,280	78	1%
Corporate Services	22,534	22,949	415	2%	Purchased Services	40,308	42,382	2,074	5%
Development Services	2,819	2,834	15	1%	Capital Asset Acquisition	0	0	0	0%
Community And Fire Services	128,023	129,982	1,959	2%	Financial Expenses	437	525	88	20%
Corporate Items	36,392	40,998	4,606	13%	Other Expenditures	2,989	3,493	504	17%
					Transfers to Own Funds	31,815	31,696	(119)	0%
Total Expenditures	199,296	206,537	7,241	4%	Total Expenditures	199,296	206,537	7,241	4%

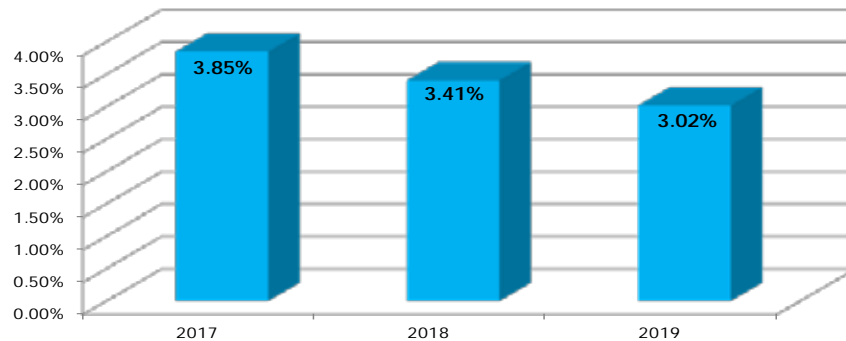
* Excludes prior years surplus/(deficit)



LONG TERM OPERATING BUDGET FORECAST

As part of the City's multi-year budget process to develop a rolling four-year budget with year 1 tabled for Council approval, accompanied by a three-year forecast for years two, three and four, the 2017-2019 tax rate increase outlook is as follows (as at December 2015):

Projected Tax Rate Increases (2017-2019)

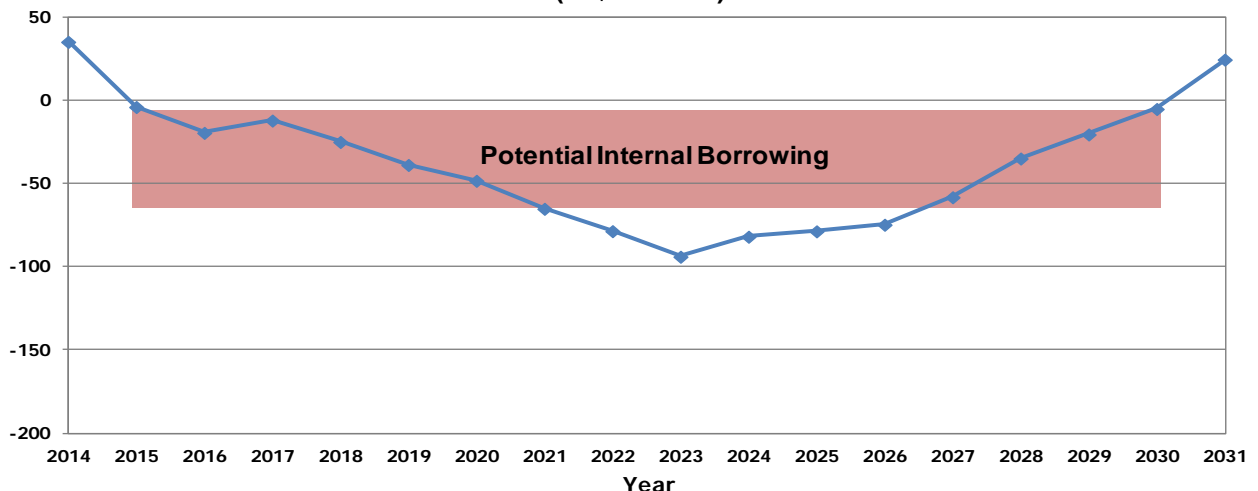


A rolling multi-year budget process will assist in identifying future opportunities and challenges. The multi-year budget process will allow the City to be more proactive in capitalizing on opportunities, and mitigating challenges.

Debt Projection

In Q1 2016, the City's Development Charges (DC) reserves went into a negative position as a result of growth related capital commitments exceeding DC revenues collected to date. As a result, the City commenced internal borrowing in Q1 2016. A Council approved Development Charges Internal Borrowing Policy (refer to Appendix 4) allows the City to loan the DC Reserves up to a cumulative maximum of 25% of the previous year's average general portfolio balance. Based on the 2015 General Portfolio balance, internal borrowing would be capped at \$72.5M. The City has prepared a debt projection forecast as follows:

Development Charges Internal Debt Projection
(in \$ millions)



2016 CAPITAL BUDGET

Capital Budget Overview

The City of Markham defines a Capital Expenditure as a project or acquisition which meets the following three requirements:

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

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

Approximately 67% of the 2016 Capital Budget is funded from the Development Charge Reserve (45%) and the Operating Life Cycle Replacement and Capital Reserve Fund (22%). Each year, a portion of the Operating Budget is transferred to the Life Cycle Replacement and Capital Reserve Fund as a 'Transfer to Reserves' for the following purposes:

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

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

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

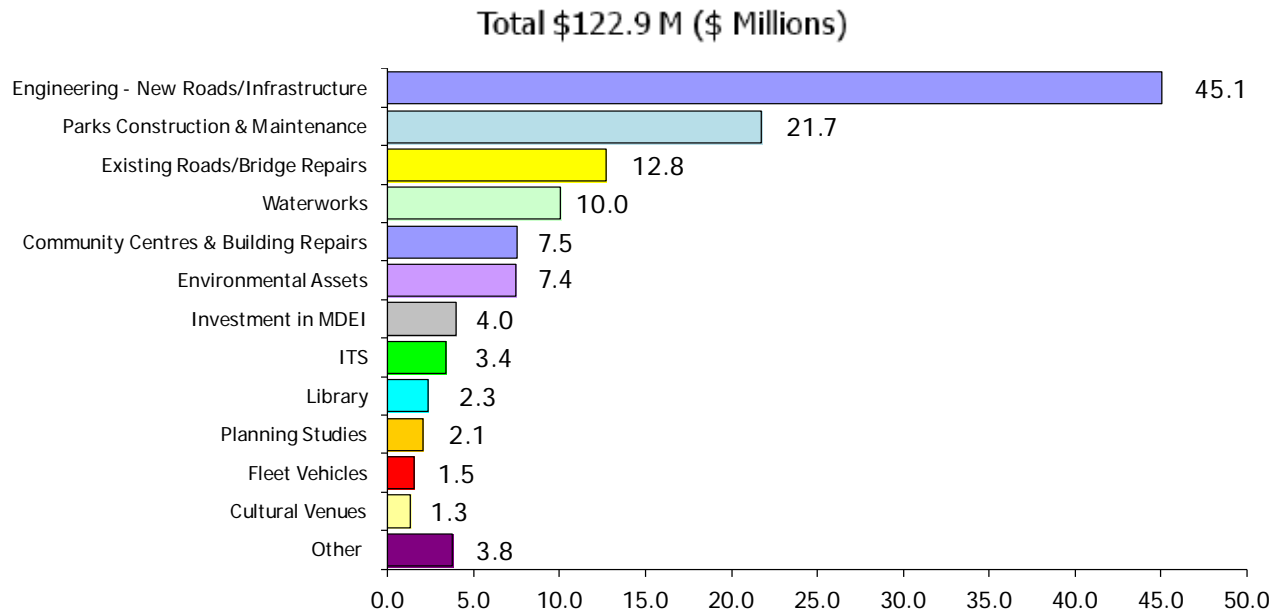
- City-Wide Hard Services; relating to cost recovery for major roads, sidewalks, streetlights and storm water management
- City-Wide Soft Services; relating to cost recovery for facilities, parking, parks development and public works.

The DC Reserves Background Study was updated in 2013, with the study for City-Wide Hard Services covering the period from 2013 - 2031, and the study for City-Wide Soft Services covering the period from 2013 - 2022.

The Life Cycle Reserve study addresses the ongoing replacement and rehabilitation requirements for the City's assets over a 25 year period. The 2016 and future year Capital budgets are based upon the Life Cycle Reserve study, and condition assessments are performed to determine if the replacements are required.

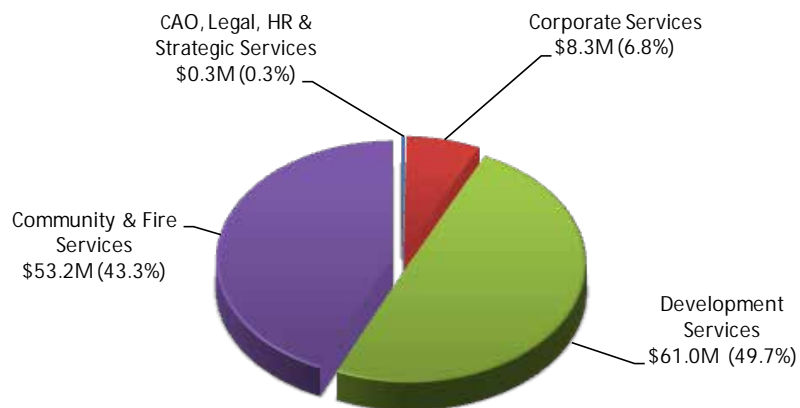
Budget Details

Breakdown of the City of Markham's 2016 approved \$122.9 million Capital Budget is shown below, by type:



The Capital Budget is allocated by Commission as follows:

2016 Capital Budget by Commission



The 2016 Capital Budget of \$122.9 million is funded through a variety of sources. Approximately \$82.3 million (67%) of the Capital Budget is funded through the Life Cycle Replacement and Capital Reserve Fund, and Development Charges Reserve, while the remaining \$40.6 million (33%) of the Capital Budget is made up of Other Reserves. The following schedule presents the allocation of the Capital Budget by Department according to funding source:

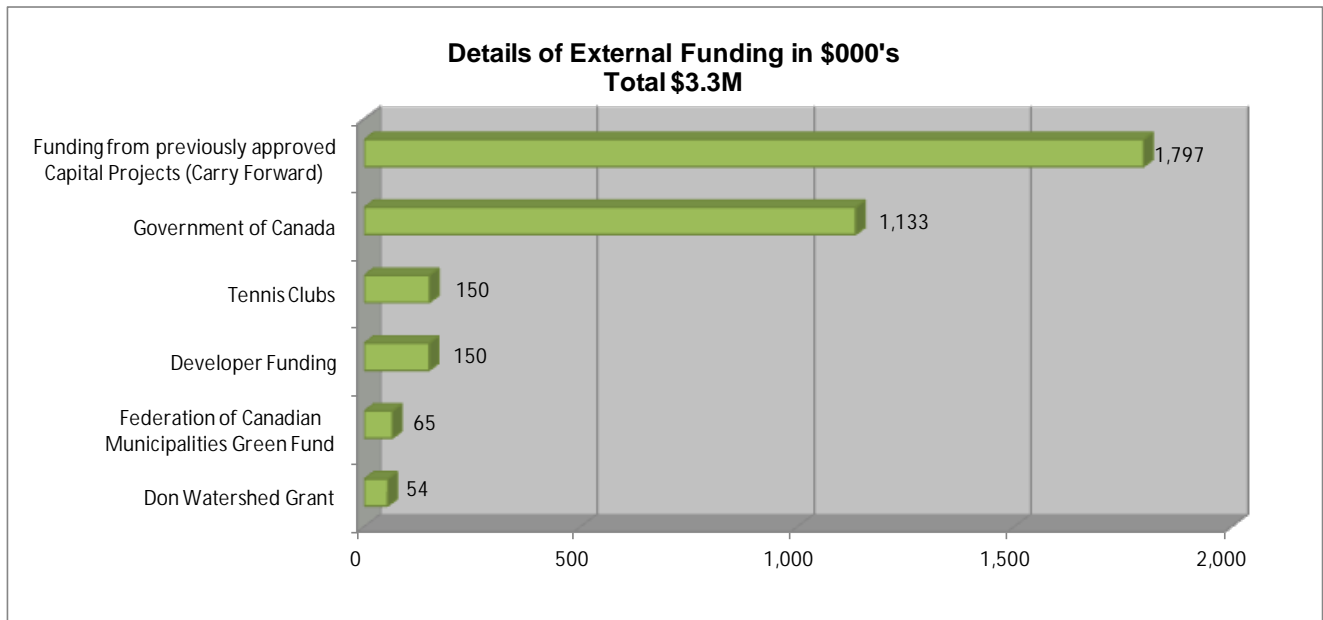
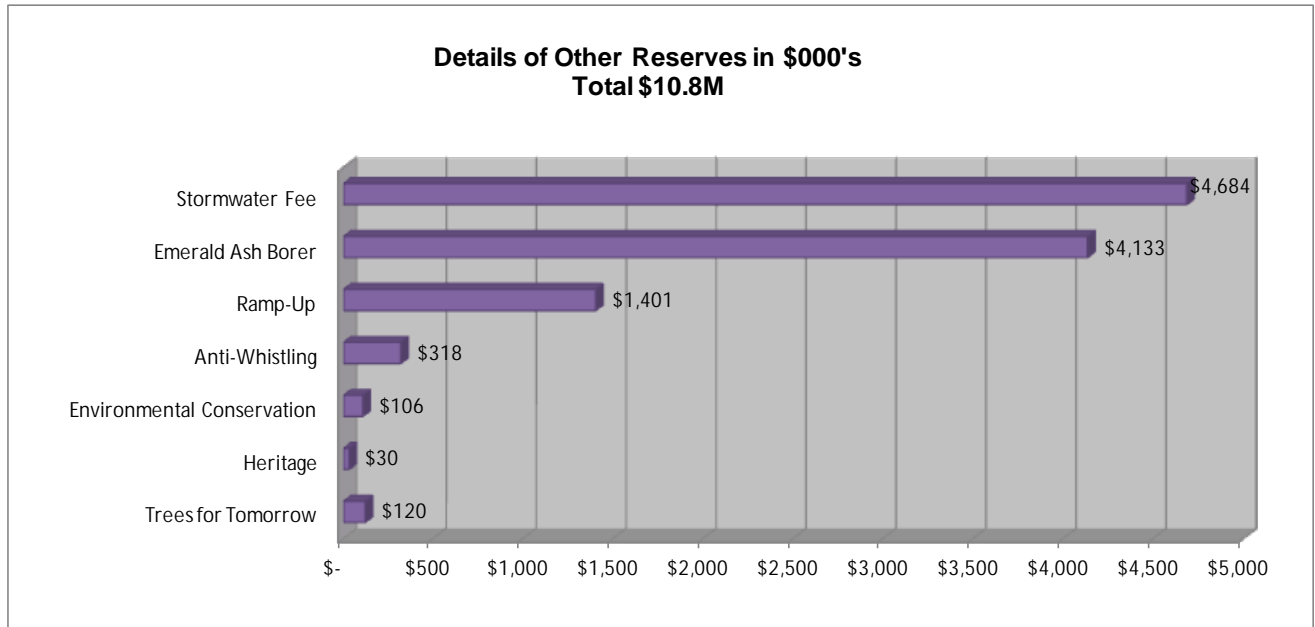
2016 CAPITAL BUDGET BY DEPARTMENT AND BY FUNDING SOURCE

(in 000's)	Life Cycle Replacement and Capital Reserve	Development Charges (DC Reserve)	Development & Building Fees	Federal Gas Tax Revenues	Waterworks/ Stabilization Reserve	Non-DC Growth Reserve	Other Reserves	Total 2016 Budget	2015 Budget
<i>Building</i>	-	-	-	-	-	-	-	-	51
<i>Design</i>	682	11,639	-	-	-	611	950	13,882	12,798
<i>Engineering</i>	568	39,680	-	-	-	3,028	1,795	45,071	21,384
<i>Planning</i>	25	1,027	997	-	-	-	30	2,078	2,339
Development Services	1,275	52,345	997	-	-	3,639	2,775	61,031	36,572
<i>CAO's Office</i>	-	-	-	-	-	-	-	-	52
<i>Human Resources</i>	-	-	-	-	-	-	-	-	-
<i>Legal</i>	-	-	-	-	-	-	-	-	-
<i>Sustainability</i>	189	-	-	-	-	-	160	349	487
CAO, Legal, HR &	189	-	-	-	-	-	160	349	539
<i>Corporate Communications & Community Relations</i>	-	-	-	-	-	-	-	-	70
<i>Financial Services</i>	-	923	-	4,000	-	-	-	4,923	4,899
<i>ITS</i>	1,637	-	877	-	581	-	320	3,415	2,526
Corporate Services	1,637	923	877	4,000	581	-	320	8,338	7,495
<i>Arts Centres</i>	142	-	-	-	-	-	-	142	124
<i>Culture</i>	45	-	-	-	-	-	350	395	280
<i>Museum</i>	353	-	-	-	-	-	-	353	1,425
<i>Theatre</i>	401	-	-	-	-	-	-	401	292
<i>Commissioner's Office - Community & Fire</i>	-	-	-	-	-	-	-	-	151
<i>Fire and Emergency Services</i>	232	-	-	-	-	-	1,334	1,566	598
<i>Markham Public Library</i>	2,314	-	-	-	-	-	-	2,314	2,227
<i>Recreation Services</i>	2,793	-	-	-	-	-	-	2,793	2,234
<i>Operations - Fleet</i>	1,160	97	-	-	265	-	-	1,521	3,053
<i>Operations - Parks</i>	2,452	1,061	-	-	-	-	4,318	7,831	8,112
<i>Operations - Roads</i>	2,692	361	-	4,067	-	-	-	7,120	7,022
<i>Operations - Traffic</i>	412	-	-	-	-	-	-	412	887
<i>Asset Management - Environmental Assets</i>	759	-	-	2,000	-	-	4,684	7,443	10,348
<i>Asset Management - Facility Assets</i>	4,370	550	-	-	-	-	135	5,055	6,068
<i>Asset Management - Right of Way Assets</i>	5,620	-	-	-	-	-	-	5,620	3,770
<i>Waste and Environmental Management</i>	125	-	-	-	-	-	65	190	49
<i>Waterworks</i>	-	-	-	-	10,022	-	-	10,022	10,919
Community & Fire Services	23,870	2,069	-	6,067	10,287	-	10,886	53,179	57,559
	26,972	55,337	1,874	10,067	10,868	3,639	14,141	122,897	102,165

A complete 2016 Capital project listing is included at the end of this section.

2016 CAPITAL BUDGET OTHER RESERVES BREAKDOWN

Other Reserves refers to external funding and other sources of funding comprising of internal Capital Reserves not listed in the Capital Budget by Department schedule. The following two charts show a breakdown of the Capital Reserves and External Funding that are used to fund a portion of the approved 2016 Capital Projects:



2016 CAPITAL INDUCED OPERATING COSTS

Capital induced costs are added to the City's Operating Budget during the year of completion. For Operating projects that take more than one year to complete, the associated capital induced costs are incorporated in the Operating Budget during the year of implementation. Projects with capital induced costs that impact the City's Operating Budget for 2016 are as follows:

Project #	Department/Capital Project Description	<u>2016 Annualized Operating Impact costs/(savings) (in \$000's)</u>	<u>Comments</u>
<u>Sustainability Office</u>			
16055	Centralized Building Automation System - Phase 1 of 3	(58)	Hydro cost savings
16056	PowerStream Embedded Energy Projects	(43)	Hydro cost savings
		<u>(\$101)</u>	
<u>ITS</u>			
16057	Planning - 3D Modelling Program	3	Software maintenance
16058	Planning - Autostore software for MFD	3	Software maintenance
16059	Engineering - Bentley Power InRoads Software	3	Software maintenance
16060	Building - Electronic Plan Implementation (Phase 3 of 3)	39	Software maintenance
16061	By-Law Licencing and Enforcement Handheld Units	(24)	Software maintenance \$21k and additional revenue (\$45k)
16062	Legislative Services - ACR Replacement/CRM System	325	Software maintenance
16063	Legislative Services - Records Retrieval System Replacem	23	Software maintenance
16066	Library - Symphony to Blue Cloud Migration (Phase 2 of 2)	35	Software maintenance
16067	Fire - Second Network Provider to all Stations	68	Software maintenance
16068	Waterworks - ArcGIS Licences	4	Software maintenance
16070	Waterworks - Hansen 8 Upgrade	46	Software maintenance
16074	Customer Engagement Tech. Implementation - Phase 2 of	8	Software maintenance
		<u>\$532</u>	
<u>Recreation Services</u>			
16111	Crosby Arena Lighting Project	(14)	Hydro cost savings
		<u>(\$14)</u>	
<u>Operations - Parks</u>			
16172	Parks Backflow Prevention Program - Year 2 of 2	20	Maintenance
		<u>\$20</u>	
<u>Operations - Traffic</u>			
16178	Pedestrian Accessibility Improvements - Phase 6 of 8	5	Maintenance
		<u>\$5</u>	
<u>Waste & Environmental Management</u>			
16227	Textile Recycling	8	Recycling costs
		<u>\$8</u>	
	Total Capital Induced Operating Costs	<u>\$450</u>	



BUILDING MARKHAM'S FUTURE TOGETHER STRATEGIC PLAN

As discussed in Section 2 – Corporate Strategic Plan and Section 3 – 2016 Budget, Department Business Plans (BPs) are aligned to Corporate Strategic Goals and Capital project requests achieve the Departmental Objectives in the Business Plans.

The following section summarizes the 2016 Capital projects in relation to Council's 2015 – 2019 Strategic Plan:

Goal 1: Exceptional Services by Exceptional People

- \$2.2M for Library collections
- \$0.7M for accessibility improvements and site safety
- \$0.5M in Tennis court and Sportsfield maintenance and reconstruction
- Implementation of Language Line Service and Career Bridge/Ability Edge Programs

Goal 2: Engaged, Diverse and Thriving City

\$12.55M for the design and construction of nearly 67 acres of new parks across the City including:

- Berczy Beckett neighbourhood – over 5 acres of parks in the to be completed between 2016 and early 2017
- Box Grove neighbourhood - 15 acres of parks slated for completion in 2017
- Carlton Park Master Plan - 18 acres
- Cornell Madison Rouge North and South – nearly 3 acres to be designed and constructed for Spring 2017
- Greensborough Williamson Road Neighborhood - 5 acres
- Leitchcroft Community Park Design – 2 acres
- Main Street Milliken Parkette Design and Construction – 0.3 acres
- Markham Centre Rouge Valley Drive West – approximately 4 acres
- Markham Village Library Square construction – over 5 acres
- Upper Greensborough Parks – over 5 acres to be completed Fall 2016

Goal 3: Safe and Sustainable Community

- \$12.4M to extend the Highway 404 ramp North of Highway 7
- \$10.5M for the construction of Miller Avenue between Woodbine Avenue to Rodick Road and property acquisition between Warden to Birchmount Road
- \$9.6M for the construction of Verclair Crossing at Rouge River
- \$7.6M in Watermain and Sanitary Sewer construction and replacement including water system and water meter replacement/upgrades
- \$6.6M for flood remediation program in West Thornhill area
- \$5.5M for the rehabilitation of roads
- \$4.1M for phased in implementation of the Emerald Ash Borer Management Plan
- \$4.0M investment in Markham District Energy Incorporated (MDEI)
- \$3.3M to support phase 3 of 5 construction of multi-use pathways
- \$1M in additional funding for construction of Highway 404 bridge North of Highway 7
- \$0.2M in Waste Management initiatives including the Textile Recycling Program
- \$0.2M investment in PowerStream Embedded Energy Projects
- \$0.1M to support continuation of Trees for Tomorrow Initiative and Replacement of Trees

Goal 4: Stewardship of Money and Resources

- Implementation of Multi-year Budgeting process
- Annual update of the Life Cycle Reserve Study in order to determine adequacy of the Life Cycle Replacement and Capital Reserve Fund to sustain the future replacement and rehabilitation requirements of existing assets over the next 25 years
- Expansion of the Life Cycle Reserve Study to identify replacement and rehabilitation requirements of existing assets beyond the 25 year period



LONG TERM CAPITAL BUDGET FORECAST

Growth Related Projects – Development Charges Reserve

Capital Infrastructure related to growth in the City is both material in dollars and critical to the City's service level commitments to its residents and business owners. Capital infrastructure projects include water/sewer, roads, community centres, libraries, parks, and fire stations. As the City grows, the infrastructure that serves and supports the new communities must also grow.

Growth related capital is mainly funded (90%) from Development Charges (DC's) collected from Developers in the City of Markham. The remaining 10% is funded by the City through non-DC sources. Development Charges are governed by the City's DC By-laws, which are updated every five years or earlier. The City of Markham, like many Ontario municipalities, updated its Development Charges Background Study (DC Study) and DC By-laws in 2013.

A capital forecast based on the 2013 DC Background Study is included for the period 2017 to 2021:

2017 to 2021 Capital Budget Forecast

(in \$000's – gross cost)

Category	2017	2018	2019	2020	2021	TOTAL
(A) General Government	1,456	1,456	1,456	1,456	1,456	10,189
(B) Library	-	-	-	-	-	-
(C) Fire Services	4,895	-	-	-	-	4,895
(D) Indoor Recreation	-	-	-	-	-	-
(E) Park Development & Facilities	7,214	19,527	22,870	21,225	17,162	87,999
(F) Public Works	109	379	382	376	344	1,590
(G) Parking	-	200	-	238	-	437
TOTAL	13,673	21,562	24,708	23,293	18,961	105,108

Notes: Listing of Growth Category Details

- A. Growth Studies
- B. Buildings, Land, Furniture & Equipment, Collection Materials
- C. Buildings, Land, Furniture & Equipment, Firefighter Equipment, Fire Vehicles
- D. Major Facilities, Land, Furniture & Equipment
- E. Park Development, Equipment, Buildings
- F. Buildings, Land, Furniture & Equipment, City Fleet
- G. Parking Studies, Parking Spaces

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

In 2005, Council approved a reserve study that examined, among other topics, the projected rehabilitation and replacement expenditures related to the City's aging capital infrastructure such as bridges, roads, vehicles. The study identified the age of the assets, the expected life cycle of the assets and projected replacement costs in order to quantify the City's future expenditures by year.

As a result of the reserve study, the Life Cycle Replacement and Capital Reserve was established to provide a source of funding for the future repair, preventative maintenance and replacement of infrastructure. More details on this reserve are included in Section 3 – Funds Summary section.

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

2017 to 2021 Capital Budget Forecast (in \$000's – gross cost)

CATEGORY	2017	2018	2019	2020	2021	TOTAL
Fire Fighter Equipment	171	427	220	451	284	1,779
Traffic Signals	141	112	153	306	329	1,295
ITS Infrastructure	1,591	1,511	3,005	2,722	1,202	11,434
Parks	1,811	2,617	2,526	2,531	3,443	17,137
Library Collections	2,738	2,792	2,847	2,896	2,954	16,553
Streetlights	300	1,523	152	1,719	142	7,158
Vehicles	1,540	2,123	3,199	1,668	1,430	12,482
Structures (Bridges & Culverts)	2,953	5,106	2,262	1,138	1,674	13,786
Storm Sewers, Storm Water Mgmt & Landfill	5,368	2,630	1,970	3,274	1,479	17,677
Roads	7,426	7,115	8,013	7,985	8,025	45,466
Facilities	11,533	13,733	11,212	18,865	6,999	71,531
TOTAL	35,573	39,688	35,560	43,554	27,961	216,297



2016 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

<i>Project Description</i>	<i>Total</i>	<i>Operating Budget Funded</i>	<i>Life Cycle</i>	<i>DC - Reserve</i>	<i>DC - Developer</i>	<i>Other</i>
Development Services						
Planning						
16001 Consolidated Zoning By-law Program - Phase 3 of 4	883					883
16002 Consultant Studies	100			90		10
16003 Designated Heritage Property Grant Program	30					30
16004 Future Urban Areas - Phase 4 of 5	310			279		31
16005 Growth Monitoring Program & Data Collection	20			18		2
16006 Heritage Façade Improvements/Sign Replacement	25	25				
16007 OMB Official Plan & Growth Related Hearings	500			450		50
16008 Parks/Open Space Acquisition, Design & Improvement Plan	111			100		11
16009 Population and Employment Forecasting	100			90		10
TOTAL Planning	2,078	25	-	1,027	-	1,027
Design						
16010 Berczy Beckett East Parkette - Construction	392			353		39
16011 Berczy Beckett East Parkette - Design	39			35		4
16012 Berczy Beckett NE Parkette - Design	25			22		2
16013 Berczy Beckett NE Parkette - Construction	245			221		25
16014 Berczy Beckett Neighborhood Park - Construction	735	74		662		
16015 Berczy Beckett Neighborhood Park - Design	74			66		7
16016 Berczy Beckett NW Park (Next to School) - Design	74			66		7
16017 Berczy Beckett NW Parkette - Construction	245	25		221		
16018 Berczy Beckett NW Parkette - Design	24	2		21		
16019 Box Grove Hill S. E. Park - Construction	911			820		91
16020 Box Grove Rizal Avenue Neighborhood Park - Design	142			128		14
16021 Box Grove Rizal Avenue Neighbourhood Park - Construction	1,372			1,235		137
16022 Carlton Park Master Plan	48			43		
16023 Cornell Madison Rouge / Riverlands - Construction	353	35		318		
16024 Cornell Madison Rouge Blvd. Park North - Construction	392	39		353		
16025 Cornell Madison Rouge Blvd. Park North - Design	39	4		35		
16026 Cornell Madison Rouge Blvd. Park South - Construction	392	39		353		
16027 Cornell Madison Rouge Blvd. Park South - Design	39	4		35		
16028 Design Internal Project Management	1,152	89		1,036		26
16029 Greensborough Williamson Road Neighborhood Park - Design	125			113		13
16030 Leitchcroft Community Park Phase 2 of 2 - Construction	1,470			1,323		147
16031 Leitchcroft Community Park Phase 2 - Design	115	11		103		
16032 Main Street Milliken NW Parkette (Design and Construction)	265	26		238		
16033 Markham Centre Rouge Valley Drive West N.P. - Design	120	12		108		
16034 Markham Village Library Square - Phase 1 Construction	1,933			885		1,048
16035 Upper Greensborough Fimco Cres. Park - Design & Construction	490	49		441		
16036 Upper Greensborough Parkway Park - Design	87	9		78		
16037 Park Signage Implementation Program - Phase 1 of 3	114	11		102		
16038 Box Grove Community Park East (Phase 1) - Construction	2,473	247		2,226		
TOTAL Design	13,882	682	-	11,639	-	1,561
Engineering						
16039 Cycling Awareness Program	129	86		42		
16040 Highway 404 Mid-block Crossing, North of Hwy 7: \$38.4m	930			930		
16041 Highway 404 Ramp Extension, North of Hwy 7	12,346			12,346		
16042 Highway 7 Streetscaping	3,297			3,297		
16043 Illumination	1,637			1,128		509
16044 Intersection Improvements	479			479		
16045 Main Street Markham Hwy 407 to Hwy 7-Utility Installation	98			98		
16046 Miller Avenue - Warden to Birchmount - Phase 1 (Property)	1,857			1,857		
16047 Miller Avenue - Woodbine Ave. to Rodick (Construction)	8,631			7,154		1,477
16048 Multi-Use Pathways (Phase 3 of 4)	3,242			1,135		2,107
16049 Sidewalk Program	1,646			1,234		411
16050 Smart-Commute Markham - Richmond Hill	88			88		
16051 Special Projects Engineering Salary Recovery	315			315		
16052 Verclair Crossing at Rouge River (Construction)	9,546			9,546		
16053 Anti-Whistling - Stouffville GO Line	800	482				318
16251 Strategic Regional Research Alliance (SRRA)	30			30		
TOTAL Engineering	45,071	568	-	39,680	-	4,823
TOTAL Development Services	61,031	1,275	-	52,345	-	7,410

2016 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

<u>Project Description</u>	<u>Total</u>	<u>Operating Budget Funded</u>	<u>Life Cycle</u>	<u>DC - Reserve</u>	<u>DC - Developer</u>	<u>Other</u>
CAO, Legal, HR, & Sustainability Office						
<i>Sustainability Office</i>						
16054 Bayview Glen SNAP - Parks Revitalization (Glencrest)	93	38				54
16055 Centralized Building Automation System	106					106
16056 PowerStream Embedded Energy Projects	151	151				
TOTAL Sustainability Office	349	189	-	-	-	160
TOTAL CAO, Legal, HR, & Sustainability Office	349	189	-	-	-	160
Corporate Services						
<i>ITS</i>						
16057 Planning - 3D Modelling Program	74					74
16058 Planning - AutoStore software for MFD	41					41
16059 Engineering - Bentley Power InRoads Software	18					18
16060 Building - Electronic Plan Implementation (Phase 3)	397					397
16061 By-Law Licencing and Enforcement Handheld Units	76	76				
16062 Legislative Services - ACR Replacement/CRM System	1,250	625				625
16063 Legislative Services - Records Retrieval System Replacement	109	109				
16064 Theatre Ticketing System Assessment	25	25				
16065 Customer payment card scanners (Phase 2 of 2)	41	41				
16066 Library - Symphony to Blue Cloud Migration (Phase 2 of 2)	38	38				
16067 Fire - Second Network Provider to all Stations	53	53				
16068 WW - ArcGIS Licenses	33					33
16069 WW - BPMS Portal Interface	25					25
16070 WW - Hansen 8 Upgrade	234					234
16071 WW - Hansen/EAM and ON1Call Integration	148					148
16072 WW - Intelix V6 Customization & Module Implementation	16					16
16073 Core IT Infrastructure	676		533			143
16074 Customer Engagement Tech. Implementation - Phase 2 of 2	51	51				
16075 IT Internal Project Management	109	-	86			23
TOTAL ITS	3,414	1,017	620	-	-	1,777
<i>Finance</i>						
16076 Internal Project Management	923			923		
16077 Investment in Markham District Energy Inc.	4,000			-		4,000
TOTAL Finance	4,923	-	-	923	-	4,000
TOTAL Corporate Services	8,337	1,017	620	923	-	5,777
Community & Fire Services						
<i>Culture</i>						
16078 Culture Public Art Program	395	45			150	200
TOTAL Culture	395	45	-	-	150	200
<i>Museum</i>						
16079 Museum - Wilson Variety Hall Repairs	152		152			
16080 Museum Site and Facility Maintenance and Improvements	200		200			
TOTAL Museum	353	-	353	-	-	-
<i>Theatre</i>						
16081 Theatre Inclined Platform Lift Replacement	33		33			
16082 Theatre Stage and Audio Visual equipment replacement	158		158			
16083 Theatre Stage Floor Replacement	63		63			
16084 Theatre Washroom Upgrades (Phase 1 of 2)	148		148			
TOTAL Theatre	401	-	401	-	-	-



2016 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

Project Description	Total	Operating Budget Funded	Life Cycle	DC - Reserve	DC - Developer	Other
Arts Centres						
16085 Gallery Kathleen McKay Accessibility and Upgrades	48		48			
16086 Gallery Washrooms	61		61			
16087 Gallery Window /Door/Envelope Repair	33		33			
TOTAL Arts Centres	142	-	142	-	-	-
Fire & Emergency Services						
16088 Bunker Gear Life Cycle Replacement	28		28			
16089 Fire Station Renos for Gender Diversity - Phase 1 of 2	1,334					1,334
16090 Firefighting Tools & Equipment Replacement	98		98			
16091 Replacement of Equipment due to Staff Retirements	95	95				
16092 Rescue Equipment - Thermal Camera	12		12			
TOTAL Fire & Emergency Services	1,566	95	137	-	-	1,334
Recreation Services						
16093 Angus Glen Air Handling Unit #8	145		145			
16094 Angus Glen C.C. Boiler Pumps	24		24			
16095 Angus Glen C.C. Dasher Board Refurbish	25		25			
16096 Armadale C.C. Facility Painting	47		47			
16097 Camps and Programs Review	41	41				
16098 Centennial C.C. - Kubota with Snow Blower and Snow Blade	25		25			
16099 Centennial C.C. - Maintenance Equipment	24		24			
16100 Centennial C.C. Arena Lighting Retrofit	51		51			
16101 Centennial C.C. Domestic Hot Water Recirculation Pumps	18		18			
16102 Centennial C.C. Entrance Carpet Replacement	6		6			
16103 Centennial C.C. Painting	81		81			
16104 Clatworthy Arena Furnace replacement	67		67			
16105 Clatworthy Arena Ride on Floor Machine	18		18			
16106 Crosby Arena Boardroom Carpet	9		9			
16107 Crosby Arena Chain Link Fence Replacement	8		8			
16108 Crosby Arena Exhaust Fan Replacement	20		20			
16109 Crosby Arena First Aid Room Renovation	13		13			
16110 Crosby Arena Hardwood Floor Refurbishment	8		8			
16111 Crosby Arena Lighting Project	32		32			
16112 Crosby Arena snow breaks and water drainage	19		19			
16113 Markham Village Rink Boards	23		23			
16114 Markham Village Rubber Flooring	57		57			
16115 Milliken Mills C.C. Condensor replacement	87		87			
16116 Milliken Mills C.C. External Library walls	244		244			
16117 Milliken Mills CC Pool Vacuum Replacement	11		11			
16118 Milliken Mills CC Audio equipment	6		6			
16119 Milliken Mills CC Exhaust fans	18		18			
16120 Milliken Mills CC fire sprinkler project	151		151			
16121 Milliken Mills CC washroom fixtures	43		43			
16122 Milliken Mills Soccer Dome Sealant	12		12			
16123 Mount Joy C.C. Condenser Replacement	71		71			
16124 Mount Joy C.C. Main entrance door replacement	20		20			
16125 Mount Joy C.C. Rubber Flooring	46		46			
16126 Mount Joy C.C. Steel doors and frames	25		25			
16127 Mt Joy Audio System upgrade replacement	7		7			
16128 Old Unionville Library C.C. Exterior Refurbishments	14		14			
16129 Old Unionville Library C.C. Main Room Refurbishment	12		12			
16130 Online booking - Customer interface assessment	41	41				
16131 Recreation AED Program	10		10			
16132 Recreation Aquatic Equipment	65		65			
16133 Recreation Fitness Equipment	138		138			
16134 Recreation Pool Grouting	47		47			
16135 Recreation Program Equipment	69		69			
16136 Recreation Table and Chairs replacement	54		54			
16137 Rouge River C.C. Sign Replacement	10		10			
16138 Sport Development Initiatives	71	71				
16139 St. Robert Dome Emergency Lights	6		6			
16140 Thornhill C.C. HVAC/Control Replacement	587		587			
16141 Thornlea Pool Ceramic Tile Replacement	37		37			
16142 Thornlea Pool Gym Wall Padding	17		17			
16143 Thornlea Pool Lifeguard chair	18		18			
16144 Unionville Train Station Kitchen Replacement	12		12			
16145 Water St Carpet replacement	31		31			
16146 Integrated Leisure Master Plan (ILMP)	51	51				
TOTAL Recreation Services	2,793	204	2,589	-	-	-



2016 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

<i>Project Description</i>	<i>Total</i>	<i>Operating Budget Funded</i>	<i>Life Cycle</i>	<i>DC - Reserve</i>	<i>DC - Developer</i>	<i>Other</i>
Markham Public Library						
16147 Customer Service Improvement (E-Resources) - Phase 2 of 5	40	40				
16148 Library Collections	2,141		2,141			
16149 Replace Library Furniture, Equipment & Shelving	134		134			
TOTAL Markham Public Library	2,314	40	2,274	-	-	-
Operations - Roads						
16150 Asphalt Resurfacing	5,444		1,377			4,067
16151 City Owned Fence Replacement Program	38		38			
16152 Don Mills Storm Channel	19		19			
16153 Emergency Repairs	104		104			
16154 Guiderail- Install/Repair/Upgrade	161		161			
16155 John St. Median Rehabilitation	147		147			
16156 Localized Repairs - Curb & Sidewalk	536		536			
16157 Parking Lots - Localized Repairs	50		50			
16158 Parking Lots- Rehabilitation	157		157			
16159 Public Works Facility Master Plan	61			61		
16160 Storm Sewer Inspection	103		103			
16161 Winter Maintenance Vehicles	300			300		
TOTAL Operations - Roads	7,120	-	2,692	361	-	4,067
Operations - Parks						
16162 City Park Furniture / Amenities	137		137			
16163 Court Resurfacing/Reconstruction	399		334			65
16164 Electrical & Cabling	36		36			
16165 Emerald Ash Borer Program - Year 4 of 5	4,133					4,133
16166 Fence (Backstop and Outfield) Replacement	100		100			
16167 Floodlights, Poles & Cross Arms Replacement	236		236			
16168 Gazebo Replacement	155		155			
16169 Goal Posts Replacement	29		29			
16170 Growth Related Parks Improvements	1,179	118		1,061		
16171 Markham Trees for Tomorrow	120					120
16172 Parks Backflow Prevention Program- Year 2 of 2	150		150			
16173 Pathways Resurfacing & Stairways Repairs	227		227			
16174 Playstructure Replacement	400		400			
16175 Public Realm-Markham's Shared Places Our Spaces	150	150				
16176 Sportsfield Maintenance & Reconstruction	122		122			
16177 Waterplay Replacement	258		258			
TOTAL Operations - Parks	7,831	268	2,184	1,061	-	4,318
Operations - Traffic						
16178 Pedestrian Accessibility Improvements -Phase 6 of 8	381	381				
16179 Traffic Operational Improvements	31	31				
TOTAL Operations - Traffic	412	412	-	-	-	-
Operations - Fleet						
16180 Corporate Fleet Refurbishing	36		36			
16181 Corporate Fleet Replacement - Fire	104		104			
16182 Corporate Fleet Replacement - Non-Fire	1,020		1,020			
16183 New Fleet - Fire	25			25		
16184 New Fleet - Roads	71			71		
16185 Waterworks Fleet Replacement	265					265
TOTAL Operations - Fleet	1,521	-	1,160	97	-	265



2016 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

<i>Project Description</i>	<i>Total</i>	<i>Operating Budget Funded</i>	<i>Life Cycle</i>	<i>DC - Reserve</i>	<i>DC - Developer</i>	<i>Other</i>
Asset Mgmt - Facility Assets						
16000 Accessibility Retrofit Program	181		131			50
16186 8100 Warden Facility Improvements	114		114			
16187 Building Condition Audit - FTE	136		136			
16188 Building Envelope/Structural Review	77		77			
16189 Civic Centre Improvements	130		130			
16190 Civic Centre Site Safety&Accessibility Impr - Phase 2	471		471			
16191 Corporate Accommodations	348		348			
16192 Corporate Security Operations & System Upgrades	486		486			
16193 Fire Facility Improvements	247	30	216			
16194 Library Facility Improvements	149		149			
16195 Markham Tennis Clubhouse Re-construction	150		76			74
16196 Municipal Building Backflow Prevention Testing	20		20			
16197 Museum - Markham Little Theatre	67		67			
16198 Operations Facilities Improvements	466		466			
16199 Other Facility Improvements	126		126			
16200 Recycling Depot Improvements	49		49			
16201 Roofing Maintenance and Repair	44		44			
16202 Roofing Replacement Projects	1,001		1,001			
16203 Satellite Community Centre Improvements	120		120			
16204 SECC Emergency Reception Centre - Power Supply	611	61	-	550	-	-
16205 Tennis Clubhouse Improvements	23		12			11
16250 Main Street Unionville Washrooms	36	36	-	-	-	-
16249 Storage Shed at Unionville Bandstand	5	5	-	-	-	-
TOTAL Asset Mgmt - Facility Assets	5,055	132	4,238	550	-	135
Asset Mgmt - Environmental Assets						
16206 Don Mills Channel - Minor Rehabilitation	102					102
16207 Storm Sewer Pipes - Rehabilitation	620		620			
16208 Stormwater Management Pond - Condition Inspection	52		52			
16209 Water Quality - Swan Lake and Toogood Pond	88		88			
16210 West Thornhill Flood Control Construction - Phase 2A	5,941					5,941
16211 West Thornhill Flood Control Design - Phase 3	641					641
TOTAL Asset Mgmt - Environmental Assets	7,443	-	759	-	-	6,684
Asset Mgmt - Right-of-way Assets						
16212 Bridges and Culverts - Condition Inspection	62		62			
16213 Culverts Rehabilitation (5 Structures) - Design & Const.	1,431		1,431			
16214 Erosion Restoration at 85 Steelcase Road (Const)	516		516			
16215 Former Sabiston Landfill - Equipment Maintenance	207		207			
16216 Former Sabiston Landfill - Management	83		83			
16217 MNR Monitoring for Capital Projects	16		16			
16218 Pedestrian Bridge Rehab (7 Structures) - Design & Const.	287		287			
16219 Retaining Wall Rehabilitation (B043) - Design & Const.	210		210			
16220 ROW Assets - Structures Program-FTE	134		134			
16221 Sewer Invert Data Quality Assurance-Year 4 of 5	52		52			
16222 Streetlights - Miscellaneous Requests	153	153				
16223 Streetlights - Pole Replacement Program	212		212			
16224 Streetlights - Underground Cable Replacement/ Repair	2,231		2,231			
16225 Survey Monument Replacement	27		27			
TOTAL Asset Mgmt - Right-of-Way Assets	5,619	153	5,467	-	-	-



2016 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

<i>Project Description</i>	<i>Total</i>	<i>Operating Budget Funded</i>	<i>Life Cycle</i>	<i>DC - Reserve</i>	<i>DC - Developer</i>	<i>Other</i>
Waste & Environmental Mgmt						
16226 Replenishing the MESF Reserve - Annual Program	60	60				
16227 Textile Recycling	130	65				65
TOTAL Waste & Environmental Mgmt	190	125	-	-	-	65
Waterworks						
16228 12 Month Wastewater Flow Monitoring - Ph 4 of 8	81					81
16229 Advanced Water & Wastewater Asset Management	504					504
16230 Automated ICI High Consumption Water Meter Data Logging	156					156
16231 Cathodic Protection of Iron Watermains Program - Annual Prog	556					556
16233 IMS - Data Processing Phase 1 of 2	110					110
16234 Manhole Sealing - Phase 2 of 5	101					101
16235 Sanitary Lateral Inspection - Annual Program	154					154
16236 Sanitary Sewer Construction	563					563
16237 Sanitary Sewer System Upgrade/Rehab Program	1,024					1,024
16238 Sanitary System Downspout Disconnection Prog phase 4 of 4	300					300
16239 Sanitary Trunk Sewer and Manhole Inspection	109					109
16240 SCADA Master Plan	70					70
16241 SCADA System Software Enhancement Phase 1 of 2	25					25
16242 SMA / DMA data Management and Analysis	87					87
16243 Water Meter Replacement/Upgrade - Annual Program	655					655
16244 Water System Process Audit - Non Revenue Water	102					102
16245 Water System Upgrade Program - Annual Program	316					316
16246 Watermain Construction and Replacement Program	4,231					4,231
16247 Watermain Construction Design for 2017	804					804
16248 WW - Environmental Services Overall data Strategy Ph 2/2	76					76
TOTAL Waterworks	10,022	-	-	-	-	10,022
TOTAL Community & Fire Services	53,178	1,473	22,396	2,069	150	27,090
TOTAL 2016 Projects	122,895	3,955	23,015	55,337	150	40,438



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

The following pages highlight the major capital projects for the City. Each page provides specific project details including the impact on future operating budgets. The amount of impact is referred to in the following terms: Positive, Negligible, Slight, Moderate and High. Examples of costs that may impact future operating budgets are: personnel, maintenance and repairs, utilities, and supplies.

Positive - The project will either generate some revenue to offset expenses, will actually reduce operating costs or will afford a future cost avoidance.

Negligible - The impact will be less than \$10,000 annually

Slight - The Impact will be between \$10,001 and \$50,000 annually

Moderate - The impact will be between \$50,001 and \$100,000 annually

High – The impact will result in an increase of \$100,001 or more annually

The figures provided are estimates based on the data available at the time of developing the budget.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION SUMMARY

(in \$ 000's)

Project #	Project Description	2016 Budget	Operating Cost Impact Range	
			From	To
16021	Box Grove Rizal Avenue Neighbourhood Park - Construction	\$ 1,372	\$ 10	\$ 50
16030	Leitchcroft Community Park Phase 2 of 2 - Construction	\$ 1,470	\$ 10	\$ 50
16034	Markham Village Library Square - Construction	\$ 1,933	\$ 10	\$ 50
16038	Box Grove Community Park East (Phase 1) - Construction	\$ 2,473	\$ 10	\$ 50
16041	Highway 404 Ramp Extension, North of Hwy 7	\$ 12,346	\$ 100	and up
16042	Highway 7 Streetscaping	\$ 3,297	\$ 100	and up
16043	Illumination	\$ 1,637	\$ -	\$ 10
16046	Miller Av. - Warden to Birchmount - Phase 1 of 6 (Property)	\$ 1,857	\$ -	\$ 10
16047	Miller Avenue - Woodbine Ave. to Rodick (Construction)	\$ 8,631	\$ 10	\$ 50
16048	Multi-Use Pathways (Phase 3 of 4)	\$ 3,242	\$ 10	\$ 50
16049	Sidewalk Program	\$ 1,646	\$ -	\$ 10
16052	Verclair Crossing at Rouge River (Construction)	\$ 9,546	\$ -	\$ 10
16148	Library Collections	\$ 2,141	\$ -	\$ 10
16150	Asphalt Resurfacing	\$ 5,444	\$ -	\$ -
16182	Corporate Fleet Replacement - Non-Fire	\$ 1,020	\$ 10	\$ 50
16210	West Thornhill Flood Control Construction - Phase 2A	\$ 5,941	\$ -	\$ 10
16224	Streetlights - Underground Cable Replacement/ Repair	\$ 2,231	\$ -	\$ 10
16237	Sanitary Sewer System Upgrade/Rehab Program	\$ 1,024	\$ -	\$ 10
16246	Watermain Construction and Replacement Program	\$ 4,231	\$ -	\$ -



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Box Grove Rizal Avenue Neighbourhood Park - Construction**

Project Number **16021**

Estimated Total Cost of Project

1,371,900

Commission Development Services

Department Design

Project Description

This project is to hire the contractor to construct a 6 acres (2.4 ha) neighborhood park. Funding for landscape architectural design services is separate.

Location

Rizal Avenue, Box Grove

Work to be Performed

Construction of planned park amenities include: a large gazebo, junior/senior playground, multi-purpose field, adult exercise equipment, basketball court, seating walkways, and associated landscaping.

Reason for Work

To provide required recreation activities to residents of the Box Grove community.

Impact on Future Operating Budgets

Slight – Costs to Future Operating Budgets as advised by Operations is \$8,163 per hectare equivalent to total operating costs of \$19,591.

Estimated Project Completion Date - Summer 2017

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Leitchcroft Community Park Phase 2 of 2 – Construction

Project Number 16030

Estimated Total Cost of Project

1,469,900

Commission Development Services

Department Design

Project Description

This project is to hire a contractor to construct Phase 2 of Leitchcroft Community Park which is 2.19 ac (0.89 ha) in area.

Location

South Park Road in the Leitchcroft/Galleria Community.

Work to be Performed

Construction of park amenities to include: parking lot, junior/senior playground, washroom building, walkways, seating and associated landscaping.

Reason for Work

To provide required recreation amenities to the Leitchcroft Community.

Impact on Future Operating Budgets

Slight - Costs to Future Operating Budgets as advised by Operations is \$8,163 per hectare equivalent to total operating costs of \$7,265.

Estimated Project Completion Date - Fall 2017



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Markham Village Library Square - Construction

Project Number 16034

Estimated Total Cost of Project

1,933,400

Commission Development Services

Department Design

Project Description

This project is to construct Phase 1 of “Veterans Square” including the rehabilitation of the existing cenotaph, construction of a new war memorial and development of the adjacent plaza area.

Location

Front of Markham Village Library, S/E corner of Highway 7 and Highway 48 (Main Street Markham).

Work to be Performed

Construction of Phase 1 components.

Reason for Work

To meet requirements of Funding Agreement associated with Canada 150 Grant.

Impact on Future Operating Budgets

Slight - Costs to Future Operating Budgets as advised by Operations is \$8,163 per hectare for new parks.

Estimated Project Completion Date - Fall 2017

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Box Grove Community Park East Phase 1 - Construction**

Project Number **16038**

Estimated Total Cost of Project

2,472,800

Commission Development Services

Department Design

Project Description

To hire a contractor to construct Phase 1 of the Box Grove Community Park which is 8 ac (or 3.2 ha) in area.

Location

Between the Box Grove By-pass and the tributary within the park.

Work to be Performed

Construction of anticipated park facilities including: tennis courts, multi-play courts, skate spot, parking lots, trails, seating areas, shade structures, storage pavilion, pathways, and associated landscaping.

Reason for Work

To provide the required recreation amenities for Box Grove residents. Phase 2 construction to follow in another budget year.

Impact on Future Operating Budgets

***Slight** - Costs to Future Operating Budgets as advised by Operations is \$8,163 per hectare equivalent to total operating costs of \$26,122.*

Estimated Project Completion Date - Fall 2017



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Highway 404 Ramp Extension, North of Hwy 7

Project Number 16041

Estimated Total Cost of Project 12,346,400

Commission Development Services

Department Engineering

Project Description

Construction of a fly over from Hwy. 7 (at the north exit ramp from Hwy. 404) to the extended Centurian Drive. This project will improve the traffic issues on Highway 7 and Allstate Parkway. The Region of York will manage construction.

Location

Highway 404, Ramp Extension at Highway 7

Work to be Performed

Construction of a ramp to connect Highway 404 off-ramp to mid-block crossing.

Reason for Work

Alternate route to alleviate traffic congestion on Highway 7 both on Markham and Richmond Hill.

Impact on Future Operating Budgets

High – TBD

Estimated Project Completion Date – 2017 (estimated). Region to tender/construct; start construction 2016

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Highway 7 Streetscaping

Project Number 16042

Estimated Total Cost of Project

3,296,700

Commission Development Services

Department Engineering

Project Description

Additional funds for the Hwy 7 Streetscape project based on the September 2011 Council authorized submission of a streetscape application to the Region of York and Council endorsement of the proposed streetscape concept for the Highway 7 widening by the Region from Verclaire Gate to Sciberras Road.

Location

Highway 7 from Warden to Sciberras

Work to be Performed

Construction of Highway 7 streetscaping enhancements

Reason for Work

Streetscaping enhancement as part of Markham/York Region plans

Impact on Future Operating Budgets

High – *The impact will be more than \$100,000 annually*

Estimated Project Completion Date - 2016/2017



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Illumination

Project Number 16043

Estimated Total Cost of Project 1,637,400

Commission Development Services

Department Engineering

Project Description

To provide streetlight infrastructure on Regional Roads and major collector roads.

Location

Various locations

Work to be Performed

Design and installation of streetlights

Reason for Work

To provide minimum streetlighting levels on City and Regional Roads

Impact on Future Operating Budgets

Negligible – The impact will be less than \$10,000 annually

Estimated Project Completion Date - 2016/2017

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Miller Avenue - Warden to Birchmount - Phase 1 of 6

Project Number 16046

Estimated Total Cost of Project 1,857,400

Commission Development Services

Department Engineering

Project Description

Miller Avenue Extension - Road Construction from Warden Avenue to Birchmount Road. This is for the property acquisition to complete Phase 1 of 6 of project. Construction to begin in 2018 after Property acquisition pending development.

Location

Future Miller Avenue from Warden Ave. to Birchmount Rd.

Work to be Performed

Property Acquisition

Reason for Work

To accommodate for future development by creating an East-West corridor through Markham Centre.

Impact on Future Operating Budgets

Negligible – The impact will be less than \$10,000 annually

Estimated Project Completion Date - 2016/2017



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Miller Avenue - Woodbine Avenue to Rodick Construction

Project Number 16047

Estimated Total Cost of Project 8,630,700

Commission Development Services

Department Engineering

Project Description

Construction of Miller Avenue from Woodbine Avenue to Rodick Road. This is the urbanization of existing Miller Avenue. This project includes construction of new sanitary and storm sewers and replacement of existing watermain. Road is to be widened from a 2 lane to 4 lane cross section.

Location

Miller Avenue from Woodbine Avenue to Rodick Road

Work to be Performed

Road Widening of Miller Avenue

Reason for Work

To accommodate for future development by creating an East-West corridor from Woodbine to Rodick.

Impact on Future Operating Budgets

Slight - The Impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date - 2017/2018

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Multi-Use Pathways Phase 3 of 4

Project Number 16048

Estimated Total Cost of Project

3,241,700

Commission Development Services

Department Engineering

Project Description

Phase 3 includes construction of multi-use pathways from Drakefield Road to Main Street Markham, and from Toogood Pond to Main Street Unionville.

Location

Drakefield Road to Main Street Markham, and from Toogood Pond to Main Street Unionville.

Work to be Performed

Construction of multi-use pathways

Reason for Work

Provide pedestrian access and to adhere to council directions/initiatives with Multi-Use path program.

Impact on Future Operating Budgets

Slight - The Impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date - 2017/2018



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Sidewalk Program

Project Number 16049

Estimated Total Cost of Project 1,645,900

Commission Development Services

Department Engineering

Project Description

To install sidewalk in various areas to provide safe pedestrian access and links to immediate areas.

Location

Various locations

Work to be Performed

Design and Construction of Sidewalks

Reason for Work

Provide pedestrian access for future developments within City of Markham.

Impact on Future Operating Budgets

Negligible - The impact will be less than \$10,000 annually

Estimated Project Completion Date - 2017

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Verclaire Crossing at Rouge River Construction

Project Number 16052

Estimated Total Cost of Project

9,545,900

Commission Development Services

Department Engineering

Project Description

Construction of bridge structure and road allowance over Rouge River, from Rougeside Promenade to Rouge Valley Drive.

Location

Bridge structure over Rouge River, from Rougeside Promenade to Rouge Valley Drive

Work to be Performed

Construction of a bridge crossing Rouge River

Reason for Work

To provide a North-South connection between the two communities in Markham Centre in anticipation of future development.

Impact on Future Operating Budgets

Negligible - The impact will be less than \$10,000 annually

Estimated Project Completion Date - 2018



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Library Collections

Project Number 16148

Estimated Total Cost of Project 2,140,800

Commission Community and Fire Services

Department Library

Project Description

Library Collections

Location

Markham Public Library

Work to be Performed

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

Reason for Work

Library collections are a core service of the library required to maintain operations. They are accessible to all residents and meet the educational, research and recreational information needs of a diverse community.

Impact on Future Operating Budgets

Negligible – the impact will be less than \$10,000

Estimated Project Completion Date – December 2016

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Asphalt Resurfacing

Project Number 16150

Estimated Total Cost of Project

5,444,000

Commission Community and Fire Services

Department Operations - Roads

Project Description

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

Location

City Wide

Work to be Performed

Asphalt resurfacing of approximately 15kms of roadway, and pavement preservation of approximately 20kms of roadway. Under this program we also include material testing, route and seal, interlocking repair as it relates to asphalt resurfacing, the asphalt cement index, and the purchase of steel products such as maintenance hole frames and lids and catch basin frames and lids.

Reason for Work

To maintain an acceptable pavement condition index by using cost effective strategies designed to extend the pavement life and reduce overall maintenance costs of the road network.

Impact on Future Operating Budgets

Positive - *The project which will either lead to reduced operating costs or will afford future cost avoidance.*

Estimated Project Completion Date – December 2016



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Corporate Fleet Replacement - Non-Fire

Project Number 16182

Estimated Total Cost of Project

1,019,500

Commission Community and Fire Services

Department Operations - Fleet

Project Description

2016 Annual Fleet Replacement Program based on the Council adopted Corporate Fleet Policy Guidelines. Optimal replacement intervals (ORI) are utilized to determine the most cost effective time period for replacement based on the total cost of ownership. All vehicles and equipment contained in this program have reached or surpassed the ORI

Location

N/A

Work to be Performed

Replacement of vehicles and equipment

Reason for Work

Met required fleet replacement guideline with respect to lifecycle replacement criteria

Impact on Future Operating Budgets

Slight - The Impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date – June 2017

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name West Thornhill Flood Control Construction - Phase 2A

Project Number 16210

Estimated Total Cost of Project 5,941,200

Commission Community and Fire Services

Department Asset Management – Environmental Assets

Project Description

To continue with the flood control remediation program in West Thornhill area based on Class EA study recommendations.

Location

- Storm sewers and watermains on Grandview Avenue (from Henderson Avenue to Steeles Avenue East), Pinevale Road, Elspeth Place, Courtham Avenue, Brightbay Crescent, and Rayneswood Crescent; and
- Reconstruction of the roads on Grandview Avenue (from Henderson Avenue to Elspeth Place), Pinevale Road, Elspeth Place, Brightbay Crescent (from Grandview Avenue to south of Courtham Avenue), and Rayneswood Crescent (west leg).

Work to be Performed

To continue with the flood remediation program in West Thornhill area based on Class EA study recommendations. This capital project request is for construction of Phases 2A area.

Reason for Work

This project will improve the health and safety of Markham residents in terms of flood protection and reduction in basement flooding risks.

Impact on Future Operating Budgets

Negligible - The impact will be less than \$10,000 annually

Estimated Project Completion Date – August 2017



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Streetlights - Underground Cable Replacement/ Repair

Project Number 16224

Estimated Total Cost of Project

2,231,000

Commission Community and Fire Services

Department Asset Management – Right-of-Way Assets

Project Description

Replacement of the underground streetlight cables due to frequent faults in older areas. These cables were installed prior to 1960s.

Location

18 Km City wide

Work to be Performed

Replacement of underground streetlight cables due to frequent faults in older areas.

Reason for Work

To maintain the existing assets through lifecycle program and improve the service levels for residents.

Impact on Future Operating Budgets

Negligible - The impact will be less than \$10,000 annually

Estimated Project Completion Date - December 2017

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CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Sanitary Sewer System Upgrade/Rehab Program

Project Number 16237

Estimated Total Cost of Project

1,024,300

Commission Community and Fire Services

Department Environmental Services - Waterworks

Project Description

Structural and service repairs of sanitary mainline and lateral distribution system, including manhole repairs. All repairs are completed with trenchless methods. Repairs includes full length and spot structural liners, lateral lining, infiltration grouting including service repairs and replacements. Replace and maintain municipal services in good working condition to reduce service interruptions, reduce risks and liabilities and provide continuing good customer service.

Location

Rehabilitation and repairs of sanitary sewers for defects identified in previous years' inspection program.

Work to be Performed

Rehabilitation and repairs of sanitary sewers for defects identified in previous years' inspection program.

Reason for Work

Rehabilitation and repairs of sanitary sewers for defects identified in previous years' inspection program.

Impact on Future Operating Budgets

Negligible - *The impact will be less than \$10,000 annually*

Estimated Project Completion Date – December 2016



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Watermain Construction and Replacement Program

Project Number 16246

Estimated Total Cost of Project 4,231,200

Commission Community and Fire Services

Department Environmental Services - Waterworks

Project Description

Replacement of cast iron watermain at the end of its lifecycle; in conjunction with the major construction of Phase 2A – Storm Sewers Upgrade in Thornhill area.

Location

Streets or parts of: Canadiana Drive, Grandview Avenue, Pinedale Road, Elspeth Place, Rayneswood Crescent, Courtham Avenue, Brightbay Crescent

Work to be Performed

Replacement of watermains that are almost at the end of their lifecycle and in conjunction with the other major infrastructure upgrades on the same streets.

Reason for Work

Replacement of watermains that are almost at the end of their lifecycle and in conjunction with the other major infrastructure upgrades on the same streets. Advance replacement of watermain in major reconstruction area results in cost savings and better customer service by avoiding any reconstruction in the same area in the next few years.

Impact on Future Operating Budgets

Positive - *The project will afford future cost avoidance.*

Estimated Project Completion Date – December 2016

BUILDING STANDARDS BUDGET

The Building Standards Department is responsible for the administration of Ontario Building Code and other applicable laws including the City's zoning by-laws. The department issues building permits and provides inspections for all new or renovated buildings within Markham's borders, and its Operating Budget funds all operations related to this department's work. Building Standards operations is part of the Operating Fund but it is identified separately due to its self-funding nature.

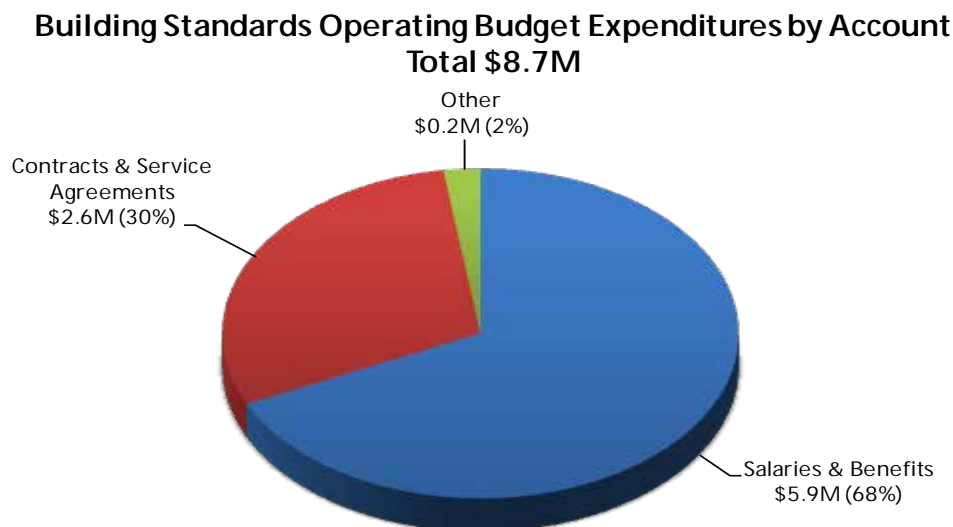
According to Legislation under the Building Code Statute Law Amendment Act, 2002 (Bill 124), fees must not exceed the anticipated reasonable cost to administer and enforce the Act, and revenues and costs must be reported separately.

Building Standards Operating Budget

The 2016 Operating Budget for Building totals \$8.7 million before transfers to/(draw from) reserves. This marks an increase of approximately \$0.2 million from the 2015 Operating Budget due to an increase in expenditures.

Expenditures

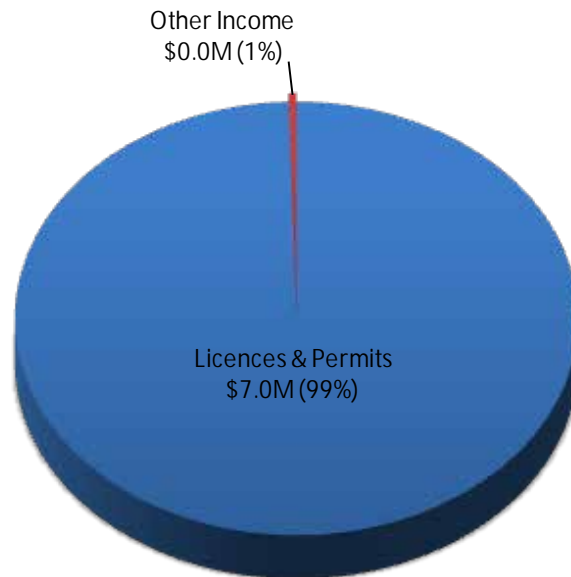
The figure below indicates that the major portion of budgeted expenditures is Salaries and Benefits, which accounts for 68% of the Operating Budget. Contracts & Service Agreement represents 30% of the Operating Budget which include indirect costs such as ITS equipment, other department's services, and overhead costs. Finally, Other Expenditures account for 2%.



Revenues

The Operating Budget is primarily funded through revenues from Licences and Permits related to Building permit applications.

Building Standards Operating Budget Revenues by Account



Building Standards Capital Budget

Building Standards does not have any capital projects scheduled for 2016.



BUILDING STANDARDS CONSOLIDATED 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. Vs. 2015 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenue								
LICENCES & PERMITS	\$7,098	\$6,005	\$7,035	\$6,997	(\$38)	-0.5%	\$992	16.5%
USER FEES & SERVICE CHARGES	\$76	\$77	\$30	\$30	0	0.0%	(\$47)	-61.0%
OTHER REVENUE	(\$5)	(\$5)	\$0	\$0	0	0.0%	\$5	-100.0%
Total Revenues	\$7,169	\$6,077	\$7,065	\$7,027	(\$38)	-0.5%	\$950	15.6%
Expenses								
SALARIES AND BENEFITS	\$5,235	\$5,211	\$5,774	\$5,873	\$99	1.7%	\$662	12.7%
PRINTING & OFFICE SUPPLIES	\$54	\$50	\$57	\$57	0	0.0%	\$7	14.9%
OPERATING MATERIALS & SUPPLIES	\$12	\$16	\$24	\$24	0	0.0%	\$8	46.9%
COMMUNICATIONS	\$35	\$29	\$36	\$36	0	0.0%	\$7	25.3%
TRAVEL EXPENSES	\$4	\$7	\$6	\$6	0	0.0%	(\$1)	-15.0%
TRAINING	\$20	\$22	\$26	\$26	0	0.0%	\$4	20.2%
CONTRACTS & SERVICE AGREEMENTS	\$2,485	\$2,556	\$2,556	\$2,569	\$13	0.5%	\$13	0.5%
RENTAL/LEASE	\$0	\$0	\$0	\$0	0	0.0%	(\$0)	-100.0%
PROFESSIONAL SERVICES	\$5	\$2	\$11	\$11	0	0.0%	\$8	351.6%
LICENCES, PERMITS, FEES	\$20	\$22	\$25	\$25	0	0.0%	\$3	15.1%
CREDIT CARD SERVICE CHARGES	\$15	\$14	\$15	\$15	0	0.0%	\$1	10.0%
PROMOTION & ADVERTISING	\$0	\$2	\$0	\$0	0	0.0%	(\$2)	-100.0%
TRANSFERS TO/(DRAW FROM) RESERVES	(\$714)	(\$1,852)	(\$1,464)	(\$1,614)	(\$150)	10.2%	\$238	-12.9%
Total Expenses	\$7,169	\$6,077	\$7,065	\$7,027	(\$38)	-0.5%	\$950	15.6%
Net Expenditures/ (Revenue)	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Full Time Complement	54	54	54	54				

Changes in the 2016 Budget from the 2015 Budget over \$50,000:

Salaries & Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grids.

Transfers to/(draw from) Reserves: Represents a draw from Reserve to fund the budgeted deficit of (\$1,614k) to present a balanced budget.

PLANNING & DESIGN BUDGET

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

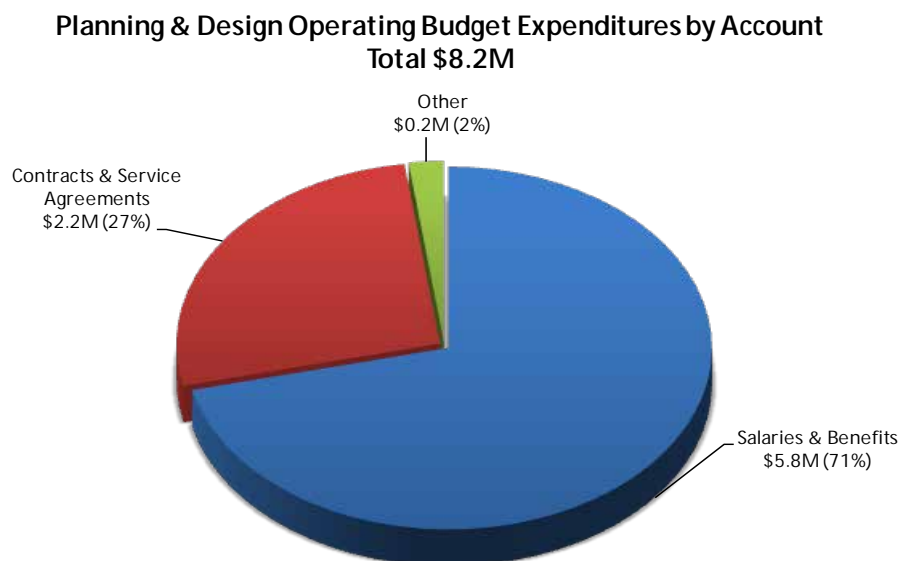
- long range strategic planning and current development control
- formulation of plans, policies, regulations, and guidelines
- development
- urban design
- growth management
- processing and evaluation of development applications
- data collection, analysis, research and monitoring
- planning policy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

Planning & Design Operating Budget

Expenditures

The 2016 Operating Budget for Planning & Design totals \$8.2 million before transfers to/(draw from) reserves, which remains steady from 2015.

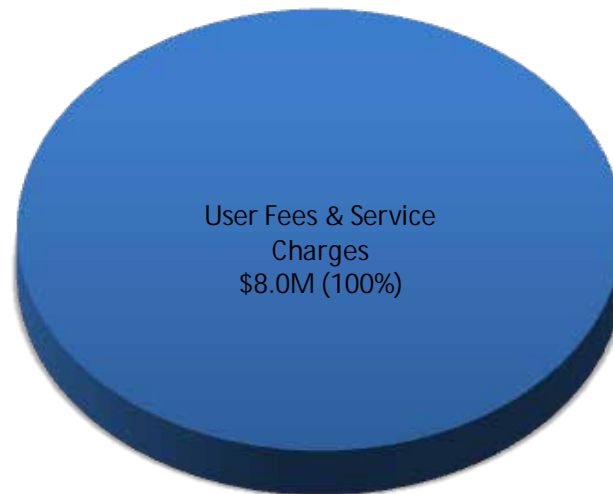
The figure below indicates that the major portion of budgeted expenditures is Salaries and Benefits, which accounts for 71% of the Operating Budget. Contracts & Service Agreement represents 27% which include indirect costs such as ITS equipment, other department's services, overhead costs. Lastly, Other Expenditures accounts for 2% of the Budget.



Revenues

The Planning & Design Operating Budget is 100% funded through revenues from User Fees & Service Charges related to Planning Fees.

Operating Budget Revenues by Account



Capital Budget

The 2016 Planning Capital Budget totals \$2.1 million which is primarily funded from Development Charges. The capital projects include future urban area and secondary plan studies, annual advisory and improvement programs, and development area studies.

The 2016 Design Capital Budget totals \$13.9 million which is primarily funded from Development Charges. The capital projects include the design and construction of 29 new parks totalling 67 acres.

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



PLANNING & DESIGN CONSOLIDATED 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. Vs. 2015 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenue								
USER FEES & SERVICE CHARGES	5,761	7,302	7,249	7,979	\$730	10.1%	\$676	9.3%
RECOVERIES & CONTRIBUTIONS	48	0	0	0	0	0.0%	0	0.0%
Total Revenues	\$5,809	\$7,302	\$7,249	\$7,979	\$730	10.1%	\$676	9.3%
Expenses								
SALARIES AND BENEFITS	5,325	5,183	5,763	5,840	\$77	1.3%	\$657	12.7%
PRINTING & OFFICE SUPPLIES	38	48	43	43	\$0	0.0%	(\$5)	-10.3%
OPERATING MATERIALS & SUPPLIES	4	7	7	7	\$0	0.0%	(\$0)	-6.5%
COMMUNICATIONS	12	9	16	16	\$0	0.0%	\$7	79.3%
TRAVEL EXPENSES	33	35	29	24	(\$5)	-17.0%	(\$11)	-30.8%
TRAINING	8	7	15	15	\$0	0.0%	\$8	118.0%
CONTRACTS & SERVICE AGREEMENTS	2,023	2,273	2,273	2,178	(\$95)	-4.2%	(\$95)	-4.2%
RENTAL/LEASE	1	0	3	3	\$0	0.0%	\$3	0.0%
PROFESSIONAL SERVICES	26	5	39	39	\$0	0.0%	\$34	693.9%
LICENCES, PERMITS, FEES	36	37	23	23	\$0	0.0%	(\$14)	-37.7%
CREDIT CARD SERVICE CHARGES	5	4	2	2	\$0	0.0%	(\$2)	-57.2%
PROMOTION & ADVERTISING	7	3	4	4	\$0	0.0%	\$1	39.2%
OTHER EXPENDITURES	8	2	(5)	0	\$5	-100.0%	(\$2)	-100.0%
TRANSFERS TO/(DRAW FROM) RESERVES	(1,719)	(311)	(963)	(215)	\$748	-77.6%	\$96	-30.7%
Total Expenses	\$5,809	\$7,302	\$7,249	\$7,979	\$730	10.1%	\$676	9.3%
Net Expenditures/ (Revenue)	\$0	\$0	\$0	0	\$0	0.0%	\$0	0.0%
Full Time Complement	50	50	50	51				

Changes in the 2016 Budget from the 2015 Budget over \$50,000:

User Fees & Service Charges: Increase due to a greater number of applications expected in 2016 and increased rates for fees.

Salaries & Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grid and increased headcount.

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

Transfers to/(draw from) Reserves: Represents a draw from Reserve to fund the budgeted deficit of (\$215k) to present a balanced budget.

ENGINEERING BUDGET

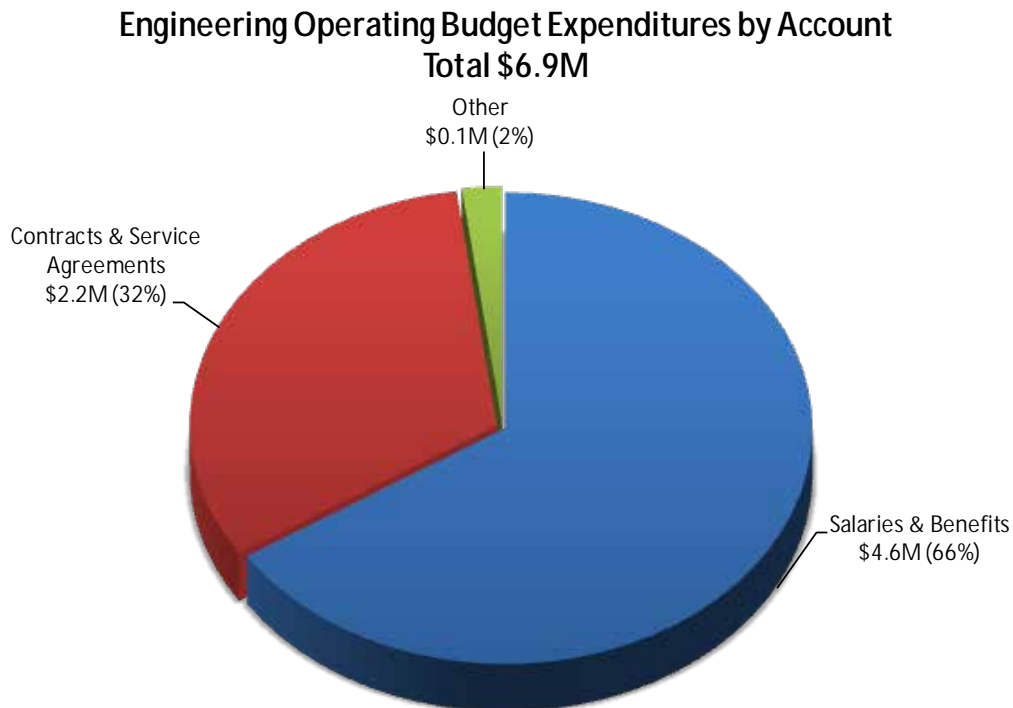
The Engineering Department is responsible for the planning and delivery of infrastructure, transportation, and environmental engineering. This includes: new subdivision & site plan applications, construction of storm & sanitary sewers, watermains, and roads.

Engineering Operating Budget

Expenditures

The 2016 Operating Budget for Engineering totals \$6.9 million before transfers to/(draw from) reserves. This marks an increase of \$0.3 million from the 2015 Operating Budget due to an increase in Contract Service Agreements and Other Expenditures.

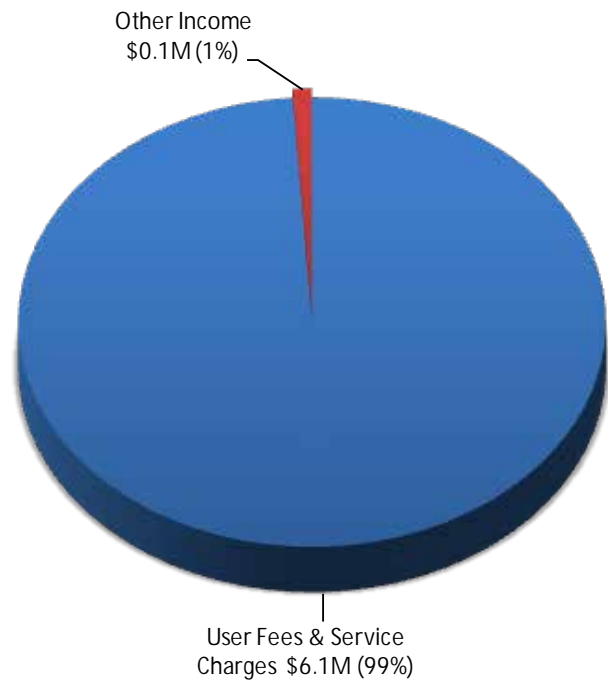
The figure below indicates that the major portion of budgeted expenditures is Salaries and Benefits, which accounts for 66% of the Operating Budget. Contracts & Service Agreement represents 32% of the Operating Budget which include indirect costs such as ITS equipment, other department's services, overhead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



Revenues

The Operating Budget is funded mainly through revenues from User Fees & Service Charges related to Engineering Fees.

Engineering Operating Budget Revenues by Account



Capital Budget

The 2016 Engineering Capital Budget totals \$45.0 million which is primarily funded from Development Charges. The capital projects include the design and construction of roads and transportation studies.

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



ENGINEERING CONSOLIDATED 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. Vs. 2015 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
Revenue									
USER FEES & SERVICE CHARGES	\$4,113	\$5,513	\$5,027	\$6,117	\$1,090	21.7%	\$604	11.0%	
SALES	(2)	(23)	0	0	0	0.0%	23	-100.0%	
RECOVERIES & CONTRIBUTIONS	105	143	65	65	0	0.0%	-78	-54.4%	
OTHER REVENUE	0	0	0	0					
Total Revenues	\$4,217	\$5,632	\$5,092	\$6,182	\$1,090	21.4%	\$549	9.8%	
Expenses									
SALARIES AND BENEFITS	\$4,305	\$4,451	\$4,444	\$4,589	\$145	3.3%	\$138	3.1%	
PRINTING & OFFICE SUPPLIES	28	23	32	22	(10)	-31.3%	-1	-4.2%	
OPERATING MATERIALS & SUPPLIES	6	7	11	13	2	18.2%	6	80.3%	
COMMUNICATIONS	25	21	28	24	(4)	-14.5%	3	14.2%	
TRAVEL EXPENSES	6	8	15	15	0	0.0%	7	83.1%	
TRAINING	8	4	15	15	0	0.0%	10	258.5%	
CONTRACTS & SERVICE AGREEMENTS	1,908	1,935	1,935	2,234	298	15.4%	298	15.4%	
MAINT. & REPAIR-TIME/MATERIAL	(0)	0	3	3	0	0.0%	3	0.0%	
RENTAL/LEASE	9	3	6	6	0	0.0%	3	98.8%	
PROFESSIONAL SERVICES	7	16	45	15	(30)	-66.7%	-1	-8.8%	
LICENCES, PERMITS, FEES	15	26	31	32	1	3.9%	6	23.0%	
TRANSFERS TO/(DRAW FROM) RESERVES	(2,103)	(862)	(1,475)	(787)	688	-46.6%	76	-8.8%	
OTHER EXPENSES	4	0	2	2	0	0.0%	2	0.0%	
Total Expenses	\$4,217	\$5,632	\$5,092	\$6,182	\$1,090	21.4%	\$549	9.8%	
Net Expenditures/ (Revenue)	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%	
Full Time Complement	39	40	40	40					

Changes in the 2016 Budget from the 2015 Budget over \$50,000:

User Fees & Service Charges: Increase due to higher construction charges on capital projects.

Salaries & Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grids.

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

Transfers to/(draw from) Reserves: Represents a draw from Reserve to fund the budgeted deficit of (\$787k) to present a balanced budget.

WATERWORKS BUDGET

Operations relating to water and sanitary sewer are identified separately due to its self-funding nature. User fees from water billings are the main source of funding for the Waterworks Budget.

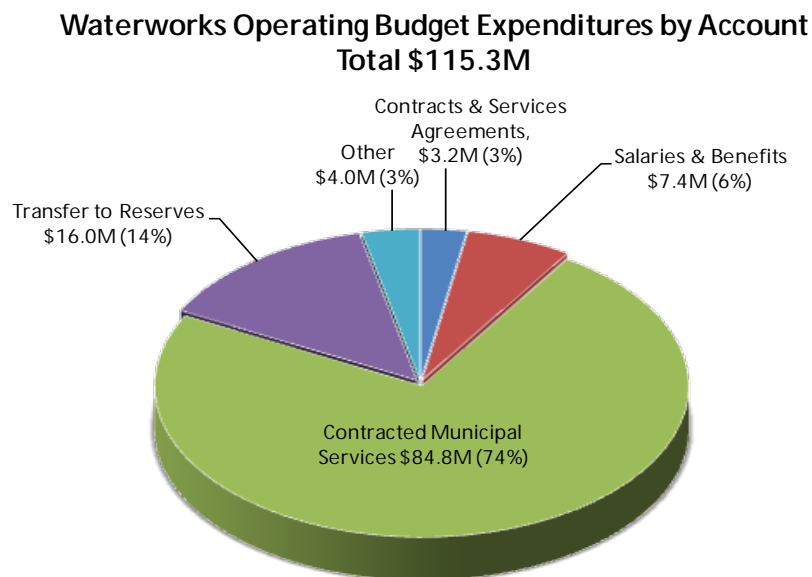
In 2007, the City of Markham implemented a Water & Wastewater Reserve Study to address the ongoing replacement and rehabilitation requirements for the aging water and sewer systems. The study made recommendations to the level of Water & Wastewater Infrastructure Surcharge to charge in order to sustain projected replacement and rehabilitation costs over the next 25 years.

Waterworks Operating Budget

Expenditures

The 2016 Operating Budget for Waterworks totals \$115.3 million before transfers to/(draw from) reserves. This marks an increase of \$13.5 million over the 2015 Operating Budget.

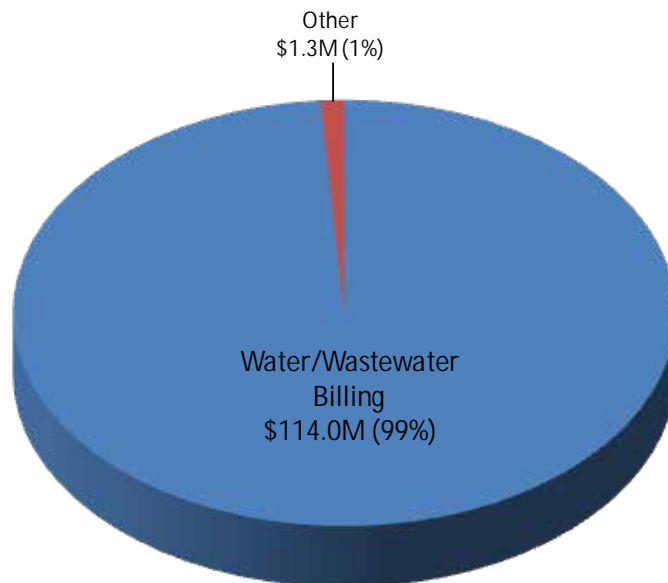
The figure below indicates that the major portion of budgeted expenditures is Contracted Municipal Services, which is for the purchase of water from the Region of York. Transfer to Reserves, which accounts for 14% of the Operating Budget, represents transfer to the Waterworks Reserve in order to sustain future replacement & rehabilitation requirements. Contract & Service Agreements, which accounts for 3% of the Operating Budget, includes items such as inspection & cleaning of the sewer line, maintenance & repair of the water & sewer system, water sampling & testing, installation & maintenance of meters, and water/wastewater reading & billing.



Revenues

The Operating Budget is funded mainly through revenues associated with billings related to the sale of water. Please refer to the figure below. The City's water/wastewater rates have increased by 7.8% from the previous year's level primarily as a result of the wholesale water rate increase from the Region of York effective April 1, 2016 (5.9% impact) and adjustments to the water/waste water surcharge to address the ongoing replacement & rehabilitation requirements for Waterworks infrastructure (1.9% impact).

Waterworks Operating Budget Revenues by Account



Capital Budget

The 2016 Waterworks Capital Budget totals \$10.0 million which is fully funded from the Waterworks reserve. The capital projects include annual programs for watermain construction/replacement, relining of watermain, water meter replacement, and upgrades to water and sewer system. The Waterworks reserve also funds capital projects managed by other departments (such as ITS, Engineering and Fleet). The 2016 capital budget includes funding from Waterworks reserve in the amount of \$10.9 million.



WATERWORKS CONSOLIDATED 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues								
TAXES - OTHER CHARGES	\$0	\$0	\$0	\$0	-	0.0%	-	0.0%
FINES/ BILLINGS	90,775	100,926	100,438	113,975	\$13,537	13.5%	\$13,049	12.9%
USER FEES & SERVICE CHARGES	470	505	580	581	1	0.1%	76	15.0%
SALES	481	569	364	366	2	0.6%	(203)	-35.7%
RECOVERIES & CONTRIBUTIONS	220	219	373	373	-	0.0%	153	70.1%
OTHER REVENUE	29	(8)	-	-	-	0.0%	8	-100.0%
TRANSFERS FROM RESERVES	(1,515)	1,992	-	-	-	0.0%	(1,992)	-100.0%
Total Revenues	\$90,460	\$104,203	\$101,755	\$115,295	\$13,540	13.3%	\$11,092	10.6%
Expenses								
SALARIES AND BENEFITS	\$6,775	\$7,160	\$7,223	\$7,364	\$141	2.0%	\$203	2.8%
PRINTING & OFFICE SUPPLIES	26	37	33	33	-	0.0%	(3)	-9.2%
OPERATING MATERIALS & SUPPLIES	96	94	132	132	-	0.0%	38	40.1%
CONSTRUCTION MATERIALS	549	569	610	610	-	0.0%	41	7.3%
UTILITIES	31	49	56	56	-	0.0%	6	13.1%
COMMUNICATIONS	75	51	102	102	-	0.0%	50	98.4%
TRAVEL EXPENSES	27	18	47	47	-	0.0%	29	158.4%
TRAINING	51	44	56	57	1	2.2%	14	31.3%
CONTRACTS & SERVICE AGREEMENTS	3,022	3,237	3,166	3,176	9	0.3%	(61)	-1.9%
MAINT. & REPAIR-TIME/MATERIAL	337	319	400	400	-	0.0%	81	25.4%
RENTAL/LEASE	6	5	6	6	-	0.0%	1	31.5%
PROFESSIONAL SERVICES	83	81	113	113	-	0.0%	32	39.8%
LICENCES, PERMITS, FEES	38	50	55	55	-	0.0%	5	9.1%
CREDIT CARD SERVICE CHARGES	0	1	0	0	-	0.0%	(1)	-72.1%
PROMOTION & ADVERTISING	-	1	3	3	-	0.0%	2	371.7%
CONTRACTED MUNICIPAL SERVICES	65,735	75,185	73,794	84,774	10,980	14.9%	9,589	12.8%
OTHER PURCHASED SERVICES	2,281	2,336	2,336	2,381	45	1.9%	45	1.9%
WRITE-OFFS	6	0	25	25	-	0.0%	25	24900.0%
TRANSFERS TO/(DRAW FROM) RESERVES	12,300	15,589	13,597	15,961	2,364	17.4%	372	2.4%
OTHER EXPENSES	(3,112)	-	-	-	-	0.0%	-	0.0%
Total Expenses	\$88,328	\$104,826	\$101,755	\$115,295	\$13,540	13.3%	\$10,469	10.0%
Net Expenditures/(Revenues)	(\$2,132)	\$622	\$0	\$0	\$0	0.0%	(\$622)	-100.0%
Full Time Complement	64	64	65	65				

Changes in the 2016 Budget from the 2015 Budget over \$50,000:

Fines/Billings: Increase in water sales due to water rate increase, growth and volume adjustments.

Salaries and Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's Salary Grids.

Contracted Municipal Services: Increased water purchases from the Region of York based on increased rates, growth and volume adjustments.

Transfers to/(draw from) Reserves: Represents a budgeted surplus of \$15,961k transferred to the Waterworks Reserve in order to sustain future replacement and rehabilitation requirements, and the Waterworks Department's future day-to-day operations, as per the Waterworks Reserve Study.

FINANCIAL POLICIES

POLICY NAME	POLICY SUMMARY	APPENDIX NO.
Financial Planning and Budgeting Policy	Covers the principles of the annual Budget process, long-term Budget Planning process, and guidance on use of revenues from a Financial Planning perspective. Includes the following supplemental process guidelines: <ul style="list-style-type: none"> · Operating Budget process guideline · Capital Budget process guideline 	1
Capital Budget Control Policy	Provides the guiding principles to improve the management, administration, and reporting of Capital Projects by: <ul style="list-style-type: none"> · Defining project categories · Standardized percentages for Capital Budgeting funding · Return of surplus funds · Reporting requirements to Council · Process for requesting changes to Capital Projects · Process for requesting closure of Capital Projects 	2
Investment Policy	Covers investment objectives of the City related to: <ul style="list-style-type: none"> · Legality of Investments · Preservation of Principal · Maintenance of Liquidity · Competitive Rate of Return 	3
Development Charge Borrowing Policy	Provides a framework with respect to borrowing funds to complete Development Charge (DC) related capital projects.	4
Investment Allocation Interest Policy	Provides a framework with regard to the recording and allocation methods of the City's investment interest income (including bonds, money market, interest earned on bank balances, etc).	5

Reserve Policy	<p>Provides details on the City’s Council approved Reserve Study and policies to:</p> <ul style="list-style-type: none"> · Determine the adequacy of the City’s Reserves to meet known future expenditures · Determine the adequate level for the City’s corporate rate stabilization/contingency reserve · Review, consolidate and refine policies for the City’s various reserves and reserve funds 	6
Debt Policy	Describes debt issuance and Provincial guidelines	7
Expenditure Control Policy	Establishes internal controls over the authorization of expenses.	8
Tangible Capital Assets Policy	Provides direction to ensure the City’s assets are recorded in a fixed asset register, at historic values and amortized over their useful lives, in a consistent manner in accordance with the guidelines established in PSAB 3150.	9

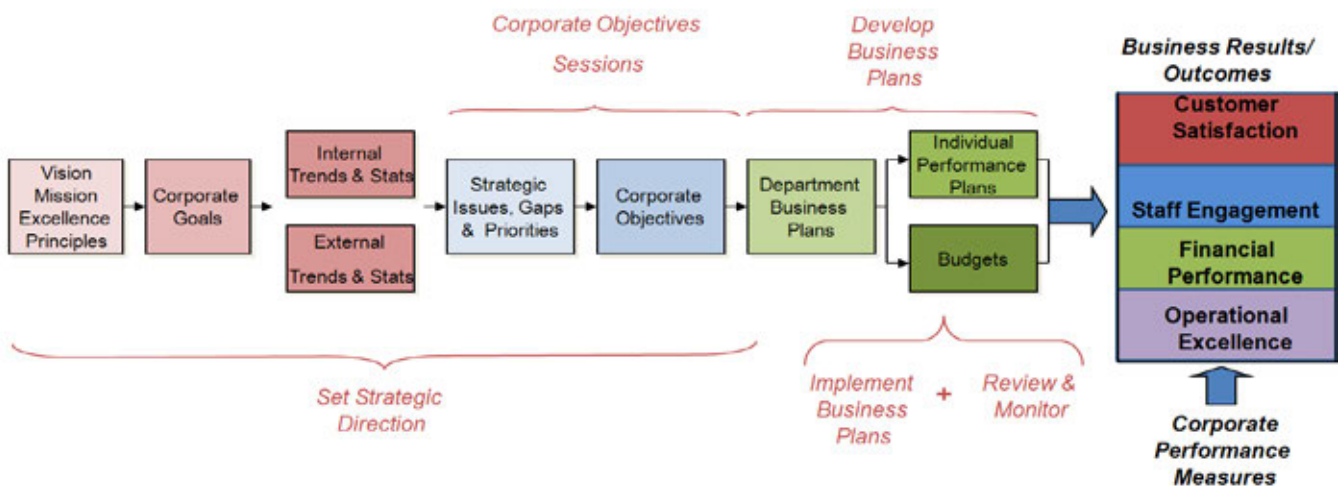
BUSINESS PLAN INTRODUCTION

The Business Units of this organization report to one of the following Commissions:

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

This section outlines the annual business planning process, an overview of each Commission, and each Business Unit's Business Plan and Operating Budget.

Annual Business Planning Process



The Annual Business Planning Process delivers on the goals and objectives of the Council approved “Building Markham’s Future Together 2015 - 2019 Strategic Plan” (BMFT), and aligns with the Excellence Markham Framework.

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



The BMFT document identifies:

- Corporate Goals that the organization is pursuing over a number of years
- Corporate Objectives that further each of the Corporate Goals
- Corporate Actions to achieve the Corporate Objectives
- Performance Measures that are identified for each Corporate Goal

The annual Dept BP identifies:

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

The City regards overall success in a balanced manner. Trends and inter-relationships among the performance measures will be utilized to identify objectives that are working well, and others that require attention.

The Dept BP identifies the proposed objectives and actions for the upcoming year, followed by the annual corporate budgeting process where resource requirements such as funding and staffing, are addressed.

2016 Departmental Business Plan Summary

As highlighted in the Executive Summary, and detailed in Section 2- Corporate Strategic Plan, the 2016 Departmental Business Plans were aligned with the BMFT 2015 – 2019 Strategic Goals:

Building Markham's Future Together : 2015 – 2019 Strategic Plan

**Exceptional
Services by
Exceptional
People**

**Engaged,
Diverse and
Thriving
City**

**Safe and
Sustainable
Community**

**Stewardship
of Money
and
Resources**

The following pages reflect, by Commission, each Department's 2016 Operating Budget, Business Plans, Key Performance Measures, and Long-term Business Plans. A brief overview of each Commission is also included to provide discussion and a summary of each Department. *Note: Blank items under the Key Performance Measures Charts indicate either completion at a later date or not applicable.*

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MAYOR AND COUNCIL 2016 OPERATING BUDGET

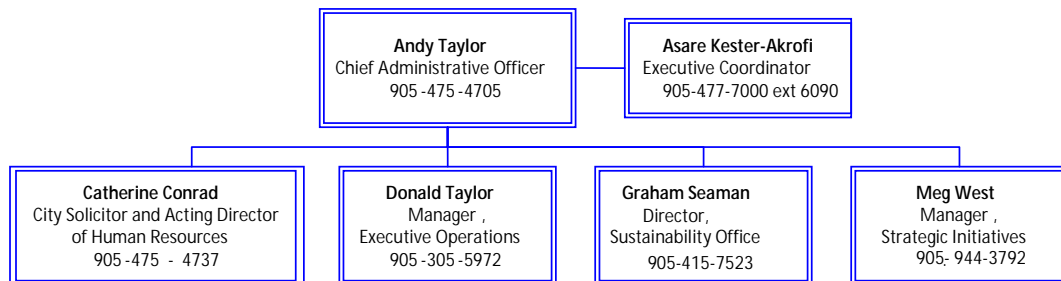
Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenue								
RECOVERIES & CONTRIBUTIONS	\$14	\$40	\$0	\$0	\$0	0.0%	(\$40)	-100.0%
Expenses								
SALARIES AND BENEFITS	\$2,444	\$2,650	\$2,857	\$2,727	(\$130)	-4.5%	\$77	2.9%
PRINTING & OFFICE SUPPLIES	25	34	23	23	-	0.0%	(10)	-30.2%
OPERATING MATERIALS & SUPPLIES	37	11	12	12	-	0.0%	1	10.3%
VEHICLE SUPPLIES	5	4	3	3	-	0.0%	(1)	-24.8%
COMMUNICATIONS	1	2	15	15	-	0.0%	14	812.2%
TRAVEL EXPENSES	37	104	92	92	-	0.0%	(12)	-11.5%
TRAINING	0	5	6	6	-	0.0%	0	6.1%
MAINT. & REPAIR - TIME & MATERIAL	-	-	7	7	-	0.0%	7	0.0%
RENTAL/LEASE	5	3	14	14	-	0.0%	11	326.1%
PROFESSIONAL SERVICES	11	11	7	159	153	2316.6%	149	1398.8%
LICENCES, PERMITS, FEES	4	2	3	3	-	0.0%	1	26.5%
PROMOTION & ADVERTISING	80	70	42	39	(3)	-7.2%	(31)	-44.8%
OTHER PURCHASED SERVICES	-	-	18	-	(18)	-100.0%	-	0.0%
MISCELLANEOUS EXPENSES	12	12	-	18	18	0.0%	6	48.1%
Total Expenses	\$2,661	\$2,908	\$3,099	\$3,119	\$20	0.6%	\$211	7.2%
Net Expenditures/(Revenues)	\$2,647	\$2,867	\$3,099	\$3,119	\$20	0.6%	\$251	8.8%
Full Time Complement	3	3	3	3				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Salaries and benefits: Increase due to annualization of cost of living adjustment and movement of staff along the City's salary grids.

Professional Services: Increase due to reallocation of budget from salaries and benefits for the contract for Auditor General Services.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)



The Chief Administrative Officer provides leadership to a full-time staff of 1,067 and approximately 1,650 part time/seasonal staff who provide superior services to residents, businesses and visitors and respond to issues of the growing City. The responsibilities of the CAO include management of a \$468.5 million dollar budget, oversight of municipal operations and ensuring Council's priorities and strategic directions are achieved. Direct reports to the Chief Administrative Officer include the Commissioners of Corporate Services, Community and Fire Services and Development Services, as well as the Directors of Human Resources and the Sustainability Office, City Solicitor, Manager of Strategic Initiatives, and Manager of Executive Operations.

The Executive Leadership Team (ELT) supports the management of the City's operations and is comprised of the CAO, the Commissioners of Corporate Services, Community and Fire Services and Development Services, the Director of Human Resources, the City Solicitor and the Manager of Executive Operations. The ELT meets weekly, chaired by the CAO, and addresses City operations and issues.

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

- Legal Services
- Human Resources
- Sustainability Office

Legal Services

The Legal Services Department provides a full range of legal advice and support to Council, Standing Committees, and City staff. As a municipal corporation, the City is subject to all laws of the Federal and Provincial governments.

The primary functions and duties of the Legal Services Department include:

- Advise on legal matters to Council and its committees regarding legal issues, liability and applicability of provincial legislation
- Representation at all Ontario Municipal Board and other tribunal hearings



- Carriage of legal actions instituted by or commenced against the City in all levels of the Ontario court system
- Preparation and review of all development agreements (subdivision, site plan) and other contracts/agreements
- Negotiation, preparation, review and registration of documents required for the acquisition, disposition and lease of real property
- Drafting and review of by-laws
- Provision of legal advice and direction to all municipal departments
- Meetings with other government agencies, including provincial ministries and York Region, to resolve issues
- Assistance to the By-law Enforcement Department in the enforcement and prosecution of City regulatory and zoning by-laws, including representation of the Licensing Manager at Licensing hearings

Human Resources

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

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

Sustainability Office

The Sustainability Office champions the implementation of the Greenprint, Markham's Sustainability Plan, in partnership with staff and the community.

The Greenprint was developed with extensive consultation and is a 50-100 year vision for Markham to become the most sustainable community in North America; it is based on the three sustainability pillars of:

- Social & Cultural Well-Being
- Economic Vitality
- Environmental Health

The Greenprint has 12 priority areas and 241 recommendations that are new or build on existing initiatives of Markham staff and the community. The Sustainability Office is responsible for the monitoring and tracking of these priority indicators and recommendations. The Sustainability Office leads specific implementation initiatives of the Greenprint and provides sustainability support services to Council, staff and the community.



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2016 OPERATING BUDGET

<u>Description (in \$000's)</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>2016 Bud. vs. 2015 Bud.</u>		<u>2016 Bud. vs. 2015 Act.</u>		
					<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues									
USER FEES & SERVICE CHARGES	\$201	\$262	\$241	\$245	\$5	1.9%	(\$17)	-6.4%	
RECOVERIES & CONTRIBUTIONS	(14)	(37)	-	\$17	17		54	-146.1%	
OTHER REVENUE	616	337	90	\$297	207	230.4%	(40)	-11.9%	
Total Revenues	\$803	\$563	\$331	\$560	\$229	69.2%	(\$3)	-0.5%	
Expenses									
SALARIES AND BENEFITS	\$4,827	\$4,718	\$5,081	\$5,111	\$30	0.6%	\$393	8.3%	
PRINTING & OFFICE SUPPLIES	25	36	40	31	(8)	-20.9%	(4)	-12.4%	
OPERATING MATERIALS & SUPPLIES	104	97	103	113	10	9.7%	16	16.4%	
UTILITIES	-	-	(11)	-	11	-100.0%	-		
COMMUNICATIONS	26	10	17	18	0	1.1%	7	68.5%	
TRAVEL EXPENSES	32	21	46	43	(3)	-7.4%	22	108.1%	
TRAINING	241	257	298	298	-	0.0%	41	16.1%	
CONTRACTS & SERVICE AGREEMENTS	(229)	(237)	(178)	(191)	(13)	7.3%	46	-19.3%	
MAINT. & REPAIR - TIME & MATERIAL	17	0	-	-	-		(0)	-100.0%	
RENTAL/LEASE	496	8	6	8	1	21.5%	0	1.4%	
PROFESSIONAL SERVICES	325	499	544	545	1	0.1%	46	9.2%	
LICENCES, PERMITS, FEES	54	66	67	67	-	0.0%	0	0.7%	
PROMOTION & ADVERTISING	233	277	231	237	7	2.8%	(40)	-14.4%	
OTHER EXPENDITURES	217	207	185	360	175	94.9%	153	74.0%	
Total Expenses	\$6,368	\$5,958	\$6,429	\$6,638	\$210	3.3%	\$680	11.4%	
Net Expenditures/(Revenues)	\$5,565	\$5,395	\$6,098	\$6,079	(\$19)	-0.3%	\$683	12.7%	
Full Time Complement	35	35	35	35					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Other Revenue and Other Expenditures: Budget adjusted to reflect receipt and transfer of solar revenue to Markham Environmental Sustainability Fund (MESF).



CAO's OFFICE – COMMISSION SUPPORT 2016 OPERATING BUDGET

<u>Description (in \$000's)</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>2016 Bud. vs. 2015 Bud.</u>		<u>2016 Bud. vs. 2015 Act.</u>		
					<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues									
OTHER INCOME	\$358	-	-	-	-	0.0%	-	0.0%	
Total Revenues	\$358	-	-	-	-	0.0%	-	0.0%	
Expenses									
SALARIES AND BENEFITS	\$834	\$788	\$799	\$803	\$4	0.5%	\$16	2.0%	
PRINTING & OFFICE SUPPLIES	3	3	5	5	-	0.0%	1	41.0%	
OPERATING MATERIALS & SUPPLIES	3	3	2	2	-	0.0%	(1)	-38.9%	
COMMUNICATIONS	11	2	4	4	-	0.0%	2	97.5%	
TRAVEL EXPENSES	7	4	23	23	-	0.0%	19	443.6%	
TRAINING	1	1	4	4	-	0.0%	3	338.1%	
CONTRACTS SERVICES AGREEMENT	(16)	(13)	16	10	(6)	-38.4%	23	-173.5%	
RENTAL/LEASE	485	0	1	1	-	0.0%	0	781.0%	
LICENCES, PERMITS, FEES	17	18	7	7	-	0.0%	(11)	-62.1%	
OTHER EXPENSES	61	53	207	207	-	0.0%	154	289.9%	
Total Expenses	\$1,405	\$859	\$1,067	\$1,065	(\$2)	-0.2%	\$206	24.0%	
Net Expenditures/(Revenues)	\$1,047	\$859	\$1,067	\$1,065	(\$2)	-0.2%	\$206	24.0%	
Full Time Complement	4	4	4	4					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

No significant changes noted.

LEGAL SERVICES 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.		
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenues									
USER FEES & SERVICE CHARGES	\$201	\$262	\$241	\$245	\$5	1.9%	(\$17)	-6.4%	
Total Revenues	\$201	\$262	\$241	\$245	\$5	1.9%	\$45	22.4%	
Expenses									
SALARIES AND BENEFITS	\$1,395	\$1,379	\$1,484	\$1,507	\$23	1.6%	\$128	9.3%	
PRINTING & OFFICE SUPPLIES	3	11	6	6	-	0.0%	(4)	-40.5%	
OPERATING MATERIALS & SUPPLIES	26	14	9	9	-	0.0%	(5)	-34.1%	
COMMUNICATIONS	6	3	3	3	0	6.3%	1	26.8%	
TRAVEL EXPENSES	5	7	7	7	(0)	-2.9%	0	0.8%	
TRAINING	-	1	1	1	-	0.0%	(0)	-18.6%	
CONTRACTS & SERVICE AGREEMENTS	(60)	(57)	(57)	(58)	(1)	2.0%	(1)	2.0%	
RENTAL/LEASE	6	4	2	3	1	91.0%	(1)	-23.0%	
PROFESSIONAL SERVICES	105	190	272	269	(3)	-1.1%	79	41.7%	
LICENCES, PERMITS, FEES	29	30	43	43	-	0.0%	13	44.3%	
Total Expenditures	\$1,515	\$1,580	\$1,770	\$1,790	\$20	1.2%	\$210	13.3%	
Net Expenditures/(Revenues)	\$1,315	\$1,318	\$1,529	\$1,545	\$16	1.0%	\$227	17.2%	
Full Time Complement	10	10	10	10					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

No significant changes noted.



LEGAL SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	To improve customer service and business process efficiencies	Undertake a Customer Satisfaction Survey for internal customers Process mapping of the Site Plan /Subdivision Agreement Process
	Ensure that the City's Council's directions are implemented legally and in a manner that protects the City's legal, financial and other interests	Provide strategic legal advice and services in support of the development/planning, real property, litigation/Ontario Municipal Board and other legal, policy and regulatory matters
1.2 Transforming Services through Technology and Innovation	Support the development of a sustainable electronic document management system	Assist in the implementation of the Electronic Agenda Management System
		Develop a Portal page for Legal Services/Real Property
1.3 Strengthening Organizational Capacity and Effectiveness	Assist in the Implementation of the People Plan Goals	Develop a succession plan for the next five year period
		Participate in the Talent Review data gathering process and discussions
	To improve staff satisfaction and engagement in the Department	Participate in strategic and targeted workforce planning
Identify and deliver a Staff Satisfaction improvement project within the Department		
		Implement the Corporate Staff Satisfaction Project - Recognition and Leadership

LEGAL SERVICES BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Achieve overall customer satisfaction					95	2016
Number of key processes mapped					1	Annual
Improvement in selected driver over two year periods					5%	2016
Staff Recognition	48.3		70.1		75.1	2016
Staff Satisfaction	85.0		86.4		87	2016
Organizational Engagement			81.0		85	2016
Job Engagement			84.2		85	2016
Healthy Work Environment Index	68.4		70.4		75.4	2016
Absenteeism				3.7		

LEGAL SERVICES BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community’s history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Support the implementation of the “Corporate Community Engagement Plan”	Support the implementation of the Public Realm Strategy: Framework and Implementation
2.2. Ensuring Markham is Welcoming and Inclusive		
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Support the development of the new York University	Implement site plan recommendations into an agreement Implement an agreement of purchase and sale with York University

LEGAL SERVICES BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
N/A						



LEGAL SERVICES BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System	Participate in the development of a Markham Centre Parking Strategy	Implement recommendations through agreements, By-laws and/or Parking Authority
3.2. Managing Growth	Provide strategic advice and services in support of City initiatives as required including expert advice in support of City's compliance with legislation	Provide advice and support of growth related initiatives
3.3. Ensuring the Reliability of the Corporation's Services	Ensure the Legal Services Department has sound emergency planning strategies and procedures in place	Participate in Emergency Management Exercise and Training
3.4. Protecting our Built and Natural Environment	Support the establishment of Rouge National Urban Park	Supporting the implementation of the Rouge Park through legal agreements, conveyances, etc. as required

LEGAL SERVICES BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
N/A						

LEGAL SERVICES BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality		
4.2. Stewarding of City Assets	Ensure that the City's Real Property needs for acquisition and disposition are met in a timely way – maximizing benefit to the City	
	Acquisition of strategic parcels for City purposes or land banking purposes	Development a multi-year plan to acquire land/facilities to meet the current and future needs of the City at fair market value or through partnerships or creative, alternative arrangements
	Ensure that Markham Enterprise Corporation operates effectively and in compliance with the Legislation	Provide timely and strategic legal advice to MEC
4.3. Increasing Transparency and Accountability	Improve transparency with subsidiaries	Working with MDEI and MEC to improve transparency, while ensuring necessary confidentiality

LEGAL SERVICES BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
N/A						

LEGAL SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	To improve customer service and business process efficiencies	Undertake a Customer Satisfaction Survey for internal customers	2017
		Process mapping of the Site Plan /Subdivision Agreement Process	2017
	Ensure that the City's Council's directions are implemented legally and in a manner that protects the City's legal, financial and other interests	Provide strategic legal advice and services in support of the development/planning, real property, litigation/Ontario Municipal Board and other legal, policy and regulatory matters	2017
1.2 Transforming Services through Technology and Innovation	Support the development of a sustainable electronic document management system		
	Assist in the Implementation of the People Plan Goals	Develop a succession plan for the next five year period	2017
1.3 Strengthening Organizational Capacity and Effectiveness	To improve staff satisfaction and engagement in the Department	Identify and deliver a Staff Satisfaction improvement project within the Department	2017
		Implement the Corporate Staff Satisfaction Project - Recognition and Leadership	2017

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement			
2.2. Ensuring Markham is Welcoming and Inclusive			
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Support the development of the new York University		2017

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System	Participate in the development of a City Wide Parking Strategy	Implement recommendations through agreements, By-laws and/or Parking Authority	2017
3.2. Managing Growth	Provide strategic advice and services in support of City initiatives as required including expert advice in support of City's compliance with legislation	Provide advice and support of growth related initiatives	2017
	Ensure the Legal Services Department has sound emergency planning strategies and procedures in place	Participate in Emergency Management Exercise and Training	2017
3.3. Ensuring the Reliability of the Corporation's Services			
3.4. Protecting our Built and Natural Environment			

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality			
4.2. Stewarding of City Assets	Ensure that the City's Real Property needs for acquisition and disposition are met in a timely way – maximizing benefit to the City		
	Acquisition of strategic parcels for City purposes or land banking purposes at FMV or less		
4.3. Increasing Transparency and Accountability	Ensure that Markham Enterprise Corporation operates effectively and in compliance with the Legislation	Provide timely and strategic legal advice to MEC	2017



HUMAN RESOURCES 2016 OPERATING BUDGET

<u>Description (in \$000's)</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>2016 Bud. vs. 2015 Bud.</u>		<u>2016 Bud. vs. 2015 Act.</u>	
					<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
Revenues								
OTHER REVENUE	\$0	\$0	\$0	\$0	\$0	0.0%	(\$0)	-100.0%
Total Revenues	\$0	\$0	\$0	\$0	\$0	0.0%	(\$0)	-100.0%
Expenses								
SALARIES AND BENEFITS	\$2,231	\$2,190	\$2,353	\$2,328	(\$25)	-1.1%	\$137	6.3%
PRINTING & OFFICE SUPPLIES	16	20	26	18	(8)	-31.9%	(3)	-13.0%
OPERATING MATERIALS & SUPPLIES	64	72	91	91	0	0.0%	19	26.6%
COMMUNICATIONS	8	4	9	9	0	0.0%	5	121.3%
TRAVEL EXPENSES	15	4	12	9	(3)	-27.4%	5	132.7%
TRAINING	230	254	275	275	0	0.0%	21	8.2%
CONTRACTS SERVICES AGREEMENT	(117)	(130)	(101)	(106)	(5)	5.0%	24	-18.7%
RENTAL/LEASE	5	4	4	4	0	0.0%	0	4.3%
PROFESSIONAL SERVICES	219	259	220	223	4	1.6%	(36)	-13.9%
LICENCES, PERMITS, FEES	7	12	16	16	0	0.0%	4	32.7%
PROMOTION & ADVERTISING	233	277	231	237	7	2.8%	(40)	-14.4%
MISCELLANEOUS EXPENSES	0	0	20	20	0	0.0%	20	10736.6%
Total Expenses	\$2,911	\$2,967	\$3,155	\$3,123	(\$31)	-1.0%	\$157	5.3%
Net Expenditures/(Revenues)	\$2,911	\$2,966	\$3,155	\$3,123	(\$31)	-1.0%	\$157	5.3%
Full Time Complement	18	18	18	18				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

No significant changes noted.



HUMAN RESOURCES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	
1.1 Improving Customer Service	Cascaded action- Align with and support “Implement new Customer Experience Strategy”	Align with, and support, “Customer Experience Strategy”	
		Execute an annual customer service survey	
1.2 Transforming Services through Technology and Innovation	Cascaded action- Align with and support corporate technology initiatives and multi technology roadmap	Support development of “multi-year technology roadmap” by being involved in digitalization project	
		Update relevant HR portal/web sites (external and internal) and ensure compliance with AODA	
		Develop and conduct RFP for an updated learning management system	
		Obtain approval for, and execute, HRIS Conversion Project working with a Steering Committee, Working Committee, vendor and external consultant	
1.3 Strengthening Organizational Capacity and Effectiveness	Cascaded action- Align with and support corporate staff satisfaction strategy	Sponsor 2016 corporate staff satisfaction survey	
		Implement a corporate staff satisfaction improvement project	
		Implement a department staff satisfaction improvement project	
	Build systems to ensure safe workplace for all staff that meets legislative requirements, reduces health and safety risks	Continue the development and roll out of Health and Safety Management System policies, procedures and standards	
		Lead City’s People Plan	Develop a Talent Review process
			Develop and roll out a revised performance review process that is aligned with corporate direction
Confirm refreshed core competencies and start to roll out and align with City’s people programs			
Complete succession planning for all identified Non Union mission critical positions	Develop and obtain approval for a people training program for new Managers	Provide education about, and supports for, needs of multi-generations in workforce	

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
		Complete roll out of corporate Recognition Program
		Select a change management framework and start to roll out to senior staff
		Conduct strategic and targeted workforce planning (up to 1 day per interested Director)
	Develop programs to attract and hire high quality candidates	Lead execution of 2016 Firefighter recruitment campaign
		Develop talent pipelines where required

HUMAN RESOURCES BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Customer service survey executed	0	0	0	1	1	2015
Rating of customer service survey is at least at meets expectations level	n/a	n/a	n/a	tbd	ME	
Human Resources staff recognition rating (staff satisfaction survey)	55.6%	n/a	73.2%	70.2%a	80%	Ongoing
Human Resources staff satisfaction rating (staff satisfaction survey)	74.4%	n/a	76%	n/a	75%	Ongoing
Human Resources healthy workplace env. rating (staff satisfaction rating)	66%	n/a	70.2%	n/a	75%	Ongoing
Number of corporate learning hours per Human Resources employee*	17.3	8.2	8.9	7.5	10	2015
Number of days absent per Human Resources employee	6.7	2.3	2.2	3.5	6.5	Ongoing
Number of Human Resources employee days lost due to injury	0	0	0	0	0	Ongoing
People Plan delivery	n/a	n/a	On target	Slightly behind	On target	2014-18



HUMAN RESOURCES BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Cascaded action- Implement community engagement tools	Support, and align with this initiative as needed
	Cascaded action- Align with, and support, recommended process of volunteer engagement	Provide advice and guidance to owners of the corporate volunteer program/Steering Committee Participate in the recommended process of volunteer engagement
	Update the Integrated Leisure Master Plan	Participate in the update of the Integrated Leisure Master Plan as required
2.2. Ensuring Markham is Welcoming and Inclusive	Lead the City's Diversity Action Plan	Support business units in their implementation of diversity and inclusion related initiatives including Older Adult Plan and community engagement
		Deliver Council Advisory Committee diversity and inclusion training as needed
		Continue to monitor and track progress against Diversity Action Plan
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Cascaded action- Align with and support strategies for Destination Markham and new York University	Provide support and alignment as needed

HUMAN RESOURCES BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Diversity Action Plan delivery	On target	On target	On target	On target	On target	Ongoing
Participation in, and support of, Engaged, Diverse and Thriving corporate initiatives	n/a	n/a	On target	On target	On target	Ongoing

HUMAN RESOURCES BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System	Cascaded action- Align with and support related strategies	Align with, and support, related strategies as needed
3.2. Managing Growth	Cascaded action- Align with and support related strategies	Align with, and support, related strategies as needed
3.3. Ensuring the Reliability of the Corporation's Services	Cascaded action- Establish department business continuity plans	Develop business continuity plans using corporate frameworks provided
3.4. Protecting our Built and Natural Environment	Cascaded action- Align with and support related strategies	Align with, and support, related strategies as needed

HUMAN RESOURCES BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Participation in, and support of, Safe and Sustainable Community corporate initiatives	n/a	n/a	On target	On target	On target	Ongoing



HUMAN RESOURCES BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Cascaded action- Align with and support multi-year operating and capital budget planning	Develop and/or forecast multi-year business plans and budgets as relevant
	Cascaded action- Ensure all projects are funded	Ensure all projects are funded
	Cascaded action- Support E3 strategy	Increase revenues or reduce costs as possible
	Cascaded action- Ensure services are delivered efficiently	Lead HRIS Conversion Project and leverage efficiencies where possible
	Cascaded action- Review, select, and report on appropriate Departmental Performance Measures	Review, select and report on appropriate departmental performance measures
4.2. Stewarding of City Assets	Cascaded action- Align with and support related strategies	Align with, and support, related strategies as needed
4.3. Increasing Transparency and Accountability	Cascaded action- Align with and support related strategies	Support corporate value of transparency in work
		Support Directors' Forum corporate policy initiative
		Finalize and roll out revised Employee Code of Ethics and Conduct policy

HUMAN RESOURCES BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Ensure multi-year budget and business plans are in place	n/a	n/a	n/a	In place	In place	Ongoing
Net cost of Human Resources Department per household			\$7,909	\$7,265		
Human Resources staff ratio to employee population	1:70.9	1:70.4	1:73		Below CBoC	Ongoing
Human Resources cost per City employee	\$3,161	\$3,281	\$3,187		Below CBoC	Ongoing

HUMAN RESOURCES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.4 Improving Customer Service	Cascaded action- Align with support “Implement a new Customer Experience Strategy”	Execute an annual customer service survey	Ongoing
1.5 Transforming Services through Technology and Innovation	Cascaded action- Align with and support corporate technology initiatives and multi technology roadmap	Support development of “multi-year technology roadmap” by being involved in digitalization project	Ongoing
		Update relevant Human Resources owned portal/web sites (external and internal) and ensure compliance with AODA	Ongoing
		Replace learning management system with an updated system- Implement (referenced on ITS project list)	2017
		Assess feasibility of implementing Accounts Payable’s electronic document management project with respect to employee paper personnel files (referenced on ITS project list)	2017
1.6 Strengthening Organizational Capacity and Effectiveness	Cascaded action- Align with and support corporate staff satisfaction strategy	Implement a corporate staff satisfaction improvement project	Ongoing
		Implement a department staff satisfaction improvement project	Ongoing
	Build systems to ensure safe workplace for all staff that meets legislative requirements, reduces health and safety risks	Continue the development and roll out of Health and Safety Management System policies, procedures and standards	2017, 2018, 2019
		Lead City’s People Plan	Continue to align people programs with refreshed competencies- training, staffing, compensation, performance
	Adopt a change management framework and tools		2017
	Roll out change management framework and tools		2018
	Refine Talent Review process based on feedback from 2016	2017	



GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
		Conduct strategic and targeted workforce planning (up to 1 day per interested Director/department)	Ongoing
		Initiate talent pipeline strategy (up to 3 to 5 days per interested department)	Ongoing
		Continue to develop frameworks for departure of “baby boomer” employees transition- knowledge transfer tools	2017, 2018
		Provide education about, and respond to needs of, multi-generations in workforce	2017, 2018, 2019
		Align learning options with emerging skill need areas	Ongoing
		Develop career management options and pathways for staff	2017, 2018
		Leverage internal and external partnerships for efficiency, effectiveness and cost management	Ongoing

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Update the Integrated Leisure Master Plan	Participate in the update of the Integrated Leisure Master Plan as required	2017
2.2. Ensuring Markham is Welcoming and Inclusive	Lead the City's Diversity Action Plan	Complete the development and roll out of a corporate diversity and inclusion statement (up to one hour per Director)	2017
		Support business units in their implementation of diversity and inclusion related initiatives including Older Adult Plan, procurement supplier diversity and community engagement	2017, 2018, 2019
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Cascaded action- Align with and support strategies for Destination Markham and new York University	Align and support as needed	2017, 2018, 2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System	Cascaded action- Align with and support related strategies	Align with and support related strategies as needed	2017, 2018, 2019
3.2. Managing Growth	Cascaded action- Align with and support related strategies	Align with and support related strategies as needed	2017, 2018, 2019
3.3. Ensuring the Reliability of the Corporation's Services	Cascaded action- Align with and support related strategies	Continue to develop business continuity plans using corporate frameworks	2017, 2018
3.4. Protecting our Built and Natural Environment	Cascaded action- Align with and support related strategies	Align with and support related strategies as needed	2017, 2018, 2019

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Cascaded action- Align with and support multi-year operating and capital budget planning	Develop and/or forecast multi-year business plans and budgets as relevant	2017, 2018, 2019
	Cascaded action- Ensure all projects are funded	Ensure all projects are funded	2017, 2018, 2019
	Cascaded action- Support E3 strategy	Increase revenues or reduce costs as possible	2017, 2018, 2019
	Cascaded action- Ensure services are delivered efficiently	Continue to enhance employee self service delivery mechanisms in area of Compensation and Benefits	2017
4.2. Stewarding of City Assets	Cascaded action- Align with and support related strategies	Align with and support related strategies as needed	2017, 2018, 2019
4.3. Increasing Transparency and Accountability	Cascaded action- Align with and support related strategies	Support corporate value of transparency in work	2017, 2018, 2019
		Co-lead and support Directors' Forum corporate policy initiative (development and placement of City policies on portal)- multi-year initiative	2017, 2018, 2019



SUSTAINABILITY OFFICE 2016 OPERATING BUDGET

Description (in \$000's)	2013 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.		
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenues									
OTHER REVENUE	\$6	\$33	\$16	\$39	\$23	143.9%	\$6	19.7%	
SOLAR REVENUE	238	268	74	275	201	272.0%	7	2.7%	
Total Revenues	\$243	\$301	\$90	\$314	224	249.2%	\$14	4.6%	
Expenses									
SALARIES AND BENEFITS	\$367	\$361	\$445	\$473	\$27	6.1%	\$111	30.8%	
PRINTING & OFFICE SUPPLIES	2	1	2	2	-	0.0%	1	77.4%	
OPERATING MATERIALS & SUPPLIES	12	8	0	10	10	2061.9%	3	33.4%	
UTILITIES	-	-	(11)	-	11	-100.0%	-	0.0%	
COMMUNICATIONS	2	2	1	1	-	0.0%	(0)	-18.3%	
TRAVEL EXPENSES	6	6	4	4	-	0.0%	(2)	-26.6%	
TRAINING	9	0	18	18	-	0.0%	18	4658.5%	
CONTRACTS SERVICES AGREEMENTS	(35)	(36)	(36)	(37)	(1)	2.0%	(1)	2.0%	
RENTAL/LEASE	-	-	0	0	-	0.0%	0	0.0%	
LICENCES, PERMITS, FEES	1	6	0	0	-	0.0%	(5)	-93.2%	
OTHER EXPENDITURES	173	204	11	186	175	1608.0%	(18)	-8.7%	
Total Expenses	\$536	\$552	\$437	\$659	223	51.0%	\$107	19.4%	
Net Expenditures/(Revenues)	\$292	\$252	\$347	\$345	(2)	-0.4%	\$94	37.2%	
Full Time Complement	3	3	3	3					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Solar Revenue and Other Expenditures: Budget adjusted to reflect receipt and transfer of solar revenue to Markham Environmental Sustainability Fund (MESF).



SUSTAINABILITY OFFICE BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.7 Improving Customer Service	Support the development and implementation of the Customer Experience Strategy to achieve corporate overall satisfaction rate of 80+% by end of 2018	Support the Customer Experience Strategy roll-out.
		Analyze results from 2015 survey's undertaken and implement changes to improve services to achieve 80% customer satisfaction. Conduct at least one customer service survey in 2016
1.8 Transforming Services through Technology and Innovation	Support the implementation of the Digital Markham multi-year technology road map Implement the recommendations of the Centralized Building Automation Systems Study and business case.	Continue updating the Sustainability Office's portal pages content and structure and implement the Portal Steering Committee's framework when ready.
		Develop and release Energy Efficiency Support Coordinator's scope for Centralized BAS; implement and optimize pilot CBAS control room; start seeking energy savings for pilot buildings Target of \$58,000 in energy savings for 2016.
1.9 Strengthening Organizational Capacity and Effectiveness	Maintain or improve the current Organization Engagement score of 89.9% for Sustainability Office.	Continue to implement our staff recognition points system, improve as necessary and share widely with colleagues in other departments.
		Continue to develop an empowered, collaborative, well-trained and high functioning team that delivers quality services, policies, projects and programs on time and on budget
		As a team focus on improving Satisfaction with Physical Work Environment and Resources and Supplies scores for the 2016 Staff Survey.
	Support the implementation of the People Plan	Participate in the Talent Review Roll out the Corporate Sustainability Education Program e-learning modules - Greenprint Overview and Energy at Work and at Home

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective

Departmental Objective

Departmental Action

Partner with Corp Comm and Finance to develop two to three social media style eLearning pieces, the first focused on Green Procurement

SUSTAINABILITY OFFICE BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Overall Customer Satisfaction					80%	2018
Third party recognition for sustainability excellence					1 award	2017
Sustainability Office Portal Page Views			899 for July/14		12,000	2016
Organizational Outcome Index from Staff satisfaction survey	79.2%		89.6%		90%	2016
Satisfaction with Physical Work Environment score from Staff Satisfaction survey	75%		80.9%		85%	2016
Resources and Supplies score from Staff Satisfaction survey	80.6%		88.9%		90%	2016
Strategic Leadership of Director/Head of Department	59.7%		74.7%		80%	2016
Services (projects/applications/permits/processes) meeting targeted time frames and service levels					100%	2016
Percent of staff that have completed Corporate Sustainability Education e-learning modules				Target 10%	50%	2016



SUSTAINABILITY OFFICE BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community’s history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Support the development and implementation of the Community Activation Framework	Implement the appropriate community engagement tools in 2016
		Be engaged in the Volunteer Management Project to ensure our volunteer program aligns with the Corporate initiatives and support the recommended process.
		Be engaged in a Corporate vision for community outreach – continue to develop a combined effort with all city departments at public engagement events
2.2. Ensuring Markham is Welcoming and Inclusive		Participate in the Integrated Leisure Master Plan update
		Participate in the development of our corporate diversity and inclusion statement.
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of new York University campus in Markham Centre
		Participate in the development of our Destination Markham Strategy
		Support the growth of Climatewise York Region to engage the business community in fighting climate change.

SUSTAINABILITY OFFICE BUSINESS PLAN

GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Awareness - We will improve community Greenprint/general sustainability awareness.	N/A	1280	6051	1429	2000	2016
Education - We will improve community sustainability education. Measured by event participation, Enviro-Pac sign-outs and more.	N/A	43	1341	1198	2000	2016
Engagement - Number of Sustainability volunteers.	N/A	18	29	4	10	2016
Engagement - Sustainability volunteer accumulated hours	N/A	N/A	227.5	27	100	2016
Engagement - Sustainability Program participation	N/A	179	380	75	300	2016



SUSTAINABILITY OFFICE BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		Support the implementation and promotion of this objective where appropriate.
3.2. Managing Growth		Support the implementation and promotion of this objective where appropriate.
3.3. Ensuring the Reliability of the Corporation's Services	Support the development of a comprehensive and synergistic enterprise risk management program encompassing Business Continuity and Emergency Management	Completed the Sustainability Business Continuity Worksheet – take action to have appropriate IT tools in place to support remote work
	Lead development mitigation plans for our corporate infrastructure to respond to climate change and other risks	Lead the team to conduct a Corporate/Community extreme weather resilience inventory
3.4. Protecting our Built and Natural Environment	Continue to lead Markham's support for the establishment of Rouge National Urban Park, help leverage RNUP where possible.	Act as liaison with Parks Canada, report to Council on developments and seek decisions where necessary.
	Continue to implement Markham's Corporate Energy Management Plan to reduce energy risk via conservation, efficiency and investment in	Implement operational and capital projects as per the Corporate Energy Management Plan. Lead the Corporate Energy Team to continuously improve corporate energy performance, monitoring and reporting to meet the budgeted 2016 utility rate and volumes.

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
	renewable energy.	Finalize, roll out and train all stakeholders by Q4 2016 on the new policy for Energy Standards for Existing Building which will provide guidance on minimum energy efficiency requirements for buildings in the design and construction phases, while a building is undergoing alterations or additions to equipment and energy systems
	Complete Markham's Municipal Energy Plan (MEP) and establish projects and partnership for quick start implementation in 2017	Finalize the plan, report to Council and prepare 2017 capital budget projects to catalyze implementation. Complete the Community Energy Plan for new development framework in partnership with Development Services in a consultative and timely manner.
	Continue to implement the Bayview Glen Sustainable Neighbourhood retrofit Action Plan	Implement public retrofit projects in Glencrest Park Support TRCA on implementing residential retrofit program in partnership with PowerStream and Enbridge
	Community Garden Policy	Complete amendments made to current Community Garden Policy in Q2 2016
	Kirkham Allotment Garden	Expand the garden to 50 plots from 20 by May Long weekend.

SUSTAINABILITY OFFICE BUSINESS PLAN

GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Rouge National Urban Park					Negotiations Complete - Target	2017
Corporate Facility GHG Emissions per square feet	4.86	5.03	5.42	TBD	TBD	2016
Corporate Greenhouse Gas Emissions per capita (direct and indirect, includes energy, waste and water)	37.61	40.59	41.61		5%	2019
Reduction of community GHGs due to Sustainability Office community initiatives					Develop methodology to monitor and report on community reductions as part of the MEP	2016



SUSTAINABILITY OFFICE BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Support the development and implementation of the multi-year budget through thoughtful medium to long-term program outcome planning and budgeting	Participate in the Multi-year budget and support the initiative.
4.2. Stewarding of City Assets		Support this objective and ensure assets we oversee are appropriately managed.
4.3. Increasing Transparency and Accountability	To complement the accountability framework, continue improving our integrated Sustainability Reporting within the Annual Report.	Continuously improve the accuracy and transparency of the annual report, ensure the lesson's learned from the GRI Content Review of the 2014 report are incorporated going forward. Bring forward a report to Council on the Annual Report focusing on the Sustainability aspects by Q3 2016

SUSTAINABILITY OFFICE BUSINESS PLAN

GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
GRI level/number of indicators reported	2011 Annual Report - GRI 3.1 Self Declared C	2012 Annual Report - GRI 3.1 Self Declared C	2013 Annual Report - G4, self declared core, added water data	Target 2014 Annual Report - G4 audited core, add waste data	Finally have a plan in place to report on Corporate Waste Data	2016
% of capital budgets within initial approved budget					100%	2016
Energy Savings		\$96,570	\$120,000	\$118,000	\$142,000	2016

SUSTAINABILITY OFFICE LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	Achieve 80% customer satisfaction for all service areas.		2019
1.2 Transforming Services through Technology and Innovation	Complete the implementation of the Centralized Building Automation System and achieve all expected synergies and efficiencies		2019
1.3 Strengthening Organizational Capacity and Effectiveness			

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Continue to improve and grow our community engagement programs specifically our Food Security related initiatives		2019
2.2. Ensuring Markham is Welcoming and Inclusive			
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Continue to support the growth and development of Climatewise York Region	2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

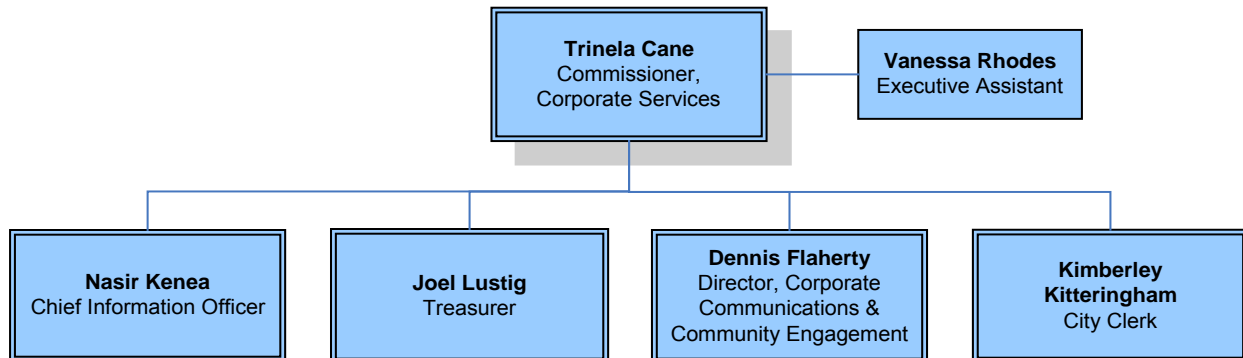
Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth			
3.3. Ensuring the Reliability of the Corporation's Services	Complete our Climate Change Adaptation Plan and begin implementation		2019
3.4. Protecting our Built and Natural Environment	Continue implementation of the Municipal Energy Plan	Conduct our first MEP two year status review	2019
	Expand community retrofits to two more neighbourhoods	Report back on the Bayview Glen SNAP progress to date	2019
	Rouge National Urban Park and its relationship with Markham is stable and well functioning	Special project is closed for GS J	2019
	Continue to improve corporate sustainability as measured by our GRI indicators	Lead the organization and assist where needed to continuously improve our sustainability as measured by our GRI indicators.	2019
	Complete implementation of the 2015-2019 Corporate Energy Management Plan and achieve 5% overall GHG intensity and develop 2019 to 2024 Corporate Energy Management Plan	Submit for Partners in Climate Protection milestone five Submit 2019 to 2024 CEMP to Province per O.Reg 397/11	2019 2019

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality			
4.2. Stewarding of City Assets			
4.3. Increasing Transparency and Accountability	Achieve Comprehensive level for Global Reporting Initiative with the integrated Annual Report		2019

CORPORATE SERVICES



The Corporate Services Commission provides 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 analysis, strategic advice and information, and the fulfillment of fiduciary and legislative responsibilities of the Corporation.

The Commission has a full time complement of 158 employees representing the following departments, each with their own areas of expertise and responsibility.

- Information Technology Services
- Financial Services
- Corporate Communications and Community Engagement
- Legislative Services

Information Technology Services



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

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



Financial Services

Financial Services consists of a team of experts that coordinate and analyze all financial transactions to enable our customers and partners to make effective business decisions. The primary role of the department is to ensure the financial integrity of the City.

The department is divided into five divisions, consisting of the following:

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



Corporate Communications and Community Engagement

Corporate Communications and Community Engagement leads and manages Markham's public and internal staff communications programs through Markham's website and intranet, printed and digital publications, social media, advertising and media relations. The department also:

- Provides special event support and management of Markham's corporate events
- Provides administrative support to community events
- Manages Markham's corporate sponsorship program
- Leads corporate community engagement activities

Communications staff develop and implement communication and marketing plans to



support key Markham strategies, programs and initiatives; write, design and produce print, video and electronic materials; provide issue management support; and manage Markham's corporate brand, identity and reputation.

Legislative Services

Legislative Services Department staff are familiar faces to many Markham residents and businesses. The Department is divided into four divisions:

- Clerks
- By-law & Regulatory Services
- Licensing and Standards
- Contact Centre

The Clerks Division is the liaison between Council, staff and the public and is responsible for:

- Producing Council and committee meeting notices, agendas and minutes
- Responding to requests for information held by the municipality
- Organizing and administering municipal elections
- Registering deaths and issuing marriage licenses
- Performing civil marriage ceremonies

The Division also provides corporate support and customer services such as mail and print services, records management and sale of plots for public cemeteries.

The By-law & Regulatory Services Division provides frontline field services to Markham residents and businesses. Using their community relations and regulatory compliance skills, By-law Staff maintain community standards in areas such as land use, property maintenance, and signage. City-wide Parking Control is also a responsibility of staff, with school zones and accessible parking enforcement being key service areas. Division staff work closely with residents and businesses to educate and ensure compliance with licensing, property standards and parking regulations. By-law Officers address issues related to such things as noise control and control of parking spaces for persons with disabilities.

The Licensing & Standards Division provides frontline field services to Markham residents and businesses in the areas of animal services, including domestic animals & wildlife and mobile & stationary business licensing including regulating mobile signs. Division staff work closely with residents and businesses to educate and ensure compliance with all City licensing regulations. Licensing Officers address issues related to such things as taxi and limousine industries, driving school operators, and the tow truck industry.

In addition to telephone, email and in-person customer inquiry support for numerous City Departments, the Contact Centre processes recreation program registrations, tender disbursements, parking permits, and animal and business licences.



CORPORATE SERVICES CONSOLIDATED 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues								
LICENCES & PERMITS	\$1,474	\$1,529	\$1,565	\$1,725	\$160	10.2%	\$196	12.8%
INCOME FROM INVESTMENTS	30	29	14	25	11	79.7%	(\$4)	-13.0%
FINES	2,383	2,634	2,546	3,056	510	20.0%	\$422	16.0%
USER FEES & SERVICE CHARGES	1,512	1,790	1,475	1,608	133	9.0%	(\$182)	-10.2%
RENTALS	80	75	82	77	(5)	-5.5%	\$2	2.4%
SALES	20	22	42	30	(12)	-27.7%	\$8	35.2%
RECOVERIES & CONTRIBUTIONS	174	271	549	672	123	22.4%	\$401	148.3%
OTHER INCOME	22	20	2	-	(2)	-100.0%	(\$20)	-100.0%
INTERDEPARTMENTAL RECOVERIES	-	-	(73)	(73)	-	0.0%	(\$73)	0.0%
Total Revenues	\$5,696	\$6,368	\$6,200	\$7,119	\$919	14.8%	\$751	11.8%
Expenses								
SALARIES AND BENEFITS	\$16,153	\$16,396	\$17,341	\$17,547	\$206	1.2%	\$1,151	7.0%
PRINTING & OFFICE SUPPLIES	109	128	222	207	(16)	-7.0%	\$79	61.7%
PURCHASES FOR RESALE	91	67	67	67	-	0.0%	\$0	0.0%
OPERATING MATERIALS & SUPPLIES	(28)	66	(34)	92	127	-369.9%	\$26	39.2%
COMMUNICATIONS	964	931	1,024	1,030	6	0.6%	\$100	10.7%
TRAVEL EXPENSES	29	41	46	51	5	11.7%	\$11	25.9%
TRAINING	56	67	147	143	(4)	-2.7%	\$76	114.1%
CONTRACTS & SERVICE AGREEMENTS	1,965	2,144	2,244	1,809	(435)	-19.4%	(\$335)	-15.6%
MAINT. & REPAIR-TIME/MATERIAL	90	115	133	689	556	419.9%	\$574	500.2%
RENTAL/LEASE	160	111	126	122	(4)	-3.2%	\$11	10.1%
PROFESSIONAL SERVICES	368	410	459	453	(6)	-1.4%	\$43	10.4%
LICENCES, PERMITS, FEES	117	118	112	109	(3)	-2.5%	(\$9)	-7.5%
CREDIT CARD SERVICE CHARGES	35	37	20	23	3	13.4%	(\$14)	-37.9%
PROMOTION & ADVERTISING	173	174	190	190	-	0.0%	\$16	9.1%
KEY COMMUNICATION PROGRAMS	302	325	432	432	-	0.0%	\$106	32.6%
OTHER PURCHASED SERVICES	10	-	4	4	-	0.0%	\$4	0.0%
WRITE-OFFS	10	-	0	-	(0)	-100.0%	\$0	0.0%
OTHER EXPENDITURES	0	53	2	2	-	0.0%	(\$52)	-97.2%
Total Expenses	\$20,604	\$21,183	\$22,534	\$22,970	\$435	1.9%	\$1,787	8.4%
Net Expenditures/(Revenues)	\$14,909	\$14,814	\$16,334	\$15,850	(\$483)	-3.0%	\$1,036	7.0%
Full Time Complement	155	158	158	158				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Licences & Permits: Additional business licences from increased enforcement.

Fines: Additional fine revenue related to the Administrative Monetary Penalties Program.

User Fees & Service Charges: Increase due to additional ownership changes and tax certificate revenue.

Recoveries & Contributions: Increase due to higher enforcement costs incurred by the City.

Salaries & Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grids and additional part-time staff.

Operating Materials & Supplies: Increase due to enforcement costs incurred by the City (recovered in Recoveries & Contributions).

Contracts & Service Agreements: Consolidation of hardware and software agreements under Maintenance & Repairs.

Maintenance & Repairs – Time/Material: Consolidation of hardware and software agreements and additional software and licensing contracts.



CORPORATE COMMUNICATIONS AND COMMUNITY ENGAGEMENT 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues								
USER FEES & SERVICES CHARGES	\$371	\$336	\$374	\$374	\$0	0.0%	\$38	11.3%
RECOVERIES & CONTRIBUTIONS	128	125	467	467	-	0.0%	341	272.3%
OTHER REVENUES	-	4	-	-	-	0.0%	(4)	-100.0%
INTERDEPARTMENTAL RECOVERIES	-	-	(73)	(73)	-	0.0%	(73)	0.0%
Total Revenues	\$499	\$465	\$767	\$767	\$0	0.0%	\$302	65.0%
Expenses								
SALARIES AND BENEFITS	\$1,341	\$1,307	\$1,586	\$1,574	(\$12)	-0.7%	\$268	20.5%
PRINTING & OFFICE SUPPLIES	19	13	15	15	-	0.0%	2	17.9%
OPERATING MATERIALS & SUPPLIES	48	17	13	13	-	0.0%	(4)	-24.7%
COMMUNICATIONS	4	3	7	7	-	0.0%	4	148.9%
TRAVEL EXPENSES	1	15	13	13	-	0.0%	(3)	-17.5%
TRAINING	-	3	21	21	-	0.0%	18	585.8%
CONTRACTS SERVICES AGREEMENTS	(125)	(128)	(128)	(130)	(3)	2.0%	(3)	2.0%
RENTAL/LEASE	12	1	-	-	-	0.0%	(1)	-100.0%
PROFESSIONAL SERVICES	96	126	116	116	-	0.0%	(10)	-8.3%
LICENCES, PERMITS, FEES	0	2	1	1	-	0.0%	(1)	-34.2%
PROMOTION & ADVERTISING	172	174	189	189	-	0.0%	15	8.8%
KEY COMMUNICATION PROGRAMS	302	325	432	432	-	0.0%	106	32.6%
OTHER PURCHASED SERVICES	-	-	1	1	-	0.0%	1	0.0%
WRITE-OFFS	7	-	-	-	-	0.0%	-	0.0%
MISCELLANEOUS EXPENSES	0	-	-	-	-	0.0%	-	0.0%
Total Expenses	\$1,878	\$1,859	\$2,266	\$2,252	(\$14)	-0.6%	\$393	21.1%
Net Expenditures/(Revenues)	\$1,379	\$1,394	\$1,499	\$1,485	(\$14)	-0.9%	\$90	6.5%
Full Time Complement	13	13	14	14				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

No significant changes noted.

CORPORATE COMMUNICATIONS AND COMMUNITY ENGAGEMENT BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	Provide excellent customer service	<ul style="list-style-type: none"> · Finalize the development of the Communications Services Guide that will include a list of available services and their associated service levels. Rolled out Q1 2016. · Develop a Portal Communication Plan, in conjunction various departments, to create communication and education materials promoting City service levels and standards. Q1 2016 · Implement a client request system to track and manage client service requests. An opportunity may exist to utilize an existing ITS tracking system. Q2 2016 · Implement client satisfaction improvements based the outcome of the 2015 internal client survey. Complete a follow-up customer service survey for 2016.
1.2 Transforming Services through Technology and Innovation	Leverage technology to improve customer service delivery	<ul style="list-style-type: none"> · Enhance the Markham E-Alert System database to expand the number of residents enrolled in the system to at least 2,000 people by Q4 2016. · Provide communication support to the Digital Markham project. - Ongoing · In conjunction with the Portal Steering Committee, undertake a redesign of the Markham Portal. - Ongoing
1.3 Strengthening Organizational Capacity and Effectiveness	Improve staff satisfaction	<ul style="list-style-type: none"> · Based on the feedback received through the 2016 Staff Satisfaction Survey, CC&CE staff will identify areas of improvement for implementation in 2016 & 2017 · Support the recommendations of the City's People Plan. - Ongoing · Provide Communication and website development support to Portal Phase 4- update of Checkmark. - Ongoing



CORPORATE COMMUNICATIONS AND COMMUNITY ENGAGEMENT BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Average overall satisfaction for formal survey(s) completed (%)			82%	85%	≥80%	Ongoing
Average extremely/very satisfied for formal survey(s) completed (%)			46%	70%	≥35%	Ongoing
% of service requests meeting established service levels			88%	92%	100%	Ongoing
# Bandstand, Road Closure and Banner applications	NA	NA	NA	47	40	Ongoing
No. of design projects completed in-house	383	708	715	750	700	Ongoing
% of projects completed on time and on budget	95%	96%	96%	97%	100%	Ongoing
Healthy Work Environment Index from Staff Satisfaction Survey	56%		53%		75%	2018
Staff absenteeism (days)	4.1	2.3	10.1		8.4	Ongoing
Number of learning hours per regular full time employee	3.5	4.1	4.4		20	2018
Staff turnover rate	8%	8%	8%		≤7.5%	Ongoing

CORPORATE COMMUNICATIONS AND COMMUNITY ENGAGEMENT BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community’s history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Ensure an integrated approach to communications and marketing consistent with BMFT and the City’s desired brand position	<ul style="list-style-type: none"> · Develop a Corporate Communications Strategy to create a multiyear / multi-channel marketing strategy including preliminary work on a corporate brand position. Phase 1 – research and by Q3 2016 · Develop a Social Media Strategic Plan to increase engagement and awareness of major City projects through organic and targeted paid social media campaigns. Q3 2016. <ul style="list-style-type: none"> ○ Target for each paid social media campaign: 20,000 residents reach · Increase Twitter followers to 10,000 and Facebook friends to 5000 by Q4 2016. · Coordinate advanced social media training (Part II) for Councillors and EAs : Q1 –Q2 2016
	Provide excellent community events to the Citizens	<ul style="list-style-type: none"> · Implement a new Corporate Community Engagement Plan and toolkit leveraging the corporate volunteer management program. Q1 2016 · Develop and implement a promotional plan to support the Corporate Volunteer Management Program (CVMP): Q1 or based on project schedule. · Develop a new online event application process to simplify and streamline the process for event organizers. Q3 2016
2.2. Ensuring Markham is Welcoming and Inclusive		<ul style="list-style-type: none"> · Provide ongoing communication support to the City’s Diversity Action Plan. - Ongoing
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Support Corporate and Community development activities	<ul style="list-style-type: none"> · Provide communication and event support for the Markham York University Campus. - Ongoing · Provide communications and marketing support to the Destination Markham project - Ongoing



CORPORATE COMMUNICATIONS AND COMMUNITY ENGAGEMENT BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of Community Events Supported	220	119	101	102	100	Ongoing
# of Corporate Events Support	n/a	108	92	129	100	Ongoing
Average Public Attendance per corporate community event	n/a	1,000	1,250	1430	1000	Ongoing
No. of media releases	56	108	111	163	150	Ongoing
Average number of local media impressions per media release	375,000	415,000	460,000	720,000	450,000	Ongoing
Number of media inquiries	98	175	203	272	220	Ongoing
Percentage of media inquiries addressed within prescribed deadline	98%	96%	98%	95%	100%	Ongoing
Number of media press conferences	33	30	29	26	25	Ongoing
Average number of media stories per corporate media event	9	14	16	27	20	Ongoing
Number of City E- News	166	130	146	149	120	Ongoing
Provide deliverables on time and on assigned budget						

CORPORATE COMMUNICATIONS AND COMMUNITY ENGAGEMENT BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth		
3.3. Ensuring the Reliability of the Corporation's Services		
3.4. Protecting our Built and Natural Environment		

CORPORATE COMMUNICATIONS AND COMMUNITY ENGAGEMENT BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Number of loss days due to injury			0		0	Ongoing

CORPORATE COMMUNICATIONS AND COMMUNITY ENGAGEMENT BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Enhance existing and develop new corporate relationships to develop sustainable revenue streams	<ul style="list-style-type: none"> · Update and implement a new Corporate Sponsorship Strategy including a new promotional plan for Markham's sponsorship opportunities. - Ongoing · Continue to review processes to increase revenues (non-property tax) and maintain or lower operating costs in a growing Markham. Ongoing
4.2. Stewarding of City Assets		
4.3. Increasing Transparency and Accountability		

CORPORATE COMMUNICATIONS AND COMMUNITY ENGAGEMENT BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Net cost of Markham Life per household	\$0.26	\$0.00	\$0.03	\$0.04	\$0	Ongoing
Sponsorships /facility advertising and sales gross revenue	\$308,771	\$238,904	\$262,614	322,358	\$400,000	Ongoing



CORPORATE COMMUNICATIONS AND COMMUNITY ENGAGEMENT LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	Improve customer service and business processes through technology	Continued expansion of Corporate E-Alerts resident and stakeholder database- - 4000 names - 2017 - 6000 names - 2018 - 7500 names - 2019	2017/19
		Undertake annual client survey	2017/19
		Provide communications support to the 2018 municipal election with emphasis on increased internet voting levels.	2018
		Provide on-going communications support to the Customer Experience Strategy	2017
1.2 Transforming Services through Technology and Innovation		Continued communications support of the multi-year technology roadmap, Digital Markham strategy, e-Billing for tax services and e-Tendering solutions	2017/19
		Fully implement Corporate Communications Service Request System and On-line Event Application system	2017
		Undertake audit of business web updates	2017
1.3 Strengthening Organizational Capacity and Effectiveness		Undertake succession plan for future staffing needs	2017/19
		Develop staff improvement plan based on results of Staff Satisfaction results	2017/19
		Staff survey on effectiveness of new portal intranet	2017
		Support the recommendations of the corporate People Plan.	2017/18

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Ensure an integrated approach to communications and marketing consistent with BMFT – Phase II and City's Brand	Implement the multi-year communications strategy based on BMFT direction and branding research	2017/18
		Undertake upgraded social media training for Council members and Senior staff to ensure current practices and use.	2017
		Provide support and guidance to senior staff on implementation of the Corporate Community Engagement Strategy and tools	2017/18
2.2. Ensuring Markham is Welcoming and Inclusive			
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Create Destination Markham	Confirm and promote Markham's current brand through research and related promotional strategies in support of a Destination Markham Strategy	2017/19
	Support the development of the York University campus	Lead the City of Markham's communications and marketing efforts for the York University project.	2017/19

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth			
3.3. Ensuring the Reliability of the Corporation's Services	Community Safety and Emergency Preparedness	Business Continuity Plan- Ensure communications personnel and communications tools are available to provide community messaging	2017/19
		Provide effective communications tools for residents about community emergencies and significant service issues	2017/19
3.4. Protecting our Built and Natural Environment			

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Support the E3 Strategy Refresh	Implement the Corporate Sponsorship Strategy across departments where sponsorship opportunities are present.	2017/18
		Target increase in non-tax revenue through corporate and facility sponsorship –	2017/19
		\$35,000 – 2017	
		\$45,000 – 2018	
		\$50,000 – 2019	
4.2. Stewarding of City Assets		Target increase in non-tax revenue through facility advertising -	2017/19
		\$15,000 – 2017	
		\$15,000 – 2018	
4.3. Increasing Transparency and Accountability		\$15,000 – 2019	



FINANCE SERVICES 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.		
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues									
USER FEES & SERVICE CHARGES	\$934	\$1,216	\$900	\$995	\$95	10.5%	(\$220)	-18.1%	
RECOVERIES & CONTRIBUTIONS	-	-	-	-	-	0.0%	-	0.0%	
OTHER INCOME	18	13	-	-	-	0.0%	(13)	-100.0%	
Total Revenues	\$952	\$1,228	\$900	\$995	\$95	10.5%	(\$233)	-19.0%	
Expenses									
SALARIES AND BENEFITS	\$4,499	\$4,488	\$4,944	\$4,892	(\$52)	-1.0%	\$404	8.3%	
PRINTING & OFFICE SUPPLIES	75	74	92	76	(16)	-17.8%	2	2.2%	
OPERATING MATERIALS & SUPPLIES	(117)	(125)	(97)	(109)	(12)	11.8%	16	-12.9%	
COMMUNICATIONS	5	4	6	5	(1)	-17.8%	0	9.9%	
TRAVEL EXPENSES	4	3	4	3	(0)	-10.4%	0	1.5%	
TRAINING	16	5	24	20	(4)	-16.2%	15	288.9%	
CONTRACTS & SERVICE AGREEMENTS	47	69	60	90	30	50.2%	21	29.8%	
MAINT. & REPAIR-TIME/MATERIAL	3	3	4	3	(1)	-19.9%	0	0.0%	
RENTAL/LEASE	8	5	9	5	(4)	-46.3%	(1)	-14.8%	
PROFESSIONAL SERVICES	92	98	129	119	(10)	-8.0%	21	21.1%	
LICENCES, PERMITS, FEES	85	88	85	89	4	4.4%	2	1.9%	
CREDIT CARD SERVICE CHARGES	15	13	10	13	3	25.9%	0	0.3%	
WRITE-OFFS	0	-	0	-	(0)	-100.0%	-	0.0%	
OTHER EXPENSES	-	1	-	-	-	0.0%	(1)		
Total Expenses	\$4,732	\$4,728	\$5,271	\$5,207	(\$64)	-1.2%	\$479	10.1%	
Net Expenditures/(Revenues)	\$3,780	\$3,500	\$4,371	\$4,212	(\$159)	-3.6%	\$712	20.3%	
Full Time Complement	48	48	49	49					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

User Fees & Service Charges: Increase due to additional ownership changes and tax certificate revenue.

Salaries and Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grids and additional part-time staff.



FINANCE SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.10 Improving Customer Service	To improve customer service and business process efficiencies through technology	<ul style="list-style-type: none"> · Of the 14 e-applications, 7 or 50% of the applications were in HTML format at the end of 2015, Finance will continue to partner with ITS to implement 3 additional e-applications by December 2016. (Seniors Property Tax Deferral Application Form, Tax Appeal Application Form, and Separate School Support Lease Form), then the remaining 4 applications will be added in 2017. · With the continued development of online HTML applications, paper submission applications will be phased-out. This action will increase online submissions and help achieve the 2018 uptake target of 85%. October 2016 · Continue the development of fully integrated online applications. For 2016 ITS will investigate the feasibility and cost of completing the integration of the mailing address change form, next steps will be determined Q2. · Continue to promote the marketing campaign to generate awareness of e-billing as the preferred method of Property Tax Bill Delivery. The goal is to stabilize future postage and printing costs. Ongoing · As part of the City Digital Strategy, Finance will partner with ITS & Communications to develop and implement content on the electronic information boards (EIBs) to promote City initiatives to customers waiting in-line at Cash Management · Continue to promote “online/inline bank” payment option. Ongoing · Identify alternative e-tendering integrated solution with price summary and award report generation capabilities. This action will increase the total e-bidding to 100% of all procurements by 2020. December 2016 · Improve the Purchasing presence on the City website providing greater access to bid information Q3 2016

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	To improve customer service and business process efficiencies through technology	<ul style="list-style-type: none"> Partner with ITS to transition from existing Capital Budget Access databases to the Eclipse software system for the 2018 capital budget process. June 2017
		<ul style="list-style-type: none"> Support the Customer Experience Strategy. Ongoing Complete a customer service survey for reporting of monthly financial statements and implement the improvements for the yearend statements. December 2016
1.2 Transforming Services through Technology and Innovation	Leverage technology solutions to improve efficiencies	<ul style="list-style-type: none"> Investigate opportunities with ITS to reduce data entry in Accounts Payable through receipt of electronic invoices and/or intelligent invoice scanning software. June 2016
		<ul style="list-style-type: none"> Support the implementation of the Multi-year Technology Roadmap (Digital Markham) Ongoing
		<ul style="list-style-type: none"> Support the changes recommended by the Portal Steering Committee in managing and updating departmental web content. Ongoing
		<ul style="list-style-type: none"> Participate and contribute towards a new employee portal, as required. Ongoing Continue partnership with Human Resources and Business reps in the investigation of an integrated HRIS system. Parallel initiative involves internal process re-engineering and improvements to reduce the manual payroll processes & to increase efficiencies City wide.
1.12 Strengthening Organizational Capacity and Effectiveness	To improve Staff satisfaction	<ul style="list-style-type: none"> Based on the feedback received through the 2016 Staff Satisfaction Survey, Finance staff will identify areas of improvement for implementation in 2016 and 2017. See PM10-13 Ongoing
		<ul style="list-style-type: none"> Support the recommendation of the City's People Plan- Ongoing



FINANCE SERVICES BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal		2012	2013	2014	2015	Target	Year
1	% of Finance applications available (in an HTML format) that are completed and submitted online		21.4%	28.6%	50.0%	100%	2018
2	% of Finance HTML Applications Submitted Online (uptake)		11.0%	29.0%	47.6%	85.0%	2018
3	% of Integrated Finance Applications		0%	7.1%	7.1%	21.0%	2018
4	% of Property Accounts enrolled in E-Billing				1.0%	8.0%	2018
5	% of Property Tax Payments made at Cash Counter			9.5%	7.9%	5.0%	2018
6	% of Procurement bid documents submitted online			37.9%	43.3%	100%	2020
7	% of Procurement bids meeting the established Project Process Workflow timelines			79.7%	79.9%	85.0%	Ongoing
8	Average Cost per A/P transaction processed		\$7.58	\$7.30	\$7.40	\$6.00	2018
9	Overall customer satisfaction with Finance (annual divisional surveys)		70.0%	85.0%	71.8%	80.0%	Ongoing
10	Staff Satisfaction with the City of Markham	75.0%		68.5%		80.0%	Ongoing
11	Staff Satisfaction (Engagement Drive Average)	66.0%		66.2%		80.0%	Ongoing
12	Organizational Outcome Index from Staff satisfaction survey	70.5%		65.4%		80.0%	Ongoing
13	Healthy Work Environment Index from Staff Satisfaction survey	65.4%		67.8%		80.0%	Ongoing
14	Staff Absenteeism (days)	1.8	5.2	2.6		≤8.4	Ongoing
15	Staff Turnover	0.0%	10.4%	4.2%		≤7.5%	Ongoing
16	Number of learning hours per regular full time employee	4.4	2.4	5.9		20.0	Ongoing

FINANCE SERVICES BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Support the City's Community Engagement Plan	<ul style="list-style-type: none"> · Provide support and financial advice during the refresh of the Integrated Leisure Master Plan. Ongoing
2.2. Ensuring Markham is Welcoming and Inclusive	Ensure the City's Purchasing practices are inclusive to all diverse groups	<ul style="list-style-type: none"> · Develop a supplier diversity policy and provide seminars through Markham Small Business Office to reach out to diverse suppliers. May 2016
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Maintain a competitive tax rate increase	<ul style="list-style-type: none"> · In partnership with our colleagues in the Corporation, staff will identify strategies to mitigate tax rate increases while maintaining/enhancing service levels. · Provide support and financial advice on the development of the York University Markham Campus. Ongoing · Participate in the development of a strategy for Destination Markham. Ongoing · Complete the analysis and implementation required to support the delivery of the property reassessment that will be utilized for taxation years 2017-2020.

FINANCE SERVICES BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal		2012	2013	2014	2015	Target	Year
17	% of bids >\$25k in which diverse suppliers participate in the procurement process				26.4%	30.0%	2018
18	% point differential between tax rate increase & CPI (December, Toronto All Items) A negative figure reflects a tax rate increase that is less than CPI.	(0.71)%	0.50%	0.84%	0.23%	= CPI	2015



FINANCE SERVICES BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community		
<p>Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.</p>		
Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth	Support the development of Sustainable and Integrated Growth Plans	<ul style="list-style-type: none"> · Support the implementation of the Rouge National Urban Park utilizing the new financial framework for revenue in lieu of property taxes. Ongoing · Provide support and strategic advice on the Future Growth Areas Ongoing
3.3. Ensuring the Reliability of the Corporation's Services	Support the Business Continuity and Emergency Management Programs	<ul style="list-style-type: none"> · Develop a business continuity plan to minimize service disruption in Financial Services in case of an unanticipated event. Ongoing · Participate as required in the Emergency Management Exercise and Training. Ongoing
3.4. Protecting our Built and Natural Environment	To Increase Markham's Leadership role in the area of green procurement while promoting environmental leadership	<ul style="list-style-type: none"> · In Partnership with the Sustainability Office, Finance will update the Green Procurement Guide to include additional product categories and develop a sustainable procurement eLearning tool to educate staff on green procurement options. October 2016

FINANCE SERVICES BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal		2012	2013	2014	2015	Target	Year
19	Number of loss days due to injury			0		0	Ongoing
20	% of Procurement bids issued which identified sustainable procurement options.				n/a	TBD	2018

FINANCE SERVICES BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Ensure the financial integrity of the City	<ul style="list-style-type: none"> · Implement the new Stormwater Fee for Non-Residential and Vacant Land properties. June 2016
		<ul style="list-style-type: none"> · To mechanize the reporting and tracking of the arrears collection process; a new tax software (TXM) module will be implemented. Efficiency to be calculated upon implementation. December 2016
		<ul style="list-style-type: none"> · Once Parks Cash-in-lieu rates are confirmed, Finance in conjunction with the Planning Department, will develop a City-wide parks needs assessment forecast and Parks Cash-in-lieu Expenditure policy. December 2016
		<ul style="list-style-type: none"> · In conjunction with the Planning Dept., develop a process for collection and allocation methodology of Section 37 funds. Implementation or process to occur by Q4 2016
		<ul style="list-style-type: none"> · Develop a land strategy to support the funding of future land acquisitions. Report to Council by September 2016
		<ul style="list-style-type: none"> · Refresh the E3 Strategy to increase revenues (non-property tax) and maintain or lower operating costs in a growing Markham. Ongoing
		<ul style="list-style-type: none"> · Identify annual procurements that are currently paid by cheques that can be transferred to the new VISA Procurement Card (PCard), with a goal of increasing credit card volume in 2016 from \$4.4M to \$5.0M resulting an additional \$6,000 in rebates. November 2016
4.2. Stewarding of City Assets	Ensure adequate funding for City Assets	<p>Enhance the multi-year budget through the annual review of the Life Cycle Reserve Study to determine: 1) the adequacy of the Life Cycle requirements of the existing assets for the next 25 years based on known inflows and outflows 2) the replacement and rehabilitation requirements of the existing assets beyond the 25 year period 3) new assets being built and/or assumed by the City from 2016 to 2031 (build-out) and the associated replacement requirements of those new assets. 4) E3 on life cycle funded capital to identify opportunities to, extend life cycle or reduce costs. 5) E3 on DC funded capital to identify opportunities to reduce borrowing costs. Ongoing</p>

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.2. Stewarding of City Assets	Ensure adequate funding for City Assets	<ul style="list-style-type: none"> · Develop an Asset Management Plan to meet the requirements of the Municipal Funding Agreement (MFA - Federal Gas Tax Funds) before December 31, 2016. The plan will include the following components: <ul style="list-style-type: none"> ○ State of local infrastructure ○ Levels of service ○ Asset Management strategy including risk assessment ○ Financial strategy ○ Monitoring and improvements <p>Q1 2016</p>
4.3. Increasing Transparency and Accountability	Ensure the accountability of the Financial Services processes and policies	<ul style="list-style-type: none"> · Review and update Financial Services policies as per plan. Ongoing
		<ul style="list-style-type: none"> · Review the Refundable Deposit process and develop an associated policy Q4 2016
		<ul style="list-style-type: none"> · Support the audits conducted by the Auditor General. Ongoing
		<ul style="list-style-type: none"> · Enhance the commentary in the 2015 Annual Report to provide simplified analysis and interpretation of the financial results for the non-financial reader. Q2 2016

FINANCE SERVICES BUSINESS PLAN

GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal		2012	2013	2014	2015	Target	Year
21	Accuracy of the annual Lifecycle outflows	82.8%	93.6%	98.2%	88.4%	90.0%	Ongoing
22	Average annual budget variance (%) of all closed capital projects (initial approved budget)			29.0%	21.0%	<10.0%	Ongoing
23	Adequacy of funding in the reserve based on known inflows to sustain future rehabilitation and replacement requirements for the next 25 years	25 yrs	25 yrs	25 yrs	25 yrs	25 yrs	Ongoing
24	% of invoices paid through P Card			38.7%	37.0%	TBD	2018
25	Annual P Card Charge Dollar Volume			\$4.4M	\$4.1M	\$6.0M	2018
26	Net Financial Assets or Net Debt as a % of City Taxation & User Fees	170.9%	177.9%	169.7%	145.7%	>-50.0%	Ongoing
27	Total Reserves and Discretionary Reserve Funds as a % of Operating Expenses	67.3%	73.1%	56.7%	53.0%	>20.0%	Ongoing
28	Debt Servicing Cost as a % of Total Operating Revenue	0.2%	0.2%	0.2%	0.2%	<5.0%	Ongoing
29	Total Tax Receivable less allowance for Uncollectable as a % of Total Taxes	7.2%	5.4%	5.0%	4.7%	<10.0%	Ongoing
30	Total Cash and Temporary Investments as a % of Operating Expenses	115.4%	102.9%	89.7%	87.8%	>10.0%	Ongoing
31	Net Book Value of Capital Assets as a % of Cost of Capital Assets	71.9%	72.1%	70.8%	68.3%	>50.0%	Ongoing
32	Properties with overdue tax levies as % of total properties	9.4%	8.8%	8.2%	6.2%	<10.0%	Ongoing
33	Financial Position Per Capita	\$1,295	\$1,327	\$1,285		>\$1,000	Ongoing
34	Debt per \$100,000 of Assessment	\$21	\$18	\$22		\$0	Ongoing
35	Total Property Tax Per Capita			\$1,125	\$1,157	<\$1,450	Ongoing
36	Reserves as a % of Revenues	56.0%	90.0%	65.0%		80.0%	Ongoing
37	Net Cost per household to operate municipality	\$1,127	\$1,150	\$1,194	\$1,208	\$1,171	2015
38	% of Letters of Credit processed within 5 days	92.8%	88.9%	91.2%	92.1%	95.0%	2015



FINANCE SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.13 Improving Customer Service	To improve customer service and business process efficiencies through technology	<ul style="list-style-type: none"> · Of the 14 e-applications, 10 or 71% of the applications will be in HTML format at the end of 2016, Finance will continue to partner with ITS in 2017 to implement the final four Property Tax e-applications (Charity Rebate Application, Heritage Property Tax Reduction Application, Vacancy Rebate Application Form and Policy, and Application for Direction of School Support). 	2017
		<ul style="list-style-type: none"> · With the continued development of online HTML applications, paper submission applications will be phased-out. This action will increase online submissions and achieve the 2018 uptake target of 85%. . 	2018
		<ul style="list-style-type: none"> · Continuing with the development of fully integrated online applications. The ownership change form will be developed and integrated. Efficiency to be calculated upon implementation. 	2018
		<ul style="list-style-type: none"> · Continue to promote e-billing as the preferred method of Property Tax Bill Delivery, with the goal of 10% enrollment by 2018 and to stabilize postage and printing costs. 	2018
		<ul style="list-style-type: none"> · Continue to promote and educate customers on paying their property tax bill at the bank or through Internet banking. The goal is to reduce the % of Property Tax payments made at the Cash Counter to 5% by 2018. 	2018
		<ul style="list-style-type: none"> · Implement a alternative e-tendering solutions as identified in 2016 procurement process. 	2017
		<ul style="list-style-type: none"> · Rollout Eclipse as the new Capital Budget software for the 2018 capital budget process 	2017
		<ul style="list-style-type: none"> · Support the Customer Experience Strategy. 	2017

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service		· Complete a customer service survey for Letters of Credit and follow-up survey in 2019	2017 & 2019
		· Complete a customer service survey for Capital Budget system	2017
		· Complete a customer service survey for Cash Management services	2018
		· Complete a follow-up customer service survey for reporting of monthly financial statements	2018
		· Complete a internal customer service survey for Accounts Payable	2019
1.14 Transforming Services through Technology and Innovation`	Leverage technology solutions to improve efficiencies	· Implement the outcomes A/P software solution to reduce data entry in Accounts Payable.	2017
		· Review new HRIS system processes and functional with all stakeholders to ensure system is meeting expectations and implement changes as required	2018
1.15 Strengthening Organizational Capacity and Effectiveness	To improve Staff Satisfaction	· Based on the feedback received through the 2016 Staff Satisfaction Survey, Finance staff will identify areas of improvement for implementation in 2017	2017
		· Based on the feedback received through the 2018 Staff Satisfaction Survey, Finance staff will identify areas of improvement for implementation in 2018 and 2019	2018 & 2019
		· Support the recommendation of the City's People Plan- Ongoing	2017 & 2018

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Support the City's Community Engagement Plan	· Provide support and financial advice to Corporate and Departmental projects as required	2017 to 2019
		· Provide support and financial advice during the refresh of the Integrated Leisure Master Plan.	2017
2.2. Ensuring Markham is Welcoming and Inclusive	Ensure the City's Purchasing practices are inclusive to all diverse groups	· Educate Staff on Supplier Diversity plans/objectives and establish an internal & external communication Plan.	2017 & 2018
		· Establish a supplier development process (Supplier Roundtable) to identify and offer opportunities to divisive suppliers so that they can compete for business.	2017 & 2018
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Maintain a competitive tax rate increase	· Finalize the 2018 Development Charges Background Study and associated By-laws.	2017 & 2018
		· Provide support and financial advice on the development of the York University Markham Campus.	2017 & 2018

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth	Support the development of Sustainable and Integrated Growth Plans	· Support the implementation of the Rouge National Urban Park utilizing the new financial framework for revenue in lieu of property taxes.	2017
3.3. Ensuring the Reliability of the Corporation's Services	Support the Business Continuity and Emergency Management Programs	· Participate as required in the Emergency Management Exercise and Training	2017 to 2019
3.4. Protecting our Built and Natural Environment	To Increase Markham's Leadership role in the area of green procurement while promoting environmental leadership	· Track and measure the procurement bids which incorporate a sustainable component.	2018
		· Support the update of the Greenprint	2017

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
4.3. Ensuring a Fiscally Prudent and Efficient Municipality	Ensuring the financial integrity of the City	<ul style="list-style-type: none"> Provide financial analysis to Waterworks for the implementation of a new water rate structure that addresses the need to fund capital and promote conservation. 	2018
		<ul style="list-style-type: none"> Continue to develop a cross-commission and departmental process of multi-year (2017 – 2020) assessment growth forecasting, enabling the City to make informed decisions based on growth costs vs. growth revenues. 	2017
		<ul style="list-style-type: none"> Investigate and review opportunities related to the 4, 6 and 11 month Pre-Authorized Payment Plan (PTP) options. 	2017
		<ul style="list-style-type: none"> Investigate and review opportunities related to payment methods accepted by the City. (cash, cheque, debit and credit). 	2017
		<ul style="list-style-type: none"> Every 5 years staff will complete an analysis and re-evaluation of the Stormwater Fee / Rate, as a result of growth, updated construction and program costs. 	2019
		<ul style="list-style-type: none"> Measure results and continue additional analysis to transfer buys to the P-Card. 	2017
		<ul style="list-style-type: none"> Review the Chart of Accounts to ensure the departmental and corporate financial reporting needs are being met. Operating statement accounts will be targeted in 2016 which will involve commitment from business units. 	2018
		<ul style="list-style-type: none"> Continue to pursue E3 opportunities 	2017 to 2019
4.4. Stewarding of City Assets	Ensure adequate funding for City Assets	<ul style="list-style-type: none"> Update the Life Cycle to incorporate the replacement and rehabilitation of assets based on the new Asset Management Plan 	2017
4.5. Increasing Transparency and	Ensure the accountability of the Financial Services	<ul style="list-style-type: none"> Continue the review and update Financial Services policies as 	2017 to 2019



GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
Accountability	processes and polices	required	
		<ul style="list-style-type: none"> Prepare to implement Popular Financial Reporting for fiscal year 2016 (Kishor/Sandra) 	2017



INFORMATION TECHNOLOGY SERVICES 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
SALES	\$0	\$0	\$1	\$0	(\$1)	-100.0%	(\$0)	-100.0%
RECOVERIES & CONTRIBUTIONS	-	-	7	-	(7)	-100.0%	-	0.0%
OTHER REVENUE	-	-	2	-	(2)	-100.0%	-	0.0%
Total Revenues	\$0	\$0	\$10	\$0	(\$10)	-100.0%	(\$0)	-100.0%
Expenses								
SALARIES AND BENEFITS	\$3,962	\$4,033	4,245	\$4,267	\$22	0.5%	\$233	5.8%
PRINTING & OFFICE SUPPLIES	6	4	14	14	-	0.0%	10	253.4%
OPERATING MATERIALS & SUPPLIES	4	8	11	19	8	75.6%	11	138.9%
COMMUNICATIONS	581	549	654	661	7	1.1%	112	20.5%
TRAVEL EXPENSES	2	5	8	8	-	0.0%	3	69.4%
TRAINING	21	32	67	67	-	0.0%	35	110.3%
CONTRACTS & SERVICE AGREEMENTS	1,539	1,577	1,694	1,235	(459)	-27.1%	(342)	-21.7%
MAINT. & REPAIR-TIME/MATERIAL	35	67	83	640	557	670.3%	573	849.1%
RENTAL/LEASE	1	1	2	2	-	0.0%	1	75.6%
PROFESSIONAL SERVICES	56	82	112	111	(1)	-1.2%	29	35.2%
LICENCES, PERMITS, FEES	2	2	2	2	-	0.0%	0	30.7%
MISCELLANEOUS EXPENSES	-	2	-	-	-	-	(2)	-100.0%
Total Expenses	\$6,211	\$6,363	\$6,893	\$7,027	\$134	1.9%	\$816	13.1%
Net Expenditures/(Revenues)	\$6,211	\$6,362	\$6,883	\$7,027	\$143	2.1%	\$816	13.1%
Full Time Complement	33	34	34	34				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Contracts & Service Agreements: Consolidation of hardware and software agreements under Maintenance & Repairs.

Maintenance & Repairs – Time/Material: Consolidation of hardware and software agreements and additional software and licensing contracts.



INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.16 Improving Customer Service	To enable the Business Units across the corporation to provide high quality services to their clients through robust and reliable information and communication technology solutions	<ul style="list-style-type: none"> · Complete a formal customer satisfaction survey, identify action areas. · Continue Portal Phase 4 – Implement a newly redesigned look and feel with navigational and accessibility enhancements as well as additional on-line services and mobile app enhancements · Initiate the process for replacing the CLASS System – To manage recreation programs and facilities, including payment. · Start the project to replace the CRM/ACR System - To track, route and manage citizen inquiries and requests to deliver improved service to customers. · Migrate the Symphony system to Blue Cloud – For Library management system. · Deploy the Library Barcode Reader – To expand functionality to mobile devices. · Implement Administrative Monetary Penalties System (AMPs) Phase 2 – To adjudicate municipal licensing infractions. · Undertake additional system application/ hardware upgrade/replacement or implementation: SmartSend, Recreation Drop-in Readers, Library 3M equipment, Library IVR etc. · Support the Customer Experience Strategy.
1.17 Transforming Services through Technology and Innovation	Implement optimized and innovative technology solutions that mitigate business risks and are cost effective	<ul style="list-style-type: none"> · Develop Digital Strategy - Complete the development of a digital strategy for the city that provides a corporate technology roadmap for the next 3-5 years through both internal and external engagement. · Implement Electronic Plan Review system (ePlan) - To transform the existing paper based permit & plan review and approval process to a fully electronic and efficient system.
1.2 Transforming Services through Technology and Innovation	Implement optimized and innovative technology solutions that mitigate business risks and are cost	<ul style="list-style-type: none"> · Initiate new HRIS system implementation – To manage the human resources functions of the organization, automation of related processes, better management and access to information, and enhanced reporting.

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
	effective	<ul style="list-style-type: none"> · Initiate Hansen Upgrade/Replacement that meets Enterprise Asset Management requirements - For Life Cycle, Work Order, Facility and Capital Asset Management, including all underground and aboveground infrastructures.
	Implement and maintain secured, efficient and reliable information technology infrastructure	<ul style="list-style-type: none"> · Implement Business Continuity Plan - To minimize Information Technology service disruptions in case of an emergency situation. · Implement key IT Security Recommendations based on threat analysis conducted in 2015 as well as vulnerability and penetration assessment. · Develop and test an IT disaster recovery plan to support business continuity in case of a disaster · Implement a secondary data centre (disaster recovery site) in partnership with the City of Vaughan. · Improving IT network service redundancy (Civic Centre / 8100 Warden, Fire Stations / 8100 Warden) · Participate in emergency Management Exercise and Training, as required.
1.18 Strengthening Organizational Capacity and Effectiveness	To foster an engaging and supportive work environment that enables staff excellence through enhanced collaboration and high performance	<ul style="list-style-type: none"> · Complete a formal staff satisfaction survey; identify improvement initiatives based on results. · Implement Portal Phase 4 scope – Build a new employee portal that also includes collaboration capabilities. · Support the recommendations of the corporate People’s Plan.



INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN

GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of formal customer satisfaction surveys completed	1	0	1	1	1 a year	Ongoing
Overall satisfaction (satisfied and above) for formal survey(s) completed (%)	91%	n/a	94%	81% **	≥ 80%	Ongoing
Average extremely/very satisfied for formal survey(s) completed (%)	52%	n/a	68%	n/a	≥ 35%	Ongoing
# of informal satisfaction surveys completed	12	12	12	12	12	Ongoing
Average customer satisfaction % (satisfied/very satisfied) - informal surveys	92%	94%	94%	93%	≥ 75%	Ongoing
Call abandonment at Service Desk	14%	17%	15%	14%	10%	Ongoing
Average number of answered calls by Service Desk/month	925	903	946	850	n/a	Ongoing
Calls resolved on first contact at Service Desk	40%	52%	46%	46%	50%	Ongoing
Incidents resolved within severity-based set targets	82%	93%	94%	94%	85%	Ongoing
Administrative requests resolved within severity-based set targets	87%	95%	96%	96%	85%	Ongoing
Staff absenteeism	5.5	4.1	7.3		6.3	Ongoing
Number of learning hours per regular full time employee	8.2	13	2.5		n/a	Ongoing
Staff satisfaction	73%	n/a	72%	n/a	≥80%	Ongoing
Organizational Outcome Index from Staff satisfaction survey	69.4%	n/a	72.1%	n/a	≥ 80%	Ongoing
Healthy Work Environment Index from Staff Satisfaction survey	66.3%	n/a	68.9%	n/a	≥ 80%	Ongoing
Staff Turnover	0.0%	0.0%	6.1%		≤ 7.5%	Ongoing
Business continuity service achievement (%)	99.96%	99.98%	99.93%	99.91%	99.95%	Ongoing
Technology Changes implemented successfully (%)	n/a	n/a	98%	97%	90%	Ongoing

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

INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Enable and support Business Units with information and communication technology solutions that facilitate community engagement and services to diverse population	<ul style="list-style-type: none"> Implement Corporate Content Management System (CMS) – For Public EIB/Displays and Marquees at City Facilities. Deploy technology infrastructure for South East Community Centre and Library. Enhance the video streaming of council and committee meetings (pending council approval)
2.2. Ensuring Markham is Welcoming and Inclusive		
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Partner with internal and external parties to promote the economic development objectives through technology	

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth		
3.3. Ensuring the Reliability of the Corporation's Services		
3.4. Protecting our Built and Natural Environment		

INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN

GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Number of loss days due to injury		0	0		0	Ongoing



INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Pursue responsible financial and resource management practices	<ul style="list-style-type: none"> · Implement a Capital Budgeting system for Finance Dept. (Eclipse module) · Investigate an Accounts Payable Automation solution · Implement PCI Requirements - Continue with Phase 3 of the technical and operational requirements set by the Payment Card Industry to protect credit card holder data · Provide support for the implementation of a Multi-Year Budgeting Process and related technology solutions as required · Continue to pursue E3 opportunities
4.2. Stewarding of City Assets	Maintain the life cycle of technology assets in line with corporate objectives and to ensure reliability and sustainability	<ul style="list-style-type: none"> · Conduct preparatory work and testing to replace user computers across the City (Desktop, Laptop, Tablet, Thin Client) including version of Operating System, MS Office and browser, encryption etc. · Replace the Safire System – For records storage and location management · Complete the replacement of additional Hardware Lifecycle items as identified
4.3. Increasing Transparency and Accountability	Develop and implement methods to provide greater public access to government data and information	<ul style="list-style-type: none"> · Roll out the Open Data program – To make Selected City owned datasets available to the public; monitor usage; establish related processes and governance

INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Net Cost per household	53.28	28.7			≤ budget	Ongoing

INFORMATION TECHNOLOGY SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.19 Improving Customer Service	To enable the Business Units across the corporation to provide high quality services to their clients through robust and reliable information and communication technology solutions	· Complete a formal customer satisfaction survey, identify action areas.	2018
		· Continue CLASS System Replacement - To manage recreation programs and facilities, including payment.	2017
		· Continue CRM/ACR System Replacement - To track, route and manage citizen inquiries and requests.	2017/18
		· Undertake additional system application/hardware upgrade, replacement or implementation as identified.	2017/19
		· Support the Customer Experience Strategy.	2017
1.20 Transforming Services through Technology and Innovation	Implement optimized and innovative technology solutions that mitigate business risks and are cost effective	· Continue Enterprise Asset Management/Hansen Upgrade/ Replacement – For Life Cycle, Work Order, Facility and Capital Asset Management	2017/18
		· Implement Digital Strategy – implement initiatives as per the corporate technology roadmap	2017/19
		· Continue HRIS implementation – To manage the human resources functions of the organization, automation of related processes, better management and access to information, and enhanced reporting.	2017/18
		· Continue implementation of Electronic Document Management /Sharepoint solution (input from records and retention policy).	2017/18
		· Continue implementation of Electronic Plan Review system (ePlan) - To transform the existing paper based permit and plan review	2017/18

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.2 Transforming Services through Technology and Innovation	Implement and maintain secured, efficient and sustainable information technology infrastructure	and approval process to a fully electronic and efficient system.	
		<ul style="list-style-type: none"> Provide the necessary technology requirements and support for 2018 municipal election 	2017/18
1.21 Strengthening Organizational Capacity and Effectiveness	To foster an engaging and supportive work environment that enables staff excellence through enhanced collaboration and high performance	<ul style="list-style-type: none"> Based on the feedback received through the 2016 Staff Satisfaction Survey, continue to work on identified areas for improvement 	2016/17
		<ul style="list-style-type: none"> Complete a formal Staff Satisfaction Survey; identify improvement initiatives based on results. 	2018
		<ul style="list-style-type: none"> Implement improvement initiatives identified based on 2018 Staff Satisfaction Survey results 	2019
		<ul style="list-style-type: none"> Continue Portal Phase 4 implementation of a new employee portal that includes collaboration capabilities 	2017
		<ul style="list-style-type: none"> Support the recommendations of the corporate People Plan. 	2017/18

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Enable and support Business Units with information and communication technology solutions that facilitate community engagement and services to diverse population		
2.2. Ensuring Markham is Welcoming and Inclusive			
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Partner with internal and external parties to promote the economic development objectives through technology		

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth			
3.3. Ensuring the Reliability of the Corporation's Services			
3.4. Protecting our Built and Natural Environment			

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Pursue responsible financial and resource management practices	· Implement PCI Requirements - Continue with the technical and operational requirements set by the Payment Card Industry to protect credit card holder data	2017/19
		· Implement an Accounts Payable Automation solution to realize efficiency	2017
		· Continue to expand strategic reporting availability through the Management Reporting Dashboard	2017
		· Continue to pursue E3 opportunities	2017/19
4.2. Stewarding of City Assets	Maintain the life cycle of technology assets in line with corporate objectives and to ensure reliability and sustainability	· Complete User Computer Replacement (Desktop, Laptop, Tablet, Thin Client) and Operating System Upgrade/Replacement	2017
		· Complete MS Office (Productivity Software) Upgrade/Replacement	2017
		· Complete the replacement of additional Hardware Lifecycle items as identified	2017/19
4.3. Increasing Transparency and Accountability	Develop and implement methods to provide greater public access to government data and information	· Continue to rollout and manage the Open Data program – To make Selected City owned datasets available to the public; monitor usage; establish related processes and governance	2017/19

LEGISLATIVE SERVICES 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenues								
LICENCES & PERMITS	\$1,474	\$1,529	\$1,565	\$1,725	\$160	10.2%	\$196	12.8%
INCOME FROM INVESTMENTS	30	29	14	25	11	79.7%	(4)	-13.0%
FINES	2,383	2,634	2,546	3,056	510	20.0%	422	16.0%
USER FEES & SERVICE CHARGES	207	238	201	239	38	19.0%	0	0.2%
RENTALS	80	75	82	77	(5)	-5.5%	2	2.4%
SALES	20	22	41	30	(11)	-26.8%	8	36.6%
RECOVERIES & CONTRIBUTIONS	46	145	75	205	130	173.1%	60	41.2%
OTHER INCOME	5	3	-	-	-	0.0%	(3)	-100.0%
Total Revenues	\$4,245	\$4,675	\$4,523	\$5,357	\$833	18.4%	\$682	14.6%
Expenses								
SALARIES AND BENEFITS	\$6,031	\$6,215	\$6,198	\$6,440	\$242	3.9%	\$225	3.6%
PRINTING & OFFICE SUPPLIES	6	35	99	99	-	0.0%	64	180.8%
PURCHASES FOR RESALE	91	67	67	67	-	0.0%	-	0.0%
OPERATING MATERIALS & SUPPLIES	37	166	39	169	130	335.1%	3	1.9%
COMMUNICATIONS	373	374	356	356	-	0.0%	(18)	-4.9%
TRAVEL EXPENSES	12	7	12	12	-	0.0%	4	59.6%
TRAINING	19	26	32	32	-	0.0%	6	23.6%
CONTRACTS & SERVICE AGREEMENTS	512	633	626	623	(3)	-0.5%	(10)	-1.6%
MAINT. & REPAIR-TIME/MATERIAL	52	44	46	46	-	0.0%	1	3.1%
RENTAL/LEASE	138	103	115	115	-	0.0%	12	11.9%
PROFESSIONAL SERVICES	99	104	102	107	5	5.1%	4	3.6%
LICENCES, PERMITS, FEES	30	27	14	14	-	0.0%	(13)	-48.7%
CREDIT CARD SERVICE CHARGES	20	24	10	10	-	0.0%	(14)	-58.9%
OTHER PURCHASED SERVICES	10	-	3	3	-	0.0%	3	0.0%
TRANSFERS TO OWN FUNDS	-	50	-	-	-	-	-	-
OTHER EXPENDITURES	0	0	2	2	-	0.0%	1	466.0%
Total Expenses	\$7,431	\$7,876	\$7,720	\$8,094	\$374	4.8%	\$218	2.8%
Net Expenditures/(Revenues)	\$3,186	\$3,201	\$3,196	\$2,737	(\$459)	-14.4%	\$464	14.5%
Full Time Complement	59	59	59	59				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Licences & Permits: Additional business licences from increased enforcement.

Fines: Additional fine revenue related to the Administrative Monetary Penalties Program.

Recoveries & Contributions: Increase due to higher enforcement costs incurred by the City.

Salaries & Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grids and additional part-time staff.

Operating Materials & Supplies: Increase due to enforcement costs incurred by the City (recovered in Recoveries & Contributions).

LEGISLATIVE SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	Provide excellent resident and business customer service.	<ul style="list-style-type: none"> Support the Customer Experience Strategy and participate in the development and implementation of the standard protocol for creating a consistently welcoming environment at all City locations. Support the Customer Experience Strategy action: formalize, refresh and communicate service delivery standards. Undertake a customer survey for animal services, the wedding services area & general electorate regarding online voting. Support Portal Steering Committee in managing and updating website pages. Open a Cat Adoption and Education Centre (CAEC) in Markham.
1.2 Transforming Services through Technology and Innovation	Leverage technology solutions to improve efficiencies.	<ul style="list-style-type: none"> Implement e-learning opportunities related to privacy and access, Freedom of Information requests and Council and Committee information services for staff and the public. Implement a web chat function for Contact Centre Representatives for use by members of the public on Markham's portal. Support the development of multi-year technology roadmap by being involved in the Digital Markham project. Support the changes recommended by the Portal Steering Committee in managing and updating departmental web content. Initiate implementation of a new Customer Relationship Management (CRM) system in the Contact Centre.
1.3 Strengthening Organizational Capacity and Effectiveness	Improve staff satisfaction	<ul style="list-style-type: none"> Undertake improvement project arising from staff satisfaction survey. Survey Legislative Services regarding their preferred method of communicating information throughout the Department. Participate, as necessary, in Portal Phase 4 the update of Checkmark.

LEGISLATIVE SERVICES BUSINESS PLAN

GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Clerk's - Administration						
Healthy Workplace Environment Index (from staff survey)	68%	n/a	66%	n/a	≥ 75%	On going
Recognition rating (from staff survey)	60%	n/a	58%	n/a	≥ 65%	On going
Staff Satisfaction rating (from staff survey)	74%	n/a	69%	n/a	≥ 80%	On going
Average corporate learning hours per employee	7.6	3.7	3.2		20	On going
Staff turnover rate	2%	4%	7.5%		≤ 7.5%	On going
Average sick days (staff absenteeism)	6.4	7.4	7.2		≤ 8.4	On going
Average overall satisfaction for formal survey(s) completed (%)			84%		≥ 80%	On going
Number of lost days due to injury			1		0	On going
By-law & Regulatory Services						
Total number of property files/complaints generated (includes zoning standards, By-law Standards, and Property Standards)	11,095	11,673	10,936	18,900		
Contact Centre Services						
Percentage of customer call-backs (follow up on cases)	10%	10%	11%	11%	10%	2016
Percentage of calls answered in the Contact Centre within 30 seconds (excluding switchboard)	72%	70%	70%	68%	70%	On going
Percentage of calls resolved on the first call	85%	85%	86%	86%	86%	On going
Licensing and Standards Services						
Number of pet licences issued			1,051	3,281	1,500	On going
Number of cats adopted from the Cat Adoption and Education Centre (CAEC) annually	n/a	n/a	n/a	n/a	200	2019
Public Services						
Number of Freedom of Information requests received	95	90	130	73		
Number of Freedom of Information appeals received	3	1	4	2		
Number of Insurance claims received	120	117	124	123		
Secretariat Services						
Council meetings attended & supported	22	28	22	25		
Standing Committee meetings attended & supported (includes DSC Public)	64	57	48	72		
Advisory Committee/Board meetings attended & supported	227	232	198	431		



LEGISLATIVE SERVICES BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement		<ul style="list-style-type: none"> Support the Corporate Volunteer Management Plan.
2.2. Ensuring Markham is Welcoming and Inclusive	Support Everyone Welcome Program.	<ul style="list-style-type: none"> Support diversity and inclusion training for Advisory Committees of Council.
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Support Markham York University campus.	<ul style="list-style-type: none"> Support the development of the York University campus by reviewing Property Standards By-law.

LEGISLATIVE SERVICES BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Licensing and Standards Services						
Number of accessible taxi plates	0	0	0	0	5	Ongoing
Number of volunteers recruited through various sources for the operation of the CAEC	n/a	n/a	n/a	n/a	20	Ongoing
Secretariat Services						
Percentage of Advisory Committee members that self-identify as being a member of diverse community*	n/a	n/a	56%	52%	72%**	Ongoing

* Survey is voluntary and based on the number of individuals that self-identified.

** Based on 2011 census data, this is the percentage of Markham residents that self-identify as a visible minority.

LEGISLATIVE SERVICES BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth		
3.3. Ensuring the Reliability of the Corporation's Services	Improve safety in communities.	<ul style="list-style-type: none"> Initiate review of tow truck regulations to ensure compliance with Provincial standards. Review of regulatory matters regarding the shared economy (e.g. UBER, AirBnB, etc.) Update various By-laws to reflect current <u>Municipal Act</u> enforcement authority and create standard operating procedures for same. Business Continuity Plan Implementation - To minimize Legislative Services' disruptions in case of an emergency situation. Participate in emergency Management Exercise and Training, as required.
3.4. Protecting our Built and Natural Environment		

LEGISLATIVE SERVICES BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
By-Law and Regulatory Services						
Number of Property Standards violations issued	106	74	102	1,678		
Licensing and Standards Services						
Number of stationary business inspections	1,887	1,739	2,080	2,317		
Number of mobile business inspections	399	575	586	4,323		
Prosecution Services						
Number of Small Claims Court prosecutions conducted	4	3	3	2		
Number of Provincial Offences Act prosecutions conducted	145	133	222	180		
Number of Fire Code prosecutions conducted	7	3	4	15		
Number of Building Code prosecutions conducted	37	10	10	10		
Number of Heritage prosecutions conducted	0	3	1	2		
Number of By-law prosecutions conducted	88	71	72	118		
Number of Waste & Waterworks prosecutions conducted	5	2	2	35		



LEGISLATIVE SERVICES BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Ensure efficient delivery of services.	<ul style="list-style-type: none"> Support the E3 Strategy Refresh by expanding Administrative Monetary Penalties (AMPs) Program to Animal Services and Licensing. Continue to review processes to increase revenues (non-property tax) and maintain or lower operating costs in a growing Markham. Report on improvements to the Municipal Election Candidate Contribution Rebate Program.
4.2. Stewarding of City Assets	Support a sustainable records management program.	<ul style="list-style-type: none"> Initiate consultant review of records classification and management program. Replace the Safire System – For records storage and location management. Digitization of most frequently requested records.
4.3. Increasing Transparency and Accountability	Support corporate objective to increase accountability and transparency.	<ul style="list-style-type: none"> Initiate a corporate-wide review and update of existing policies and procedures; including the development of a comprehensive Complaints Handling Policy. Develop a Routine Disclosure Policy to facilitate access to Municipal Information (2015 deferred action). Conduct a review of Bill 8, the <u>Public Sector and Accountability and Transparency Act, 2014</u> with a recommendation to appoint a Municipal Ombudsman.

LEGISLATIVE SERVICES BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
By-Law and Regulatory Services						
Average dollar per Penalty Notice (Parking Offence - issued under AMPS)	n/a	n/a	n/a	\$61	TBD	2016
Number of Penalty Notices issued for Parking Offences (under AMPS)	n/a	n/a	n/a	13,803 (oct-dec)	TBD	2016
Number of Penalty Notices cancelled (Parking Offence - issued under AMPS)	n/a	n/a	n/a	87 (oct-dec)	TBD	2016
Dollar value of Penalty Notices cancelled (Parking Offence - issued under AMPS)	n/a	n/a	n/a	\$4,030	TBD	2016
Secretariat Services						
Number of Code of Conduct complaints (requested with the Integrity Commissioner)	n/a	0	1	1	0	On Going
Number of Closed Meeting Investigations	1	1	0	0	0	On going

LEGISLATIVE SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	Provide excellent Council & Committee administration	• Support corporate customer experience strategy.	2017
		• Undertake customer surveys in the following areas: Parking Permit Holders 2017; Stationary & mobile businesses 2018; and, Advisory Committees 2019.	2017-2019
		• Implement a Code of Conduct for City Boards and Committees.	2017
		• Plan for the successful administration of the 2018 Municipal Election.	2017
		• Provide orientation to new Council for the term of 2018-2022.	2019
1.2 Transforming Services through Technology and Innovation	Leverage technology solutions to improve efficiencies.	• Continued support of the development of multi-year technology roadmap by being involved in the Digital Markham project.	2017-2019
		• Complete implementation of a new Customer Relationship Management (CRM) system in the Contact Centre.	2017
		• Update departmental web content.	2017-2019
		• Implement Electronic Agenda Management – To facilitate automation of Council and Committee reports, agenda and minute preparation process, as well as the online publishing of public meeting materials for citizens.	2017-2019
1.3 Strengthening Organizational Capacity and Effectiveness	Improve staff satisfaction	• Detailed succession plan for future staffing needs & develop knowledge transfer strategies.	2017-2018
		• Ensure that development plans and career discussion occur with staff using new PPRF process.	2017
		• Based on the feedback received through the 2016 Staff Satisfaction Survey, Legislative Services staff will identify areas of improvement for implementation in 2017.	2017
		• Based on the feedback received through the 2018 Staff Satisfaction Survey, Legislative Services staff will identify areas of improvement for implementation in 2018 and 2019.	2018-2019

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Support the Corporate Community Engagement Plan	<ul style="list-style-type: none"> Review of Internet voting expansion for the 2018 election to an <i>only</i> online voting process for the early voting period. 	2017
2.2. Ensuring Markham is Welcoming and Inclusive	Ensure all services are fully accessible.	<ul style="list-style-type: none"> Report to Council on accessibility enhancements in the 2018 Municipal Election. 	2019
		<ul style="list-style-type: none"> Based on the review of Markham's accessible taxi model, implement required changes (2015 deferred action). 	2017
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Support Markham York University campus.	<ul style="list-style-type: none"> Support the development of the York University campus. 	2017-2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

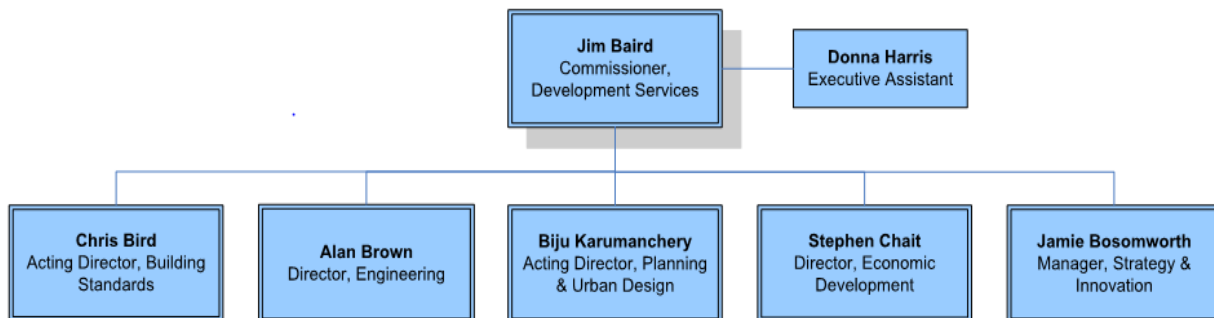
Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth			
3.3. Ensuring the Reliability of the Corporation's Services	Improve safety in communities.	<ul style="list-style-type: none"> Business Continuity Plan Implementation - To minimize Legislative Services' disruptions in case of an emergency situation. 	2017-2019
		<ul style="list-style-type: none"> Participate in emergency Management Exercise and Training, as required. 	2017-2019
3.4. Protecting our Built and Natural Environment	Ensure the protection of Markham's wildlife and preserve natural habitat.	<ul style="list-style-type: none"> Develop a Wildlife Strategy (2015 deferred action). 	2017

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Ensure efficient delivery of services.	· Support the E3 Strategy Refresh by expanding Administrative Monetary Penalties (AMPs) to other Regulatory By-Laws.	2017
		· Administer Election Rebate Program.	2019
4.2. Stewarding of City Assets	Support a sustainable records management program.	· Initiate implementation of an Electronic Document and Records Management System.	2017
		· Complete implementation of an Electronic Document and Records Management System.	2018
4.3. Increasing Transparency and Accountability	Support corporate objective to increase accountability and transparency.	· Review Accountability Officers (Closed Meeting Investigator, Integrity Commissioner, etc).	2017
		· Implement a Routine Disclosure Policy to facilitate access to Municipal Information.	2017-2019
		· Continue corporate-wide review and update of existing policies and procedures.	2017-2019

DEVELOPMENT SERVICES



The Development Services 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 partners' 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 Business Units are included under Development Services Commission:

- Building Standards
- Planning and Urban Design
- Engineering
- Economic Development

Currently, there are 162 full time employees who are responsible for the day-to-day operations of the various divisions and departments.

Building Standards

The department's mission is to enhance the quality of community life with particular emphasis on environmental, health, accessibility, and life safety issues related to building construction. This is accomplished by delivering the optimum level of service achievable in a timely, cost-effective and consistent manner within a corporate climate that is open, responsive, progressive and fair. The department is a leader in using technologies and practices that facilitate sustainable development, prevent buildings failure and effect reasonable compliance with building regulations.

The Building Standards Department is responsible for the administration of Ontario Building Code and other applicable laws including the City's zoning by-laws. The department issues building permits and provides inspections for all new or renovated

buildings within Markham's borders. Each building's addition or renovation is issued a building permit and inspected for the following major building components:



- Architectural
- Mechanical
- Structural
- Plumbing
- Zoning
- Application Review

Engineering

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

1. Development and Transportation
2. Inspection
3. Infrastructure and Capital Projects

1. Development and Transportation

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

- New subdivisions applications
- Site plan applications
- Transportation planning proposals
- Storm water management proposals
- Municipal servicing and infrastructure design and construction
- Travel Demand Management

2. Inspection

The inspection section ensures that all municipal infrastructures listed below are installed in accordance with the City's standards.

- Storm and sanitary sewer construction
- Water main construction
- Road construction
- Grading
- Service connection
- Utilities
- Reduction and/or release of engineering-related securities
- Pool inspection

3. Infrastructure and Capital Projects

This area is responsible for major infrastructure and capital projects undertaken by the City. Most of these projects consist of roads construction and installation of water services. The department advises and plans for these projects, but construction of the building is contracted out to an external construction company.

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.

In addition to the above, this department also manages the design and construction of new parks being constructed in the City and evaluates, assess and process heritage resources for the City.

This department is currently the lead department for the City in managing a new Official Plan meeting the requirements of Provincial policies.

Economic Development

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

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



**DEVELOPMENT SERVICES CONSOLIDATED
(EXCLUDING BUILDING, PLANNING & DESIGN, AND ENGINEERING)
2016 OPERATING BUDGET**

<u>Description (in \$000's)</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>2016 Bud. vs. 2015 Bud.</u>		<u>2016 Bud. vs. 2015 Act.</u>		
					<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenue									
GRANTS AND SUBSIDIES	\$165	\$207	\$61	\$61	\$0	0.0%	(\$146)	-70.7%	
USER FEES & SERVICE CHARGES	3	3	11	\$11	-	0.0%	7	201.3%	
RECOVERIES & CONTRIBUTIONS	4	12	11	\$11	-	0.0%	(1)	-11.1%	
OTHER REVENUE							-	0.0%	
Total Revenues	\$173	\$222	\$82	\$82	\$0	0.0%	(\$140)	-63.2%	
Expenses									
SALARIES AND BENEFITS	\$1,918	\$1,999	\$2,036	\$2,052	\$16	0.8%	\$54	2.7%	
PRINTING & OFFICE SUPPLIES	16	28	32	19	(13)	-41.2%	(9)	-31.4%	
OPERATING MATERIALS & SUPPLIES	3	4	6	6	-	0.0%	2	57.3%	
COMMUNICATIONS	4	4	6	6	-	0.0%	3	74.6%	
TRAVEL EXPENSES	23	34	52	52	-	0.0%	18	53.7%	
TRAINING	6	5	16	16	-	0.0%	12	244.4%	
CONTRACTS SERVICES AGREEMENTS	314	312	320	320	-	0.0%	8	2.5%	
RENTAL/LEASE	33	26	10	10	-	0.0%	(16)	-62.6%	
PROFESSIONAL SERVICES	-	-	5	5	-	0.0%	5	0.0%	
LICENCES, PERMITS, FEES	12	12	5	5	-	0.0%	(7)	-56.0%	
CREDIT CARD SERVICE CHARGES	-	-	0	0	-	0.0%	0	0.0%	
PROMOTION & ADVERTISING	300	401	352	352	-	0.0%	(48)	-12.1%	
OTHER EXPENDITURES	-	4	(10)	(10)	-	0.0%	(14)	-323.0%	
	\$2,631	\$2,828	\$2,832	\$2,834	\$2	0.1%	\$6	0.2%	
Net Expenditures/ (Revenue)	\$2,459	\$2,606	\$2,750	\$2,753	\$2	0.1%	\$147	5.6%	
Full Time Complement	18	18	18	17					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

No significant changes noted.



BUILDING STANDARDS 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenue								
LICENCES & PERMITS	\$7,098	\$6,005	\$7,035	\$6,997	(\$38)	-0.5%	\$992	16.5%
USER FEES & SERVICE CHARGES	76	77	30	30	-	0.0%	(47)	-61.0%
OTHER REVENUE	(5)	(5)	-	-	-	0.0%	5	-100.0%
Total Revenues	\$7,169	\$6,077	\$7,065	\$7,027	(\$38)	-0.5%	\$950	15.6%
Expenses								
SALARIES AND BENEFITS	\$5,235	\$5,211	\$5,774	\$5,873	\$99	1.7%	\$662	12.7%
PRINTING & OFFICE SUPPLIES	54	50	57	57	-	0.0%	7	14.9%
OPERATING MATERIALS & SUPPLIES	12	16	24	24	-	0.0%	8	46.9%
COMMUNICATIONS	35	29	36	36	-	0.0%	7	25.3%
TRAVEL EXPENSES	4	7	6	6	-	0.0%	(1)	-15.0%
TRAINING	20	22	26	26	-	0.0%	4	20.2%
CONTRACTS & SERVICE AGREEMENTS	2,485	2,556	2,556	2,569	13	0.5%	13	0.5%
RENTAL/LEASE	-	0	-	-	-	0.0%	(0)	-100.0%
PROFESSIONAL SERVICES	5	2	11	11	-	0.0%	8	351.6%
LICENCES, PERMITS, FEES	20	22	25	25	-	0.0%	3	15.1%
CREDIT CARD SERVICE CHARGES	15	14	15	15	-	0.0%	1	10.0%
PROMOTION & ADVERTISING	-	2	-	-	-	0.0%	(2)	-100.0%
TRANSFERS TO/(DRAW FROM) RESERVES	(714)	(1,852)	(1,464)	(1,614)	(150)	10.2%	238	-12.9%
Total Expenses	\$7,169	\$6,077	\$7,065	\$7,027	(\$38)	-0.5%	\$950	15.6%
Net Expenditures/ (Revenue)	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Full Time Complement	54	54	54	54				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Salaries & Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grids.

Transfers to/(draw from) Reserves: Represents a draw from Reserve to fund the budgeted deficit of (\$1,614k) to present a balanced budget.

BUILDING STANDARDS BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	Improve customer satisfaction with the department's services	Undertake customer satisfaction survey
		Improve the median processing review time for complete new residential housing applications to 60%.
		Support corporate customer experience strategy
1.2 Transforming Services through Technology and Innovation	Modernize building permit application & review systems through process change & use of technology	Implement E-Plan throughout department. Expand training and system rollout through 2016.
		Track usage of Department's new web pages and online services. Develop an action plan for promotion and building additional content based on usage data. Increase self help information in preparation for ePlan implementation.
		Support execution of the "multi-year technology roadmap" as per plan
		Participate and contribute towards a new employee portal
1.3 Strengthening Organizational Capacity and Effectiveness	Build capacity for innovation and change	Catalogue existing Departmental policies and procedures; review and amend those affected by ePlan and create new as required
		In conjunction with successful vendor, develop change management and communication plan to address the effects of transforming business processes from paper plan review to digital electronic plan review Q1 2016.
		Participate in the Talent Review data gathering process and discussions



BUILDING STANDARDS BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015*	Target	Year
Overall customer satisfaction rate			87%	-	>80%	2016
Percentage application determined within timeframe for production housing			63%	95%	>80%	2016
Median processing time in days for housing permits (MPMP)	12	11	11	13	<10	2016
Median processing time in days for small buildings (MPMP)	16	10	16	19	<15	2016
Median processing time in days for large buildings (MPMP)	23	21	20	19	<20	2016
Median processing time in days for complex buildings (MPMP)	27	26	28	22	<30	2016
% of Applications that are filed as complete (MPMP)	77%	60%	69%	82%	>80%	2016
Permits applied for in calendar year that are issued in six months or less	80%	86%	93%	64%	>80%	2016
Online service percentage – permits	na	na	1.1%	1.9%	>50%	2016
Online service percentage – compliance letters	na	na	32%	50%	>50%	2016
Online service percentage – zoning enquiries	100%	100%	100%	100%	100%	2015
Healthy work environments Index from staff Satisfaction Survey			62.4%	na	83%	2018
Staff absenteeism	6.2		8.6		8.4	
Annual learning hours per regular full time employee			3.3		30	2014
Lost days due to workplace injury	1	0	0		0	2015
Annual hours of health & safety training per inspector		3			>6	2015

* 2015 to date June 15, 2015

BUILDING STANDARDS BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Introduce progressive revisions to the City Sign By-law (with Planning & consultant)	Sign By-Law Update. Complete project for Q1 2016.
		Implement the appropriate community engagement tools in 2016
2.2. Ensuring Markham is Welcoming and Inclusive		
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of the York University campus

BUILDING STANDARDS BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Conditional permit agreement compliance rates		20%	20%	0%	80%	2016
Conditional permits issued as a %age of permits requiring Site Plan Approval		54%	60%		< 40%	2016

BUILDING STANDARDS BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth	Modernize and consolidate City zoning standards (with Planning & Consultant)	Zoning By-law consolidation project. Continued support and interpretive advice to Planning. Post self help zoning information on the website.
3.3. Ensuring the Reliability of the Corporation's Services		Complete Business Continuity Plan for department
3.4. Protecting our Built and Natural Environment	Promote advancements in innovative built forms and alternative solutions	Implement new code amendments for new mid rise wood frame construction projects anticipated for Q1 2016 Fast track permit applications for non residential photovoltaic fit up and installations

BUILDING STANDARDS BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Code inspections conducted within target timeframes	43200	55559			>40K/y	2015
Dormant/open building permits inspected and closed	291	401	198			
Illegal building orders issued annually	67	187			100	2015
Unsafe building responded to in target timeframes		100%			< 24hrs	2015
Illegal building order complied with or prosecuted in target timeframes						
Average processing time in days for non housing photovoltaic permits			21		10	2016

BUILDING STANDARDS BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Sustain and secure a building permit revenue/ cost balance to maintain stable funding of Building Standards operations through periods of variable development volume	Establish and maintain a target reserve fund balance to fund building operations
		Establish and maintain a target reserve fund balance to fund building operations
		Maintain a non-profit self funding mechanism for building permit services delivery
		Support the E3 Strategy Refresh
	Participate in multi year growth projections	Provide monthly statistical occupancy reports
4.2. Stewarding of City Assets		
4.3. Increasing Transparency and Accountability		Support the audits conducted by the Auditor General

BUILDING STANDARDS BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Year end reserve balance as a % of one years' total operating cost	167	190	150		100	2015
Revenue average over 3 years compared to total operating cost	184	162	129		100	2015
Annual user fee increases	0	4.5	3.6		%	2015
Number of new staff positions	0	0	0		<2	2015
Number of applications processed per examiner	524	418	213		>250	2015
Department operating cost per \$1000 of construction value average over three years (MPMP)	\$3.72	\$5.00	\$6.90		<\$9	2015



BUILDING STANDARDS LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service		Public Service Counter Project. Consolidate Development & Building service counters and plan for greater functional integration.	2017
		Undertake a customer satisfaction survey	2017-2019
1.2 Transforming Services through Technology and Innovation	Modernize building permit application & review systems through process change & use of technology	Evaluate and document success and lessons learned from ePlan. Revise and update processes & procedures accordingly	2017
1.3 Strengthening Organizational Capacity and Effectiveness			

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Implement consolidated Zoning By-law	Support the public in understanding and navigating the new by-law	2017
		Assess the needs of the public in understanding the new by-law, and adapt the zoning search process to address those needs.	
2.2. Ensuring Markham is Welcoming and Inclusive			
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of the York University campus	2017-2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth	Assist in the management of the new by-law consolidation	Monitor effectiveness of consolidated zoning by-law, and work with Planning to resolve any unanticipated issues.	2017/18
		Assist with amending periphery by-laws (licensing, fence, etc) impacted by the by-law consolidation	
3.3. Ensuring the Reliability of the Corporation's Services			
3.4. Protecting our Built and Natural Environment	Implement new building code amendments applying to energy efficiency design of buildings after December 31, 2016	Implement new building code amendments applying to energy efficiency design of buildings after December 31, 2016	2017
		Proposed Building Code amendments arising out of Elliot Lake failures. Consider any resource needs and implement	2017

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality		Support the E3 Strategy Refresh	2017-2019
4.2. Stewarding of City Assets			
4.3. Increasing Transparency and Accountability		Support the audits conducted by the Auditor General	2017-2019



ENGINEERING 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.		
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenue									
USER FEES & SERVICE CHARGES	\$4,113	\$5,513	\$5,027	\$6,117	\$1,090	21.7%	\$604	11.0%	
RECOVERIES & CONTRIBUTIONS	105	143	65	65	-	0.0%	(78)	-54.4%	
OTHER REVENUE	(2)	(23)	-	-	-	0.0%	23	-100.0%	
Total Revenues	\$4,217	\$5,632	\$5,092	\$6,182	\$1,090	21.4%	\$549	9.8%	
Expenses									
SALARIES AND BENEFITS	\$4,305	\$4,451	\$4,444	\$4,589	\$145	3.3%	\$138	3.1%	
PRINTING & OFFICE SUPPLIES	28	23	32	22	(10)	-31.3%	(1)	-4.2%	
OPERATING MATERIALS & SUPPLIES	6	7	11	13	2	18.2%	6	80.3%	
COMMUNICATIONS	25	21	28	24	(4)	-14.5%	3	14.2%	
TRAVEL EXPENSES	6	8	15	15	-	0.0%	7	83.1%	
TRAINING	8	4	15	15	-	0.0%	10	258.5%	
CONTRACTS & SERVICE AGREEMENTS	1,908	1,935	1,935	2,234	298	15.4%	298	15.4%	
MAINT. & REPAIR-TIME/MATERIAL	(0)	-	3	3	-	0.0%	3	0.0%	
RENTAL/LEASE	9	3	6	6	-	0.0%	3	98.8%	
PROFESSIONAL SERVICES	7	16	45	15	(30)	-66.7%	(1)	-8.8%	
LICENCES, PERMITS, FEES	15	26	31	32	1	3.9%	6	23.0%	
TRANSFERS TO/(DRAW FROM) RESERVES	(2,103)	(862)	(1,475)	(787)	688	-46.6%	76	-8.8%	
OTHER EXPENSES	4	-	2	2	-	0.0%	2	0.0%	
Total Expenses	\$4,217	\$5,632	\$5,092	\$6,182	\$1,090	21.4%	\$549	9.8%	
Net Expenditures/ (Revenue)	\$0	\$0	\$0	\$0	-	0.0%	-	0.0%	
Full Time Complement	39	40	40	40					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

User Fees & Service Charges: Increase due to higher construction charges on capital projects.

Salaries & Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grids.

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

Transfers to/(draw from) Reserves: Represents a draw from Reserve to fund the budgeted deficit of (\$787k) to present a balanced budget.

ENGINEERING BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	<ul style="list-style-type: none"> · Quality of service provided by Department · Provide better communication to residents/businesses re: capital projects 	<ul style="list-style-type: none"> · Summer 2016 undertake developer/consultant / internal staff survey for development section as a follow up to “Make it Happen” recommendations · Support corporate customer experience strategy · Update Engineering web site re: major capital projects
1.2 Transforming Services through Technology and Innovation	<ul style="list-style-type: none"> · Streamline process and improve effectiveness 	<ul style="list-style-type: none"> · Implement subsequent phase of E Plan · Continue to migrate processes and information to web site · Support execution of the multi-year technology roadmap · Participate and contribute towards a new employee portal
1.3 Strengthening Organizational Capacity and Effectiveness	<ul style="list-style-type: none"> · Continue to address staff satisfaction issues · Undertake succession planning strategy · Implement training program 	<ul style="list-style-type: none"> · Work with HR to address compensation, workload and space planning issues · Continue to train candidates for future management positions · Participate in the Talent review data gathering process and discussions · Training for both corporate and performance review requirements



ENGINEERING BUSINESS PLAN

GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of formal customer satisfaction surveys completed	1				1/yr	
# of informal customer satisfaction surveys completed						
Average overall satisfaction or above for formal survey(s) completed (%)	84%	Nil	Nil		≥80%	
Average extremely/very satisfied for formal survey(s) completed (%)	27%	Nil	Nil		≥35%	
% of Planning applications processed in an agreed upon time frame	80%	80%	80%		85%	
% of Engineering submissions processed in service level time frame	95%	95%	95%		85%	
% of Site Plan and Subdivisions Agreements processed in an agreed upon time frame	95%	90%	90%		85%	
% of ACR cases completed within service level time frame	100%	100%	100%		95%	
Healthy Workplace Environment Index (from staff survey)	63%		67.2%		≥75%	
Recognition rating (from staff survey)	53%		56.3%		≥65%	
Staff Satisfaction rating (from staff survey)	71%		71.5%		≥80%	
Completion rate for performance management	88%				100%	
Average Corporate learning hours per full-time employee	12.8	4.5	4.4		20.0	
Staff absenteeism (average #of days per employee)	4.7	3.2	3.3		≤8.4	
Staff turnover rate	5%	5%	10%		≤7.5%	

ENGINEERING BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community’s history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	· Seek broader public input into EA Studies to ensure public awareness	Review and implement alternative means of public input
		Implement the appropriate community engagement tools in 2016
2.2. Ensuring Markham is Welcoming and Inclusive		
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of the York University campus

ENGINEERING BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
N/A						



ENGINEERING BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System	<ul style="list-style-type: none"> · Continue to implement road, transit, cycling and TDM initiatives 	<ul style="list-style-type: none"> · Coordinate and advance with Metrolinx, York and Toronto, various transportation initiatives
	<ul style="list-style-type: none"> · Finalize Markham Centre Mobility Hub 	<ul style="list-style-type: none"> · Working with various stakeholders to finalize the mobility hub study
	<ul style="list-style-type: none"> · Parking Strategy 	<ul style="list-style-type: none"> · Finalize Parking Strategy and commence implementation of Parking Business Plan for Markham Centre and York University
3.2. Managing Growth	<ul style="list-style-type: none"> · Implement FUA, Langstaff, Airport and other applications 	<ul style="list-style-type: none"> · Undertake various Engineering studies (transportation, serving, environment) to ensure applications meet municipal requirements
	<ul style="list-style-type: none"> · Reflect operating and maintenance cost for major development and capital projects 	<ul style="list-style-type: none"> · Incorporate in reports the Operations and Maintenance cost
	<ul style="list-style-type: none"> · Implement Project Charters for development and capital 	<ul style="list-style-type: none"> · Implement revised process re: internal approval process for development and capital
3.3. Ensuring the Reliability of the Corporation's Services	N/A	<ul style="list-style-type: none"> Complete the Business Continuity Plan for your department
3.4. Protecting our Built and Natural Environment	<ul style="list-style-type: none"> · Completion of sub-watershed study for FUA and MESP for Markham Centre 	<ul style="list-style-type: none"> · Complete studies and engage stakeholders to finalize environmental and servicing requirements

ENGINEERING BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Cycling & Pedestrian Pathways Added (KM)	-	-	5.3km			
% of Capital programs committed	70%	65%	70%		80%	
· Capital – Engineering						

ENGINEERING BUSINESS PLAN

GOAL 4 – Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	· Update 10 year Capital Program	· Review and update Capital needs for development Support the E3 Strategy refresh
	· Continue to implement PMO and QAQC initiatives	· Process improvements related to Capital delivery
4.2. Stewarding of City Assets	· Update CWH and ASDC By-laws	· Commence DC by-law update for FUA, Airport, Langstaff
	· Ensure sustainable funding model for operating	· Review new or revise revenue opportunities
4.3. Increasing Transparency and Accountability		

ENGINEERING BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Development Revenue/Expenditure Ratio	\$ 1.22	\$.79	\$ 1.00		1.0	
Engineering Capital Revenue/Expenditure Ratio	\$ 1.00	\$ 1.00	\$.88		1.0	



ENGINEERING LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	<ul style="list-style-type: none"> Quality of service provided by Department Provide better communication to residents/businesses re: capital projects 	Undertake bi annual survey to clients re: various performance of sections	
		Implement recommendations to improve customer needs	
1.2 Transforming Services through Technology and Innovation	<ul style="list-style-type: none"> Streamline process and improve effectiveness 	<ul style="list-style-type: none"> Continue to implement E Plan for Capital Engineering 	2017
1.3 Strengthening Organizational Capacity and Effectiveness			

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	<ul style="list-style-type: none"> Seek broader public input into EA Studies to ensure public awareness 	<ul style="list-style-type: none"> Review and implement alternative means of public input 	2017
2.2. Ensuring Markham is Welcoming and Inclusive			
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of the York University campus	2017-2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System		Implement Transportation Strategy and capital program	2017-2019
	Undertake Parking Business Plan for Langstaff and Airport	Implement Parking Business Plan for Langstaff and airport	2017-2019
3.2. Managing Growth		Implement Future Urban Area in North Markham and Secondary Plans	2017-2019
		Support Growth to 2014	2017-2019
3.3. Ensuring the Reliability of the Corporation's Services			
3.4. Protecting our Built and Natural Environment		Support the update of the Greenprint	2017

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality		Support the E3 Strategy Refresh	2017-2019
4.2. Stewarding of City Assets		Finalize DC by-law update for FUA, Airport, and Langstaff etc.	2017-2018
4.3. Increasing Transparency and Accountability			



PLANNING AND URBAN DESIGN 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.		
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenue									
USER FEES & SERVICE CHARGES	\$5,761	\$7,302	\$7,249	\$7,979	\$730	10.1%	\$676	9.3%	
OTHER REVENUE	48	-	-	-	-	0.0%	-	0.0%	
Total Revenues	\$5,809	\$7,302	\$7,249	\$7,979	\$730	10.1%	\$676	9.3%	
Expenses									
SALARIES AND BENEFITS	\$5,325	\$5,183	\$5,763	\$5,840	\$77	1.3%	\$657	12.7%	
PRINTING & OFFICE SUPPLIES	38	36	30	43	13	45.0%	7	20.1%	
OPERATING MATERIALS & SUPPLIES	4	7	7	7	-	0.0%	(0)	-6.5%	
COMMUNICATIONS	12	9	16	16	-	0.0%	7	79.3%	
TRAVEL EXPENSES	33	35	29	24	(5)	-17.0%	(11)	-30.8%	
TRAINING	8	7	15	15	-	0.0%	8	118.0%	
CONTRACTS & SERVICE AGREEMENTS	2,023	2,273	2,273	2,178	(95)	-4.2%	(95)	-4.2%	
RENTAL/LEASE	1	-	3	3	-	0.0%	3	0.0%	
PROFESSIONAL SERVICES	26	5	39	39	-	0.0%	34	693.9%	
LICENCES, PERMITS, FEES	36	37	23	23	-	0.0%	(14)	-37.7%	
CREDIT CARD SERVICE CHARGES	5	4	2	2	-	0.0%	(2)	-57.2%	
PROMOTION & ADVERTISING	7	3	4	4	-	0.0%	1	39.2%	
OTHER EXPENDITURES	8	2	(5)	-	5	-100.0%	(2)	-100.0%	
TRANSFERS TO/(DRAW FROM) RESERVES	(1,721)	(311)	(963)	(215)	748	-77.6%	96	-30.7%	
Total Expenses	\$5,807	\$7,290	\$7,235	\$7,979	\$743	10.3%	\$688	9.4%	
Net Expenditures/ (Revenue)	(\$2)	(\$12)	(\$13)	\$0	\$13	-100.0%	\$12	-100.0%	
Full Time Complement	50	50	50	51					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

User Fees & Service Charges: Increase due to a greater number of applications expected in 2016 and increased rates for fees.

Salaries & Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grid and increased headcount.

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

Transfers to/(draw from) Reserves: Represents a draw from Reserve to fund the budgeted deficit of (\$215k) to present a balanced budget.

PLANNING AND URBAN DESIGN BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	Determine and address Customer needs	Complete a Customer Satisfaction Survey
		Implement recommendations arising from customer satisfaction survey to the extent feasible
		Support corporate customer experience strategy
1.2 Transforming Services through Technology and Innovation	Update planning applications review systems through process change and use of technology	Implement the 2 nd phase of e-plan project
		Update Development/Planning Home page on the City website
	Use technology to assist in the application review and decision making process	Advance 3D modelling capability
		Support execution of the “multi year technology participate Contribute towards a new employee portal
1.3 Strengthening Organizational Capacity and Effectiveness		Undertake additional Corporate Improvement Project identified from Staff Satisfaction Survey
		Participate in the talent review data gathering process and discussions

PLANNING AND URBAN DESIGN BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of formal customer satisfaction surveys completed					1/yr	
Average overall satisfaction for formal survey (s) completed (%)					≥80%	
Percentage of customers satisfied (Developers survey)					≥80%	
Number of applications circulated	557	493				
% of applications processed in agreed upon time frames	63%	66%			85%	
% of preliminary reports to DSC within 8 weeks of receipt of a complete	52%	55%			85%	
% of park construction projects completed in agreed upon time frames	90%	95%			85%	
% of park construction projects completed within budget	95%	95%			85%	
Healthy Workplace Environment Index (from staff survey)	59%		61.2%		≥75%	
Recognition rating (from staff survey)	44%		52.8%		≥65%	
Staff Satisfaction rating (from staff survey)	64%		67.1%		≥80%	
Completion rate for performance management	90%				100%	
Average Corporate learning hours per full-time employee	1.9	4.6	5.2		20.0	
Staff absenteeism (average # of days per employee)	3.6	5.0	5.0		≤8.4	
Staff turnover rate	2%	4.1	1.9%		≤7.5%	



PLANNING AND URBAN DESIGN BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement		Implement the appropriate community engagement tools in 2016.
		Participate in the update of the Integrated Leisure Master Plan
2.2. Ensuring Markham is Welcoming and Inclusive		
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Ensure an excellent urban experience in Markham	Implement the streetscape improvement plan in Markham Centre
		Support the development of the York University Campus

PLANNING AND URBAN DESIGN BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
N/A						

PLANNING AND URBAN DESIGN BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		Support implementation of Master Transportation Plan
	3.2. Managing Growth	Streamline application approval process
	Streamline application approval process	Streamline and update the Subdivision Agreement Template with Engineering and Legal Services
	Advance the Future Urban Area Project in order to expedite development in North Markham	Complete Sub Watershed Study and Community Master Plan for the Future Urban Area (FUA) and initiate Secondary Plans for the FUA
	Update Secondary Plans	Update Secondary Plans for Cornell, Milliken Center, Markham Road / Mount Joy and Yonge-Steeles
	Develop a comprehensive Zoning by-law	Develop a comprehensive modern web based zoning by-law
	Expedite parks delivery	Continue the expedited parks delivery program for existing communities initiated in 2015
3.3. Ensuring the Reliability of the Corporation's Services	Implement risk management framework and ownership accountability to achieve corporate resiliency by 2018	Complete Department Business Continuity Plan
		Support research inventory and gap analysis for Climate Change initiatives
3.4. Protecting our Built and Natural Environment	Create criteria for compensation of Natural Heritage impacts from development	Complete the Natural Heritage compensation protocol
		Commence update of terms of reference for Environmental Impact Studies

PLANNING AND URBAN DESIGN BUSINESS PLAN

GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
N/A						



PLANNING AND URBAN DESIGN BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Ensure a Sustainable Funding Model is in place to fund operating budget for Department	Restore Sustainable Funding source for Development Applications
		Support the E3 strategy refresh
4.2. Stewarding of City Assets		
4.3. Increasing Transparency and Accountability		Support the audits conducted by the Auditor General

PLANNING AND URBAN DESIGN BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Average revenue received per application circulated (including indirect cost)	\$9,190.34	\$8,134.60				

PLANNING AND URBAN DESIGN LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service		Undertake customer satisfaction survey	2017-2019
		Continue to implement recommendations arising from Customer Satisfaction Survey	2017
		Support corporate Customer Experience Strategy	2017
1.2 Transforming Services through Technology and Innovation	Use technology to assist in the application review and decision making process	Advance 3D modelling capability	2017
1.3 Strengthening Organizational Capacity and Effectiveness		Undertake additional Corporate Improvement project identified from Staff Satisfaction Survey (if necessary)	2017

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement			
2.2. Ensuring Markham is Welcoming and Inclusive			
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of York University	2017-2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System		Support implementation of Master Transportation Plan	2017-2019
	Undertake Parking Plan for Langstaff and Airport		
3.2. Managing Growth	Advance the Future urban Area project in order to expedite development in North Markham	Complete Secondary Plans for Future Urban Area	2017
	Update Secondary Plans	Markham Road/Mount Joy, Highway 404 North, Buttonville West and Markham village Heritage Center	2017
		Thornhill Heritage Center	2018
		Buttonville Heritage Center	2019
	Develop a comprehensive Zoning by-law	Complete drafting of a comprehensive modern web based zoning by-law	2017
	Address appeals to comprehensive zoning by-law	2018-2019	
3.3. Ensuring the Reliability of the Corporation's Services			
3.4. Protecting our Built and Natural Environment	Manage private land encroachment into public lands	The Natural heritage Encroachment Brochure to be completed	2017
		Support update of the Greenprint	2017

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality		Support the E3 strategy refresh	2017-2019
4.2. Stewarding of City Assets			
4.3. Increasing Transparency and Accountability		Support the audits conducted by the Auditor General	2017-2019

ECONOMIC DEVELOPMENT 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.		
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenue									
GRANTS AND SUBSIDIES	\$165	\$207	\$61	\$61	\$0	0.0%	(\$146)	-70.7%	
USER FEES & SERVICE CHARGES	3	3	11	11	-	0.0%	7	201.3%	
RECOVERIES & CONTRIBUTIONS	4	12	11	11	-	0.0%	(1)	-11.1%	
OTHER REVENUE	-	-	-	-	-	0.0%	-	0.0%	
Total Revenues	\$173	\$222	\$82	\$82	\$0	0.0%	(140)	-63.2%	
Expenses									
SALARIES AND BENEFITS	\$829	\$907	\$874	\$884	\$10	1.1%	(\$23)	-2.5%	
PRINTING & OFFICE SUPPLIES	14	16	19	19	-	0.0%	3	19.9%	
OPERATING MATERIALS & SUPPLIES	2	2	5	5	-	0.0%	4	185.7%	
COMMUNICATIONS	4	4	5	5	-	0.0%	2	44.4%	
TRAVEL EXPENSES	13	28	34	34	-	0.0%	6	19.8%	
TRAINING	2	0	6	6	-	0.0%	6	3425.7%	
CONTRACTS SERVICES AGREEMENTS	314	312	320	320	-	0.0%	8	2.5%	
RENTAL/LEASE	2	2	1	1	-	0.0%	(1)	-54.4%	
LICENCES, PERMITS, FEES	8	8	4	4	-	0.0%	(4)	-48.7%	
PROMOTION & ADVERTISING	300	401	352	352	-	0.0%	(48)	-12.1%	
Total Expenses	\$1,489	\$1,680	\$1,621	\$1,631	\$10	0.6%	(\$49)	-2.9%	
Net Expenditures/ (Revenue)	\$1,316	\$1,457	\$1,540	\$1,549	\$10	0.6%	\$92	6.3%	
Full Time Complement	7	7	7	7					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

No significant changes noted.



ECONOMIC DEVELOPMENT BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	Implement the "City-wide Customer Experience Strategy" across the Department.	Conduct customer survey amongst real estate and development clients
		Support corporate customer experience strategy
1.2 Transforming Services through Technology and Innovation	Implement technology-based service delivery improvements.	Support execution of the "multi-year technology roadmap" as per plan
		Manage and update departmental web content
		Participate and contribute towards a new employee portal
1.3 Strengthening Organizational Capacity and Effectiveness	Implement corporate improvement projects	Participate in workforce planning projects
		Participate in the Talent Review data gathering process and discussions

ECONOMIC DEVELOPMENT BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Overall customer satisfaction rate (% very or extremely satisfied)	70%			90%	>35%	
Number of MSBC web pageviews			35,511		>30,000	
Number of Economic Development web pageviews			29,294		>25,000	
Number of webinars					2	2015
Staff recognition rating	71%		67.4%		>65%	
Staff satisfaction rate	88%		83.3%		>80%	
Healthy workplace environment index	76%		70.6%		>75%	
Average corporate learning hours	1.0	1.7	3.4		5.0	

ECONOMIC DEVELOPMENT BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Engage business associations in the delivery of economic development programs	Involve business associations and educational institutions in the development and delivery of economic development programs
		Implement the appropriate community engagement tools
2.2. Ensuring Markham is Welcoming and Inclusive	Attract investment from new immigrant business owners and entrepreneurs	Support ethnic business associations
		Deliver targeted entrepreneurship training programs
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Update the Economic Strategy	Conduct 3-phase strategy review and performance review of "Markham 2020" plan
		Participate in the development of a strategy for "Destination Markham"
	Launch York U campus in Markham Centre	Support and promote the design, construction and funding of the Phase One campus

ECONOMIC DEVELOPMENT BUSINESS PLAN

GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Number of programs delivered in collaboration with business partners			90		85	
Number of sponsored events with ethnic business associations	7	7	8		8	
Number of targeted entrepreneurship training programs and events	28		38		35	



ECONOMIC DEVELOPMENT BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth	Support continued capacity for targeted employment growth	Promote preservation of employment lands Promote appropriate and competitive regulations and policies
3.3. Ensuring the Reliability of the Corporation's Services	Establish Business Continuity Plan	Complete the Business Continuity Plan
3.4. Protecting our Built and Natural Environment		

ECONOMIC DEVELOPMENT BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Number of acres of employment lands	660	615	476		>500	

ECONOMIC DEVELOPMENT BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Ensure that Department services are delivered efficiently	Review Departmental and staff memberships
		Support the E3 Strategy Refresh
4.2. Stewarding of City Assets		
4.3. Increasing Transparency and Accountability	Develop transparency and accountability policies	Support the audits conducted by the Auditor General

ECONOMIC DEVELOPMENT BUSINESS PLAN

GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Annual expenditure for Department memberships		\$6579	\$7307		\$5000	

ECONOMIC DEVELOPMENT LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	Implement the "City-wide Customer Experience Strategy" across the Department.	Survey: Large technology employers	2017
		Survey: Commercialization partners	2018
		Survey: Prof., Scientific & Tech. Services	2019
1.2 Transforming Services through Technology and Innovation	Implement technology-based service delivery improvements.	Update and increase Department web content and self-service options	'17-'19
		Increase use of webinars	'17-'19
1.3 Strengthening Organizational Capacity and Effectiveness	Implement corporate improvement projects	Implement RISE recognition policy	2017
		Develop knowledge transfer strategies	2018

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Engage business associations in the delivery of economic development programs	Involve business associations and educational institutions in the development and delivery of economic development programs	'17-'19
2.2. Ensuring Markham is Welcoming and Inclusive	Attract investment from new immigrant business owners and entrepreneurs	Support ethnic business associations	'17-'19
		Deliver targeted entrepreneurship training programs	'17-'19
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Update the Economic Strategy	Support the rebranding of the City	2017
		Issue RFP for new 10-year Strategy	2018
	Launch York U campus in Markham Centre	Support and promote the design, construction and funding of the Phase One campus	'17-'19

GOAL 3 - Safe and Sustainable Community

Goal Statement: We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth	Support continued capacity for targeted employment growth	Promote preservation of employment lands	'17-'19
		Promote appropriate and competitive regulations and policies	'17-'19
3.3. Ensuring the Reliability of the Corporation's Services			
3.4. Protecting our Built and Natural Environment			

GOAL 4 - Stewardship of Money and Resources

Goal Statement: We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Ensure that Department services are delivered efficiently	Support the E3 Strategy Refresh	'17-'19
4.2. Stewarding of City Assets			
4.3. Increasing Transparency and Accountability			



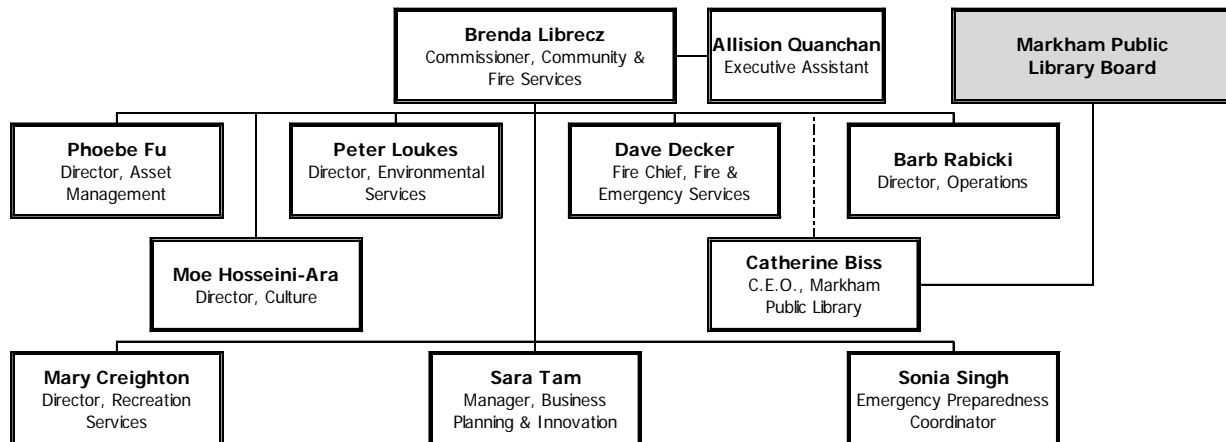
COMMUNITY AND FIRE SERVICES COMMISSION

“*Working with the community to make Markham a vibrant place to live, work and play,*” is the mission statement of the Community & Fire Services Commission. Services to the public are delivered by seven departments, as coordinated by the Commissioner’s Office.

These departments include:

1. Asset Management
2. Culture
3. Environmental Services
4. Fire & Emergency Services
5. Markham Public Library
6. Operations (Roads/Parks/Fleet)
7. Recreation Services

The Commissioner’s Office has additional responsibilities in the overall coordination of business operations and strategic activities at the Commission level, emergency preparedness for the overall organization, special initiatives, and coordination with other Commissions. The Community & Fire Services Commission organizational structure is shown below.



In 2016, this Commission, which includes Waterworks, has an approved full-time complement of 709 positions, a gross operating expenditures budget of \$246.8 million, revenues budgeted at \$142.8 million, and a capital budget of \$53.2 million.

Our programs and management practices are recognized externally, bringing distinction and prestige to the City of Markham.





Commission Facts

(2015 Data)

• Number of annual visits at recreation facilities:	8.3 million
• Number of all direct recreation program registrations:	62,494
• Number of sportsfield hours booked:	65,542
• Total library items (include ebooks) borrowed:	4.8 million
• Total number of library visits (in-person and electronic):	4.8 million
• Size of municipal art gallery and museum collection:	79,719 items
• Number of visitors at Markham Museum, Markham Theatre, and Varley Art Gallery:	217,553
• Number of calls answered by Fire Dispatch:	63,500
• Number of emergency incident response from Fire Department:	6,745
• Traffic investigations:	720
• Tree preservations applications:	893
• Total City parks maintained:	250
• City-maintained roads:	2,060 lane km
• City sidewalks maintained:	1,064 km
• Number of fleet vehicles maintained:	850
• Number of facilities maintained:	189 buildings
• Tonnes of waste diverted from landfill by curbside collection:	63,400
• Cubic metres of water consumed:	31.5 million

Corporate direction guides the focus of our Commission and the work of each department and its business plan. That direction is summarized below.

Corporate Direction

Goal & Goal Statement	Exceptional Services by Exceptional People 	Engaged, Diverse and Thriving City 	Safe and Sustainable Community 	Stewardship of Money and Resources 
	<p>We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.</p>	<p>We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community.</p> <p>We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.</p>	<p>We will protect the public and respect the natural and built environment through excellence in sustainable community planning, infrastructure management, and programs.</p>	<p>We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.</p>
Objectives	<p>1.1 Improving Customer Service</p> <p>1.2 Transforming Services through Technology and Innovation</p> <p>1.3 Strengthening Organizational Capacity and Effectiveness</p>	<p>2.1 Increasing Community Engagement</p> <p>2.2 Ensuring Markham is Welcoming and Inclusive</p> <p>2.3 Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge Based Industries</p>	<p>3.1 Managing our Transportation and Road Network</p> <p>3.2 Managing Growth in Markham</p> <p>3.3 Ensuring the Reliability of the Corporation's Services</p> <p>3.4 Protecting and Respecting our Built and Natural Environment</p>	<p>4.1 Ensuring a Fiscally Prudent and Efficient Municipality</p> <p>4.2 Stewardship of the City's Assets</p> <p>4.3 Increasing Transparency and Accountability</p>

Organizational Alignment of Work



Asset Management

The Asset Management Department is responsible for facility assets and right of way assets.

Facility Assets is responsible for the provision of project management services to all internal departments for new and existing facilities to achieve safety, functional use, comfort, user-friendliness, and energy efficiency.

Examples include construction of the new Southeast Community Centre and Library and the Markham Pan Am Centre. Other key responsibilities include:

- Manage city-wide services such as security, accessibility, corporate accommodations, maintenance contracts, life cycle study updates, and energy retrofits.
- Operate the Civic Centre and 8100 Warden Avenue and mechanically operate the Varley Art Gallery, Markham Village Library, Fire Station 93 & 99 and the Museum Collections Building.
- Maintain and manage life cycle repair projects for 87 facilities such as smaller community centres, libraries, fire stations, operation yards, heritage sites, and city-owned homes.

Right-of-Way Assets is responsible for providing technical assistance and advice to internal departments to achieve the most effective engineering solutions for new and replacement municipal infrastructure. This group includes Right-of-Way Assets, Utilities and Survey, Asset Database, and Stormwater sections.

- Right-of-Way Assets is responsible for the planning of the City's capital works rehabilitation programs such as bridge, culvert and storm sewer outfalls inspection and rehabilitation. It works closely with the Engineering and Operations Departments.
- Utilities and Survey section administers and coordinates utility approvals within the City's right-of-ways, provides survey services to various internal departments, and maintains the street lighting system.
- Asset Database section manages asset inventories of roads, water, sanitary sewer, storm sewer, streetlights, parks, and parks amenities in corporate databases, infrastructure management system and Geographic Information System (GIS) maps, and provides engineering drawings for staff access. It also manages the City's closed landfill, including the operation of the gas collection system and monitoring methane and leachate levels.



- Stormwater section manages the City's Stormwater infrastructure, such as storm management pond clean-up and the rehabilitation and upgrades of existing storm sewers.

Culture

The Culture Department is responsible for overseeing the development and celebration of the community's cultural identity and in managing the direction and operations of the three municipal cultural venues in Markham. The department is guided by its Culture Plan and is responsible for the development of the Corporate Volunteer Management program and the management of the Public Art program and the Celebrate Markham Grant program.



Flato Markham Theatre for Performing Arts offers entertainment/event services (rentals), and programs to Markham, York Region, and the Greater Toronto Area (GTA). The theatre serves more than 145,000 patrons annually. With globally acclaimed artists, Canadian and GTA Premieres, and Exclusive Presentations, this fully accessible 530-seat theatre offers innovative programming in a welcoming ambience through its new signature Diamond Series. The Theatre has evolved beyond its walls to deliver quality programming with its "Discovery" Programs that support education and community outreach initiatives, including performing arts programs for children 4 through 14 year-old and its Every Child Every Year program, which allows Markham elementary students to attend one educational performance every year, free of admission fee.

Markham Museum connects the history of Markham from First Nation's to today's brand new 'settlers' by examining our environment and the tools we use to adapt to our changing world. Technologies shared by all cultures help us understand our shared histories, for example, ceramics, metal working, print making, textiles and food preparation. The Museum explores the layers of settlement and the resulting changes that Markham has experienced and offers exhibits, school programs, public programs and events, private event venues, and research facilities. The Collection and Exhibition Hall provides a safe environment for the preservation and conservation of over 70,000 artifacts and archives. The Museum is receiving national attention for its unique and effective way of connecting with its community and for its environmental programs. Both the Canadian Museum Association and the Ontario Museum Association have held major events at Markham Museum in the past two years.

The **Varley Art Gallery of Markham** presents exhibitions of historical and contemporary Canadian art and offers educational programs for community members of

all ages. Through research, exhibitions, public programs and publications, the Gallery explores the art of founding Group of Seven member F.H. Varley, his peers and the artists that have explored and shaped Canadian artistic practice. The Gallery also operates the McKay Art Centre, once the home of F.H. Varley. This historic site features art exhibitions by community artists. The Varley has a wide range of programs for artists and aspiring artists of all ages. These include hands-on art classes, seasonal art camps, workshops, and talks with artists and curators. Several educational programs are available to schools groups, including interactive gallery tours and hands-on studio activities.

Environmental Services

The Environmental Services Department oversees two business units - Waste & Environmental Management and Waterworks, supported by business compliance functions.

Waste & Environmental Management is responsible for the management of curbside pickup of household recyclables, garbage, organic waste, and yard waste. Other services include the operation of recycling depots, large appliances and metal pickup, special recycling programs, policy development, and public education programming. Markham currently diverts 81% of its waste from landfill.



Waterworks is responsible for the provision of safe drinking water for domestic and commercial use throughout Markham. This responsibility includes replacement, rehabilitation and upgrade of the water and wastewater systems, the maintenance and repair of watermains up to the property line as well as the water meters inside the house. This group is also responsible for the maintenance and repair of sanitary sewers and related infrastructure up to the property line. Another important service is the regular sampling of the water distribution system to ensure the quality of the drinking water meets Provincial Standards. A key focus for the next several years is the development and implementation of water conservation programs and practices.

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

Fire & Emergency Services

The Fire & Emergency Services Department is responsible for providing safety and property protection to those who live, work or play in the community. This is achieved by providing quality preventative, educational, and emergency services in a professional, sensitive and caring manner. These services are supported internally by the Training, Mechanical, Communications, and Administration divisions. Services are deployed from nine fire stations and an administrative office.



Additionally, this department is committed to Public Education and reaching out to the diverse community by providing over 280 school visits a year and attending in excess of 400 community events. It partners with the Commissioner's Office to deliver the corporate Emergency Preparedness program, where a Deputy Fire Chief performs the function of the Community Emergency Management Coordinator.

Markham Public Library

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



MPL is committed to providing exceptional library services through innovative business models that respond to resident needs and priorities, use resources efficiently, and maximize return on investment (ROI) for tax dollars. Markham's library branches serve as community learning hubs – accessible and inclusive places that strengthen neighbourhoods, connect newcomers, celebrate diversity, support local innovation and creativity, and advance Markham's position as an engaged, literate and digitally-skilled city..MPL services, collections and programs are focused on lifelong self-directed learning, development of literacy skills (print, media and digital), support of educational and career achievement, collaborative partnerships, technology that meets residents' learning, creative and business needs, and inclusive community development.

As one of the most innovative and most efficiently operated public libraries in Canada, MPL's innovations include the award-winning C3™ - Customer Centred Classification system, the Learning Place business model for library programs, and the Customer

Service Revolution initiative which won the 2014 Gold Award for Innovative Management from the Institute of Public Administration of Canada (IPAC). MPL is also a library sector leader in the implementation of RFID-based self-service technology – in 2015, 84% of borrowing transactions were completed by customers through self-service options.

Operations

The Operations Department is responsible for the maintenance of roads and parks in the City of Markham, supported by Fleet & Supplies, and Business & Technical Services.



- **Roads Division** is responsible for the maintenance of the City's municipal road and sidewalk network. Activities include winter maintenance, complete road rehabilitation, localize asphalt and concrete repairs, and maintenance of traffic safety devices, such as signs and guide rails. Other services include supporting special events through road closures, traffic control, street sweeping, and maintenance of the storm water sewer system.
- **Parks Division** is responsible for turf maintenance of parks and boulevards, urban forestry, and maintenance of park amenities such as play structures, sports field structures, irrigation systems, baseball diamonds, soccer fields, cricket and rugby pitches, and tennis courts. Other services include horticulture (flower and plant barrels, hanging baskets, park gardens and entrance features to the municipality), special events support, winter maintenance of parking lots, multi-use pathways, walkways of city-owned facilities, and monitoring of natural areas and valley lands.
- **Fleet & Supplies** is responsible for the maintenance, repair, acquisition, parts inventory management, and safe operation of the diverse municipal fleet and equipment assets, including Fire & Emergency vehicles and apparatus. City fleet is maintained and operated in a safe and cost effective manner through the development of equipment specifications, operator training programs and repair and maintenance procedures and schedules that allow the user departments to safely and efficiently provide their various services.
- **Business & Technical Services** is responsible for the coordination and management of and business and technical services, including traffic operations. Business and technical services include budget management and accounting activities, asset and life cycle analysis, coordination of development application review, and the Tree Preservation and Community Engagement Programs. Traffic Operations maintains operational safety of the municipal road network by conducting technical traffic studies and investigations, recommendations for traffic control

devices, on-street parking regulations, traffic calming, management of all municipal traffic signals, and administering the “Safe Streets” and School Crossing Guard programs.

Recreation Services

The Recreation Services Department advocates for health and wellness, creating a sense of community, belonging, and enjoyment.

The department is committed to improving the quality of life for Markham residents through the provision of quality leisure programming, well-maintained, and welcoming community facilities. The department combines a direct service delivery approach in the provision of recreational, aquatic, camps, fitness and lifestyle programming for individuals of all ages with ongoing community development work with minor sport organizations, community groups, not-for-profit organizations, and other key stakeholders. As well, through the 6 major community centres and 17 satellite facilities, thousands of hours are permitted annually to various community-based organizations.



With the opening of the Markham Pan Am Centre, a Sport Strategy will be developed to nurture and grow our community sport network and raise the profile of Markham through sport tourism. Sport tourism is the fastest growing tourism sector, and with the facilities that Markham has built, we have the capacity to host regional, national and international events, while supporting local sport development.

The Recreation Services Department extends beyond the walls of the City owned and operated facilities. The Department builds on creative partnerships to deliver services in schools, parks, and elsewhere based on community needs.



COMMUNITY AND FIRE SERVICES CONSOLIDATED (EXCLUDING WATERWORKS) 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
GRANTS AND SUBSIDIES	\$1,568	\$1,809	\$1,454	\$1,536	\$81	5.6%	(\$273)	-15.1%
LICENCES & PERMITS	91	173	100	100	-	0.0%	(73)	-42.1%
FINES	18	-	3	3	-	0.0%	3	0.0%
USER FEES & SERVICE CHARGES	13,145	14,236	14,230	14,617	387	2.7%	380	2.7%
RENTALS	6,724	7,302	7,583	8,089	506	6.7%	787	10.8%
SALES	517	445	594	660	66	11.0%	214	48.1%
RECOVERIES & CONTRIBUTIONS	1,170	1,010	1,116	1,116	0	0.0%	106	10.5%
OTHER INCOME	591	574	733	657	(76)	-10.3%	83	14.5%
INTERDEPARTMENTAL RECOVERIES	714	714	728	728	-	0.0%	14	1.9%
Total Revenues	\$24,539	\$26,264	\$26,541	\$27,505	\$964	3.6%	\$1,241	4.7%
Expenses								
SALARIES AND BENEFITS	\$79,620	\$81,579	\$82,666	\$83,271	\$605	0.7%	\$1,692	2.1%
PRINTING & OFFICE SUPPLIES	239	262	293	302	9	3.0%	39	15.0%
PURCHASES FOR RESALE	333	302	265	314	49	18.4%	12	4.1%
OPERATING MATERIALS & SUPPLIES	2,339	2,199	2,437	2,400	(37)	-1.5%	201	9.2%
VEHICLE SUPPLIES	1,829	1,500	1,774	1,630	(143)	-8.1%	130	8.7%
SMALL EQUIPMENT SUPPLIES	7	2	5	6	0	1.8%	3	157.5%
BOTANICAL SUPPLIES	222	267	253	229	(25)	-9.7%	(38)	-14.3%
CONSTRUCTION MATERIALS	1,890	1,734	1,713	1,827	114	6.6%	93	5.4%
UTILITIES	6,266	7,510	6,386	7,991	1,605	25.1%	480	6.4%
COMMUNICATIONS	309	291	334	329	(5)	-1.4%	37	12.8%
TRAVEL EXPENSES	121	113	153	156	3	2.0%	43	38.3%
TRAINING	239	260	316	316	1	0.2%	56	21.5%
CONTRACTS & SERVICE AGREEMENTS	11,204	10,468	11,308	11,975	668	5.9%	1,508	14.4%
MAINT. & REPAIR-TIME/MATERIAL	5,203	4,953	4,936	5,290	354	7.2%	338	6.8%
RENTAL/LEASE	581	510	508	512	4	0.8%	1	0.3%
INSURANCE	12	12	13	13	-	0.0%	1	10.9%
PROFESSIONAL SERVICES	1,621	1,704	1,596	1,599	3	0.2%	(105)	-6.2%
LICENCES, PERMITS, FEES	538	569	582	582	0	0.0%	13	2.3%
CREDIT CARD SERVICE CHARGES	300	320	199	250	51	25.9%	(70)	-21.9%
PROMOTION & ADVERTISING	482	511	427	424	(3)	-0.7%	(86)	-16.9%
CONTRACTED MUNICIPAL SERVICES	10,023	10,049	10,471	10,657	186	1.8%	608	6.0%
OTHER PURCHASED SERVICES	765	748	769	770	1	0.1%	22	3.0%
WRITE-OFFS	(21)	-	-	-	-	0.0%	-	0.0%
OTHER EXPENDITURES	157	175	172	180	8	4.6%	6	3.2%
TRANSFERS TO/(DRAW FROM) RESERVES	534	460	447	447	-	0.0%	(13)	-2.8%
	\$124,814	\$126,500	\$128,023	\$131,471	\$3,448	2.7%	\$4,972	3.9%
Net Expenditures/(Revenues)	\$100,276	\$100,236	\$101,482	\$103,967	\$2,485	2.4%	\$3,731	3.7%
Full Time Complement	630	644	644	644				



Changes in 2016 Budget from the 2015 Budget over \$50,000:

Grants and Subsidies: Increase due to expected increased revenue from Waste Diversion Ontario (WDO) for the 2016 Stewardship Ontario Funding.

User Fees & Service Charges: Increase in ticket sales, camps, and programming revenues and fee increase in Q4 2016.

Rentals: Increase related to full year of operations at the Pan Am Facility.

Sales: Increase due to return of Bar Sales to Markham Theatre in 2016.

Other Income: Decrease due to budget reallocation to other revenue accounts.

Salaries & Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grids.

Vehicle Supplies: Decrease due to decrease in fuel costs based on projected price and volume adjustments.

Construction Materials: Increase in salt purchases for winter maintenance based on historical trending.

Utilities: Increase related to full year of operations at the Pan Am Facility and due to increased electricity costs.

Contracts & Service Agreements: Increase due to Roads winter maintenance growth and contract escalations, Parks maintenance growth, and due to full year of operations at the Pan Am Facility.

Maintenance & Repairs – Time/Material: Increase due to volume increase in streetlight maintenance, and Roads winter maintenance growth and contract escalations.

Credit Card Service Charges: Increase due to higher volume.

Contracted Municipal Services: Increase due to price increase and growth for Streetlight Hydro.

ASSET MANAGEMENT 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenues								
USER FEES & SERVICE CHARGES	\$236	\$203	\$174	\$174	\$0	0.0%	(\$29)	-14.2%
RENTALS	104	113	148	108	(40)	-26.8%	(5)	-4.4%
SALES	10	9	-	-	-	0.0%	(9)	-100.0%
RECOVERIES & CONTRIBUTIONS	39	15	-	-	-	0.0%	(15)	-100.0%
INTER-DEPARTMENTAL RECOVERIES	-	-	7	7	-	0.0%	7	0.0%
Total Revenues	\$389	\$341	\$329	\$290	(\$40)	-12.0%	(\$51)	-15.0%
Expenses								
SALARIES AND BENEFITS	\$2,551	\$2,472	\$2,659	\$2,675	\$16	0.6%	\$203	8.2%
PRINTING & OFFICE SUPPLIES	10	8	13	8	(5)	-41.4%	0	0.5%
OPERATING MATERIALS & SUPPLIES	72	107	122	114	(8)	-6.9%	7	6.2%
SMALL EQUIPMENT SUPPLIES	-	-	(0)	-	0	-100.0%	-	0.0%
CONSTRUCTION MATERIALS	-	1	1	-	(1)	-100.0%	(1)	-100.0%
UTILITIES	588	675	473	633	160	33.8%	(42)	-6.3%
COMMUNICATIONS	21	17	20	23	3	12.3%	6	32.6%
TRAVEL EXPENSES	8	7	12	12	-	0.0%	5	70.0%
TRAINING	10	10	12	11	(1)	-8.0%	0	2.6%
CONTRACTS SERVICES AGREEMENTS	811	852	970	874	(96)	-9.9%	22	2.5%
MAINT.& REPAIR - TIME & MATERIAL	1,762	1,797	1,826	1,991	165	9.0%	195	10.8%
RENTAL/LEASE	2	2	-	2	2	0.0%	(0)	-5.4%
PROFESSIONAL SERVICES	2	-	6	-	(6)	-100.0%	-	0.0%
LICENCES, PERMITS, FEES	13	5	10	11	1	8.2%	5	103.1%
CREDIT CARD SERVICE CHARGES	0	0	-	0	0	0.0%	(0)	-16.7%
CONTRACTED MUNICIPAL SERVICES	2,209	2,127	2,228	2,417	189	8.5%	290	13.6%
WRITE-OFFS	(31)	-	-	-	-	0.0%	-	0.0%
Total Expenses	\$8,028	\$8,081	\$8,352	\$8,770	\$418	5.0%	\$689	8.5%
Net Expenditures/(Revenues)	\$7,639	\$7,740	\$8,023	\$8,480	\$457	5.7%	\$740	9.6%
Full Time Complement	30	31	31	31				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Utilities: Increase due to rate increase.

Contracts Services Agreements: Decrease due to favourable pricing on various Citywide contracts.

Maintenance & Repairs – Time/Materials: Increase due to Streetlight Maintenance growth.

Contracted Municipal Services: Increase due to price increase and growth for Streetlight Hydro.

ASSET MANAGEMENT BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	Align to City-wide Customer Experience Strategy and provide satisfied customer service for internal and external clients	<p>Complete customer survey – every year for one of the 3 services (utility approval, mapping, space planning)</p> <p>Provide utility approval and inspection services per MAA requirements, with services delivered within agreed upon timeframe</p> <p>Provide support services to Environmental Services on city-wide sanitary monitoring, capacity assessment and rehabilitation work, including I/I reduction on a timely manner</p> <p>Complete corporate accommodation requests (space planning) to accommodate client requirements</p> <p>Support corporate customer experience strategy, ie. Formalize, review, and update service standards</p> <p>Initiate capital improvements at Civic Centre securing staff space from public access in Q2, 2016</p>
	Increase staff satisfaction and engagement within the department	Take action on 2016 staff satisfaction survey results
1.2 Transforming Services through Technology and Innovation	Support development of “multi-year technology roadmap”	Participate as necessary on the update of the employee portal
		<p>Support the requirement validation and evaluation for a new CRM/ACR System</p> <p>Initiate Enterprise Asset Management (EAM) review</p>
1.3 Strengthening Organizational Capacity and Effectiveness	Implement "Corporate People Plan" Goals	<p>Participate in the Talent Review data gathering process and discussions</p> <p>Participate in strategic and targeted workforce planning</p>
	Provide sufficient resources to support Facility Maintenance/Operations functions	Oversee and manage City Facility Assets including condition assessment, operations and maintenance activities - a) Operate Civic Centre and 8100 Warden. b) Mechanical /electrical operation of Markham Village Library, Varley Art Gallery, Museum Collections Building, Fire Station 93 & 99. c) Maintain Fire, Library, Operations, Satellite Community Centres and Other/Leased facilities.

ASSET MANAGEMENT BUSINESS PLAN

GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of formal customer satisfaction survey completed	0	0	0		1 per year	TBD
# of utility permits issued and inspected per staff per year	1182	1262	1061		TBD	TBD
# of space planning requests completed	-	-	55		TBD	TBD
Recognition rating	54%	-	61%		>=65%	TBD
Staff satisfaction rating	69%	-	74%		>=80%	TBD
# of learning hours per regular full time employee	9.9	10.0	7.6		TBD	TBD
Healthy Work Environment Index	70%	-	69%		>=75%	TBD
Staff Absenteeism (Average # of days per employee)	9.0	8.0	5.3		N/A	TBD
Facility Maintenance - # of Facilities maintained	174	176	181	189	N/A	TBD
# of facility work orders generated	1,264	1,916	1,738	1,816	N/A	TBD
Average # of days for facility work orders to be completed	6	6	8	6	7	TBD
Square feet of facilities Maintained	599,865	599,866	605,308	613,308	N/A	TBD
Square feet of facilities operated	327,990	327,990	349,658	349,658	N/A	TBD



ASSET MANAGEMENT BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Support the enhancement in the quality and frequency of engagement	Make use of available corporate community engagement tools in 2016
		Participate in the update of the Integrated Leisure Master Plan
	Manage Capital projects that expands community capacity	Complete construction of Southeast Community Centre and Library by Q4, 2016 Participate in the development of a master plan for Operations yards
2.2. Ensuring Markham is Welcoming and Inclusive		Initiate Fire Station Gender Diversity capital improvements in 2016
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of the York University campus
		Participation in the development of a strategy for Destination Markham

ASSET MANAGEMENT BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of capital projects that expand community capacity	3	0	1	0	1	TBD

ASSET MANAGEMENT BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		Participate in the implementation of pathway/trail and relevant policies
		Participate in the design aspects of various transit and road projects
3.2. Managing Growth	Managing Growth Impact on Service Delivery – provide input and review resources requirements to support future growth	Participate in Sustainable and Integrated Growth Management teams to assess and address the impacts of growth on ongoing operating models and costs
3.3. Ensuring the Reliability of the Corporation's Services	Develop and maintain a Business Continuity Plan that identifies essential services and resources	Prepare Asset Management Business Continuity Plan by Q1, 2016
	Participate in the development of mitigation plans for our corporate infrastructure to respond to climate change and other risks	Support research inventory and gap analyses in 2016
3.4. Protecting our Built and Natural Environment	Manage Capital projects to improve City's infrastructure that minimizes City's risk	Implement Flood Remediation Program in West Thornhill - Complete Phase 1B implementation by Q2 2016. Initiate Phase 1C and 2A implementation by Q2 2016, and Initiate Phase 3 design by Q2, 2016.
	Participate in the Energy Management Team and support Energy reduction programs throughout the City	Participate in the Corporate Energy Management Plan

ASSET MANAGEMENT BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of days loss due to injury	-	3	0		N/A	TBD

ASSET MANAGEMENT BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Complete multi-year budget and identify E3 opportunities	Complete approved capital projects accordingly to policy - annual project within the budget year; minor projects within 1 year of initiation; major projects per project schedule
		Support E3 Strategy Refresh
4.2. Stewarding of City Assets	Efficiently manage life cycle reserve, condition assessment, capital budget requests and databases	Complete life cycle reserve by Q1, 2016. Complete 2017 capital budget request by Q2, 2016
		Provide sufficient resources to complete capital projects as planned
		Provide sufficient resources to complete capital projects to support the state of good repairs for existing aging facilities infrastructure including heritage assets at all Markham facilities
4.3. Increasing Transparency and Accountability	Oversight of Corporate Project Management Support Office (PMSO) working team	Implement recommended Facility Management service delivery model by Q2 2016 including appropriate required resourcing
		Develop Asset Management Plans for city own assets that considers accountability, risk of ownership, and fiscally prudent
4.3. Increasing Transparency and Accountability	Oversight of Corporate Project Management Support Office (PMSO) working team	Lead the preparation of Corporate Asset Management Plan by Q2 2016
		Lead in the development of the Corporate Asset Management Strategy and ensure alignment by departments corporately
4.3. Increasing Transparency and Accountability	Oversight of Corporate Project Management Support Office (PMSO) working team	Provide oversight to ensure consistency in the practice of project management across the City on major capital projects
		Support the audits conducted by the Auditor General

ASSET MANAGEMENT BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Adequacy of funding years in the reserve based on known inflows to sustain future rehabilitation and replacement requirements for the next 25 years	25	25	25	25	25	TBD
% capital projects that adheres to Financial Policies	-	-	97%	99%	>=85%	TBD

ASSET MANAGEMENT LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	Align to City-wide Customer Experience Strategy and provide satisfied customer service for internal and external clients	Complete customer survey – every year for one of the 3 services (utility approval, mapping, space planning)	2017-2019
		Provide utility approval and inspection services per MAA requirements, with services delivered within agreed upon timeframe	2017-2019
		Provide support services to Environmental Services on city-wide sanitary monitoring, capacity assessment and rehabilitation work, including I/I reduction on a timely manner	2017-2019
		Complete corporate accommodation requests (space planning) to accommodate client requirements	2017-2019
		Support Customer Experience Strategy actions, as required (e.g. documentation of service standards)	2017-2019
	Increase staff satisfaction and engagement within the department	Complete a Staff Satisfaction improvement project	2017
1.2 Transforming Services through Technology and Innovation	Support Digital Markham roadmap	Implement Asset Management Software	2017-2018
		Support implementation of a new CRM/ACR System	2017
1.3 Strengthening Organizational Capacity and Effectiveness	Implement "Corporate People Plan"	Support implementation of new corporate PPRF process	2017
		Support development of knowledge transfer strategies	2018
	Provide sufficient resources to support Facility Maintenance/Operations functions	Oversee and manage City Facility Assets including condition assessment, operations and maintenance activities - a) Operate Civic Centre and 8100 Warden. b) Mechanical /electrical operation of Markham Village Library, Varley Art Gallery, Museum Collections Building, Fire Station 93 &99. c) Maintain Fire, Library, Operations, Satellite Community Centres and Other/Leased facilities.	2017-2019

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) *We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Support the enhancement in the quality and frequency of engagement	Participate in the update of the Integrated Leisure Master Plan	2017
	Manage Capital projects that expands community capacity	Construct new Operations yard and Markham Centre fire station	2018-2020
		Undertake Canada 150 Infrastructure projects, subject to federal funding	2017
2.2. Ensuring Markham is Welcoming and Inclusive			
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of the York University campus	2017-2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System		Participate in the implementation of the Master Transportation Plan recommendations (DF)	2017-2019
		Participate in the implementation of pathway/trail and relevant policies	2017-2019
		Participate in the design aspects of various transit and road projects	2017-2019
3.2. Managing Growth	Managing Growth Impact on Service Delivery – provide input and review resources requirements to support future growth	Participate in Sustainable and Integrated Growth Management Projects, as required	2017-2019
3.3. Ensuring the Reliability of the Corporation's Services	To develop and maintain a Business Continuity Plan that identifies essential services and resources	Participate in Emergency Management Exercise and Training, as required	2017-2019
	Participate in the development of mitigation plans for our corporate infrastructure to respond to climate change and other risks	Support and participate as required	2017-2019
3.4. Protecting our Built and Natural Environment	Manage Capital projects to improve City's infrastructure that minimizes City's risk	Continue with the Implementation of Flood Remediation Program in West Thornhill Complete Don Mills Channel EA Study by Q2, 2018.	2017-2019
	Participate in the Energy Management Team and support Energy reduction programs throughout the City	Participate in the Corporate Energy Management Plan	2017-2019

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Complete multi-year budget and identify E3 opportunities	Complete approved capital projects accordingly to policy - annual project within the budget year; minor projects within 1 year of initiation; major projects per project schedule.	2017-2019
		Support E3 Strategy Refresh	2017-2019
4.2. Stewarding of City Assets	Efficiently manage life cycle reserve, condition assessment, capital budget requests and databases	Complete life cycle reserve and capital budget requests	2017-2019
		PERSONNEL: Manager of Facility Maintenance to support the aging infrastructure requirements to ensure facilities are maintained in a state of good repairs	2018
		Lead in the development of the Corporate Asset Management Strategy and ensure alignment by departments corporately	2017-2019
4.3. Increasing Transparency and Accountability	Oversight of Corporate Project Management Support Office (PMSO) working team	Provide oversight to ensure consistency in the practice of project management across the City on major capital projects	2017-2019
		Support the audits conducted by the Auditor General	2017-2019



CULTURE 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
GRANTS AND SUBSIDIES	\$281	\$318	\$195	\$193	(\$2)	-0.9%	(\$124)	-39.1%
USER FEES & SERVICE CHARGES	2,449	2,734	2,417	2,505	88	3.6%	(229)	-8.4%
RENTALS	400	414	454	430	(23)	-5.1%	17	4.0%
SALES	84	53	51	114	64	125.1%	61	115.7%
RECOVERIES & CONTRIBUTIONS	60	47	57	57	0	0.1%	10	22.5%
OTHER INCOME	92	91	77	77	-	0.0%	(14)	-15.5%
Total Revenues	\$3,365	\$3,657	\$3,251	\$3,378	\$126	3.9%	(\$279)	-7.6%
Expenses								
SALARIES AND BENEFITS	\$3,497	\$3,728	\$3,496	\$3,674	\$178	5.1%	(\$54)	-1.4%
PRINTING & OFFICE SUPPLIES	74	48	69	69	-	0.0%	21	43.6%
PURCHASES FOR RESALE	29	29	9	43	34	372.9%	13	45.2%
OPERATING MATERIALS & SUPPLIES	162	223	199	214	15	7.5%	(9)	-4.1%
VEHICLE SUPPLIES	-	-	1	1	-	0.0%	1	0.0%
SMALL EQUIPMENT SUPPLIES	2	1	2	2	-	0.0%	1	177.8%
UTILITIES	246	220	235	302	66	28.2%	82	37.1%
COMMUNICATIONS	37	31	44	39	(5)	-11.2%	9	28.8%
TRAVEL EXPENSES	18	17	23	23	-	0.0%	6	32.2%
TRAINING	4	10	12	12	-	0.0%	2	16.0%
CONTRACTS & SERVICE AGREEMENTS	102	104	107	113	6	5.6%	9	8.9%
MAINT. & REPAIR-TIME/MATERIAL	118	126	107	114	7	6.5%	(11)	-9.1%
RENTAL/LEASE	16	13	13	13	-	0.0%	0	1.0%
PROFESSIONAL SERVICES	877	939	814	828	14	1.8%	(110)	-11.8%
LICENCES, PERMITS, FEES	61	39	65	65	-	0.0%	26	65.9%
CREDIT CARD SERVICE CHARGES	8	13	(11)	9	20	-182.8%	(4)	-32.5%
PROMOTION & ADVERTISING	373	415	314	334	20	6.4%	(81)	-19.6%
OTHER PURCHASED SERVICES	13	3	17	17	-	0.0%	14	452.2%
OTHER EXPENDITURES	10	-	3	3	-	0.0%	3	0.0%
TRANSFERS TO/(DRAW FROM) RESERVES	23	23	10	10	-	0.0%	(13)	-56.7%
Total Expenses	\$5,671	\$5,984	\$5,530	\$5,886	\$356	6.4%	(\$98)	-1.6%
Net Expenditures/(Revenues)	\$2,306	\$2,327	\$2,279	\$2,508	\$229	10.1%	\$181	7.8%
Full Time Complement	23	24	24	24				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

User Fees & Service Charges: Increase in ticket sales, camps, and programming revenues.

Sales: Increase due to higher sales.

Salaries & Benefits: Increase due to annualization of cost of living adjustment and movement of staff along the City's salary grids.

Utilities: Increase due to higher electricity costs.

CULTURE BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	Maintain a high level of program participation/customer satisfaction	Streamline and develop a standardized approach to summer camps and programs and work with other internal departments to find synergies and build partnerships
	Align with City wide customer experience strategy	Support corporate customer experience strategy, ie. Formalize, review, and update service standards
	Create additional customer service surveys to respond to our customers' needs	Undertake a customer satisfaction survey and create a plan to expand customer surveying for other service areas, including but not limited to events and rental clients
1.2 Transforming Services through Technology and Innovation	Assist with the development and implementation of the Digital Markham technology roadmap	Participate in and support changes recommended by Portal Steering committee in managing and updating their web pages.
		Support the redesign of the City Portal.
		Participate, as necessary, on the update of the employee portal
		Participate, as necessary, on the update of CLASS.
		Support the requirement validation and evaluation for a new CRM/ACR system
1.3 Strengthening Organizational Capacity and Effectiveness	Increase staff satisfaction and engagement in the department	Review and make recommendations that the corporate staff satisfaction survey include part-time staff where appropriate
		Implement a corporate People Plan
	Implement a corporate People Plan	Participate in the Talent Review (succession planning) data gathering process and discussions
		Participate in strategic and targeted workforce planning (critical positions)
		Support the implementation of a new HRIS and the process re engineering of payroll process

CULTURE BUSINESS PLAN

GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of formal customer satisfaction surveys completed	-	-	1		1 per year	2016
% of extremely satisfied with summer camps	-	34.7	29.5		25%	2016
% of very satisfied with summer camps	-	44.0	52.5		30%	2016
Average fill rates for community and camp programs	74%	77%	82%	73%	80%	2016
Average number of corporate learning hours per regular full time employee (i.e. Health & Safety, Telephone Dr)	4.1	-	4.7		20.0	2016
Workload Index from the staff satisfaction survey	38%	-	45%		60%	2016
Healthy work environment from the staff satisfaction survey	66%	-	69%		70%	2016

CULTURE BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Develop a volunteer management program for the Corporation	Lead the development of a resource plan and corporate operating structure to continue the corporate volunteer management program after the grant funds are completed
	Support Community Activation Framework	Make use of available corporate community engagement tools in 2016 led by Corporate Communications
		Undertake Canada 150 Infrastructure projects and plan for events in 2017, subject to federal funding. Completion of the Veterans Square is scheduled for November 2017. Benjamin Thorne Memorial – location and completion TBD. Participate in the update of the Integrated Leisure Master Plan
2.2. Ensuring Markham is Welcoming and Inclusive	Implement the public art program and annual plans to bring art into places where people live, work and come together	Implement and monitor the public art master plan. Complete and unveil Top Garden (SECC&L), Berczy Monument (Kennedy & 16 th), commence Thorne Memorial Statue at TCCC&L (pending successful grant approval), Toogood and Cornell CC and Grelfie and Pan Am Centre legacy project
		Establish internal guidelines for cultural enhancements to civic facilities as new buildings are constructed or as renovation projects occur (CP # 24) Review results of the pilot, adjust and finalize the revitalization of the Celebrate Markham grant program, and manage the program
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of the York University campus
		Participate in the development of a strategy for Destination Markham

CULTURE BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
% of extremely satisfied with staff ensuring a welcoming environment	-	-	45%		N/A	2015
Number of public art installations/year	1	0	2	7	2	2016
# of volunteer hours contributed annually	-	-	-			

CULTURE BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth		Support the creation of great parks and streetscapes through public art and public realm initiatives Be involved and support growth management related projects as required
3.3. Ensuring the Reliability of the Corporation's Services	Ensure continuity of operations in times of crisis affecting business units	Continue to support the adoption of a risk management program Corporate lead and develop a departmental Business Continuity Plan
	Implement and review the Flato Markham Theatre Strategic Plan	Expand the Discovery programs in partnership with Cornerstone Church and include new youth camps in satellite venues. Sustain growth of Every Child Every Year project. Activate the 2016-2020 strategic planning process
	Implement the Varley Art Gallery Strategic Plan	Finalize the design plan for the Varley Courtyard and related signage 2015/2016 and request funding for 2017 (capital and operating) to implement the design and undertake the construction Complete Gallery Strategic Plan for approval by Council
	Develop and implement the Markham Museum Strategic Plan	Finalize strategic plan in 2016
3.4. Protecting our Built and Natural Environment		

CULTURE BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of recommendations addressed in the approved Culture Plan	-	-	-		TBD	TBD

CULTURE BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality		Support the implement the capital project tracking process led by Waterworks
		Support and undertake E3 initiatives
4.2. Stewarding of City Assets		
4.3. Increasing Transparency and Accountability		Support the audits conducted by the Auditor General

CULTURE BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Completion rate of capital projects (Finance data)	-	-	-		80%	2015
Annual revenue generated through grants, donations and sponsorships as a percentage of total operating revenues	12%	13%	8%		15%	2015

CULTURE LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service		Undertake customer satisfaction survey each year	2017-2019
1.2 Transforming Services through Technology and Innovation		Support implementation of a new CRM/ACR System	2017
1.3 Strengthening Organizational Capacity and Effectiveness	Implement a corporate People Plan	Support implementation of new corporate PPRF process	2017
		Support development of knowledge transfer strategies	2018

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: *1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement		Undertake departmental events to celebrate Canada's Sesquicentennial	2017
		Participate in the update of the Integrated Leisure Master Plan	2017
2.2. Ensuring Markham is Welcoming and Inclusive	Ensure welcoming and inclusive spaces for the community	Undertake a needs assessment for a cultural arts centre and identify business model options for a future cultural arts centre (DP#28)	2017
		Implement internal guidelines for cultural enhancements to civic facilities as new buildings are constructed or as renovation projects occur (CP #24)	2017
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of the York University campus	2017-2019
		Participate in the RFP for the new 10-year Economic Strategy	2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action	Year	
3.1. Managing our Road and Transportation System				
3.2. Managing Growth				
3.3. Ensuring the Reliability of the Corporation's Services	Ensure continuity of operations in times of crisis affecting business units	Continue working with Emergency Preparedness Coordinator and Business Continuity Manager	2017	
		Strategic Plans in the department	Update Culture Plan	2017
			Implement the Flato Markham Theatre Strategic Plan	2017-2020
			Undertake Varley Courtyard project, include funding request	2017
3.4. Protecting our Built and Natural Environment	Act as a role model to fulfill the City's environmental and sustainability plan through partnerships and education	Investigate partnerships with Rouge Park	2017	
		Support update of Greenprint as needed	2017	
		Investigate Public Art with Rouge Park National	2019	

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Maintain fiscal responsibility while providing engaging and enriching cultural opportunities	Develop metrics to measure economic impact of cultural activities for the community	2019
		Develop metrics to determine cost recovery	2017
		Create a departmental infrastructure plan to feed into the Culture Plan	2017
		Ensure adequate resources to deliver on departmental capital/lifecycle plan in an efficient and effective manner	2017
		Support E3 Strategy Refresh	2017-2019
4.2. Stewarding of City Assets			
4.3. Increasing Transparency and Accountability		Support the audits conducted by the Auditor General	2017-2019



ENVIRONMENTAL SERVICES - WASTE 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.		
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenues									
GRANTS AND SUBSIDIES	\$972	\$1,180	\$973	\$1,071	\$98	10.1%	(\$108)	-9.2%	
USER FEES & SERVICE CHARGES	10	9	17	17	-	0.0%	8	84.6%	
SALES	124	97	141	141	-	0.0%	44	44.8%	
OTHER INCOME	154	166	177	175	(2)	-1.1%	8	5.0%	
Total Revenues	\$1,259	\$1,453	\$1,308	\$1,404	\$96	7.3%	(\$49)	-3.3%	
Expenses									
SALARIES AND BENEFITS	\$651	\$649	\$664	\$669	\$5	0.0%	\$15	2.4%	
PRINTING & OFFICE SUPPLIES	9	32	19	27	8	42.3%	(5)	-15.5%	
PURCHASES FOR RESALE	223	189	174	200	26	14.7%	11	5.9%	
OPERATING MATERIALS & SUPPLIES	47	26	63	62	(1)	-1.6%	35	134.2%	
UTILITIES	4	5	5	5	0	3.2%	0	9.8%	
COMMUNICATIONS	6	6	11	11	(1)	-4.7%	5	93.7%	
TRAVEL EXPENSES	5	3	9	9	-	0.0%	6	206.1%	
TRAINING	1	5	3	3	-	0.0%	(2)	-40.6%	
CONTRACTS SERVICES AGREEMENTS	20	21	27	22	(5)	-18.5%	1	3.8%	
MAINT. & REPAIR-TIME/MATERIAL	12	15	11	8	(4)	-31.5%	(8)	-50.9%	
RENTAL/LEASE	1	0	1	1	-	0.0%	1	152.8%	
PROFESSIONAL SERVICES	22	32	11	31	20	180.0%	(1)	-3.2%	
LICENCES, PERMITS, FEES	6	1	2	2	-	0.0%	0	30.0%	
CREDIT CARD SERVICES CHARGES	4	4	2	2	-	0.0%	(2)	-51.2%	
PROMOTION & ADVERTISING	71	27	77	49	(28)	-36.2%	23	85.5%	
CONTRACTED MUNICIPAL SERVICES	7,801	7,904	8,230	8,227	(3)	0.0%	323	4.1%	
OTHER PURCHASED SERVICES	38	30	38	38	1	2.0%	8	27.0%	
Total Expenses	\$8,921	\$8,949	\$9,347	\$9,365	\$18	0.2%	\$416	4.7%	
Net Expenditures/(Revenues)	\$7,662	\$7,496	\$8,039	\$7,961	(\$78)	-1.0%	\$465	6.2%	
Full Time Complement	6	6	5	5					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Grants and Subsidies: Increase due to higher revenue from Waste Diversion Ontario (WDO) grant for the 2016 Stewardship Ontario Funding.



ENVIRONMENTAL SERVICES - WATERWORKS 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.		
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenues									
TAXES - OTHER CHARGES	\$0	\$0	\$0	\$0	-	0.0%	-	0.0%	
FINES/BILLINGS	90,775	100,926	100,438	113,975	\$13,537	13.5%	\$13,049	12.9%	
USER FEES & SERVICE CHARGES	470	505	580	581	1	0.1%	76	15.0%	
SALES	481	569	364	366	2	0.6%	(203)	-35.7%	
RECOVERIES & CONTRIBUTIONS	220	219	373	373	-	0.0%	153	70.1%	
OTHER REVENUE	29	(8)	-	-	-	0.0%	8	-100.0%	
TRANSFERS FROM RESERVES	(1,515)	1,992	-	-	-	0.0%	(1,992)	-100.0%	
Total Revenues	\$90,460	\$104,203	\$101,755	\$115,295	\$13,540	13.3%	\$11,092	10.6%	
Expenses									
SALARIES AND BENEFITS	\$6,775	\$7,160	\$7,223	\$7,364	\$141	2.0%	\$203	2.8%	
PRINTING & OFFICE SUPPLIES	26	37	33	33	-	0.0%	(3)	-9.2%	
OPERATING MATERIALS & SUPPLIES	96	94	132	132	-	0.0%	38	40.1%	
CONSTRUCTION MATERIALS	549	569	610	610	-	0.0%	41	7.3%	
UTILITIES	31	49	56	56	-	0.0%	6	13.1%	
COMMUNICATIONS	75	51	102	102	-	0.0%	50	98.4%	
TRAVEL EXPENSES	27	18	47	47	-	0.0%	29	158.4%	
TRAINING	51	44	56	57	1	2.2%	14	31.3%	
CONTRACTS & SERVICE AGREEMENTS	3,022	3,237	3,166	3,176	9	0.3%	(61)	-1.9%	
MAINT. & REPAIR-TIME/MATERIAL	337	319	400	400	-	0.0%	81	25.4%	
RENTAL/LEASE	6	5	6	6	-	0.0%	1	31.5%	
PROFESSIONAL SERVICES	83	81	113	113	-	0.0%	32	39.8%	
LICENCES, PERMITS, FEES	38	50	55	55	-	0.0%	5	9.1%	
CREDIT CARD SERVICE CHARGES	0	1	0	0	-	0.0%	(1)	-72.1%	
PROMOTION & ADVERTISING	-	1	3	3	-	0.0%	2	371.7%	
CONTRACTED MUNICIPAL SERVICES	65,735	75,185	73,794	84,774	10,980	14.9%	9,589	12.8%	
OTHER PURCHASED SERVICES	2,281	2,336	2,336	2,381	45	1.9%	45	1.9%	
WRITE-OFFS	6	0	25	25	-	0.0%	25	24900.0%	
TRANSFERS TO/(DRAW FROM) RESERVES	12,300	15,589	13,597	15,961	2,364	17.4%	372	2.4%	
OTHER EXPENSES	(3,112)	-	-	-	-	0.0%	-	0.0%	
Total Expenses	\$88,328	\$104,826	\$101,755	\$115,295	\$13,540	13.3%	\$10,469	10.0%	
Net Expenditures/(Revenues)	(\$2,132)	\$622	\$0	\$0	\$0	0.0%	(\$622)	-100.0%	
Full Time Complement	64	64	65	65					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Fines/Billings: Increase in water sales due to water rate increase, growth and volume adjustments.

Salaries and Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's Salary Grids.

Contracted Municipal Services: Increased water purchases from the Region of York based on increased rates, growth and volume adjustments.

Transfers to/(draw from) Reserves: Represents a budgeted surplus of \$15,961k transferred to the Waterworks Reserve in order to sustain future replacement and rehabilitation requirements, and the Waterworks Department's future day-to-day operations, as per the Waterworks Reserve Study.

ENVIRONMENTAL SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.22 Improving Customer Service	Ensure: 1. Timely response to customer inquiries 2. Appointments are on-time 3. Customers are treated with fairness and respect	2016 Service Planning to document service levels
		Conduct a formal customer satisfaction survey to measure and inform on the effectiveness of our services and processes (one for Water and one for Waste)
		Fully integrate Twitter, by end of year, for Water and Waste Management messaging for timely information, education, and emergency purposes
		Support corporate customer experience strategy, ie. Formalize, review, and update service standard levels
1.23 Transforming Services Through Technology and Innovation	Leverage technology, where necessary and feasible, to improve work flow, data capture, and decision-making	To develop after hours response protocol
		Undertake feasibility study on the integration of new automated vehicle locator (AVL) technology with work orders to improve operator access to information and provide better details on productivity
		Work with PowerStream to leverage their new CIS system to provide us with better reporting and tracking on trends (i.e. consumption, estimated reads, zero reads)
		Finalize the SCADA Master Plan by end of the year
		Complete review and report to Council on outcomes of automated vacuum collection (AVAC) feasibility studies
		Improve storage and accessibility of CCTV sewer inspection and condition data
		Support the changes recommended by the Portal Steering Committee in managing and updating departmental web content
		Participate and contribute towards a new employee portal, required
		Provide use case specifications, product evaluation acquisition and implementation support of a CRM that replaces both ACR/Hansen 7 CSR

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
		Provide integration with ON1 call 360 service response with Waterworks database
		Implement Environmental Services overall data management strategy
	Support continuous improvement by capitalizing on innovative ways to do our business	Implement textile recycling centres, with potential funding from FCM, as part of multi-year roll-out
	Minimize the number and duration of service interruptions by implementing effective and proactive maintenance programs	Create dashboards to measure and monitor productivity/completion rates on 10 maintenance and inspection programs (first Phase)
1.24 Strengthening Organizational Capacity and Effectiveness	Develop a supportive work environment that provides opportunities for employees to grow and contribute to the overall direction and directives of the Department	Develop protocol to document and facilitate knowledge transfer of information from retiring staff
		Develop an entry level Waterworks outside unit position as part of the negotiation of the new collective agreement, to take on tasks not requiring staff to be licensed under current legislation for improving productivity
	Ensure that all staff in the department is compliant with applicable Health and Safety legislation	Ensure Respect in the Workplace training is provided to all staff with special attention to supervisors and managers



ENVIRONMENTAL SERVICES BUSINESS PLAN

GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of Formal Customer Satisfaction Surveys Completed	2	2	0		2 every 2 years	2016
Overall rating on specific services surveys (informal door hangers, phone call follow-ups)	84%	81%	90%		80%	current
% of Preventative Service Levels achieved	92%	95%	-		>95%	TBD
# of Multi-res buildings receiving municipal waste collection	-	94	95		N/A	TBD
Healthy Work Environment Index from Staff Sat Survey	64%	-	69%		70%	current
Organizational Engagement Index from Staff Sat Survey	71%	-	73%		70%	current
# of Hours of Training per employee – HR data (W&EM)	-	-	1.6 (H&S training not incld)		20	current
# of Hours of Training per employee (Waterworks)	82	71	82		75	current
<u>Service Reliability Metrics</u>						
Water main break per 100km of water main (NBMI)	3.44	3.41	3.05		<5	current



ENVIRONMENTAL SERVICES BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Efficient use of water	Develop a strategy to provide residents with access to Markham water on the go
		Develop a community water efficiency plan
2.2. Ensuring Markham is Welcoming and Inclusive	Provide our services to the community, respecting the many cultures and demographic differences	
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		

ENVIRONMENTAL SERVICES BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of community events attended	28	31	36		N/A	TBD
# of presentations conducted for children and adult students	20	15	19		N/A	TBD
# of residents enrolled in 'Side Door' Service	13	25	58		N/A	TBD
# of public water refill stations	-	-	-		N/A	TBD
# of multi-res presentation/implementation	-	-	-		N/A	TBD

ENVIRONMENTAL SERVICES BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth	Ensure adequate capacities in sewers and water mains and promote waste diversion to accommodate future needs	Develop a policy to identify and allocate spare capacities in water and sewer to future developments
		Develop a policy and calculation to identify the cost contributions from developers for servicing upgrades
		Participate in growth management committees to review and address operating impact of growth
3.3. Ensuring the Reliability of the Corporation's Services	Provide quality drinking water and wastewater services to the residents and businesses in Markham that meet, if not exceed, legislative requirements	Continue to develop a Quality Management System for wastewater services in anticipation of pending legislation
		Work with PowerStream to develop an improved water bill format to increase customer awareness of water consumption and efficiency
	Develop mitigation plans for our infrastructure to respond to climate change and other risks	Evaluate flow monitoring criteria for determining the capacities of existing infrastructure
		Review current engineering design standards and inspection protocols to deal with extreme weather conditions
3.4. Protecting our Built and Natural Environment	Provide opportunities for our residents to divert as much waste resources from landfill as possible	Complete the Business Continuity Plan for the department
		Lead the conversion of the Markham Civic Centre and 8100 Warden to a Gold Level 3R Certified Facility
		Begin water audits on city facilities
		Review opportunities to change the management model for the waste depots



ENVIRONMENTAL SERVICES BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of days Markham is under a partial or full Boil Water Advisory	0	0	0		0	current
MOE Inspection Rating	99%	100%	100%		100%	current
Waste diversion rate	71%	80%	81%		80%	2014
% of municipal facilities using Zero Waste Program	-	41%	TBD		100%	2020
# of waste depot visits ('000)	116	136	129		N/A	TBD

ENVIRONMENTAL SERVICES BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Manage our Non-Revenue Water	Complete the meter management review
	Look for synergies within our department or corporation that could lead to resource savings and efficiencies	Work with Operations to look at opportunities to streamline activities (i.e. Pipes Group and COA litter bin contract) – potential E3
		Review pending Bill 51 on Extended Producer Requirements and make recommendations to Council on impacts and next steps
4.2. Stewarding of City Assets	Ensure the long term funding for the system repairs and replacements through use of Reserve Study	Work with Operations and Asset Management to find an efficient process to deal with Ontario One Call obligations – Potential E3
		Support Corporate Asset Management Strategy
4.3. Increasing Transparency and Accountability		Investigate options for upgrading the Lifecycle Reserve analysis to provide better multi-year budgeting and asset tracking
		Support the audits conducted by the Auditor General

ENVIRONMENTAL SERVICES BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Residential water consumption (litres/capita/day)	202	195	189		150	2040
Gross non-revenue water	14.8%	12.3%	10.4%		<11.0%	current

ENVIRONMENTAL SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	Ensure: 1. Timely response to customer inquiries 2. Appointments are on-time 3. Customers are treated with fairness and respect	Undertake Service Planning to improve services and programs	On-going
		Conduct a formal customer satisfaction survey to measure and inform on the effectiveness of our services and processes	Annual
		Support corporate customer experience strategy	2017
	Minimize the number and duration of service interruptions by implementing effective and proactive maintenance programs	Leverage use of dashboards to create measures and monitor productivity/completion rates on programs and services (Phase 2+)	2017-multi-year
		Work on Commission roll-out of afterhours response protocol	2017
1.2 Transforming Services through Technology and Innovation	Leverage technology, where necessary and feasible, to improve work flow, data capture, and decision-making	Begin implementation of Advance Metering Infrastructure (AMI) to provide better water consumption data for regional billing reconciliation (5 yr)	2017-2021
		Potential implementation of DMA/SMA's for improved water loss tracking	2017-multi-year
		Support implementation of a new CRM/ACR system	2017
		Implement solution that integrates AVL data with infrastructure work order and customer service GEO location and labour usage	2017
		Deployment of Hansen 8 or EAM solution	2017 & beyond
		Work with PowerStream to leverage their new CIS system to provide us with better reporting and tracking on trends (i.e. consumption, estimated reads, zero reads)	2017-2019

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
	Support continuous improvement by capitalizing on innovative ways to do our business	Continue work on AVAC	2017 & beyond
		Potential PowerStream merger may present opportunities to change water billing process and service provider	2017+
		Migrate from existing Hansen Platform	2017+
1.3 Strengthening Organizational Capacity and Effectiveness	Develop a supportive work environment that provides opportunities for employees to grow and contribute to the overall direction and directives of the Department	Potential relocation of office or reconfiguring within 8100	2017+
		Support implementation of new corporate PPRF process	2017
		Support implementation of knowledge transfer strategies	2018
		Develop protocol to document and facilitate knowledge transfer of information from retiring staff	2017+

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: *1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Ensure that the services we provide to residents at home are available in public spaces (Leadership)	Water Efficiency Strategy <ul style="list-style-type: none"> · Outdoor Water Use · Tips on water saving 	TBD
2.2. Ensuring Markham is Welcoming and Inclusive	Provide our services to the community, respecting the many cultures and demographic differences	Develop Multi-lingual Communication Service, a multi-year strategy to offer key messages in multiple languages	2017+
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries			

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth	Ensure adequate capacities in sewers and water mains and promote waste diversion to accommodate future needs	Develop a policy and calculation to identify the cost contributions from developers for servicing upgrades	2017+
	Provide quality drinking water and wastewater services to the residents and businesses in Markham that meet, if not exceed, legislative requirements	Continue with the downspout disconnection program	2017-2020
3.3. Ensuring the Reliability of the Corporation's Services	Develop mitigation plans for our infrastructure to respond to climate change and other risks	Review a possible residential sump pump/ backflow valve policy and program to address high risk flooding areas	2017
		Review possible program for sanitary lateral inspection and repair	2018
		Review current engineering design standards and inspection protocols to deal with extreme weather conditions	2017+
	Provide opportunities for our residents to divert as much waste resources from landfill as possible	Focus on diversion from Multi-Res and high rise	2018+
	Document and quantify services & productivity	Implement performance metrics to track work and support resource planning/management strategy	2017-2019
3.4. Protecting our Built and Natural Environment	Provide opportunities for our residents to divert as much waste resources from landfill as possible	Implement textile recycling centres, with potential funding from FCM, as part of multi-year roll-out	2017-2019
		Begin Water audits on city facilities	2017+
		Lead the conversion of the select municipal facilities to a Gold Level 3R Certified Facility	2017-2019

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Manage our Non-Revenue Water	Additional Bulk Water Stations	2017+
	Look for synergies within our department or corporation that could lead to resource savings and efficiencies	Support E3 Strategy Refresh	2017-2019
4.2. Stewarding of City Assets	Ensure the long term funding for the system repairs and replacements through use of Reserve Study	Support Corporate Asset Management Strategy to develop an integrated strategy for maintenance and repairs	2017+
		Investigate technologies that would assess the condition of our iron water main systems	2017
		Investigate options for upgrading the Lifecycle Reserve analysis to provide better multi-year budgeting and asset tracking	2017
		Investigate options for upgrading the Lifecycle Reserve analysis to provide better multi-year budgeting and asset tracking	2017+
4.3. Increasing Transparency and Accountability		Support the audits conducted by the Auditor General	2017-2019



FIRE AND EMERGENCY SERVICES 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
FINES	\$18	\$0	\$3	\$3	-	0.0%	\$3	0.0%
USER FEES & SERVICE CHARGES	16	11	32	32	-	0.0%	21	186.4%
SALES	-	-	2	2	-	0.0%	2	0.0%
RECOVERIES & CONTRIBUTIONS	241	216	281	301	20	7.1%	85	39.1%
OTHER INCOME	23	62	28	28	-	0.0%	(34)	-54.9%
Total Revenues	\$299	\$290	\$346	\$366	\$20	5.8%	\$76	26.4%
Expenses								
SALARIES AND BENEFITS	\$33,145	\$33,068	\$32,885	\$32,885	(\$0)	0.0%	(\$183)	-0.6%
PRINTING & OFFICE SUPPLIES	19	17	30	30	-	0.0%	13	81.6%
PURCHASES FOR RESALE	0	4	4	4	-	0.0%	0	5.7%
OPERATING MATERIALS & SUPPLIES	319	338	376	376	-	0.0%	38	11.1%
VEHICLE SUPPLIES	1	4	3	3	-	0.0%	(1)	-28.8%
UTILITIES	269	260	252	299	47	18.5%	39	15.0%
COMMUNICATIONS	16	35	27	27	-	0.0%	(8)	-22.5%
TRAVEL EXPENSES	17	22	27	27	-	0.0%	5	23.1%
TRAINING	13	11	29	29	-	0.0%	18	153.5%
CONTRACTS & SERVICE AGREEMENTS	46	29	77	77	-	0.0%	48	167.2%
MAINT. & REPAIR-TIME/MATERIAL	67	76	104	104	-	0.0%	28	36.6%
RENTAL/LEASE	4	2	3	3	-	0.0%	1	36.4%
PROFESSIONAL SERVICES	18	15	10	10	-	0.0%	(4)	-29.5%
LICENCES, PERMITS, FEES	5	5	5	5	-	0.0%	(0)	-2.5%
OFFICE FURNISHINGS & EQUIPMENT	-	-	-	-	-	0.0%	-	0.0%
TRANSFERS TO/(DRAW FROM) RESERVES	41	41	41	41	-	0.0%	-	0.0%
OTHER EXPENSES	10	0	-	-	-	0.0%	(0)	-100.0%
Total Expenses	\$33,991	\$33,927	\$33,874	\$33,920	\$47	0.1%	-\$7	0.0%
Net Expenditures/(Revenues)	\$33,692	\$33,638	\$33,527	\$33,554	\$27	0.1%	-\$84	-0.2%
Full Time Complement	278	278	278	278				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

No significant changes noted.



FIRE AND EMERGENCY SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.25 Improve Customer Service	Provide exceptional customer service for internal and external clients and align with the Customer Experience Strategy	Develop customer satisfaction surveys for all Divisions
		Support corporate customer experience strategy, i.e. formalize, review, and update service standards, and engage staff in mandatory Corporate customer service training
		Benchmark against NFPA 1710 and implement technology to accurately monitor, meet service levels as set by Council
		Implement inspection surveys for our Vulnerable Occupancies
1.26 Transforming Services through Technology and Innovation	Use technology in a manner that will increase productivity, meet customer requirements, generate performance data, and provide efficiencies in the duties we carry out on a daily basis	Implement change in culture and to provide fire and life safety education at every customer contact
		Evaluate the use of AVL/GPS and expand the scope of the data available
		Expand the use of Target Solutions training software
		Review existing applications and prepare for integration with ePlan (permits, Amanda, etc)
		Support the changes recommended by the Portal Steering Committee in managing and updating departmental web content
		Support execution of the “multi-year technology roadmap” as per plan
		Participate and contribute towards a new employee portal, as required
Review Fire Prevention Officer (FPO) equipment with ITS to find more effective technology for inspection activities and to increase FPO connectivity (tablets)		

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.27 Strengthening Organizational Capacity and Effectiveness	Improve staff engagement within the department to provide a healthy, safe workplace that reflects all corporate initiatives & policies (OH & S, FPPA, Respect in the Workplace, etc)	Address issues identified in the staff satisfaction survey, i.e. recognition and communication
		Move towards NFPA standards completion of Office of the Fire Marshall Emergency Management (OFMEM) accreditation for all staff
		Participate in the Talent Review data gathering process and discussions
		Participate in strategic and targeted workforce planning as required
		Evaluate recommendations from new Fitness and other Committees to be created to support staff wellness and inclusion

FIRE AND EMERGENCY SERVICES BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
% of customer satisfaction	TBC	TBC	-		>80%	2016
% of completion for identified health and safety training	-	-	-		100%	2016
Benchmark against National Fire Protection Association (NFPA) 1710 Standards	-	-	-		70 th percent-tile	2016
% of Fire Prevention & Public Education CARE requests meet established timelines	-	-	-		90 th percent-tile	2016
% of staff satisfaction rating improved over previous year	-	-	-		TBD	2016
% of staff obtained OFMEM accreditation	-	-	-		50%	2016
% compliance with Health and Safety Act	-	-	-		100%	2016
% of apparatus deployed using AVL/GPS	-	-	-		N/A	2016
% of staff registered on Target Solutions	-	-	-		100%	2016
% of vulnerable occupancies inspections completed	-	-	-		100%	2016



FIRE AND EMERGENCY SERVICES BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Deliver programs that promote fire safety and healthy living to those who live, work and play in our community	Implement on-going assessment to ensure the programs are meeting the needs of the community for the provision of fire safety education and healthy living
		Maintain and update planning documents as necessary by City, Province, and Region
		Evaluate the community profile and provide programs that meet the needs of those populations
		Expand social media platform and neighbourhood outreach
2.2. Ensuring Markham is Welcoming and Inclusive	Deliver public education and prevention programs that are inclusive, accessible and provide enjoyable learning	Expand attendance at community events and reach out to new groups to provide fire and life safety education (i.e. Hot Summer Nights)
		Expand Senior Ambassador outreach to those vulnerable populations
	Undertake identified fire station upgrades to improve gender diversity	Implement the Station Improvement Committee recommendation to address changes needed in the design of stations that will foster healthy workplace
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of York University campus
		Participate in the development of a strategy for Destination Markham

FIRE AND EMERGENCY SERVICES BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
% of planning documents maintained and updated	-	-	-		N/A	2015

FIRE AND EMERGENCY SERVICES BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth	Implement recommendations from the Master Fire Plan relating to growth management	Land acquisition for Markham Centre Fire Station
		Land acquisition and design for training centre
		Land acquisition for Langstaff Fire Station
		Recruit for vacancies and growth
3.3. Ensuring the Reliability of the Corporation's Services	Support the corporate Emergency Preparedness Program, include compliance to legislation	Upgrade to digital signs two stations per year as per recommendation from Ice Storm Plan as a communication device during an emergency
		Engage additional senior staff in roles and responsibilities of EOC and Incident Management System principles and provide Community Emergency Management Coordinator and alternates from the department
	Provide training and equipment due to staff retirements	Firefighters trained to replace suppression vacancies; Fire Prevention Officer recruitment and training
	Complete Business Continuity work	Lead the Business Continuity Planning project
		Continuous review of Standard Operating Procedures for the department
	Adopt risk management principles	Implement recommendations from Fire Master Plan, Fire Underwriters Survey, and support research inventory and gap analysis relating to risk mitigation plans
	Review the pace of implementation for the approved Fire Master Plan	
3.4. Protecting our Built and Natural Environment	Ensure continuity of operations while following green print recommendations for fire stations, apparatus and equipment	Implement green print recommendations and initiatives



FIRE AND EMERGENCY SERVICES BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Reduction in paper, fuel and utility costs	-	-	-		2013 level	2016
% of projects completed on time and on budget	-	-	-		100%	2016
% of recruits trained in Live Fire	-	-	-		100%	TBD
% of procurement for new staff completed	-	-	-		100%	2016
% Policies review completed every 4 years or less	-	-	-		100%	2016
% of Fire Master Plan completed	-	-	-		N/A	2016
# of Redundancies for EOC positions	-	-	-		3	2016
# of residential fire related civilian injuries averaged over 5 years per 1,000 persons (MPMP-2.3)	0.015	0.018	-		TBD	TBD
# of residential fire related civilian fatalities averaged over 5 years per 1,000 persons (MPMP-2.5)	0.003	0.003	-		TBD	TBD
# of residential structural fires per 1,000 households (MPMP-2.6)	0.500	0.526	-		TBD	TBD
# of cumulative recommendations implemented/considered from the approved Master Fire Plan	-	-	-		42	TBD

FIRE AND EMERGENCY SERVICES BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Maintain or reduce the cost per capita of the Fire Service while maintaining the service levels	Monitor and analyze data to ensure effectiveness and efficiencies for the level of service as established by Markham Council Review measures identified in departmental business plan and implement procedures to collect data for reporting Support E3 Strategy Refresh
4.2. Stewarding of City Assets		Implement the recommendations of the Master Fire Plan based on the annual evaluations. Complete review of the life cycle items, adjust and purchase as necessary.
4.3. Increasing Transparency and Accountability	Comply with all financial policies and Auditor General's recommendations	Support the audits conducted by the Auditor General

FIRE AND EMERGENCY SERVICES BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Total costs for fire services per \$1,000 assessment (MPMP-2.1b)	0.72	0.66	-		TBD	TBD

FIRE AND EMERGENCY SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	Provide exceptional customer service for internal and external clients and align with the Customer Experience Strategy	Conduct customer satisfaction survey(s) in the designated Division(s)	2017-2019
		Support corporate customer experience strategy	2017
1.2 Transforming Services through Technology and Innovation	Use technology in a manner that will increase productivity, meet customer requirements, generate performance data, and provide efficiencies in the duties we carry out on a daily basis	Leverage AVL/GPS data and analyses to support decision-making	2017-2018
		Implement integration with ePlan	2017-2018
1.3 Strengthening Organizational Capacity and Effectiveness	Improve staff engagement within the department to provide a healthy, safe workplace that reflects all corporate initiatives & policies (OH & S, FPPA, Respect in the Workplace, etc)	Address issues identified in the staff satisfaction survey	2017-2019
		Move towards NFPA standards completion of QFM certification for all staff position	2017-2019
		Respond to arbitration decision and update appropriate policies and practices	2017
		Support implementation of new corporate PPRF process	2017
		Support development of knowledge transfer strategies	2018

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) *We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement			
2.2. Ensuring Markham is Welcoming and Inclusive			
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of York University campus	2017-2019
		Participate in the RFP for the new 10-year Economic Strategy	2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth	Ensure facilities, programs, services, equipment and staff training are appropriate to the new urban form and keep pace with growth	Implement specialized training plan, eg. special trench and confined space rescue	2017-2019
		Design, construct, and operationalize Markham Centre Fire Station	2017-2019
		Construct and operationalize training centre	2017-2019
		Construct and operationalize Langstaff Fire Station	2017-2019
3.3. Ensuring the Reliability of the Corporation's Services	Ensure business continuity of department and support community emergency preparedness and response efforts	Upgrade to digital signs two stations per year as per recommendation from Ice Storm Plan as a communication device during an emergency	2017-2019
		Adopt risk management principles	2017-2019
3.4. Protecting our Built and Natural Environment	Ensure continuity of operations while following green print recommendations for fire stations, apparatus and equipment		

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Maintain or reduce the cost per capita of the Fire Service while maintaining the service levels	Support E3 Strategy Refresh	2017-2019
4.2. Stewarding of City Assets	Monitor and evaluate departmental assets to ensure proactive management of asset condition and life cycle		
4.3. Increasing Transparency and Accountability	Comply with all financial policies and Auditor General's recommendations	Support the audits conducted by the Auditor General	2017-2019



MARKHAM PUBLIC LIBRARY 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
GRANTS AND SUBSIDIES	\$240	\$241	\$229	\$229	-	0.0%	(\$12)	-4.9%
USER FEES & SERVICE CHARGES	607	620	728	733	5	0.6%	113	18.3%
RENTALS	51	56	50	50	-	0.0%	(6)	-10.8%
SALES	75	85	76	78	2	2.6%	(7)	-8.6%
OTHER INCOME	0	0	-	-	-	0.0%	(0)	-100.0%
Total Revenues	\$972	\$1,001	\$1,083	\$1,089	\$7	0.6%	\$88	8.8%
Expenses								
SALARIES AND BENEFITS	\$9,593	\$9,842	\$10,022	\$10,045	\$23	0.2%	\$203	2.1%
PRINTING & OFFICE SUPPLIES	35	38	38	43	5	13.3%	5	12.9%
OPERATING MATERIALS & SUPPLIES	559	99	153	133	(20)	-13.1%	34	34.2%
UTILITIES	148	157	152	166	14	8.9%	9	5.6%
COMMUNICATIONS	83	80	83	82	(1)	-1.4%	2	3.0%
TRAVEL EXPENSES	41	38	41	44	3	7.4%	6	16.2%
TRAINING	44	48	48	48	-	0.0%	(0)	-0.2%
CONTRACTS & SERVICE AGREEMENTS	158	233	210	210	-	0.0%	(24)	-10.2%
MAINT. & REPAIR-TIME/MATERIAL	241	264	222	227	5	2.3%	(37)	-13.9%
RENTAL/LEASE	18	18	12	13	0	1.6%	(5)	-29.8%
INSURANCE	12	12	12	12	-	0.0%	-	0.0%
PROFESSIONAL SERVICES	54	44	52	52	-	0.0%	8	17.1%
LICENCES, PERMITS, FEES	10	13	11	11	-	0.0%	(2)	-18.4%
CREDIT CARD SERVICE CHARGES	5	6	6	6	-	0.0%	0	0.9%
PROMOTION & ADVERTISING	30	30	29	34	5	17.0%	5	15.5%
OTHER PURCHASED SERVICES	714	714	714	714	-	0.0%	-	0.0%
OTHER EXPENDITURES	3	4	5	13	8	162.1%	9	232.2%
Total Expenses	\$11,748	\$11,640	\$11,810	\$11,852	\$42	0.4%	\$212	1.8%
Net Expenditures/(Revenues)	\$10,775	\$10,638	\$10,727	\$10,762	\$35	0.3%	\$124	1.2%
Full Time Complement	70	70	70	70				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

No significant changes noted.



MARKHAM PUBLIC LIBRARY BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.28 Improving Customer Service	Ensure customer satisfaction and requirements are incorporated into our services and programs	Undertake customer satisfaction survey on IT services and develop improvement plan based on results
		Undertake customer satisfaction survey regarding multilingual collections, and develop improvement plan
		Support corporate customer experience strategy, ie. Formalize, review, and update service standards
	Align to City-wide Customer Experience Strategy and provide satisfied customer service for internal and external clients	Support the Customer Experience Strategy and participate in the development and implementation of the standard protocol for creating a consistently welcoming environment at all city locations
		Support the Customer Experience Strategy action: formalize, refresh and communicate service delivery standards
	Develop Recognition Strategies for excellent customer service	Develop Recognition Strategy to celebrate service excellence and staff innovations
1.29 Transforming Services through Technology and Innovation	Support development of “multi-year technology roadmap” by being involved in the digitization project	Support development and implementation of “multi-year technology roadmap”
		Conduct IT service gap analysis, environmental scan, best practice review
		Support changes recommended by Portal Steering Committee in managing and updating departmental web content
		Participate on update of employee portal
		Support evaluation on replacement of the CRM/ACR system
	Transform business processes through IT solutions	Enhance services to customers by implementing wireless printing (changed from telephone services)
Implement a customer-mapping project in a CC branch to generate analytics of customer behaviours and usage patterns		
		Increase self-service transactions by replacing

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
		equipment to improve through-put and usage analytics, and to provide a virtual marketing opportunity
		Mobile Public Internet Access – Develop a pilot project for device lending at the Southeast Library
		Engage staff in development of Library Innovation Strategy
		Develop three-year Library Technology Plan with involvement from ITS department
		Implement staff scheduling software to improve efficiency in scheduling practices and effectiveness in response to customer usage patterns (subject to budget)
	Increase and improve online services	Undertake Bandwidth Management to optimize limited resource & improve customer satisfaction
		Move Integrated Library System (ILS) operation to Cloud (2016) through migration from Symphony to Bluecloud to improve efficiencies and staff mobility
1.30 Strengthening Organizational Capacity and Effectiveness	Develop departmental plan to align to the Corporate People Plan	Participate in the Talent Review data gathering process and discussions
		Participate in strategic and targeted workforce planning, as needed
	Build capacity for innovation and change	Develop Talent Development Plans for successor candidates as identified by 2015 Succession Plan
		Expand training to support job skills
Ensure there is a departmental culture that values staff satisfaction and engagement		Implement online collaboration tool for projects
		Undertake improvement project to respond to 2014 and 2016 staff surveys



MARKHAM PUBLIC LIBRARY BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of formal customer satisfaction survey completed	0	0	0	0	1 per year	2016
Overall customer satisfaction	7.5	8.1	8.2	8.1	8.5	2018
% of checkout through self-service	83%	83%	83%	83.5%	90%	2018
Email notifications sent ('000)	154	169	224	250	300	2016
Healthy Work Environment Index from Staff Satisfaction Survey	66%	-	68%	-	70%	2016
# of learning hours per FTE	22.4	25.9	19.4	-	25	2016
Staff Satisfaction: Training	69%	-	72%	-	75%	2016
Staff Satisfaction: Individual Recognition & Reward	57%	-	62%	-	65%	2016
Staff Satisfaction: Organizational Engagement	75%	-	72%	-	75%	2016
Healthy Work Environment Index from Staff Satisfaction Survey	66%	-	68%	-	70%	2016

MARKHAM PUBLIC LIBRARY BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) *We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.*

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Strengthen community engagement and Community Activation Strategy through role in key corporate initiative	Make use of available corporate community engagement tools in 2016
		Celebrate Canada's Sesquicentennial by developing programs and events for implementation in 2017, digitize local newspaper microfilm to provide searchable access to the historic record of Markham's past (with focus on 1867 and WWI anniversaries), and pursue available Canada 150 and other grant programs
		Support Canada 150 Infrastructure projects, subject to federal funding
		Participate in the update of the Integrated Leisure Master Plan
		Implement the City of Markham Volunteer Management Program for library volunteer recruitment and evaluation
	Engage community in inclusive programming, content creation and digital skill development to enhance quality of life in Markham	Expand collaborative programming with Culture Department
		Implement creative digital learning programming (e.g. 3D printers) across system
		Develop and implement marketing plan that targets under-served sectors of the community
2.2. Ensuring Markham is Welcoming and Inclusive	Continue to implement the Diversity Action Plan – Everyone Welcome	Participate in the development and review of a corporate diversity and inclusion statement
		Participate in development of Older Adult Plan for services and programs
		Expand newcomer-focused programs through partnerships CICS, IYC, Job Skills, CPA, etc.)
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of the York University / Seneca College campus and expand post-secondary programming partnerships
		Participate in the development of a strategy for Destination Markham



MARKHAM PUBLIC LIBRARY BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of volunteer Hours	11,924	12,567	10,020	14,000	11,000	2016
# of partnered programs and events	-	57	176	295	200	2016
# of Cultural Access Passes issued to new Canadians	-	994	2,936	2,762	3,500	2016

MARKHAM PUBLIC LIBRARY BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth	Support implementation of new Official Plan	Participate in sustainable and integrated growth management projects, as required
3.3. Ensuring the Reliability of the Corporation's Services	Establish Business Continuity Plan	Complete the Business Continuity Plan for the department
3.4. Protecting our Built and Natural Environment		

MARKHAM PUBLIC LIBRARY BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Sq.ft. of library space per capita	0.40	0.46	0.45	0.45	0.60	TBD

MARKHAM PUBLIC LIBRARY BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Support the multi-year Operating and Capital Budgets process	Support refresh of E3 Strategy and work with cross-commission multi-year budget committee to identify E3 opportunities, such as move to cloud-based platform to reduce server maintenance workload
		Collaborate with Recreation Services and Culture to find ways to better serve the Markham community to deliver efficient service without duplication
4.2. Stewarding of City Assets		
4.3. Increasing Transparency and Accountability		Support the audits conducted by the Auditor General
		Clarify roles, relationships, rights and responsibilities at City and Library Administrative levels.

MARKHAM PUBLIC LIBRARY BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
% completion of capital projects (Finance data)	-	-			100%	TBD



MARKHAM PUBLIC LIBRARY LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.4 Improving Customer Service	Ensure customer satisfaction and requirements are incorporated into our services and programs	Undertake customer satisfaction survey and develop improvement plan based on results	2017-2019
		Implement Content Plan improvements based on 2016 survey results	
		Support corporate customer experience strategy	2017
1.5 Transforming Services through Technology and Innovation	Support development of “multi-year technology roadmap” by being involved in the digitization project	Support implementation of new CRM/ACR system	2017-2019
		Transform business processes through IT solutions	
	Implement Social Library app to use social media tools to connect with community	2017	
	Enhance services to customers by improving telephone service through Call Centre Licenses (subject to budget)	2017	
	Implement staff scheduling software to improve efficiency in scheduling practices and effectiveness in response to customer usage patterns (subject to budget)	2017	
	Expand Mobile Public Internet Access	2017-2019	
	Increase and improve online services		
	Implement mobile circulation services	2017	
	Implement SaaS (hosting & backup service)	2018	
1.6 Strengthening Organizational Capacity and Effectiveness	Develop departmental plan to align to the Corporate People Plan	Develop position-specific training plans to support ongoing staff development	2017
		Participate in development of knowledge transfer strategies	2018
		Support implementation of new corporate PPRF process	2017
		Support development of knowledge transfer strategies	2018

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
	Ensure there is a departmental culture that values staff satisfaction and engagement	Undertake staff survey improvement project	2017-2019

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: *1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Strengthen community engagement and Community Activation Strategy through role in key corporate initiative	Implement Canada 150 programs and events and support Canada 150 infrastructure projects should grant funding be provided	2017
		Implement recommendations of the updated Integrated Leisure Master Plan	2017-2019
2.2. Ensuring Markham is Welcoming and Inclusive	Continue to implement the Diversity Action Plan – Everyone Welcome	Implement recommendations of the Older Adult Plan	2017-2019
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Support Update of the Economic Strategy	Support recommendations of the new 10-year Economic Strategy	2017-2019
		Support the development of the York University campus	2017-2019
		Support the rebranding of the City by Economic Development	2017
	Support Destination Markham strategy	Support implementation of Destination Markham Strategy	2017-2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth	Support implementation of new Official Plan	Be involved and supportive in projects as required	2017-2019
3.3. Ensuring the Reliability of the Corporation's Services	Support mitigation plans for corporate infrastructure to respond to climate change and other risks	Support the development of the strategy	2017
		Support the implementation of the strategy	2018
3.4. Protecting our Built and Natural Environment			

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Support the multi-year Operating and Capital Budgets process	Support E3 Strategy refresh	2017-2019
4.2. Stewarding of City Assets			
4.3. Increasing Transparency and Accountability		Support the audits conducted by the Auditor General	2017-2019



OPERATIONS 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenues								
LICENCES & PERMITS	\$89	\$168	\$100	\$100	-	0.0%	(\$68)	-40.4%
RENTALS	331	344	352	352	-	0.0%	8	2.4%
SALES	99	85	150	150	-	0.0%	65	76.8%
RECOVERIES & CONTRIBUTIONS	765	654	688	688	-	0.0%	34	5.3%
OTHER INCOME	3	1	1	1	-	0.0%	(0)	-18.1%
Total Revenues	\$1,289	\$1,252	\$1,292	\$1,292	\$0	0.0%	\$40	3.2%
Expenses								
SALARIES AND BENEFITS	\$13,187	\$13,109	13,661	\$13,916	\$255	1.9%	\$807	6.2%
PRINTING & OFFICE SUPPLIES	21	26	22	22	-	0.0%	(5)	-17.4%
OPERATING MATERIALS & SUPPLIES	173	197	183	182	(1)	-0.5%	(15)	-7.6%
VEHICLE SUPPLIES	1,802	1,468	1,735	1,594	(141)	-8.1%	126	8.6%
SMALL EQUIPMENT SUPPLIES	5	2	4	4	-	0.0%	2	150.8%
BOTANICAL SUPPLIES	222	267	253	229	(25)	-9.7%	(38)	-14.3%
CONSTRUCTION MATERIALS	1,890	1,733	1,712	1,827	115	6.7%	94	5.4%
UTILITIES	353	372	220	332	112	50.9%	(41)	-10.9%
COMMUNICATIONS	101	80	81	81	-	0.0%	1	1.5%
TRAVEL EXPENSES	14	13	18	18	-	0.0%	5	41.7%
TRAINING	38	38	50	50	-	0.0%	12	32.1%
CONTRACTS & SERVICE AGREEMENTS	8,801	7,829	8,560	9,244	683	8.0%	1,414	18.1%
MAINT. & REPAIR-TIME/MATERIAL	2,215	1,670	1,796	1,954	158	8.8%	284	17.0%
RENTAL/LEASE	400	324	308	310	2	0.6%	(14)	-4.3%
PROFESSIONAL SERVICES	595	598	620	595	(26)	-4.1%	(3)	-0.5%
LICENCES, PERMITS, FEES	397	444	414	429	15	3.7%	(15)	-3.3%
PROMOTION & ADVERTISING	4	6	6	6	-	0.0%	(0)	-5.2%
TRANSFERS TO OWN FUNDS	27	27	312	27	(285)	-91.3%	-	0.0%
TRANSFERS FROM OWN FUNDS	-	-	(285)	-	285	-100.0%	-	0.0%
OTHER EXPENSES	0	13	39	39	-	0.0%	26	201.8%
Total Expenses	\$30,247	\$28,216	\$29,710	\$30,858	\$1,148	3.9%	\$2,642	9.4%
Net Expenditures/(Revenues)	\$28,958	\$26,964	\$28,419	\$29,566	\$1,148	4.0%	\$2,602	9.7%
Full Time Complement	110	111	111	111				

Changes in 2016 Budget from the 2015 Budget over \$50,000:

Salaries and Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grids.

Vehicle Supplies: Decrease due to decrease in fuel costs based on projected price and volume adjustments.

Construction Materials: Increase in salt purchases for winter maintenance based on historical trending.

Utilities: Increase due to increased electricity costs.

Contracts & Service Agreements: Increase due to Roads winter maintenance growth and contract escalations, and Parks maintenance growth.

Maintenance & Repairs-Time/Material: Increase due to Roads winter maintenance growth and contract escalations.



OPERATIONS BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	Align with the corporate Customer Experience Strategy	Support the Customer Experience Strategy and participate in the development and implementation of the standard protocol for creating a consistently welcoming environment at all city locations
		Support the Customer Experience Strategy action: formalize, refresh, and communicate service delivery standards
		Develop and complete customer service surveys for specific business units by engaging internal and external customers
		Evaluate and analyze data and identify areas for improvements to provide sufficient resources / systems to meet service level, customer expectations, and legislative requirements
		Facilitate dialogue with Councillors, as requested, to review opportunities for service level improvements in specific areas: windrow clearing program, maintenance on locals, and locals without sidewalk
		Explore and implement 4 potential opportunities identified per Type A Service fleet review
1.2 Transforming Services through Technology and Innovation	Establish an innovative "multi-year technology roadmap"	Support implementation of the "multi-year technology road map" as per plan
		Support the changes recommended by the Portal Steering Committee in managing and updating departmental web content
		Participate and contribute towards a new employee portal, as required
		Update Portal and mobile app to reflect new AVL vendor winter maintenance dashboard for resident use
		Support the requirement validation and evaluation for a new CRM/ACR System and new work order software
1.3 Strengthening Organizational Capacity and	Increase staff satisfaction and engagement within the department using	Ensure mandatory Health & Safety Compliance Committee requirements are met; enroll staff in customer service training and implement Employee Training Database in 2016. Expand

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
Effectiveness	completed staff satisfaction survey as a guiding document	safe work instructions (SWI) to improve safety-oriented communication to staff.
		Review, identify and implement staff satisfaction improvement project(s) that will result in improved healthy employment relationship outcomes
		Participate in the Talent Review data gathering process and discussions
		Participate in strategic and targeted workforce planning, including mission critical

OPERATIONS BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of formal customer surveys completed	1	0	0	2	1 per year	TBD
# of ACR work orders/requests (Parks, Roads, Traffic)	13,846	20,900	29,464	27,690		TBD
Average # corporate training hours per full-time employee	3.3	6.4	24.4	1.38	20 hrs	TBD
Average # of health & safety training hours per full-time employee	-	-	-	5.5		TBD
# of work related injuries resulting in lost time	-	-	-	2.0	0.0	TBD
Healthy workplace environment index (from staff satisfaction survey)	58%	-	57%	-	75%	TBD
Recognition Rating (from staff satisfaction survey)	42%	-	48%	-	65%	TBD
Staff Satisfaction rating (from staff survey)	65%	-	66%	-	80%	TBD
Completion rate for performance management	43%	-	100%	100%	100%	TBD
Staff absenteeism (average # of days per full-time employee)	8.4	4.1	8.3	6.2		TBD
Employee turn-over rate	6.4%	0.0%	9.6%	6.6%		TBD

OPERATIONS BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) *We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community’s history, meeting current requirements and anticipating future needs.*

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Adopt the corporate Volunteer Management practices to ensure service deliveries that are inclusive, accessible and engage the Markham population	Expand partnership with “Tree Group”, a volunteer citizen group for tree canopy enhancement in the City
		Support new initiatives outlined in the Public Realm Strategic Plan
		Support Community Engagement Committee, make use of available corporate community engagement tools, and deliver existing Operations programs. Measure program effectiveness/benefit.
		Participate in the recommended process for volunteer engagement
2.2. Ensuring Markham is Welcoming and Inclusive	Promote the identity our community through the beautification and enhancement of our public spaces	Review and initiate practices outlined in the Council approved Public Realm Strategic Plan
		Participate in the update of the Integrated Leisure Master Plan
		Undertake a Park Renaissance Strategy (2015)
		Lead the phased roll-out of the Park Name signage program
	Support corporate initiative to celebrate Canada’s 150 th anniversary	Develop a plan to re-purpose or re-brand select programs and activities in 2017
		Plan horticultural displays to celebrate Canada’s 150 th anniversary
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Facilitate improved partnerships with other departments to assist with the promotion of the City	Work with Corporate Communications and Community Engagement Department to finalize the City’s Special Event Policy
		Participate in the development of a strategy for Destination Markham
		Support the development of the York University campus
		Support improved collaboration with Parks Planning in Development Services to optimize cost effective and engaging parks for our community

OPERATIONS BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
# of parks maintained	-	-	-	250		TBD
Hectares of park maintained per 1,000 persons (MPMP)	3.6	4.0	3.0	3.0		TBD
Parkland hectares as % of total hectares in municipality	4.2%	4.3%	4.4%	4.5%		TBD
Availability of sportsfields for public use (in service rate in %)	96%	96%	100%	100%	100%	TBD
Met mowing standard of 12 – 14 days	95%	95%	95%	95%	100%	TBD
# of community volunteer initiatives supported	-	-	-	38		TBD

OPERATIONS BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action
3.5. Managing our Road and Transportation System	Improve operational efficiency of the City's municipal traffic signal network	Conclude centralized traffic control system feasibility study to effectively manage and coordinate traffic flow at signalized intersections and provide recommendations for further action (2015)
	Promote pedestrian accessibility	Implement accessibility improvements to all future sidewalk rehabilitation works to meet AODA legislation
	Identify opportunities to enhance existing traffic safety initiatives	Facilitate a workshop with members of Council to discuss and identify opportunities to enhance existing traffic safety strategies (Safe Streets) and foster partnerships with outside stakeholders
		Participate in the implementation of the Master Transportation Plan recommendations
		Participate in the implementation of pathway/trail and relevant policies
3.6. Managing Growth	Align departmental services and resources to effectively manage growth	Participate in the design aspects of various transit and road projects
		Participate in the development of a City-wide parking strategy and parking business plan for Markham Centre
		Manage growth and impact on service delivery through participation on various teams reviewing growth and its impact on municipal services
		Ensure sufficient Operations resources (facilities and staff) are available to accommodate growth in

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action
		new infrastructure (roads, parks, fleet, etc.) to ensure service levels are maintained throughout the City
		Undertake the development of a new Operations Facility Master Plan
3.7. Ensuring the Reliability of the Corporation's Services	Ensure continuity of Operations in times of crises affecting business units	Develop a Business Continuity and Emergency Management Plan to ensure Operations continue during a disruption or adverse events and participate on the Business Impact Assessment Committee
3.8. Protecting our Built and Natural Environment	Protect the public and improve infrastructure management through the development of strategic planning initiatives	<p>Review existing departmental service delivery models and execute Service Level Agreements with other departments</p> <p>Maintain inventory of trees on City boulevards and parks</p> <p>Deliver on target EAB objectives for tree removals, stumping and replanting</p> <p>Facilitate opportunities to partner in expanding the City's tree canopy</p> <p>Initiate naturalization of parkland areas to increase pollination habitats</p> <p>Review and report on results of the road rehabilitation program in collaboration with the University of Waterloo experts</p>

OPERATIONS BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
% of paved lane kms where condition is rated good or above (As of 2014, no longer calculated by MPMP. 2014 data based on actuals)	87%	91%	70%	74%	85%	TBD
% of winter responses that meet/exceed road maintenance standards (As of 2014, this is no longer provided by MPMP. 2014 based on actuals)	100%	97%	97%	100%	100%	TBD
% of fleet utilizing hybrid technology (light duty vehicles under 10,000 lb GVW)	16%	16%	14%	15%	15%	TBD
Licensed fleet availability (in service rate in %)	96%	95%	95%	96%	90%	TBD
EAB planting target completion rate (%)	-	-	-	100%	100%	TBD
EAB removal target completion rate (%)	-	-	-	100%	100%	TBD
# of streets provided with speed display boards for a 2-month period	32	32	64	64	64	TBD

OPERATIONS BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Maintain fiscally cost-effective service provisions which addresses City's growth needs	Evaluate, through development of Operations Master Plan, operational efficiencies and effectiveness of roads and winter maintenance, parks, and traffic operations
		Implement work order management software to achieve customer satisfaction in a fiscal manner
		Support E3 Strategy Refresh
	Ensure the financial integrity of the City	Support the development of a City-wide parks needs assessment forecast and Parks Cash-in-lieu Expenditure policy by December 2016
4.2. Stewarding of City Assets	Address growth impacts on municipal services	Implement Automatic Vehicle Locators (AVL) on additional contracted winter maintenance fleet vehicles and report on key performance measures and customer standards
		Implement new Winter Maintenance updates in Markham Portal and Markham's mobile app for winter operations activities
		Undertake a benchmarking review of municipal park maintenance costs
		Initiate review of the City's barrels and baskets program to optimize cost-effective horticultural displays
	Develop the Asset Management Plan	Partner with Purchasing to improve existing procurement processes, thereby ensuring improved project management
		Partner with Finance and Asset Management on the framework and implementation of a City of Markham Asset Management Plan to support Provincial and Federal grants by Q3 2016
4.3. Increasing Transparency and Accountability	Align with corporate transparency and accountability policies	Support the audits conducted by the Auditor General



OPERATIONS BUSINESS PLAN

GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Completion rate of capital projects (% of planned budget spent)	75%	47%	67%	70%	80%	TBD
Cost per hectare of parks maintained	\$8,268	\$8,308	\$8,310	\$8,325		TBD
Total costs for paved roads per lane kilometre <i>(As of 2014, MPMP no longer includes this info. 2014 data based on actuals.)</i>	\$6,886	\$7,835	\$5,927	\$2,515		TBD
Operating costs of road winter maintenance per lane kilometre maintained <i>(As of 2014, MPMP no longer includes this info. 2014 data based on actuals.)</i>	\$2,280	\$5,062	\$5,144	\$3,687		TBD
Average annual operating cost per licensed unit in Fleet under 10,000 lb GVW	\$3,800	\$4,900	\$5,079	\$5,700		TBD

OPERATIONS LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	Pending development of a new Public Works Facility Master Plan (lead), construct new works yard(s) resulting in increasing operating efficiency and service delivery	Pending approval, complete design/tender/award construction for 2018/2019 in cooperation with Asset Management	2018-2019
		Support corporate customer experience strategy	2017
		Undertake customer satisfaction survey each year	2017-2019
		Continue exploration and implementation of potential opportunities identified in Type A Service fleet review	2017-2019
		Implement Parks Renaissance Strategic Plan	2017-2019
1.2 Transforming Services through Technology and Innovation	Refine and enhance use of AVL data to enhance customer service experience	Seek additional resources to expand analytics capabilities of AVL data	2017-2019
		Expansion of mobile work technology	2017-2019
		Support implementation of a new CRM/ACR System and new work order software	2017
1.3 Strengthening Organizational Capacity and Effectiveness	Align to Markham's "People Plan" to develop/implement a succession plan.	Identify and mentor emerging leaders and skill individuals within the Department	2017-2019
		Support implementation of new PPRF process	2017
		Support development of knowledge transfer strategies	2018

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) *We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Implement Parks Renaissance Strategic Plan	Implement subsequent program phases subject to budget approval	2017-2019
		Implement subsequent program phases subject to budget approval	2017-2019
2.2. Ensuring Markham is Welcoming and Inclusive	Parks and By-law Signage	Implement Public Realm Strategic Plan	2017-2019
		Shared rollout of plan, to be funded through operating tax for 2017-2018	2017-2019
		Participate in the update of the Integrated Leisure Master Plan	2017
		Installation horticultural displays to celebrate Canada's 150 th anniversary	2017
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries		Support the development of the York University campus	2017-2019
		Support the rebranding of the City	2017
		Participate in the RFP for the new 10 year Economic Strategy	2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System	Traffic Control Signal Timing Coordination	Implement recommendations as outlined in the consultant feasibility study, subject to budget approval	2017-2019
		Participate in the implementation of the Master Transportation Plan recommendations	2017-2019
		Support the implementation of the MUP roll-out and relevant policies	2017-2019
		Participate in the design aspects of various transit, road and streetscaping projects	2017-2019
		Participate in the development of a City-wide parking strategy and parking business plan for Markham Centre	2017-2019
3.2. Managing Growth	Ensure sufficient Operations resources are available to accommodate growth.	Refine and develop metrics to determine existing vs. projected resource requirements to maintain service levels	2017-2019
		Participate in the planning and implementation of accelerated Parks projects	2017-2019
		Lead the phased roll-out of the Park Name signage program	2017-2019
		Participate in the planning and implementation of Rouge Urban Park	2017-2019
		Initiate development and implementation of an Public Works Facility Master Plan	2017-2019
3.3. Ensuring the Reliability of the Corporation's Services			
3.4. Protecting our Built and Natural Environment	Emerald Ash Borer Management Plan - year 4 (lead)	Implement program phase 4 of 5 subject to budget approval	2017-2019
		Urban Forestry Management Plan	2017-2019
		Fuel Infrastructure Management Program with Asset Management (support)	2017-2019

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Identify, where practical, enhanced and/ or alternative revenue opportunities that can offset the tax rate	Review/revise existing fee structure for permits and services currently offered to offset operating costs	2017
		Support E3 Strategy Refresh	2017-2019
4.2. Stewarding of City Assets	Address growth impacts on municipal services	Review plan review process for Secondary Plans, Community Design Plans, Plan of Subdivisions and communicating final plans prior to Committee approval (includes Future Urban Area, Markham Centre, Buttonville, Langstaff, etc.)	2017-2019
4.3. Increasing Transparency and Accountability		Support the audits conducted by the Auditor General	2017-2019

RECREATION 2016 OPERATING BUDGET

Description (in \$000's)	2014 Actual	2015 Actual	2015 Budget	2016 Budget	2016 Bud. vs. 2015 Bud.		2016 Bud. vs. 2015 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
Revenues									
GRANTS & SUBSIDIES	\$75	\$71	\$57	\$42	(\$15)	-26.3%	(\$29)	-40.7%	
USER FEES & SERVICE CHARGES	9,827	10,659	10,860	11,154	294	2.7%	496	4.7%	
RENTALS	5,838	6,375	6,579	7,148	569	8.6%	773	12.1%	
SALES	125	116	175	175	0	0.0%	59	50.6%	
RECOVERIES & CONTRIBUTIONS	56	53	64	64	-	0.0%	11	21.3%	
OTHER REVENUE	329	283	475	402	(74)	-15.5%	119	42.0%	
INTERDEPARTMENTAL RECOVERIES	714	714	721	721	-	0.0%	6	0.9%	
Total Revenues	\$16,965	\$18,271	\$18,932	\$19,706	\$774	4.1%	\$1,435	7.9%	
Expenses									
SALARIES AND BENEFITS	\$16,202	\$17,879	\$18,326	\$18,557	\$232	1.3%	\$679	3.8%	
PRINTING & OFFICE SUPPLIES	69	93	101	102	1	1.2%	9	9.7%	
PURCHASES FOR RESALE	81	80	78	68	(10)	-13.3%	(12)	-15.4%	
OPERATING MATERIALS & SUPPLIES	1,000	1,202	1,332	1,311	(21)	-1.6%	109	9.1%	
VEHICLE SUPPLIES	26	28	35	33	(2)	-6.0%	5	18.4%	
UTILITIES	4,658	5,821	5,049	6,255	1,206	23.9%	434	7.4%	
COMMUNICATIONS	43	42	64	64	(0)	-0.2%	22	51.6%	
TRAVEL EXPENSES	9	6	5	5	-	0.0%	(1)	-17.0%	
TRAINING	108	118	126	127	2	1.3%	9	7.5%	
CONTRACTS & SERVICE AGREEMENTS	1,351	1,508	1,466	1,548	82	5.6%	40	2.6%	
MAINT. & REPAIR-TIME/MATERIAL	788	1,006	869	892	23	2.6%	(114)	-11.3%	
RENTAL/LEASE	140	150	169	169	-	0.0%	19	12.9%	
INSURANCE	-	-	1	1	-	0.0%	1	0.0%	
PROFESSIONAL SERVICES	37	55	66	67	0	0.6%	11	20.2%	
LICENCES, PERMITS, FEES	43	60	74	59	(16)	-21.1%	(1)	-2.0%	
CREDIT CARD SERVICE CHARGES	283	296	202	233	31	15.5%	(63)	-21.2%	
PROMOTION & ADVERTISING	4	33	1	1	-	0.0%	(32)	-97.5%	
CONTRACTED MUNICIPAL SERVICES	14	18	13	13	-	0.0%	(5)	-29.4%	
PMTS. TO CITIZENS/LOCAL GROUPS	45	45	45	45	-	0.0%	-	0.0%	
OTHER EXPENDITURES	98	114	80	80	-	0.0%	(34)	-29.7%	
TRANSFERS TO/(DRAW FROM) RESERVE	443	369	369	369	-	0.0%	-	0.0%	
Total Expenses	\$25,443	\$28,923	\$28,472	\$29,999	\$1,527	5.4%	\$1,076	3.7%	
Net Expenditures/(Revenues)	\$8,477	\$10,653	\$9,540	\$10,293	\$753	7.9%	(\$360)	-3.4%	
Full Time Complement	109	120	120	120					

Changes in 2016 Budget from the 2015 Budget over \$50,000:

User Fees & Service Charges: Increase due to fee increases in Q4 2016.

Rentals: Increase related to full year of operations at the Pan Am Facility.

Other Revenue: Decrease due to budget reallocation to other revenue accounts.

Salaries and Benefits: Increase due to annualization of cost of living adjustment, collective agreement, and movement of staff along the City's salary grids.

Utilities: Increase related to full year of operations at the Pan Am Facility and due to increased electricity costs.

Contracts & Service Agreements: Increase related to full year of operations at the Pan Am Facility.

RECREATION BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Improving Customer Service	Align with the corporate customer experience strategy	Undertake customer satisfaction survey
		Support corporate customer experience strategy, ie. Formalize service standards
		Review and update service standards for all service areas
1.2 Transforming Services through Technology and Innovation	Ensure continued registration process to protect/enhance revenues	Undertake replacement of registration/booking software (CLASS)
		Maintain portal content as per Portal Steering Committee recommendations
		Support implementation of the “multi-year technology roadmap” as per plan
		Implement Online booking for community centre halls, meeting rooms and gymnasiums
		Participate as necessary on the update of the employee portal
1.3 Strengthening Organizational Capacity and Effectiveness	Increase staff satisfaction and engagement in the department	Address issues identified in the staff satisfaction survey
		Participate in the Talent Review data gathering process and discussions
		Participate in strategic and targeted workforce planning

RECREATION BUSINESS PLAN GOAL 1 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Overall satisfaction by program, facility and sport group users	-	-	-	-	80%	N/A
# of annual visits at recreation facilities (in millions)	7.8	8.2	8.2	-	N/A	TBD
# of annual direct program registrations	84,791	85,321	-	-	94,000	2014
# of annual drop in programs	-	-	-	-	TBD	TBD
Completion of project within established framework	-	-	-	-	N/A	2015
Healthy Work Environment Index (staff survey)	61%	-	63%	-	70%	2016
Organizational Engagement Index (staff survey)	66%	-	64%	-	70%	2016
# of loss days due to injury	12	-	5	-	0	N/A
# of corporate learning hours per regular full-time employees	1.9	-	2.9	-	20	N/A

RECREATION BUSINESS PLAN

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1. Increasing Community Engagement	Deliver services that will promote active living and wellness to Markham residents	<p>Adopt the corporate Volunteer Management program</p> <p>Lead the corporate Older Adult Strategy development</p> <p>Prepare for the successful opening of the Community Centre and Library in South East Markham</p> <p>Support Canada 150 Infrastructure projects, subject to federal funding, and plan for our department's contribution to Canada Sesquicentennial that does not require additional operating funding</p>
	Implement the appropriate community engagement tools	Align with community activation strategy
2.2. Ensuring Markham is Welcoming and Inclusive	Deliver leisure services that are inclusive, accessible, and safe and to provide enjoyable and sustainable leisure, learning, sport and cultural opportunities essential to vibrant places	<p>Implement and monitor the ongoing operating and marketing plan</p> <p>Lead the update of the Integrated Leisure Master Plan</p> <p>Participate in the development and review of a corporate diversity and inclusion strategy</p>
	Ensure fair and equitable access to programs and facilities that continue to support the growth of sport in our community	<p>Undertake the development of the Markham Sport Plan</p> <p>Implement the Physical Literacy plan across Recreation programs and services</p> <p>Work with the community sport groups to review and update allocation policies and procedures to ensure they are fair and equitable and meet the annual allocation to community sport groups</p>

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Corporate Objective

Departmental Objective

Departmental Action

2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries

Contribute to the Economic vitality of Markham through recreation and sport

Support the development of the York University campus with alignment to the Pan Am Centre

Support Destination Markham

Promote Markham Pan Am Centre as a sport event destination

RECREATION BUSINESS PLAN GOAL 2 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
% of annual increase in volunteers involved in Recreation Programs (2009 is base year = 576)	4%	4%	-		5%	???
Total participant hours for recreation programs per capita (MPMP)	13.65	13.65	-		15.00	2016
Unique resident participation in registered programs per capital t	-	-	-		N/A	TBD
Individuals receiving financial assistance as % of all registered participants	-	-	-		N/A	TBD
Community economic impact from municipal sport tourism annually (Steam formula)	-	-	-		N/A	TBD
Retention rate of Fitness Centre members	61%	61%	-		65%	2015
% increase of participants of seniors (2012 base = 83,218)	0%	-	-		N/A	TBD
% increase of participants of youth (2012 base =18,007)	0%	-	-		2% annually	TBD
% of children and youth access to sport facilities vs % of adult use	-	-	-		N/A	TBD
# of annual provincial level and above events hosted	13	-	-		20	2016

RECREATION BUSINESS PLAN

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action
3.1. Managing our Road and Transportation System		
3.2. Managing Growth	Participate in all Growth Management projects	Support the Sustainable and Integrated Growth Management Project as required and ensure alignment to the Integrated Leisure Master Plan
3.3. Ensuring the Reliability of the Corporation's Services	Adopt risk management program	Participate in Emergency Management Exercise and Training as required
	Complete Business Continuity work	Complete Business Continuity Plan and update related Standard Operating Procedures
3.4. Protecting our Built and Natural Environment	Ensure that facilities operate using sustainable practices	Implement the Energy On Demand program in a number of our major facilities
		Development of an energy management training program to support staff as they move from facility to facility

RECREATION BUSINESS PLAN GOAL 3 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Kilowatt usage per square foot facility	-	-	-		TBD	TBD

RECREATION BUSINESS PLAN

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Provide accessible and affordable recreational and leisure opportunities that are fiscally responsible	Undertake the Older Adult Strategy as the first step in establishing a revised a pricing and subsidy strategy
		Identify, where practical, enhanced and/or alternative revenue opportunities that can offset the tax rate through completion of the Pricing Strategy
		Support E3 Strategy Refresh
4.2. Stewarding of City Assets	Maintain the quality and investment made to our facilities and equipment in a fiscally prudent manner	Ensure that facilities are well maintained and meet service standards
		Ensure priority lifecycle projects are identified and managed effectively
		Develop standard lifecycle reporting and tracking document to ensure all items are included in database
4.3. Increasing Transparency and Accountability	Comply with all financial and corporate policies	Improve on accounts receivable processes for our allocation and permit groups
		Support the audits conducted by the Auditor General

RECREATION BUSINESS PLAN GOAL 4 KEY PERFORMANCE MEASURES

Departmental Performance Measures in support of Goal	2012	2013	2014	2015	Target	Year
Revenue as % of total gross Recreation operating expenditures	66%	-	-	-	70%	2016
Completion rate on approved capital projects	-	-	-	-	90%	Current

RECREATION LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Improving Customer Service	Align with the corporate customer experience strategy	Complete at least one Customer Service Survey	2017-2019
		Continue to implement customer experience strategy	2017-2019
1.2 Transforming Services through Technology and Innovation	Ensure continued registration process	Continue to support the implementation of the new registration/booking system	2017-2019
		Support the implementation of the new CRM/ACR system	2017
1.3 Strengthening Organizational Capacity and Effectiveness	Increase staff satisfaction and engagement in the department	Address issues identified in the staff satisfaction survey	2017-2019
		Support the People Plan implementation <ul style="list-style-type: none"> · Implement new corporate PPRF process in 2017 · Develop knowledge transfer strategies in 2018 	2017-2019

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) *We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1. Increasing Community Engagement	Deliver services that will promote active living and wellness to Markham residents	Implement recommended action from the Older Adult Strategy	2017-2019
		Develop a plan to re-purpose select programs and activities in 2017 in recognition of Canada's Sesquicentennial	2017
2.2. Ensuring Markham is Welcoming and Inclusive	Deliver leisure services that are inclusive, accessible, and safe and to provide enjoyable and sustainable leisure, learning, sport and cultural opportunities essential to vibrant places	Implement the recommendation from the updated Integrated Leisure Master Plan (it may all be BAU, TBD)	2017-2019
		Implement and monitor the ongoing operating and marketing plan	2017-2019
2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Ensure fair and equitable access to facilities that continue to support the growth of sport in our community	Implement the recommended actions of the Markham Sport Plan	2017-2019
		Implement the recommended actions of the Physical Literacy plan	2017-2019
		Support the rebranding of the City	2017
		Support the development of the York University campus with alignment to the Pan Am Centre	2017-2019
		Participate in the RFP for the new 10-year Economic Strategy	2019

GOAL 3 - Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1. Managing our Road and Transportation System			
3.2. Managing Growth	Participate in all Growth Management projects	Support the Sustainable and Integrated Growth Management Project as required and ensure alignment to the Integrated Leisure Master Plan	2017-2019
3.3. Ensuring the Reliability of the Corporation's Services	Adopt risk management program	Participate in Emergency Management Exercise and Training as required	2017-2019
	Complete Business Continuity work	Complete Business Continuity Plan and update related Standard Operating Procedures	2017-2019
3.4. Protecting our Built and Natural Environment	Ensure that facilities operate using sustainable practices	Participate on the Corporate Energy Team	2017-2019

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	Provide accessible and affordable recreational and leisure opportunities that are fiscally responsible	Department to identify, where practical, enhanced and/or alternative revenue opportunities that can offset the tax rate	2017-2019
		Update 3-year operating plan	2017
		Ensure that facilities are well maintained and meet service standards.	2017-2019
		Support E3 Strategy Refresh	2017-2019
4.2. Stewarding of City Assets	Maintain the quality and investment made to our facilities and equipment in a fiscally prudent manner	Ensure priority lifecycle projects are identified and managed effectively	2017-2019
4.3. Increasing Transparency and Accountability	Comply with all financial and corporate policies	Improve on accounts receivable processes for our allocation and permit groups	2017
		Support the audits conducted by the Auditor General	2017-2019

ACRONYMS

BAU	Business As Usual
BIA	A Business Improvement Area (BIA) is an association of business people within a specified district, who join together with official approval of the City, in a self-help program aimed at stimulating business.
BP	Business Plan
CAO	Chief Administrative Officer
CCC	CAO & Commissioners' Committee (know as ELT for 2013)
COLA	Cost of Living Adjustment
CPI	Consumer Price Index – A statistical description of price levels provided by Statistics Canada. The index is used as a measure of the increase in the cost of living (i.e. economic inflation)
CUPE	Canadian Union of Public Employees – An association formed for protecting the rights of its members, usually employees in the public sector.
DBRS	Dominion Bond Rating Service
DCA	Development Charges Act – Provides guidelines on funding of identified growth related projects in the City from developers.
DF	Director's Forum
ELT	Executive Leadership Team (formerly known as CCC)
GAAP	Generally Accepted Accounting Principles – Uniform minimum standards for financial accounting a recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
GFOA	Government Finance Officers Association of the United States and Canada
HST	Harmonized Sales Tax (13%)
ITS	Information Technology Services
KPI	Key Performance Indicators (Performance Measures)

LEED	Leadership in Energy and Environmental Design
MEC	See Markham Enterprises Corporation in glossary of terms
MECO	See Markham Energy Conservation Office in glossary of terms
MESF	Markham Environmental Sustainability Fund
MPFFA	Markham Professional Firefighter's Association – An association of Firefighter's formed for protecting the rights of its members in their workplace environment.
MTO	The Ontario Ministry of Transport
NCMDD	National Centre for Medical Devices Development
NQI	National Quality Institute. NQI provides organizational leaders with strategic business frameworks, services and tools that support ongoing performance improvement in quality and healthy workplace environments, using NQI's innovative Roadmap to Excellence. The Roadmap guides Canadian organizations through leadership participation, base-line reviews, related training and organizational certification.
NRC	National Research Council
OMERS	Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits for the City's full-time employees. Employees and employers normally make equal contributions to the plan.
PEP	Progressive Excellence Program. The Progressive Excellence program gives companies a roadmap to implement NQI criteria into the organization.
PSAB	Public Sector Accounting Board. The body of the Canadian Institute of Chartered Accountants (CICA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision makers and other users of the information. The City of Markham adheres to PSAB's Public Sector Standards for Municipal Financial Reporting.
SWM	Storm Water Management
TIF	Tax Increment Financing



TRCA Toronto and Region Conservation Authority is an organization that prepares and delivers programs for the management of the renewable natural resources within its watersheds.

VOIP Voice Over Internet Protocol

WDO Waste Diversion Ontario is a non-crown corporation created under the Waste Diversion Act (WDA) on June 27, 2002. It was established to develop, implement and operate waste diversion programs for a wide range of materials. The Minister of the Environment has designated Blue Box Waste, Used Tires, Used Oil Material, Waste Electrical and Electronic Equipment and Municipal Hazardous or Special Waste under the WDA.

YRDSB York Region District School Board

GLOSSARY OF TERMS

Accrual Basis	A method of accounting that recognizes revenue as they are earned and expenditure when they are incurred rather than waiting until cash is exchanged.												
Accumulated Depreciation	The total amount recorded, during a specified period of time, to reduce the value of a long-term tangible asset.												
Assessment	<p>The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario. In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value, or the amount the property would sell for in an arms length, open market sale between a willing buyer and willing seller.</p> <p>The date used to determine current value is as follows:</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th style="text-align: 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, 2005</td> <td>June 2003</td> </tr> <tr> <td>2006, 2007, 2008</td> <td>June 2005</td> </tr> </tbody> </table>	<u>Tax Year</u>	<u>Base Year</u>	1998, 1999, 2000	June 1996	2001, 2002	June 1999	2003	June 2001	2004, 2005	June 2003	2006, 2007, 2008	June 2005
<u>Tax Year</u>	<u>Base Year</u>												
1998, 1999, 2000	June 1996												
2001, 2002	June 1999												
2003	June 2001												
2004, 2005	June 2003												
2006, 2007, 2008	June 2005												
Administrative Expenses	Expenses incurred for the day-to-day running of operations e.g. Salaries, Building rental, Office expenses etc.,												
Bill 175	Legislation requiring mandatory adherence by municipalities to assess and report on the full costs of providing water and sewage services, and then to prepare and implement plans for recovering those costs.												
Bill 195	Legislation to safeguard health and prevention of drinking water health hazards through the control and regulation of drinking water systems and drinking water testing.												
Balanced Budget	When total revenues equals total expenses in a fiscal year.												
Budget	A financial plan for a given fiscal year showing revenues and expenditures for different funds of the City.												
Capital Budget	The budget that provides for the funding of the City's expenditures on capital assets, i.e. assets which provide benefits to the City over several years.												
Capital Assets	Represents assets like Land, Building, Machinery etc whose benefits last several years.												



Capital Receipts	Receipt of funds specifically for the creation of a Trust account.
Capital Expenditure	Money's spent for replacement, renovation or maintenance of fixed assets the benefits of which could spread over several years.
Capital Projects	Projects whose value is more than \$5,000 with benefits of expenditure lasting several years.
Chargebacks	Represents allocating a portion of costs incurred by the department, which provides a service to the department, which benefits from such service.
Depreciation	An accounting and finance term for the method of attributing the cost of an asset across the useful life of the asset in order to match expenses with revenues.
Development Charges	A fee charged to new development to finance the cost of new growth-related capital facilities and infrastructure required to satisfy increased servicing needs
Donations in Kind	Represents the value of a commercial service received from external customers without any payment for the same.
Fixed Assets	A long-term tangible asset used in the delivery of Municipal services that is not expected to be consumed or converted into cash any sooner than at least one year's time.
Fund	A sum of money set aside and earmarked for a specified purpose.
Gas Tax Rebate	This is the funding provided by the Government of Canada as part of the New Deal for Cities and Communities. This Federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions: economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions
Grants in Lieu	Grants in lieu of taxes (also known as payments-in-lieu of taxes) are payments received in lieu of taxation on properties owned by government and government agencies.
Infrastructure	The system of public works in the City, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, and lighting).
Levy	The amount of property tax, in dollars, which is paid by the City's taxpayers. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class.
Line Item	General Ledger account code
Markham	A wholly owned subsidiary of the City of Markham that was incorporated

Enterprise Corporation	under the Electricity Act. Markham Enterprises Corporation has a wholly owned subsidiary, Markham District Energy Incorporated, and a 43% shareholding in PowerStream.
Markham Energy Conservation Office	MECO was established in 2005, with funding support from the City of Markham and PowerStream and is responsible for leading, developing and implementing energy conservation programs that deliver realistic demand shedding and cost avoidance results and are in line with the Provincial goals of creating a 'culture of conservation'.
Municipal Act	<p>Sections referenced:</p> <p>Section 326 of the Municipal Act, 2001 allows a municipality to enact a by-law to impose a special service charge to raise the cost of providing a water system. Such bylaw has to identify the service, determine the costs and designate the area where the charge would apply.</p> <p>Section 391 of the Municipal Act, 2001 allows a municipality to pass a by-law to impose a fee for capital costs related to sewage or water services on a class of persons that will receive a benefit from such services. Unlike a local improvement charge or special service charge, a fee imposed pursuant to section 391 does not have to be based on frontage or assessed value. This provision would enable the City to impose a fixed charge on each of the lots in question.</p>
New Urbanism	New Urbanism community planning creates more attractive, efficient and liveable neighbourhoods. These neighbourhoods are comprised of a compact built form, designed to promote pedestrian activity and social interaction. They have a mix of residential, commercial and community uses and activities. Special attention is paid to creating quality streetscapes, public buildings and spaces, and protecting the public realm.
Non-routine Capital Expenditures	Capital projects that do not occur every year / frequently or capital expenditures that are not normally purchased by municipalities.
Operating Budget	The budget that provides the various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.
Reserve	An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.
Reserve Fund	An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a

specific purpose. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council for a specified future use.

Section 391 Part of the Municipal Act, it authorizes the Council of a local municipality to pass by-laws imposing fees or charges on any class of persons for services or activities provided or done by or on behalf of the municipality.

Surplus The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.

Supplementary Taxes Property taxes collected on new assessment not previously identified by Municipal Property Assessment Corporation (MPAC).

Tax Rate A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the City. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Tax rates are established by a Council bylaw.

User Fees & Service Charges Fees paid by individuals or organizations to the City for the use of City's facilities (e.g. recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. planning, engineering & design fees).

APPENDIX 1 – FINANCIAL PLANNING AND BUDGETING POLICY

THE BUDGET PROCESS

Proposed Budget

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

- The Budget shall include six segments for review and evaluation:
 1. Operating Budget
 2. Capital Budget
 3. Building Budget
 4. Engineering Budget
 5. Planning and Design Budget
 6. Waterworks Budget
- The Budget review process shall include the City's Budget Committee participation in the discussion and review of each of the above segments of the proposed Budget and public hearings to enable community participation and input.
- The Budget process shall be for a sufficient time span to adequately address policies and fiscal issues by the Budget Committee.
- The proposed Budget shall be presented by the Budget Committee to the General Committee for consent and subsequently to the Council.

Adoption of Budget

Upon receiving the recommendations from the General Committee, the Council will subsequently adopt by resolution such Budget, as the City's annual Budget for the year beginning January 1. It is not uncommon for municipalities to approve the Budget post January 1 of the Budget year.

Balanced Budget

In 2016, the City developed a balanced Budget and was restated in accordance to Ontario Regulation 284/09 as part of the 2016 Budget approval process.

Ontario Regulation 284/09 states that municipalities may exclude from Budget, all or a portion of the estimated costs of amortization, post-employment benefits, solid waste landfill closure and post-closure expenses. Exclusion of these expenses allows for preparation and presentation of a traditionally balanced Budget.

Further, as per the Regulation, the impact of these expenses that are excluded from the Budget must be reported to Council under the new financial disclosure requirement.



Deficit Avoidance

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

Amendments to Approved Budget

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

Post Budget Reallocation

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

Reporting

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

Summary financial and budgetary reports will be presented quarterly to the Council by Finance. Such reports will be in a format that will enable the Council to understand the Budget and the financial status of the City.

Operating Fund Balance

Actual surplus during a Budget period will be transferred to the Corporate Rate Stabilization Reserve as a top up to a level equivalent to 15% of local tax revenues. Funds remaining after the top up, if any, will replenish the Environmental Land Acquisition Reserve Fund, and any remaining funds thereafter will be transferred to the Life Cycle Replacement and Capital Reserve Fund.

BASIS OF ACCOUNTING / BUDGETING

The City of Markham prepares its financial information in accordance with the local government accounting standards of the Public Sector Accounting Board of the Chartered Professional Accountants Canada (CPA).

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 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 expenditures are reported on the cash basis of accounting (recognizing revenues and expenses when cash is received or disbursed) except for administrative expenses and interest income, which are reported on the accrual basis. Trust funds and their related operations administered by the municipality are not consolidated but reported separately.

The City of Markham prepares Budgets for the Operating, Capital, Building Standards, Engineering, Planning & Urban Design, 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.

Operating Fund

Funds all City of Markham operations except for Waterworks, Building Standards, Engineering and Planning & Urban Design operations. Tax revenue is the main source of funding.

Capital Fund

The tangible capital assets at the City are capitalized at historical costs and are amortized over the assets useful lives.

Building Standards Fund

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

Development Fee Fund

Fund all Engineering and Planning & Urban Design department operations. Engineering and Planning fee revenues are the main sources of funding.

Waterworks Fund

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

BIA Fund

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

Trust Fund

The fund receives payments from individuals or organizations to be used solely for a specific purpose. They are set up under a trust agreement appointing the City as trustee



and outlining its responsibilities. The funds are administered by the City but not consolidated with the operating statement.

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 subleases them back to TAL. This arrangement makes TAL eligible for Regional Grant funding. The City of Markham operates the bank accounts for TOWNCO in the transfer of these funds to TAL but does not make any grants itself.

Reserve and Reserve Funds

As at December 31, 2015, there were 16 Reserves and 25 Reserve Funds. Out of the total of 41 funds, 36 were discretionary (i.e. set aside by Council) and 5 obligatory (i.e. mandated by legislation).

LONG RANGE PLANNING

General

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

Master Plans

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

Capital Improvement Plan

The capital Budget prepared annually identifies the revenue sources and expenditures for the Budget year, and future phases if applicable. The plan is updated annually.

Funding of Capital Improvement

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

Rehabilitation and Replacement

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

Post Budget Approval – Controlling Expenditures

The timely closing of capital projects is imperative to ensure that funds are not spent unnecessarily, and to ensure that any surplus funds are returned to their original source(s).

In the event that an invoice is received after the closure of a capital project, the Treasurer has the authority to approve payment of the invoice from the funding source(s) originally approved for the project; that is, providing the total cost of the project is within the original project Budget. Invoices not within the original Budget must be addressed according to the Expenditure Control Policy and other sections of the Capital Budget Control Policy.

REVENUES

Use of one time revenues

The City 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 City provided it is duly approved by Council.

User Fees and Revenue Diversification

The City will establish cost recovery policies for 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. The City will strive to maintain a diversified and stable revenue system to shelter the City from short run fluctuations in any one revenue source and to ensure its ability to provide ongoing service.

Use of Prior Year's Surplus/Deficit

The City will continue to reduce its dependence on prior year's surplus to balance the current year's Budget. The prior year's surplus will be automatically transferred to the Corporate Rate Stabilization Reserve as a top up to a level equivalent to 15% of local tax revenues. Funds remaining after the top up, if any, will replenish the Environmental Land Acquisition Reserve Fund and any remaining funds thereafter will be transferred to the Life Cycle Replacement and Capital Reserve Fund. In the event of a deficit, it will be funded through the Corporate Rate Stabilization Reserve, or by a one-time tax rate adjustment.

OPERATING BUDGET GUIDELINES

The Operating Budget:

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

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.

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

Budget Preparation Guidelines

The current year Budget is budgeted at the previous year's base levels except for additional funding related to:

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

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

No New Debt

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

Establish the Base Level

The base level for the current year Budget will be the previous year's cost of providing all the services approved in the current year Budget, except for one-time projects. For example, the 2016 base level Budget is set by taking the inputs approved in the 2015 Budget and costing them, adjusting them for the annualized costs, growth and inflation, in that order.

1. **Annualized Costs** - For example, last year's Budget might have included a contract to start in April; this year's Budget includes the full year's costs. If a contract had a price escalation midway in 2015. These costs are identified and included in the 2016 Base Budget.
2. **Growth** - Allow for growth that will occur in the City in the current year. For example, if new roads were constructed in 2015, their upkeep would be part of the 2016 growth adjustment. Requests for new growth dollars must be documented. In order to obtain new growth dollars, there must be the identification of documented productivity, technological, or personnel efficiencies on the expense side or revenue enhancements to offset the request for new growth dollars. Only the portion of the cost from the date of the growth's impact to the end of the year is included in the Budget. However, Departments should indicate the full-year cost of the growth.
3. **Inflation** - All Departments are expected to absorb this inflation within their 2016 approved Budgets. However, exceptions are made for extraordinary commodity price increases and contractually related increases.

Service Level Changes

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



New Programs

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

Salaries and Benefits - Full Time

The City continues to scrutinize personnel costs as a percentage of the Budget. Financial Planning provides the salary figures for the current year base budget. For example, the 2016 base Budget from each Department includes only the 2015 full time approved complement. Financial Planning completes the current year Human Resources portion of the Budget and sends the data to the respective Budget Coordinators for confirmation regarding positions and grades of full time staff. New headcount requests must be filled out on the forms and the associated new revenue and cost savings identified. All new headcounts are reviewed and approved by Senior Management, CAO and Council.

Fringe Benefits

Fringe benefits are based on known benefit rate increases provided by the Human Resources Department. In addition, the Financial Planning Department performs an analysis of the previous year's actual benefit costs and reflects its findings in the current year Budget.

Part Time Salaries

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

Shift Premium

Shift Premium will be budgeted at current year levels.

Overtime Dollars and Hours

Overtime dollars and hours will be budgeted at current year levels.

Investment Income

The forecasted 2016 interest rate of 3.45% is used for budgeting. The Financial Planning Department incorporates this rate in the development of the investment income Budget.

Sales Taxes

Municipalities are entitled to a 78% rebate on the PST component of HST, or 6.24%, and 100% federal GST rebate, or 5%. The total rebate is 11.24%. On items that the municipalities did not pay PST prior to the harmonization, there is a maximum net impact of 1.76%. For example, a \$100 purchase that is subject to \$8.00 of PST will receive a rebate of \$6.24 (78% of the 8%); therefore, the net impact to the City is \$1.76 (\$8.00 - \$6.24).

HST also impacts the City's revenues from recreation programs such as ice rentals, facility rentals, fitness memberships and program registrations relating to participants aged 14 and above, as these services are subject to HST.

USE OF ACCRUAL BASIS FOR BUDGETING

Expenses

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

Revenues

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

Utilities

The City is at spot rate for both natural gas and hydro in the current year, and it has been reflected in the current year Budget.

User Fees and Service Charges

User Fees in Recreation and Culture, Engineering and Planning Departments are adjusted to reflect market conditions & general inflation where applicable.

Debt Charges

Currently, the only debt Markham has is a 20-year loan from the Canada Mortgage and Housing Corporation (CMHC) and facilitated by the Region of York. The City borrowed \$12 million from CMHC in 2010 to construct the Birchmount Energy Centre. This plant is being operated by Markham District Energy (MDE) and the annual lease payment made by MDE to Markham more than offset the annual principal and interest payments.



Identification of Major Service Contracts

The identification of major service contracts up for renewal in 2016 is completed by Financial Planning with the assistance from the Purchasing Department and factored into the Budget.

BUDGET ADMINISTRATIVE GUIDELINES

Budget Transfers

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

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

Budget Spending

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

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

The Executive Leadership Team (ELT) regularly undertakes a detailed review of Budget over/under spending and makes decisions on spending reallocations, if required.

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

Budget Monitoring

Budget status reports are prepared on a monthly basis for ELT. These provide a comparison between actual revenues and expenditures to Budgeted amounts. Further regular reports are presented to the General Committee, which include a detailed analysis of variances.

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

Financial Planning consolidates the information and presents a reporting package to the General Committee.

Monthly Budget Reporting Content

Financial Planning reports on operating Budget variances to Senior Management monthly and to Council quarterly.

Vacancies

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

Overtime

The Directors for their respective departments are responsible to monitor overtime on a monthly basis.

Year-end Projections

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



CAPITAL BUDGET GUIDELINES

PROJECT CATEGORIES AND GUIDING PRINCIPLES*

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

*Refer to Capital Budget Control Policy (Appendix 2) for further details on Project Categories

Capital Database

The Capital Database is used to input all relevant information related to each Capital Project request. Departments are required to complete the following fields in the Capital Database for all projects planned:

- Project Information Worksheet which requires departments to provide the following information:
 - Project Manager
 - Project Type (i.e. New Asset/Expansion, Repairs/Replacements, Studies)
 - Detailed Project Description
 - Project Ranking
 - Project Cost
 - Cost of future phases, if applicable
 - Funding Sources
 - Impact on Operating Costs
 - Cash Flow Projection
 - Procurement Plan
 - ITS requirements
 - Link to Council priorities

- Development Charge / Life Cycle Projects Worksheet
 - Applicable when Development Charges (DC) has been identified as a funding source for the Capital Project. Departments are required to outline and compare the current capital project request against the year and costs that have been identified in the DC Background Study. An explanation is required when the year and/or costs deviate from the DC Background Study.

- Applicable when Life Cycle Replacement and Capital Reserve Fund have been identified as a funding source for repair/replacement of assets. Departments are required to complete the worksheet which compares the current capital project request against the Asset Life Cycle Reserve Study. An explanation is required when the year and/or costs deviate from the Asset Life Cycle Reserve Study.
- Other Projects Worksheet
 - Applicable to all non-DC and non-Life Cycle projects. Indicate how Service Level will be affected by the project; that is, whether service level will be 'maintained', 'increased' or 'decreased' after implementation. If the response is either 'increase' or 'decrease', a detailed explanation is required.

Capital Projects / Acquisitions

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

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

Priority Setting

Submissions for Operating non-life cycle funded capital projects (tax rate) will be considered in accordance with their priority ranking. Projects should be ranked as follows:

Rank 1

- § Projects that have received approval from Council
- § Projects that are required due to legal / legislative requirements
- § Life cycle funded projects with confirmed need based on condition assessment

Rank 2

- § Continuation of an existing project (i.e. second phase)
- § Life cycle funded projects without confirmed need based on condition assessment
- § Projects that have been reported to Council but pending Council decision
- § Projects that are politically sensitive
- § Projects that increase efficiency or reduce/eliminate risks
- § Projects that are deferred from previous year

Funding from Life Cycle Replacement & Capital Reserve

In 2005, Council approved the establishment of Life Cycle Replacement & Capital Reserve to address on-going capital replacement and preventive maintenance of capital



assets and for major capital expenditures approved by Council. Capital projects with the Life Cycle Replacement and Capital Reserve as a source of funding should also include the year of replacement identified in the Asset Life Cycle Reserve Study.

Special Funding

Departments are required to identify projects in the 2016 Capital database that may require upfront financing by the City because the proposed funding (e.g. sale of assets, grants, subsidies, recoveries from other levels of government) will not be available at the time of expenditure.

PROJECTS MANAGED BY OTHER DEPARTMENTS

Information Technology Services (ITS):

Departments are required to identify all discretionary IT requirements. Such projects include new corporate applications – training management system, corporate project management system. Non-discretionary requirements (e.g., PC upgrades / replacements, etc.,) are managed by ITS separately.

Operations - Fleet:

All business cases and current year Capital Funding Request forms for new fleet should be forwarded to Operations-Fleet department for review and verification of cost/standards. Operations-Fleet will submit Capital Funding Request form(s) to Finance for new fleet vehicles required in the current year.

Operations-Fleet will conduct condition assessments on replacement vehicles identified in the Asset Life Cycle Reserve Study as requiring replacement in the current year.

Council Request

Council members are encouraged to identify projects that should be included in the current year Budget submission. The requests will be summarized and distributed to the respective departments for comments which will be addressed at the Budget Committee meetings.

Taxes (Provincial & Federal)

Harmonized Sales Tax (HST) of 13% is levied on purchases made in Ontario. For most purchases, Ontario municipalities are entitled to HST Rebate of 11.24%, resulting in a net 1.76% HST impact. For purchases and improvements of eligible capital properties for commercial activities, Ontario municipalities are entitled to HST Input Tax Credit of 13%. All capital projects must be Budgeted at project cost excluding taxes. All applicable taxes impact (1.76% HST) must be identified separately.

For example, a project with a quote/estimate of \$200,000 should be Budgeted at \$203,520 with net HST impact (\$3,520) identified separately.

Development Charge Projects – Non Growth DC Reserve Fund

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

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

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

Projects with Zero Cost

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

Donations and Donations-In-Kind

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

Capital Improvements in Specific Areas

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



Capital Induced Operating Costs

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

Quotes

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

Endowment Reserve Funds

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

Post Budget Approval – Controlling Capital Expenditures

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

Over Spending Capital contract overruns that exceed Budget must follow the Capital Budget Control Policy for Request for Additional Funding of an Approved Capital Project.

APPENDIX 2 - CAPITAL BUDGET CONTROL POLICY

Purpose

The Capital Budget Control Policy will provide the necessary guidelines to improve the management, administration, and reporting of capital projects. The aim of this policy is to define the following:

- Project Categories and Guiding Principles for capital Budgeting.
- Standardized Contingency Percentages for capital Budgeting.
- The return of surplus funds after a contract has been awarded.
- Capital Budget reporting requirement to Council.
- Process for requesting new capital projects after the annual Budget has been approved.
- Process for requesting the Consolidation of capital projects with similar scope.
- Process for requesting a change to the scope of an approved capital project.
- Process for requesting additional funding for an approved capital project.
- Process for closing capital projects and the return of unexpended funds to reserves.

Project Categories and Guiding Principles

The life of a capital project can range anywhere from months to several years depending on the size and scope of the project. In order to maximize the City of Markham's ability to manage capital projects and cash flow, capital projects will be categorized according to the project nature and the amount of time required to complete the project.

- All capital projects requested and approved through the annual capital Budget process must be initiated in the calendar year of approval.
- All capital projects submitted for Budget approval must be categorized as "Major", "Minor" or "Annual", according to the guiding principles for each category as defined in the table below

PROJECT CATEGORY	GUIDING PRINCIPLES
Major	<ul style="list-style-type: none"> - Multi-year - Non-recurring
Minor	<ul style="list-style-type: none"> - Non-recurring - Completed within 12 months of initiation date - Invoices processed and projects "closed" 3 months after project completion
Annual	<ul style="list-style-type: none"> - Recurring - Completed within the calendar year of approval - Invoices processed and project "closed" no later than Q1 of the year following approval



Standardized Contingency Percentages

In 2013 Finance undertook an extensive analysis of the contingency purchase orders (PO's) as a percentage of the awarded contracts to determine reasonable project contingencies, by project type and dollar thresholds.

- The standardized contingency percentages for hard costs (construction) are provided below
- The standardized contingency percentage for soft costs (consulting & professional fees) is 10% for all project types and dollar thresholds.
- The appropriate contingency amount (as per the standardized contingency percentages for hard and soft costs) will be included in the capital project estimate submitted for Budget approval.
- Project contingency amount(s) will be proportionally adjusted according to any approved changes to project Budget amount.
- Consideration for a contingency in excess of the standardized amount must be submitted to the respective Commissioner and the CAO, with a business case to support the request for approval.

Project Type	THRESHOLDS			
	Under \$500,000	\$500,000 to \$1 million	\$1 million to under \$5 million	\$5 million and over
Existing Facility	10%	10%	10%	5%
Roads / Bridges	10%	8%	5%	5%
New Facility	N/A	N/A	10%	5%
New Parks	7%	8%	6%	N/A
Sidewalks / Illumination	5%	9%	8%	N/A
Water – Relining / Cathodic	8%	9%	N/A	N/A
Watermain & Sewer Replacement	10%	4%	3%	N/A

Return of Surplus Funds after Contract Award

Estimated costs for contracted goods or services are included in the project submission during the annual capital Budget process. In the event that the actual amount awarded for a contract is less than the amount included in the Budget estimate, the excess funding will be returned to the original funding source(s). Also, the total project Budget, including the standardized contingency amount, will be reduced accordingly.

Capital Budget Reporting

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

Status Updates from Departments

To accurately administer and report on the capital Budget, Departments will be required to forward to Finance, on a quarterly basis, an accurate status of each project owned or managed by them. The status must include a description of the work in progress, the percentage of work complete and a projected forecast for completion. Departments should also disclose any third party agreements or other situations that may delay the initiation or the completion of the project.

Semi-annual Status Report to Council

On a semi-annual basis, Finance will consolidate the information received from the Departments and report to Council on the status of capital works. The report will include a summary of the encumbrances to date, the percentage of Budget encumbered, the known commitments and expenditures, and a detailed listing of capital projects to be closed. The information provided will also include all changes to reserves and reserve funds resulting from project closures. The particulars in the report will be provided for information purposes only.

Request for New Capital Project after Annual Budget has been approved

Throughout the year, there may be the need to commence a project that was not anticipated during the annual capital Budget process.

- Departments must submit their new project requests, supported by a business case, to the Treasurer.
- Depending on the timing of the submission and on the significance of the initiative, the request will be submitted for Council approval:
 - As part of the semi-annual capital project status report, OR
 - Directly to Council with the consent of the Treasurer.

Request to Consolidate Capital Projects with Similar Scope

Many capital projects are submitted each year as part of an asset repair or replacement program, and are not always completed within the calendar year in which they are approved. This results in multiple, active projects of similar scope and can be cumbersome to manage. Departments may request that projects of similar scope be consolidated. This option is available only for projects classified as “Major”.

- Requests for consolidation of Major projects of similar scope must be submitted to the Treasurer for review.
- The request should clearly outline the incomplete works of each project and their anticipated cost.
- Any identified Budget excess will be returned to the original funding source(s).



Request to Change the Scope of an Approved Capital Project

A considerable effort is expended in assessing the capital assets of the organization and the needs of the Community in preparation for the annual capital Budget. However, throughout the life of a capital project the scope may change (additional works, materials or expanded mandate) as the priorities of the organization and Community change.

- Departments must forward all scope change requests to the CAO for consideration.
- The request should include:
 - The project name, original scope and Budget;
 - The impact of not proceeding with the project as originally defined;
 - The scope and Budget of the revised project;
 - The benefits of approving the revised project.

Requesting Additional Funding for an Approved Capital Project

During the annual capital Budget process, Departments make every attempt to ensure that the Budget request is sufficient to complete the defined scope of the project. Unanticipated costs, emergency purchases or approved scope changes may prompt the need for additional funding. All approved Budget increases will be funded from the established capital contingency project(s) appropriate to the project scope.

- Approval for the use of capital contingency project funds is governed by the signing authority levels in the corporate “Expenditure Control Policy”, (*Capital Overruns, section 6.03*).
- At the discretion of the Treasurer, a report to Council may be required (from the requesting Department) if the funding request will drive the capital contingency project into a negative balance.
- The use of capital contingency funds will be reported to the CAO and Commissioners on a quarterly basis.
- The amounts required to top up the contingency projects to their respective maximum funding amounts, will be included in the semi-annual capital status report to Council.

Following is the list of the approved capital contingency projects, by funding type & use and the maximum funding amount for each.

Non-DC Contingency	\$250,000	Tax funded portion of requirement
Design DC Contingency	\$100,000	90% DC portion of requirement
Planning DC Contingency	\$50,000	90% DC portion of requirement
Engineering DC Contingency	\$100,000	DC portion of requirement
Waterworks Contingency	\$100,000	Waterworks Stabilization/Capital requirement

Closing Capital Projects and Return of Unexpended Funds

The timely closing of capital projects is imperative to ensure that funds are not spent unnecessarily, and to ensure that any surplus funds are returned to their original source(s).

In the event that an invoice is received after the closure of a capital project, the Treasurer has the authority to approve payment of the invoice from the funding source(s) originally approved for the project; that is, providing the total cost of the project is within the original project Budget. Invoices not within the original Budget must be addressed according to the Expenditure Control Policy and other sections of this Capital Budget Control Policy.

APPENDIX 3 - INVESTMENT POLICY

Objectives

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

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

Legality of Investments

The legal authority to invest funds comes from the Municipal Affairs Act. Investments shall be in conformance with the Ontario Municipal Act and O.Reg. 438/97 – Eligible Investments and Related Financial Agreements (See Appendix A).

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

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

Additionally, the City may use funds to cover shortfalls in the City's Development Charge reserves so long as the interest charged to such reserves are at a competitive interest rate.

Preservation of Principal

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

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

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

Safety

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

DIVERSIFICATION

Investments shall be diversified by:

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

Federal/Provincial Government Securities

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

The following limitations apply:

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

Municipal Government Securities

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

Financial Institutions

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

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

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



Maintenance of Liquidity

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

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

Competitive Rate of Return

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

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

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

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

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

Administrative Procedures

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

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

Authorized Financial Institutions and Brokers/Dealers

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

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

Reporting

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

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

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

The interim report will include the following:

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

APPENDIX 3A
ELIGIBLE INVESTMENTS UNDER THE MUNICIPAL ACT
ONTARIO REGULATION 438/97

ELIGIBLE INVESTMENTS AND RELATED FINANCIAL AGREEMENTS

1. A municipality does not have the power to invest under section 418 of the Act in a security other than a security prescribed under this Regulation. O. Reg. 438/97, s. 1; O. Reg. 399/02, s. 1.
2. The following are prescribed, for the purposes of subsection 418 (1) of the Act, as securities that a municipality may invest in:
 1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by,
 - i. Canada or a province or territory of Canada,
 - ii. an agency of Canada or a province or territory of Canada,
 - iii. a country other than Canada,
 - iv. a municipality in Canada including the municipality making the investment,
 - iv.1 the Ontario Strategic Infrastructure Financing Authority,
 - v. a school board or similar entity in Canada,
 - v.1 a university in Ontario that is authorized to engage in an activity described in section 3 of the Post-secondary Education Choice and Excellence Act, 2000,
 - v.2 the board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002,
 - vi. a local board as defined in the Municipal Affairs Act (but not including a school board or a municipality) or a conservation authority established under the Conservation Authorities Act,
 - vi.1 a board of a public hospital within the meaning of the Public Hospitals Act,
 - vi.2 a non-profit housing corporation incorporated under section 13 of the Housing Development Act,
 - vi.3 a local housing corporation as defined in section 2 of the Social Housing Reform Act, 2000, or
 - vii. the Municipal Finance Authority of British Columbia.
 2. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if,
 - i. the bond, debenture or other evidence of indebtedness is secured by the assignment, to a trustee, as defined in the Trustee Act, of payments that Canada or a province or territory of Canada has agreed to make or is required to make under a federal, provincial or territorial statute, and
 - ii. the payments referred to in subparagraph i are sufficient to meet the amounts payable under the bond, debenture or other evidence of indebtedness, including the amounts payable at maturity.

3. Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid no later than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,
 - i. a bank listed in Schedule I, II or III to the Bank Act (Canada),
 - ii. a loan corporation or trust corporation registered under the Loan and Trust Corporations Act, or
 - iii. a credit union or league to which the Credit Unions and Caisses Populaires Act, 1994 applies.
- 3.1 Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid more than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,
 - i. a bank listed in Schedule I, II or III to the Bank Act (Canada),
 - ii. a loan corporation or trust corporation registered under the Loan and Trust Corporations Act,
 - iii. a credit union or league to which the Credit Unions and Caisses Populaires Act, 1994 applies.
4. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by an institution listed in paragraph 3.
5. Short term securities, the terms of which provide that the principal and interest shall be fully repaid no later than three days after the day the investment was made, that are issued by,
 - i. a university in Ontario that is authorized to engage in an activity described in section 3 of the Post-secondary Education Choice and Excellence Act, 2000,
 - ii. the board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002, or
 - iii. a board of a public hospital within the meaning of the Public Hospitals Act.
6. Bonds, debentures, promissory notes, other evidence of indebtedness or other securities issued or guaranteed by the International Bank for Reconstruction and Development.
- 6.1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by a supranational financial institution or a supranational governmental organization, other than the International Bank for Reconstruction and Development.
7. Asset-backed securities, as defined in subsection 50 (1) of Regulation 733 of the Revised Regulations of Ontario, 1990 made under the Loan and Trust Corporations Act.

- 7.1 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than five years after the date on which the municipality makes the investment.
- 7.2 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than one year and no later than five years after the date on which the municipality makes the investment.
8. Negotiable promissory notes or commercial paper, other than asset-backed securities, maturing one year or less from the date of issue, if that note or commercial paper has been issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
- 8.1 Shares issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
9. Bonds, debentures, promissory notes and other evidences of indebtedness of a corporation incorporated under section 142 of the Electricity Act, 1998.
10. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if the municipality first acquires the bond, debenture, promissory note or other evidence of indebtedness as a gift in a will and the gift is not made for a charitable purpose.
11. Securities of a corporation, other than those described in paragraph 10, if the municipality first acquires the securities as a gift in a will and the gift is not made for a charitable purpose.
12. Shares of a corporation if,
- i. the corporation has a debt payable to the municipality,
 - ii. under a court order, the corporation has received protection from its creditors,
 - iii. the acquisition of the shares in lieu of the debt is authorized by the court order, and
 - iv. the treasurer of the municipality is of the opinion that the debt will be uncollectable by the municipality unless the debt is converted to shares under the court order. O. Reg. 438/97, s. 2; O. Reg. 265/02, s. 1; O. Reg. 399/02, s. 2; O. Reg. 655/05, s. 2; O. Reg. 607/06, s. 1; O. Reg. 39/07, s. 1.
- 3. (1)** A municipality shall not invest in a security under subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 or paragraph 3.1 or 4 of section 2 unless the bond, debenture, promissory note or evidence of indebtedness is rated,
- (a) Revoked: O. Reg. 265/02, s. 2 (1).
 - (b) by Dominion Bond Rating Service Limited as "AA(low)" or higher;
 - (b.1) by Fitch Ratings as "AA-" or higher;

- (c) by Moody's Investors Services Inc. as "Aa3" or higher; or
(d) by Standard and Poor's as "AA-" or higher. O. Reg. 438/97, s. 3 (1); O. Reg. 265/02, s. 2 (1); O. Reg. 399/02, s. 3 (1); O. Reg. 655/05, s. 3 (1, 2); O. Reg. 607/06, s. 2; O. Reg. 39/07, s. 2.
- (2) Revoked: O. Reg. 655/05, s. 3 (3).
- (2.1) A municipality shall not invest in a security under paragraph 6.1 of section 2 unless the security is rated,
- (a) by Dominion Bond Rating Service Limited as "AAA";
 - (b) by Fitch Ratings as "AAA";
 - (c) by Moody's Investors Services Inc. as "Aaa"; or
 - (d) by Standard and Poor's as "AAA". O. Reg. 655/05, s. 3 (4).
- (3) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures more than one year from the date of issue unless the security is rated,
- (a) by Dominion Bond Rating Service Limited as "AAA";
 - (a.1) by Fitch Ratings as "AAA";
 - (b) by Moody's Investors Services Inc. as "Aaa"; or
 - (c) by Standard and Poor's as "AAA". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (2); O. Reg. 655/05, s. 3 (5).
- (4) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures one year or less from the date of issue unless the security is rated,
- (a) by Dominion Bond Rating Service Limited as "R-1(high)";
 - (a.1) by Fitch Ratings as "F1+";
 - (b) by Moody's Investors Services Inc. as "Prime-1"; or
 - (c) by Standard and Poor's as "A-1+". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (3); O. Reg. 655/05, s. 3 (6).
- (4.1) A municipality shall not invest in a security under paragraph 7.1 of section 2 unless the security is rated,
- (a) by Dominion Bond Rating Service Limited as "A" or higher;
 - (b) by Fitch Ratings as "A" or higher;
 - (c) by Moody's Investors Services Inc. as "A2"; or
 - (d) by Standard and Poor's as "A". O. Reg. 655/05, s. 3 (7).
- (4.2) A municipality shall not invest in a security under paragraph 7.2 of section 2 unless the security is rated,
- (a) by Dominion Bond Rating Service Limited as "AA(low)" or higher;
 - (b) by Fitch Ratings as "AA-" or higher;
 - (c) by Moody's Investors Services Inc. as "Aa3" or higher; or
 - (d) by Standard and Poor's as "AA-" or higher. O. Reg. 655/05, s. 3 (7).

- (5) A municipality shall not invest in a security under paragraph 8 of section 2 unless the promissory note or commercial paper is rated,
 - (a) by Dominion Bond Rating Service Limited as "R-1(mid)" or higher;
 - (a.1) by Fitch Ratings as "F1+";
 - (b) by Moody's Investors Services Inc. as "Prime-1"; or
 - (c) by Standard and Poor's as "A-1+". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (4); O. Reg. 655/05, s. 3 (8).
 - (6) If an investment made under paragraph 7 or 8 of section 2 falls below the standard required under subsection (3), (4) or (5), as the case may be, the municipality shall sell the investment within 30 days after the day the investment falls below the standard. O. Reg. 265/02, s. 2 (2).
 - (7) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made and as long as it continues, the investment ranks, at a minimum, concurrently and equally in respect of payment of principal and interest with all unsecured debt of the corporation. O. Reg. 265/02, s. 2 (2).
 - (8) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made, the total amount of the municipality's investment in debt of any corporation incorporated under section 142 of the Electricity Act, 1998 that would result after the proposed investment is made does not exceed the total amount of investment in debt, including any interest accrued on such debt, of the municipality in such a corporation that existed on the day before the day the proposed investment is to be made. O. Reg. 265/02, s. 2 (2).
 - (9) Any investment made under paragraph 9 of section 2, including any refinancing, renewal or replacement thereof, may not be held for longer than a total of 10 years from the date such investment is made. O. Reg. 265/02, s. 2 (2).
 - (10) Subsections (7), (8) and (9) do not prevent a municipality from holding or disposing of a security described in paragraph 9 of section 2 issued by a corporation incorporated under section 142 of the Electricity Act, 1998, if the municipality acquired the security through a transfer by-law or otherwise under that Act. O. Reg. 655/05, s. 3 (9).
 - (11) A municipality shall sell an investment described in paragraph 10 or 11 of section 2 within 90 days after ownership of the investment vests in the municipality. O. Reg. 655/05, s. 3 (9).
 - (12) If an investment described in subsection (1), (2.1), (4.1) or (4.2) falls below the standard required by the subsection, the municipality shall sell the investment within 90 days after the day the investment falls below the standard. O. Reg. 655/05, s. 3 (9).
4. (1) A municipality shall not invest more than 25 per cent of the total amount in all sinking and retirement funds in respect of debentures of the municipality, as estimated by its treasurer on the date of the investment, in short-term debt issued or guaranteed by the municipality. O. Reg. 438/97, s. 4 (1).

(2) In this section, "short-term debt" means any debt, the terms of which provide that the principal and interest of the debt shall be fully repaid no later than 364 days after the debt is incurred. O. Reg. 438/97, s. 4 (2).

4.1 (1) A municipality shall not invest in a security under paragraph 7 of section 2 or in a promissory note or commercial paper under paragraph 8 of section 2 unless, on the date that the investment is made,

- (a) the municipality itself is rated, or all of the municipality's long-term debt obligations are rated,
 - (i) by Dominion Bond Rating Service Limited as "AA(low)" or higher,
 - (i.1) by Fitch Ratings as "AA-" or higher,
 - (ii) by Moody's Investors Services Inc. as "Aa3" or higher, or
 - (iii) by Standard and Poor's as "AA-" or higher; or
- (b) the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing Corporation to act together as the municipality's agent for the investment in that security, promissory note or commercial paper. O. Reg. 265/02, s. 3; O. Reg. 399/02, s. 4; O. Reg. 655/05, s. 4 (1, 2).

(1.1) A municipality shall not invest in a security under paragraph 7.1 or 8.1 of section 2 unless, on the date the investment is made, the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing corporation to act together as the municipality's agent for the investment in the security. O. Reg. 655/05, s. 4 (3).

(1.2) Subsection (1.1) does not apply to investments in securities by the City of Ottawa if all of the following requirements are satisfied:

1. Only the proceeds of the sale by the City of its securities in a corporation incorporated under section 142 of the Electricity Act, 1998 are used to make the investments.
2. The investments are made in a professionally-managed fund.
3. The terms of the investments provide that,
 - i. where the investment is in debt instruments, the principal must be repaid no earlier than seven years after the date on which the City makes the investment, and
 - ii. where the investment is in shares, an amount equal to the principal amount of the investment cannot be withdrawn from the fund for at least seven years after the date on which the City makes the investment.
4. The City establishes and uses a separate reserve fund for the investments.
5. Subject to paragraph 6, the money in the reserve fund, including any returns on the investments or proceeds from their disposition, are used to pay capital costs of the City and for no other purpose.

6. The City may borrow money from the reserve fund but must repay it plus interest. O. Reg. 655/05, s. 4 (3).
- (2) The investment made under clause (1) (b) or described in subsection (1.1), as the case may be, must be made in the public sector group of funds of the Local Authority Services Limited and the CHUMS Financing Corporation with,
 - (a) another municipality;
 - (b) a public hospital;
 - (c) a university in Ontario that is authorized to engage in an activity described in section 3 of the Post-secondary Education Choice and Excellence Act, 2000;
 - (d) the board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002;
 - (e) a school board; or
 - (f) any agent of an institution listed in clauses (a) to (d). O. Reg. 265/02, s. 3; O. Reg. 655/05, s. 4 (4); O. Reg. 607/06, s. 3.
5. A municipality shall not invest in a security issued or guaranteed by a school board or similar entity unless,
 - (a) the money raised by issuing the security is to be used for school purposes; and
 - (b) Revoked: O. Reg. 248/01, s. 1. O. Reg. 438/97, s. 5; O. Reg. 248/01, s. 1.
6. (1) A municipality shall not invest in a security that is expressed or payable in any currency other than Canadian dollars. O. Reg. 438/97, s. 6 (1).
- (2) Subsection (1) does not prevent a municipality from continuing an investment, made before this Regulation comes into force, that is expressed and payable in the currency of the United States of America or the United Kingdom. O. Reg. 438/97, s. 6 (2).
7. (1) Before a municipality invests in a security prescribed under this Regulation, the council of the municipality shall, if it has not already done so, adopt a statement of the municipality's investment policies and goals. O. Reg. 438/97, s. 7.
- (2) In preparing the statement of the municipality's investment policies and goals under subsection (1), the council of the municipality shall consider,
 - (a) the municipality's risk tolerance and the preservation of its capital;
 - (b) the municipality's need for a diversified portfolio of investments; and
 - (c) obtaining legal advice and financial advice with respect to the proposed investments. O. Reg. 265/02, s. 4.
- (3) Revoked: O. Reg. 655/05, s. 5.
- (4) In preparing the statement of the municipality's investment policies and goals under subsection (1) for investments made under paragraph 9 of section 2, the council of the municipality shall consider its plans for the investment and how the proposed investment would affect the interest of municipal taxpayers. O. Reg. 265/02, s. 4.

8. (1) If a municipality has an investment in a security prescribed under this Regulation, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council, each year or more frequently as specified by the council, an investment report. O. Reg. 438/97, s. 8 (1).
- (2) The investment report referred to in subsection (1) shall contain,
- (a) a statement about the performance of the portfolio of investments of the municipality during the period covered by the report;
 - (b) a description of the estimated proportion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year's report;
 - (c) a statement by the treasurer as to whether or not, in his or her opinion, all investments are consistent with the investment policies and goals adopted by the municipality;
 - (d) a record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale price of each security; and
 - (e) such other information that the council may require or that, in the opinion of the treasurer, should be included. O. Reg. 438/97, s. 8 (2); O. Reg. 655/05, s. 6.
- (3) Upon disposition of any investment made under paragraph 9 of section 2, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council a report detailing the proposed use of funds realized in the disposition. O. Reg. 265/02, s. 5.
- 8.1 If an investment made by the municipality is, in the treasurer's opinion, not consistent with the investment policies and goals adopted by the municipality, the treasurer shall report the inconsistency to the council of the municipality within 30 days after becoming aware of it. O. Reg. 655/05, s. 7.
9. (1) Despite this Regulation, an investment by a municipality in bonds, debentures or other indebtedness of a corporation made before March 6, 1997 may be continued if the bond, debenture or other indebtedness is rated,
- (a) Revoked: O. Reg. 265/02, s. 6.
 - (b) by Dominion Bond Rating Service Limited as "AA(low)" or higher;
 - (b.1) by Fitch Ratings as "AA-" or higher;
 - (c) by Moody's Investors Services Inc. as "Aa3" or higher; or
 - (d) by Standard and Poor's as "AA-" or higher. O. Reg. 438/97, s. 9 (1); O. Reg. 265/02, s. 6; O. Reg. 399/02, s. 5; O. Reg. 655/05, s. 8.
- (2) If the rating of an investment continued under subsection (1) falls below the standard required by that subsection, the municipality shall sell the investment within 90 days after the day the investment falls below the standard. O. Reg. 438/97, s. 9 (2).



APPENDIX 4 - DEVELOPMENT CHARGE BORROWING POLICY

Objective

The objective of this policy is to provide a framework with respect to borrowing funds to complete Development Charge (DC) related capital projects.

SOURCES OF BORROWING

This section outlines the sources of funding available when the DC Reserves are in (or are approaching) a deficit balance.

Internal Borrowing

The City may loan the DC reserves up to a cumulative maximum of 25% of the previous year's average general portfolio balance (i.e. the City's cash and investments, as defined under the Eligible Investments section of the Municipal Act, that are not attributable to interest bearing reserves, reserve funds, and trust funds). For example if the average general portfolio balance was \$200 million, the City could provide up to \$50 million of funds to the DC reserves. The 25% limit was chosen as it still allows the City to maintain a high level of liquidity and mirrors the 25% annual repayment limit decided upon by the Ministry of Municipal Affairs and Housing.

Term of Borrowing

The internal borrowing provided from the City's General Portfolio will act as a loan for a predetermined period of time. DC Reserves will be able to continue to use these funds while there is a negative balance. At any time, the City can decide to call upon these funds if the money is needed elsewhere. It would be at this point, the DC Reserve would turn to external borrowing. (Note: there would need to be enough time to secure external borrowing before the loan could be called).

Internal Borrowing Interest Rate

The internal borrowing rate will be based on the York Region debenture rate for a similar term as the internal borrowing is estimated to be required.

External Borrowing

Any funding requirements not covered by internal borrowing will require external borrowing. The determination of the source of the funds (i.e. debenturing through the Region of York or borrowing through a bank or government agency) will be made at that time depending on the length of term required, market conditions and rates. All external borrowing needs to be coordinated through the Region of York.

Administration

Any external borrowing will be brought to Council for approval. Any internal borrowing will be approved by the Treasurer and be reported to Council no fewer than twice per year. The determination of the borrowing source will be at the discretion of the Treasurer of the City of Markham.

Any internal borrowing will be tracked and accounted for in the same manner as the City's existing investment portfolio.

As per the Municipal Act, before authorizing any specific work or class of work or any increase in the expenditure for a previously authorized specific work or class of work that would require a long term debt or financial obligation, the Treasurer will calculate an updated annual repayment limit using the most recent debt and financial obligation limit determined by the Ministry of Municipal Affairs and Housing.



APPENDIX 5 - INVESTMENT ALLOCATION INTEREST POLICY

Objective

The objective of this policy is to provide a framework with regards to the recording and allocation methods of the City's investment interest income (including bonds, money market, interest earned on bank balances, etc).

INTEREST ALLOCATION

This section outlines the methods for allocating interest to various City Reserves and Reserve Funds.

Development Charges Reserves

The Development Charge Reserves have its own segregated investment pool. The interest generated from these investments is fully allocated to the Development Charge Reserves on a monthly basis.

Interest Bearing Reserves and Reserve Funds

There are no specific investments made on behalf of reserve and reserve funds. Interest is calculated and allocated monthly. The amount of interest is determined by applying the average money market rate earned by the City in a given month to the previous month's ending reserve balance. Any reserves or reserve funds with negative balances will be charged at a rate of prime.

Varley Trust

Through a past agreement with the Varley Trust, interest is calculated and allocated monthly by applying the average bond market rate (exclusive of capital gains) earned by the City in a given month to the previous month's ending reserve balance.

General Portfolio

The remaining interest not allocated to the above reserves and trusts is deemed to be the interest earned on the general portfolio.

Capital Gains Reserve

The Treasurer has the authority to transfer year-end surpluses in the Capital Gains account to a Capital Gains Reserve.

The Capital Gains reserve can only be drawn upon in the following situations:

- Funds are required to make up for a current year Budget deficit in the Investment Interest or Capital Gains accounts
- Funds are required to set the Investment Interest Budget for the following year Budget

APPENDIX 6 - RESERVE POLICY

Asset Life Cycle Reserve Study

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

- Determining the adequacy of the City's Reserves to meet known future expenditures (Infrastructure/Capital Asset Rehabilitation/Replacements) for 25 years based on projected inflows
- Determining the adequate level for the City's corporate rate stabilization/contingency reserve based upon comparisons and benchmarking with other Municipalities and "best practices"
- Reviewing, consolidating and refining policies for the City's various reserves and reserve funds

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

Life Cycle Replacement and Capital Reserve Fund

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

Funding for this reserve will come from the following sources:

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

Corporate Rate Stabilization Reserve

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

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

In addition, future year-end operating Budget surpluses, if any, will be used to top-up this reserve to the target balance. As explained in the Future Operating Surplus section, below, once the target balance in the Corporate Rate Stabilization is achieved,



remaining year-end surpluses, if any, will be allocated to other reserves in a sequential order, as approved by Council.

Other Reserve Study Recommendations and Policies

Non-DC Growth Reserve Fund – intended for the purpose of funding the non DC component of growth related projects. See “Development Charge (DC) Projects – Non-DC Reserve Funding” section in the Capital Budget Guidelines section for further information on the City’s requirement to fund a portion of growth related new capital infrastructure projects. Proceeds from future land sales will be the source of funding for this reserve.

Facility Ramp-up Reserve – funded from the operating Budget dollars included in previous years’ Budgets to ramp-up for facility operating costs. Intended use of this reserve was not defined when the reserve was established, however, it was used to fund non-growth facility-related capital projects in the past, with Council approval. Balance at the end of each fiscal year will be transferred to the Corporate Rate Stabilization Reserve.

Environmental Land Acquisition Reserve Fund – a new reserve established in 2005 to provide a source of financing for the City to acquire/protect environmentally sensitive land. On an annual basis, \$250,000 of interest income from a long-term loan to a related company, PowerStream, will be the source of funding for this reserve. As well, any remaining year end surpluses after topping up the stabilization reserve will be used to replenish expenditures in the Reserve Fund.

Environmental Sustainability Reserve Fund – intended to provide a source of funding for internal (City) and external (e.g. Community groups) initiatives that are environmental in nature. A base level of \$150,000 was established for this fund. The process to replenish the base for expenditures is through the following year’s Capital Budget process.

Land Acquisition Reserve Fund - a new reserve established in 2005 to provide a source of financing for the City to acquire land that is strategic in nature, non-growth (and thus cannot be DC-funded), and not environmentally sensitive. On an annual basis, \$250,000 of interest income from a long-term loan to a related company, PowerStream, will be the source of funding for this reserve.

Future Operating Surpluses

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

Future year-end surpluses, if any, in the operating Budget will be allocated to top-up the Corporate Rate Stabilization reserve to 15% of local tax revenues first. Year-end

surpluses remaining, if any, after topping up the stabilization reserve will be used to replenish expenditures in the Environmental Land Acquisition Reserve Fund (second priority) and the Life Cycle Reserve Fund (third priority). Should future year-end surpluses not be sufficient to top-up the Stabilization and replenish the Environmental Land Acquisition reserve fund, the funding requirements should be included for discussion in the following year's Budget discussions.

Waterworks Reserves

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

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

- Addressing the ongoing replacement and rehabilitation requirements for the Waterworks infrastructure over their useful lives
- Determining the adequacy of the City's Waterworks Reserves to meet known future expenditures for 25 years

Based on the future replacement and rehabilitation program as identified in the Water and Wastewater Reserve Study, the Waterworks Reserves will require additional funding in order to sustain future replacement and rehabilitation requirements. As a result, effective January 1, 2008, a Water & Wastewater Infrastructure Surcharge was implemented, to be phased-in over 10 years. Any potential increase to the approved surcharge will be brought forward to Council through the annual reserve study update and the annual Budget process.



APPENDIX 7 - DEBT POLICY

Borrowing has its appropriate place in making prudent financing decisions. The City will continue to capitalize on fluctuations in interest rates and recognize when borrowing is appropriate to minimize the impact on tax rates. Building growth related infrastructure in advance of development combined with the fluctuations in development charge revenues, may result in a future need to borrow.

Policy on Debt Issuance

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

Provincial Guidelines

- Annual payments relating to debt and financial obligations should not be more than 25% of own source revenues and fund revenues, not including Municipal electrical utilities revenues.
- Markham’s annual repayment limit for 2016 is approximately \$78.7 million.

APPENDIX 8 - EXPENDITURE CONTROL POLICY

1 POLICY

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

2 PURPOSE

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

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

3 SCOPE

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

3.02 The approval authority thresholds identified include taxes except for sections under 7.01, 7.02 and 7.03.

4 RESPONSIBILITY

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

4.02 Staff whose names are approved by the appropriate Commissioner or Chief Administrative Officer (CAO) will have signing authority. Those individuals responsible for approving expenditures are also responsible for the legitimacy of the expenses.

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

4.04 The Treasurer is responsible for the administration of this Policy and will recommend to the CAO any amendments that may be required.

4.05 The CAO will be authorized to approve any amendments suggested by the Treasurer.



5 DEFINITIONS

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

“**Blanket Purchase Order**” refers to a contract between Markham and a supplier to facilitate the procurement of repetitively used goods and services for a specified term;

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

“**CCC**” means the CAO and Commissioner’s Committee;

“**Cheque Requisition**” means a form requesting a cheque be prepared for payment of non-invoice related transactions (i.e., seminar, conference, and membership);

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

“**Commitment**” means an act in the form of a contract or purchase order binding Markham to a financial obligation;

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

“**Cost Centre Manager**” means a person holding a position that has staff reporting directly to him/her and has authority over the scheduling of work and is responsible for the work that these staff produce (e.g., Supervisor, Coordinator, etc.);

“**Criteria**” means a set of rules the conformance to which will govern the authority limits to award a contract

“**Council**” means the Council of the Corporation of the City of Markham;

“**Designate**” means the staff member who may be temporarily appointed to act on behalf of an authority named in this Policy;

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

“**Director**” means a person holding a management position of Director within a department and includes the Treasurer, Fire Chief, Deputy Fire Chief, Solicitor, Clerk, Architect and Chief Information Officer (CIO), and any other title approved by Human Resources as a staff position equivalent to that of a Director;

“**Finance and Administrative Committee**” means the finance Standing Committee of Council and includes any committee that may replace this as approved by Council;

“**Fixed Purchase Order**” refers to a contract between Markham and a supplier to facilitate the procurement of goods and services for a fixed amount during a specified term;

“**Manager**” means a person holding a management position of Manager within a department and includes the Project Manager, Assistant Solicitors and Deputy Clerk and any other title approved by Human Resources as a staff position equivalent to that of a Manager;

“**Markham**” means the Corporation of the City of Markham’

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

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

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

“**Purchase Order**” means a purchase order issued by the Purchasing Department that confirms Markham’s intent to procure goods and services for a price and from the vendor as stated in the purchase order;

“**Treasurer**” means the Council appointed Treasurer of the Corporation of the City of Markham;

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

6 COMMITMENTS

6.01 The general level of authority to authorize awards within Markham’s approved Operating and Capital Budgets will be as follows:

a. Value <\$5,000

The user department Commissioner or designate delegate shall award purchases of goods and services under \$5000.

b. Contract awards that are within the Established Criteria:

Contract Value	Approval Authority
\$5,000 - 25,000	Manager
\$25,001 - \$100,000	Director
100,001 - \$350,000	Commissioner
>\$350,000	CAO

c. Contract awards that are outside the established criteria:

Contract Value	Approval Authority
\$5,000 - \$25,000	Manager
\$25,001 - \$50,000	Director
\$50,001 - \$100,000	Commissioner
100,001 - \$350,000	CAO
>\$350,000	Council

Established Criteria

The following criteria must be met to enable award of contracts:

- The expenses relating to the goods/services is included in the Budget (Operating/Capital)
- The award is within Budget
- The award results from the normal tendering process
- The award is to the lowest priced proponent
- The term of the contract is for a maximum of four(4) years
- There are no litigation between the successful bidder and Markham
- There are no bidder protests at the time of contract award

6.02 Contingencies

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

6.03 Capital Overruns

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

Dollar Threshold*	Approval Authority
\$0 - \$10,000	Director
\$10,001 - \$50,000	Commissioner
\$50,001 - \$100,000	CAO
>\$100,000	Council

*The dollar threshold limits are cumulative in nature. Two individual capital overruns at \$9,000 each for a cumulative total of \$18,000 will require the Commissioner's authorization.

- a) Approval for a capital overrun must be obtained from the appropriate authority level via an email and a Purchase Order Adjustment Authorization Form (POAAF) must be completed within 10 business days with the email attached.
- b) The Treasurer will review compliance and report any exceptions periodically to CCC.

6.04 Operating Overruns

- a) The User Department Commissioner may approve overruns to contracts drawn from Operating Budgets. The User Department Commissioner may approve overspending of any particular Budget line by making the necessary balancing decisions with other operating Budgets within their Commission. Commissioners are responsible to ensure that procedures are in place to prevent total Budget overspending.

6.05 Single Change Order With Budget Remaining Including Contingencies

- a) The approval authority level for a single change order is as follow:

Dollar Threshold	Approval Authority
\$0 - \$50,000	Director
\$50,001 - \$100,000	Commissioner
\$100,001 to limit	CAO

7 PROCEDURES

7.01 Goods and Services less than \$100 (excluding Taxes)

- a) Goods and services costing less than \$100 required in the normal course of business may be paid for from Petty Cash or by using the Corporate Procurement Card.
- b) All withdrawals from Petty Cash and all expenditures using Petty Cash must be authorized by the employee's next level of authority.
- c) Invoices will be approved by the appropriate authority and sent to the Accounts Payable Department for payment.



7.02 Goods and Services greater than \$100 and less than \$5,000 (excluding Taxes)

Goods and services costing more than \$100 and less than \$5,000, required in the normal course of business, may be purchased without a purchase order either through normal invoice procedures or by using the Corporate Procurement Card, except in the case of regular predictable expenses such as rent or utilities.

- a) Invoices will be approved by the appropriate authority and sent to the Accounts Payable Department for payment.

7.03 Goods and Services greater than \$5,000 (excluding Taxes)

- a) For goods and services costing more than \$5,000, a purchase order must be issued. The purchase order could be either a blanket, fixed or regular purchase order depending on the type of purchase.
- b) For purchases using a blanket or regular purchase order, invoices duly approved by the appropriate level of authority (sign off on the invoice), will be sent to Accounts Payable for payment processing.
- c) For fixed purchase orders, the invoices will be paid automatically by the Accounts Payable Department without the need for approval by the User Department. It is the responsibility of the User Department to inform Accounts Payable to stop payment for any reason before the payment is due.

7.04 Contingencies

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

7.05 Invoice Authorization for Payment

- a) All invoices for expenditures less than \$5,000 must be signed by a Supervisor / Coordinator.
- b) All invoices for expenditures greater than \$5,000 must have two signatures / initials as follows (e.g. initials):
 - i. The first initial can be any staff member, within the User Department, that has been authorized by the User Department Commissioner.
 - ii. For purchases less than \$100,000 the second initial must be a manager's initials.
 - iii. For purchases above \$100,000 the second initial must be a Director's initials.
 - iv. Initials will be written on the face of the invoice. Accounts Payable will check to see that there are two sets of initials, ensuring that one is the appropriate Director or Manager.

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

7.06 Write-Offs

Authorization to write-off outstanding amounts owing to Markham as uncollectible is as follows:

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

8 MISCELLANEOUS AUTHORITIES

8.01 Accounting

a) Personal Expense Claims

	Authority
a) Personal Expense Claims	
Staff member	Manager
Manager	Next Level/Director
Director	Next Level/Commissioner
Commissioner	Chief Administrative Officer
Chief Administrative Officer	Commissioner of Corporate Services
Councillor	Councillor
b) Cheque requisitions	Manager/Director as per clause 7.05
c) Procurement Card Purchase	Manager and/or Director
d) Petty Cash Expenditures	Manager



8.02 Payroll / Personnel

	Authority
a) Time Sheets	Cost Centre Manager
b) Overtime	Cost Centre Manager
c) Vacation	Cost Centre Manager
d) Salary Memorandums	Director - Human Resources
e) Termination/Leave of Absence	Director - Human Resources

8.03 Letters of Credit – Draws, Reductions, Releases

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

8.04 Miscellaneous

	Authority
a) Disposal of surplus assets	Chief Administrative Officer or Treasurer
b) Acquisition of computer equipment and software	Chief Administrative Officer

8.05 Treasurer's Authority

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

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

8.06 Barter Transactions

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

9 AUDIT

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

10 ATTACHMENTS

- Cheque Requisition Form
- Expenditure Control Form
- Purchase Order Adjustment Authorization Form (POAAF)

11 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE

- Petty Cash Policy
- Business Expenses & Conferences Policy
- Corporate Procurement Card Policy
- Purchasing By-law #2004-341

APPENDIX 9 - TANGIBLE CAPITAL ASSETS POLICY

Introduction

The Public Sector Accounting Board (PSAB), a branch of the Canadian Institute of Chartered Accountants, was created in 1981 as an independent body with the authority to set accounting standards for the public sector. In June 2006, PSAB approved the revisions to Section 3150 of the Public Sector Accounting Handbook - Tangible Capital Assets stating that effective January 1, 2009 all municipal governments would be required to capitalize tangible capital assets (TCA) at historic cost and amortize these assets over their useful lives.

In order to be fully compliant with the new requirements, all tangible capital assets currently owned by the City of Markham (City) were inventoried and valued at their historic costs. The useful life of each asset, or asset class, was determined and amortization was calculated from the time the asset was put into service. The City's 2009 Financial Statements included 2008 comparative numbers along with a Budget. The City's 2008 Financial Statements was restated to be PSAB 3150 compliant.

Effective January 1, 2009, the City's Capital Budget must include only projects which meet the criteria laid out in this document for tangible capital assets. All other expenditures must be included in the Operating Budget and be expensed in the period in which they are incurred.

A glossary of terms related to account for tangible capital assets is included in Appendix 11A.

Scope

This policy will apply to all City departments, boards and commissions, agencies and other organizations falling within the reporting entity of the City.

Purpose

The purpose of the following policy is to provide clear direction to ensure the City's assets are recorded in a fixed asset register, at historic values and amortized over their useful lives, in a consistent manner in accordance with the guidelines established in PSAB 3150.

This policy will provide the framework to achieve the following outcomes:

- Compliance with PSAB 3150
- Consistent accounting treatment of asset related expenditures
- Gather and maintain information needed to prepare financial statements
- Fiscal responsibility
- Users of the financial report are able to discern information about investments in property, plant and equipment, and the changes in such investments.

Policy Statement

All assets owned by the City of Markham, which meet the definition of a tangible capital asset will be capitalized and amortized over its useful life.

1. TCA Definition

According to PSAB 3150 Section .05, tangible capital assets are defined as non-financial assets having physical substance that:

- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- Have useful economic lives extending beyond an accounting period;
- Are to be used on a continuing basis; and
- Are not for sale in the ordinary course of operations.

1.1 Assets Exclusions

The following assets are to be excluded from the TCA policy:

- Intangible assets including copyrights, trademarks, patents, goodwill and easements;
- Natural resources – trees, woodlots(land value capitalized only)
- Works of Art, Historical Treasures, Archival records – as they have cultural, aesthetic or historical value that is worth preserving in perpetuity, but has no direct future benefit which is measurable. The existence and nature of this property must be disclosed on the Financial Statements (Section PS 3150.42(e)).
- Studies including environmental assessments which are not directly related to an acquisition of a TCA.
- Assets listed for sale if the following conditions are met:
 - The asset is in a condition to be sold
 - There is an active market for the asset
 - There is a plan for selling the asset; and,
 - It is reasonably anticipated that the sale to a purchaser external to the City will be completed within one year of the reporting date.

2.0 Asset Categories

An asset category is a grouping of assets of similar in nature or function in the City's operation. The following is a list of the City's asset categories:

- Equipment
- Furniture & Fixtures
- Infrastructure
- Land
- Library Furniture & Fixtures
- Library Media Collection



- Parks & Pathways
- Vehicles
- Waterworks Equipment
- Waterworks Infrastructure
- Waterworks Vehicles

3.0 Capitalization

Tangible capital assets will be capitalized (recorded in the fixed asset register) according to the following thresholds:

- All land;
- All buildings;
- Civil infrastructure systems (built assets such as roads, bridges, sewers, water, parks etc. with unit cost of \$25,000 or greater, assets less than \$25,000 should be pooled where their pooled value exceeds \$50,000);
- All others with unit cost of \$5,000 or greater.
- Assets between \$1,000 and \$5,000 where their pooled value exceeds \$50,000

Betterments (see Section 12) to existing assets will be capitalized when unit costs exceed the approved threshold.

Thresholds will be reviewed on an annual basis. Changes to the thresholds will require the approval of the Treasurer.

4.0 Opening Valuations

In order to meet PSAB compliance, the following information was collected during the initial recognition and set up of individual asset:

- Description of asset
- Year of acquisition
- Serial ID (or unique asset ID)
- Original historical cost including betterments
- Amortization calculations to date

5.0 Valuation

A tangible capital asset will be recorded at cost plus all charges necessary to place the asset in its intended location and condition for use.

5.1 Purchased assets

Cost is the gross amount of consideration paid to acquire an asset. It includes all non-refundable taxes and duties, freight and delivery charges, installation and site preparation costs, and any other costs necessary to put the asset in the condition necessary for its intended use. It is net of any trade discounts or rebates.

Cost of land includes purchase price plus legal fees, land registration fees and transfer taxes. Also, any costs to make the land suitable for intended use, such as pollution mitigation, demolition and site improvements that become part of the land will be included. In the case of park land, the cost of all landscaping required to put the park into service will be added to the cost of the land.

When two or more assets are acquired for a single purchase price, it is necessary to allocate the purchase price to the individual asset acquired. Allocation will be based on the market value of each asset at the time of acquisition or some other reasonable basis if market value is not readily determinable.

5.2 Acquired, Constructed or Developed Assets

The value of an asset will include all costs directly attributable (e.g., construction, architectural and other professional fees) to the acquisition, construction or development of the asset.

The cost associated with internal staff time for design, inspection, administrative and other similar costs will be capitalized when the value can be determined. TCA related projects which are undertaken by the City's Engineering & Urban Design departments will be charged as a percentage of the project cost to cover internal staff time. This rate will be reviewed on an annual basis and adjusted at the discretion of the Treasurer.

Capitalization of general administrative overhead, for example an allocation of fixed costs such as occupancy costs for the design department or an allocation of the costs of corporate departments such as human resources, legal, purchasing and accounting, is prohibited. Capitalization of carrying costs ceases when no construction or development is taking place or when the tangible capital asset is ready for use.

Any cost that is not necessary for the completion of the acquisition, betterment or construction of an asset cannot be capitalized.

All eligible costs will accumulate within the City's Work in Progress (see Section 6.0) account until such time as the asset is put into service.

5.3 Capitalization of Interest Costs

Borrowing costs incurred by the acquisition, construction and production of an asset that takes a substantial period of time to get ready for its intended use will be capitalized as part of the cost of that asset.

Capitalization of interest costs will commence when expenditures are being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use are in progress. Capitalization will be suspended during periods in which active development is interrupted. Capitalization will cease when substantially all of the activities necessary to prepare the asset for its intended use are complete. Substantially all of the activities are complete when only minor or no modifications are outstanding.



5.4 Donated or Conveyed Assets

The cost of donated assets that meet the criteria for recognition will be equal to the fair value at the time of donation. Fair value for donated assets will be determined using market values, appraisal values, or an estimate of replacement cost.

Infrastructure assets conveyed to the City by developers will be recognized on the City's Financial Statements in the year they are accepted by the City for maintenance. These conveyed assets will be valued using the approved engineering consultant's estimates provided by developers at the time of subdivision registration.

The cost of land acquired by the City without consideration, including donated or conveyed land, will be equal to fair value at the time of acquisition. Fair value will be determined using an estimate of the current market value.

Ancillary costs associated with the donated/conveyed asset will also be capitalized.

6.0 Capital Work in Progress

The total cost of TCA, which meet the defined thresholds, currently under construction and not ready to be put into service at the end of the reporting year, will be reported as Work-In-Progress (WIP) on the City's Statement of Financial Position.

Eligible pre-construction costs incurred prior to the actual acquisition or construction of a TCA will be accumulated for each TCA or project as WIP. If in a subsequent period it is determined that the acquisition, development or construction of the TCA will not proceed, the costs accumulated as WIP will be immediately expensed.

7.0 Componentization

Tangible capital assets may be accounted for using either the single asset or component approach. Whether the component approach is to be used will be determined by the usefulness of the information versus the cost of collecting and maintaining information at the component level.

Factors to consider when determining whether to use a component approach include:

- Major components may have significantly different useful lives and consumption patterns than the related tangible capital asset.
- Value of components in relation to the related tangible capital asset.

Major components will be grouped when the assets have similar characteristics and estimated useful lives or consumption rates.

Expenditures, regardless of value, related to assets capitalized using the single asset approach but do not extend the useful lives or improve the economic benefit of the assets must be expensed in the period in which they occur.

Please see Appendix B for a detailed list of asset groups and components.

8.0 In Service Date

The in service date for a TCA is the date at which the City begins to utilize the TCA. Confirmation that a TCA is in service could include such indicators as the receipt of an occupancy permit, certificate of substantial completion or certificate of acceptance by the City.

Conveyed linear assets will be considered in service by the City when a registered plan is accepted for maintenance through a Council resolution.

Land conveyed to the City through registered subdivision agreements will be recognized when there is evidence that land title has been transferred.

9.0 Useful Life

Useful life is the period over which an asset is expected to be available for use by the City. It is normally the shortest of the asset's physical, technological, commercial or legal life. Some of the factors that are considered when determining an asset's useful life are the asset's intended use, construction type, current maintenance policies and technological changes.

A comprehensive list of useful life of the City's assets, by category, is attached (Appendix B).

The appropriate amortization period for each assets category has been determined at a corporate level with input from user departments. The useful lives of the City's assets will be reviewed on a regular basis and revised, with the approval of the Treasurer, when the appropriateness of a change can be clearly demonstrated.

10.0 Amortization/Depreciation

Amortization is an accounting process that allocates the cost of an asset over accounting periods, as an expense of its useful life. Amortization charges are included in the cost of operations and contribute directly to the net annual operating results.

In general, the City uses or consumes a TCA relatively evenly over the life of the asset. Hence, the most appropriate method for calculating amortization is the straight-line method.

Amortization will begin in the year an asset is put in service. For projects with distinctive phases, amortization will begin with the completion of each phase. Regardless of the month an asset is put in service, half of the annual amortization expense will be charge in the first year.

The amortization method will be reviewed on a regular basis and will be revised when the appropriateness of a change can be clearly demonstrated.



11.0 Disposal

The guidelines for the disposal of tangible capital assets are governed by the Purchasing Bylaw.

Pooled assets will continue to be depreciated over their full lives regardless of the service status of the individual asset in the pool. Non pooled assets will be accounted for as outlined below:

The gain or loss on the disposal of an asset is the difference between the net book value of the asset (at the time of disposal) and the proceeds from the disposal. The gain or loss on disposal of the asset will be charged to the appropriate operating account.

In cases where the tangible capital assets are permanently taken out of service, destroyed or replaced due to obsolescence, scrapping or dismantling, the department head or designate must notify Finance Department of the asset ID, asset description and effective date. The Finance department is responsible for adjusting the asset registers and writing down the asset to the estimated residual value.

Amortization of assets which are temporarily taken out of service should continue to be recorded as if the asset were in use. If the asset is redeployed, the useful life should be determined based upon the new usage of the asset.

12.0 Write Down/Write Off

Pooled assets will continue to be depreciated over their full lives regardless of the service status of the individual asset in the pool. Non pooled assets will be accounted for as outlined below:

The value of a tangible capital asset will be written down when conditions indicate that the service potential to be derived from the asset has been diminished. These conditions include but are not limited to:

- A change in the extent to which the TCA is used
- A change in the manner in which the TCA is used
- Significant technological developments
- Physical damage
- Removal of the TCA from service
- A decline in or cessation of the need for the services provided by the TCA
- A decision to halt construction of the TCA before it is complete or in useable or saleable condition
- A change in the law or environment affecting the extent to which the tangible capital asset can be used.

The impairment to the tangible capital asset must be permanent in nature and the rationale must be documented. The TCA would be written down to the revised estimate of the value of the asset's remaining service potential.

A write down cannot be reversed.

13.0 Maintenance vs. Betterment

PSAB 3150 .21 states that the following basic distinctions can be used to identify maintenance and betterments:

- Ø Maintenance and repairs maintain the predetermined service potential of a TCA for a given useful life. Such expenditures are expensed in the accounting period in which they are incurred.
- Ø Betterments increase service potential (and may or may not increase the remaining useful life of the tangible capital asset). Such expenditures would be included in the cost of the related asset.

Expenditures, regardless of value, which do not extend the useful life or improve the economic benefit of the asset, must be expensed in the period in which they occur.

14.0 Capital Leases

A capital lease is a lease with contractual terms that transfer substantially all the benefits and risks inherent in ownership of property to the City. For substantially all of the benefits and risks of ownership to be transferred, one or more of the following conditions must be met:

- There is reasonable assurance that the City will obtain ownership of the leased property by the end of the lease term.
- The lease term is of such duration that the City will receive substantially all of the economic benefits expected to be derived from the use of the leased property over its life span.
- The City would be assured of recovering the investment in the leased property and of earning a return on the investment as a result of the lease agreement.

The process to account for a capital lease is the same as acquiring a capital asset and incurring a liability.

Notwithstanding the above, leases will be considered operating leases, therefore expensed, when the net present value of the future minimum lease payments or fair value, whichever is less, is less than \$10,000.

15.0 Accountability

Operating departments are responsible for:

- Providing information on capital request forms identifying all information required for the eventual calculation of amortization.
- Advising the Manager of Finance Planning of all acquisitions, disposals and asset life expectancy changes.
- Ensuring proper control of tangible capital assets is maintained.
- Providing information about the availability, condition and usage of the asset as required.

- Correct allocation of all expenses whether capital or operating. Note that all expenses charged to a capital WIP project must meet the definition of eligible costs for a TCA.
- Ensuring expenses are charged to the correct WIP account. Department must bear in mind that all WIP transactions will be audited for eligibility as part of the annual external audit.

Finance is responsible for:

- Maintaining the City's asset register
- Accounting for all TCA in accordance with this policy
- Reporting of all TCA in the financial statements of the City
- Establishing policies in compliance with PSAB, the Municipal Act and other Ministry guidelines.
- Updating this policy as required and monitoring compliance on an ongoing basis.
- Recording capital assets appropriately, confirming departments are charging expenses correctly, and that all asset costs are valid.
- Ensuring reporting requirements for provincially, federally or other funding sourced programs appropriately and accurately reflecting the impacts of PSAB (if any)
- Regular review of the useful life of each asset class.
- Periodic physical inventories, including spot-checks where feasible, to ensure all asset are still in use and available.
- Reporting to departments regarding capital assets
- Ensuring that assets convey through development agreements are captured including the required values needed for PSAB compliance.

APPENDIX 9A

Glossary of Terms

Amortization is the accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Amortization expense is an important part of the cost associated with providing services, regardless of how the acquisition of tangible capital assets is funded. Depreciation accounting is another commonly used term to describe the amortization of tangible capital assets.

Assets are economic resources controlled as a result of past transactions or events and from which future economic benefits may be obtained. Assets have three essential characteristics:

- a) they embody a future benefit that involves a capacity, singly or in combination with other assets, to provide future net cash flows, or to provide goods and services;
- b) the City can control access to the benefit; and
- c) the transaction or event giving rise to the control of the benefit has already occurred.

Asset impairment occurs when conditions indicate that a tangible capital asset no longer contributes to the City's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net book value.

Betterment is a cost incurred to enhance the service potential of a tangible capital asset. Betterments increase service potential (and may or may not increase the remaining useful life of the tangible capital asset). Such expenditures would be included in the tangible capital asset's cost.

Capitalization threshold (recognition threshold) is the value above which assets are capitalized and reported in the financial statements.

Capital Lease

A capital lease is a lease with contractual terms that transfer substantially all the benefits and risks inherent in ownership of property to the City. For substantially all of the benefits and risks of ownership to be transferred to the lessee, one or more of the following conditions must be met;

- a) There is reasonable assurance that the City will obtain ownership of the leased property by the end of the lease term.
- b) The lease term is of such duration that the City will receive substantially all of the economic benefits expected to be derived from the use of the leased property over its life span.
- c) The lessor would be assured of recovering the investment in the leased property and of earning a return on the investment as a result of the lease agreement.



Carrying costs are costs directly attributable to an asset's acquisition, construction or development activity where, due to the nature of the asset, it takes a long period of time to get it ready for its intended use. Typical carrying costs could include:

- technical and administrative work prior to commencement of and during construction;
- overhead charges directly attributable to construction or development; and
- interest.

Conveyed Assets include all assets which are constructed by a developer and where ownership is transferred to the City in accordance with the registered subdivision agreement. These assets could include land, roads, stormwater ponds, sidewalks, street signs, water, waste water & sanitary sewage systems.

Component is a part of an asset with a cost that is significant in relation to the total cost of that asset. Component accounting recognizes that each part might have a different useful life and requires separate accounting for each component that has a different useful life than the whole asset does.

Cost is the gross amount of consideration given up to acquire, construct, develop or better a tangible capital asset, and includes all costs directly attributable to the asset's acquisition, construction, development or betterment, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed tangible capital asset, including a tangible capital asset in lieu of a developer charge, is considered to be equal to its fair value at the date of contribution. Capital grants would not be netted against the cost of the related tangible capital asset. The cost of a leased tangible capital asset is determined in accordance with Public Sector Guideline PSG-2 Leased Tangible Capital Assets.

Depreciation is the expense in an accounting period arising from the application of depreciation accounting.

Directly attributable costs refers to direct incremental expenses incurred for technical and administrative activities related to the construction of a tangible capital asset. These costs could include the salaries and benefits for internal staff doing design work related to the construction project. It would not include an allocation of fixed costs such as occupancy costs for the design department or an allocation of the costs of corporate departments such as human resources, legal, purchasing and accounting. These latter costs are incurred whether or not the construction project is undertaken and, therefore, would not be incremental overhead expenses directly attributable to the cost of the project. Refer also to the definitions of direct costs and indirect costs.

Direct costs are incremental costs incurred for the acquisition, construction or development of a tangible capital asset. Direct costs would not have been incurred other than to acquire, construct or develop the tangible capital asset. For example, materials and supplies, equipment, temporary site buildings, legal and other professional fees, etc., could be considered direct costs.

Expenses, including losses, are decreases in economic resources, either by way of outflows or reductions of assets or incurrence of liabilities, resulting from the operations,

transactions and events of the accounting period. Expenses include transfer payments due where no value is received directly in return. Expenses include the cost of economic resources consumed in, and identifiable with, the operations of the accounting period. For example, the cost of tangible capital assets is amortized to expenses as the assets are used in delivering programs. Expenses do not include debt repayments or transfers to other local governmental units in the City's reporting entity.

Fair value is defined in accounting standards as the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction who are under no compulsion to act.

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets include but are not limited to, cash, investments, accounts receivable, inventory held for resale.

Full accrual basis of accounting recognizes the financial effects of transactions in the period(s) in which they occur irrespective of when the cash has been received or paid.

It requires that tangible capital assets be reported on the balance sheet (statement of financial position) at historical cost and expensed (amortized) in the annual results of operations over their estimated useful lives.

Gains can arise from peripheral or incidental transactions and events affecting a local government. Such transactions and events include the disposition of assets purchased for use and not for resale, and the liquidation or refinancing of debt.

Indirect costs are costs incurred for a common or joint purpose and, therefore, can not be identified readily and specifically with an activity related to the acquisition, construction or development of a tangible capital asset. For example, executive management, occupancy costs for general administrative buildings, corporate services (accounting, payroll, legal, technology, etc.), general local government, etc., would be considered indirect costs.

Liabilities are present obligations to others arising from past transactions or events, the settlement of which is expected to result in the future sacrifice of economic benefits. Liabilities have three essential characteristics:

- a) they embody a duty or responsibility to others, leaving little or no discretion to avoid settlement of the obligation;
- b) the duty or responsibility to others entails settlement by future transfer or use of assets, provision of goods or services, or other form of economic settlement at a specified or determinable date, on occurrence of a specified event, or on demand; and
- c) the transactions or events obligation have already occurred.

Losses can arise from peripheral or incidental transactions and events. Such transactions and events include the disposition of assets purchased for use and not for resale, and the liquidation or refinancing of debt.



Market value is defined as the estimated amount for which a property would be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction wherein the parties had each acted knowledgeably, prudently and without compulsion.

Maintenance and repairs maintain the predetermined service potential of a tangible capital asset for a given useful life. Such expenditures are charged in the accounting period in which they are made.

Net book value of a tangible capital asset is its cost, less accumulated amortization and the amount of any write-downs.

Non-financial assets include tangible capital assets and other assets such as prepaid expenses and inventories of supplies. Non-financial assets are acquired, constructed or developed assets that are normally employed to deliver services, may be consumed in the normal course of operations and are not for sale in the normal course of operations.

Pooled Assets are assets that have a unit value below the capitalization threshold but have a material value as a group. Although recorded in the financial systems as a single asset, each unit may be recorded in the asset sub-ledger for monitoring and control of its use and maintenance. Examples could include personal computers, furniture and fixtures, small moveable equipment, etc.

Residual value is the estimated net realizable value of a tangible capital asset at the end of its useful life.

Revenues, including gains, can arise from: taxation; the sale of goods; the rendering of services; the use by others of economic resources yielding rent, interest, royalties or dividends; or receipt of contributions such as grants, donations and bequests. Revenues do not include borrowings, such as proceeds from debt issues or transfers from other local governmental units..

Service potential is tangible capital asset's output or service capacity, normally determined by reference to attributes such as physical output capacity, quality of output, associated operating costs and useful life.

Straight-line amortization allocates the cost less estimated residual value of a capital asset equally over each year of its estimated useful life.

Useful life is the estimate of either the period over which a tangible capital asset can be used, or the number of production or similar units that it can obtain from the tangible capital asset. The life of a tangible capital asset may extend beyond its useful life. The life of a tangible capital asset, other than land, is finite, and is normally the shortest of the physical, technological, commercial and legal life.

Write-down is a reduction in the cost of a tangible capital asset to reflect the decline in the asset's value due to a permanent impairment.

APPENDIX B

Category 1	Category 2	Category 3	Recording Method	Useful Life (Years)	Components	
Buildings			Single Asset	40		
Equipment	Facility Equipment		Pooled by year	10	Indoor Cleaning/Maintenance, Kitchen, Theatre, etc.	
	Facility Recycling Containers		Pooled by year	10		
	Fire Services Equipment		Pooled by year	11		
	ITS Equipment		Pooled by year	7	Audio/Visual, Computers, Fire Dispatch, Library 3M HW, Network Device, Peripherals, Print Shop Equip, Printers, Servers & Telecomm.	
	Non-Licensed Construction/Maintenance Equipment		Pooled by year	7		
	Parking Machines		Pooled by year	10		
	Recreation Fitness & Program Equipment		Pooled by year	5		
	Solar PV Panels		Single Asset	20		
Furniture & Fixtures	Facility Furniture		Pooled by year	10		
	Office Furniture		Pooled by year	15		
Infrastructure	Bridges	Substructure	Single Asset	75		
		Superstructure	Single Asset	25		
	Culverts		Pooled by year	50		
	Fencing		Pooled by year	20		
	Guide Rails		Pooled by year	20		
	Masonry Features		Pooled by year	40		
	Parking Lots	Paved Surface		Pooled by year	25	
		Sub-base		Pooled by year	45	
	Pedestrian Bridges		Pooled by year	40		
	Retaining Walls		Pooled by year	20		
	Right-Of-Ways (ROW's)	Road Surface		Pooled by year	25	Asphalt surface-roads & laneways, curbs and speed humps.
		Sidewalks		Pooled by year	45	Concrete surface of sidewalks
		Sub-base		Pooled by year	45	Drainage, aggregate & earthwork.
	Signals	Controllers		Pooled by year	10	
		Electrical, Poles & Heads		Pooled by year	22	
	Signs		Pooled by year	10		
	Storm Sewer Systems		Pooled by year	88		
	Stormwater Lift Stations	Building Structure		Single Asset	100	
		Electrical		Single Asset	50	
		Process Mechanical		Single Asset	25	
		Substructure - Concrete		Single Asset	100	
		Substructure - Misc. Metals		Single Asset	50	
Street Lights		Pooled by year	35			
SWM Ponds		Single Asset	10			
Traffic Islands		Pooled by year	25			
Land	Land Parcels		Single Asset	n/a		
	Land Under ROW's		Single Asset	n/a		
	Park Landscaping		Single Asset	n/a		
Library Furniture & Fixtures	Library Furniture & Fixtures		Pooled by year	10		
Library Media Collection	Library Media Collection		Pooled by year	7		

Category 1	Category 2	Category 3	Recording Method	Useful Life (Years)	Components
Parks & Pathways	Other Structures	Lighting	Pooled by year	30	Pathway & sportfield lighting.
		Park Furnishings	Pooled by year	10	Benches, waste receptacles, signage.
		Shelters	Pooled by year	40	Park buildings, gazebos, arbors.
		Skate Parks	Pooled by year	25	
		Sportsfield Structures	Pooled by year	10	Fencing, Court surfaces, Bleachers, Goal posts.
	Pathways		Pooled by year	15	
	Playground Structures		Pooled by year	15	
	Site Servicing & Drainage		Pooled by year	60	Water supply & drainage.
	Waterplay Structures		Pooled by year	20	
Vehicles	Fire Apparatus		Pooled by year	9	
	Licensed Vehicles		Pooled by year	7	
Waterworks Equipment	O&M Tools and Equipment		Pooled by year	9	
Waterworks Infrastructure	Drinking Water Distribution System		Pooled by year	60	
	Sanitary Sewage Collection System		Pooled by year	85	
	Sanitary Sewage Pumping Stations	Architecture	Single Asset	50	
		Building Mechanical	Single Asset	25	
		Building Structure	Single Asset	100	
		Civil access area	Single Asset	50	
		Civil - Fence and Pavement	Single Asset	20	
		Civil - Underground Piping (50)	Single Asset	50	
		Civil - Underground Piping (100)	Single Asset	100	
		Electrical (25)	Single Asset	25	
		Electrical (50)	Single Asset	50	
		Instrumentation & Control	Single Asset	15	
		Machinery	Single Asset	50	
		Process Mechanical	Single Asset	25	
		Substructure - Concrete	Single Asset	100	
Substructure - Misc. Metals		Single Asset	50		
Waterworks Vehicles	Licensed Vehicles		Pooled by year	7	