



# 2008 BUDGET

**Town of Markham**

**Ontario, Canada**

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**Cover photo Canadian flag collage:**

*Cover images represent the Town of Markham's six strategic priorities —*

*• Growth • Transportation • Environment • Municipal Services • Parks, Recreation, Culture & Library Master Plan and Public Safety • Diversity*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

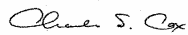
PRESENTED TO

**Town of Markham**

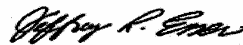
**Ontario**

For the Fiscal Year Beginning

**January 1, 2007**



President



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Town of Markham, Ontario** for its annual budget for the fiscal year beginning **January 1, 2007**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



## 2008 BUDGET

### EXECUTIVE SUMMARY

**We are pleased to present the 2008 Operating, Capital, Building Standards and Waterworks Budgets for the Town of Markham.** After extensive discussion and planning involving residents, community and business groups, Council and staff have produced a balanced budget which addresses the social needs of the community, maintains service levels and keeps the increase in the municipal portion of the tax rates at a minimal level. Vital Markham services such as fire protection, waste management and roads services have been supported at 2007 levels.

The Town of Markham approved the following 2008 Budgets, totalling \$355.2 million:

- Operating                    \$158.0 million
- Capital                        \$131.0 million
- Building Standards        \$7.0 million
- Waterworks                 \$59.2 million

### OPERATING BUDGET

The following exhibit reconciles the 2007 Approved Operating Budget to the 2008 Operating Budget (figures exclude prior years surplus):

#### Revenues

Approved 2007 Budget Revenues (excluding Building Standards)	\$151,419,368
2008 Increase in Revenues	\$345,542
2008 Assessment Growth - Tax Revenue	\$2,665,000
2008 Property Tax Levy Increase	<u>\$3,611,492</u>
<b>Total 2008 Budget Revenues (excluding surplus)</b>	<b><u><u>\$158,040,402</u></u></b>

#### Expenditures

Approved 2007 Budget Expenditures (excluding Building Standards)	\$151,419,368
2008 Increase in Expenditures	\$6,122,034
2008 Increase Operating Contribution to Capital Reserves	<u>\$500,000</u>
<b>Total 2008 Budget Expenditures (excluding surplus)</b>	<b><u><u>\$158,040,402</u></u></b>

The Town of Markham continues to face inflationary pressures in many aspects of its operations. General inflation, waste collection and winter maintenance contracts, other contract renewals, wage settlements, and higher utilities costs (partially offset by Town-initiated energy savings) and higher maintenance costs have resulted in increased operating expenditures. Markham continues to add to its inventory of parks, streetlights,



and roads each year, which requires additional resources for the maintenance and replacement of these assets. The total impact of these pressures on expenditures is \$6.6 million.

To mitigate the increased expenditures, revenues were reviewed and increased by \$3.0M in the areas of assessment growth; an additional grant from Waste Diversion Ontario; recreational programs; and fee/fine revenues.

The increase in revenues does not fully offset the pressures in operating expenditures. The resulting shortfall of \$3.6 million necessitates a property tax rate increase of 3.73%, which represents \$39.20 per year on the municipal portion of the tax bill for an average home valued at \$403,000. Of the total residential property taxes collected, the Town receives about 26.34 cents of every dollar, with the remainder going to education (25.60 cents) and the Region of York (48.06 cents).

## **CAPITAL BUDGET**

The Capital Budget approved for the year focuses on projects supporting Council's priorities:

- Growth Management
- Transportation / Transit
- Environment
- Municipal Services
- Parks, Recreation, Culture, Library Master Plan and Public Safety
- Diversity

## **CLICK WITH MARKHAM AND STRATEGIC FOCUS**

In November 2007, Markham conducted a three week interactive public engagement program, Click with Markham, to better understand residents' views and opinions on the Town's proposed areas of strategic focus and associated action plans. Almost 5,000 responses verified that the selected priorities address areas of greatest importance to residents. These priorities, along with major programs funded in the current budget, are listed below:

- **Growth Management:** Design and construction of new parks, development of guidelines and policies to support a made-in-Markham strategy for community growth as well as the development of a Markham transportation strategic plan, updating the plan that was established in 2001.
- **Transportation/Transit:** Ongoing implementation of the cycling and pathways program, new road constructions and road improvements, the completion of Markham Cycling Master Plan and the continued implementation of Markham Transportation Demand Management (TDM) initiatives and the Markham Safe Streets Strategy.



- **Environment:** Development of a Markham GreenPrint strategy that will further protect the Town's air, land, water, vegetation, wildlife and all living species and funding for a major tree planting initiative. Investments are also made for additional Stormwater Management Ponds, Down Stream Improvements programs to improve watercourse erosion and fish habitats.
- **Municipal Services:** Increase in service level for snow removal, particularly for plowing local streets and lowering the threshold qualification for the Seniors Windrow Removal Program. Investments are made on replacement/ rehabilitation programs for roads, boulevard and curbs & sidewalks.
- **Parks, Recreation, Culture, Library Master Plan and Public Safety:** Markham Public Library will provide additional hours of service and will improve the library collection with accessible high demand materials. Budget also includes tender award of a new community centre and library in East Markham and additional funding for construction of the Collections Building at the Markham Museum.
- **Diversity:** Doubled funding to the CareerBridge/ Ability Edge internship program, a mentoring program that provides newcomers or graduates with self-declared disabilities with work experience. In addition, dollars have been invested in a Town Wide Diversity Strategy. This is a three year project with the objective of increasing the Town's cultural competence. The action plan for the 3 year strategy will address the legal requirements to comply with the recently amended provincial regulation by 2010, increase the diverse representation of Markham Committees and Boards, increase accessibility to employment opportunities, develop an action plan to enhance services to be more responsive to the diverse needs of the community, staff engagement in increasing the awareness and knowledge of diverse issues through education, and outreach program and training.

A CD containing the budget document along with a video message from the Mayor of Markham, Frank Scarpitti and Budget Chief & Ward 6 Councillor Dan Horchik, has been included in this budget document. Both the budget document and the video message can also be found on the Markham website at [www.markham.ca](http://www.markham.ca).

## **PROGRESSIVE EXCELLENCE PROGRAM (PEP) LEVEL II QUALITY & HEALTHY WORKPLACE CERTIFICATION**

Markham recently attained the Progressive Excellence Program (PEP) Level II Quality & Healthy Workplace Certification for municipalities by the National Quality Institute. This certification, which is the first for a Canadian municipality, recognizes that Markham understands the approach to excellence and has delivered some positive results in six focus areas (leadership, people engagement, process management, supplier/ partner focus, citizen/ client focus and planning/ financial management). In particular, National Quality Institute assessment identified Markham's strength in improvements in business planning, communications, process management and performance management, qualities present in the 2008 budget preparation.



## LOOKING AHEAD

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

**Markham Centre** - The Town's urban, mixed-use, sustainable and transit-supportive downtown is becoming a reality. Markham Centre is now home to new residents who occupy the first phase of Tridel's Circa project at Town Centre Boulevard and Highway 7, and Liberty's phase one residential programme to the south. Construction is well underway on Times' two residential buildings (532 units) within their Majestic Court project at Clegg and South Town Centre Boulevard. Four apartment buildings known as the 'Bijou' buildings, within Remington's "Downtown Markham" project, are also under construction, comprising a total of 432 units.

The Bill Crothers High School in Markham Centre's East Precinct is scheduled to open in September 2008. Progress is also bright from a commercial perspective. Liberty has completed their two office buildings along Highway 7, opposite the Town Centre offices, and Honeywell are scheduled to occupy their corporate offices on the south side of Enterprise Boulevard this summer. With recent development applications being filed for the Lonsmount lands and within the East Precinct, the various components are coming together to implement the Town's vision for Markham Centre.


**Transportation** – Council recognizes that transportation is one of the most important strategic initiatives of the Town of Markham. Council recently approved hiring a consultant to develop the Transportation Strategic Plan for Markham. This plan is required to develop a transportation vision for the future, and to ensure that future transportation needs for an integrated network of highways, roads, rapid and conventional transit, cycling and pedestrian facilities and other infrastructure can be identified, planned and financial resources assigned accordingly. The Markham Transportation Strategic Plan will assist the Town in meeting its objectives of sustainable development, environmental preservation, economic vitality and healthy communities. The development of the plan is a two-year project that is expected to be completed by end of 2009 and will include extensive public consultation with Markham residents, businesses and other stakeholders.

**Environment** – Markham continues to maintain its leadership role in protecting and improving its natural environment. Markham's Mission Green waste management program earned the coveted Sustainable Municipality Platinum Award from the Recycling Council of Ontario and the Town continues expanding the Three Stream waste diversion program. Further, the Town of Markham continues to add Green Fleet/Hybrid vehicles to its inventory and Council has passed a pesticide bylaw regulating the non-essential use of pesticides in the Town. There is also funding in the budget for the Markham Energy Conservation Office (MECO). MECO's objective is to implement programs that will allow for energy conservation, encourage a sustainable community and assist the Town in achieving Kyoto Protocol objectives.



This Budget Document is another example of Markham's commitment to the environment. The Budget document has been bound in a re-usable binder containing 100% post-consumer recycled paper. The Paper is processed chlorine-free, is Environmental Choice certified and manufactured using biogas energy.

The unprecedented public participation in the Click with Markham program clearly demonstrated an exceptional level of engagement and enthusiasm among all Markham residents and stakeholders. With their endorsement, Town Council has established a clear set of priorities and actions for the next several years. On-going public participation and feed-back on the specific plans as they are developed will truly mean we are Building Markham's Future Together.

  
\_\_\_\_\_  
Frank Scarpitti  
Mayor

  
\_\_\_\_\_  
Dan Horchik  
Budget Chief & Ward 6 Councillor





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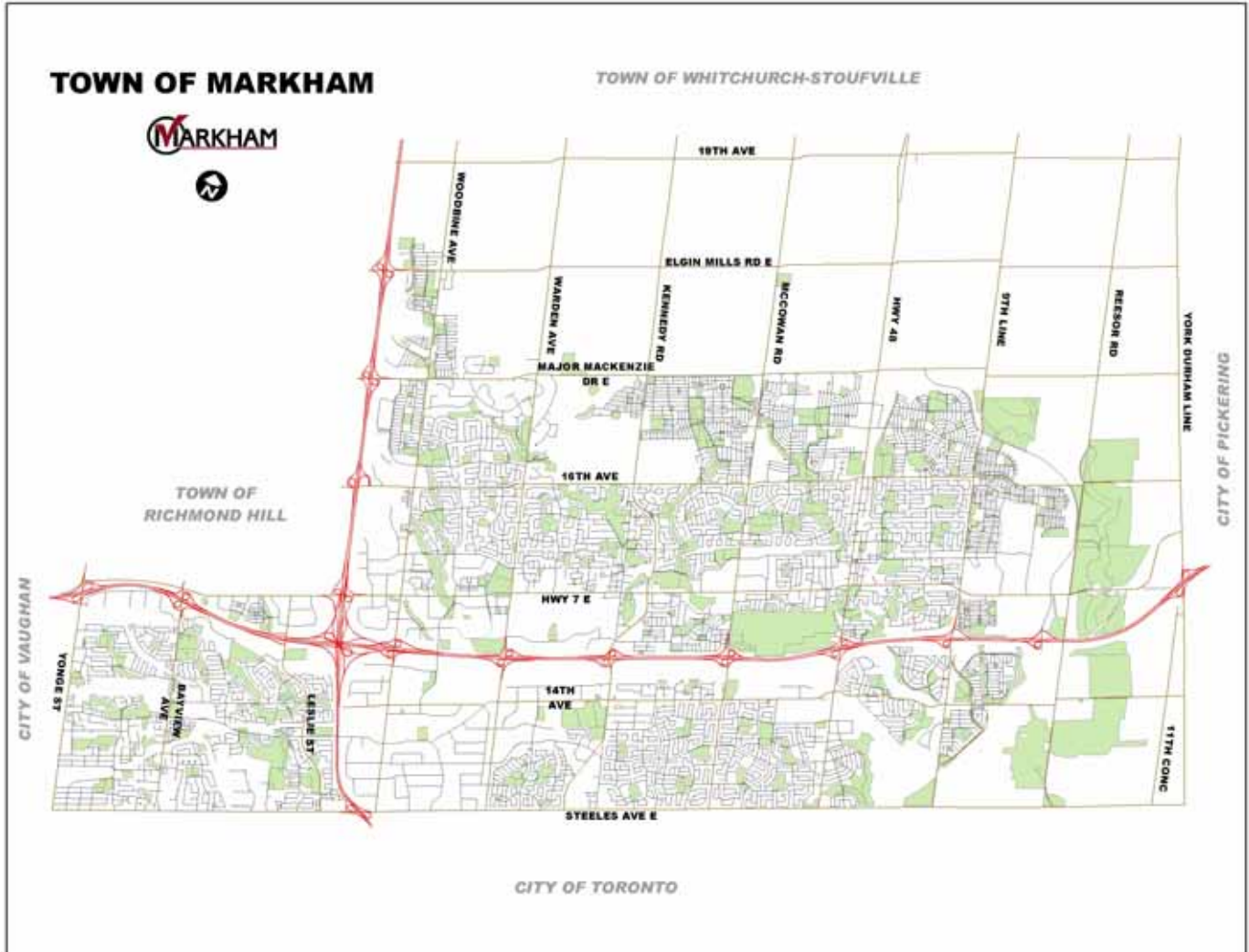
## Markham and the North American Market



## Markham and the Greater Toronto Area



# 2008 Street Map





**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.

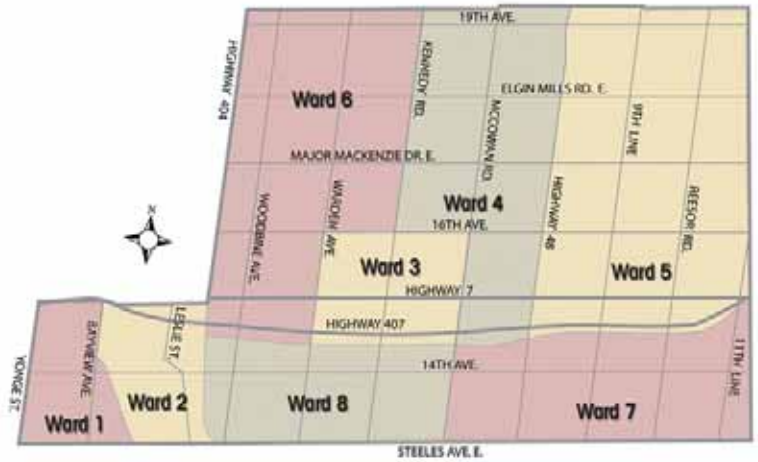
# Town of Markham

## MAYOR

## & MEMBERS OF COUNCIL



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WARD 8 COUNCILLOR  
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## ***HISTORY OF MARKHAM***

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

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

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

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

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



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

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

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

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

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

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

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

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

In 1976, Markham's population was approximately 56,000. Since that time, the population has increased dramatically and is projected to reach 287,000 by the end of 2008. Through this change and growth, many reminders of Markham's roots endure. Still rich in fertile farmland, it stands as Canada's pre-eminent high technology centre, known worldwide for innovative products and services.





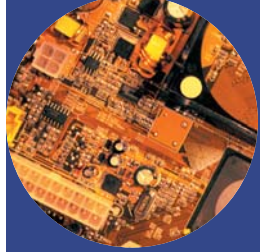
# Economic Profile

## Year End 2007

*Markham is Canada's  
High-Technology Capital  
and is strategically  
located in the heart of  
the Greater Toronto Area  
(GTA) in Canada's  
economic heartland*



Town of Markham  
Economic Development Department  
101 Town Centre Boulevard  
Markham, ON L3R 9W3  
Tel: (905) 475-4878  
e-mail: [edoinfo@markham.ca](mailto:edoinfo@markham.ca)  
[www.business.markham.ca](http://www.business.markham.ca)



## *Economic overview*

### **High-Tech Capital: Leading the Way with Information Technology & Life Sciences Companies**

Markham is one of the fastest growing municipalities in Ontario with over 287,000 people. More than 400 companies are headquartered in Markham due to the well developed transportation and communication network, high quality facilities, a diverse and highly educated labour force and pro-business environment. With more than 900 high-technology and life sciences companies, Markham is Canada's High-Technology Capital. The industries within the two sectors generate a total employment of over 31,000 that makes up a quarter of Markham's total employment of 115,000. Some of the Town's world renowned corporations include AMD, IBM Canada, Motorola, Philips Electronics, Sun Microsystems, Wyeth, Johnson & Johnson, and American Express.

#### **Markham's top 20 High Technology and Life Sciences Employers**

Company	Number of Employees
IBM Canada Ltd.	8,534
AMEX	4,100
AMD	2,200
CGI Information System & Management Consultants Inc.	2,050
Markham Stouffville Hospital	1,640
TD Bank Financial Group, Home & Insurance	1,630
The Miller Group	1,350
Town of Markham – Municipal Offices	945
Canac Kitchens	879
A.C. Neilsen Company of Canada Ltd	662
Allstate Insurance Company of Canada	634
The Linkage Group Inc.	500
CAA South Central Ontario	500
Highland Transport	500
Steelecase Canada Ltd.	465
Scholastic Canada Ltd.	450
Estée Lauder Companies	430
PLM Group	425
MMM Group	414
Clintar Groundskeeping Services	400

Produced by the Town of Markham Economic Development Department Tel: (905)475-4878 Email: edoinfo@markham.ca www.business.markham.ca



## *High-Tech and Life Sciences Clusters*

### **High-Technology Cluster**

#### **Industry Categories**

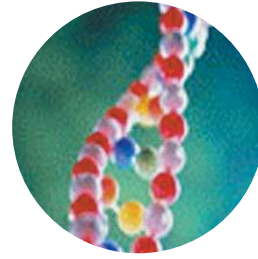
#### **Number of Companies**

1. Computer Systems Design and Related Services	220
2. Computer and Communications Equipment and Supplies Wholesaler – Distributor	134
3. Management, Scientific and Technical Consulting Services	98
4. Companies that did not show an NAIC code (identifiable category)	48
5. Specialized Design Services - Graphic Design Services	45
6. Electronic and Precision Equipment Repair and Maintenance	39
7. Management of Companies and Enterprises	33
8. Computer and Peripheral Equipment Manufacturing	19
9. Medical and Diagnostic Laboratories	17
10. Scientific Research and Development Services	17
11. Telecommunications	17
12. Semiconductor and Other Electronic Component Manufacturing	15
13. Medical Equipment and Supplies Manufacturing	14
14. Communications Equipment Manufacturing	14
15. Other Electrical Equipment and Component Manufacturing	13
16. Data Processing Services	12
17. Electrical Equipment Manufacturing	11
18. Navigational, Measuring, Medical and Control Instruments Manufacturing	10
19. Other Professional, Scientific and Technical Services	8
20. Pharmaceutical and Medicine Manufacturing	8
21. Software Publishers	7
22. Geophysical Surveying and Mapping Services and Testing Laboratories	5
23. Internet Service Providers, Web Search Portals	4
24. Audio and Video Equipment Manufacturing	3
25. Electric Power Generation, Transmission and Distribution	2
26. Manufacturing and Reproducing Magnetic and Optical Media	1

#### **Total Companies**

**814**

Note: Data was obtained from the 2006 York Region Business and Employment Survey, and while every effort has been made to ensure the accuracy of this information, the Regional Municipality of York and the Town of Markham can accept no responsibility for any inaccuracies, errors or omissions. Some industry categories can be found under the high-tech and life sciences clusters because the functions of the companies belonging to such categories support both sectors.



## Life Sciences Cluster

### Industry Categories

### Number of Companies

1. Medical and Diagnostic Laboratories	18
2. Research and Development in the Physical, Engineering and Life Sciences	15
3. Medical Equipment and Supplies Manufacturing	14
4. Pharmaceuticals and Pharmacy Supplies Wholesaler/Distributors	14
5. Computer Systems Design and Related Services (life sciences)	11
6. Navigational, Measuring, Medical and Control Instruments Manufacturing	10
7. Pharmaceutical and Medicine Manufacturing	9
8. Companies that did not show an NAIC code (identifiable category)	5
9. Management of Companies and Enterprises (related to life sciences)	4

### Total Companies

**100**



Markham is a proud partner and founder of the **YORKbiotech, a Regional Innovation Network** for biotechnology-related industries at the centre of the Greater Toronto Area. The mission of YORKbiotech is to act as a catalyst, creating a wealth of intellectual and technical resources. YORKbiotech promotes economic success and growth of the biotechnology and related industries as a key component of regional economic development. For more information on YORKbiotech, please visit [www.yorkbiotech.ca](http://www.yorkbiotech.ca)

If you are interested in getting involved with Markham and YORKbiotech, please contact Christina Kakaflikas, Manager, Special Projects at 905-477-7000 x 6590 or [ckakaflikas@markham.ca](mailto:ckakaflikas@markham.ca)

**Life Sciences Cluster**  
Year End 2007



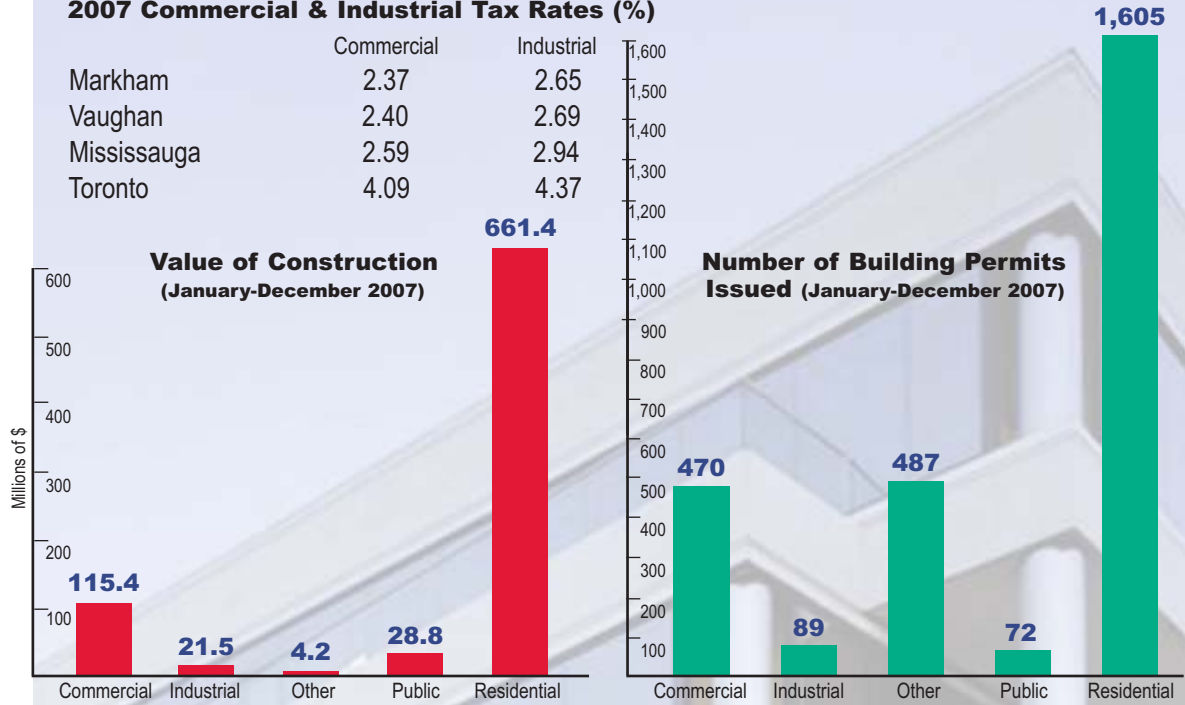
# Industrial/Commercial Activity

Year End 2007

## Development Activity

### 2007 Commercial & Industrial Tax Rates (%)

	Commercial	Industrial
Markham	2.37	2.65
Vaughan	2.40	2.69
Mississauga	2.59	2.94
Toronto	4.09	4.37



## Industrial/Commercial Development

### Industrial & Business Parks, 2007 (year end)

Employment areas – business parks	17
Average Price per acre	\$500,000 - \$800,000
Available land – serviced and market ready	412 acres
Available land – unserviced	912 acres

### Industrial Inventory, 2007 (Q4)

Total inventory (sq. ft.)	31,826,762
Vacancy rate	4.7%
Average net rent (sq. ft.)	\$6.52

### GTA North Office Inventory, 2007 (Q4)

Total inventory Class A (sq. ft.)	6,317,891
Vacancy rate – class A	8.3%
Average net rent (sq. ft.)	\$18.32

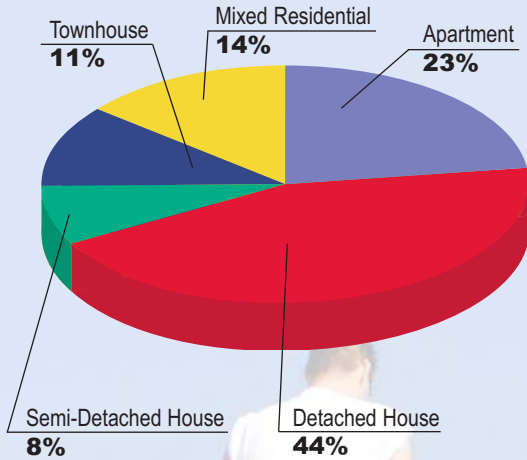
All values are in Canadian Dollars



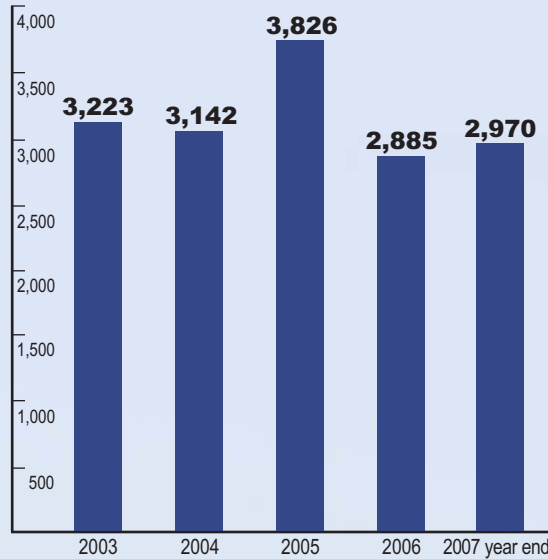
**Residential Activity & Utilities**  
Year End 2007

## Residential Development

**New Residential Units Profile**  
(January-December 2007)



**Number of New Residential Units per Year**



**Average House Prices** (Royal LePage Q.4, 2007)

Standard Condominium Apartment	\$285,000
Standard Townhouse	340,000
Luxury Condominium Apartment	365,000
Detached Bungalow	460,000
Standard Two-Storey	463,000
Executive Detached Two-Storey	535,000
Senior Executive	587,000

## Municipal Utilities

**Water & Sewer Infrastructure, 2007 Rate**

Water & wastewater rate per cubic metre	\$1.5838
Sewer mains	684 km
Water mains	780 km

**Electricity Costs and Charges, Business Rates**

50kW or Less		Greater than 50kW Demand	
Distribution rate	\$0.0077/kWh	Distribution rate	\$1.0350/kWh
Commodity kWh Charge (750 kWh)	based on charge type	Commodity kWh Charge (750 kWh)	based on charge type
Monthly customer charge	\$29.06	Monthly customer charge	\$320.76



# Quality of Life

Year End 2007

## Quality of Life

The award-winning Town of Markham is the largest of nine communities in York Region with a population of 287,000, and a land area of 212 square kilometres. The Town is a blend of four communities – Markham Village, Unionville, Milliken and Thornhill, located on the northern boundary of the City of Toronto. Markham is a growing community with prestigious housing developments and businesses, quality schools, art gallery, museum and theatre, numerous parks and recreational areas. Recently, Seneca College's Markham campus opened, the first post-secondary educational research and training facility in Markham.

### Recreation and Culture

Total land area (sq km)	212
Number of parks	160
Trails/pathway system (km)	120
Public libraries	6
Community centres & facilities	17
Golf courses	12
Markham Theatre, Markham Museum, Varley Art Gallery	
Heritage areas – Thornhill Village, Unionville Village, Markham Village, Buttonville Village	

### Public Health and Education

Markham Stouffville Hospital	205 beds
Shouldice Hernia Centre	89 beds
Elementary schools	65
High schools	13
Community colleges (within 1 hr drive)	8
Universities (within 1 hr drive)	6

### Transportation Infrastructure & Service Providers

Roads	1014 km
Highways (404 and 407)	32 km
Side walks	740 km
York Region Transit (YRT)/Viva	<a href="http://www.yorkregiontransit.com">www.yorkregiontransit.com</a>
Toronto Transit Commission (TTC)	<a href="http://www.toronto.ca/ttc">www.toronto.ca/ttc</a>
GO Transit	<a href="http://www.gotransit.com">www.gotransit.com</a>
CN Rail	<a href="http://www.cn.ca">www.cn.ca</a>
407 ETR	<a href="http://www.407etr.com">www.407etr.com</a>
Toronto Buttonville Municipal Airport	<a href="http://www.torontoairways.com">www.torontoairways.com</a>



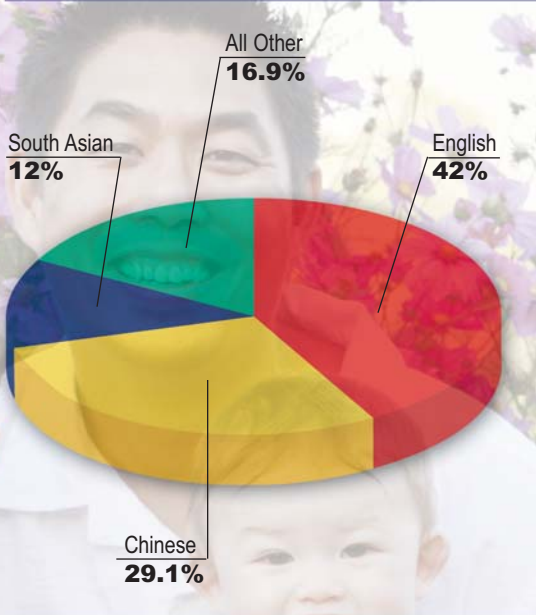
# Demographic Profile

# Demographic Profile Year End 2007

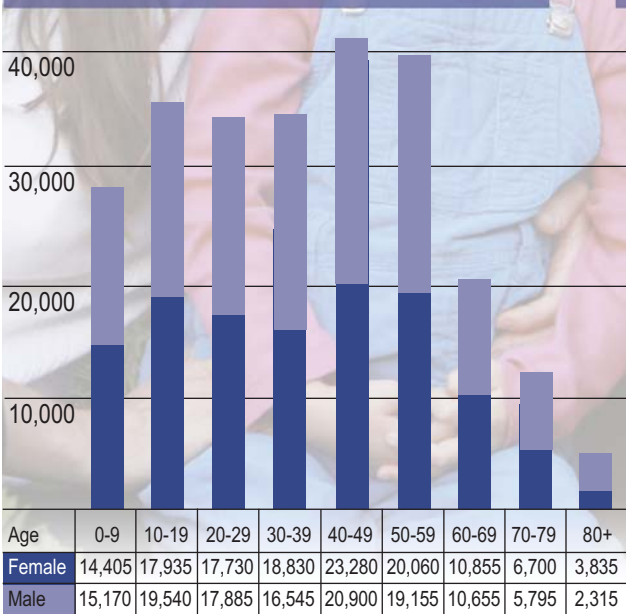
**Population Projections**  
(Preliminary forecast from York Region 2007)

Year	Projection
2001	217,760
2008	287,000
2011	306,709
2021	386,202
2031	444,058

**Mother Tongue Breakdown**  
(2006 Census)



**Population Age Characteristics**  
(2006 Census)



**Educational Attainment**  
(2001 Census)

University Degree	35.6%
Trade, college or non-university diploma	24.1%
High school certificate	26.5%
Less than high school	13.9%

**Note:** Statistics Canada collects census data every five years. New data on education and labour force for Markham will be released in early March 2008. For future release dates for other census topics, please visit [www.statscan.ca](http://www.statscan.ca)





## *Labour Force Profile*

### **Income Levels of Persons Reporting Income (2001 Census)**

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

### **Basic Indicators (2001 Census)**

Number of persons employed	114,850
Unemployed rate	5.4%
Employment participation rate	68.2%

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

	%
Manufacturing	14
Retail	12
Professional & Scientific	11
Finance & Insurance	9
Wholesale Trade	7
Health care	7
Construction	3
Real Estate	3
Transportation	2
Mining & Agriculture	0.3

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

Minimum Wage Rate	
Under 18 years of age	\$6.85
Over 18 years of age	\$7.10
Selected Occupation	
Data entry clerks	\$30,801
Parts assemblers/fabricators/testers	\$32,796
Shippers/receivers	\$33,138
Secretaries/administrative assistants	\$36,129
Customer service reps/info clerks	\$37,290
Industrial Electricians	\$47,107
Computer Programmers	\$52,578
Manufacturing engineer	\$67,765
Mechanical engineers	\$67,765
Sales/marketing/advertising managers	\$85,029

**Note:** Statistics Canada collects census data every five years. New data on education and labour force for Markham will be released in early March 2008. For future release dates for other census topics, please visit [www.statscan.ca](http://www.statscan.ca)



## New Dwelling Units and Construction Values

**YEAR ENDING DECEMBER 31, 2007**

### Number of New Dwelling Units in Year 2007

Single Dwellings	1,317
Double Dwellings	237
Row Dwellings	318
Mixed Residential	406
Apartments	<u>692</u>
<b>Total</b>	<b>2,970</b>

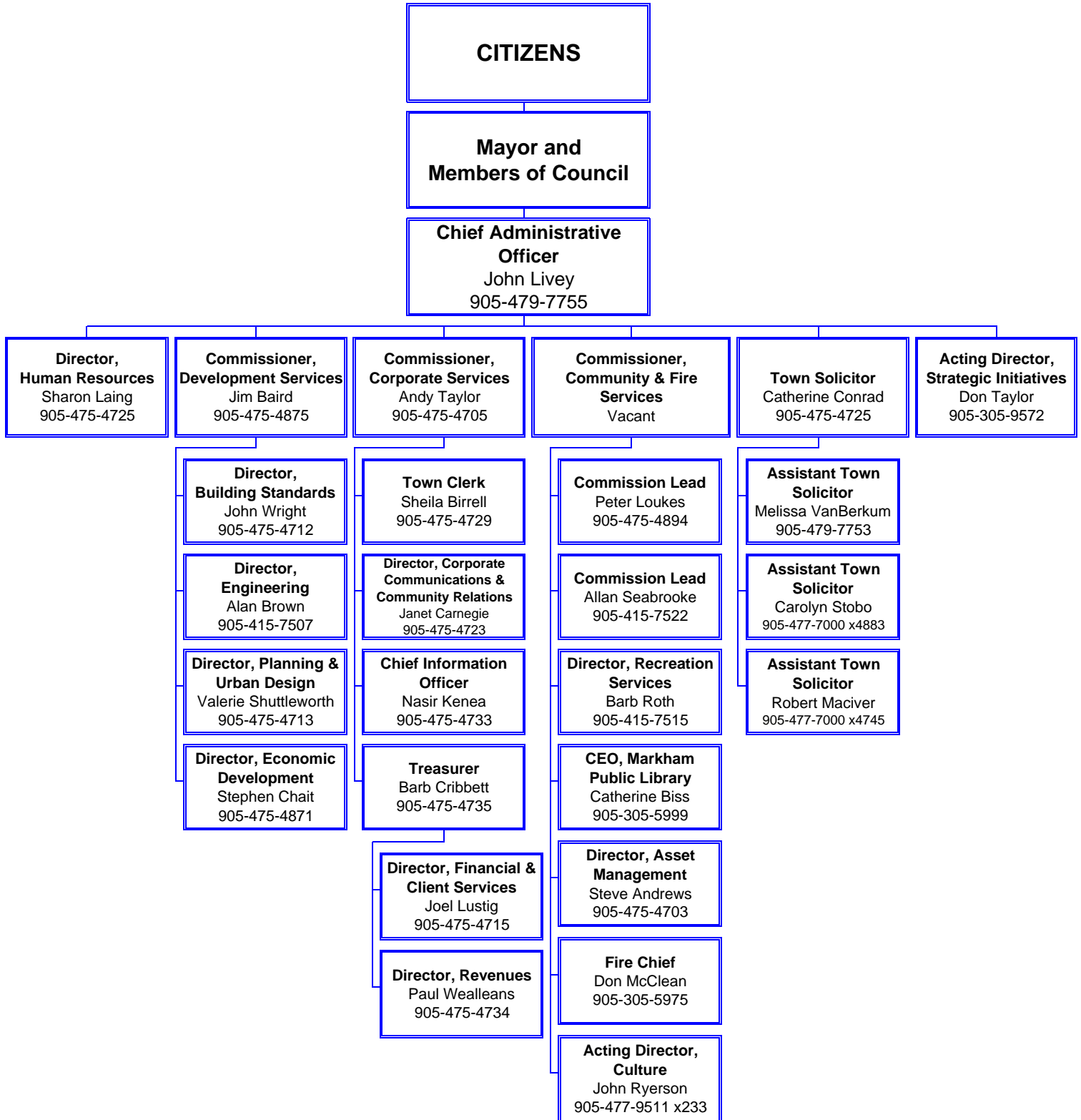
### Construction Value in Year 2007

Residential	\$661,394,504
Industrial	\$ 21,550,258
Commercial	\$115,410,843
Public	\$ 28,784,203
Other	<u>\$ 4,118,182</u>
<b>Total</b>	<b>\$831,257,990</b>



# TOWN OF MARKHAM

## Organizational Chart



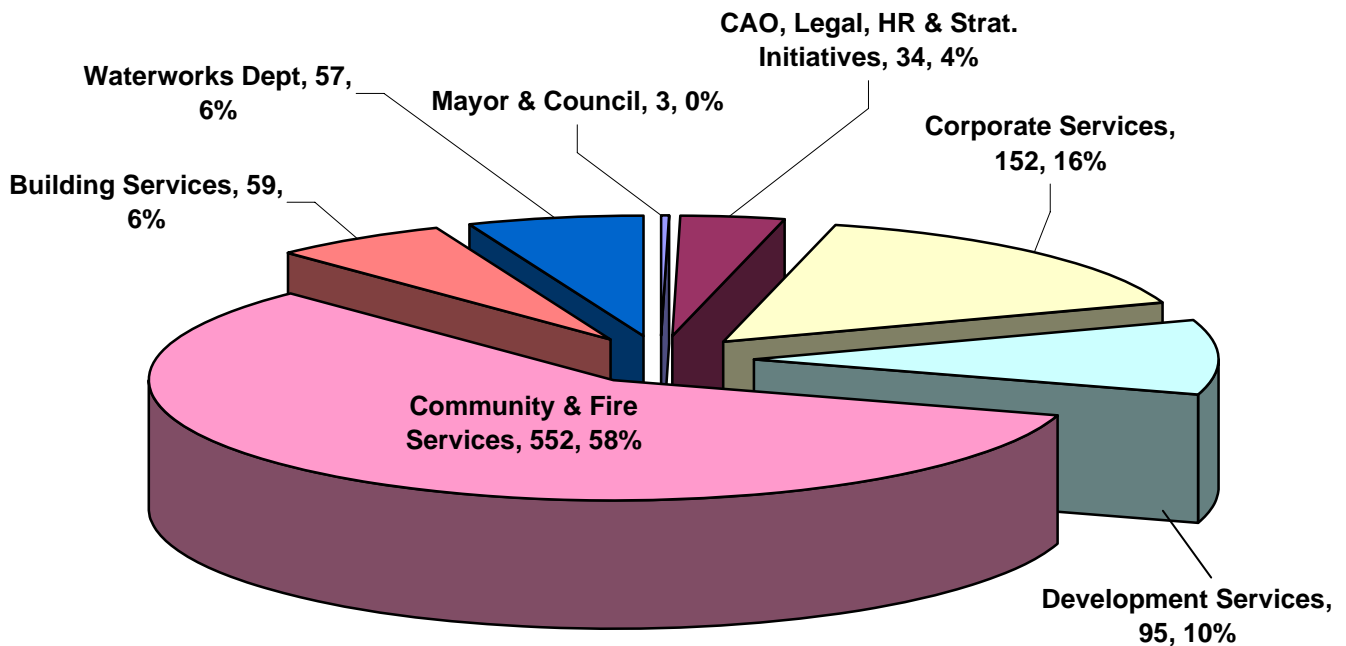


**2008 BUDGET**  
**Head Count - Approved Full Time Complement**

Department / Commission	2006	2007 Approved	2007 Re-Styled	2008
<b>Mayor &amp; Council*</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Human Resources	14	16	16	17
Legal Services	8	9	9	9
Strategic Initiatives	4	4	4	4
CAO's Office	3	3	3	4
<b>Total CAO, Legal, HR &amp; Strategic Initiatives</b>	<b>29</b>	<b>32</b>	<b>32</b>	<b>34</b>
Contact Centre	7	7	7	7
Corporate Communications & Community Relations	5	5	5	14
Financial Services	44	44	44	46
ITS Department	33	33	33	33
Legislative Services	46	48	48	49
Commissioner's Office	3	3	3	3
<b>Total Corporate Services</b>	<b>138</b>	<b>140</b>	<b>140</b>	<b>152</b>
Economic Development	6	6	6	7
Engineering	35	36	36	38
Planning & Design	37	38	38	39
Commissioner's Office	9	10	10	11
<b>Total Development Services</b>	<b>87</b>	<b>90</b>	<b>90</b>	<b>95</b>
Arts Centres	4	4	4	5
Asset Management	8	9	9	8
Capital Works & Utilities	11	12	12	14
Fire Services	236	236	236	237
Fleet	8	9	9	9
Library	60	62	62	62
Museum	6	6	6	6
Operations & Asset Management Admin.	4	4	4	4
Operations Admin.	14	13	13	13
Parks	42	43	43	44
Recreation Services (incl. Rec. & Culture Admin.)	86	91	93	93
Roads	36	38	38	38
Strategic Services	11	12	12	4
Theatre	9	9	9	9
Waste Management	4	4	4	4
Commissioner's Office	2	2	2	2
<b>Total Community &amp; Fire Services</b>	<b>541</b>	<b>554</b>	<b>556</b>	<b>552</b>
<b>Sub Total</b>	<b>798</b>	<b>819</b>	<b>821</b>	<b>836</b>
<b>Building Services</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>59</b>
<b>Waterworks</b>	<b>52</b>	<b>54</b>	<b>54</b>	<b>57</b>
<b>Total Corporation</b>	<b>909</b>	<b>932</b>	<b>934</b>	<b>952</b>

\* Excludes Mayor & Council Members

## 2008 Budget Full Time Headcount by Area



### Summary of Changes to Approved Full Time Complement

#### 2007 Budget

The total full time complement was adjusted from 932 to 934 during 2007. The increase was the result of 2 full time positions receiving approval as part of the Recreation Services 4 phase departmental organizational review.

#### 2008 Budget

The 2008 approved full time complement of 952 represents an addition of 18 new permanent full time staff in the Budget. Details of these positions are provided on the next page. The increase is due to the overall growth of the Town and to the Town's commitment to maintain or increase service levels.



## DETAILS OF 2008 STAFF ADDITIONS

<b>CAO, Legal, HR &amp; Strategic Initiatives: 1</b>		
<b>Human Resources</b>	Diversity Specialist	1
<b>Corporate Services: 5</b>		
<b>Financial Services</b>	Financial Analyst	1
	Letter of Credit Coordinator	1
<b>Corporate Communications &amp; Community Relations</b>	Senior Writer	1
	Graphics Designer	1
<b>Legislative Services</b>	Provincial Offences Officer 2	1
<b>Development Services: 5</b>		
<b>Economic Development</b>	Small Business Consultant	1
<b>Planning &amp; Design</b>	Planner 1	1
<b>Commissioner's Office, Dev Svcs</b>	IT Amanda Administrator	1
<b>Engineering</b>	Environmental Engineer	1
	Property Appraiser & Negotiator	1
<b>Community &amp; Fire Services: 4</b>		
<b>Arts Centres</b>	Culture Coordinator	1
<b>Capital Works &amp; Utilities</b>	Senior Project Manager, Stormwater Management	1
<b>Fire Services</b>	Lead-Emergency Management	1
<b>Parks</b>	Tree Preservation By-Law Technical Coordinator	1
<b>Waterworks: 3</b>		
	Wastewater System Engineer	1
	Waterworks Operator 2	2
<b>Total</b>		<b>18</b>



## **LONG-TERM STRATEGIC PLANS AND INITIATIVES**

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

Early in 2007 the Town of Markham's Mayor and Council met with the senior staff to consider strategic priorities for the new four year term of office. Six potential priorities were identified as were a number of associated actions that could be taken.

During a three week period in the fall of 2007, Town residents and other stakeholders were invited to verify the selected priorities and actions through participation in a major public engagement process that included an interactive website.

Almost 5,000 people took part, providing their comments on each of the priorities and proposed actions. Following analysis of the responses, adjustments were made to reflect the perspectives gained through the public process.

Early in 2008, the strategic priorities and action plans were approved by Council, establishing the direction for the Town for the coming years. These six strategic priorities are:

- Growth Management
- Transportation/ Transit
- Environment
- Municipal Services
- Parks, Recreation, Culture and Library Master Plan/ Public Safety
- Diversity

The following section defines each of these strategic priorities and the Town's action plans.



## Strategic Priority: *Growth*

### **Growth Management**

The Town of Markham is a growing community – with growth projected to continue as both York Region and the Province of Ontario have identified the Town as an urban growth centre in their plans for the future.

There is a need to develop a Markham strategy to manage and direct, with public consultation, growth issues including: the pace of growth; land use; environmental protection and agriculture; intensification; housing mix; live/work balance; employment lands and economic prosperity; transportation; infrastructure; urban boundary; fiscal impact; quality of life; preservation of built heritage and heritage districts; inter-governmental coordination; and implementation.

### ***Growth Management Actions***

- Develop a “Made in Markham Growth Forecast and Land Use Option” in response to Provincial growth initiatives.
- Conduct a fiscal impact analysis of identified growth options and develop a financial strategy to implement the preferred option.
- Develop a long-term vision and plan for sustainable community growth based on the Markham option, integrating environmental, economic, social, cultural and heritage preservation objectives.
- Work with municipal, provincial and federal governments to deliver legislative reform, new fiscal tools and direct funding to support implementation of the Markham growth option.
- Involve, educate and engage Markham’s residents and other stakeholders.
- Coordinate the delivery of services to match the pace of growth, including coordination with other agencies and levels of government.





## Strategic Priority: *Transportation/Transit*

### **Transportation/Transit**

Rapid growth in the Greater Toronto Area, York Region and the Town of Markham has resulted in traffic congestion; increased inter-municipality commuter traffic; economic loss; environmental degradation; noise pollution; and reduced quality of life. A transportation/transit vision, implementation plan, funding strategy and partnership framework is required to develop an efficient, effective and environmentally sustainable transportation infrastructure including transportation options that would help protect neighbourhoods and encourage economic growth.

### ***Transportation/Transit Actions***

- Work in partnership with York Region, the City of Toronto and other levels of government and government agencies including Metrolinx, GO Transit and other stakeholders to develop a vision, implementation strategy, funding model and service that establishes an integrated Greater Toronto Area transit system and road network. This should address road network improvements including the 400 series highways and local and regional roads.
- Develop rapid transit options including, but not limited to, extension of the Yonge subway to Highway 7; VIVA and/or GO “centre to centre” service; dedicated public transit corridors within Markham; improved GO service levels on the Stouffville, Richmond Hill and Havlock lines and; service along the 407 supported by sufficient local transit service.
- Create transit-oriented policies for development, land use, travel demand management, live/work balance, higher density, infrastructure, education, HOV lanes, parking, cycling, safe streets and environmentally friendly transportation nodes and corridors.



## Strategic Priority: *Environment*

### **Environment**

Human activity is significantly impacting and altering our natural environment on a global scale, affecting our air, land, water and habitats. All of this affects Markham's quality of life. There is an urgent need for a comprehensive coordinated strategy enabling Markham to continue to be a leader in environmental sustainability and to continue to advance innovation in our built and natural environments.

### ***Environment Actions***

- Create a Green Print strategy for Markham that protects our environment and includes:
  - policies for protection of air, land, water, vegetation/habitat, wildlife and all living species
  - a comprehensive multi-year, multi-lingual education and communication strategy for staff and the public that involves the community and creates awareness of the Green Print
  - working with all levels of government to endorse and support the sustainability program
  - a comprehensive Climate Action Plan
  
- Adopt Green Building Standards and Green Community Standards.
  
- Develop and implement a community wide zero waste strategy.
  
- Prepare an enhanced Town Beautification Policy.
  
- Develop ideas and strategies that encourage maintaining a healthier community including local food production, bike paths and trails and security.
  
- Establish the Town's ecological footprint as a baseline and a model for residents to reduce their ecological footprints.
  
- Develop a funding strategy and modeling tool to support these initiatives.



## Strategic Priority: *Municipal Services*

### **Municipal Services**

Markham residents demand quality services that are cost-effective, consistent and responsive to their needs. Optimizing service delivery requires setting priorities and making choices. There is currently no systematic method for reviewing and evaluating competing demands on municipal resources to ensure the most effective and economical priorities are set.

### ***Municipal Services Actions***

- Complete previously identified service improvements with reports to Council on their completion.
- Determine how the “Guide to Service Delivery Review for Municipal Managers” can be used to develop a service review evaluation process for Markham.
- Develop an evaluation process so any municipal service can be systematically reviewed to determine how best to provide it. The process will focus on setting priorities – *making choices* – and, where possible, reducing the cost of delivery while maintaining or improving services and service levels. The process will cover topics such as the selection approach for review, accountability, elements of review, reporting and communication.



## Strategic Priority: *Parks, Recreation, Culture & Library Master Plan/Public Safety*

### **Parks, Recreation, Culture and Library Master Plan/Public Safety**

Enriching community life and providing for “liveable” communities with a focus on health and wellness and lifelong learning occurs through the timely provision of community parks, recreation, culture and library programs and services for people of all ages. There is a need to update the Markham Master Plan, creating short, medium and long-term priorities to provide parks, recreation, culture and library services for the residents of Markham. There is also a need for a coordinated approach among service providers to ensure that community safety is a priority in development of all programs, policies and facilities.

### ***Parks, Recreation, Culture and Library Master Plan/Public Safety Actions***

- Update the Markham Master Plan for parks, recreation, library and cultural services based on a sustainable financial model.
- Review and analyze the demand for indoor and outdoor recreation, library and cultural programs across the Town.
- Ensure Markham’s green spaces fit the needs of local neighbourhoods.
- Develop a communication strategy to get the community involved.
- Develop a strategy that meets the cultural needs of our increasingly diverse community.
- Develop a community safety plan.



## Strategic Priority: *Diversity*

### **Diversity**

Markham is home to individuals representing a wide range of human experiences including stages of life, abilities and ethno-cultural backgrounds. There is a need to develop a clear strategy and policies to strengthen the Town's ability to promote unity and inclusiveness and to provide programs and services that address the diverse needs of Markham residents.

### ***Diversity Actions***

- Develop a vision statement, strategy and comprehensive work plan that moves Town staff towards an increased level of "Diversity Competence." This will include: mandatory training for all Town staff to achieve individual diversity competence; inclusive Human Resource practices with a particular focus on recruitment; opportunities for staff to mentor diverse individuals in their career development through the Town's expanded participation in mentorship/partnership programs; an effective staff communications plan; a program to measure success.
- Reach out to Markham's various communities to hear diverse voices, increase engagement and participation in Town activities and initiatives. Activities could include holding regular focus groups and seizing opportunities to foster a welcoming environment at all Town facilities with a "doors wide open" philosophy.
- Through community partnerships and collaboration share a greater understanding of the diverse make-up of the community. This will assist in ensuring the Town's services and programs align with the needs of Markham resident and serve to demonstrate the Town's commitment to unity and to respecting and promoting human rights.
- Create opportunities for Town boards and committees to reflect the voices and faces of Markham through outreach and training. Introduce a Seniors Committee and review the mandates of the Race Relations Committee, the Markham Advisory Committee on Accessibility and the Mayor's Youth Task Force.



## Strategic Priority: *Diversity* continued

- Identify opportunities to increasingly provide accessible services and barrier-free engagement to as many constituents as possible and practical. This would include the physical environment, customer service and enhanced communication methods such as multilingual services and assistive communication technologies. Volunteer partnerships will be explored to assist in accomplishing this.
- Develop an effective communications plan to increase awareness of the diversity strategy across Markham and foster both the feeling and experience of inclusion across all Markham communities.



## FINANCIAL POLICIES

### 1. FINANCIAL PLANNING POLICY

#### A. Budget Process

##### Proposed Budget

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

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

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

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

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

iv) The proposed Budget shall be presented by the Budget Committee to the General Committee for consent and forwarding 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 Town's annual Budget for the year beginning January 1.

#### B. Balanced Budget

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

#### C. Deficit Avoidance

Annual budgets will continue to show fiscal restraint. In any given year when revenue shortfalls or unforeseen expenditures appear to be more than temporary, both the Capital and Operating Budgets will be reviewed and a number of alternatives will be



identified to minimize the Town's exposure including drawing from Reserves, reallocating budgets and spending constraints.

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

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

#### **E. 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.

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

#### **G. Operating Fund Balance**

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

## **2. LONG RANGE PLANNING**

### General

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

### Master Plans

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.

### Adequate facilities

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





### Capital Improvement Plan

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

### Funding of Capital Improvement

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

### Maintenance and Replacement

The Town intends to set aside funds in accordance to the Life cycle Reserve Study to finance regular ongoing maintenance and replacement needs consistent with the Town's policy of keeping its fixed assets in good condition and maximize the assets useful life.

### Post Budget Approval – Controlling Expenditures

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

## **3. REVENUES**

### Use of one time revenues

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

### User Fees and Revenue Diversification

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



#### Use of Unpredictable Revenues

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

#### Use of Supplemental Tax Revenue

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

#### Use of Prior Year's Surplus/Deficit

The Town will continue to reduce its dependence on prior year's surplus to balance the current year's budget. The prior year's surplus will be automatically transferred to the Corporate Rate Stabilization Reserve.



## **BUDGETING POLICIES**

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

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

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

The only exceptions to the above basis of accounting are the Trust Funds, for which all capital receipts, income and expenditure are reported on the cash basis of accounting (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 Town of Markham prepares budgets for the Operating, Capital, Waterworks, Building Standards and Business Improvement Area (BIA) funds (described below).

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

### **B. Fixed Assets**

The historical cost and accumulated depreciation of fixed assets are not recorded and the Town of Markham currently records fixed assets as an expenditure in the year of acquisition and budgets accordingly. In June 2006 the Public Sector Accounting Board (PSAB) approved the recommendations of Section PS 3150 for Tangible Capital Assets. These recommendations make it mandatory for all local governments to capitalize assets, at historic cost, and amortize these assets effective January 1, 2009. The Town is currently undertaking work to ensure compliance by December 31, 2008.

### **C. Operating Fund**

Funds all Town of Markham operations except for Waterworks and Building Standards operations. Tax revenue is the main source of funding.

### **D. Waterworks Fund**

Funds all water and sanitary sewer operations. Water billings are the main source of funding.

### **E. Building Standards Fund**

Fund all Building permit and inspections operations. Building permit revenues are the main source of funding.



## **F. Capital Fund**

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

## **G. 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.

## **H. Trust Fund**

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

At the end of 2007, the Town of Markham had 7 trust funds with a total balance of \$1,674,034.

## **I. Buttonville Airport Fund**

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

## **J. Reserve and Reserve Funds**

As at December 31, 2007, there were 12 Reserves and 20 Reserve Funds. Out of the total of 32 funds, 24 were discretionary i.e. set aside by Council and 8 obligatory i.e. mandated by legislation). The balance in the funds as of December 31, 2007 was \$159,487,833.



## **TOWN OF MARKHAM INVESTMENT POLICY**

### **OBJECTIVES**

In order of priority, the investment objectives of the Town are:

1. Legality of Investments
2. Preservation of Principal
3. Maintenance of Liquidity
4. Competitive Rate of Return

### **LEGALALITY 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. 265/02 – Eligible Investments. In accordance with this Act, for the purposes of clause 167 (2), a list of eligible securities that a municipality may invest in can be found in Attachment 2:

Investments made by the Town are further restricted by the limitations and terms outlined in this policy. Where the Town 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.

### **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 provincial bond holdings must rate at least “A”, while all other bond holdings (municipalities, government agencies, etc.) must rate at least “AA” 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 30% of the total investment portfolio at all times, and may comprise 100 per cent of the portfolio.

The following limitations apply:

- Government of Canada - no limit
- Province of Ontario - no limit
- Other provinces - maximum 20 per cent

### Municipal Government Securities

Municipal securities cannot exceed 30 per cent of the total investment portfolio and any one municipality cannot exceed 15 per cent of the total portfolio.

### Financial Institutions

Investments in eligible financial institutions shall not exceed 65% 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 25 per cent
- other Canadian chartered banks and Schedule ‘B’ banks - in aggregate 25 per cent with individual maximum of 15 per cent

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 ten 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 'A' 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 and the Treasurer will have signing authority on all investments that require wire transfers. The Investment Analyst will enter into all investment transactions on behalf of the Town 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 Town 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 Town of Markham. This list will be maintained and updated as the business environment changes:

1. TD Canada Trust
2. CIBC World Market Inc./Wood Gundy
3. Scotia McLeod Inc.
4. RBC Dominion Securities Inc.
5. Royal Bank of Canada
6. Bank of Montreal
7. HSBC Bank Canada
8. Canaccord Capital

### Reporting

The Investment Analyst shall prepare a quarterly investment report, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter.

The report will summarize recent market conditions, economic developments, anticipated market movements and investment strategies employed in the most recent fiscal quarter. The report shall explain the quarter's total investment return and compare the return with budgetary expectations. The reports shall indicate any areas of policy concern and/or planned revision of investment strategies.

This management summary will be prepared in a manner that will allow the Finance & Administrative Committee to ascertain whether investment activities during the reporting period have conformed to the investment policy.

The interim report will include the following:

- Listing of individual securities held at the end of the reporting period;
- Realized gains or losses resulting from the sale of investments that were not held until maturity;
- Average weighted yield of the Fund's investments as compared to applicable benchmarks;
- Listing of all investments by maturity date;
- Percentage of total portfolio that each type of investment represents.





## RESERVE POLICIES

### **2005 RESERVE STUDY**

In 2005, Council approved a reserve study that examined the Town's Reserves and Reserve Funds with the purpose of:

- A. determining the adequacy of the Town's Reserves to meet known future expenditures (Infrastructure/Capital Asset Rehabilitation/Replacements)
- B. determining the adequate level for the Town's rate stabilization/contingency reserve based upon comparisons and benchmarking with other Municipalities and "best practices"
- C. reviewing, consolidating and refining policies for the Town's various reserves and reserve funds

The following sections provide more details on the Reserve Study and policies Council approved.

### **A. 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 Town's aging infrastructure and for major capital expenditures approved by Council.

Funding for this reserve will come from the following sources:

- The Town'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 (refer to page 41 for Future Operating Surplus).

### **B. CORPORATE RATE STABILIZATION RESERVE**

The purpose of this reserve is to maintain the Town'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.

### **C. OTHER RESERVE STUDY RECOMMENDATIONS AND POLICIES**

- **10% Non-DC Growth Reserve Fund** – intended to fund a mandatory 10% non-development charge portion of growth-related Library and Recreation projects. See “Development Charge (DC) Projects – 10% Non-DC Reserve Funding” section in the Capital Budget Guidelines section (Page 53) for further information on the Town’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.
- **Environmental Land Acquisition Reserve Fund** – a new reserve established in 2005 to provide a source of financing for the Town to acquire/protect environmentally sensitive land. On an annual basis, \$500,000 of interest income from a long-term loan to a related company, PowerStream, will be the source of funding for this reserve.
- **Environmental Sustainability Reserve Fund** – intended to provide a source of funding for internal (Town) and external (e.g. Community groups) initiatives that are environmental in nature. A base level of \$300,000 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 Town to acquire land that is strategic in nature, non-growth (and thus cannot be DC-funded), and not environmentally sensitive. On an annual basis, \$500,000 of interest income from a long-term loan to a related company, PowerStream, will be the source of funding for this reserve.



#### **D. FUTURE OPERATING SURPLUSES**

Prior to the 2005 Reserve study, year-end Operating Budget surpluses were directed to the Corporate Rate Stabilization reserve. As summarized in section A of this reserve policy, the 2005 Reserve study established a target balance for the Corporate Rate Stabilization reserve, 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 Capital Budget discussions.

#### **E. 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 & 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 Town's Waterworks Reserves to meet known future expenditures

Based on the future replacement and rehabilitation program as identified in the Water & 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. Any potential increase to the approved surcharge will be brought forward to Council through the annual reserve study update and the annual budget process.



## DEBT POLICY

The Town of Markham currently has no outstanding debt.

Markham has not issued any new debt since 1992, however, borrowing does have its appropriate place in making prudent financing decisions. Prior to 1992 the Town issued debt to finance major capital projects (e.g. watermains, sanitary sewers, community centres). The Town will continue to capitalize on fluctuations in interest rates and recognize when borrowing is appropriate to minimize the impact on tax rates. 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 Town 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 is approximately \$48.8 million.



## 2008 OPERATING BUDGET GUIDELINES

This document is divided into three sections:

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

### A. General Narrative and Assumptions

#### The 2008 Budget:

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

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

It is assumed that:

General Inflation will be at 2.5% during 2008.  
Gross Assessment Growth will be 2.75%

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

The focus of the 2008 budget revolves around infrastructure management, the environment, and transportation issues. This budget provides for adequate maintenance of capital, plant, and equipment, and for orderly replacement of equipment. Through the 2008 Budget Process, the Town continues its strategic thinking at all levels of the organization and critically evaluates the status quo.



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

## **B. Budget Preparation Guidelines**

The 2008 Budget is a 'Budget by Exception'. This means that all accounts are budgeted at 2007 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,
- Increase in the tax-funded portion of the Capital Budget.

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 Town that the additional funds would generate. Each form requesting a change to base budget (including completed business cases) will be approved at the Commissioner level before submission to Financial Planning.

### **No New Debt**

The Town will not make a provision for the issuance of debt in this budget. The Town'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 2008 Budget will be the 2007 cost of providing all the services approved in the 2007 budget, except for one-time projects.

The 2008 Base Level Budget is set by taking the inputs approved in the 2007 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 staff to start in April; this year's budget includes the full year's salary. The only annualized costs that appear in the 2008 Budget are personnel and other costs related to municipal service contracts that had price escalation midway in 2007. These costs are identified and included in the 2008 Base Budget.



2. **Growth** - Allow for growth that will occur in the Town in 2008. For example, if new roads were constructed in 2007, their upkeep would be part of the 2008 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** - As mentioned above, General Inflation of 2.5% is anticipated in 2008. All departments are expected to absorb this inflation within their 2008 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 2007 levels in their 2008 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 Town continues to scrutinize personnel costs as a percentage of the budget. Financial Planning provides the salary figures for the 2008 Base Budget that reflect movement through the salary grids; the negotiated CUPE and MPFFA wage settlement, as well as Cost of Living Adjustment (COLA) impact. The 2008 Base Budget from each Department includes only the 2007 full time approved complement. Financial Planning completes the 2008 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.



## **Fringe Benefits**

2008 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 2007 actual benefit costs and reflects its findings in the 2008 Budget.

## **Part Time Salaries**

The 2008 Budget Guidelines require that all permanent part-time staff be budgeted for by person/position. 2008 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 2008 levels.

## **Overtime Dollars and Hours**

Overtime dollars and hours will be budgeted at 2008 levels.

## **Rate Increases**

Increases have been provided for as follows:

### **U.S Exchange Rate**

U.S. Exchange Rate – 1.00

### **Investment Income**

The forecasted 2008 interest rate of 4.2% is used for budgeting. The Financial Planning Department incorporates this rate in the development of the investment income budget.

## **Sales Taxes**

Due to the full rebate available to municipalities, the 5 % Goods and Sales tax (GST) does not apply to purchases made. However, the Provincial Sales Tax (PST) of 8% will continue to apply and should be included in all budget accounts where applicable.





## **Use the 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 Town negotiated a fixed rate for Natural Gas in 2008 and it has been reflected in the 2008 Budget. The hydro supply rates are budgeted at expected Ontario Energy Board (OEB) levels and at spot rate for some specific accounts like the street light hydro account.

## **User Fees and Service Charges**

User Fees in Recreation and Culture, Engineering and Planning Departments were increased to reflect market conditions. The Town still remains one of the municipalities with lowest overall user fees and service charges.

## **Debt Charges**

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

## **Provincial Subsidies**

No increases/decreases to Provincial Subsidies have been made other than those included in the 2007 Base Level budget.

## **Identification of Major Service Contracts**

The identification of major service contracts up for renewal in 2008 is completed by Financial Planning and factored into the Budget.



## **C. 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 2008 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 Town 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 CAO & Commissioners' Committee (CCC) 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 the CAO & Commissioners Committee (CCC). 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 6<sup>th</sup> business day of the following month. Based on this information, departments



provide Financial Planning with details of material variances and projections for the remainder of the year.

Financial Planning consolidates the information and 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 regularly.

### **Vacancies**

Vacancies not filled within six months from the date of occurrence are subject to review by the Chief Administrative Officer (CAO).

### **Overtime**

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

### **Year-end Projections**

Factors that may affect the year-end projection and variance feedback from all departments are incorporated in the mid-year and third quarter forecasts to Council.



## 2008 CAPITAL BUDGET GUIDELINES

### KEY DATES

<b>June 25, 2007</b>	Capital Database is opened for submissions from departments
<b>July 13, 2007</b>	Capital Submissions are due from all departments
<b>July 26 – Aug 16, 2007</b>	5 meetings to review and rank 2008 Capital Submissions by the Department Heads Forum (DHF)
<b>Sept 18 &amp; Oct 3, 2007</b>	Approval of 2008 Capital Budget by CAO & Commissioners

### 2008 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 2008 Capital Database:

- 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
- DC / 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 2008 capital project request against the year and costs that have been identified in the DC Background Study.
  - Applicable when Life Cycle Replacement and Capital Reserve Fund has been identified as a funding source for repair/replacement of assets. Departments are required to complete the worksheet which compares the 2008 capital project request against 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.

## **GENERAL INFORMATION**

### **Capital Projects / Acquisitions**

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

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

### **Priority Setting**

Submissions for Operating (tax rate) funded capital projects will be considered in accordance with their Priority Ranking. Projects should be ranked as follows:

#### Rank 1

- Projects that have received approval from Council
- Projects that are required due to legal / legislative requirements

#### Rank 2

- Continuation of an existing project (i.e. second phase)
- Projects that increase efficiency

#### Rank 3

- Projects that can be deferred to another year

### **2008 Business Plans**

The 2008 Business Plans will be incorporated into the 2008 Capital and Operating Budget process.

### **Pre-Budget Approval**

Departments are required to identify projects that may require pre-budget approval in the 2008 Capital Database.



## **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 2008 Capital Database that may require upfront financing by the Town 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 complete a *2008 ITS Project Request* form & business case for 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.

### **Capital Assets/Fleet:**

All Business Cases & 2008 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 2008.

Operations-Fleet will conduct condition assessments on replacement vehicles identified in the Asset Life Cycle Reserve Study as requiring replacement in 2008. Replacement vehicles required in 2008 will be consolidated into one Capital Project by Operations–Fleet.

## **Council Request**

Council members are encouraged to identify projects that should be included in the 2008 Budget submission. These projects should be entered into the Database and identified as a Council Request.

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

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



For example, a project with a quote/estimate of \$200,000 should be budgeted at \$216,000 with PST (\$16,000) identified separately.

### **Development Charge (DC) Projects – 10% Non-DC Reserve Funding**

The Town 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-DC charge are:

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

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

### **Projects with Zero Cost**

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

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

Donations and Donations-In-Kind should be included in the 2008 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 improvement 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.

**Internal Administration Fees**

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

**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 of the project.

**Over Spending**

Capital contract overruns that exceed budget must have alternative funding sources identified. In cases where alternative funding sources are not available, a report will be written to Council requesting additional funds.

The level of authority for capital expenditures that exceed awarded commitments will be as follows:

<b><i>Contract Overrun Value</i></b>	<b><i>Approval Required</i></b>
\$10,000 and < 10% of contract value	Director
\$25,000 and < 10% of contract value	Commissioner
\$50,000 and less	Treasurer
\$100,000 and less	CAO
Greater than \$100,000	Council





## **Capital Budget Control Policy**

### **1.0 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:

1. Define the Capital Budget reporting requirement to Council
2. Define the process for requesting the reallocation of capital budget funds within approved projects
3. Define the process for closing capital projects and the transferring of unexpended funds to reserves
4. Define the process for the request of any new projects after the annual Capital budget has been approved.

### **2.0 Capital 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 effective decisions on all capital related items requiring approval.

#### **2.1 Status Updates from Departments**

To accurately administer the capital budget, Finance must be aware of the status of the project. On a quarterly basis, Departments will be required to forward to Finance an accurate, descriptive status of each project. The status must include 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. The information provided for each project will be consolidated semi-annually and reported to Council, for information purposes only.

#### **2.2 Percentage of Funding Encumbered to Date**

The status provided by the Departments will describe the work in progress. In addition to this information, Finance will provide a summary of the encumbrances to date. This report will include the percentage of budget encumbered, the known commitments, and expenditures. The information in this report will be for information purposes only.

#### **2.3 Requests for Reallocation, Closed Project, and New Projects**

Council will, on a semi-annual basis, approve or deny the reallocation of capital project funds, the closing of capital projects, and requests for new projects. Council will receive a detailed listing of each request for the reallocation of capital funds, a detailed listing of each project being closed, and any requests for new projects that may have been submitted.



### **3.0 Reallocating Capital Funds:**

Throughout the life of a capital project there may be a need to make adjustments to the project that was originally approved. These adjustments may be to the budget dollars required or to the project scope to adequately complete the project. Reallocated funding or new funding proposed must be appropriate to the project.

The establishment of a capital contingency project was approved by Council November 16, 2004. This project will be funded through transfers from completed tax funded capital projects to a maximum of \$250,000. Requests to use the Capital Contingency Project must be forwarded to the Treasurer for consideration.

In addition, a Planning DC (Development Charge) capital contingency project and an Urban Design DC capital contingency project are established to be utilized by the Planning department and Urban Design department to fund the DC (90%) portion of contingency requirements. These projects will be funded through transfers from completed development charge funded capital projects with development charge funding to a maximum of \$50,000 and \$100,000 for Planning and Urban Design respectively. Any development charge funding above the threshold amounts will be returned to the appropriate Development Charge Reserve Funds. The non development charge portion of the completed projects will be transferred to their original source(s) of funding. Requests to use the Planning and Urban Design Contingency Capital Projects must be forwarded to the Treasurer for consideration.

Approved reallocation of capital funds will result in the budgets of all affected projects amended and the funding transferred to reflect the approved change.

#### **3.1 Request for Additional Funding of 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 may arise however, requiring additional funding. Requests for additional funding to an approved project are governed by the Expenditure Control Policy.

The request must include:

- The project name, original scope and budget;
  - The amount of additional funding required
  - An explanation of why the additional funding is required
  - The benefits of proceeding with the project at the increased cost
  - The identification of surplus funding from other existing projects, that can be re-allocated to fund the additional requirement, including an explanation for the surplus;
- Or**
- The identification of the capital contingency project as a source of funding will be considered by the Treasurer.
  - Other funding source, if necessary

Requests for additional funding will be included in the semi-annual report to Council for approval. Additional funding after the project has commenced or requests that cannot be accommodated in the semi-annual report will be taken directly to Council with the consent of the Treasurer.

### **3.2 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. The scope of the approved project (additional works, materials or expanded mandate) may change however, as the priorities of the organization and the Community change. Departments must forward all requests for a change in the scope of an approved project to the Treasurer for consideration.

The request must 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
- Any budget shortfall/excess
- The identification of surplus funding, from other existing projects, that can be re-allocated to fund the additional requirement, including an explanation for the surplus

**Or**

- The identification of the contingency capital project as a source of funding will be considered by the Treasurer.
- Other funding source, if necessary.

These requests will be included in the semi-annual report to Council for approval. Requests that cannot be accommodated in the semi-annual report will be taken directly to Council with the consent of the Treasurer.

### **3.3 Request to Consolidate Capital Project(s) of a Similar Scope**

Many capital projects are submitted each year as part of an asset or infrastructure repair and replacement program. These projects are not always completed within the calendar year in which they are approved. This results in multiple active projects of a similar scope. This can be cumbersome to manage and may result in expenses being allocated incorrectly. Departments may request that projects of a similar scope be consolidated. The Treasurer will consider consolidation requests that clearly outline the incomplete work of each project and their anticipated costs. Any identified budget excess will be returned to the originally source of funding. These requests will be included in the semi-annual report to Council for approval. Requests that cannot be accommodated in the semi-annual report will be taken directly to Council with the consent of the Treasurer.



#### **4.0 Closing of Capital Projects**

The timely closing of capital projects is imperative to ensure that surplus funds are not expended unnecessarily, and to ensure that the monies are returned to their original funding source.

In the event where an invoice is received after the closure of a capital project, the Treasurer has the authority to approve payment of the invoice from original funding source as previously approved for the project, providing the total costs of the project is within the original budget and within the same scope. Invoices not within original budget or scope will be processed in accordance with the Expenditure Control Policy and other sections of this Capital Budget Control Policy.

#### **4.1 Capital Projects Initiated with Excess Funds**

Projects are often initiated and kept open without activity for several years. Projects that remain inactive for a period of twenty-four months will be closed and the funding returned to their original funding source. A project will be considered inactive if it has no commitments or expenditures applied to it during the previous twenty-four months. Departments requesting a project remain active must present a business case to the Treasurer for consideration.

#### **4.2 Capital Projects Uninitiated after Twenty Four Months**

The annual submissions for Capital budget approval are prepared with the assumption that the project will be completed within the calendar year. Projects that remain uninitiated twenty-four months after approval are therefore likely to have inadequate funding. The scope of the project may also have changed as the asset has aged further. Projects that remain uninitiated twenty-four months after approval will be closed. A project will be deemed uninitiated if there are no commitments or expenditures within the two year period. Departments will have the opportunity to resubmit these projects for consideration during the annual Capital budget process.

#### **4.3 Requests for New Capital Projects**

Throughout the year, there may be the need to commence a capital project that was unanticipated during the annual capital budget process. Departments may submit their requests for new capital projects, supported by a business case, to the Treasurer. Surplus budget dollars from closed projects or the Capital Contingency Project may be identified as a potential source of funding for the new project. These requests will be included in the semi-annual report to Council for approval. Requests that cannot be accommodated in the semi-annual report, due to time constraints, may be addressed directly to Council with the consent of the Treasurer.



## Expenditure Control Policy

### 1 POLICY

- 1.01 All employees shall obtain appropriate authorization for any expenditure of Town funds.

### 2 PURPOSE

- 2.01 The purpose of this policy is to establish internal controls over the authorization of expenses.

This procedure is subject to the limitations and guidelines established within the Town of Markham's Purchasing By-law #2004-341.

### 3 SCOPE

- 3.01 This policy applies to all authorized individuals making payments on behalf of the Town. The responsibility of any employee referred to in this Policy may be temporarily assumed by their designate.

### 4 RESPONSIBILITY

- 4.01 It will be the responsibility of all Town employees to ensure that all requirements of this Policy are complied with.

- 4.02 Town staff whose names are approved by the appropriate Commissioner or Chief Administrative Officer 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.

### 5 DEFINITIONS:

**"Barter Transactions"** means an exchange of goods or services between two or more parties where no money changes hands;

**"Blanket Order"** refers to a contract between the Town 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;

**"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 the Town 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.

“**Council**” means the Council of the Corporation of the Town of Markham;

“**Designate**” means the Town staff member who may be temporarily appointed to act on behalf of an authority named in this By-law;

“**Developer**” means a contractor/person who has entered into an agreement with Town 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, Town Solicitor, Town Clerk, Town Architect and a General Manager;

“**Finance and Administrative Committee**” means the finance Standing Committee of Council;

“**Goods and Services Order**” (**GSO**) means the form used to purchase goods and services and issued by the User Department;

“**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 resulting from unforeseen additional services or materials and includes all addenda, change order 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;

“**Town**” means the Corporation of the Town of Markham;

“**Treasurer**” means the Council appointed Treasurer of the Corporation of the Town of Markham;

“**User Department**” means the department within The Town of Markham requiring goods and services to be purchased.



**6 COMMITMENTS**

6.01 The general level of authority to authorize awards within the Town’s approved Operating and Capital Budgets will be as follows:

<b>Staff Member</b>	<b>Award Value</b>
Employee authorized by User Department Commissioner	\$5,000 or less
Manager	\$5,001 to \$25,000
Director	\$25,001 to \$50,000
Commissioner	\$50,001 to \$100,000
CAO	\$100,001 to \$350,000
Council	Above \$350,000

All values are inclusive of appropriate taxes (exclusive of GST)

6.02 **Contingencies**

For approved contingencies the User Department Director responsible for the project will have the authority to authorize project changes. It is the responsibility of the User Department Director 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 (contract overruns) awarded commitments will be as follows:

<b>Staff Member</b>	<b>Commitment Value</b>
Director	\$10,000 and less than 10% contract value
Commissioner	\$25,000 and less than 10% contract value
Treasurer	\$50,000 and less
CAO	\$100,000 and less
Council	Greater than \$100,000

Capital contract overruns that exceed budget must have alternative funding sources identified. In cases where alternative funding sources are not available, a report will be written to council requesting additional funds.

6.04 **Operating Overruns**

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.

## **7 PROCEDURES**

### **7.01 Goods and Services less than \$100**

- (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.

### **7.02 Goods and Services greater than \$100 and less than \$500**

- (a) Goods and Services greater than \$100 and less than \$500 required in the normal course of business may be purchased without a purchase order either through normal invoice procedures or through Corporate Procurement Cards.
- (b) Invoices must be sent to the attention of Accounts Payable department with approval of appropriate authority before the Accounts Payable Department will pay the invoice.

### **7.03 Goods and Services greater than \$500**

- (a) For goods and services costing more than \$500 but less than \$5,000 required in the normal course of business, a GSO, purchase order or Corporate Procurement Card may be used, except in the case of regular predictable expenses such as rent or utilities.  
If a GSO is used it must be approved and forwarded to the attention of the Accounts Payable department.
- (b) For individual goods and services costing more than \$5,000, a purchase order must be issued.
- (c) For purchases using a blanket order, a GSO or Corporate Procurement Card will be used regardless of the amount. The method of payment will be indicated on the Blanket Order. If a GSO is used it must be prepared and sent to Accounts Payable Department at the time of placing an order.

### **7.04 Contingencies**

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 Invoices Authorization for Payment**

All invoices for expenditures less than \$5,000 must be authorized by a Supervisor/Co-ordinator.

All invoices for expenditures greater than \$5,000 must have two signatures/initials (initials) as follows:

- (a) The first initial can be any staff member within the User Department that has been authorized by the User Department Commissioner.
- (b) For purchases less than \$100,000 the second initial must be a manager's initials.
- (c) For purchases above \$100,000 the second initial must be a Director's initials.

Initials will be written on the face of the invoice or purchase order. Accounts Payable will check to see that there are two initials, ensuring that one is the appropriate Director's/Manager's.







**8.04 Miscellaneous**

- a) disposal of surplus assets                      Chief Administrative Officer or Treasurer
- b) acquisition of computer equipment            Chief Information Officer  
    and software

**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 the Town;
- (b) all retiring allowances and mandatory sick pay grants due to any person previously in the employ of the Town;
- (c) all accounts for telephones, postage and utilities supplied to the Town;
- (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 levy;
- (g) all accounts relating to employee pension deductions and employer pension contributions in respect of the salaries and wages to those persons who are paid by or employed by the Town, 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 the Town in the amount of the cost of the items the Town is bartering. Authorizations for barter transactions shall follow the same process as for a standard 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.

## 2008 BUSINESS PLANNING AND BUDGETING PROCESS

Business Planning	Operating Budgeting	ITS Project Planning	Capital Budget
Target Milestone		Description of Activity	
<b>2007</b>			
April 10			Communication of 2008 ITS Capital Budget process
April 27			Cut-off date for submission of ITS Capital Submissions
Month of June		Financial Planning staff meet each department to review assumptions (i.e. contract escalations, growth assumptions)	
June 11	Communication of 2008 Business Planning process along with release of High Level Initiative Profile (HIP) forms		
June 15			Electronic distribution of ITS Capital Submissions to DHF
June 20		Communication of 2008 Operating budget process to departments	Communication of 2008 Capital budget process to departments
June 25	Departments begin working on BUP forms		Capital database open for Capital Submissions
July 5 & 12	Distribution of HIP submissions at DHF for review and ranking		
July 5, 19 & 26			Review and ranking of ITS Capital Submissions by DHF
July 9		Operating Database open for Operating Budget changes	
July 13			Capital Submissions due
July 14 to 22			Finance review of capital submissions
July 18	CCC review and approval of HIP submissions		
July 19	Departments begin updating BUPs based on CCC approval of HIP items		
July 23			Distribution of 2008 Capital requests to DHF members
July 26			DHF recommendation on ITS Capital
July 26, 31 & August 1			DHF meet to review capital submissions and to establish ranking criteria for Non-Replacement Capital projects
August 9		Cut-off for Operating Budget changes	DHF recommendation on 2008 Capital
August 10	Cut-off for BUP submissions		
August 23	DHF/ CCC Workshop to review 2008 BUP, Operating and Capital Budget	DHF/ CCC Workshop to review 2008 BUP, Operating and Capital Budget	DHF/ CCC Workshop to review 2008 BUP, Operating and Capital Budget
Month of September		Final CCC review of Operating & Capital Budgets & recommendation to present to Budget Sub-Committee	Final CCC review of Operating & Capital Budgets & recommendation to present to Budget Sub-Committee
October 22		Budget Sub-Committee Meeting	Budget Sub-Committee Meeting
October 29		Budget Sub-Committee Meeting	Budget Sub-Committee Meeting
November 26		Budget Sub-Committee Meeting	Budget Sub-Committee Meeting
December 3		Budget Sub-Committee Meeting	Budget Sub-Committee Meeting
December 10		Budget Sub-Committee Meeting	Budget Sub-Committee Meeting
<b>2008</b>			
January 22		Budget Breakfast	
January 28		Budget Sub-Committee - Receive feedback from Budget Breakfast & recommend 2008 Budget to General Committee	
February 4		General Committee - Recommend Budget to Council	
February 12		Budget Approved by Council	

HIP = High-Profile Initiative Profile  
 CCC = CAO & Commissioners' Committee  
 DHF = Department Heads Forum  
 BUP = Business Unit Profiles



## **2008 BUDGET OVERVIEW**

### **BUDGET FRAMEWORK**

Council meets every four years to set the Town's goals and priorities. While the long term corporate goals have remained unchanged, Council's strategic priorities for the term 2007 - 2010 address the following initiatives:

- Growth Management
- Transportation/ Transit
- Environment
- Municipal Services
- Parks, Recreation, Culture and Library Master Plan/Public Safety
- Diversity

These Strategic Priorities are discussed in further detail in the "Corporate Overview" section and the specific capital projects as they relate to these initiatives are included under the "Capital Budget" section.

The corporate goals combined with Council's strategic priorities lay the foundation to determine Markham's Business Plan. The Business Plan forms the basis for the Budget process. The Budget provides a framework to put the Business Plan into action.

### **BUDGET PROCESS**

In June 2007, staff began working on the business plans for 2008 for the respective Business Units. In order to truly begin the strategic planning before the budgeting process, a new form was added in the 2008 budget process where each department was required to fill out a High-Level Initiative Profile (HIP) before submission of any budgetary request for each major project. Any High-Level Initiative Profile approved by Department Heads' Forum (DHF) and Chief Administrative Officer (CAO) and Commissioners (CCC) will be integrated into the Business Unit Plans and the 2008 Budgets.

A series of presentations, highlighting the proposed 2008 High-Level Initiative Profiles and subsequently, Business Unit Plans aligning the plan to Council's priorities, were made by the respective department heads to the Department Heads' Forum (DHF). A workshop for Department Heads' Forum (DHF) and Chief Administrative Officer (CAO) and Commissioners (CCC) was held on August 23, 2007 to finalize the initiatives to be undertaken in 2008.

The Workshop recommendations were incorporated in the proposed 2008 Budget presented at the first Budget Sub-Committee meeting in October 2007, when eight members of Council that make up the Budget Committee began their deliberations. These members included Budget Chief Dan Horchik, Regional Councillors Jack Heath, Tony Wong, and Councillors, Valerie Burke, Alex Chiu, Erin Shapero, Logan Kanapathi and John Webster. This Committee, along with other Council members who attended the Budget Committee meetings helped to shape the budget and report progress to the General Committee.



A total of six Budget Sub-Committee meetings were held during the period October 2007 to January 2008 to discuss the 2008 Budget. On January 22, 2008 the Mayor, Councillors, Town Staff and members of the community participated in the Town's Eight Annual Budget Breakfast. The Budget Breakfast was an opportunity for residents, business and community leaders to obtain an overview of the Town's budget process and the status of the 2008 Budget. All attendees were invited to ask questions and to provide feedback at the Budget Breakfast. The feedback was positive and on February 12, 2008, Council approved the Operating, Capital and Waterworks Budgets.

The Council meeting was broadcasted over the Internet with a live audio feed of the presentation by Budget Chief Dan Horchik, and Andy Taylor, Commissioner of Corporate Services. The Budget was completed in accordance with the Town of Markham financial policies.

#### Amendments to Approved Budget

No further amendments to the budget are expected. However, any amendments after adoption would require a majority vote by Council as outlined in the financial policies section of the Budget document.

## **BUDGET SUMMARY**

The total approved 2008 Budget is \$355.3M comprising of \$158.1 (adjusted for the 2007 year-end surplus) towards Operating, \$131.0M towards Capital, \$7.0M towards Building Standards and \$59.2M for Waterworks (adjusted for the 2007 year-end surplus).

#### Operating Budget

The Town of Markham continues to face inflationary pressures in many aspects of its operations. Wage settlements, general inflation, winter maintenance contracts, operating costs associated with aging infrastructure including higher repair and maintenance costs, increased costs related to the Town adding to its inventory of parks, community centres and roads, other contract renewals, and the continuation of high fuel/natural gas costs have resulted in increased operating expenditures. Further, the Budget Sub-Committee has approved the continuation of the Town's practice of setting aside operating funds for salary costs related to future facility openings such as Fire Stations and Community Centres. The total impact of these pressures on expenditures is \$6.63M.

To mitigate the impact of increased expenditures, the Town reviewed its revenue sources and increased revenues in areas of Assessment Growth, Waste Diversion Ontario Revenue and Annualization of fee increases as well as other operating revenues totalling \$3.02M.

The Town has been able to maintain existing service levels with minimal increases in user fees, and a minimum increase to Council grants. However, as a result of the above noted budgetary pressures mitigated partially through increased revenues, a reduced operating

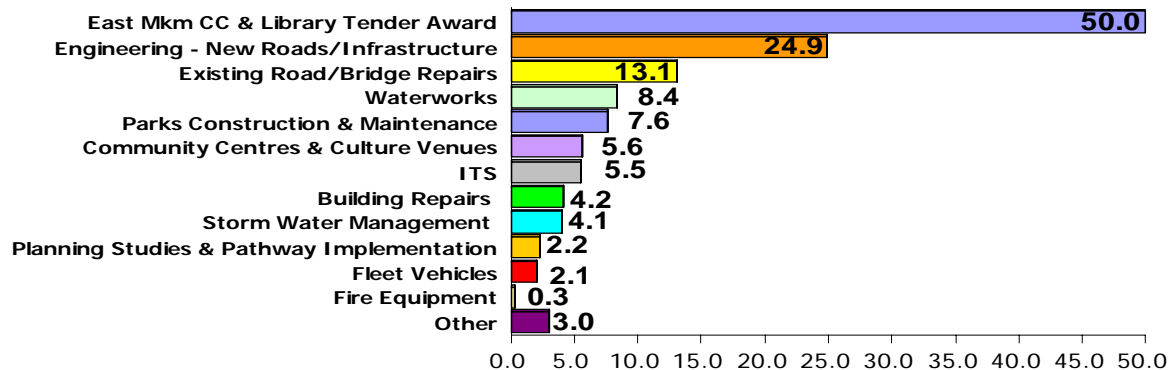


shortfall of \$3.61M (\$6.63M - \$3.02M) or a tax levy increase of 3.73% was presented by the Budget Committee to Council.

The 3.73% increase in the net tax levy applies only to the municipal portion of the tax bill. For an average household valued at \$403,000, this equates to an extra \$39.20 per year.

### Capital Budget

The breakdown of the Town of Markham's approved Capital Budget is shown below, by department:



With the completion of the Town of Markham Reserve Study in 2007, the Town's 2008 capital requirements for major repair and replacement of aging infrastructure, such as replacement of park amenities and vehicles, were \$27.3M.

The Town's commitment to increase investment in Capital projects by \$0.5M, funded from assessment growth, is maintained.

The 2008 Capital budget also contains \$1.3M of Federal Gas Tax grant funded capital projects in the following areas:

- Public Transit – Cycling lanes/pathways and Cycling Awareness Program
- Sustainability and Pathways Master Plan

Other significant Capital projects include construction of the Markham East Community Centre and Library, construction of the Museum Collection Building, Woodbine Bypass construction.



### **Waterworks Budget**

Council approved the 2008 Waterworks Budget of \$59.2M (Excluding prior year's surplus transfer to reserves). This marks an increase of \$9.1 million over the 2007 Operating Budget. The increase is made up of growth related to supply/purchase of water, personnel costs and additional costs in areas such as testing, maintenance of water meters.

Prior year surplus will be transferred to the Corporate Rate Stabilization Reserve after the audit of year end accounts is completed.

### **Building Standards Budget**

In July 2005 the Province enacted the "Building Code Statute Law Amendment Act" (Bill 124). This Bill was introduced to address the regulatory system related to Building Fees in the Province of Ontario. The Bill stipulates that the Municipality's fees do not exceed the costs (direct and indirect ) of delivering the service.

Historically, Building Services fees included other development costs, such as Planning/Design and Engineering, and as such the Building Fees did not reflect the actual costs of delivering the service. Therefore, the implementation of Bill 124 resulted in a redistribution of revenue sources to reflect the true cost of providing the service.

For 2008, Council approved the approved Building Services Budget of \$7.0M. This represents a decrease of \$1.0M over the 2007 Budget. The decrease is resulting from a reduction in the anticipated licenses & permit revenue for 2008.



## SUMMARY OF FUNDS – OVERVIEW

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

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

### Operating Fund

Provides funding for all Town of Markham operations. Tax revenue is the main source of funding. The fund also includes water and sewer operations with water billings being the main source of revenue. Building Standards operations are also included here where building permits represents its main source of revenue.

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

### Capital Fund

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

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

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

### Reserves/ Reserve Funds

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

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

There are two types of reserve funds:

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

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### Trust Funds

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





**2006 to 2008 Summary of Operating & Capital Funds  
(\$ 000's)**

	<u>Operating Fund</u>			<u>Capital Fund</u>			<u>Total Operating &amp; Capital</u>		
	<u>2006 Actual</u>	<u>2007 Actual</u>	<u>2008 Budget</u>	<u>2006 Actual</u>	<u>2007 Actual</u>	<u>2008 Budget</u>	<u>2006 Actual</u>	<u>2007 Actual</u>	<u>2008 Budget</u>
<b><u>A. Sources and Uses of Funds</u></b>									
<b><u>Sources of Funds</u></b>									
Taxation Revenues	94,358	100,552	106,284	-	-	-	94,358	100,552	106,284
Grants & Subsidies	1,200	1,322	908	-	-	-	1,200	1,322	908
Licences & Permits	7,258	9,194	8,238	-	-	-	7,258	9,194	8,238
Interest & Penalties	3,436	3,375	3,375	-	-	-	3,436	3,375	3,375
Income from Investments	11,738	11,893	11,635	-	-	-	11,738	11,893	11,635
Fines	1,798	1,797	1,826	-	-	-	1,798	1,797	1,826
Water & Sewer Billing	45,908	51,309	58,828	-	-	-	45,908	51,309	58,828
User Fees & Service Charges	19,622	22,021	20,709	-	-	-	19,622	22,021	20,709
Rentals	5,378	5,492	5,766	-	-	-	5,378	5,492	5,766
Sales	659	798	716	-	-	-	659	798	716
Recoveries & Contributions	1,190	1,198	1,269	-	-	-	1,190	1,198	1,269
Other Income	4,039	4,271	4,758	-	-	-	4,039	4,271	4,758
Prior year's surplus	-	-	-	-	-	-	-	-	-
Developer's revenue	-	-	-	14,983	38,750	73,549	14,983	38,750	73,549
Other	-	-	-	10,142	5,851	2,592	10,142	5,851	2,592
Transfers from Reserve Fund	-	-	-	17,530	11,679	33,227	17,530	11,679	33,227
Tax Funded Capital	-	-	-	17,200	17,700	17,285	17,200	17,700	17,285
Transfers from Operating Fund	-	-	-	-	258	4,397	-	258	4,397
	<u>196,583</u>	<u>213,223</u>	<u>224,313</u>	<u>59,855</u>	<u>74,238</u>	<u>131,050</u>	<u>256,438</u>	<u>287,461</u>	<u>355,363</u>
<b><u>Uses Of Funds</u></b>									
General Government	27,190	29,682	37,040	5,279	5,330	15,412	32,469	35,012	52,452
Protection to Persons & Property	29,229	30,879	32,136	1,303	1,425	575	30,532	32,304	32,711
Transportation Services	16,413	19,963	19,885	18,530	39,790	40,956	34,943	59,753	60,841
Environmental Services	48,229	54,738	55,810	7,328	8,976	8,528	55,557	63,714	64,338
Recreation & Cultural Services	34,603	36,004	38,978	18,579	12,978	58,718	53,182	48,982	97,696
Planning & Development	5,878	6,143	6,568	6,037	7,773	6,862	11,915	13,916	13,430
Other	25	30	32	-	-	-	25	30	32
Transfers to Reserve Fund	35,059	38,908	33,863	-	-	-	35,059	38,908	33,863
Transfers to Capital Fund	-	258	-	-	-	-	-	258	-
	<u>196,625</u>	<u>216,605</u>	<u>224,312</u>	<u>57,056</u>	<u>76,272</u>	<u>131,050</u>	<u>253,681</u>	<u>292,877</u>	<u>355,362</u>
<b>Increase/Decrease to Funds</b>	<b>(42)</b>	<b>(3,382)</b>	<b>0</b>	<b>2,799</b>	<b>(2,034)</b>	<b>-</b>	<b>2,757</b>	<b>(5,416)</b>	<b>0</b>
<b>Opening Fund Balance</b>	<b>3,856</b>	<b>3,814</b>	<b>432</b>	<b>23,198</b>	<b>25,997</b>	<b>23,963</b>	<b>27,054</b>	<b>29,811</b>	<b>24,395</b>
<b>Closing Fund Balance</b>	<b>3,814</b>	<b>432</b>	<b>432</b>	<b>25,997</b>	<b>23,963</b>	<b>23,963</b>	<b>29,811</b>	<b>24,395</b>	<b>24,395</b>

The total 2008 budget of \$355.3 M comprises of the following:

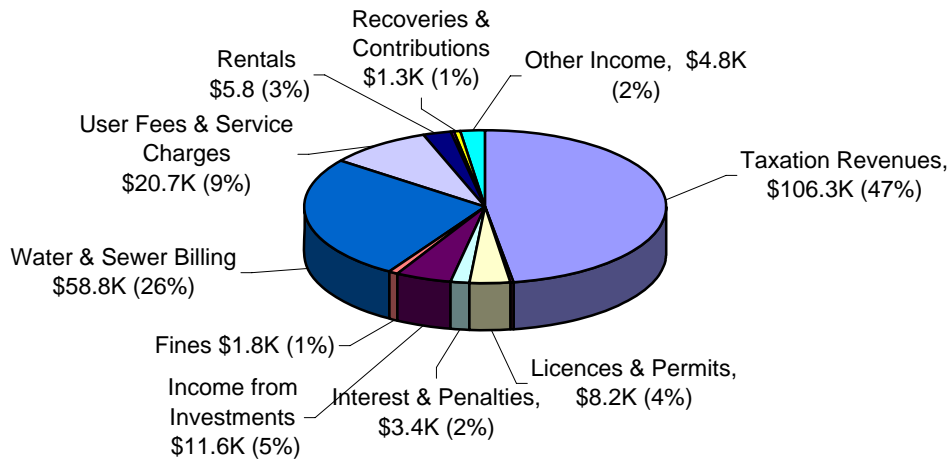
Operating Funds \$224.3 M (excl. prior years surplus) and includes Waterworks of \$59.2 M, Building Standards Budget \$7.0M and Capital Funds \$131.0 M and Budgeted transfers to Reserve Funds of \$32.3 M



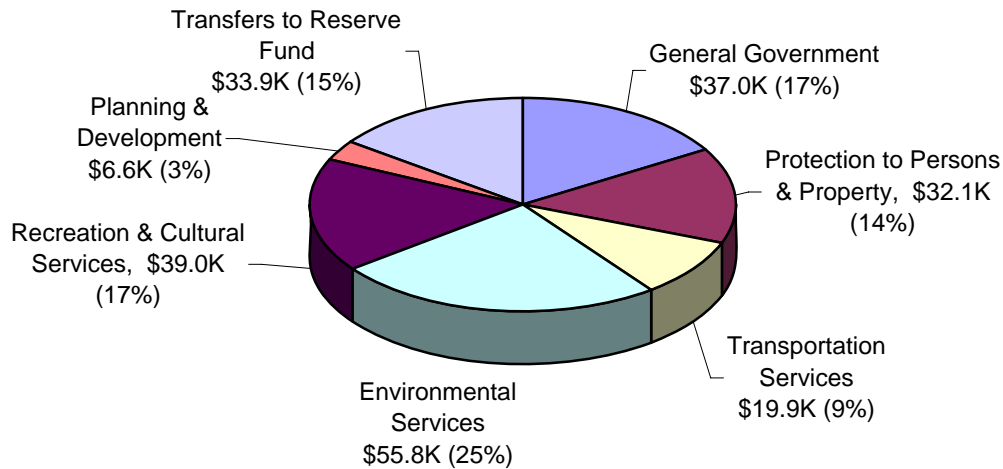
**2006 to 2008 Summary of Reserve Funds  
(\$ 000's)**

	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>
<b>Opening Fund Balance</b>	131,851	137,020	159,637
<b>Other Revenue</b>	3,060	13,088	2,138
<b>Dividend from Markham Enterprises Corporation</b>	1780	-	
<b>Transfers in from Operating Fund</b>	35,059	38,908	33,863
<b>Transfer out to Capital Fund</b>	(34,730)	(29,379)	(50,512)
<b>Closing Fund Balance</b>	<b>137,020</b>	<b>159,637</b>	<b>145,125</b>

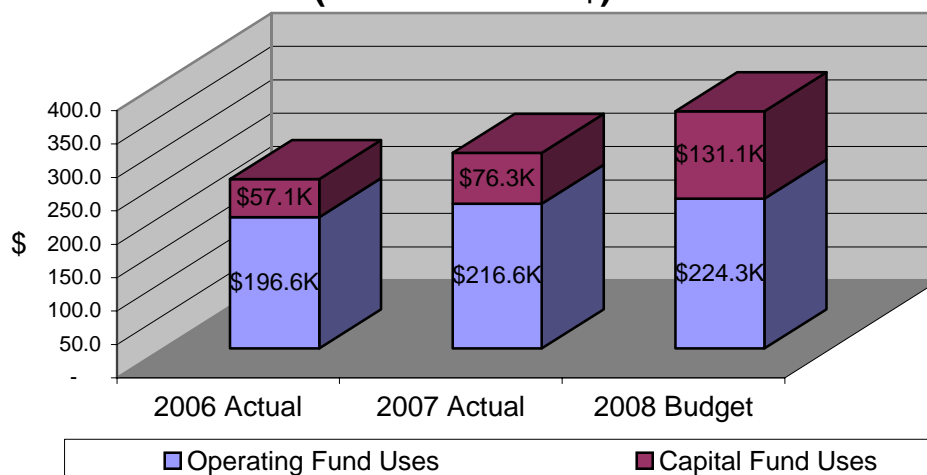
### 2008 Operating Budget by Funding Source Budget \$224,313



### 2008 Operating Budget by Fund Usage Budget \$224,313



### Total Fund Usage by Fund Type by Year (In Thousands \$)





## DESCRIPTION OF RESERVES AND RESERVE FUNDS

The maintenance of Reserves and Reserve Funds is very important to the Town of Markham, since the availability of these sources of funding provides Council and senior management with greater flexibility in planning for the future. At Dec. 31, 2007, the balance in the Town's Reserves and Reserve Funds was \$159.64 million.

### RESERVES

#### Definition

A reserve is an allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money 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.

#### **WASTE MANAGEMENT STABILIZATION/CAPITAL**

Funds temporary fluctuations in the commodities market for recyclables and garbage disposal fees.

#### **WATERWORKS/ STABILIZATION/CAPITAL**

Funds to offset fluctuations in gross profit on water sales to residents and to fund repairs/replacements of waterworks capital infrastructure.

#### **FIREFIGHTERS SICK LEAVE BENEFITS**

Funds payouts of unused sick leave benefits upon Firefighters' termination required under Firefighters collective agreement.

#### **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.

#### **INSURANCE**

Allows the Town to increase future insurance deductibles in order to reduce annual premium costs; funded from annual operating surplus in insurance accounts.

#### **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 Town will add to its inventory



**PARTNERSHIPS**

To accumulate funds received from partnership agreements entered into by the Town with entities that add value to the partner and the Town. Funds will be utilized for projects that build community pride, celebrate cultural diversity and promote the Town's commitment to the environment

**LONG TERM DISABILITY BENEFITS**

To accumulate funds to pay for all long term disability benefits and associated administrative expenses.

**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.

**BUILDING FEE**

Funds to help cover costs in "down cycle" years of lower volume activity for the Building department.



## RESERVE FUNDS

### Definition

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

<b>THEATRE ENDOWMENT</b>	Funds capital expenditures for the Markham Theatre.
<b>THEATRE CAPITAL IMPROVEMENT FUND</b>	Funds the replacement of capital expenditures for the Markham Theatre.
<b>MUSEUM ENDOWMENT</b>	Funds museum-related capital projects; funded by donations from the general public & community organizations.
<b>HERITAGE PRESERVATION</b>	Provides funding to protect and preserve heritage buildings in the Town.
<b>MARKHAM HERITAGE LOANS</b>	Provides interest bearing loans to property owners to allow repair, renovation or reconstruction of the property so that it presents a historical and authentic appearance.
<b>ADMINISTRATION LOT LEVIES-EXPENSE</b>	Accumulation of administration lot levies used to provide financing to support soft services such as libraries, fire halls and recreation facilities; administration lot levies no longer collected.
<b>ADMINISTRATION LOT LEVIES -INTEREST INCOME</b>	See above.
<b>PARKS 5% CASH IN LIEU</b>	Funds the acquisition of new parkland, recreation facilities and equipment.
<b>TREE REPLACEMENT</b>	Funds the cost of planting, replanting, replacing & repairing boulevard trees in the Town.
<b>ROAD RESURFACING</b>	Funds road completion in industrial subdivisions.



**PRE-DCA ENGINEERING GROWTH**

To accumulate and maintain any Pre Development Charges Act Engineering levies collected in respect of development; represents the non-growth portion of development charges.

**WATERWORKS**

Funds to be utilized for the upgrade and replacement of Town water infrastructure.

**LIBRARY BUILDING PROGRAM**

Funds to be utilized for future library building projects, which are not covered by development charges.

**LAND ACQUISITION RESERVE FUND**

Allows the Town to finance the purchase of strategic land acquisitions that are non-growth and that are not environmentally sensitive.

**LIFE CYCLE REPLACEMENT AND CAPITAL**

To fund asset life cycle replacements and other major capital investments in future years.

**10% NON-DC GROWTH**

To fund the 10% non-development charges component of growth-related recreational facilities and libraries, this is to be funded from proceeds of land sales.

**GAS TAX REVENUE**

To fund eligible projects identified under the terms of agreement with federal government.

**ENVIRONMENTAL SUSTAINABILITY**

Funds to be utilized for Town and community based projects and initiatives that promote environment responsibility and enhances Town's natural resources (water, air quality, soils and natural features).

**ENVIRONMENTAL LAND ACQUISITION**

Funds to be utilized to acquire property identified by the Town to be environmentally sensitive

**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 Town's Capital Budget.

**WSIB**

Allows the Town to self-fund staff benefits previously covered by Workplace Safety Insurance Board (WSIB); funded from operating surplus in benefits accounts.



**RESERVES AND RESERVE FUNDS CONTINUITY SCHEDULE**

Description	Actual Balance December 31, 2006 \$	Actual Balance December 31, 2007	2008 Budget			Estimated Balance December 31, 2008 \$
			Developer and Other Contributions \$	Transfer from Operating Funds \$	Transfer to Capital Funds \$	
<b>RESERVES</b>						
Waste Management Stabilization / Capital	26,116	26,116				26,116
Waterworks Stabilization / Capital	7,719,288	8,668,469		8,291,087	(9,005,739)	7,953,817
Corporate Rate Stabilization	11,769,483	14,128,560		252,710		14,381,270
Insurance	769,889	769,889				769,889
Facility Ramp- Up	297	2,402,497		2,700,000	(1,406,000)	3,696,497
Long Term Disability Benefit	4,522,631	6,032,074				6,032,074
Partnership	15,000	15,000				15,000
Building Fee	2,218,077	3,571,458		(178,722)	(481,285)	2,911,451
Development Fee	254,543	1,527,590		(31,162)	(68,903)	1,427,525
Election Rebate	220,000	70,000				70,000
Election Expenses	-	300,000				300,000
Firefighter's Sick Leave Benefits	4,382,600	4,750,600		41,000		4,791,600
<b>Total Reserves</b>	<b>31,897,924</b>	<b>42,262,253</b>	<b>-</b>	<b>11,074,913</b>	<b>(10,961,927)</b>	<b>42,375,239</b>
<b>RESERVE FUNDS</b>						
Theatre Endowment	290,481	309,289				309,289
Theatre Capital Improvement Fund	54,111	84,787		35,000	(75,000)	44,787
Heritage Preservation	105,978	115,996				115,996
Administration Lot Levies - Expenses	2,000,227	2,092,010				2,092,010
Administration Lot Levies - Interest Income	479,866	501,886				501,886
Markham Heritage Loans	376,368	393,964			(72,500)	321,464
Parks 5% Cash in Lieu	7,421,089	9,366,043				9,366,043
Tree Replacement	5,275	5,517				5,517
Museum Endowment	48,476	2,914				2,914
Road Resurfacing	3,608,330	2,780,056			(800,000)	1,980,056
Pre Development Charges Act Engineering Growth	17,517,905	17,035,498			(3,296,310)	13,739,188
Waterworks	198,742	207,863				207,863
Library Building Program	2,194,542	2,824,942		510,000		3,334,942
Land Acquisition Reserve Fund	1,031,047	1,590,228		500,000		2,090,228
Life Cycle Replacement & Capital	58,629,906	67,806,464		21,242,642	(30,306,515)	58,742,591
10% Non DC Growth	3,696,218	4,045,415			(5,000,000)	(954,585)
Gas Tax Revenue	610,541	517,240	3,389,278		(1,251,200)	2,655,318
Environmental Sustainability	51,070	69,270				69,270
Environmental Land Acquisition	4,298,033	5,007,125		500,000		5,507,125
Workplace Safety Insurance Board (WSIB)	2,503,504	2,618,380				2,618,380
<b>Total Reserve Funds</b>	<b>105,121,709</b>	<b>117,374,887</b>	<b>3,389,278</b>	<b>22,787,642</b>	<b>(40,801,525)</b>	<b>102,750,282</b>
<b>Total Reserve And Reserve Funds</b>	<b>137,019,633</b>	<b>159,637,140</b>	<b>3,389,278</b>	<b>33,862,555</b>	<b>(51,763,452)</b>	<b>145,125,521</b>
<b>Development Charges Reserve Funds *</b>	121,921,222	129,562,871	24,586,941		(23,548,785)	130,601,027
<b>Total</b>	<b>258,940,855</b>	<b>289,200,011</b>	<b>27,976,219</b>	<b>33,862,555</b>	<b>(75,312,237)</b>	<b>275,726,548</b>

\* Town'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. Budgeted transfer to capital is adjusted based on cash flow projections and will not balance to total approved 2008 capital funding from Development Charges.





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

Description	Transfer from Operating Funds \$	Transfer to Capital Funds \$	Estimated Balance Dec 31,2008 \$	Details
<b><u>Waterworks Stabilization / Capital</u></b>				
Transfer from Waterworks Operating Fund	8,291,087			Transfer to reserves in order to sustain future Waterworks replacement & rehabilitation requirements
Funding of Capital Projects		(9,005,739)		Transfer to Capital Budget in order to fund Waterworks 2008 capital projects
<b><u>Corporate Rate Stabilization</u></b>				
Transfer of 2007 Operating Surplus	252,710			Operating surplus remaining from 2007 year-end
Funding of Capital Projects		-		
<b><u>Facility Ramp UP</u></b>				
Transfer of funds for future maintenance cost	2,700,000			Transfer from Corporate Operating Budget for community centres and fire stations future costs
Funding of Capital Projects		(1,406,000)		Transfer of funds for a number of Town facility improvement capital projects
<b><u>Building Fee</u></b>				
Transfer from Operating Fund	(178,722)			Transfer to Building Operating budget based on projected 2008 performance.
Funding of Capital Projects		(481,285)		Funding of 2008 ITS capital projects associated to Building department
<b><u>Development Fee</u></b>				
Transfer from Operating Fund	(31,162)			Transfer to Planning and Engineering Operating budget based on projected 2008 performance.
Funding of Capital Projects		(68,903)		Funding of various 2008 capital projects associated to Development departments
<b><u>Firefighter's Sick Leave Benefits</u></b>				
Transfer from Operating Fund	41,000			Annual transfer to fund future payout of unused sick leave benefits upon firefighter's termination
<b><u>Theatre Capital Improvement Fund</u></b>				
Transfer from Operating Fund	35,000			Transfer from Culture operating budget for future Theatre capital expenditures
Funding of Capital Projects		(75,000)		Funding of 2008 capital project for Theatre Public Area Upgrade
<b><u>Administration Lot Levies</u></b>				
Transfer to fund Capital Projects		-		
<b><u>Markham Heritage Loans</u></b>				
Transfer to fund Capital Projects		(72,500)		Funding of 2008 Planning capital projects for Heritage related work
<b><u>Road Resurfacing</u></b>				
Transfer to fund Capital Projects		(800,000)		Funding of 2008 Operations-Roads capital project for secondary roads, rehab./ replacement program
<b><u>Pre Development Charges Act Engineering Growth</u></b>				
Transfer to fund Capital Projects		(3,296,310)		Funding of a number of 2008 Engineering Capital projects associated with non-growth related areas
<b><u>Library Building Program</u></b>				
Transfer from Operating Fund	510,000			Transfer from Corporate Items Operating budget for future library building projects



Description	Transfer from Operating Funds \$	Transfer to Capital Funds \$	Estimated Balance Dec 31,2008 \$	Details
<b><u>Land Acquisition Reserve Fund</u></b>				
Transfer from Operating Fund	500,000			Transfer from Corporate Operating budget to fund future purchase of strategic land acquisitions
<b><u>Life Cycle Replacement &amp; Capital</u></b>				
Transfer from Operating Fund	21,242,642			Included in Corporate Items in order to fund asset life cycle replacements
Transfer to fund Capital Projects		(30,306,515)		Funding of 2008 capital projects associated to asset replacements
<b><u>10% Non DC Growth</u></b>				
Transfer to fund Capital Projects		(5,000,000)		Partially funds the 2008 capital project for Markham East Community Centre and Library
<b><u>Gas Tax Revenue</u></b>				
Transfer from Developers / Other Revenue	3,389,278			Gas tax revenue received from federal government or developer transferred funds for capital projects
Transfer to fund Capital Projects		(1,251,200)		Funding of 2008 capital projects identified as gas tax revenue eligible or for capital projects to be developer funded (generally Engineering projects)
<b><u>Environmental Sustainability</u></b>				
Transfer from Operating Fund	-			
Funding of Capital Projects		-		
<b><u>Environmental Land Acquisition</u></b>				
Transfer from Operating Fund	500,000			Transfer from Corporate Operating budget to fund future purchase lands identified to be environmentally sensitive



## DESCRIPTION OF TRUST FUNDS

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

### **MORGAN PARK TRUSTS**

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

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

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

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

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

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

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

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

### **CEMETARY TRUST FUNDS**

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

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

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

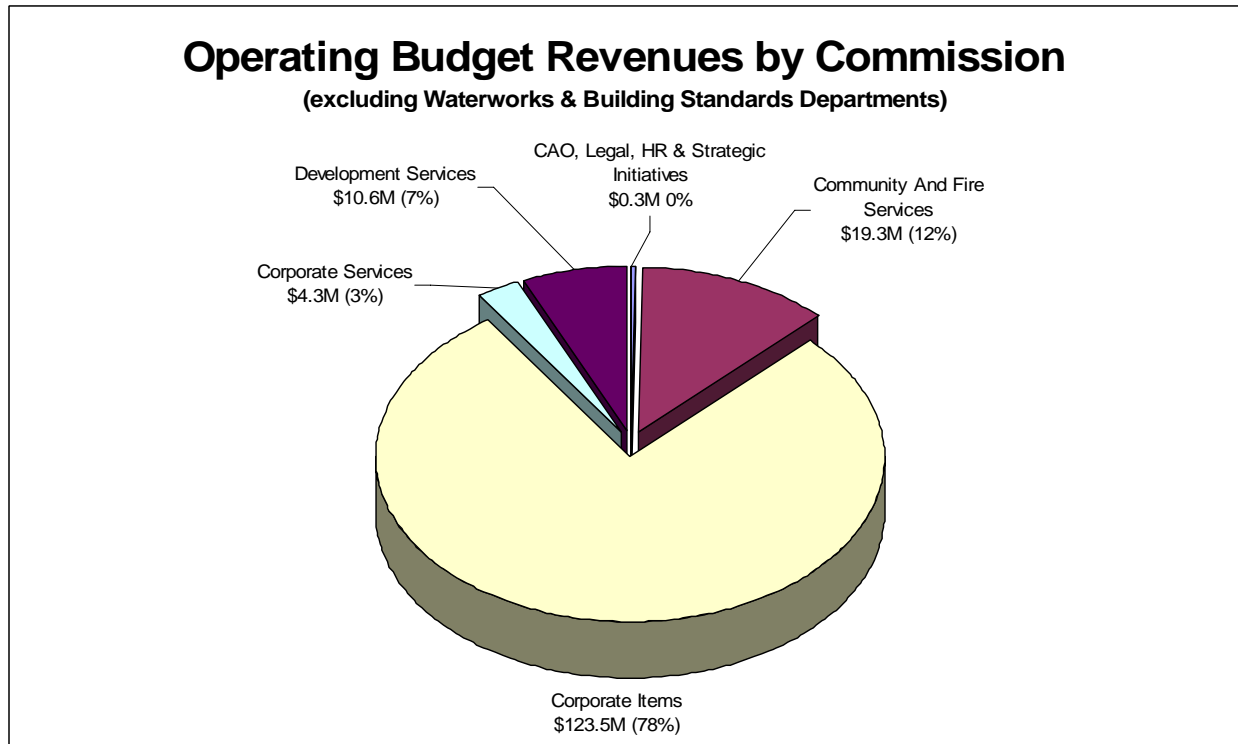
### **MARKHAM HISTORY – RESEARCH AND PUBLICATION TRUST FUND**

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.

## 2008 OPERATING BUDGET SUMMARY

### Expenditures

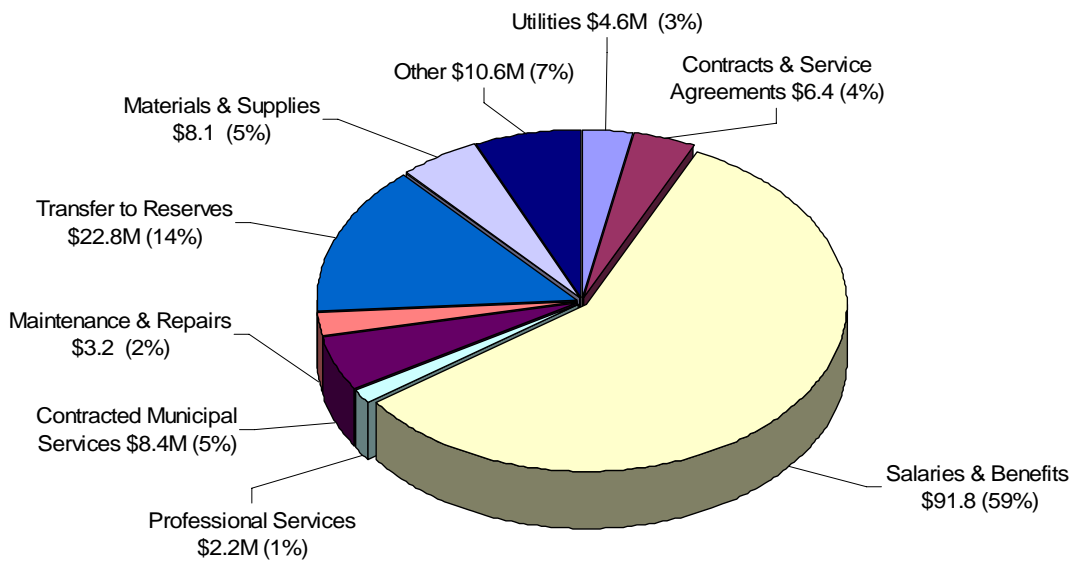
The 2008 Operating Budget for Town services totals \$158,041,402 excluding prior year surplus, Waterworks and Building Standards. This marks an increase of \$6.6 million over the 2007 Operating Budget. Chart below shows the composition of the Operating Budget expenditures by Commission.



The Community & Fire Services Commission accounts for 59% of the total Budget expenditures. This Commission includes Fire, Recreation Services, Parks Maintenance, Asset Management, Waste Management, Roads, Utilities & Contracts, Library, Theatre and Museum. Corporate Items (comprised largely of Transfer to Reserves for the tax funded portion of the 2008 Capital Budget program) represents 18% of the Budget.

The 2008 Operating Budget expenditures can be alternatively broken down by account. The chart below indicates that 59% of budgeted expenditures are related to the salaries and benefits of Town employees. The next highest individual component is the Transfer to Reserves, which represents 14% of the total Budget. The 'Other' category, which accounts for 7% of the Operating Budget, includes items such as communications, training, insurance, rentals/leases, promotion & advertising.

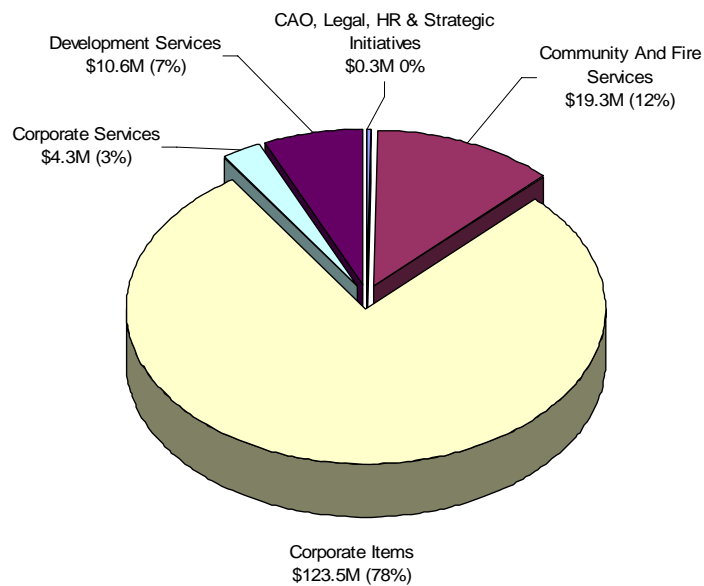
### Operating Budget Expenditures by Account



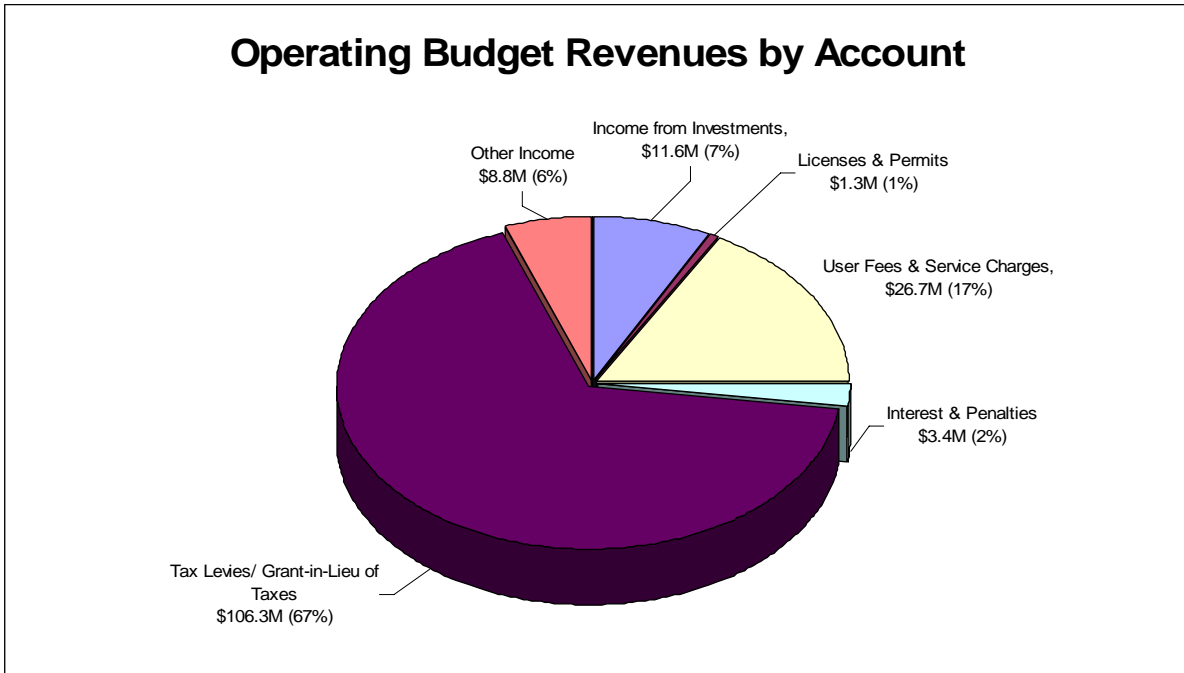
### Revenues

The \$158,041,402 Operating Budget is funded mainly through revenues associated with the following Commissions: Corporate Items (78%), Community and Fire Services (12%), and Development Services (7%). Corporate Items consist largely of Taxation Revenues, Investment Income, and Interest & Penalties.

### Operating Budget Revenues by Commission



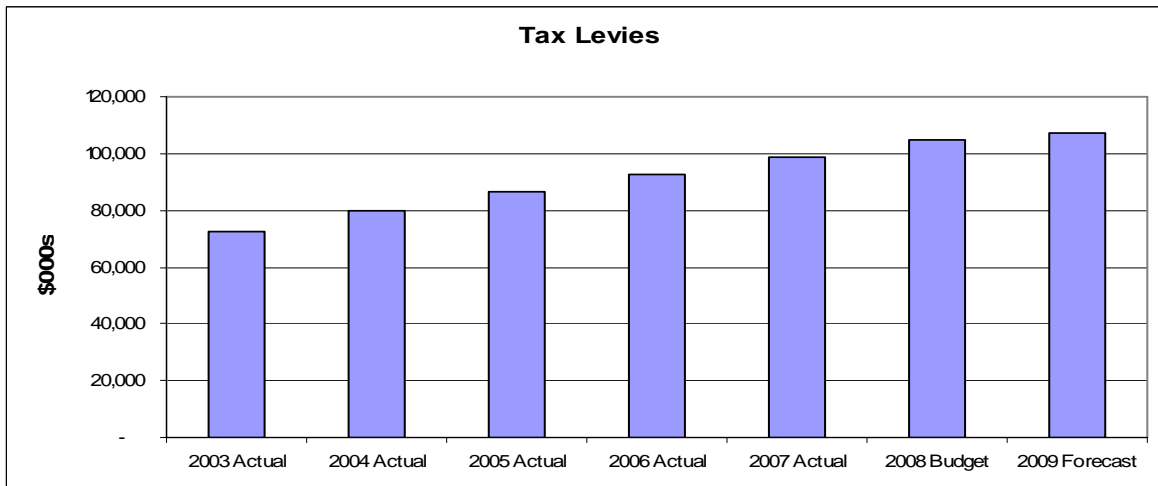
And 67% of the Operating Budget is funded through Taxation Revenues as shown in the graph below.



## Major Revenue Sources

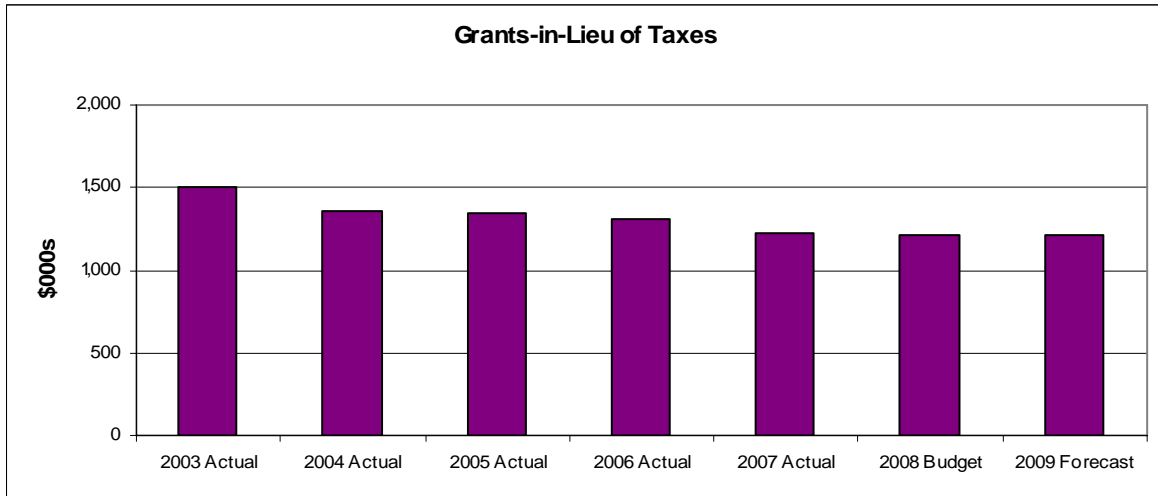
### Tax Levies

Tax levies is paid by the Town's taxpayers. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class. Budgeted 2008 Tax Levies is at \$105.1 million, an increase of \$6.2 million or 6.3% from 2007. Council authorized a \$3.6 million (3.73%) increase in the net tax levy in order to eliminate the budget shortfall caused by the aforementioned pressures. Council was able to keep the increase to a minimum, partly through the use of \$2.7 million of projected residential, commercial, and industrial assessment growth. Assessment growth is expected to be 2.75% in 2008 and 2.0% in 2009.



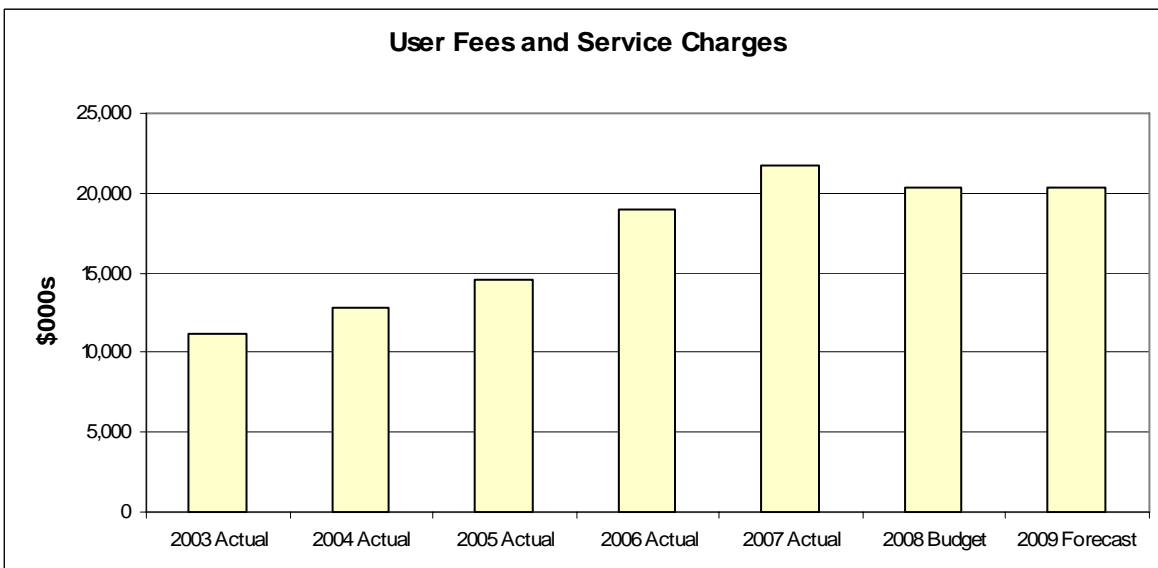
### Grants-in-Lieu of Taxes

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. The 2008 Budget of \$1.2 million is at the 2007 level. It is expected that this budget will be kept constant through 2009.



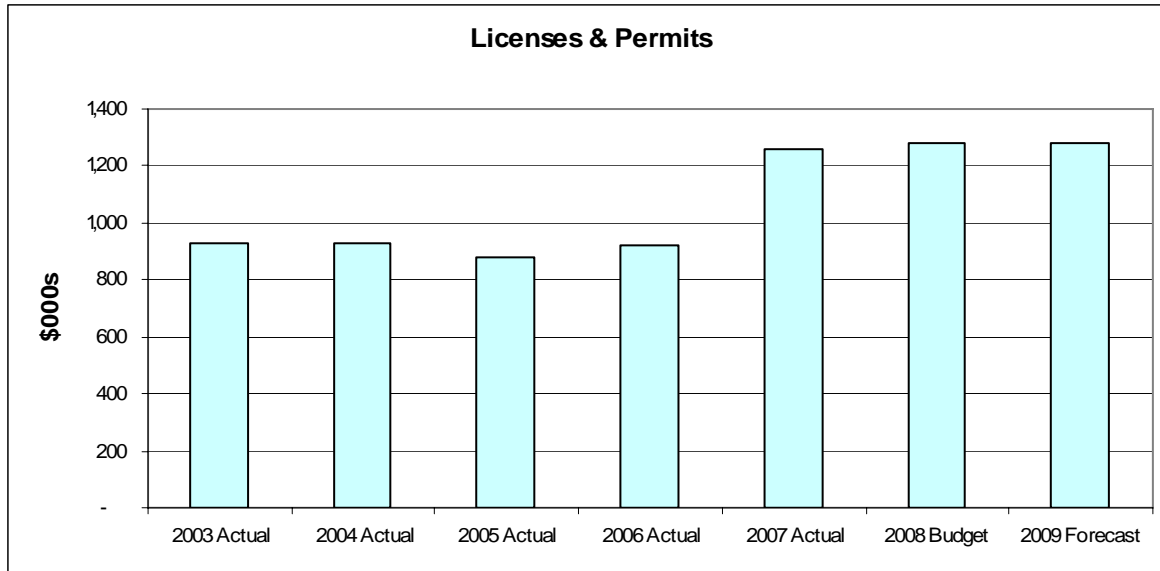
### User Fees and Service Charges

User Fees and Service Charges are paid by individuals or organizations to the Town for the use of Town facilities (e.g. recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. planning, engineering & design fees). User fees & service charges have decreased by \$1.4 million vs. 2007 Actual mainly due to projected decline in development activity from service allocation constraints and consequently decrease in Development Fees. Development services fees and Recreation fees together represent 81.7% of the Town's 2008 budget for User Fees and Service Charges. The budget of \$20.4 million is expected to remain relatively stable for the year 2009.



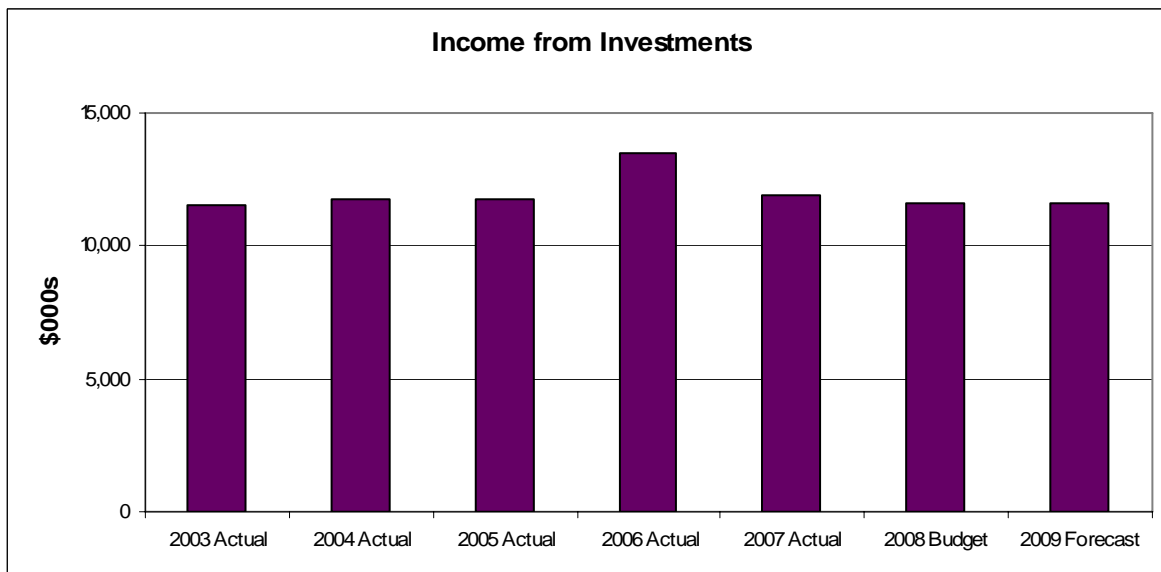
**Licenses & Permits**

The remaining Licenses and Permits revenue is generated by Legislative Services from the sale of business, marriage and other licenses. The 2008 Budget of \$1.3 million is relatively flat compared to the 2007 Actual.



**Income from Investments**

The Town earns income on investments for all major Town funds and reserves. Income from Investments is at \$11.6 million, at the same level as 2007 Budget. Based on anticipated future cash flows, the forecast for future years is constant at 2008 Budget level.

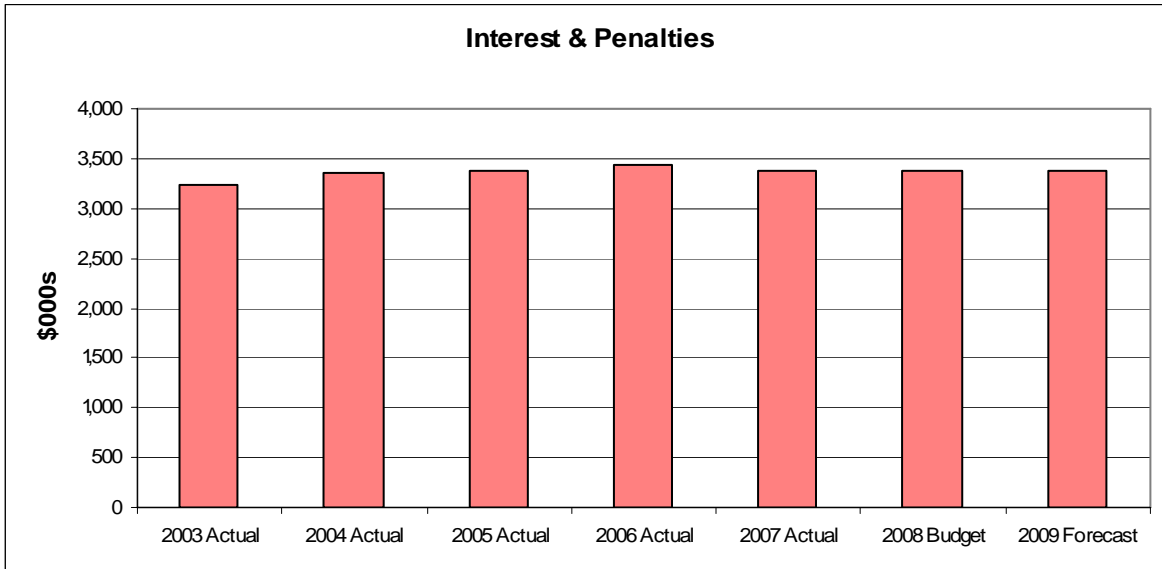






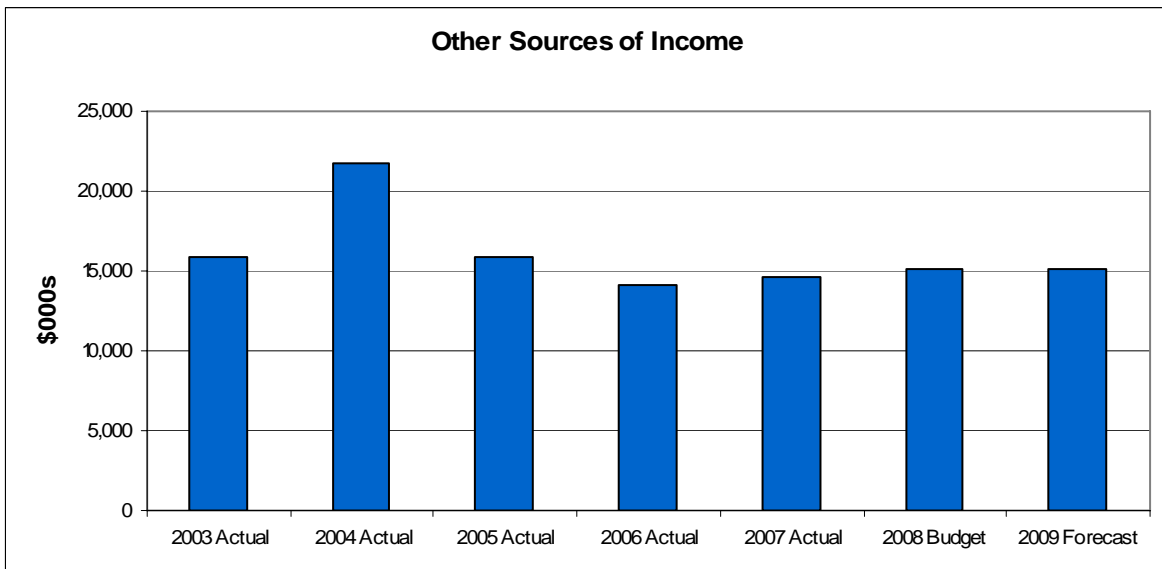
### Interest and Penalties

Interest and penalties for late payment of property tax bills remains at the 2007 actual level of \$3.4 million, and is expected to remain constant through 2009.



### Other Income

Other Income budget of \$15.2 million has increased \$0.5 million over the 2007 Actual. This increase is due numerous smaller items and various recoveries.

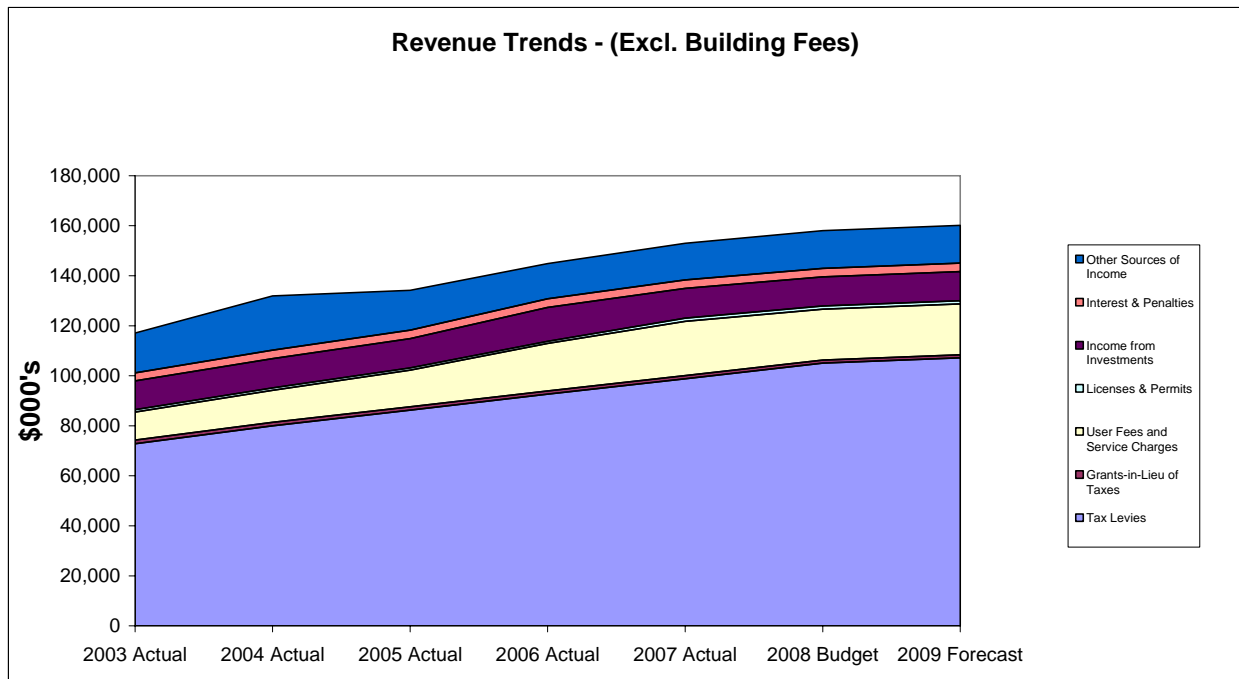


### Revenue Summary

On a consolidated basis, Town revenues are expected to grow steadily between 2008 and 2009. The main reasons for the increase are related to assessment growth, Core Services revenue strategies, and other operational revenues. Licenses and Permits



from Building Standards are not included in this chart. These revenues are reported separately in the Building Standards Department Budget.



Highlights of the 2008 Operating Budget include:

***New Assessment Growth of 2.75%***

- \$2.7 million in additional tax revenues.

***Maintain Existing Service levels***

- Fire, Parks, Recreation, Roads and Waste Collection 2008 service levels are maintained and improved to accommodate growth.

***Fiscal Stewardship Leadership***

- Continued commitment to increase the Town's investment in Capital Projects by \$500,000 each year.
- The Town has provided for its future commitments and has no amounts to be recovered for current obligations from future tax revenues.
- The Town has implemented both the Lifecycle Reserve Study and the Water & Wastewater Reserve Study
- Continued policy of not using one-time revenues to balance the operating budget.

***Continuation of Council Grants***

- Grants budget of \$314,950 in 2008.

***Other***

- Service level increase for snow removal



- Development of the Markham Green Print: a Community Sustainability Plan which will build on the corporate environmental management plan, provide coordination and integration of sustainability initiatives and provide an annual report to the community
- Implementation of the Language Line Service which is an on-demand language service that provides residents immediate access to interpretation in over 175 languages
- Enhancement of Bike Routes and Pedestrian Pathways
- Continuation of the Enhanced Cultural Practice Initiative which includes installation of irrigation systems on sportsfields and purchase of the required equipment
- Development of a Diversity Strategy
- Support of the CareerBridge and Ability Edge Program
  - The Career Bridge program provides a crucial bridge between the international and Canadian workplace. Career Bridge eliminates significant employment barriers often faced by qualified, experienced professionals who are eager and ready to resume their careers in Canada
  - Ability Edge is an internship program for graduates with self-declared disabilities to assist them in gaining career-building work experience.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**  
 Total Corporation (Excluding Waterworks & Building Standards)

<u>Description</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u> <u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>				
TAX LEVIES	\$98,739,015	\$105,073,221	\$6,334,206	6.4%
GRANTS-IN-LIEU OF TAXES	1,268,845	1,211,131	(57,714)	-4.5%
GRANTS AND SUBSIDIES	738,831	908,387	169,556	22.9%
LICENCES & PERMITS	1,171,500	1,278,200	106,700	9.1%
INTEREST & PENALTIES	3,375,000	3,375,000	-	0.0%
INCOME FROM INVESTMENTS	11,673,636	11,634,636	(39,000)	-0.3%
FINES	1,930,675	1,826,250	(104,425)	-5.4%
USER FEES & SERVICE CHARGES	21,349,581	20,354,517	(995,064)	-4.7%
RENTALS	5,635,696	5,766,088	130,392	2.3%
SALES	604,113	590,139	(13,974)	-2.3%
RECOVERIES & CONTRIBUTIONS	1,004,600	1,265,520	260,920	26.0%
OTHER INCOME	3,927,876	4,758,313	830,437	21.1%
<b>Total Revenues</b>	<b>\$151,419,368</b>	<b>\$158,041,402</b>	<b>\$6,622,034</b>	<b>4.4%</b>
<b>Expenses</b>				
SALARIES AND BENEFITS	\$87,106,105	\$91,826,567	\$4,720,462	5.4%
PRINTING & OFFICE SUPPLIES	713,566	728,176	14,610	2.0%
PURCHASES FOR RESALE	273,405	283,462	10,057	3.7%
OPERATING MATERIALS & SUPPLIES	3,863,484	4,052,003	188,519	4.9%
VEHICLE SUPPLIES	1,106,018	1,309,449	203,431	18.4%
SMALL EQUIPMENT SUPPLIES	14,291	14,291	-	0.0%
BOTANICAL SUPPLIES	361,919	357,524	(4,395)	-1.2%
CONSTRUCTION MATERIALS	1,220,096	1,318,909	98,813	8.1%
UTILITIES	4,253,830	4,611,429	357,599	8.4%
COMMUNICATIONS	1,314,224	1,322,675	8,451	0.6%
TRAVEL EXPENSES	410,369	462,545	52,176	12.7%
TRAINING	720,016	759,308	39,292	5.5%
CONTRACTS & SERVICE AGREEMENTS	4,404,590	6,369,662	1,965,072	44.6%
MAINT. & REPAIR-TIME/MATERIAL	3,508,117	3,205,191	(302,926)	-8.6%
RENTAL/LEASE	1,002,099	753,693	(248,406)	-24.8%
INSURANCE	1,665,789	1,931,141	265,352	15.9%
PROFESSIONAL SERVICES	2,149,108	2,175,952	26,844	1.2%
LICENCES, PERMITS, FEES	613,442	643,563	30,121	4.9%
CREDIT CARD SERVICE CHARGES	163,024	163,427	403	0.2%
PROMOTION & ADVERTISING	1,530,509	1,385,101	(145,408)	-9.5%
DISCRETIONARY COMMUNICATIONS	-	236,398	236,398	0.0%
CONTRACTED MUNICIPAL SERVICES	8,399,989	8,428,953	28,964	0.3%
OTHER PURCHASED SERVICES	709,911	714,116	4,205	0.6%
OFFICE FURNISHINGS & EQUIPMENT	17,276	14,310	(2,966)	-17.2%
WRITE-OFFS	500,600	500,600	-	0.0%
OTHER EXPENDITURES	1,677,400	1,675,477	(1,923)	-0.1%
TRANSFERS TO RESERVES	23,720,191	22,797,480	(922,711)	-3.9%
<b>Total Expenditures</b>	<b>\$151,419,368</b>	<b>\$158,041,402</b>	<b>\$6,622,034</b>	<b>4.4%</b>
<b>Net Expenditure (Revenue)</b>	<b>-</b>	<b>-</b>	<b>-</b>	

(Excludes prior year surplus)



## 2008 OPERATING BUDGET SUMMARY NET CHARGE AGAINST TAX RATE

Department/Commission	2007 Actual \$	2007 Budget \$	2008 Budget Approved \$	2008 Bud. vs. 2007 Bud. Incr.(Decr.) \$	%Change	2008 Bud. vs. 2007 Act. Incr.(Decr.) \$	% Change
Administrative Costs	1,479,655	1,476,887	1,502,417	25,530	1.7%	22,762	1.5%
Mayor & Councillors	557,452	583,340	593,106	9,766	1.7%	35,654	6.4%
<b>Total Council</b>	<b>2,037,107</b>	<b>2,060,227</b>	<b>2,095,523</b>	<b>35,296</b>	<b>1.7%</b>	<b>58,416</b>	<b>2.9%</b>
CAO's Office	482,284	467,712	637,513	169,801	36.3%	155,229	32.2%
Human Resources	2,310,226	2,462,759	2,736,953	274,194	11.1%	426,727	18.5%
Legal Dept.	1,099,692	898,268	943,278	45,010	5.0%	-156,414	-14.2%
Strategic Initiatives	471,158	487,093	595,410	108,317	22.2%	124,252	26.4%
<b>Total CAO</b>	<b>4,363,360</b>	<b>4,315,832</b>	<b>4,913,154</b>	<b>597,322</b>	<b>13.8%</b>	<b>549,794</b>	<b>12.6%</b>
Commissioner's Office	451,416	452,276	463,374	11,098	2.5%	11,958	2.6%
Contact Centre	846,926	835,815	869,488	33,673	4.0%	22,562	2.7%
Corporate Communications	1,449,844	838,553	1,759,545	920,992	109.8%	309,701	21.4%
Financial Services	2,978,755	3,235,270	3,260,242	24,972	0.8%	281,487	9.4%
ITS Department	4,571,811	5,041,822	5,634,444	592,622	11.8%	1,062,633	23.2%
Legislative Services	1,451,011	1,645,494	1,859,947	214,453	13.0%	408,936	28.2%
<b>Total Corporate Services</b>	<b>11,749,763</b>	<b>12,049,230</b>	<b>13,847,040</b>	<b>1,797,810</b>	<b>14.9%</b>	<b>2,097,277</b>	<b>17.8%</b>
Commissioner's Office	826,334	873,158	876,578	3,420	0.4%	50,244	6.1%
Economic Development	907,535	888,661	1,423,959	535,298	60.2%	516,424	56.9%
Engineering	884,581	762,210	738,072	-24,138	-3.2%	-146,509	-16.6%
Planning & Design	1,345,845	1,429,912	1,372,389	-57,523	-4.0%	26,544	2.0%
<b>Total Development Services</b>	<b>3,964,295</b>	<b>3,953,941</b>	<b>4,410,997</b>	<b>457,056</b>	<b>11.6%</b>	<b>446,703</b>	<b>11.3%</b>
Asset Management	1,413,028	1,495,766	1,754,661	258,895	17.3%	341,633	24.2%
Capital Works & Utilities	2,414,223	2,795,106	2,726,096	-69,010	-2.5%	311,873	12.9%
Commissioner's Office	199,730	75,316	114,598	39,282	52.2%	-85,132	-42.6%
Culture	1,378,135	1,267,979	1,482,152	214,173	16.9%	104,017	7.5%
Fire Services	24,096,635	23,148,598	24,362,326	1,213,728	5.2%	265,691	1.1%
Markham Public Libraries	8,615,131	9,053,025	9,191,437	138,412	1.5%	576,306	6.7%
Operations	17,939,572	16,817,373	18,093,168	1,275,795	7.6%	153,596	0.9%
Operations & Asset Mgt -Admin	548,899	570,192	592,871	22,679	4.0%	43,972	8.0%
Recreation Services	4,808,856	5,563,473	5,798,804	235,331	4.2%	989,948	20.6%
Strategic Services	650,055	1,250,747	584,986	-665,761	-53.2%	-65,069	-10.0%
Waste	6,913,086	7,240,964	7,173,653	-67,311	-0.9%	260,567	3.8%
<b>Total Community And Fire Services</b>	<b>68,977,350</b>	<b>69,278,539</b>	<b>71,874,752</b>	<b>2,596,213</b>	<b>3.7%</b>	<b>2,897,402</b>	<b>4.2%</b>
<b>Corporate Items</b>	<b>-91,344,585</b>	<b>-91,657,769</b>	<b>-97,141,466</b>	<b>-5,483,698</b>	<b>6.0%</b>	<b>-5,796,881</b>	<b>6.3%</b>
<b>Total Corporation (Excl. WW &amp; Build. Std.)</b>	<b>-252,710</b>	<b>0</b>	<b>0</b>	<b>-0</b>	<b>-10.6%</b>	<b>252,711</b>	<b>-100.0%</b>
<b>Waterworks</b>	<b>-46,080</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>46,080</b>	<b>-100.0%</b>
<b>Building Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>Total Corporation</b>	<b>-298,790</b>	<b>0</b>	<b>0</b>	<b>-0</b>	<b>-10.6%</b>	<b>298,791</b>	<b>-100.0%</b>



## 2008 OPERATING BUDGET SUMMARY EXPENDITURES

Department/Commission	2007 Actual	2007 Budget	2008 Budget	2008 Bud. vs. 2007 Bud.	2008 Bud. vs. 2007 Act.		
	\$	\$	Approved	Incr(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	1,479,655	1,476,887	1,502,417	25,530	1.7%	22,762	1.5%
Mayor & Councillors	594,185	583,340	593,106	9,766	1.7%	-1,079	-0.2%
<b>Total Council</b>	<b>2,073,840</b>	<b>2,060,227</b>	<b>2,095,523</b>	<b>35,296</b>	<b>1.7%</b>	<b>21,683</b>	<b>1.0%</b>
CAO's Office	482,284	467,712	637,513	169,801	36.3%	155,229	32.2%
Human Resources	2,310,226	2,534,563	2,884,051	349,488	13.8%	573,825	24.8%
Legal Dept.	1,827,698	1,078,268	1,135,158	56,890	5.3%	-692,540	-37.9%
Strategic Initiatives	471,158	487,093	595,410	108,317	22.2%	124,252	26.4%
<b>Total CAO</b>	<b>5,091,366</b>	<b>4,567,636</b>	<b>5,252,132</b>	<b>684,496</b>	<b>15.0%</b>	<b>160,766</b>	<b>3.2%</b>
Commissioner's Office	451,416	452,276	463,374	11,098	2.5%	11,958	2.6%
Contact Centre	851,803	863,815	872,488	8,673	1.0%	20,685	2.4%
Corporate Communications	1,759,300	838,553	2,013,209	1,174,656	140.1%	253,909	14.4%
Financial Services	3,554,357	3,925,775	3,950,747	24,972	0.6%	396,390	11.2%
ITS Department	4,572,335	5,045,822	5,638,444	592,622	11.7%	1,066,109	23.3%
Legislative Services	4,828,079	4,941,319	5,163,797	222,478	4.5%	335,718	7.0%
<b>Total Corporate Services</b>	<b>16,017,290</b>	<b>16,067,560</b>	<b>18,102,059</b>	<b>2,034,499</b>	<b>12.7%</b>	<b>2,084,769</b>	<b>13.0%</b>
Commissioner's Office	826,334	873,158	876,578	3,420	0.4%	50,244	6.1%
Economic Development	997,596	970,495	1,505,793	535,298	55.2%	508,197	50.9%
Engineering	5,897,205	5,081,399	5,271,941	190,542	3.7%	-625,264	-10.6%
Planning & Design	5,176,326	5,499,662	5,278,418	-221,244	-4.0%	102,092	2.0%
<b>Total Development Services</b>	<b>12,897,461</b>	<b>12,424,714</b>	<b>12,932,730</b>	<b>508,016</b>	<b>4.1%</b>	<b>35,269</b>	<b>0.3%</b>
Asset Management	1,648,469	1,772,070	2,030,965	258,895	14.6%	382,496	23.2%
Capital Works & Utilities	2,542,612	2,927,106	2,828,096	-99,010	-3.4%	285,484	11.2%
Commissioner's Office	374,718	275,316	314,598	39,282	14.3%	-60,120	-16.0%
Culture	3,672,930	3,466,831	3,782,786	315,955	9.1%	109,856	3.0%
Fire Services	24,443,812	23,710,559	24,960,287	1,249,728	5.3%	516,475	2.1%
Markham Public Libraries	9,375,225	9,910,632	10,003,424	92,792	0.9%	628,199	6.7%
Operations	19,129,777	18,065,649	18,910,088	844,439	4.7%	-219,689	-1.1%
Operations & Asset Mgt -Admin	548,899	570,192	592,871	22,679	4.0%	43,972	8.0%
Recreation Services	17,710,547	18,607,415	19,299,259	691,844	3.7%	1,588,712	9.0%
Strategic Services	727,056	1,437,847	584,986	-852,861	-59.3%	-142,070	-19.5%
Waste	7,619,643	7,797,073	7,904,762	107,689	1.4%	285,119	3.7%
<b>Total Community And Fire Services</b>	<b>87,793,688</b>	<b>88,540,690</b>	<b>91,212,122</b>	<b>2,671,432</b>	<b>3.0%</b>	<b>3,418,434</b>	<b>3.9%</b>
<b>Corporate Items</b>	<b>31,534,715</b>	<b>27,758,541</b>	<b>28,446,836</b>	<b>688,295</b>	<b>2.5%</b>	<b>-3,087,879</b>	<b>-9.8%</b>
<b>Total Corporation (Excl. WW &amp; Build. Std.)</b>	<b>155,408,360</b>	<b>151,419,368</b>	<b>158,041,402</b>	<b>6,622,034</b>	<b>4.4%</b>	<b>2,633,042</b>	<b>1.7%</b>
<b>Waterworks</b>	<b>53,346,510</b>	<b>50,146,462</b>	<b>59,220,037</b>	<b>9,073,575</b>	<b>18.1%</b>	<b>5,873,527</b>	<b>11.0%</b>
<b>Building Services</b>	<b>7,976,785</b>	<b>8,045,000</b>	<b>7,051,411</b>	<b>-993,589</b>	<b>-12.4%</b>	<b>-925,374</b>	<b>-11.6%</b>
<b>Total Corporation</b>	<b>216,731,655</b>	<b>209,610,830</b>	<b>224,312,850</b>	<b>14,702,020</b>	<b>7.0%</b>	<b>7,581,195</b>	<b>3.5%</b>



## 2008 OPERATING BUDGET SUMMARY REVENUES

Department/Commission	2007 Actual \$	2007 Budget \$	2008 Budget Approved \$	2008 Bud. vs. 2007 Bud. Incr(Decr.) \$	%Change	2008 Bud. vs. 2007 Act. Incr.(Decr.) \$	% Change
Mayor & Councillors	36,733	0	0	0	0.0%	-36,733	-100.0%
<b>Total Council</b>	<b>36,733</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>-36,733</b>	<b>-100.0%</b>
Human Resources	0	71,804	147,098	75,294	104.9%	147,098	0.0%
Legal Dept.	188,006	180,000	191,880	11,880	6.6%	3,874	2.1%
<b>Total CAO</b>	<b>188,006</b>	<b>251,804</b>	<b>338,978</b>	<b>87,174</b>	<b>34.6%</b>	<b>150,972</b>	<b>80.3%</b>
Contact Centre	4,877	28,000	3,000	-25,000	-89.3%	-1,877	-38.5%
Corporate Communications	309,456	0	253,664	253,664	0.0%	-55,792	-18.0%
Financial Services	575,602	690,505	690,505	0	0.0%	114,903	20.0%
ITS Department	524	4,000	4,000	0	0.0%	3,476	663.4%
Legislative Services	3,377,068	3,295,825	3,303,850	8,025	0.2%	-73,218	-2.2%
<b>Total Corporate Services</b>	<b>4,267,527</b>	<b>4,018,330</b>	<b>4,255,019</b>	<b>236,689</b>	<b>5.9%</b>	<b>-12,508</b>	<b>-0.3%</b>
Economic Development	90,061	81,834	81,834	0	0.0%	-8,227	-9.1%
Engineering	5,897,205	5,081,399	5,271,941	190,542	3.7%	-625,264	-10.6%
Planning & Design	5,176,326	5,499,662	5,278,418	-221,244	-4.0%	102,092	2.0%
<b>Total Development Services</b>	<b>11,163,592</b>	<b>10,662,895</b>	<b>10,632,193</b>	<b>-30,702</b>	<b>-0.3%</b>	<b>-531,399</b>	<b>-4.8%</b>
Asset Management	235,441	276,304	276,304	0	0.0%	40,863	17.4%
Capital Works & Utilities	128,389	132,000	102,000	-30,000	-22.7%	-26,389	-20.6%
Commissioner's Office	174,988	200,000	200,000	0	0.0%	25,012	14.3%
Culture	2,294,795	2,198,852	2,300,634	101,782	4.6%	5,839	0.3%
Fire Services	347,177	561,961	597,961	36,000	6.4%	250,784	72.2%
Markham Public Libraries	760,094	857,607	811,987	-45,620	-5.3%	51,893	6.8%
Operations	1,190,205	1,248,276	816,920	-431,356	-34.6%	-373,285	-31.4%
Recreation Services	12,901,691	13,043,942	13,500,455	456,513	3.5%	598,764	4.6%
Strategic Services	77,001	187,100	0	-187,100	-100.0%	-77,001	-100.0%
Waste	706,557	556,109	731,109	175,000	31.5%	24,552	3.5%
<b>Total Community And Fire Services</b>	<b>18,816,338</b>	<b>19,262,151</b>	<b>19,337,370</b>	<b>75,219</b>	<b>0.4%</b>	<b>521,032</b>	<b>2.8%</b>
<b>Corporate Items</b>	<b>120,648,874</b>	<b>117,224,188</b>	<b>123,477,842</b>	<b>6,253,654</b>	<b>5.3%</b>	<b>2,828,968</b>	<b>2.3%</b>
<b>Total Corporation (Excl. WW &amp; Build. Std.)</b>	<b>155,121,070</b>	<b>151,419,368</b>	<b>158,041,402</b>	<b>6,622,034</b>	<b>4.4%</b>	<b>2,920,332</b>	<b>1.9%</b>
<b>Waterworks</b>	<b>53,392,590</b>	<b>50,146,462</b>	<b>59,220,037</b>	<b>9,073,575</b>	<b>18.1%</b>	<b>5,827,447</b>	<b>10.9%</b>
<b>Building Services</b>	<b>7,976,785</b>	<b>8,045,000</b>	<b>7,051,411</b>	<b>-993,589</b>	<b>-12.4%</b>	<b>-925,374</b>	<b>-11.6%</b>
<b>Total Corporation</b>	<b>216,490,445</b>	<b>209,610,830</b>	<b>224,312,850</b>	<b>14,702,020</b>	<b>7.0%</b>	<b>7,822,405</b>	<b>3.6%</b>



**OPERATING BUDGET BY COMMISSION AND ACCOUNT**  
 (Excluding Waterworks & Building Standards)  
 (\$000's)

COMPARISON BY COMMISSION					COMPARISON BY ACCOUNT				
	2007 Budget	2008 Budget	Change Incr./(Decr.)			2007 Budget	2008 Budget	Change Incr./(Decr.)	
			\$	%				\$	%
<b>REVENUES *</b>					<b>REVENUES *</b>				
Mayor & Council	-	-	-		Taxation Revenues	100,008	106,284	6,276	6.3
CAO's Office	252	339	87	34.5	Grant & Subsidy Revenues	738	908	170	23.0
Corporate Services	4,018	4,255	237	5.9	General Revenues	18,151	18,114	-37	(0.2)
Development Services	10,663	10,632	-31	(0.3)	User Fees and Service Charges	27,589	26,711	-878	(3.2)
Community And Fire Services	19,262	19,337	75	0.4	Other Income	4,402	5,493	1,091	24.8
Corporate Items	117,224	123,478	6,254	5.3	Inter-Departmental	531	531	-	-
<b>Total Revenues</b>	<b>151,419</b>	<b>158,041</b>	<b>6,622</b>	<b>4.4</b>	<b>Total Revenues</b>	<b>151,419</b>	<b>158,041</b>	<b>6,622</b>	<b>4.4</b>
<b>EXPENDITURES *</b>					<b>EXPENDITURES *</b>				
Mayor & Council	2,060	2,095	35	1.7	Personnel Services	87,106	91,827	4,721	5.4
CAO's Office	4,568	5,252	684	15.0	Materials & Supplies	7,553	8,064	511	6.8
Corporate Services	16,067	18,102	2,035	12.7	Purchased Services	30,845	33,163	2,318	7.5
Development Services	12,425	12,933	508	4.1	Capital Asset Acquisition	17	14	-3	(17.6)
Community And Fire Services	88,541	91,212	2,671	3.0	Financial Expenses	501	501	-	-
Corporate Items	27,758	28,447	689	2.5	Other Expenditures	1,677	1,675	-2	(0.1)
<b>Total Expenditures</b>	<b>151,419</b>	<b>158,041</b>	<b>6,622</b>	<b>4.4</b>	Transfers to Own Funds	23,720	22,797	-923	(3.9)
					<b>Total Expenditures</b>	<b>151,419</b>	<b>158,041</b>	<b>6,622</b>	<b>4.4</b>

\* Excludes prior years surplus



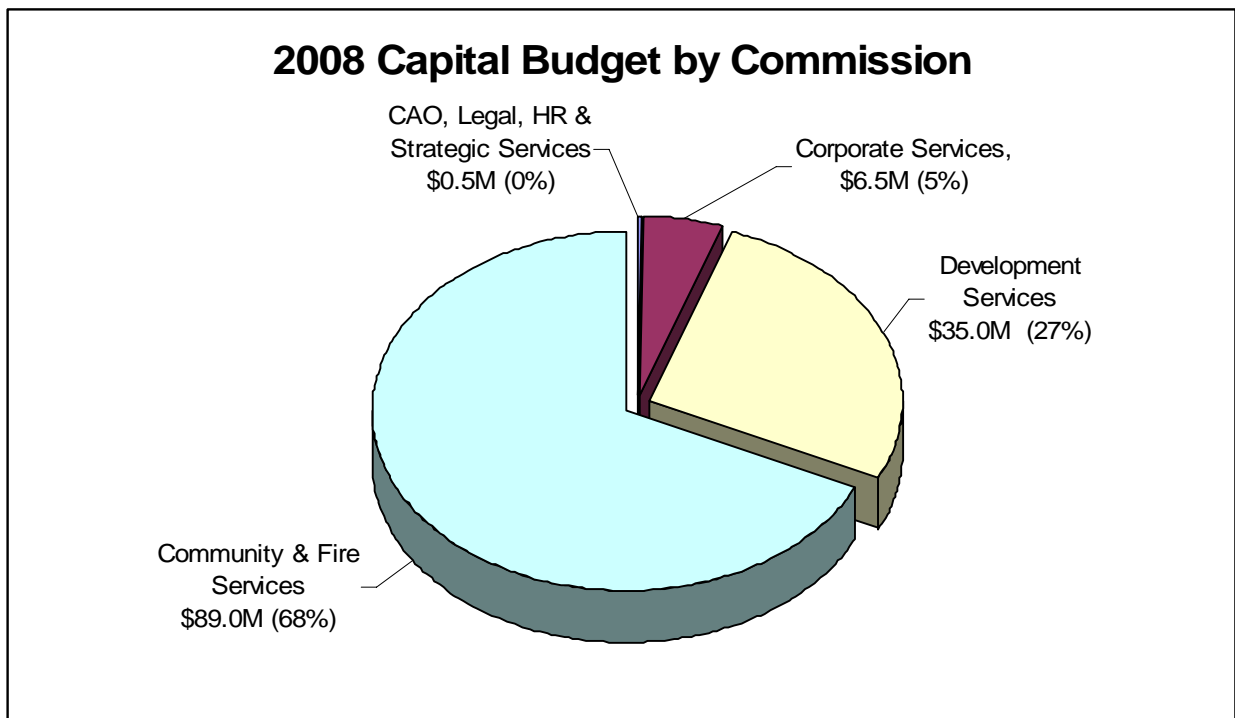
## 2008 CAPITAL BUDGET

### Definition of Capital

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

- It must have an expected useful life longer than one year
- The total costs must meet or exceed \$5,000
- It must align with the Town’s Corporate Goals

The 2008 Capital Budget totals \$131,049,890 and is funded through a variety of sources. \$22,600,000 (24.7%) of the Capital Budget is funded through the Life Cycle Replacement and Capital Reserve and appears as a ‘Transfer to Reserves’ in the Operating Budget. This marks a \$3,700,000 increase in Life Cycle Replacement and Capital Reserve funding over 2007 levels. Contributions from Developers (DCA, Developers Funds) and Reserves also account for large portion of the Capital Budget funding. The capital budget by commission is presented in the exhibit below.



Highlights of the 2008 Capital Budget, listed according to each project’s alignment with the Town’s strategic priorities, are as follows:



## **GROWTH MANAGEMENT**

### *Construction of New Parks*

- \$1,869,000. Includes funding for the construction of 6 new parks.

### *Design of New Parks*

- \$882,900. Includes funding for the design of 4 new parks.

### *Directed Growth Strategy Initiatives*

- \$809,600. Development of guidelines, policies and analyses to support a Town Directed Growth Strategy.

### *Design of New Fire Station*

- \$300,000. Requirement for a new fire station due to continued growth.

### *Sustainable Development Standards & Guidelines*

- \$200,000. To identify guidelines, standards and regulations to be applied and implemented at the stages of community design, site planning and building design.

### *Markham Centre Initiatives*

- \$145,000. Supports the development of a Markham Centre Open Space plan and public realm design guideline and other Markham Centre related initiatives (Markham Centre Advisory Group, Markham Centre Communications Programme)

### *Architectural & Built Form Guidelines*

- \$100,000. Study to evaluate and recommend a preferred built form solution for both residential and employment intensification projects.

### *North Yonge Corridor Study*

- \$100,000. Involves a planning and urban design study to identify intensification opportunities.

## **TRANSPORTATION/TRANSIT**

### *Construction of New Roads*

- \$9,769,000. Constuction of Woodbine By-Pass.

### *Improvement of Bridges & Culverts*

\$2,342,000. The 2008 program includes funds for the 19<sup>th</sup> Avenue bridge (East of Hwy 48 over the Little Rouge Creek) replacement project; the rehabilitation of the Green Lane Bridge (West of Leslie), the rehabilitation of the Elgin Mills Bridge (West of 48) and culvert repairs and rehabilitation.



#### *Continuous Connection for Rodick Road*

- \$1,077,500. Includes an extension from 14<sup>th</sup> Avenue to Esna Park Drive.

#### *New Sidewalks in Industrial Areas*

- \$872,500. To provide for safe pedestrian access to public transit and to complete pedestrian links to the immediately surrounding areas.

#### *Intersection Improvements*

- \$616,000. To improve various intersections with traffic signals.

#### *Traffic Operation Improvements*

- \$257,600. Includes various technical projects, such as speed limit reviews, traffic count programs and special signage/pavement markings, to support the Safe Street initiative.

## **ENVIRONMENTAL**

#### *Stormwater Management Strategy & Maintenance*

- \$1,515,000. Includes sediment cleanout at three Stormwater Management Ponds and the development of plans and policies to address the long-term maintenance of the Stormwater infrastructure.

#### *Enhancement of Bike Routes and Pedestrian Pathways*

- \$1,500,000. Town Wide improvement of travel routes for bicycles and pedestrians.

#### *Tree Planting Initiative*

- \$1,020,500. The Town is committed to plant more trees over the current Council's 4-year term than were planted in the last decade.

#### *Travel Demand Management*

- \$280,000. Implementation of programs such as the School outreach program and the car pooling program to promote the reduction in automobile use.

#### *Enhanced Cultural Practices*

- \$150,000. Continuation of this program, which includes the installation of irrigation systems on sportsfields and purchase of the required equipment.

#### *Markham Environmental Sustainability Fund*

- \$223,000. Replenishment of this fund, which is used for grants to assist internal and external organizations with their environmental projects.

#### *Markham Green Print: a Community Sustainability Plan*



- \$120,000. Development of this plan, which will build on the corporate environmental management plan, provide coordination and integration of sustainability initiatives and provide an annual report to the community.

#### *Pesticide By-Law Public Education Program*

- \$100,000. A comprehensive education program to advise the public about this recently passed By-Law.

#### *Purchase of Hybrid Vehicles*

- \$146,970. Four additional hybrid vehicles for the Town's fleet.

#### *Organic Waste Collection and Mailbox Recycling*

- \$75,000. Continuation of the Organic Collection program at high-rise buildings and Community Mailbox Recycling Project to collect litter mail at problem Canada Post Community Mailboxes.

### **MUNICIPAL SERVICES**

#### *Road Resurfacing & Improvements*

- \$7,191,900. Various road resurfacing & improvement projects.

#### *Replacement & Rehabilitation Program at Parks, Community Centres, Cultural Venues, Fire Stations & the Civic Centre*

- \$6,600,000. Some of the projects include Rink Seating replacement and pool acoustical material replacement at Centennial Community Centre, exterior painting at Cedar Grove Community Centre, lighting upgrade at the Unionville Library, painting, flooring replacement and mechanical repairs at various Fire Stations, painting, mechanical repairs and washroom upgrade in the Civic Centre.

#### *Sanitary Trunk Sewer Installation*

- \$1,484,800. Phase 1 the of Sanitary Trunk Sewer Installation at Hwy 7 and Main Street Unionville South.

#### *Water System Performance & Quality*

- \$65,000. Water System Performance Assessment and purchase of Water Quality Monitoring Equipment.

#### *New Public Washroom Feasibility*

- \$100,000. Development of a feasibility plan for new public washrooms in Markham and the first year phase-in of the program.

### **PARKS, RECREATION, CULTURE & LIBRARY MASTER PLAN/PUBLIC SAFETY**



#### *East Markham Community Centre & Library*

- \$50,000,000. This is an estimated cost for the tender award of this project.

#### *New Collections Building at Markham Museum*

- \$2,675,000. Cost of constructing a new Collections Building at the Markham Museum.

#### *Safe Streets Program*

- \$203,500. Continuation of this program to design and install traffic calming measures.

#### *Parks, Recreation, Culture, and Library Master Plan*

- \$150,000. The development of a new Parks, Recreation, Culture and Library Master Plan, which will provide the strategic direction for these services being delivered to the residents.

### **DIVERSITY**

#### *Accessibility Improvement Plan*

- \$130,000. To perform accessibility audits and retrofit upgrade programs at Town facilities.

#### *Town Wide Diversity Strategy*

- \$60,000. Three year project with the objective of increasing the Town's cultural competence. The action plan for the 3 year strategy will address the legal requirements to comply with the recently amended provincial regulation by 2010, increase the diverse representation of Markham Committees and Boards, increase accessibility to employment opportunities, develop an action plan to enhance services to be more responsive to the diverse needs of the community, staff engagement in increasing the awareness and knowledge of diverse issues through education, and outreach program and training.



## 2008 Capital Budget - Summary by Commission

	<b>2007 Budget</b>	<b>2008 Budget</b>
	\$	\$
<b>CAO, Legal, HR &amp; Strategic Initiatives</b>		
Human Resources	-	200,000
Strategic Initiatives	472,400	182,000
CAO's Office	-	120,000
	472,400	502,000
<b>Corporate Services</b>		
Legislative Services	-	10,000
ITS	1,476,600	5,477,300
Financial Services	740,500	873,400
Corporate Communications	30,000	150,000
	2,247,100	6,510,700
<b>Development Services</b>		
Economic Development	550,000	550,000
Planning	1,128,300	2,234,600
Design	6,394,500	4,627,500
Engineering	38,899,500	27,555,890
Commissioner's Office	-	25,000
	46,972,300	34,992,990
<b>Community &amp; Fire Services</b>		
Museum	270,000	2,771,000
Theatre	424,200	288,000
Arts Centre	327,200	55,000
Recreation & Library Construction	3,250,000	50,000,000
Fire	5,013,500	574,500
Recreation Services	1,861,600	2,512,500
Operations - Roads	7,220,000	7,887,500
Operations - Parks	1,813,000	2,971,300
Asset Management	2,834,100	5,571,900
Capital Works, ROW	5,588,200	5,172,000
Operations - Fleet	1,885,200	1,804,300
Waste Management	95,000	95,000
Contracts & Utilities	260,000	315,200
Strategic Services	2,536,700	473,000
Library	150,000	120,000
Waterworks	8,246,800	8,433,000
	41,775,500	89,044,200
<b>Total Capital Budget</b>	<b>91,467,300</b>	<b>131,049,890</b>



## 2008 CAPITAL BUDGET BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
<b>CAO, Legal, HR, &amp; Strategic Initiatives</b>						
<i>Human Resources</i>						
8129	Diversity Strategy	60,000	60,000			
8273	Project Management	50,000	50,000			
8381	Talent Management/Succession Planning	40,000	32,000			8,000
8404	Transition of Smart Commute Program	50,000	50,000			
	<b>Total Human Resources</b>	<b>200,000</b>	<b>192,000</b>	-	-	<b>8,000</b>
<i>Strategic Initiatives</i>						
8112	Customer Survey Program	10,000	10,000			
8144	Excellence Consultant	25,000	25,000			
8145	Excellence Initiative	40,000	40,000			
8180	Leaders Breakfast	7,000	7,000			
8353	Staff Satisfaction Survey	20,000	20,000			
8382	Teamwork Day	20,000	20,000			
8399	Town Report Card	10,000	10,000			
8409	Building Markham's Future Together	50,000	29,600			20,400
	<b>Total Strategic Initiatives</b>	<b>182,000</b>	<b>161,600</b>	-	-	<b>20,400</b>
<i>CAO's Office</i>						
* 8454	Sustainability Plan	120,000				120,000
	<b>Total CAO's Office</b>	<b>120,000</b>	-	-	-	<b>120,000</b>
	<b>TOTAL CAO, LEGAL, HR, &amp; STRATEGIC INITIATIVES</b>	<b>502,000</b>	<b>353,600</b>	-	-	<b>148,400</b>
<b>Corporate Services</b>						
<i>Legislative Services</i>						
8340	Sign Compound	10,000		10,000		
	<b>Total Financial Services</b>	<b>10,000</b>	-	<b>10,000</b>	-	-
<i>ITS</i>						
8097	Core - Base Architecture	666,800	169,258	327,527		170,015
8176	Corporate ITS Project Requests	4,810,500	435,338	3,418,250		956,912
	<b>Total ITS</b>	<b>5,477,300</b>	<b>604,596</b>	<b>3,745,777</b>	-	<b>1,126,927</b>
<i>Financial Services</i>						
8000	2008 DC & Project Management - Growth Projects	673,400			673,400	
8447	Development Charge Review of Soft Services	100,000	10,000		90,000	
8456	Implementation of PSAB Requirements	100,000	100,000			
	<b>Total Financial Services</b>	<b>873,400</b>	<b>110,000</b>	-	<b>763,400</b>	-
<i>Corporate Communications</i>						
8146	Exterior Branding at Town Facilities	100,000	50,000		50,000	
8346	Special Events Backdrop Display	15,000				15,000
8397	Town Calendar	35,000	35,000			
	<b>Total Corporate Communications</b>	<b>150,000</b>	<b>85,000</b>	-	<b>50,000</b>	<b>15,000</b>
	<b>TOTAL CORPORATE SERVICES</b>	<b>6,510,700</b>	<b>799,596</b>	<b>3,755,777</b>	<b>813,400</b>	<b>1,141,927</b>
<b>Development Services</b>						
<i>Economic Development</i>						
8081	China & India Economic Alliance & Investment Attraction	50,000	50,000			
8173	Innovation Synergy Centre in Markham (ISCM)	350,000	350,000			
8230	National Centre for Medical Device Devt and Special Projects	50,000	50,000			
8232	New Economic Development Marketing Campaign	25,000	25,000			
8324	Economic Alliance and Twinning Program	25,000	25,000			
8396	Toronto Region Research Alliance (TRRA)	20,000	20,000			
8443	YORK Biotech	30,000	30,000			
	<b>Total Economic Development</b>	<b>550,000</b>	<b>550,000</b>	-	-	-

\* Project has Capital Induced Operating Costs, refer to page 111



## 2008 CAPITAL BUDGET BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
<b>Planning</b>						
<u>Directed Growth Strategy</u>						
8116	D. G. S. - Senior Project Coordinator Urban 3 year contract	121,600	12,160		109,440	
8117	D.G. S. - Population Growth Projections Analysis	50,000	5,000		45,000	
8119	D.G.S. - Contract Staff	333,000	11,000		99,000	223,000
8120	D.G.S. - Options Preparation & Assessment	150,000	15,000		135,000	
8121	D.G.S. - Public Consultation Program (Phase 1)	50,000	5,000		45,000	
8125	D.G.S - Design for Consultation Program	30,000	3,000		27,000	
8127	D.G.S. - Employment Lands Strategy Update	75,000	7,500		67,500	
	<b>Subtotal - Directed Growth Strategy</b>	<b>809,600</b>	<b>58,660</b>	<b>-</b>	<b>527,940</b>	<b>223,000</b>
8023	Consultant Studies	60,000	6,000		54,000	
8024	Annual top up - Environmental Planning Program	100,000	10,000		90,000	
8025	Annual top up - Heritage Façade Improve/Sign Replace	50,000	50,000			
8026	Annual Top Up - Markham Centre Advisory Group	15,000	1,500		13,500	
8027	Annual Top up - Markham Centre Communications Programme	50,000	5,000		45,000	
8029	Annual Top Up - Milliken & Cornell Public Advisory Support	10,000	1,000		9,000	
8060	Architectural & Built Form Guidelines	100,000	10,000		90,000	
8086	Civic Centre Master Plan	60,000	6,000		54,000	
8201	Markham Road Focal Point - Beautification Study	50,000	5,000		45,000	
8248	North Yonge Corridor Study	100,000	10,000		90,000	
8264	Pathways Master Plan Implementation (Phase 1)	400,000				400,000
8291	Research for Heritage District Studies	15,000	15,000			
8292	Residential/Non-Commercial Heritage Grant Program	25,000				25,000
8372	Sustainable Development Standards & Guidelines	200,000	20,000		180,000	
8395	Threatened Heritage Buildings	25,000			12,500	12,500
8412	Urban Design Guidelines - Commercial Development	50,000	5,000		45,000	
8459	Markham Ctr Open Space Plan & Public Realm Design Guidelines	80,000	8,000		72,000	
8475	Mkhm Village Heritage 4-clr Historical Walking Tour Booklet	20,000				20,000
8476	Heritage Commemorative Signage for the Old Village	15,000				15,000
	<b>Total Planning</b>	<b>2,234,600</b>	<b>211,160</b>	<b>-</b>	<b>1,327,940</b>	<b>695,500</b>
<b>Design</b>						
8008	Ames Court N. P. (Greensborough)	261,800	26,180		235,620	
8016	Angus Glen Community Park - Design	436,000	43,060		387,540	5,400
8045	Berczy Community Park (Final Phase) - Design	250,700	25,070		225,630	
8051	Boxgrove Northern Woodlot Parkette	338,600	33,860		304,740	
8052	Boxgrove, South Village Neighborhood Park - Design	141,700	14,170		127,530	
8053	Bridge for Anina Court to Highway 7 Pathway Project	400,000	40,000		360,000	
8158	Greensborough Parkettes (North West Quadrant)	345,100	34,510		310,590	
8177	Joseph Street Parkette Gazebo Reconstruction	35,000	35,000			
8183	Leitchcroft Times Galleria Community Park (Design Only)	54,500	5,450		49,050	
8221	Mount Joy Pedestrian Bridge and Maintenance Bldg.	595,000	59,500		535,500	
8258	Park Up-fronting by Box Grove Hill Developments Inc.	205,000	20,500		184,500	
8259	Park Up-fronting by Cornell Rouge Development Corporation	640,600	64,060		576,540	
8343	South Unionville Caboto Trail Parkette	207,800	20,780		187,020	
8421	Villages of Fairtree Eastvale and Denison N. P. and Linkage	472,300	47,230		425,070	
8422	Villages of Fairtree Woodlot N. P. (Eastvale & Billingsley)	243,400	24,340		219,060	
	<b>Total Design</b>	<b>4,627,500</b>	<b>493,710</b>	<b>-</b>	<b>4,128,390</b>	<b>5,400</b>





## 2008 CAPITAL BUDGET BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
<b>Engineering</b>						
8047	Birchmount Utility Relocations - 14 th Ave to 407 Phase II	1,612,500			1,612,500	
8080	Centurian Dr. Flyover - Design	599,200			599,200	
8091	Commerce Valley Dr. Widening	86,200			86,200	
8113	Cycling Awareness Program	25,000			8,750	16,250
8114	Cycling Lanes/Pathways	1,100,000			385,050	714,950
8124	Directed Growth Strategy	336,000			336,000	
8138	Engineering Studies - Peer review	115,000				115,000
8141	Enterprise Drive - Phase II	336,000			336,000	
8159	Hagerman Diamond - Municipal Services Relocation	800,000				800,000
8160	Highway 404 Mid-block Crossings, north of Major Mackenzie	57,500			57,500	
8161	Highway 7, Sanitary Sewer , Phase I	1,484,800			1,484,800	
8175	Intersection Improvements	616,000			221,000	395,000
8203	Markham Transportation Strategic Plan	450,900			160,015	290,885
8206	Miller Road Construction - Woodbine to Rodick Rd. ( Phase I)	172,500			172,500	
8299	Rodick Road Extension, Phase III	1,077,500			700,375	377,125
8312	Safe Streets Program - Traffic Calming	203,500	127,275		76,225	
8313	Safe Streets Strategy and Traffic Safety Committee	75,000	63,750		11,250	
8330	Service Allocation - Hwy #48	938,800				938,800
8331	Service Connections - Various Location	57,500				57,500
8339	Sidewalk Requests (in fill Sidewalk program)	872,500			584,575	287,925
8376	SWM Strategy #1 - Flood Control - Town Wide Emergency	224,000	141,120		82,880	
8377	SWM Strategy #2 - Erosion Sites	2,181,900			332,640	1,849,260
8378	SWM Strategy #5 - Policies	28,800			28,800	
8379	SWM Strategy #5 - Town Wide SWM Rate Study	168,000	168,000			
8380	SWM Strategy #6 - Resources	62,100			62,100	
8394	Thornhill Servicing Study	224,000			224,000	
8400	Town Wide Street Illumination	867,500			694,000	173,500
8401	Townwide Engineering Studies	115,000			115,000	
8402	Traffic Operation Improvements	257,600			257,600	
8405	Travel Demand Management	280,000			280,000	
8420	Village Parkway Improvement - Design & Prop Acq	241,500				241,500
8441	Woodbine By-Pass, Road Construction, Phase 2B & 3	5,894,000				5,894,000
8449	Parking Strategy, Phase II	85,000			59,500	25,500
8451	Main Street, South Unionville, Streetscape	57,500	57,500			
8455	Woodbine Bypass - Road Construction, Phase 1B	3,875,000			1,200,000	2,675,000
8470	Castlemore Avenue Extension	991,600			991,600	
8471	Markham Centre Traffic Study Update	69,000			69,000	
8472	Signal at 16th Avenue and Cachet Court	225,000				225,000
8473	Yonge / Steeles Transportation Study	69,000			69,000	
8478	Class EA for Main St Hwy 407 to future Donald Cousens Pkwy	622,990			214,490	408,500
	<b>Total Engineering</b>	<b>27,555,890</b>	<b>557,645</b>	-	<b>11,512,550</b>	<b>15,485,695</b>
<b>Commissioner's Office - Development Services</b>						
*	8006 Amanda Operational Audit	25,000				25,000
	<b>Total Commissioner's Office - Dev Services</b>	<b>25,000</b>	-	-	-	<b>25,000</b>
	<b>TOTAL DEVELOPMENT SERVICES</b>	<b>34,992,990</b>	<b>1,812,515</b>	-	<b>16,968,880</b>	<b>16,211,595</b>

\* Project has Capital Induced Operating Costs, refer to page 111



## 2008 CAPITAL BUDGET BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
<b>Community &amp; Fire Services</b>						
<i>Museum</i>						
8035	Artifact Preservation and Restoration	15,000	15,000			
8162	Historical Building Preservation Budget	26,000		26,000		
8178	Koch Burkholder House	20,000		20,000		
8247	Museum Collections Building	2,675,000		2,675,000		
	Rest. & Integration of Honey House, Sawmill and Housser					
8293	W/S	35,000		35,000		
	<b>Total Museum</b>	<b>2,771,000</b>	<b>15,000</b>	<b>2,756,000</b>	<b>-</b>	<b>-</b>
<i>Theatre</i>						
8090	Client Services - Headsets/Cash Registers	13,000		13,000		
8274	Public Area Upgrade	275,000		200,000		75,000
	<b>Total Theatre</b>	<b>288,000</b>	<b>-</b>	<b>213,000</b>	<b>-</b>	<b>75,000</b>
<i>Arts Centres</i>						
8413	Varley Gallery - door and window repair	7,000		7,000		
8414	Varley Gallery - Interlocking Brick Repair	30,000		30,000		
8415	Varley Gallery - Pest Management for Roofing	6,000		6,000		
8417	Varley Gallery Electrical Upgrades and Repairs	6,000		6,000		
8418	Varley Gallery Exterior Signage Replacement	6,000		6,000		
	<b>Total Arts Centres</b>	<b>55,000</b>	<b>-</b>	<b>55,000</b>	<b>-</b>	<b>-</b>
<i>Recreation &amp; Library Construction</i>						
* 8200	Markham East CC & Library - Facility Construction	50,000,000			45,000,000	5,000,000
	<b>Total Recreation &amp; Culture Construction</b>	<b>50,000,000</b>	<b>-</b>	<b>-</b>	<b>45,000,000</b>	<b>5,000,000</b>
<i>Fire</i>						
8005	Air/Light Vehicle - Fire Services	300,000		35,000	265,000	
8044	Back-up Amateur Radio and Generator Facilities for EOC	65,000	36,000			29,000
8152	Firefighter and Training Equipment	102,000		102,000		
8278	Radio Batteries	7,500		7,500		
	Self Contained Breathing Apparatus SCBA Maintenance					
* 8326	Facility	100,000				100,000
	<b>Total Fire</b>	<b>574,500</b>	<b>36,000</b>	<b>144,500</b>	<b>265,000</b>	<b>129,000</b>

\* Project has Capital Induced Operating Costs, refer to page 111



## 2008 CAPITAL BUDGET BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
<b>Recreation Services</b>						
8009	Angus Glen - Exterior wood sealant	75,000		75,000		
8010	Angus Glen CC - Electrical room safety inspection	16,000		16,000		
8011	Angus Glen CC - Floor machines	10,000		10,000		
8012	Angus Glen CC - Gymnasium Floor Refinishing	16,000		16,000		
8013	Angus Glen CC - Pool equipment	12,800		12,800		
8014	Angus Glen CC - Security system upgrade	25,000	25,000			
8017	AED Defib - Replacement Program	5,800		5,800		
8018	Aquatics Equipment - Replacement Program	49,400		49,400		
8019	Fitness Equipment - Replacement Program	90,100		90,100		
8020	Program Equipment - Replacement Program	70,000		70,000		
8021	Tables & Chairs - Replacement Program	47,800		47,800		
8022	Thornlea Pool 2008 Repairs & Improvements	53,300		53,300		
8033	Armadale CC - Digital Marquee	40,000		40,000		
8034	Armadale CC - Divider wall	19,100		19,100		
8063	Camp Chimo - Parking area upgrade	17,000		17,000		
8064	Camp Chimo - Site signage	5,000		5,000		
8065	Camp Chimo, Canoe dock and storage area	23,000		23,000		
8072	Centennial CC - Flooring, Arena Dressing room area	23,000		23,000		
8073	Centennial CC - Mens Washroom renovation, Arena	47,800		47,800		
8074	Centennial CC - Pool Acoustical material replacement	410,000		410,000		
8075	Centennial CC - Pool equipment, vacuum	6,400		6,400		
8076	Centennial CC - Refacing Rink boards	27,000		27,000		
8077	Centennial CC - Rink seating replacement	406,000		406,000		
8078	Centennial CC - Viewing benches, Arena area	7,200		7,200		
8079	Centennial CC -Zamboni lift gate, Arena	8,900		8,900		
8087	Clatworthy Arena - Flooring, rubber	43,500		43,500		
8088	Clatworthy Arena - Refrigeration, Chiller, Header	69,800		69,800		
8089	Clatworthy Arena - Security system	8,900		8,900		
8092	Community Centres - Refrigeration room, controller	105,000		105,000		
8093	Community Centres - Compressors guards	43,200	43,200			
8109	Crosby CC - AC Units	36,000		36,000		
8110	Crosby CC - Metal doors replacement	6,900		6,900		
8194	Markham CC - Divider wall, Banquet hall	19,100		19,100		
8195	Markham CC - East entrance, concrete replacement	125,000		125,000		
8197	Markham CC - Security System	17,000		17,000		
8198	Markham CC - Wall tiles replacement, Lobby	12,000		12,000		
8207	Milliken Mills CC - Emergency pool exit doors	8,000		8,000		
8209	Milliken Mills CC - Library Washroom restoration	46,000		46,000		
8211	Milliken Mills CC - Pool slide repairs	15,000		15,000		
8212	Milliken Mills CC - Refrigeration room, electrical panel	25,000		25,000		
8213	Milliken Mills CC - Re-lamping of pool and arena fixtures	12,400		12,400		
8220	Morgan Pool - Structural renovations, building	23,500		23,500		
8222	Mt. Joy CC - Protective netting, Soccer area	10,000		10,000		
8223	Mt. Joy CC - Refrig. Room, water storage tanks replacement	17,400		17,400		
8224	Mt. Joy CC - Security System	21,000		21,000		
8225	Mt. Joy CC - Soccer Area, Sweeper Vac.	6,000		6,000		
8226	Mt. Joy CC - Walls, Caulking	10,000		10,000		
8257	OULCC - Interior / Exterior, painting	5,000		5,000		
8304	Rouge River CC - Basement refurbishing	38,000		38,000		
8305	Rouge River CC - Golf course, irrigation well	66,000	66,000			
8306	Rouge River CC - Lighting controller, Stage	5,000		5,000		
8308	Rouge River CC - Vinyl Siding	26,800		26,800		
8309	Rouge River CC - Wood refinishing, Banquet hall	9,200		9,200		
8327	Seniors Centre - Ceiling tile	6,600		6,600		
8328	Seniors Centre - Interior/Walls painting	19,000		19,000		
8329	Seniors Centre - Washroom Partitions	7,500		7,500		
8383	Thornhill CC - HVAC, Arena Dressing rooms	42,000		42,000		
8385	Thornhill CC - Emergency Generator replacement	23,000		23,000		
8386	Thornhill CC - Floor refurbishing, F/C track	42,000		42,000		
8387	Thornhill CC - Kitchen equipment, Banquet hall	10,000		10,000		
8390	Thornhill CC - Wall repairs	15,000		15,000		
8440	Womens Institute - Entrance step repairs	5,100		5,100		
<b>Total Recreation Services</b>		<b>2,512,500</b>	<b>134,200</b>	<b>2,378,300</b>	<b>-</b>	<b>-</b>



## 2008 CAPITAL BUDGET BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
<b>Operations - Roads</b>						
8036	Asphalt Resurfacing - Replacement/Rehab. Program	5,341,900		5,341,900		
8049	Boulevard Repairs - Replacement/Rehab. Program	51,000		51,000		
8135	Emergency Repairs - Replacement/Rehab. Program	102,000		102,000		
	Entrance Feature Rehabilitation - Replacement/Rehab. Program					
8143	Program	30,600		30,600		
8148	Fence Replacement - Mowatt Court	125,000		125,000		
*	8181 LED Traffic Signal Retrofit & Replacement Program	95,800		95,800		
	Localized Repairs - Curb & Sidewalk - Replacement/Rehab. Program					
8189	Program	510,000		510,000		
8191	Main St. Unionville/Markham - Bench & Waste Receptacles	20,000	20,000			
8228	Storm Sewer Repair	71,400		71,400		
8261	Parking Lots - Replacement/Rehab. Program	256,000		256,000		
	Railway Crossing Improvements - Replacement/Rehab. Program					
8279	Program	51,000		51,000		
8296	Retaining Walls - Replacement/Rehab. Program	70,000		70,000		
8311	Route & Seal - Replacement/Rehab. Program	80,000		80,000		
8315	Salt Management Program - Phase 4 of 5	130,000	90,000			40,000
8323	Secondary Roads Works - Replacement/Rehab. Program	800,000				800,000
8342	Sodding	10,000	10,000			
8354	Storm Sewer Inspection - Replacement/Rehab. Program	102,000		102,000		
	Upgraded Guiderail Installation - Replacement/Rehab. Program					
8410	Program	40,800		40,800		
	<b>Total Operations - Roads</b>	<b>7,887,500</b>	<b>120,000</b>	<b>6,927,500</b>	<b>-</b>	<b>840,000</b>
<b>Operations - Parks</b>						
	<u>Tree Planting Initiative</u>					
8245	New Tree Planting in Parks	20,000	20,000			
8286	Replacement Blvd/Park Trees	150,000		150,000		
8370	Supplemental Tree Planting in parks built 2000 - 2005	595,000	59,500		535,500	
*	8407 Tree Planting Initiative Making Mkhm Greener	255,500	255,500			
	<b>Subtotal - Tree Planting Initiative</b>	<b>1,020,500</b>	<b>335,000</b>	<b>150,000</b>	<b>535,500</b>	<b>-</b>
8003	Adopt a Park - Top Up Program	20,000	9,500			10,500
8046	Berczy Soccer Field Rehabilitation	248,000		248,000		
8048	Bleachers Replacement - Centennial (3 Bleachers)	360,000		360,000		
	Court Resurfacing/Reconstruction - Replacement/Rehab. Program					
8108	Program	200,600		120,600		80,000
8130	Dog Off Leash Area Fencing - Top Up Program	40,000				40,000
8132	Electrical & Cabling - Replacement/Rehab. Program	60,000		60,000		
*	8139 Enhanced Cultural Practices - Year 2	150,000	150,000			
8231	New Basketball Court - Highgate	40,000	4,000		36,000	
8266	Paving Pathways & Facilities - Replacement/Rehab. Program	104,000		104,000		
	Playstructure and Safety Resurfacing - Replacement/Rehab. Program					
8269	Program	208,000		208,000		
*	8281 Recycling in Parks	216,000				216,000
	Sportsfield Maint & Reconstruction - Replacement/Rehab. Program					
8351	Program	114,400		114,400		
8398	Town Park Furniture/Amenities - Replacement Program	124,800		124,800		
8406	TRCA 50/50 Community Projects	40,000	20,000			20,000
8424	Volunteer Ice Rink - Top Up Program	25,000	25,000			
	<b>Total Operations - Parks</b>	<b>2,971,300</b>	<b>543,500</b>	<b>1,489,800</b>	<b>571,500</b>	<b>366,500</b>

\* Project has Capital Induced Operating Costs, refer to page 111



## 2008 CAPITAL BUDGET BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
<b>Asset Management</b>						
8001	Accessibility Replacement Program	130,000		130,000		
8058	Building Condition Audits	75,300		75,300		
8082	Civic Centre ( Lake Treatment) Air Injector System	25,000		25,000		
8084	Civic Centre Improvements - Replacement Program	292,300		292,300		
8100	Next Fire Station - Design	300,000			300,000	
8101	Corporate Accommodation - Replacement Program	496,000		306,000		190,000
8149	Fire Facilities Improvements	357,900		357,900		
8184	Library Facilities Improvements - Replacement Program	371,200		371,200		
8252	Operations Facilities Improvements	219,600		219,600		
8254	Other Facility Improvements - Replacement Program	73,500		73,500		
8283	Relocation of Fire Admin and other Civic Centre Depts	1,000,000				1,000,000
8301	Roofing Maint & Structural Adequacy - Replacement Program	83,600		83,600		
8303	Roofing Replacement Projects - Replacement Program	66,300		66,300		
8320	Satellite CC Improvements - Replacement Program	189,700		189,700		
8325	Security System Monitoring and Administration	40,000	40,000			
8358	Storm Water Management - Bridlewood Pond Maintenance	530,000		530,000		
8359	Storm Water Management - Glynwood Pond Maintenance	530,000		430,000		100,000
8362	Street Network Condition Survey	76,500		76,500		
8408	Unionville Library Universal Washroom	60,000	60,000			
8439	Carlton Road Pumping Station Generator Replacement	100,000				100,000
8445	Storm Water Management - Tuclor Pond Maintenance	455,000		455,000		
8477	New Public Washroom Feasibility Plan	100,000	100,000			
	<b>Total Asset Management</b>	<b>5,571,900</b>	<b>200,000</b>	<b>3,681,900</b>	<b>300,000</b>	<b>1,390,000</b>
<b>Capital Works, ROW</b>						
8111	Culverts Improvement - Replacement/Rehab. Program	1,122,000		1,122,000		
8282	Rehabilitation of the Gas System at Sabiston Landfill	255,000		255,000		
8287	Replacement of 19th Ave Bridge	860,000		860,000		
8289	Replacement of John St Bridge Superstructure	885,000		120,000		765,000
8294	Restoration of Pomona Mills Creek	500,000		500,000		
8366	Structures Detailed Design for 2009 Construction	280,000		280,000		
8367	Structures Inspection - Replacement/Rehab. Program	50,000		50,000		
8461	Bridge Improvement - Reesor S of 14th	385,000		385,000		
8462	Bridge Improvement - Elgin Mills Rd E (W of 48)	154,000		154,000		
8463	Bridge Improvement - Main St S (Toogood N of 7)	33,000		33,000		
8464	Bridge Improvement - Green Lane (W of Leslie)	550,000		550,000		
8465	Bridge Improvement - Carlton Rd (E of Main St)	33,000		33,000		
8466	Bridge Improvement - Pomona Mills Park	7,000		7,000		
8467	Bridge Improvement - Personna Trail	11,000		11,000		
8468	Bridge Improvement - Austin Park	32,000		32,000		
8469	Bridge Improvement - German Mills Settlers Park	15,000		15,000		
	<b>Total Capital Works, ROW</b>	<b>5,172,000</b>	<b>-</b>	<b>4,407,000</b>	<b>-</b>	<b>765,000</b>
<b>Operations - Fleet</b>						
8103	Corporate Fleet Refurbishing Program	30,600		30,600		
8105	Corporate Fleet Replacement Program	1,108,700		1,108,700		
8153	Fleet Enhancement - Tree Planting Initiative	16,000	16,000			
* 8233	New Equipment - Enhanced Cultural Practices - Year 2	45,000	45,000			
* 8234	New Fleet - 2008 Operations Growth	92,000	92,000			
* 8238	New Fleet - By-Laws & Licensing Dept.	120,000	120,000			
* 8239	New Fleet - Engineering Department	38,000				38,000
* 8240	New Fleet - Fire	60,000	60,000			
* 8241	New Fleet - Operations - 2 Stream Garbage Truck	145,000	14,500		130,500	
8437	Waterworks - Fleet Replacement Program	28,000				28,000
* 8458	New Fleet (3) - Waterworks Operators	96,000				96,000
* 8474	Vehicle for Tree Preservation By-Law Technical Coordinator	25,000	25,000			
	<b>Total Operations - Fleet</b>	<b>1,804,300</b>	<b>372,500</b>	<b>1,139,300</b>	<b>130,500</b>	<b>162,000</b>

\* Project has Capital Induced Operating Costs, refer to page 111



## 2008 CAPITAL BUDGET BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
<b>Waste Management</b>						
* 8095	Community Mailbox Recycling	50,000	50,000			
* 8229	Multi-residential Organics Program Roll-out	25,000	25,000			
8348	Special Events Recycling	20,000	20,000			
	<b>Total Waste Management</b>	<b>95,000</b>	<b>95,000</b>	-	-	-
<b>Contracts and Utilities</b>						
	Horizontal & Vertical Survey Control Monument					
8166	Replacements	25,500		25,500		
* 8169	Illumination Requests & Upgrading	80,000	80,000			
8271	PowerStream Streetlight Replacement	50,000	50,000			
8363	Streetlight Inventory/Condition Analysis/Pole Replacement	159,700		159,700		
	<b>Total Contracts and Utilities</b>	<b>315,200</b>	<b>130,000</b>	<b>185,200</b>	-	-
<b>Strategic Services</b>						
8028	Annual Top Up - MESF Reserve	223,000	223,000			
8262	Parks Recreation Culture and Library Master Plan	150,000	60,000		85,000	5,000
8457	Pesticide By-law Public Education Program	100,000	100,000			
	<b>Total Strategic Services</b>	<b>473,000</b>	<b>383,000</b>	-	<b>85,000</b>	<b>5,000</b>
<b>Library</b>						
8284	Furniture and Equipment - Replacement Program	60,000		60,000		
8285	Shelving - Replacement Program	60,000		60,000		
	<b>Total Library</b>	<b>120,000</b>	-	<b>120,000</b>	-	-
<b>Waterworks</b>						
8040	Automated Meter Reading (AMR)	150,000				150,000
8043	Backflow Prevention (Communication Plan)	20,000				20,000
8061	Bulk Water Sales Station Replacement	100,000				100,000
8067	Cathodic Protection of Iron Watermains Program	300,000				300,000
8069	Cement Relining of Iron Watermains Program	1,000,000				1,000,000
8122	Data Acquisition, Repository, and Tracking Strategy (DARTS)	25,000				25,000
8172	Inflow / Infiltration Program (Source Detection)	250,000				250,000
8204	Waterworks Vehicle and Material Storage Building	120,000				120,000
8267	Permanent Flow Monitoring Stations	30,000				30,000
8276	Pumping Station Equipment Upgrade and Replacement	120,000				120,000
8277	QMS Implementation	400,000				400,000
8316	Sanitary Lateral Inspection	100,000				100,000
8318	Sanitary System Hydraulic Modeling	50,000				50,000
8319	Sanitary Trunk Sewer Monitoring and Inspection Program	60,000				60,000
8332	Sewer Effluent Abatement (ph Monitoring Equipment)	20,000				20,000
8333	Sewer System Infrastructure Condition Rating System	100,000				100,000
8334	Sewer System Upgrade Program	1,500,000				1,500,000
8336	Sewer Works Projects	350,000				350,000
8341	SMA/DMA Implementation	675,000				675,000
8369	Supervisory Control and Data Acquisition (Pilot SCADA)	150,000				150,000
8426	Water Meter Replacement/Upgrade Program	450,000				450,000
8428	Water Quality Monitoring Equipment Purchase & Installation	25,000				25,000
8430	Water System Hydraulic Modeling (Flushing Module)	18,000				18,000
8431	Water System Infrastructure Condition Rating System	100,000				100,000
8432	Water System Performance Assessment	40,000				40,000
8433	Water System Upgrade Program	600,000				600,000
8435	Watermain Construction and Replacement Program	1,500,000				1,500,000
8436	Watermain Construction Design (for 2009 Program)	100,000				100,000
8460	Waterworks Facility Improv. Miller Work Yard (Design)	80,000				80,000
	<b>Total Waterworks</b>	<b>8,433,000</b>	-	-	-	<b>8,433,000</b>
<b>TOTAL COMMUNITY &amp; FIRE SERVICES</b>		<b>89,044,200</b>	<b>2,029,200</b>	<b>23,497,500</b>	<b>46,352,000</b>	<b>17,165,500</b>
<b>TOTAL 2008 CAPITAL BUDGET</b>		<b>131,049,890</b>	<b>4,994,911</b>	<b>27,253,277</b>	<b>64,134,280</b>	<b>34,667,422</b>

\* Project has Capital Induced Operating Costs, refer to page 111



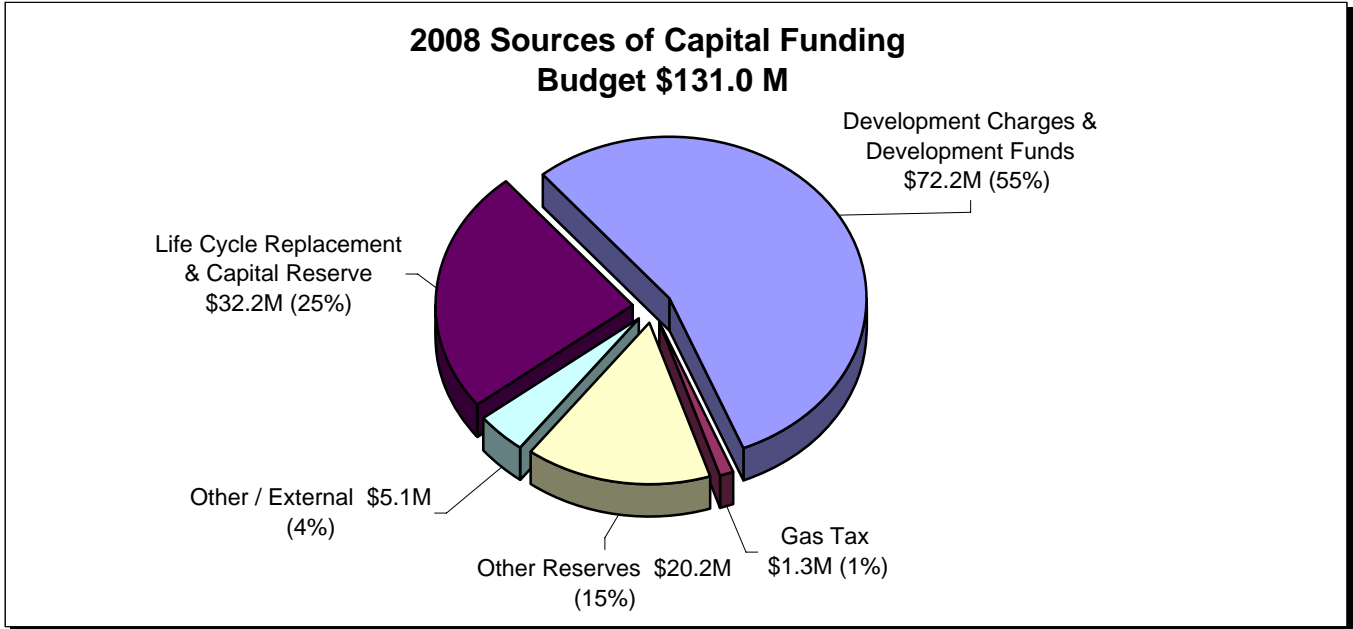
## 2008 CAPITAL & OTHER PROGRAM BUDGET Sources of Funding

Note: Graphical illustration on next page

<b>LIFE CYCLE REPLACEMENT &amp; CAPITAL RESERVE</b>		32,248,188
<b>DEVELOPMENT CHARGES (DCA) &amp; DEVELOPERS</b>		72,192,280
<b>FEDERAL GAS TAX GRANT</b>		1,251,200
<b>OTHER SOURCES</b>		
Closed Capital From Previous Years (Carry Forward)	3,773,985	
Development Fees	68,903	
Building Fees	481,285	
10% Non-DC Growth	5,000,000	
Theatre Capital Improvement Reserve Fund	75,000	
Markham Heritage Loan Reserve	72,500	
Grants	79,000	
Capital Administration Fees	38,000	
Operating Budget Savings	111,000	
Parking Revenue	25,500	
Pre - DCA	3,296,310	
Ramp-Up Reserves	1,406,000	
Region of York	1,025,000	
Roads Reserve	800,000	
Toronto & Region Conservation Authority	20,000	
Unionville Tennis Club	80,000	
Waterworks Reserve	9,005,739	
<b>TOTAL OTHER SOURCES</b>		<u>25,358,222</u>
<b>TOTAL 2008 CAPITAL &amp; OTHER PROGRAMS BUDGET</b>		<u><u>131,049,890</u></u>

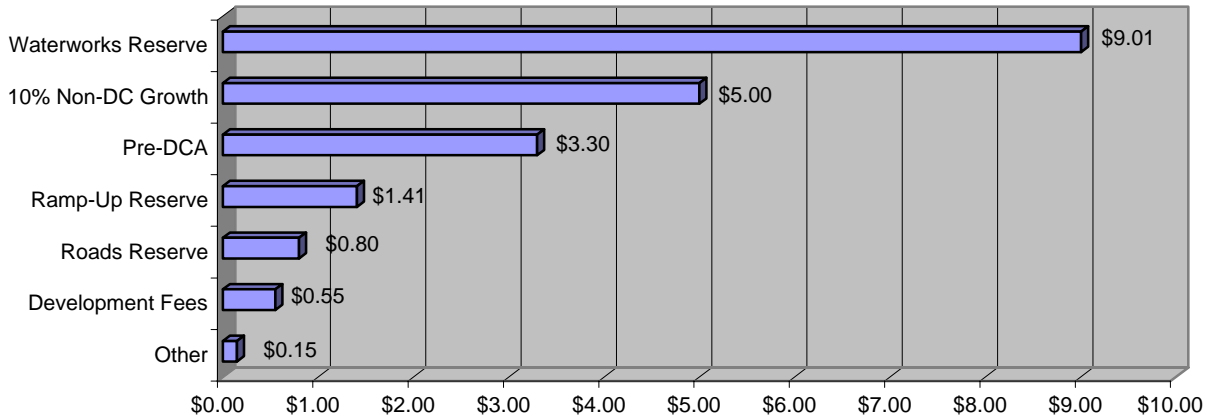
# 2008 CAPITAL BUDGET

## Sources of Funding



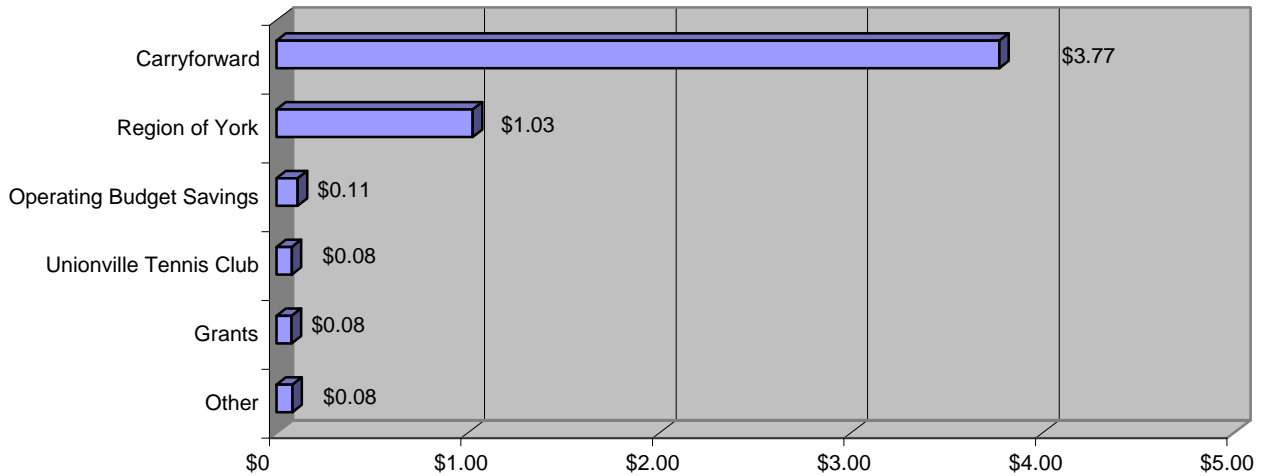
**Chart "A"**

**Details of Other Reserves Funding Total \$20.2M**



**Chart "B"**

**Details of Other / External Funding Total \$5.1M**







## CAPITAL INDUCED OPERATING COSTS

Department / Capital Project Description	2008 Operating Budget Impact \$	Annualized Operating Impact \$	Operating Account
<b>CAO's Office</b>			
<b>Sustainability Plan</b> - will provide an overarching office to expand on the environmental management plan, provide coordination and integration around sustainability initiatives and an annual report to the community	121,570	121,570	Funding for a Sustainability Manager
<b>Commissioner's Office, Development Services</b>			
<b>Amanda Operational Audit</b> - will point to the vulnerabilities and lead to recommendations to address them. The audit would be a collaboration between CSDC who will provide the necessary technical expertise and an internal auditor.	100,000	100,000	Costs related to audit.
<b>Capital Works &amp; Utilities</b>			
<b>Illumination Requests &amp; Upgrading</b> - Annual program for replacement and upgrading of streetlighting.	480	960	Hydro for each new unit.
<b>Fire Services</b>			
<b>Self Contained Breathing Apparatus SCBA Maintenance</b>		(3,000)	
<b>Recreation Services</b>			
<b>Markham East CC &amp; Library - Facility Construction</b> - Construction of Markham East CC & Library.	90,330	112,009	Facility Coordinator for new centre.
<b>Operations - Fleet</b>			
<b>New Equipment - Enhanced Cultural Practices</b> - Year 2 - Equipment needed in relation to Operations- Parks capital submission - 2008 Enhance Cultural Practices - Year 2.	900	1,800	Equipment parts.
<b>New Fleet - 2008 Operations Growth</b> - For 2008 Operations Department growth related FTE's that were approved.	3,150	6,300	Equipment parts and gas for vehicles.
<b>New Fleet - By-Laws &amp; Licensing Dept.</b> - 4 Hybrid Vehicles - 2 for Property (growth related), 1 for Property HIP - special area by-law compliance.	5,800	11,600	Equipment parts and gas for vehicles.
<b>New Fleet - Engineering Department</b> - Full size four wheel drive pick-up - Additional vehicle to be used for inspections and site meetings.	1,450	2,900	Equipment parts and gas for vehicles.
<b>New Fleet - Fire</b> - Full size extended cab pick-up to be used by the Training Division for transporting training aids and equipment and Prevention Vehicle mid size car which would be used for transporting Fire investigation tools.	2,750	5,500	Equipment parts and gas for vehicles.
<b>New Fleet - Operations</b> - 2 Stream Garbage Truck - 2 Stream Garbage Truck - Additional Unit for Operations equipped with body to accommodate recycling in Town Parks.	3,170	6,340	Equipment parts and gas for vehicles.
<b>New Fleet (3) - Waterworks Operators</b> - 3 new vehicles required for the following FTEs requested in the 2008 budget: 2 Confined Entry Safety staff; and 1 Water Quality Lead Monitoring staff.	4,350	8,700	Equipment parts and gas for vehicles.
<b>Vehicle for Tree Preservation By-Law Technical Coordinator</b> - A new compact pick up or van will be required for the new position of Tree Preservation By-Law Technical Coordinator.	5,000	10,000	Equipment parts and gas for vehicles.
<b>Total Operations - Fleet</b>	26,570	53,140	
<b>Operations - Parks</b>			
<b>Enhanced Cultural Practices</b> - Year 2 - Installation of irrigation systems on all Class B sportsfields. Of 48 fields, 28 are irrigated.	26,240	26,240	New P/T position required as per Turf Maintenance Standard Study.
<b>Enhanced Cultural Practices</b> - Year 2 - Installation of irrigation systems on all Class B sportsfields. Of 48 fields, 28 are irrigated.	83,323	83,323	Materials and services costs.
<b>Recycling in Parks</b> - Expand recycling in parks from the 6 pilot locations in 2007 to include a minimum of 2 containers at each sportsfield and 2 in every general park area.	1,000	1,000	Materials costs.



Department / Capital Project Description	2008 Operating Budget Impact \$	Annualized Operating Impact \$	Operating Account
<b>Tree Planting Initiative Making Markham Greener</b> - This initiative will allow for the supply, planting and maintenance (including watering) of trees in parks and open spaces in the Town to enhance current tree cover levels.	7,721	7,721	Materials for maintenance and gas for vehicles.
<b>Tree Planting Initiative Making Markham Greener</b> - This initiative will allow for the supply, planting and maintenance (including watering) of trees in parks and open spaces in the Town to enhance current tree cover levels.	52,279	52,279	2 P/T staff responsible for watering and maintenance of newly planted trees.
<b><u>Total Operations - Parks</u></b>	170,563	170,563	
<b><u>Operations - Roads</u></b>			
<b>LED Traffic Signal Retrofit &amp; Replacement Program</b> - A 5 year program to retrofit and replace existing traffic control display systems with Light Emitting Diode (LED) traffic signal displays.	(5,000)	(10,000)	Streetlight Hydro.
<b><u>Waste Management</u></b>			
<b>Community Mailbox Recycling</b> - To build on results of Community Mailbox recycling pilot project as approved by Council at its meeting of September 18, 2006, and to expand litter recycling collection at Community Mailboxes that generate most litter in Markham.		9,000	Increased collection costs.
<b>Multi-residential Organics Program Roll-out</b> - To provide public education for the implementation of organics collection program to the 52 high-rise buildings Markham services.	11,000	20,800	Increased collection costs.
<b><u>Total Waste Management</u></b>	11,000	29,800	
<b>Total Capital Induced Operating Costs</b>	<b>515,513</b>	<b>575,042</b>	



## LONG TERM CAPITAL BUDGET FORECAST

### Growth Related Projects

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

Growth related capital is mainly funded (90%) from Development Charges (DC's) collected from Developers in the Town of Markham. The remaining 10% is funded by the Town through non-DC sources. Development Charges are governed by the Town's DC By-laws, which are updated every five years. The Town of Markham, like many Ontario municipalities, updated its "Development Charges Background Study" (DC Study) and DC By-laws in 2004.

Based on the 2004 DC Study information, the following is a capital forecast from 2008 to 2013:

### 2008 to 2013 Capital Budget Forecast

(in thousands of constant dollars - gross cost)

Category	2008	2009	2010	2011	2012	2013	TOTAL
(A) General Government	518.2	418.2	418.2	418.2	518.2	418.2	<b>\$2,709.2</b>
(B) Library	2,610.2	0.0	0.0	0.0	0.0	7,457.6	<b>\$10,067.8</b>
(C) Fire Services	0.0	0.0	118.8	1,100.0	0.0	0.0	<b>\$1,218.8</b>
(D) Indoor Recreation	0.0	0.0	0.0	0.0	0.0	32,214.2	<b>\$32,214.2</b>
(E) Park Development & Facilities	5,125.7	6,268.6	4,822.4	5,252.4	4,968.2	2,702.7	<b>\$29,140.0</b>
(F) Public Works	72.0	5,787.6	30.0	80.0	45.0	5,634.4	<b>\$11,649.0</b>
<b>TOTAL</b>	<b>\$8,326.1</b>	<b>\$12,474.4</b>	<b>\$5,389.4</b>	<b>\$6,850.6</b>	<b>\$5,531.4</b>	<b>\$48,427.1</b>	<b>\$86,999.0</b>

Notes: Listing of Growth Category Details

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



## LONG TERM CAPITAL BUDGET FORECAST

### Non-Growth Related Capital Projects

In 2005, Council approved a reserve study that examined, among other topics, the projected repair and replacement expenditures related to the Town's aging capital infrastructure (e.g. bridges, roads, vehicles). The study identified the age of the assets, the expected life cycle of the assets and projected replacement costs in order to quantify the Town's future expenditures, by year. A reserve fund, the Life Cycle Replacement and Capital Reserve, was established to provide a source of funding for the future repair, preventative maintenance and replacement of infrastructure. More details on this reserve is included in the Reserve Policy section.

The Town'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 Town's non-growth related capital expenditures (e.g. repairs, preventative maintenance, replacement of infrastructure) based upon inventory in the life cycle reserve model.

**2008 to 2013 Capital Budget Forecast** (based on 2007 Update)  
(in thousands of constant dollars - gross cost)

CATEGORY	2008	2009	2010	2011	2012	2013	TOTAL
Bridges	4,407.0	1,304.7	2,972.4	1,328.3	1,349.2	629.5	<b>\$11,991.1</b>
Facilities	7,799.2	8,148.7	12,946.5	6,225.6	6,599.0	5,087.1	<b>\$46,806.1</b>
Fire Bunker Gear	109.5	104.0	117.4	122.3	1,225.0	128.5	<b>\$1,806.6</b>
ITS	3,457.9	669.5	899.8	1,448.0	1,925.4	1,353.9	<b>\$9,754.5</b>
Parks	1,489.8	1,388.4	1,683.6	1,374.5	2,303.6	1,815.3	<b>\$10,055.2</b>
Roads	6,658.3	6,990.5	7,438.2	7,668.2	7,738.7	8,130.0	<b>\$44,623.9</b>
Storm Sewers	173.4	380.9	813.0	661.6	620.7	633.1	<b>\$3,282.5</b>
Storm Water Mgmt	1,415.0	357.0	572.2	583.7	595.3	607.2	<b>\$4,130.5</b>
Street Lights	185.2	131.7	80.7	82.3	83.9	143.0	<b>\$706.7</b>
Traffic Lights	95.8	112.4	106.2	108.0	94.2	337.8	<b>\$854.5</b>
Vehicles	1,174.3	1,984.4	1,932.2	2,714.2	2,145.5	6,268.3	<b>\$16,218.9</b>
<b>TOTAL</b>	<b>\$26,965.4</b>	<b>\$21,572.2</b>	<b>\$29,562.1</b>	<b>\$22,316.5</b>	<b>\$24,680.6</b>	<b>\$25,133.9</b>	<b>\$150,230.7</b>



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

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The following pages highlight the major capital projects for the Town. 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 REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name** Corporate ITS Project Requests

**Project Number** 8176

**Estimated Total Cost of Project**

\$4,810,500
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**Commission** Corporate Services

**Department** ITS

**Project Description**

***Location***

***Work to be Performed***

Primarily for ITS Portal which is the implementation of an internet/ intranet portal for use by Town staff, residents, and business & organizations conducting business with the Town of Markham

***Reason for Work***

To provide improved e-Government services, connect the community and provide high quality municipal services

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – 2010 to 2013



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name** Birchmount Utility Relocations – 14<sup>th</sup> Ave to 407 Phase II

**Project Number** 8047

**Estimated Total Cost of Project**

\$1,612,500
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**Commission** Development Services

**Department** Engineering

**Project Description**

***Location***

Birchmount road between 14<sup>th</sup> Avenue and Enterprise Drive

***Work to be Performed***

Utility relocations for new roadway

***Reason for Work***

Utility relocation required in anticipation of road construction and CN rail grade separation at Birchmount

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – 2010 to 2012



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name**    Cycling Lanes / Pathways

**Project Number**    8114

**Estimated Total Cost of Project**

\$1,100,000
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**Commission**                    Development Services

**Department**                    Engineering

**Project Description**

***Location***  
Throughout Town of Markham

***Work to be Performed***  
Implementation of cycling, pathways and trails network based on draft cycling, pathways and trails master plans

***Reason for Work***  
Promote active transportation facilities to meet a variety of recreation, fitness and commuter needs

***Impact on Future Operating Budgets***  
**Negligible** - The impact will be less than \$10,000 annually

**Estimated Project Completion Date** – ongoing





**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name** Highway 7, Sanitary Sewer, Phase I

**Project Number** 8161

**Estimated Total Cost of Project**

\$1,484,800
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**Commission** Development Services

**Department** Engineering

**Project Description**

***Location***

Highway 7 between Main Street Unionville and Warden

***Work to be Performed***

Prepare for the installation of sanitary trunk sewer on Main street to connect to Highway 7

***Reason for Work***

Sanitary trunk sewer required to service development north and south of Highway 7 between Warden Avenue and Sciberras Road

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – 2010 to 2013



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

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**Project Name** Rodick Road Reconstruction, Phase III

**Project Number** 8299

**Estimated Total Cost of Project**

\$1,077,500
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**Commission** Development Services

**Department** Engineering

### **Project Description**

***Location***

Rodick Road between 14<sup>th</sup> Avenue and Esna Park Drive

***Work to be Performed***

Detailed design, decommissioning and property acquisition required for the road construction

***Reason for Work***

To redirect and relief traffic along Woodbine Avenue and Warden Avenue between Highway 407 and Steeles Avenue

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – 2010 to 2013



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name** Storm Water Management Strategy: Erosion Sites

**Project Number** 8377

**Estimated Total Cost of Project**

\$2,181,900
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**Commission** Development Services

**Department** Engineering

**Project Description**

***Location***

Creeks at the following locations: East Don River at Steeles Valley Drive; German Mills on Leslie and Steeles; Upstream & downstream Leslie at Rouge River; Warden and Highway 407; Rouge River East of Markham Road

***Work to be Performed***

Rehabilitate eroded watercourses to improve water quality

***Reason for Work***

To implement watercourse improvements necessary to remediate and revitalize various stream corridors across the municipality

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – 2009 to 2010



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name** Woodbine By-Pass, Road Construction, Phase 2B & 3

**Project Number** 8441

**Estimated Total Cost of Project**

\$ 5,894,000
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**Commission** Development Services

**Department** Engineering

**Project Description**

***Location***

Woodbine by-pass located west of Woodbine Avenue from Lord Melbourne (North of Major Mackenzie Drive) to North of Elgin Mills Road

***Work to be Performed***

Woodbine by-pass road construction from Lord Melbourne to Woodbine Avenue

***Reason for Work***

Will provide an alternative route for north/south traffic through Victoria Square. This was recommended in the Town's Markham Transportation Planning Study and the Class EA study undertaken by the Region of York.

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – 2010 to 2013



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name** Woodbine By-Pass Road Construction, Phase 1B

**Project Number** 8455

**Estimated Total Cost of Project**

\$ 3,875,000

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**Commission** Development Services

**Department** Engineering

**Project Description**

***Location***

Woodbine by-pass located west of Woodbine Avenue from south of Major Mackenzie Drive to Lord Melbourne (north of Elgin Mills Road).

***Work to be Performed***

Woodbine by-pass road construction from Woodbine Avenue (south of Major Mackenzie Drive) to Lord Melbourne (north of Elgin Mills Road).

***Reason for Work***

Will provide an alternative route for north/south traffic through Victoria Square. This was recommended in the Town's Markham Transportation Planning Study and the Class EA study undertaken by the Region of York.

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – 2010 to 2013



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name** Museum Collections Building

**Project Number** 8247

**Estimated Total Cost of Project**

\$2,675,000
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**Commission** Community & Fire Services

**Department** Museum

**Project Description**

***Location***

Markham Museum

***Work to be Performed***

Reconstruct the 14,000 sq ft. Ward building at the Museum.

***Reason for Work***

The renewed centre will include exhibition space, visible storage, and an archives reading room to allow public access and viewing of the collection. In addition, closed storage for collection management will also be provided.

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – 2010 to 2013



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name** Markham East Community Centre & Library – Facility Construction

**Project Number** 8200

**Estimated Total Cost of Project**

\$50,000,000
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**Commission** Community & Fire Services

**Department** Recreation/ Library Construction

**Project Description**

***Location***

Bur Oak and Highway 7

***Work to be Performed***

Construction of the Markham East Community Centre and Library

***Reason for Work***

The Parks, Recreation, Culture & Library Master Plan identified the need for an East Markham CC & Library. This major, multi-purpose facility will include the following amenities: enhanced (larger) indoor pool, enhanced and larger fitness area, gymnasium, program space, youth and senior space and a library. These amenities will provide an enhanced level of service for families and individuals and it will also provide an enhanced level of service to the Town's aging residents.

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – 2010 to 2013



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

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**Project Name** Asphalt Resurfacing - Annual Program

**Project Number** 8036

**Estimated Total Cost of Project**

\$5,341,900
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**Commission** Community & Fire Services

**Department** Roads

### **Project Description**

***Location***

Townwide

***Work to be Performed***

Asphalt resurfacing of approximately 27 km of two-lane road throughout the Town, along with sidewalk, Catchbasin and manhole repair.

***Reason for Work***

This is an annual maintenance program designed to take care of the Town's roads and transportation networks. Asphalt patching over minor defects on roads will prevent further immediate deterioration of the road surfaces where deficiencies exist. Asphalt resurfacing is done to renew the road surface and restore skid resistance to weathered and traffic worn pavements. Same is the reason for other repair work.

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – December 2008





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

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**Project Name** Relocation of Fire Admin and other Civic Centre Departments

**Project Number** 8283

**Estimated Total Cost of Project**

\$1,000,000
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**Commission** Community & Fire Services

**Department** Asset Management

### **Project Description**

***Location***

Markham Civic Centre and 8100 Warden Avenue

***Work to be Performed***

Relocation of Fire Administration and other Civic Centre departments to the Town facility at 8100 Warden Avenue

***Reason for Work***

Relocation is based on recommendation from the Facilities and Accommodation Strategic Plan (FASP), which provided a high-level consolidation of the various studies done regarding the current and projected demand for civic facilities and accommodation needs over the next 15 years.

***Impact on Future Operating Budgets***

TBD

**Estimated Project Completion Date** – 2011 to 2013



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name** Culverts Improvement – Replacement/ Rehabilitation Program

**Project Number** 8111

**Estimated Total Cost of Project**

\$1,122,000

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**Commission** Community & Fire Services

**Department** Capital Works, ROW

**Project Description**

***Location***

Culverts at Green Lane, Bronte West of Leslie, Elgin and 19<sup>th</sup> East of McCowan and Drakefield at Banfield

***Work to be Performed***

Rehabilitation of culverts, including the design, construction, and construction administration

***Reason for Work***

To mitigate flooding impacts by raising the level of service to a 2-year storm event

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – December 2008



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

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**Project Name** Corporate Fleet Replacement Program

**Project Number** 8105

**Estimated Total Cost of Project**

\$1,108,700
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**Commission** Community & Fire Services

**Department** Fleet Operations

**Project Description**

***Location***

Town of Markham – Corporate Fleet

***Work to be Performed***

Annual Fleet Replacement Program based on the Council adopted Corporate Fleet Policy guidelines.

***Reason for Work***

The annual Fleet replacement program is based on Optimal Replacement Intervals (ORI), which identifies the most cost effective time period for replacement. All vehicles and equipments contained in this program have reached or surpassed the ORI. In accordance to the Green Fleet Transition Policy, 4 vehicles will be replaced by “green units” or hybrid vehicles.

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – December 2008



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

---

**Project Name** Watermain Construction and Replacement Program

**Project Number** 8435

**Estimated Total Cost of Project**

\$1,500,000
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**Commission** Community & Fire Services

**Department** Waterworks

**Project Description**

***Location***

Steeles Avenue East in lower Thornhill

***Work to be Performed***

Replacement of Steeles Avenue East watermain from Henderson Avenue to Bayview Avenue.

***Reason for Work***

This project is intended to improve water supply, fire fighting water access/resources and maintain un-interrupted water flow and pressure.

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – 2009



**CAPITAL PROJECT REQUEST  
FOR PROJECTS OVER \$1 MILLION**

---

**Project Name** Sewer System Upgrade Program

**Project Number** 8334

**Estimated Total Cost of Project**

\$1,500,000
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**Commission** Community & Fire Services

**Department** Waterworks

**Project Description**

***Location***

Various locations throughout the Town

***Work to be Performed***

Structural and service condition repairs of sanitary sewer collection system, including manhole and service lateral replacement and repairs.

***Reason for Work***

Maintain proper operating standards within the Sewer system.

***Impact on Future Operating Budgets***

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

**Estimated Project Completion Date** – December 2008



## WATERWORKS BUDGET

All operations relating to water and sanitary sewer are funded through the Waterworks fund which is part of the Operating Fund but sometimes 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 Town of Markham implemented the Water & Wastewater Reserve Study with the purpose of addressing 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.

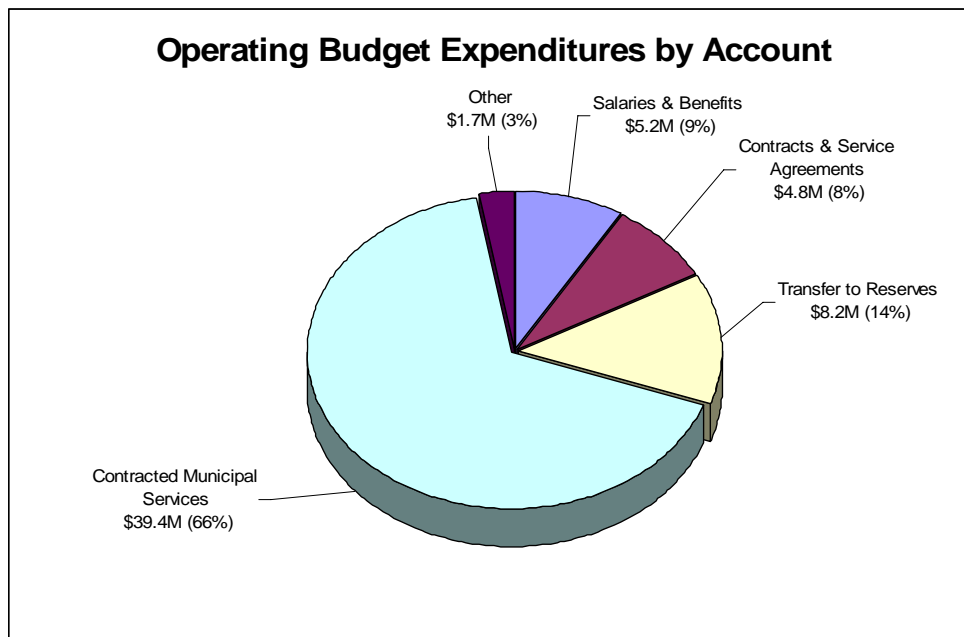
### 2008 OPERATING BUDGET

#### Expenditures

The 2008 Operating Budget for Waterworks totals \$59,220,037 (excluding prior year's surplus). This marks an increase of \$9.1 million over the 2007 Operating Budget.

Exhibit 1 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 8% 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.

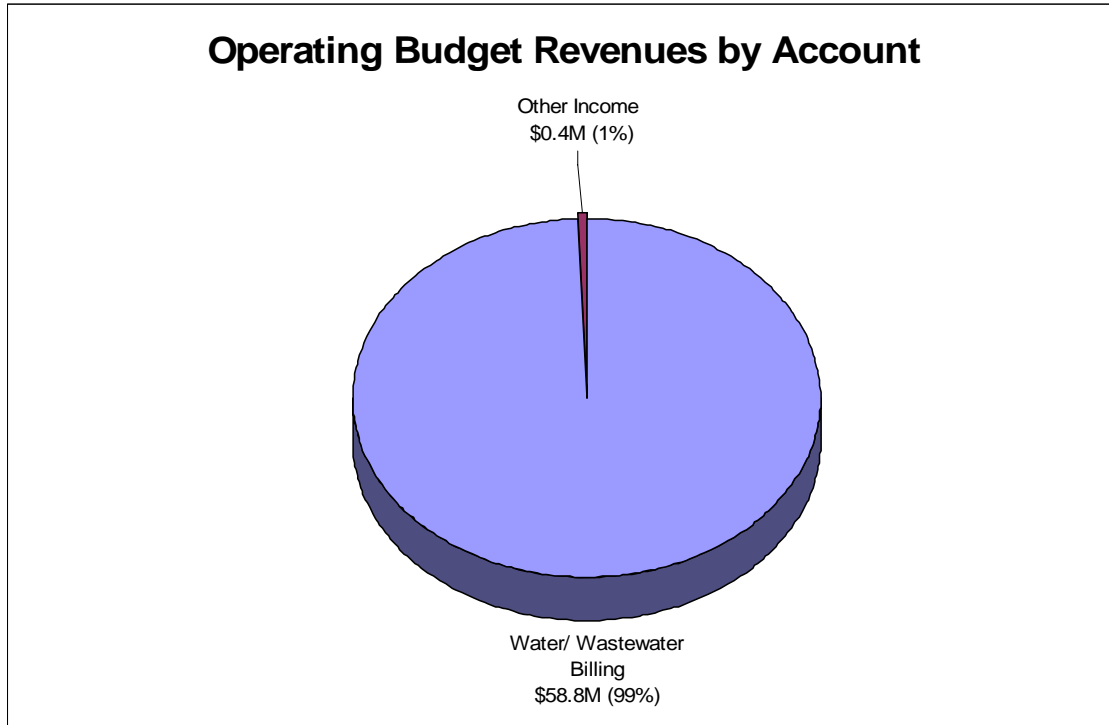
Exhibit 1



### Revenues

The Operating Budget is funded mainly through revenues associated with billings related to the sale of water. Please refer to Exhibit 2. The Town's water/wastewater rates have increased by 11.6% from the previous year's level as a result of the wholesale water rate increase of 6.35% from the Region of York effective April 1, 2008 and 5.22% increase from the Water & Wastewater Infrastructure Surcharge as identified in the Water & Wastewater Reserve Study.

Exhibit 2



### **CAPITAL BUDGET**

The 2008 Waterworks Capital Budget totals \$8,433,000 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 and Fleet). The 2009 capital budget includes funding from Waterworks reserve in the amount of \$9,005,739.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**  
**Waterworks Consolidated**

<u>Description</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>	
			<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>				
BILLINGS	\$49,754,522	\$58,828,097	\$9,073,575	18.2%
USER FEES & SERVICE CHARGES	262,940	262,940	-	0.0%
SALES	126,000	126,000	-	0.0%
RECOVERIES & CONTRIBUTIONS	3,000	3,000	-	0.0%
<b>Total Revenues</b>	<b>\$50,146,462</b>	<b>\$59,220,037</b>	<b>\$9,073,575</b>	<b>18.1%</b>
<b>Expenses</b>				
SALARIES AND BENEFITS	\$4,663,199	\$5,158,261	\$495,062	10.6%
PRINTING & OFFICE SUPPLIES	41,970	43,019	1,049	2.5%
OPERATING MATERIALS & SUPPLIES	101,562	104,761	3,199	3.1%
CONSTRUCTION MATERIALS	523,060	537,620	14,560	2.8%
UTILITIES	29,915	43,477	13,562	45.3%
COMMUNICATIONS	39,128	41,244	2,116	5.4%
TRAVEL EXPENSES	41,500	41,500	-	0.0%
TRAINING	52,250	58,630	6,380	12.2%
CONTRACTS & SERVICE AGREEMENTS	4,063,360	4,839,400	776,040	19.1%
MAINT. & REPAIR-TIME/MATERIAL	247,229	260,342	13,113	5.3%
RENTAL/LEASE	34,975	35,099	124	0.4%
PROFESSIONAL SERVICES	168,034	213,034	45,000	26.8%
LICENCES, PERMITS, FEES	16,600	17,260	660	4.0%
PROMOTION & ADVERTISING	8,000	8,000	-	0.0%
CONTRACTED MUNICIPAL SERVICES	35,107,669	39,354,109	4,246,440	12.1%
OTHER PURCHASED SERVICES	249,358	221,270	(28,088)	-11.3%
WRITE-OFFS	-	73,353	73,353	0.0%
TRANSFERS TO RESERVES	4,758,653	8,169,658	3,411,005	71.7%
<b>Total Expenses</b>	<b>\$50,146,462</b>	<b>\$59,220,037</b>	<b>\$9,073,575</b>	<b>18.1%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>





## BUILDING STANDARDS BUDGET

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

The new Building Code Statute Law Amendment Act, 2002 (Bill 124) took effect July 1, 2005. This legislation stipulates fees must not exceed the anticipated reasonable cost to administer and enforce the Act and that revenues and costs be reported separately.

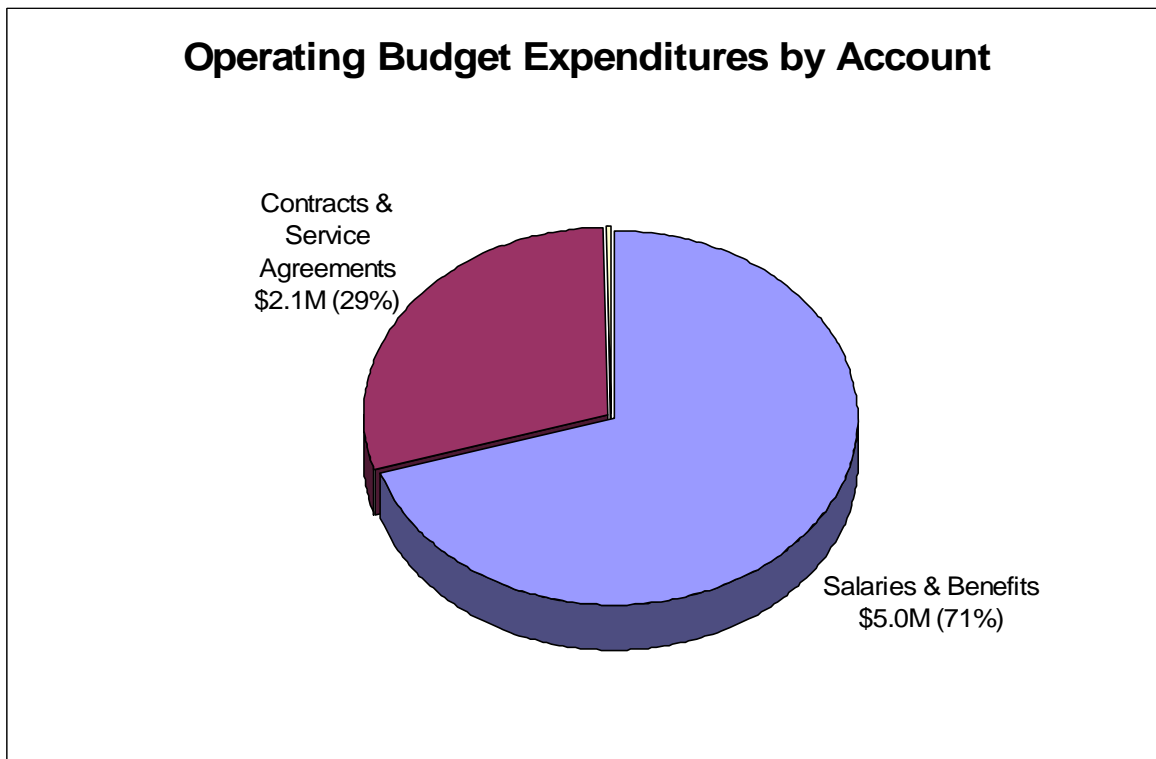
### 2008 OPERATING BUDGET

#### Expenditures

The 2008 Operating Budget for Building totals \$7,051,411. This marks a decrease of \$1.0 million over the 2007 Operating Budget due to decline in transfer to reserves.

Exhibit 1 indicates that the major portion of budgeted expenditures is Salaries and Benefits, which accounts for 71% of the Operating Budget. Contracts & Service Agreement represents indirect costs such as ITS equipment, other department's services, overhead costs and is 29% of the Operating Budget.

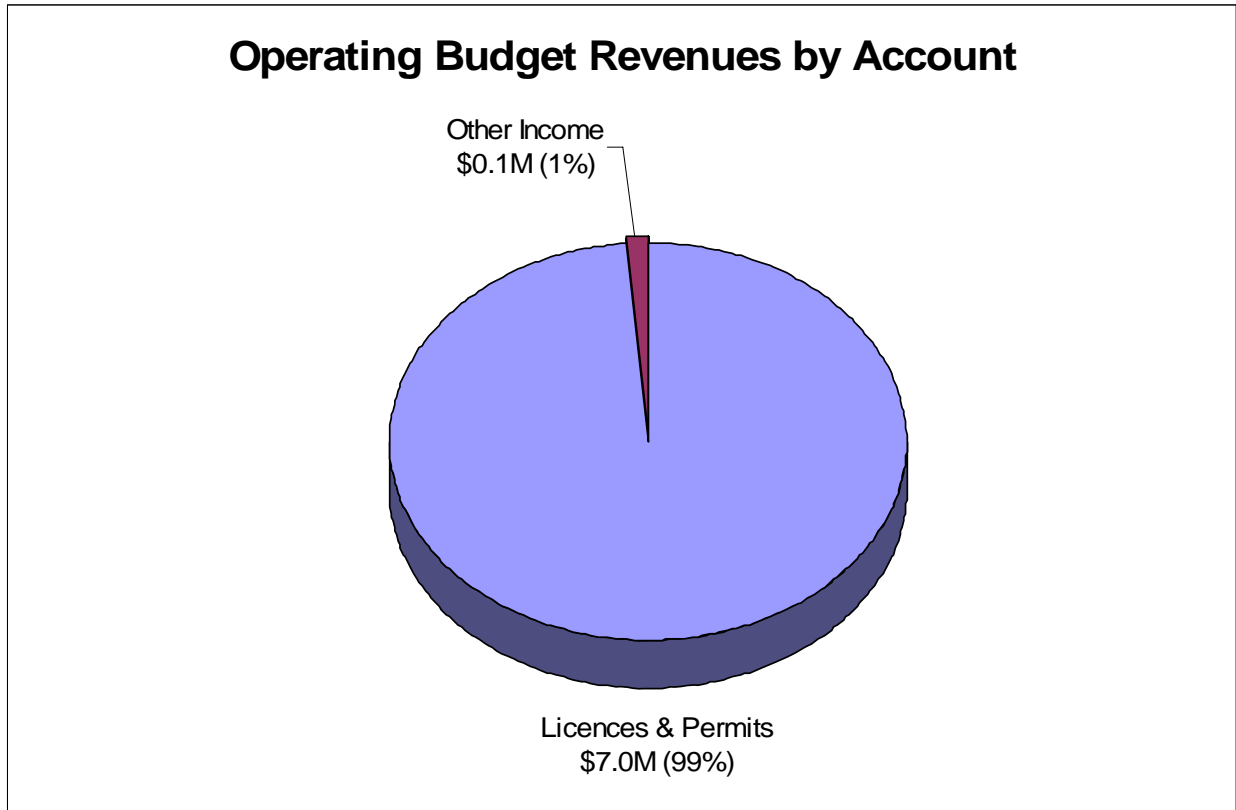
Exhibit 1



### Revenues

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

Exhibit 2



### CAPITAL BUDGET

Building Standards department requested 2008 ITS Capital Budget of \$388,310 for Building department systems enhancements including implementation of a public portal, e-review, time and activity tracking module, letter of credit automation, implementation and support from outside consultant which is fully funded from the Building Fee reserve.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**  
**Building Standards Consolidated**

<u>Description</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u> <u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>				
LICENCES & PERMITS	\$7,953,000	\$6,959,411	(\$993,589)	-12.5%
USER FEES & SERVICE CHARGES	92,000	92,000	-	0.0%
<b>Total Revenues</b>	<b>\$8,045,000</b>	<b>\$7,051,411</b>	<b>(\$993,589)</b>	<b>-12.4%</b>
<b>Expenses</b>				
SALARIES AND BENEFITS	\$5,133,200	\$4,985,311	(\$147,889)	-2.9%
PRINTING & OFFICE SUPPLIES	53,708	53,708	-	0.0%
OPERATING MATERIALS & SUPPLIES	14,604	14,604	-	0.0%
COMMUNICATIONS	23,893	23,893	-	0.0%
TRAVEL EXPENSES	9,006	9,006	-	0.0%
TRAINING	27,476	27,476	-	0.0%
CONTRACTS & SERVICE AGREEMENTS	2,128,220	2,083,239	(44,981)	-2.1%
MAINT. & REPAIR-TIME/MATERIAL	235	235	-	0.0%
RENTAL/LEASE	6,214	6,214	-	0.0%
PROFESSIONAL SERVICES	5,971	5,971	-	0.0%
LICENCES, PERMITS, FEES	14,165	14,165	-	0.0%
PROMOTION & ADVERTISING	6,311	6,311	-	0.0%
TRANSFERS TO RESERVES	621,997	(178,722)	(800,719)	-128.7%
<b>Total Expenses</b>	<b>\$8,045,000</b>	<b>\$7,051,411</b>	<b>(\$993,589)</b>	<b>-12.4%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

# Town of Markham – 2008 Budget

## Eighth Annual Budget Breakfast

Dan Horchik, Budget Chief  
Andy Taylor, Commissioner of Corporate Services  
January 22, 2008



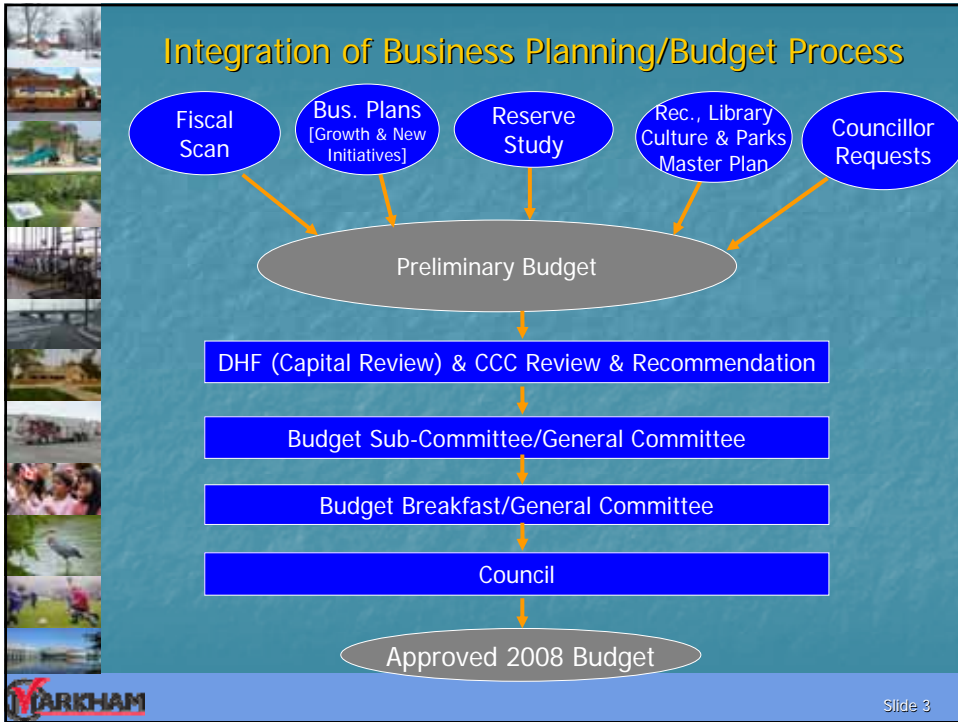
### Agenda

- 8:00 – 8:10 Welcome - Mayor & Budget Chief
- 8:10 – 8:50 Budget Presentation
- 8:50 – 9:30 Questions & Answers

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Slide 2



## 2008 Budget Process

<u>CAPITAL BUDGET</u>	
Jul.	Finance review of Department Capital submissions
Jul./Aug.	Department Heads Forum Capital Project prioritization meetings
Sept.	CAO Commissioners Committee (CCC) review & discussion of proposed Capital
<u>OPERATING BUDGET</u>	
Aug.	Finance & Commissioner review of base Operating Budget (comparison to previous year, inclusion of contract escalations & growth estimates)
	Business Plan submissions from Departments. Department business plan presentations to CCC
Aug./Sept.	CCC review & discussion of business plans and the proposed Operating Budget
Sept.	Final CCC review of Operating & Capital Budgets & recommendation to present to Budget Sub-Committee

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## 2008 Budget Process (cont'd)

Five Budget Sub-Committee Meetings held in 2007:

- 1) Oct. 22, 2007
- 2) Oct. 29, 2007
- 3) Nov. 26, 2007
- 4) Dec. 3, 2007
- 5) Dec 10, 2007

Jan. 14, 2008      General Committee – Recommended Budget to be presented at the Budget Breakfast

Jan. 22, 2008      Budget Breakfast

### NEXT STEPS

Jan. 28, 2008      Budget Sub-Committee – Receive feedback from the Budget Breakfast & recommend 2008 Budget to General Committee

Feb. 4, 2008        General Committee – Recommend Budget to Council

Feb. 12, 2008     Presentation of Budget to Council for approval



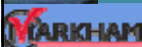
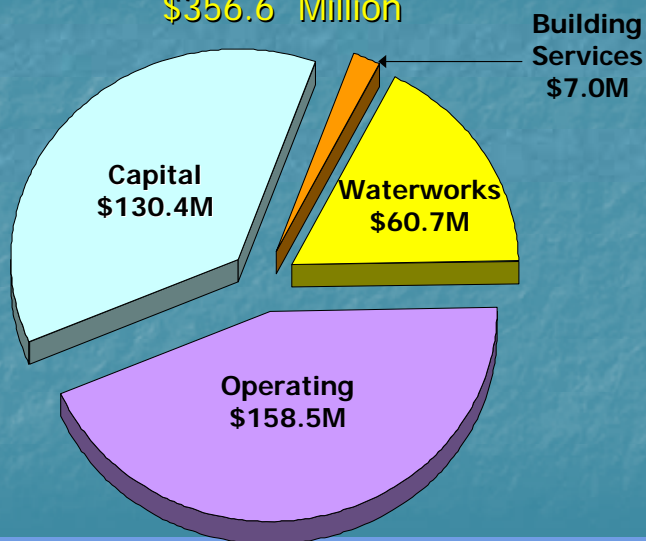
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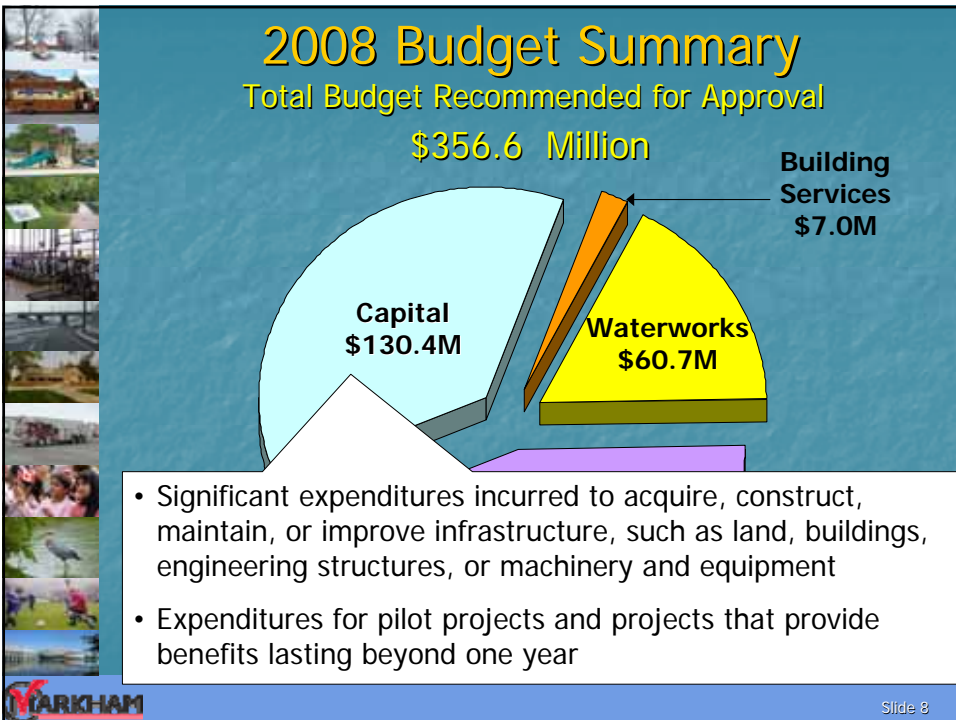
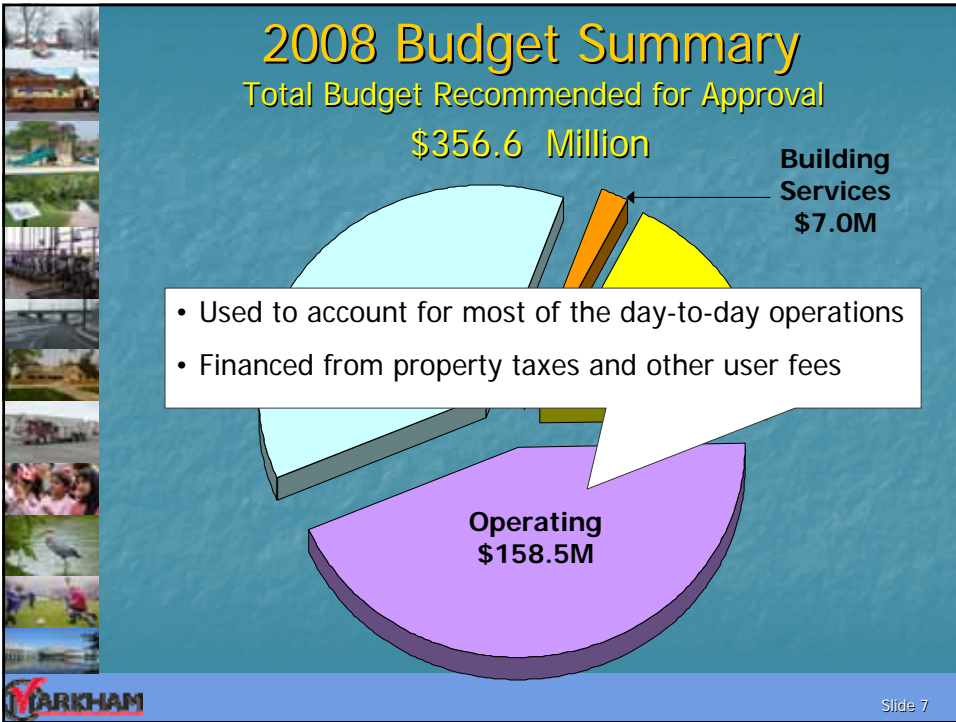
## 2008 Budget Summary

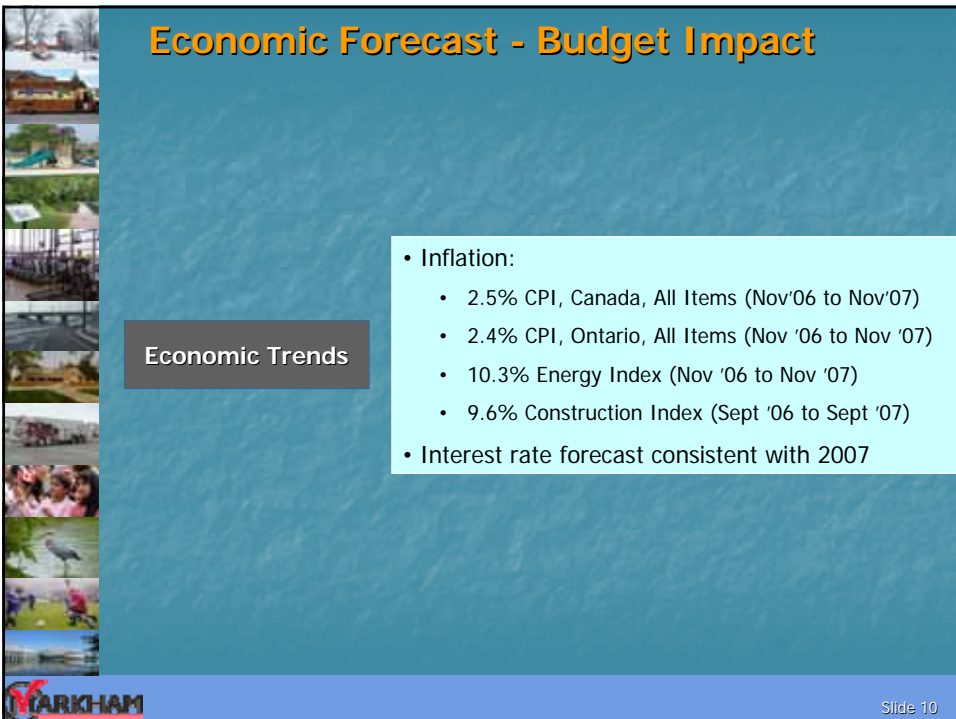
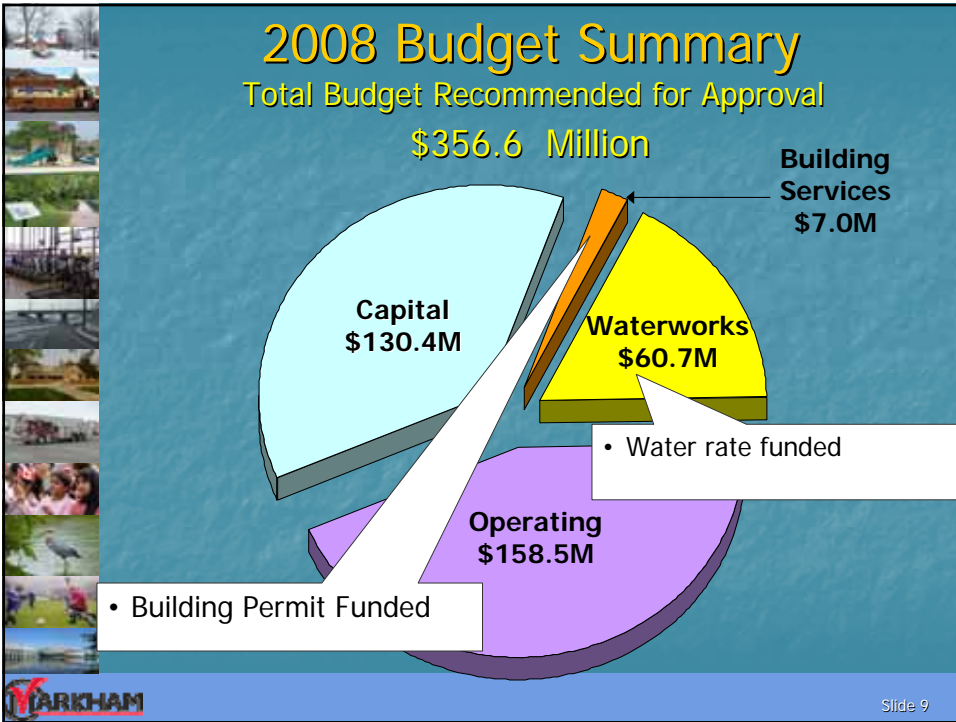
Total Budget Recommended for Approval

\$356.6 Million



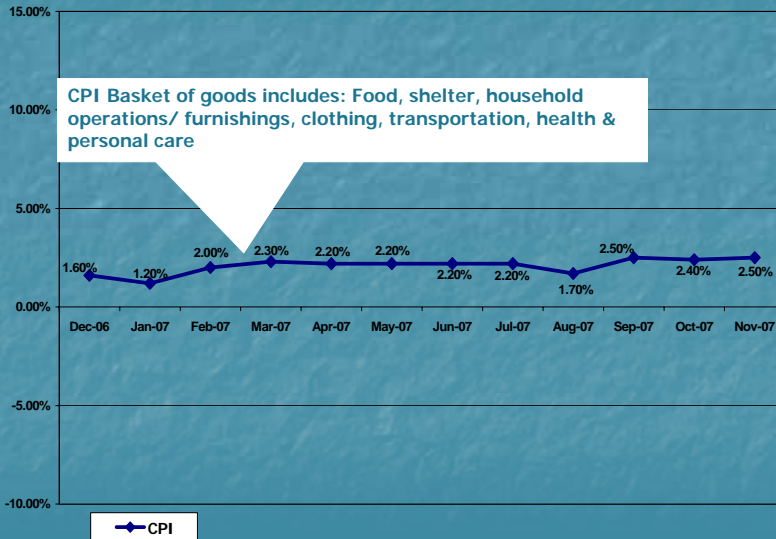
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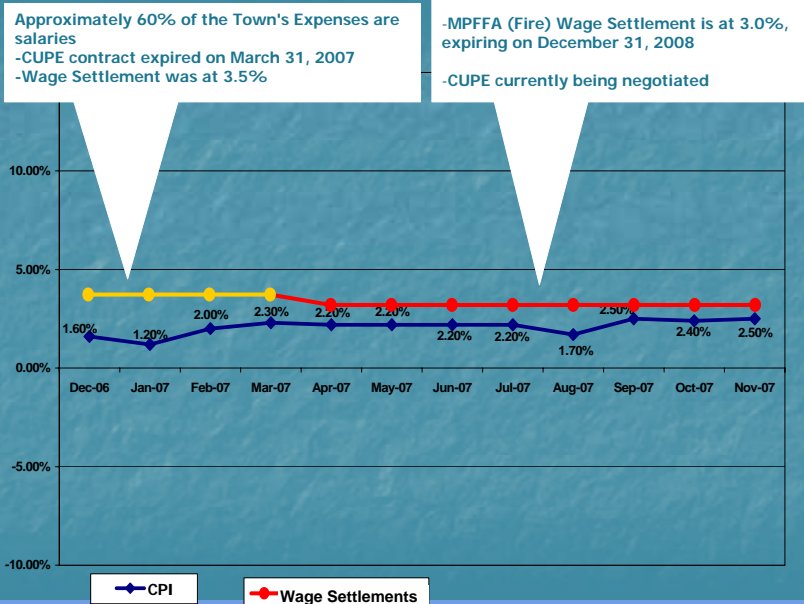


## Other Indices Impacting the Town



Slide 11

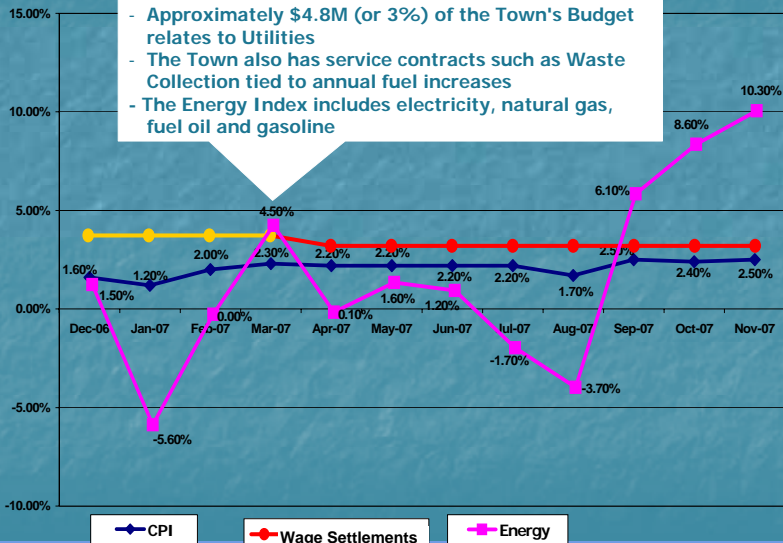
## Other Indices Impacting the Town



Slide 12

## Other Indices Impacting the Town

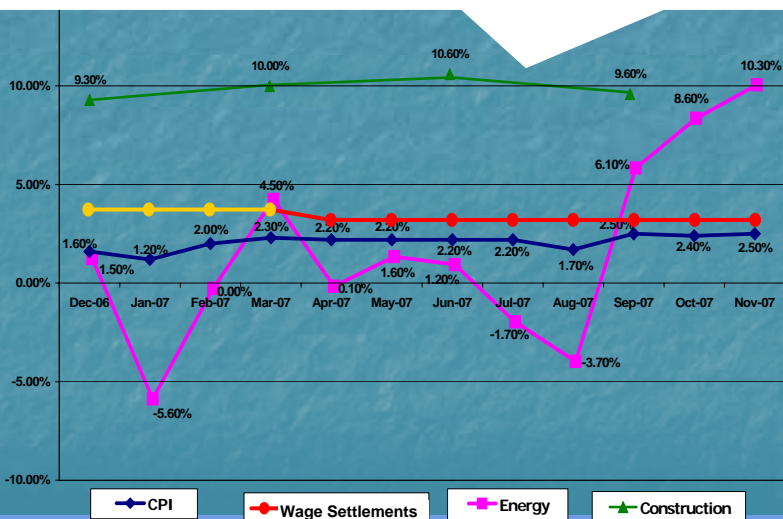
- Approximately \$4.8M (or 3%) of the Town's Budget relates to Utilities
- The Town also has service contracts such as Waste Collection tied to annual fuel increases
- The Energy Index includes electricity, natural gas, fuel oil and gasoline



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## Other Indices Impacting the Town

- Construction Index - measures contractors' price changes of new non-residential construction.
- Impacts the Town's own Capital Construction projects as well as the maintenance and repair projects in the Operating Budget



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## Economic Forecast - Budget Impact



### Personnel

- Existing Staff \$3.7M
  - Negotiated Wage Settlements for Firefighters - 3.0%
  - Provision for Wage Settlements to be finalized in 2008 and COLA for Non-Union Staff
  - Salary Grid Movement
- New Staff – 2008 (affecting Operating Budget) \$0.9M


Includes:

  - Library Electronic Resources Manager
  - Culture Coordinator
  - Senior Project Manager, Stormwater Management
  - Diversity Specialist
  - Business Consultant for Markham Small Business Enterprise Centre (MSBEC)
  - Provincial Offences By-law Officer
- New Staff - Future \$0.5M
  - Ramp up for second Fire Station
  - Ramp up for a New Library / Recreation Facility

Total \$5.1M


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## Economic Forecast - Budget Impact



### Municipal Contracts

- Utilities – Increase in Gas & Hydro Rates (\$500K) offset by Town-initiated Energy Savings (\$230K) \$270K
- Continued Phase-in of Insurance Increase & Inflation \$260K
- Price escalations - Multi-year Contracts and contract renewals:
  - Electricity & Maintenance for Existing Street Lights of \$140K, offset by spot market energy procurement savings of \$80K \$60K
  - Maintenance & Supplies for Parks, Roads, Fleet, Waste, Asset Management, Fire and others \$315K
  - Winter Maintenance Contracts (hired loaders, salt, sand) \$237K
- Transfer of Bus Shelter Snow Removal Service to York Region (\$500K)

Total \$0.6M



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## Economic Forecast - Budget Impact




Growth

- \$500K increase in contribution to Capital Budget (Town Policy)
- \$400K increase in costs as a result of
  - 2% increase in tonnage – Waste Collection
  - 35 add'l km's of road – Maintenance, Street Sweeping, Snow Removal, Salting & Sanding, etc.
  - 700 New Street Lights to Power, Maintain & Repair
  - 15 Additional Ha of parks – Park Maintenance
  - Costs associated with Centennial & Markham Village Expansions (Maintenance Services and Supplies)


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## Economic Forecast - Budget Impact

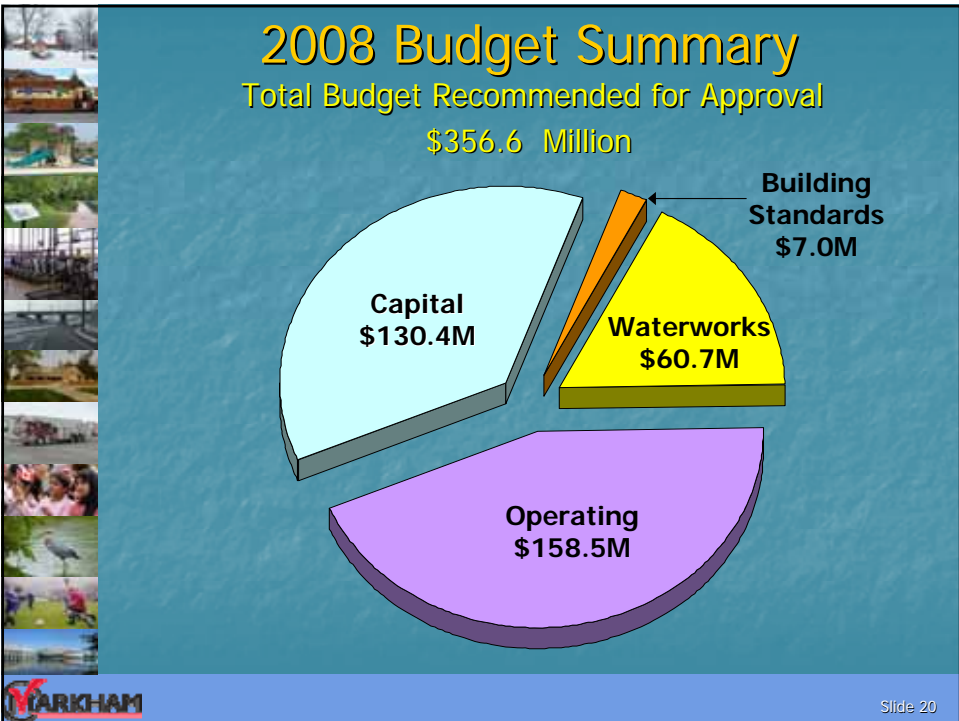
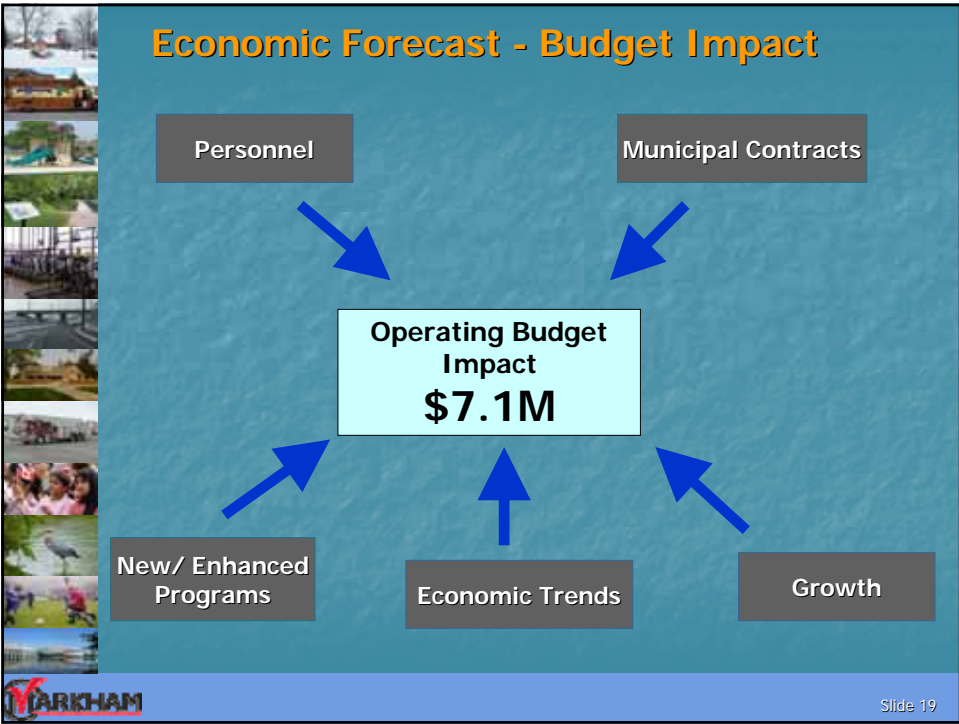


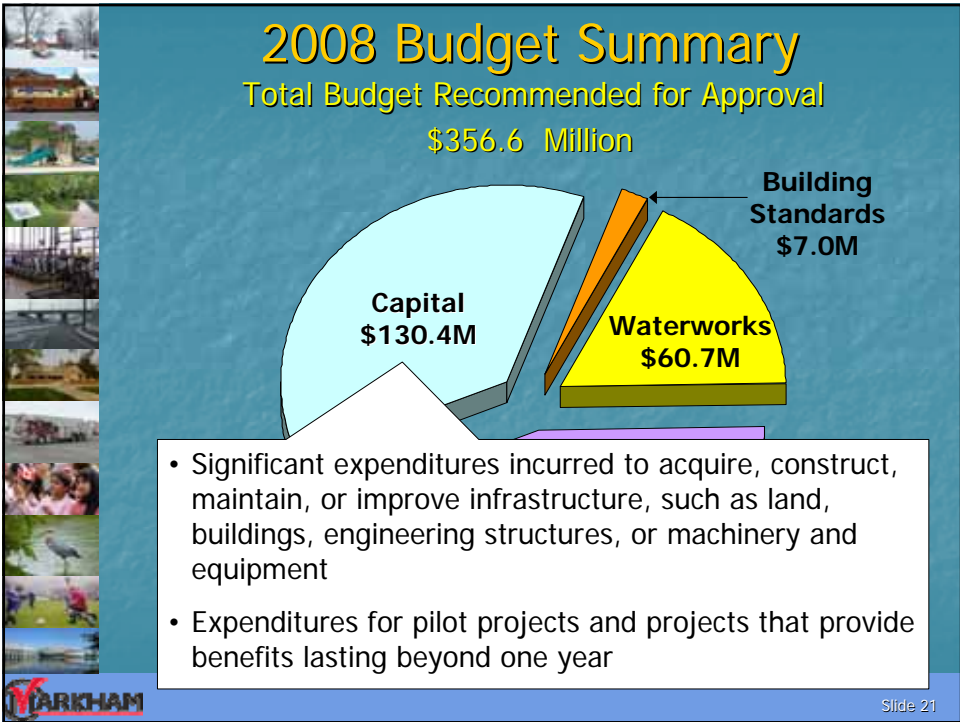
New/ Enhanced Programs

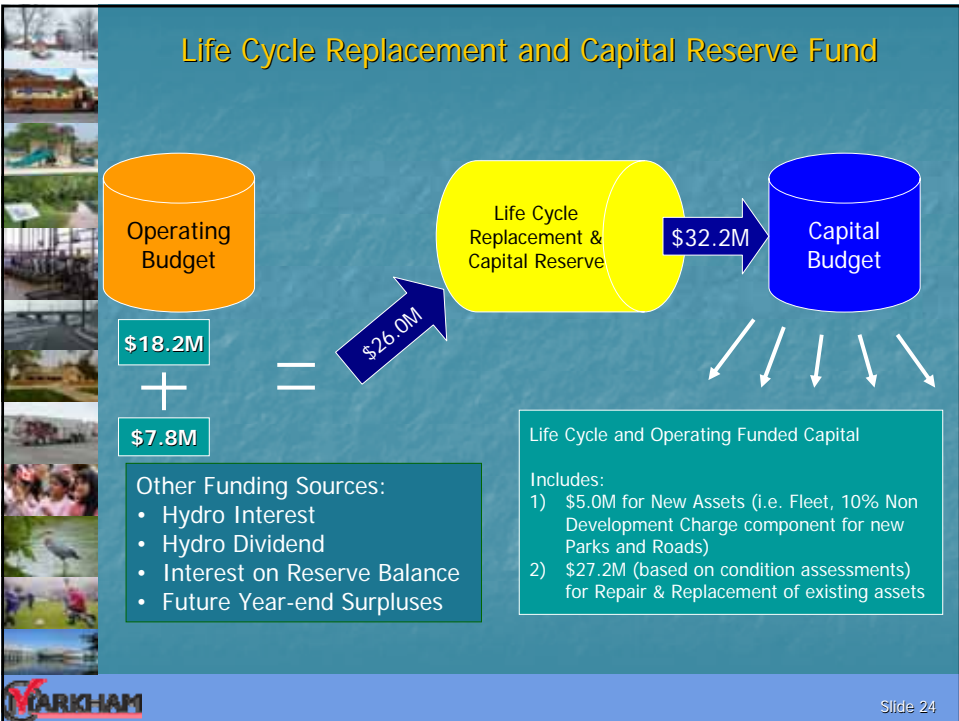
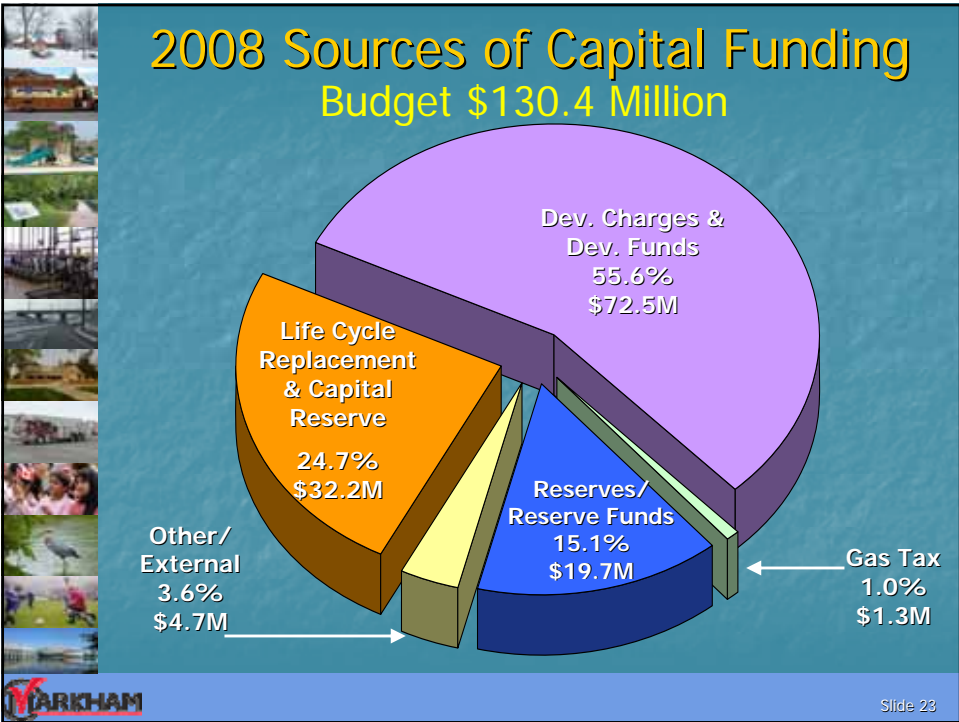
- Enhanced Library Service Hours & Collection Improvement \$260K
- Increased Service Level for Snow Removal \$60K
- Seniors Windrow Removal Program \$30K
- Development of an Environmental Sustainability Plan \$35K
- Pesticide By-Law Enforcement \$55K
- Continued roll-out of Mission Green Waste Diversion Program to Apartment Buildings \$50K

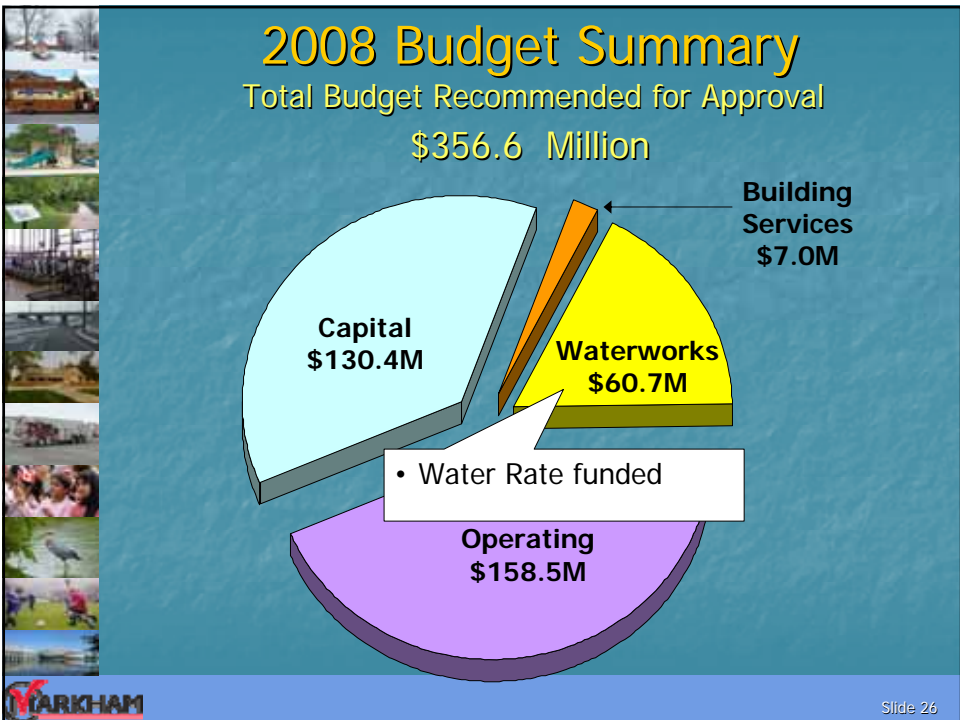
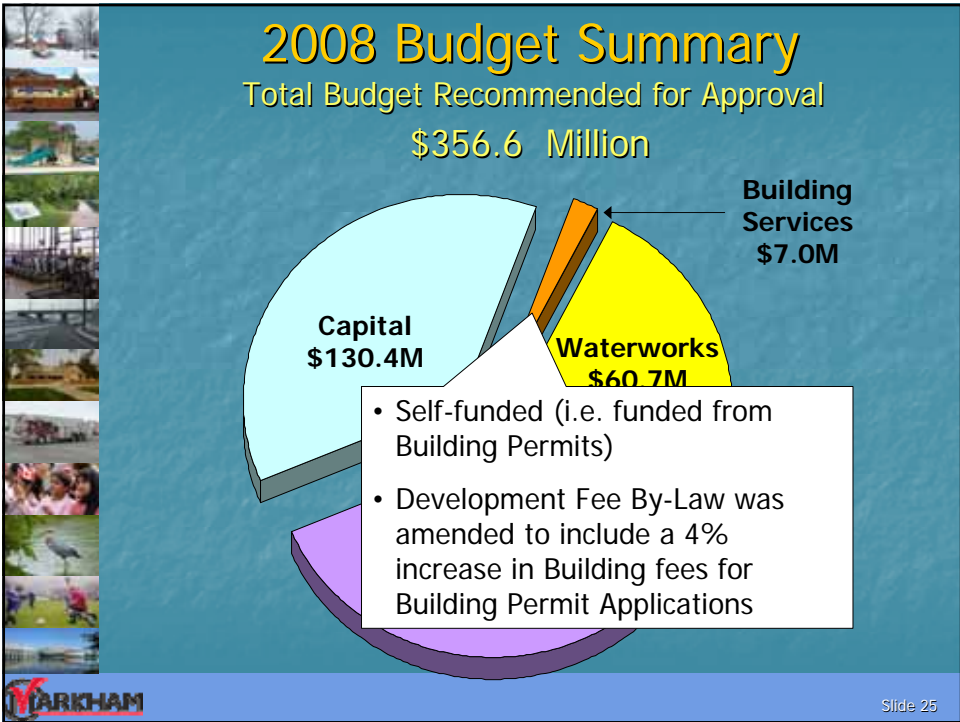
**Total \$0.5M**


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# 2008 Waterworks Operating Budget Budget \$60.7 Million

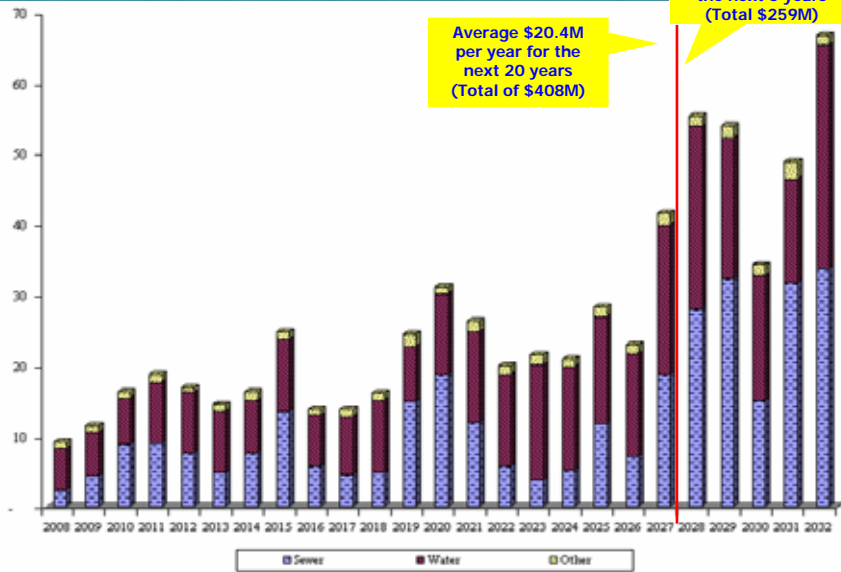
- Waterworks is funded from water/wastewater revenues
- Water & Wastewater Reserve Study was implemented with the following purposes:
  - To address the ongoing replacement & rehabilitation requirements for the aging water & sewer systems
  - To ensure adequate funding in the Waterworks Reserve to sustain future replacement & rehabilitation requirements
- Effective January 1, 2008, Markham's water and wastewater rate was increased by 11.6% from \$1.5838/m<sup>3</sup> to \$1.7671/m<sup>3</sup>
- The increase of 11.6% is comprised of two components:
  - 6.35% (or \$0.1006/m<sup>3</sup>) wholesale water rate increase from the Region effective April 1, 2008
  - 5.22% (or \$0.0827/m<sup>3</sup>) increase resulting from the Water/Wastewater Infrastructure Surcharge as identified in the Water & Wastewater Reserve Study
- Impact to residential homeowner based on average consumption is \$66.90 in 2008



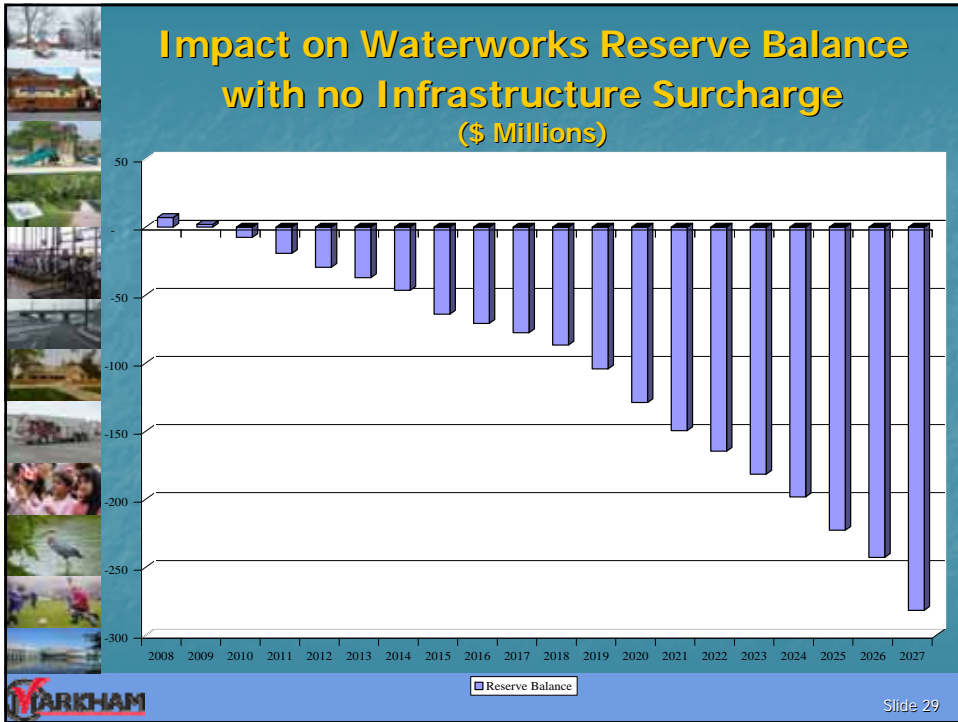
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## Water & Wastewater Total Replacement/Rehabilitation Costs from 2008-2032 (\$ Millions)



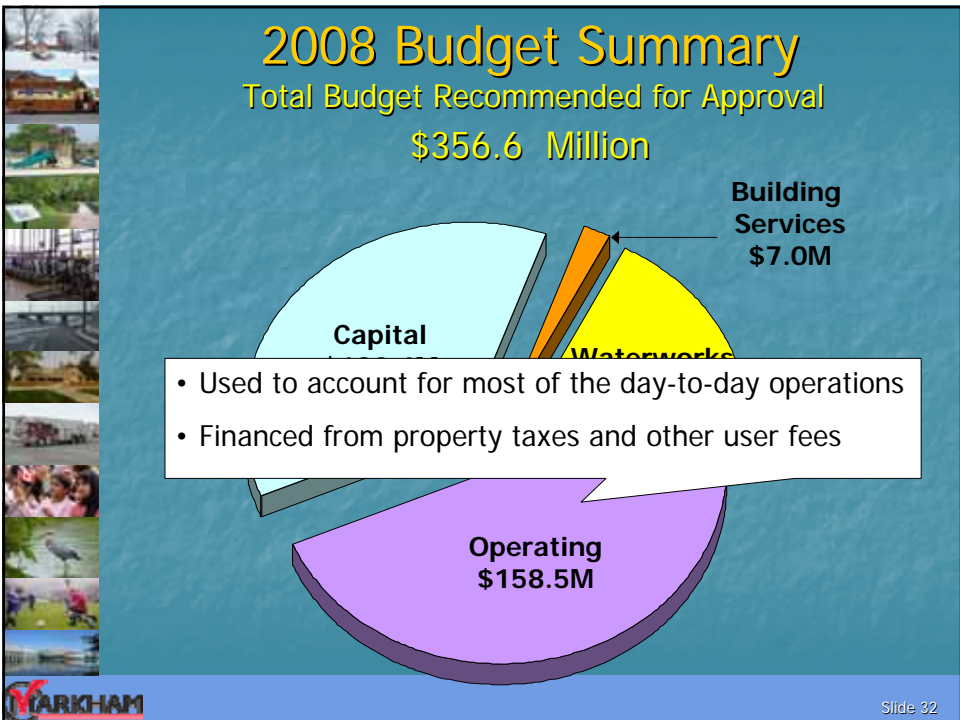
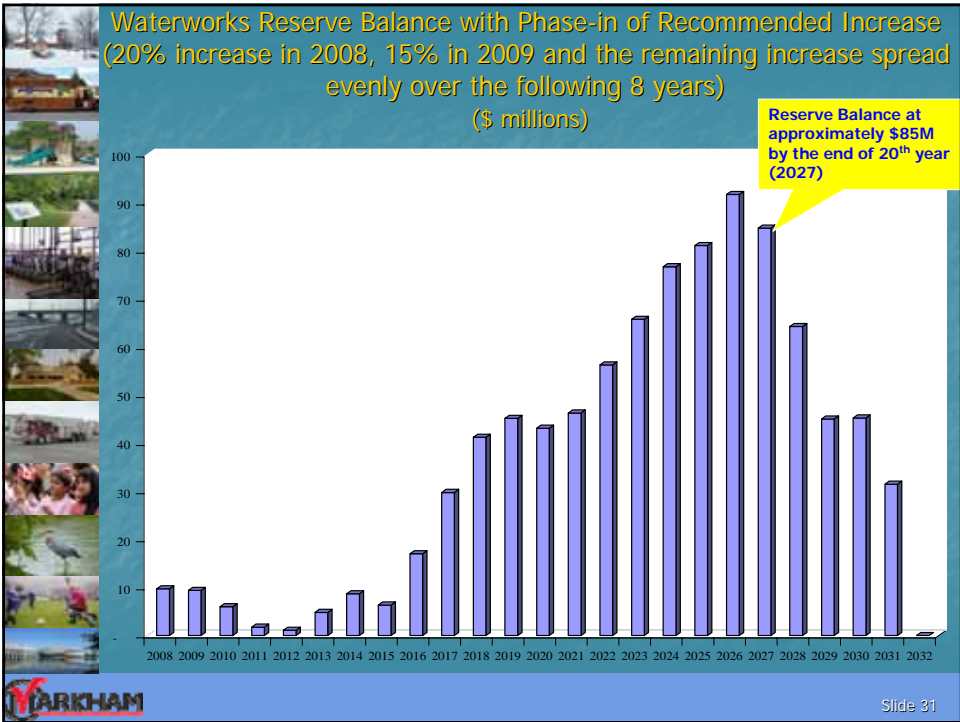
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## Approved Implementation of Water & Wastewater Infrastructure Surcharge

- Many options were considered with the approved recommendation to phase-in the total increase of \$0.4137/m<sup>3</sup> over 10 years with 20% increase in 2008, 15% in 2009 and the remaining increase spread evenly over the following 8 years

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## 2008 Operating Budget Comparison of Revenues – 2007 to 2008 (\$ Millions)

	2007 \$	2008 \$	Increase \$
<b>Total Budgeted Revenues</b>	<u>151.42</u>	<u>154.44</u>	<u>3.02</u>
Assessment Growth of 2.75%			2.67
Recreation Program User Fees			0.46
Waste Diversion Ontario Revenue			0.18
Engineering & Planning Fees			(1.32)
Transfer from Reserves (Engineering and Planning & Design)			1.32
Other Revenues			(0.28)
<b>Total Change in Budgeted Revenues</b>			<u>3.02</u>

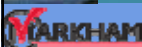


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## 2008 Operating Budget Comparison of Expenditures – 2007 to 2008 (\$ Millions)

	2007 \$	2008 \$	Increase \$
<b>Total Budgeted Expenses</b>	<u>151.42</u>	<u>158.50</u>	<u>7.08</u>
Salary Grid Movement/ Wage Settlements/New Staff/ Ramp ups			5.12
Winter Maintenance Contracts & Phase-in			0.57
Utility Rates Increases offset by Town initiated energy savings			0.27
Tax Funded Capital (\$17.7M + \$0.5M = \$18.2M)			0.50
Parks, Roads, Fleet, Waste and Asset Management Growth & Inflation			0.48
Continued Phase-in of Insurance Increase & Inflation			0.26
Library Service Level Increases (Enhanced Hours & Collection Improvement)			0.26
Snow Removal Service Level Increases			0.09
Other Expenses			(0.47)
<b>Total Change in Budgeted Expenses</b>			<u>7.08</u>



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## 2008 Operating Budget Summary

(\$ Millions)

	Approved Budget 2007	Proposed Budget 2008	Change Increase / Decrease
REVENUES	151.42	154.44	3.02
EXPENDITURES	151.42	158.50	7.08
<b>Current Operating Budget Shortfall</b>			<b>(4.06)</b>

**\$4.06 Million shortfall translates into an increase of 4.19% in the net tax rate**



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## 2008 Operating Budget

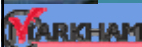
### Impact of Markham Tax Rate Increase on an Average Residential Property

Average Current Value of a Residential Property in Markham =

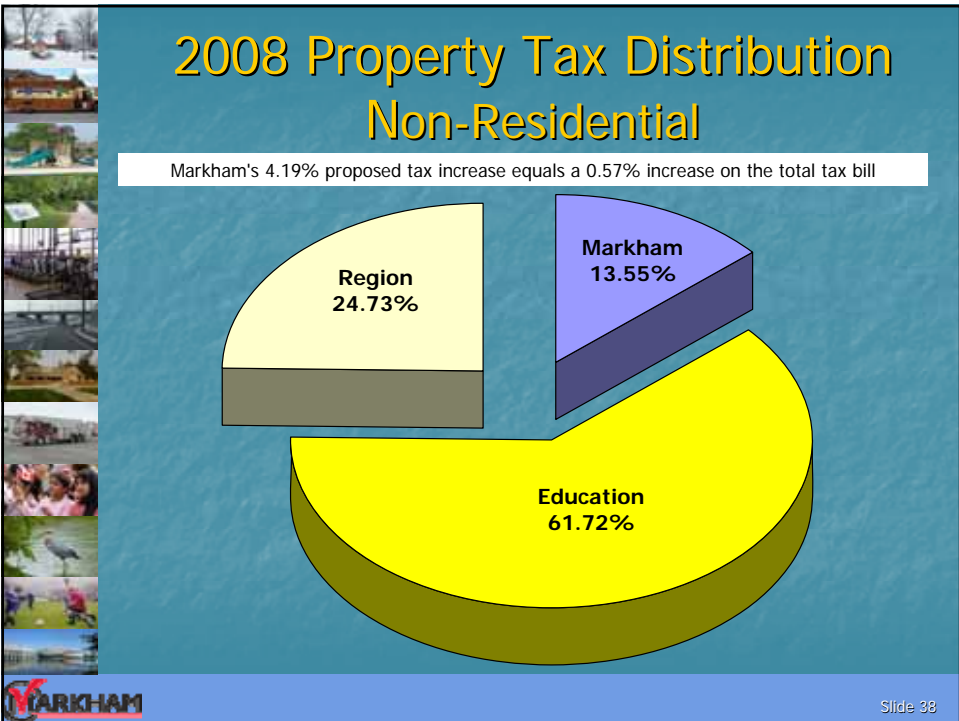
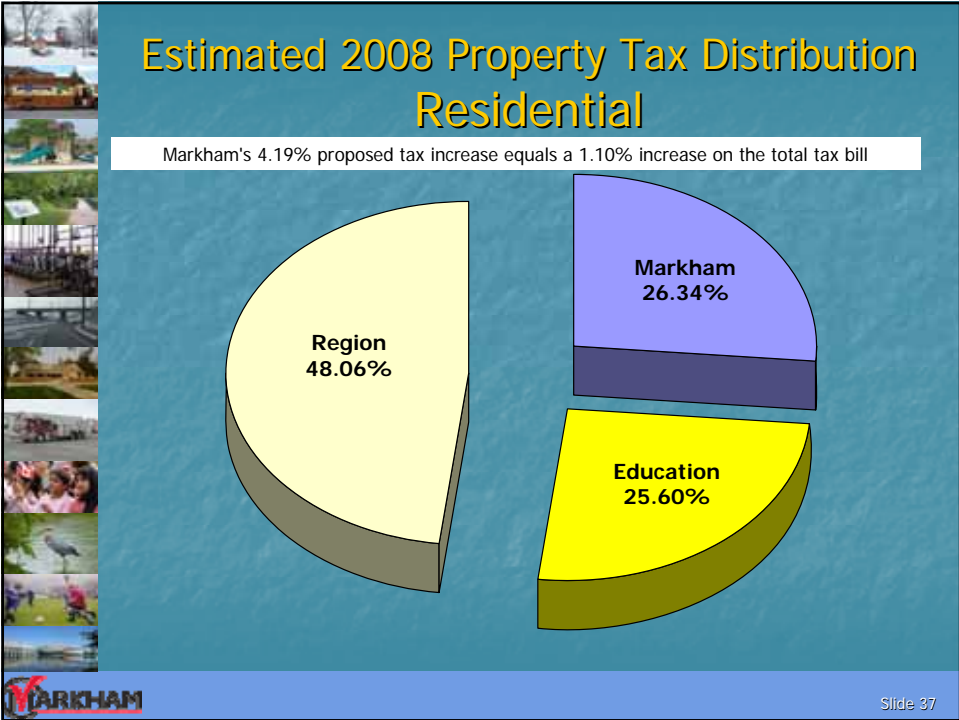
**\$403,000**

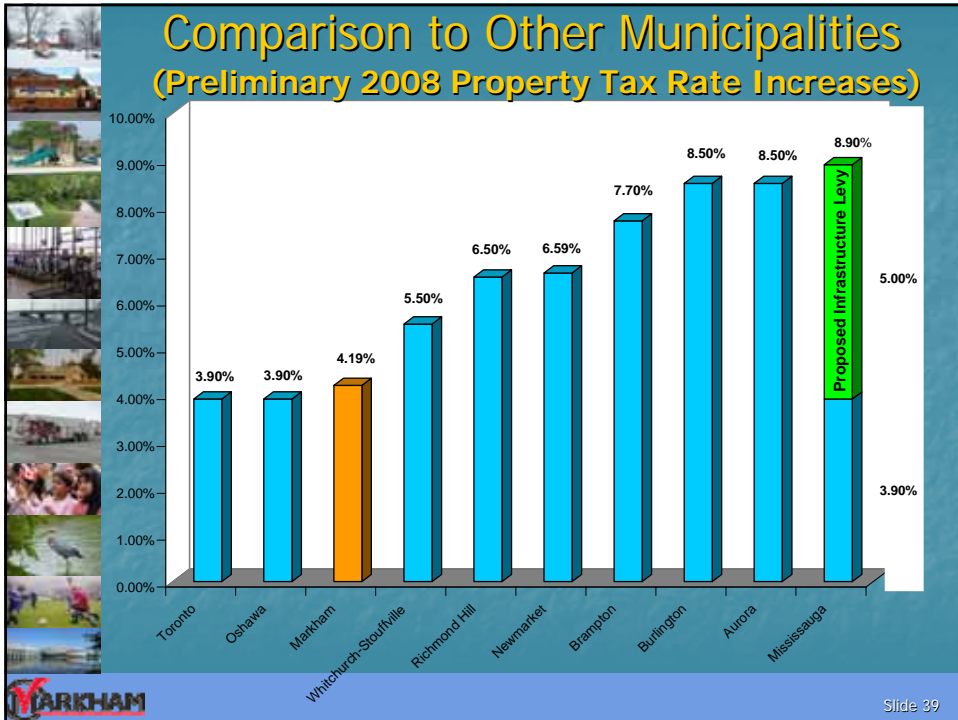
Approximate Tax Dollar Impact per Household

4.19% Tax Rate Increase = \$44.03



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- ## 2008 Budget Summary Highlights Fiscal Stewardship
- Financial Prudence
  - Personnel Ramp-ups
  - Service Levels Maintained or Enhanced
  - Auditor General
  - Reserve Studies
- Slide 40



## 2008 Budget Summary Highlights Fiscal Stewardship

### ➤ Financial Prudence

- Continued policy of not using one-time funding to balance the operating budget
- Continued commitment to allocate an additional \$500K of taxes from new property assessment, each year, to the Capital program
- Continued contribution of \$1M to Land Acquisition and Environmental Land Acquisition Reserve Funds

### ➤ Reserve Studies



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## 2008 Budget Summary Highlights Fiscal Stewardship

### ➤ Financial Prudence

### ➤ Personnel Ramp-ups

- Continued Ramp-up for second Fire Station
- Ramp-up for one new Library / Recreation Facility

### ➤ Auditor General

### ➤ Reserve Studies



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## 2008 Budget Summary Highlights Fiscal Stewardship

- Financial Prudence
- Personnel Ramp-ups
- Service Levels Maintained or Enhanced

- Maintained existing Service Levels
- Enhanced Library Service Hours & Collection Improvement
- Increased Service Level for Snow Removal & Seniors Window Removal Service
- Implementation of a Language Line Service



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## 2008 Budget Summary Highlights Fiscal Stewardship

- Financial Prudence
- Personnel Ramp-ups
- Service Levels Maintained or Enhanced
- Auditor General

- Candidate Selection Process Underway

- Reserve Studies

- Updated Capital Life Cycle Repair and Replacement Reserve Study and implemented Water & Wastewater Reserve Study



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## 2008 Budget Summary Highlights Environment

- Stormwater Management Strategy & Maintenance \$4.1M
- Cycling Lanes & Pathways (also relates to Transportation/Transit) \$1.5M
- Tree Planting Initiative \$1.0M
- Travel Demand Management (also relates to Transportation/Transit) \$0.3M
- Enhanced Cultural Practice in Sportsfields \$0.2M
- Top Up of Markham Environmental Sustainability Fund \$0.2M
- Development of an Environmental Sustainability Plan \$0.1M
- Pesticide By-Law – Public Communication/Education Program \$0.1M
- Purchase of Hybrid Vehicles for the Town \$0.1M
- Multi-Residential Organics Collection / Mailbox Recycling \$0.1M



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## 2008 Budget Summary Highlights Growth

- New Parks Construction (see list enclosed) \$1.9M
- New Parks Design (see list enclosed) \$0.9M
- Directed Growth Strategy Initiatives \$0.8M
- Design of Next Fire Station \$0.3M
- Sustainable Development Standards & Guidelines \$0.2M
- Markham Centre Initiatives \$0.1M
- Architectural & Built Form Guidelines \$0.1M
- North Yonge Corridor Study \$0.1M



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## 2008 Budget Summary Highlights Transportation & Transit

- New Road Construction \$9.8M
- Bridges and Culverts Improvements Program \$2.3M
- Cycling Lanes & Pathways (also relates to Environment) \$1.5M
- Continuous Connection for Rodick Road \$1.1M
- Sidewalk Requests \$0.9M
- Intersection Improvements \$0.6M
- Travel Demand Management (also relates to Environment) \$0.3M
- Traffic Operation Improvements \$0.3M



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## 2008 Budget Summary Highlights Service Levels

- Replacement/Rehabilitation Programs for Roads, Boulevard, Curbs & Sidewalks, and Secondary Roads (see list enclosed) \$7.2M
- Replacement/Rehabilitation Program at Parks, Community Centres, Cultural Venues, Libraries, Fire Stations & Civic Centre \$6.6M
- Sanitary Sewer at Hwy 7 \$1.5M
- Water System Performance Assessment & Water Quality Monitoring Equipment \$0.1M
- New Public Washroom Feasibility Plan/Phase-in \$0.1M



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# 2008 Budget Summary Highlights

## Parks, Recreation, Culture & Library Master Plan / Public Safety

- Tender Award of East Markham Community Centre & Library \$50.0M
- Museum Collections Building \$2.7M
- Top-up of the Safe Streets Program – Traffic Calming \$0.2M
- Parks Recreation Culture and Library Master Plan \$0.2M



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# 2008 Budget Summary Highlights Diversity

- Accessibility Improvement Plan for Town Facilities \$0.1M
- Town-Wide Diversity Strategy \$0.1M



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# GFOA Award

## Seventh Consecutive Year!



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Town of Markham, Ontario** for its annual budget for the fiscal year beginning **January 1, 2007**. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



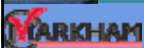
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# Questions & Answers



## THANK YOU FOR ATTENDING THE TOWN OF MARKHAM'S EIGHTH ANNUAL BUDGET BREAKFAST!



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## Outcome of Presentation to Public

When the Budget was presented to the community on January 22, a 4.19 per cent increase in the tax levy was proposed.

Following input from residents and review by the Town's budget sub-committee and staff, the tax levy increase was reduced to 3.73 per cent.



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Report to: General Committee

Report Date: February 4, 2008

**SUBJECT:** Town of Markham 2008 Budget  
**PREPARED BY:** Joel Lustig, Director of Financial and Client Services  
 Andrea Tang, Manager of Financial Planning

**RECOMMENDATION:**

That the report dated February 4, 2008 entitled, "Town of Markham 2008 Budget" be received;

And that Council approve the 2008 Operating Budget for Town services which totals \$158,491,402, (excluding prior year surplus) the principle components of which are detailed on Appendix 1;

And that gross operating expenditures of \$158,491,402, (excluding prior year surplus transfers to reserves) be funded from the following sources:

Taxation Revenues	\$106,734,352
Grant & Subsidy Revenues	\$908,387
General Revenues (Investment Income, Fines, Permits)	\$18,114,086
User Fees & Service Charges (User Fees, Rentals, Sales)	\$26,710,744
Other Income / Recoveries	\$6,023,833
<b>Total</b>	<b><u>\$158,491,402</u></b>

And that Council approve the 2008 Capital Budget that totals \$131,049,890, the funding details of which are listed in Appendix 2;

And that Council approve the 2008 Waterworks Operating Budget that totals \$59,220,037, (excluding prior year surplus) the principle components of which are detailed on Appendix 4;

And that Council approve the 2008 Building Standards Budget that totals \$7,051,411 the principle components of which are detailed on Appendix 5;

And that upon finalization of the 2007 audited financial statements, the 2008 Operating and Waterworks budgets be adjusted to reflect the 2007 operating results;

And that a copy of the budgets be made available to the public through the Clerk's Department and each of the Markham Public Libraries;

And that Staff be authorized and directed to do all things necessary to give effect to this resolution.

**EXECUTIVE SUMMARY:**

Not applicable

**FINANCIAL CONSIDERATIONS:**

Not applicable

<b>PURPOSE:</b>
-----------------

To obtain Council approval of the Town of Markham's 2008 Budget.

**BACKGROUND:**

A total of six Budget Sub-Committee meetings were held in 2007 and 2008 to discuss, review and finalize the 2008 Operating, Capital, Waterworks and Building Standards budgets. Standing Committee meetings supplemented the Budget Sub-Committee meetings. All Budget meetings were open to the general public, Members of Council, Commissioners, and staff. Topics discussed at the Budget Sub-Committee / Standing Committee meetings include:

- a review of the Operating and Capital budgets for 2008;
- an analysis of the significant factors affecting both 2007 actual performance and the 2008 Operating budget;
- economic forecasts including economic trends and budgetary pressures;
- the Town's asset lifecycle replacement methodology and reserve fund;
- updates on the Federal Gas Tax grant for sustainable infrastructure;
- a review of the Building Standards, Planning & Design and Engineering Operating Budgets;
- a review of the projected 2008 Building Standards, Planning & Design and Engineering reserve balances;
- a forecast on two-year operating budget;
- Water & Wastewater Reserve Study.



The following exhibit reconciles the 2007 Approved Operating Budget to the 2008 Operating Budget (figures exclude prior years surplus):

### REVENUES

Approved 2007 Budget Revenues (excluding Building Standards)	\$151,419,368
2008 Increase in Revenues	\$345,542
2008 Assessment Growth - Tax Revenue	\$2,665,000
2008 Property Tax Levy Increase	<u>\$4,061,492</u>
<b>Total 2008 Budget Revenues (excluding surplus)</b>	<b><u>\$158,491,402</u></b>

### EXPENDITURES

Approved 2007 Budget Expenditures (excluding Building Standards)	\$151,419,368
2008 Increase in Expenditures	\$6,572,034
2008 Increase Operating Contribution to Capital Reserves	<u>\$500,000</u>
<b>Total 2008 Budget Expenditures (excluding surplus)</b>	<b><u>\$158,491,402</u></b>

With the implementation of Bill 124 - Building Code Statute Law Amendment Act, the Building Standards department's operating budget is shown separately from the Town's Operating Budget. Accordingly, the approved 2007 budgeted revenues and expenditures, above, have been adjusted for Building Standards.

In addition, the 2007 Operating surplus is excluded from the above figures until the Town's audited financial statements are finalized and approved by Council. Upon finalization of the 2007 audited financial statements, the 2008 Operating and Waterworks budgets will be adjusted to reflect the surplus, if any, in revenues and offsetting expenditures (transfer of the surplus to reserves). This will have no net impact on the operating budget as the Town's policy is to transfer operating surpluses to reserves.

The Town of Markham continues to face inflationary pressures in many aspects of its operations. General inflation, waste collection and winter maintenance contracts, other contract renewals, wage settlements, and higher utilities costs (partially offset by Town-initiated energy savings) and higher maintenance costs have resulted in increased operating expenditures. Further, the Budget Sub-Committee has approved the continuation of the Town's practice of phasing-in future personnel costs related to facility openings and funds have been allocated towards the next Library/Recreation facility, and the next Fire Station. In addition to inflationary pressures, Markham continues to add to its inventory of parks, streetlights, and roads, each year, thereby requiring additional resources for the maintenance and replacement of these assets. The total impact of these pressures on expenditures is \$7.1M.

To mitigate the increased expenditures, revenues were reviewed and increased by \$3.0M in the areas of assessment growth, additional grant from Waste Diversion Ontario, recreational programs, and fee/fine revenues.

The increase in revenues however, does not fully offset the pressures in operating expenditures of \$7.1M. The resultant shortfall of \$4.1M (\$7.1M - \$3.0M) necessitates a property tax rate increase of 4.19%. For the average single family detached household in Markham, valued at \$403,000 (based on 2006 Current Value Assessment), a 4.19% increase in the tax rate means a \$44.03 increase in the municipal portion of the property tax bill.

The proposed Capital Budget of \$131.0M includes funding from various sources, as outlined in Appendix 2. A complete listing of the proposed 2008 Capital budget is included in Appendix 3. The 2008 Capital budget also includes \$1.0M of Federal Gas Tax grant funded capital projects in the following areas:

- Enhanced Bike Routes and Pedestrian Pathways;
- Cycling Awareness Program; and
- Environmental Sustainability Plan.

Other significant Capital projects include storm water management strategy and maintenance, continuation of the tree planting initiative, Pesticide By-Law public communication and education program, travel demand management program, four additional hybrid vehicles, continued roll-out of the Organic Collection program at high-rise buildings and community mailbox recycling project, continuous connection for Rodick Road, the design of the next fire station, the tender award of the East Markham Community Centre & Library, construction of the Collections Building at the Markham Museum, and the development of a new Parks Recreation Culture and Library Master Plan.

The proposed 2008 Budget reflects the Town's commitment to maintain and enhance service levels to the community and balances social needs with fiscal prudence. This is a reflection of the Town's commitment towards fiscal stewardship. Further, consistent with existing Town policies, one-time funding is not used to balance the operating budget. The Town's commitment to increase investment in Capital projects by \$0.5M, funded from assessment growth, is maintained. The Town has also continued to ramp-up the Operating budget for future expenditures related to new Community Centres, Libraries and Fire Stations. In addition, the Town has continued the contribution of \$1.0M to the Land Acquisition and Environmental Land Acquisition Reserve Funds.

#### **OPTIONS/ DISCUSSION:**

#### **FINANCIAL TEMPLATE: (external link)**

Not applicable

**ENVIRONMENTAL CONSIDERATIONS:**

Not applicable

**ACCESSIBILITY CONSIDERATIONS:**

Not applicable

**ENGAGE 21<sup>ST</sup> CONSIDERATIONS:**


Not applicable

**BUSINESS UNITS CONSULTED AND AFFECTED:**

Not applicable

**RECOMMENDED BY:**

  
\_\_\_\_\_  
Andy Taylor, Commissioner  
Corporate Services

  
\_\_\_\_\_  
Barb Cribbett, Treasurer

**ATTACHMENTS:**

- Appendix 1 – 2008 Operating Budget
- Appendix 2 – 2008 Capital Summary by Commission & Sources of Funding
- Appendix 3 – 2008 Capital and Other Programs Budget
- Appendix 4 – 2008 Waterworks Operating Budget
- Appendix 5 – 2008 Building Standards Operating Budget

**Following input from General Committee and review by Town's staff, the tax levy increase was reduced to 3.73 per cent.**

## **2008 Budget Made for Markham**

### **Providing value for tax dollars as financial pressures increase for GTA municipalities**

**Markham, ON ~ February 13, 2008** ~ Town of Markham Council approved its 2008 budget last evening. The budget was trimmed to a 3.73% increase – one of the lowest in the Greater Toronto Area.

“During the recent Click with Markham public engagement program, residents told us they expect real value for their tax dollars. And, as we looked at today’s uncertain economic environment coupled with financial pressures GTA municipalities face, it became clear that we must put priority focus on today’s needs and invest prudently for tomorrow’s requirements,” said Mayor Frank Scarpitti. “This budget puts the emphasis on actions residents want today without sacrificing our future.”

Markham Councillor and Budget Chief Dan Horchik added, “The average impact of the 3.73% increase is \$39.20 on the Markham share of the tax bill. This is truly a budget made for Markham – it addresses immediate needs in our rapidly growing and increasingly complex community as well as increasing financial pressures from a variety of sources.”

Overall, Markham receives about 26.3 cents of every dollar of residential property taxes collected, with the remainder divided between education (25.69 cents) and the Region of York (48.06 cents).

For the business community, Markham’s commercial and industrial tax rates continue to be among the lowest in the Greater Toronto Area.

Markham’s 2008 Operating Budget is \$158.1 million, it’s Capital Budget is \$131 million, the Waterworks Budget is \$59.2 million and the Building Standards Budget is \$7 million, for a total of \$355.3 million. This compares to a total budget of \$310 million in 2007. The Budget was set, taking into account a 2.75 per cent increase in assessment growth in the Town.

“Markham is committed not to use one-time funding to balance the operating budget,” said Budget Chief Ward 6 Councillor Dan Horchik. “We continue to allocate \$500,000 of taxes from new property assessment to the capital program and contribute \$1 million to our land acquisition reserve funds.”

***more.../***



## ***2008 Budget is Made for Markham/2***

“Maintaining and even enhancing service levels where possible, is an important priority. In 2008, Markham Public Library will provide additional hours of service and will improve the library collection with accessible high demand materials. The service level for snow removal, particularly for plowing local streets, has increased. And, as part of our commitment to diversity, the Town has doubled its investment in the Career Bridge/Ability Edge internship program which gives foreign trained immigrants an opportunity to gain Canadian experience,” said Mayor Scarpitti.

The budget also takes into consideration the expected impacts of 2008 wage settlements, inflation, municipal service contract escalations, rising energy costs, rising construction costs and costs of complying with new provincial legislation.

Some of the projects and priorities funded in the 2008 budget include:

### **Environment**

- Development of a Markham GreenPrint – a community and corporate environmental management plan with an annual report to the community
- Funding for a major tree planting initiative
- A comprehensive education and enforcement plan for the pesticide bylaw
- Continuing the organic collection program in high-rise buildings and the community mailbox recycling program to collect litter mail at problem Canada Post community boxes
- Development of a strategy for the Town’s stormwater management ponds
- Purchase of four additional hybrid vehicles for the Town’s fleet

### **Diversity**

- Markham will double its contribution to the Career Bridge/Ability Edge program – an internship program that provides employment opportunities for foreign trained immigrants in their field of expertise
- Work to increase the diverse representation of residents on Markham committees and boards
- Enhance services to be more responsive to the diverse needs of the community
- Provide Language Line interpretive services in more than 140 languages

### **Transportation and Transit**

- Implementation of the cycling lanes and pathways program
- New road construction
- Replacement of the 19th Avenue bridge over the Little Rouge Creek
- Rehabilitating the Green Lane bridge, west of Leslie Street
- Extending Rodick Road from 14th Avenue to Esna Park Drive
- Construction of new sidewalks, primarily in industrial areas

***more.../***



- Installation of traffic lights at various intersections and conducting various technical projects such as speed limit reviews and traffic count programs
- Implementation of a car pooling program to promote the reduction of automobile use – called Travel Demand Management

#### **Managed Growth**

- Design and construction of new parks including: Angus Glen Community Park; Berczy Park; Leitchcroft Times Galleria Community Park; Ames Court Neighbourhood Park; Greensborough Parkettes; Villages of Fairtree Neighbourhood Parks
- Development of guidelines and policies to support a made-in-Markham strategy for community growth
- Development of a Markham Centre open space plan
- Undertaking an urban design study to identify intensification opportunities in the north Yonge corridor
- Design for the next new fire station
- New sustainable development standards and guidelines for community design, site planning and building design

#### **Parks, Recreation, Culture & Library Master Plan/Public Safety**

- Tender award for the East Markham Community Centre and Library Construction of a new collections building at Markham Museum
- Development of a new parks, recreation, culture and library master plan to provide strategic direction for these services being delivered to residents
- Design and install traffic calming measures under the safe streets program

#### **Service Levels**

- Road resurfacing and improvement projects
- Replacement and rehabilitation programs at parks, community centres and the Civic Centre including: rink seating replacement at Centennial Community Centre; lighting upgrade for the Unionville Library; work at various fire stations
- New sanitary trunk sewer at Highway 7 and Main Street Unionville
- Water quality monitoring equipment for waterworks

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#### **For information contact:**

Mayor Frank Scarpitti 905-475-4872

Commissioner of Corporate Services Andy Taylor – 905-475-470

Corporate Communications, Janet Carnegie – 905-475-4723

## YorkRegion.com News Article:

### Prepare to dig a little deeper

Markham

Feb 13, 2008 07:56 PM

#### **3.73% tax hike will improve snow removal, extend library hours: mayor**

*By: Caroline Grech*

Prepare to dig a little deeper into your pocket, because taxes are going up.

Markham politicians approved a 3.73 per cent hike on the municipal portion of your tax bill. That translates into an increase of \$39.20 annually on a home assessed at \$403,000.

While tax increases are never welcome news, Thornhill residents Lori-Ann Evert isn't crying the blues.

"We don't think the increase is unreasonable. For the most part we have been happy with the town services, such as garbage/recycling pickup and snow removal," she said.

Chief among her concerns, however, is how projects such as the Shoppes on Steeles redevelopment will unfold and how the influx of people will affect services they have been happy with so far.

"We pay a great deal of money towards property taxes in Markham and specifically in Thornhill," resident Janet Gilfillan said.

"We have lived in this house for five years and it seems our taxes increase each year. Yet I'm not seeing additional investments into infrastructure to offset the increase," she said.

But while announcing the budget, Mayor Frank Scarpitti said, "One of things we do quite well is invest in infrastructure".

While that isn't unique among municipalities, Markham has had bigger increases in the past to accommodate infrastructure spending, he said.

"If we aren't the municipality with the lowest tax increase in the GTA, we will be among the lowest," Mr. Scarpitti said.

He promised the increase will translate into better winter snow removal and extended library hours, among other things.

There are no program cuts in the budget, Councillor and budget chief Dan Horchik said.

For every dollar the town receives from residential property taxes, 26 cents is kept, 48 cents goes to York Region and 25 cents going to education.

While the mayor presented the budget as good news, it didn't stop him from taking a swipe at the federal government, citing transportation as one of the areas with which municipalities need help.

"If the federal government doesn't wake up and realize it needs to be a partner in these infrastructure programs, it's going to get tougher," Mr. Scarpitti said. "This doesn't let the other levels of government off the hook."



## **BUSINESS PLAN INTRODUCTION**

The following section details each Business Unit of the Town. Each Business unit is part of a Town Commission; CAO's Office, Corporate Services, Development Services and Community and Fire Services. A brief overview has been provided for each Commission followed by their respective operating budgets and the Business Unit Profiles.

Business Unit Profiles (BUP), provide a single reference for identifying each business unit's 2008 objectives in alignment to the Corporate goals and Council priorities. By collating this information, the profiles have become a great tracking tool for measuring the progress towards the Town's mission, goals and objectives. During the Town's Business Planning Process each Business Units presents their BUP to senior management, identifying their planned objectives for the upcoming year. Each BUP tracks four years of Key Performance Indicators (KPI's), the KPI data trends support the request of the objectives and help estimate the required resources during the Business Planning Process.

For each business unit, the profile provides a summary of information on such matters as:

- 2008 High-Level Initiative Profiles
- 2008 Other Business Plan Objectives
- Key performance indicators
- 2007 Accomplishments

One of the key elements of the Business Unit Profiles is a focus on KPIs. With the development of KPIs, the Town has embarked on a corporate-wide approach for measuring our financial performance, operational excellence, staff satisfaction, and customer satisfaction. Trends and inter-relationships among business units' KPIs have proven extremely helpful in identifying services that are working well, and others that require help during our Budget planning process.

Business Unit Profiles have become an annual exercise for all business units. The style and content of the profiles has evolved over the last few years as we have become more adept at aligning business unit objectives to corporate goals and Council priorities, developing insightful KPIs and articulating concise business objectives. Currently the profiles are accessible through the Town intranet site, as they are refined and populated with more fulsome data, elements of the profiles will be available to a broader audience, including the public.





## HIGH-LEVEL INITIATIVE PROFILES

In 2008, a form called the High-Level Initiative profile (HIP) was introduced into the business planning process. The form had to be filled out before submission of any budgetary request for each major project. Any High-Level Initiative Profile approved by Department Heads' Forum (DHF) and Chief Administrative Officer (CAO) and Commissioners (CCC) were then integrated into the Business Unit Plans and the 2008 Budgets. This new process ensured the Town only moved forward on projects associated to initiatives that were approved by senior staff as being aligned to corporate direction. Below illustrates the template used for the high-level initiative profile.

2008 CORPORATE BUSINESS PLANNING PROCESS		
<b>High-Level Initiative Profile</b>		
Lead Department:	<input type="text"/>	
Descriptive Title of Initiative:	<input type="text"/>	
Description:	<Describe proposed initiative including anticipated benefits, success measures, and why it is necessary to undertake>	
What are the impacts on the lead department?	<Describe proposed initiative's impacts on the lead department, including core business, etc., if applicable>	
Identify other departments to be involved:	<Brief description how other department(s) will be involved and/or impacted by this initiative>	
Alignment to Corporate Direction:		
Corporate Goals	1. <input type="text"/>	2. <input type="text"/>
Council Term Priorities	1. <input type="text"/>	2. <input type="text"/>
Are there future phases to this project?	<input type="checkbox"/> No <input type="checkbox"/> Yes	If yes, how many years? <input type="text"/>
Estimated funding (capital):	<input type="text"/>	
Estimated funding (operating):	<input type="text"/>	

Out of approximately 100 HIPs submitted, 19 were selected by DHF and CCC as initiatives that would have the largest impact to the Town (either in terms of resources required or alignment to Council priorities). These 19 HIPs have been listed in the following page.



2008 CORPORATE BUSINESS PLANNING PROCESS

**High-Level Initiative Profile**  
**CCC LIST - Revised by CCC on July 26, 2007**

Last revised on: 7/26/2007

**CAO's Office List**

HIP #	Initiative Name	Department	Other Department Involvement *	Council Term Priority *
100A	Sustainability Agenda			
100	Sustainability Office	Strategic Initiatives	A	SL
340	Develop Green Implementation Plan in the Operations Department	Operations	15, 1	E
110A	Diversity Strategy			
110	Diversity Strategy	Human Resources	A	D
210	Multilingual Policy Support	Corporate Communications	8, A	D
334	Collection Improvement at Libraries	Markham Public Libraries		D
363	Incorporating Diverse Community Requirements into Recreation	Recreation Services	5, 7, 2	D
113	WSIB Legislation	Human Resources	11, 6	
117	Attraction & Retention Strategy - Salary Alignment	Human Resources	6, A	SL
<b>Total</b>		<b>4</b>		

**Corporate Services Commission List**

211	Town Facilities Exterior Branding	Corporate Communications	9, 19	MP
222A	Implementation of PSAB			GM
222	Implementation of PSAB Mandatory Requirements	Financial Services	13,	GM
300	Tangible Capital Assets Project to Support PSAB Requirements	Asset Management	6, 18, 19, 7, 13	GM
240	Information Management Program (Phase 1 - Study)	Legislative Services and Information Technology Services	8, 3, A	GM
<b>Total</b>		<b>3</b>		

**Community & Fire Services Commission List**

302	Provide LEED Certification for New Town Buildings	Asset Management	14, 12, 10, 11, 6	E
304	Standardize Security Systems at All Town Buildings	Asset Management	2, 7, 14, 12, 10,	GM
313	Varley Gallery Expansion Feasibility Study	Culture	19, 9	D
343	Tree Planting Strategy	Operations	15, 19, 1	E
346	Water Quality Monitoring for Lead	Operations	4, 5, 15, 2	SL
349	Waterworks Quality Management System	Operations	6, 3, 11, 17, 18,	SL
360	Program Pricing / Subsidy Strategy for Recreation Services	Recreation Services	6, 12, 10	SL
370A	Parks Recreation Culture and Library Master Plan			MP
370	Parks Recreation Culture and Library Master Plan	Strategic Services	14, 10, 12, 15,	MP
371	Land Purchase - Regional Sports Park	Strategic Services	3, 19, 6, 14	MP
221	Development Charge Review of Soft Services	Financial Services	14, 12, 19, 13, 3	
311	Culture Mapping Process - Insight into Community's Diverse Cultural Assets and Needs	Culture	1, 12, 8, 16, 7, 1·D	
<b>Total</b>		<b>8</b>		

**Development Services Commission List**

410	National Centre for Medical Device Development and Special Projects	Economic Development	1, 3, 5, 6	GM
412	China and India Alliance & Investment Attraction Program	Economic Development	5, 10	GM
430A	Directed Growth Strategy			GM
341	Review Impacts on Operations Department Arising from "Places to Grow"	Operations	14, 15, 11, 19	GM
430	Directed Growth Strategy - Servicing Review	Engineering	18, 9	GM
440	Built Form for Intensification - Guidelines	Planning & Urban Design	16	GM
444	Sustainable Development Standards and Guidelines	Planning & Urban Design	18, 16, 17	GM
447	D.G.S. - Communication Program	Planning & Urban Design	5	GM
448	D.G.S. - Options Preparation & Assessment	Planning & Urban Design	18, 6, 14, 5	GM
449	D.G.S. - Employment Lands Strategy	Planning & Urban Design	16	GM
450	D.G.S. - Airport Constraints on Land Use	Planning & Urban Design	3, 18	GM
451	D.G.S. - Senior Project Coordinator - Urban Design	Planning & Urban Design		GM
431A	Stormwater Management Strategy			E
431	Stormwater Management Strategy	Engineering	13, 9	E
306	Infrastructure Rehabilitation	Asset Management	13, 18	E
344	Wastewater Hydraulic Model Maintenance	Operations	19, 18, 17, 13, 9,	E
<b>Total</b>		<b>4</b>		

**Total New High-level Initiatives Proposed for 2008**

**19**

\* Department ID's and Priority ID's are defined in the following page.



**High-Level Initiative Profile**  
**CCC LIST - Revised by CCC on July 26, 2007**  
**Key to Other Department Involvement**

Last revised on: 7/26/2007

**Key to Council Priorities**

<b>ID</b>	<b>Department</b>
A	All Departments
1	Strategic Initiatives
2	Human Resources
3	Legal
4	Contact Centre
5	Corporate Communications
6	Financial Services
7	Information Technology Services
8	Legislative Services
9	Asset Management
10	Culture
11	Fire and Emergency Services
12	Markham Public Libraries
13	Operations
14	Recreation Services
15	Strategic Services
16	Economic Development
17	Building
18	Engineering
19	Planning and Urban Design

<b>ID</b>	<b>Priority</b>
D	Diversity
E	Environment
GM	Growth Management
MP	Parks/Rec/Cult/Lib M Plan and Safety
SL	Service Levels
TT	Transportation/Transit



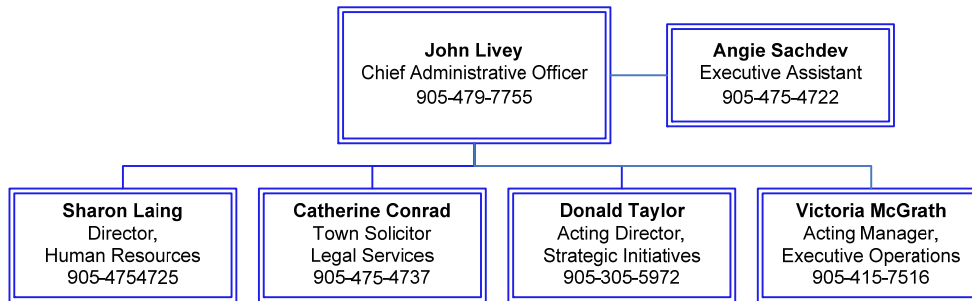
**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Mayor and Council Consolidated

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
RECOVERIES & CONTRIBUTIONS	\$36,733	-	-	-	0.0%	(\$36,733)	-100.0%
<b>Total Revenues</b>	<b>\$36,733</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>(\$36,733)</b>	<b>-100.0%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$1,856,519	\$1,837,907	\$1,880,803	\$42,896	2.3%	\$24,284	1.3%
PRINTING & OFFICE SUPPLIES	24,622	23,441	23,441	-	0.0%	(1,181)	-4.8%
OPERATING MATERIALS & SUPPLIES	11,669	11,900	11,900	-	0.0%	231	2.0%
VEHICLE SUPPLIES	3,808	1,000	1,000	-	0.0%	(2,808)	-73.7%
COMMUNICATIONS	13,680	15,970	16,770	800	5.0%	3,090	22.6%
TRAVEL EXPENSES	87,199	96,257	96,857	600	0.6%	9,658	11.1%
TRAINING	584	4,094	4,094	-	0.0%	3,510	601.0%
MAINT. & REPAIR-TIME/MATERIAL	335	7,230	7,230	-	0.0%	6,895	2058.2%
RENTAL/LEASE	3,437	13,574	1,974	(11,600)	-85.5%	(1,463)	-42.6%
PROFESSIONAL SERVICES	281	6,589	6,589	-	0.0%	6,308	2244.8%
LICENCES, PERMITS, FEES	2,631	1,235	1,235	-	0.0%	(1,396)	-53.1%
PROMOTION & ADVERTISING	68,812	41,030	43,630	2,600	6.3%	(25,182)	-36.6%
OFFICE FURNITURE & EQUIPMENT	263	-	-	-	0.0%	(263)	-100.0%
<b>Total Expenses</b>	<b>\$2,073,840</b>	<b>\$2,060,227</b>	<b>\$2,095,523</b>	<b>\$35,296</b>	<b>1.7%</b>	<b>\$21,683</b>	<b>1.0%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$2,037,107</b>	<b>\$2,060,227</b>	<b>\$2,095,523</b>	<b>\$35,296</b>	<b>1.7%</b>	<b>\$58,416</b>	<b>2.9%</b>



## Chief Administrative Officer (CAO)



The Chief Administrative Officer provides leadership to a full-time staff of 918 who respond to issues of the growing municipality of Markham and the high expectations that the public has for superior service delivery. The responsibilities of the CAO include overseeing municipal operations and ensuring Council's priorities and strategic directions are achieved. Direct reports to the Chief Administrative Officer include the Commissioners of Corporate Services, Community and Fire Services, and Development Services, as well as the Directors of Human Resources, Strategic Initiatives, Legal Services, and the Manager Executive Operations.

The CAO & Commissioners' Committee (CCC) supports the management of the Town's operations and is comprised of the CAO's direct reports. The CCC meets weekly, is chaired by the CAO, and addresses Town operations and issues.

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

- Legal Services
- Human Resources
- Strategic Initiatives

### Legal Services

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

The primary functions and duties of the Legal Department include:

- Legal advice to Council and its committees regarding legal issues, liability and applicability of provincial legislation
- Representation at all Ontario Municipal Board hearings
- Conduct or defend all legal actions instituted by or commenced against the Town in all levels of the Ontario court system
- Preparation and review of all development agreements (subdivision, site plan) and other contracts



- Negotiation, preparation, review and registration of documents required for the acquisition and sale of real property
- Drafting of by-laws
- Provision of legal advice and direction to all municipal departments
- Meetings with other government agencies, particularly provincial ministries and York Region, to resolve issues
- Assistance to the By-law Enforcement Department in the enforcement and prosecution of Town regulatory and zoning by-laws

### **Human Resources**

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

The Town employs 918 full-time staff supported by part time and temporary staff in areas such as Recreation Services, Roads Department and Parks during peak seasons.

### **Strategic Initiatives**

The Strategic Initiatives department champions organizational excellence through the application of business practices in the Markham Management Model. The main responsibilities of the department are to:

- Lead progression through NQI (National Quality Institute) PEP (Progressive Excellence Program) accreditation program
- Lead business planning, quality assessment, KPI development, and trend analysis
- Lead the satisfaction measurement programs
- Lead corporate wide strategic initiatives
- Develop and maintain strategic partnerships



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

CAO, Legal, HR & Strategic Initiatives Consolidated

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
GRANTS AND SUBSIDIES	-	\$5,444	-	(\$5,444)	-100.0%	-	0.0%	
USER FEES & SERVICE CHARGES	188,006	246,360	338,978	92,618	37.6%	150,972	80.3%	
<b>Total Revenues</b>	<b>188,006</b>	<b>\$251,804</b>	<b>\$338,978</b>	<b>87,174</b>	<b>34.6%</b>	<b>\$150,972</b>	<b>0.0%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$3,472,646	\$3,662,507	\$4,082,749	\$420,242	11.5%	\$610,103	17.6%	
PRINTING & OFFICE SUPPLIES	31,352	22,658	29,158	6,500	28.7%	(2,194)	-7.0%	
OPERATING MATERIALS & SUPPLIES	45,569	38,671	80,154	41,483	107.3%	34,585	75.9%	
COMMUNICATIONS	9,737	4,554	8,154	3,600	79.1%	(1,583)	-16.3%	
TRAVEL EXPENSES	21,627	40,516	40,516	-	0.0%	18,889	87.3%	
TRAINING	261,396	255,708	269,125	13,417	5.2%	7,729	3.0%	
CONTRACTS & SERVICE AGREEMENTS	(61,499)	(46,699)	150,446	197,145	-422.2%	211,945	-344.6%	
RENTAL/LEASE	7,504	4,480	7,480	3,000	67.0%	(24)	-0.3%	
PROFESSIONAL SERVICES	522,582	268,260	244,789	(23,471)	-8.7%	(277,793)	-53.2%	
LICENCES, PERMITS, FEES	46,223	28,341	59,921	31,580	111.4%	13,698	29.6%	
PROMOTION & ADVERTISING	179,099	262,640	262,640	-	0.0%	83,541	46.6%	
OTHER EXPENDITURES	15,130	26,000	17,000	(9,000)	-34.6%	1,870	12.4%	
<b>Total Expenses</b>	<b>\$4,551,366</b>	<b>\$4,567,636</b>	<b>\$5,252,132</b>	<b>\$684,496</b>	<b>15.0%</b>	<b>\$700,766</b>	<b>15.4%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$4,363,360</b>	<b>\$4,315,832</b>	<b>\$4,913,154</b>	<b>\$597,322</b>	<b>13.8%</b>	<b>\$549,794</b>	<b>12.6%</b>	

# LEGAL SERVICES

## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development		Organizational Excellence
<b>2008 BUP (High-Level Initiatives)</b>															
1															
2															
3															
4															
5															
6															
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Legal representation at all Ontario Municipal Board hearings. The Department represents the Town at all manner of litigation and administrative matters to ensure that Council's position and Town policy is upheld.		Success in defense of the Town's position or settlement of matters in accordance with instructions.										✓		CF
2	Real property matters - The Department acts for the Town in negotiating and completing acquisitions, disposition and leases to ensure that the interests of the Town are well represented and protected and to ensure that Town policy is complied with.		Successful completion of transactions authorized by Council, ensuring protection of the Town's interests.		✓	✓						✓	✓		CF
3	Legal representation and provision of strategic and practical advice and services to the Town, including Council, Committee and staff, on a wide variety of legal issues and policy matters.		Protection of Town's interests while facilitating, in an timely way, the plans and programs of operating departments.									✓	✓		L
4	Development Agreements - preparation and registration of all subdivision, site plan, heritage conservation easement and other agreements to facilitate residential, commercial, industrial, institutional and heritage development within the Town.		Timely preparation, execution and registration of all agreements necessary to protect the interests of the Town and facilitate development approvals of the Town.	✓	✓	✓						✓	✓		CF
5	Markham Enterprises Corporation - provision of strategic and practical advice to the Shareholder, Board of Directors, staff of MEC and its subsidiary Markham District Energy Inc.		Timely and practical advice delivered to ensure the corporation's interests are protected										✓		PFM
6															
7															
8															
9															
10															
11															

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus



# LEGAL SERVICES

## KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					Percentage of Customers Extremely Satisfied
# of formal customer satisfaction surveys completed	-	-	-	1	
<b>FINANCIAL PERFORMANCE</b>					Net Cost Per Household
Net cost per household	\$ 8.18	\$ 8.54	\$ 8.82	\$ -	
Lawyers to population ratio (avg 1:50,000)	1:85,806	1:66,853	1:69,450	1:60,000	
<b>OPERATIONAL EXCELLENCE</b>					# of litigation matters commenced
% of requests for service responded to within requested time	80%	86%	88%	95%	
# of days spent on trials/hearings	17	28	29		
# of litigation matters commenced to December	4	5	13		
Favourable decisions as a % of decisions rendered	100%	95%	94%	100%	
# of subdivision agreements prepared	27	18	29		
# of site plan agreements prepared	71	102	62		
# of other development agreements prepared	44	27	23		
# of files opened	380	413	393		
<b>STAFF SATISFACTION</b>					Staff Satisfaction Rating
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	0.6	0.8	0.3	1.0	
Completion rate (%) for staff survey improvement	100%	100%	100%	100%	
Recognition rating (from staff survey)	87%		77%	87%	
Staff Satisfaction rating (from staff survey)	85%		87%	90%	
High Performance Workgroup rating (from staff survey)	91%		85%	90%	
Staff absenteeism (average # of days per employee)	1.3	0.1	1.4	1.0	
Staff turnover rate	0%	0%	13%	10%	

**NOTES:**

## CURRENT YEAR ACCOMPLISHMENTS

A	Assisted with drafting and review of Pesticides By-law passed by Council
B	Successfully negotiated a land exchange with Mattamy for the acquisition of 5.129 acres of land for the East Markham Community Centre and Library below market value and exclusive of developer group cost sharing obligations, resulting in an estimated savings to the Town of \$850,000
C	Finalized a negotiated agreement with Sheridan Nurseries to acquire 2.7 acres at the rear of 4077 Highway 7 for stormwater management purposes, thereby avoiding expropriation
D	17 Subdivision Agreements executed in 40 days
E	Completed the Town of Markham Property database, comprising approximately 1,200 properties, which will be posted by the IT Department on Inside Markham (mapping) for testing in July 2007 and available for public viewing on the Town's website later in 2007
F	Completion of Delegation By-law governing delegation of routine real property matters to the Chief Administrative Officer
G	Settled the appeal against the Ruland plan of subdivision, permitting the commencement of construction in Phase I, comprising 1,713 units
H	Successfully negotiated a Licence Agreement with Angus Glen Marketing and Entertainment Limited for the operation of the Markham Green golf course



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Legal Department

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
USER FEES & SERVICE CHARGES	\$188,006	\$180,000	\$191,880	\$11,880	6.6%	\$3,874	2.1%	
<b>Total Revenues</b>	<b>\$188,006</b>	<b>\$180,000</b>	<b>\$191,880</b>	<b>\$11,880</b>	<b>6.6%</b>	<b>\$3,874</b>	<b>2.1%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$902,688	\$1,008,403	\$1,033,991	\$25,588	2.5%	\$131,303	14.5%	
PRINTING & OFFICE SUPPLIES	5,117	4,320	6,320	2,000	46.3%	1,203	23.5%	
OPERATING MATERIALS & SUPPLIES	9,767	6,961	9,261	2,300	33.0%	(506)	-5.2%	
COMMUNICATIONS	2,058	1,117	1,117	-	0.0%	(941)	-45.7%	
TRAVEL EXPENSES	5,424	4,325	4,325	-	0.0%	(1,099)	-20.3%	
TRAINING	1,664	1,189	1,189	-	0.0%	(475)	-28.5%	
CONTRACTS & SERVICE AGREEMENT	(35,198)	(35,198)	(40,976)	(5,778)	16.4%	(5,778)	16.4%	
RENTAL/LEASE	1,653	1,520	1,520	-	0.0%	(133)	-8.0%	
PROFESSIONAL SERVICES	360,784	63,689	75,189	11,500	18.1%	(285,595)	-79.2%	
LICENCES, PERMITS, FEES	33,741	21,942	43,222	21,280	97.0%	9,481	28.1%	
<b>Total Expenditures</b>	<b>\$1,287,698</b>	<b>\$1,078,268</b>	<b>\$1,135,158</b>	<b>\$56,890</b>	<b>5.3%</b>	<b>(\$152,540)</b>	<b>-11.8%</b>	
<b>Net Expenditure (Revenue)</b>	<b>\$1,099,692</b>	<b>\$898,268</b>	<b>\$943,278</b>	<b>\$45,010</b>	<b>5.0%</b>	<b>(\$156,414)</b>	<b>-14.2%</b>	

# Human Resources

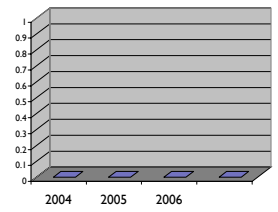
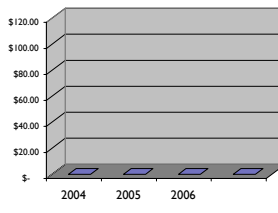
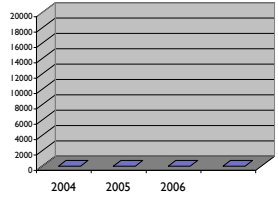
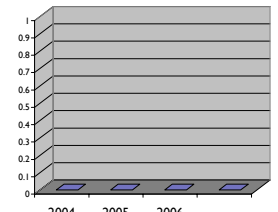
## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Corporate Goals & Council Priorities											Key NQI Driver
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development	Organizational Excellence	
<b>2008 BUP (High-Level Initiatives)</b>															
1	Diversity Strategy	✓	That a comprehensive multi year strategy is in place with a companying policies & programs							✓	✓			✓	PE
2	Project Management	✓	Positions are identified that require PM or ACPM certification and staff either posses or have undertaken required certification.						✓			✓		✓	PFM
3	Talent Management/Succession Planning	✓	A succession planning framework is in place and implemented and supported through the introduction of new technology known as a Learning Management System							✓		✓		✓	L
5															
6															
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Transition of Smart Commute program		The Smart Commute program is smoothly transitioned to Human Resources. (Staff have a seamless experience with the program shift)	✓	✓										SF
2	CUPE (Inside/Outside/Library) and MPFFA Collective Bargaining		Successful completion of bargaining resulting in the renewal of collective agreements for CUPE/MPFFA/Library									✓		✓	PFM
3	Health and Safety - Training/Re-certification		Employees undertake and acquire the required certifications to comply with legislation						✓					✓	CF
4	Human Resources Information System	✓	The implementation of an HRIS system upgrade to manage the compensation of the part time population in a manner that meets audit requirements.									✓		✓	PM
5	Attendance Management		Policies and procedures are developed to ensure the early and safe return to work of employees						✓			✓		✓	PM
6	Firefighter Recruitment		The recruitment of firefighters in support of the opening of two new fire stations.	✓					✓	✓				✓	CF
7	Total Rewards Framework		Benchmarking of current of compensation practices to the market and various comparators	✓					✓					✓	PE
8	Code of conduct policies		The development of a comprehensive policy document re:Conflict of Interest, code of ethics	✓							✓			✓	SF
9	Introduction of Alternate Dispute Resolution (ADR)		The introduction of ADR process to resolve conflict												CF
10	Make It Happen Task Force		The development and implementation of HR strategies in response to the MIHTF recommendations.	✓					✓					✓	PM
11	Ontarians with a Disability Act- Customer Service Standards		The identification of a framework and implementation strategy in response to new legislation.						✓	✓	✓			✓	CF
12	Part Time Employee Population Framework		Development and implementation of policy frameworks, manager tools, training.						✓					✓	CF
13	Healthy Workplace Policy (NQI)		Roll out of health workplace policy								✓			✓	PE
14															
15															
16															
17															
18															
19															
20															

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

# Human Resources

## KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					Percentage of Customers Extremely Satisfied
# of formal customer satisfaction surveys completed	-	-	1	1	
Percentage of customers extremely satisfied			30%	50%	
Percentage of customers satisfied			57%	75%	
<b>FINANCIAL PERFORMANCE</b>					Net Cost Per Household
Net cost per household	\$ 19.61	\$ 20.85	\$ 24.77	\$ -	
Average cost of sourcing per externally posted position	\$ 5,383.00	\$ 1,767.23	\$ 1,897.00	\$ 2,000.00	
Average training cost per participant	\$ 339.55	\$ 84.57	\$ 124.93	\$ 800.00	
Average number of lost days per WSIB claim (Corporation)	5.00	5.00	28.00	0.00	
Average number of lost days per WSIB claim (short term only)	-	-	5.3		
Average number of lost days per WSIB claim (long term only)			69		
Change in # year end positions vs change in resident pop'n		0.61%	0.18%		
<b>OPERATIONAL EXCELLENCE</b>					Operational Excellence
Total hours of training held per year			2,845	3,000	
Percentage of employees placed on payroll by payroll deadline	90%	90%	95%	100%	
Hours of Health and Safety training conducted			1,699	3,500	
Grievance resolution ratio - CUPE-MPFFA (%)		30%	62%	75%	
Ratio of HR staff per total employee population		119	160	1/100	
% of Managers participating in leadership training			23%	100%	
<b>STAFF SATISFACTION</b>					Staff Satisfaction Rating
Completion rate for performance management		98%	100%	100%	
Average # of non-technical training sessions per employee	5.6	3.1	8.3	N/A	
Completion rate (%) for staff survey improvement			43%		
Recognition rating (from staff survey)		49%	61%	60%	
Staff Satisfaction rating (from staff survey)		55%	70%	70%	
High Performance Workgroup rating (from staff survey)			72%		
Staff turnover rate		2.5	1.4		
		0%	1%	0%	

**NOTES:**

## CURRENT YEAR ACCOMPLISHMENTS

A	Negotiation and ratification of MPFFA Collective Agreement
B	Development and approval of Diversity framework, participation in community focus groups,
C	Revitalization of the Full Time employee orientation
D	Establishment of standardized HR practices for Part Time and Contract population (orientation sessions, non-violent crisis intervention, centralized data, offer letter templates, performance management tools)
E	Performance Mangement revitalization - Fire
F	Completion of Confined Space procedures & training
G	RFP completion- Recruitment Advertising, EAP
H	



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Human Resources Department

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
GRANTS AND SUBSIDIES	-	\$5,444	-	(\$5,444)	-100.0%	-	0.0%	
USER FEES & SERVICE CHARGES	-	66,360	147,098	80,738	121.7%	147,098	0.0%	
<b>Total Revenues</b>	-	<b>\$71,804</b>	<b>\$147,098</b>	<b>75,294</b>	<b>104.9%</b>	<b>\$147,098</b>	<b>0.0%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$1,663,724	\$1,753,748	\$2,002,284	\$248,536	14.2%	\$338,560	20.3%	
PRINTING & OFFICE SUPPLIES	19,462	10,485	14,985	4,500	42.9%	(4,477)	-23.0%	
OPERATING MATERIALS & SUPPLIES	33,888	28,155	67,338	39,183	139.2%	33,450	98.7%	
COMMUNICATIONS	4,858	1,457	5,057	3,600	247.1%	199	4.1%	
TRAVEL EXPENSES	4,783	15,204	15,204	-	0.0%	10,421	217.9%	
TRAINING	241,561	240,554	246,971	6,417	2.7%	5,410	2.2%	
CONTRACTS & SERVICE AGREEMENTS	(26,301)	(11,501)	66,422	77,923	-677.5%	92,723	-352.5%	
RENTAL/LEASE	5,145	1,551	4,551	3,000	193.4%	(594)	-11.5%	
PROFESSIONAL SERVICES	161,798	204,571	169,600	(34,971)	-17.1%	7,802	4.8%	
LICENCES, PERMITS, FEES	7,079	1,699	11,999	10,300	606.2%	4,920	69.5%	
PROMOTION & ADVERTISING	179,099	262,640	262,640	-	0.0%	83,541	46.6%	
OTHER EXPENDITURES	15,130	26,000	17,000	(9,000)	-34.6%	1,870	12.4%	
<b>Total Expenses</b>	<b>\$2,310,226</b>	<b>\$2,534,563</b>	<b>\$2,884,051</b>	<b>\$349,488</b>	<b>13.8%</b>	<b>\$573,825</b>	<b>24.8%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$2,310,226</b>	<b>\$2,462,759</b>	<b>\$2,736,953</b>	<b>\$274,194</b>	<b>11.1%</b>	<b>\$426,727</b>	<b>18.5%</b>	

# Strategic Initiatives

## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library	Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management		Economic Development
<b>2008 BUP (High-Level Initiatives)</b>															
1	Update of the Strategic Plan (Engage 21st Markham)	✓	Updated Strategic Plan endorsed by Council					✓						✓	L
2	Championing, assisting, education the integrated quality and healthy work plan NQI initiative (Leaders Breakfast, Teamwork Day)	✓	NQI PEP Level II Integrated Quality & Healthy Workplace					✓						✓	L
3															
4															
5															
6															
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Lead the corporate Business Planning Process		CCC approved Business Planning Process completed August 23/07 on schedule					✓		✓				✓	PFM
2	Coordinate customer satisfaction surveys	✓	Achieve target of assisting Departments in conducting up to 8 customer surveys					✓		✓				✓	CF
3	Develop and track corporate performance measures. Prepare Town Report Card	✓	Prepare Town Report Card to residents as progress to date on Council's Strategic Area of Focus					✓		✓				✓	PFM
4	Undertake the bi-annual staff satisfaction survey	✓	80% of staff participation in the survey					✓						✓	PE
5	Councils Strategic Areas of Focus		Prepare Town Report Card to residents as progress to date on Council's Strategic Area of Focus					✓						✓	L
6	Support Markham Enterprise Corporation (MEC)		Provide effective and efficient administrative support to MEC in secretary capacity			✓						✓			SF
8															
9															
10															
11															
12															
13															
14															
15															
16															
17															
18															

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus



# Strategic Initiatives

## KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	Percentage of Customers Extremely Satisfied
# of formal customer satisfaction surveys completed					
# of informal customer satisfaction surveys completed			3	5	

FINANCIAL PERFORMANCE					Net Cost Per Household
Net cost per household	\$ 1.27	\$ 4.23	\$ 5.05	\$ 4.90	

OPERATIONAL EXCELLENCE					Average length of time to produce survey results to clients
# of customer satisfaction surveys supported	4	6	5	8	
# of informal customer satisfaction surveys supported	7	7	9	12	
# of recognition orders filled	64	44	49	50	
# training workshops facilitated	32	35	11	11	
# external presentations given	6	8	9	9	
Average length of time to produce survey results to client	18 days	14 days	10 days	5 days	

STAFF SATISFACTION					Staff Satisfaction Rating
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	-	2.3	3.0	4.0	
Completion rate (%) for staff survey improvement					
Recognition rating (from staff survey)			73%	75%	
Staff Satisfaction rating (from staff survey)			89%	90%	
High Performance Workgroup rating (from staff survey)			88%	90%	
Staff absenteeism (average # of days per employee)	1.0	2.0	1.8	0	
Staff turnover rate	0%	0%	0%	0%	

**NOTES:** Department created in January 2005 therefore no staff satisfaction results until 2006.

## CURRENT YEAR ACCOMPLISHMENTS

- A Continued work towards implementation of the NQL integrated Quality and Healthy Workplace model and undertook assessments with over 40% of Town Staff participating in a number of focus groups.
- B Drove several corporate cross-commission projects i.e. Markham Parking Advisory Committee, Markham Stouffville Hospita
- C Participated in the evolution of the Markham Enterprise Corporation
- D Coordinated the Council and Senior Staff Workshop
- E Coordinated and managed the Citizen Satisfaction Survey to Town residents
- F Coordinated corporate events such as Town Hall meetings, Leaders Breakfast, and Teamwork Day
- G Provided resources for Client Customer Satisfaction Surveys
- H Made further improvements to the corporate business planning process and introduction of HIPs



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Strategic Initiatives Department

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
<b>Total Revenues</b>	-	-	-	-	<b>0.0%</b>	-	<b>0.0%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$439,257	\$452,955	\$449,272	(\$3,683)	-0.8%	\$10,015	2.3%	
PRINTING & OFFICE SUPPLIES	5,010	6,078	6,078	-	0.0%	1,068	21.3%	
OPERATING MATERIALS & SUPPLIES	785	1,455	1,455	-	0.0%	670	85.4%	
COMMUNICATIONS	814	728	728	-	0.0%	(86)	-10.6%	
TRAVEL EXPENSES	3,774	9,933	9,933	-	0.0%	6,159	163.2%	
TRAINING	18,182	13,790	20,790	7,000	50.8%	2,608	14.3%	
CONTRACTS SERVICES AGREEMENT	-	-	105,000	105,000	0.0%	105,000	0.0%	
RENTAL/LEASE	398	954	954	-	0.0%	556	139.7%	
LICENCES, PERMITS, FEES	2,938	1,200	1,200	-	0.0%	(1,738)	-59.2%	
<b>Total Expenses</b>	<b>\$471,158</b>	<b>\$487,093</b>	<b>\$595,410</b>	<b>\$108,317</b>	<b>22.2%</b>	<b>\$124,252</b>	<b>26.4%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$471,158</b>	<b>\$487,093</b>	<b>\$595,410</b>	<b>\$108,317</b>	<b>22.2%</b>	<b>\$124,252</b>	<b>26.4%</b>	





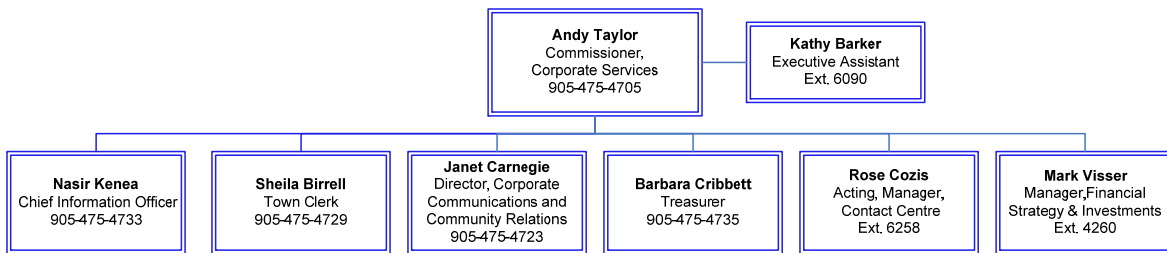
**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

CAO's Office - Commission Support (299-999)

<b>Description</b>	<b>2007 Actuals</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2008 Bud. vs. 2007 Bud.</b>		<b>2008 Bud. Vs. 2007 Act.</b>		
				<b>\$ Incr./ (Decr.)</b>	<b>% Change</b>	<b>\$ Incr./ (Decr.)</b>	<b>% Change</b>	
<b>Revenue</b>								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
<b>Total Revenues</b>	-	-	-	-	<b>0.0%</b>	-	<b>0.0%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$466,977	\$447,401	\$597,202	\$149,801	33.5%	\$130,225	27.9%	
PRINTING & OFFICE SUPPLIES	1,763	1,775	1,775	-	0.0%	12	0.7%	
OPERATING MATERIALS & SUPPLIES	1,129	2,100	2,100	-	0.0%	971	86.0%	
COMMUNICATIONS	2,007	1,252	1,252	-	0.0%	(755)	-37.6%	
TRAVEL EXPENSES	7,646	11,054	11,054	-	0.0%	3,408	44.6%	
TRAINING	(11)	175	175	-	0.0%	186	-1690.9%	
CONTRACTS SERVICES AGREEMENT	-	-	20,000	20,000	0.0%	20,000	0.0%	
RENTAL/LEASE	308	455	455	-	0.0%	147	47.7%	
LICENCES, PERMITS, FEES	2,465	3,500	3,500	-	0.0%	1,035	42.0%	
<b>Total Expenses</b>	<b>\$482,284</b>	<b>\$467,712</b>	<b>\$637,513</b>	<b>\$169,801</b>	<b>36.3%</b>	<b>155,229</b>	<b>32.2%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$482,284</b>	<b>\$467,712</b>	<b>\$637,513</b>	<b>\$169,801</b>	<b>36.3%</b>	<b>155,229</b>	<b>32.2%</b>	



## Corporate Services



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

The Commission comprises the following Business Units, each with their own areas of expertise and responsibility.

- Legislative Services
- Financial Services
- Information Technology Services
- Corporate Communications and Community Relations
- Contact Centre

Currently, there are 152 full time employees who are responsible for the day-to-day operations of the various divisions and departments.

### Legislative Services

The primary role of this department is driven by provincial legislation, most notably The Municipal Act, The Municipal Elections Act, The Municipal Freedom of Information and Protection of Privacy Act, the Marriage Act, the Vital Statistics Act, and the Planning Act.

The Department provides administrative support to Council and its Committees and is responsible for ensuring the communication of all actions taken.

Another vital component of Legislative services is the vital event registrations and the Marriage Program, offering important services to Markham residents.

The By-Law Enforcement & Licensing Division of the Department is a group of dedicated Officers and support staff supporting Markham residents and businesses on issues, such as property standards, pesticide use, noise control, west nile issues, managing body-rub parlours, the taxi and limo industries, and all businesses operating in the Town of Markham. The Parking Control component of the Division



ensures the safety of residents through enforcement of fire routes, disabled spaces, and ensuring roadways are clear for safety and snow clearing vehicles.

The Legislative Services Department has played a significant role in animal care for Markham residents. Over the years, the service levels and facilities available to Markham residents have increased significantly. Revenues necessary to cover costs associated with the enhanced services and facilities are being ramped up each year.

Other services provided by this versatile Department include insurance claims administration, court administration, planning public meeting notification, printing and mail services, and records management.

### **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 Town. The department is divided into four operational areas, consisting of the following:

- Expenditure Control & Purchasing (Payables, Payroll, Purchasing)
- Financial & Client Services (Financial Planning, Financial Reporting, Receivables)
- Taxation (Tax Billing and Collection, Assessment Review, Cash Management)
- Financial Strategy & Investments (Development Finance, Investments, Special Projects)

### **Information Technology**

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

- Technology (Network Infrastructure, Telephony, Integration and Support)
- Client Delivery (Help Desk, Client Advisory, Project Management)
- Application and GIS (Applications and Support, Web Development, Centre for GIS)

### **Corporate Communications and Community Relations**

The department is responsible for staff and public communications through the Town's intranet and website, a variety of printed publications and advertising and media relations. In addition, the department provides special event support for Town and community events and develops sponsor and partnership relationships. Department staff develop and implement communications plans to support key



Town strategies, programs and initiatives; write and design print and electronic materials; provide issues and crisis management support and; coordinate Town branding.

### **Contact Centre**

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

Some of the services provided are: Tax, Registration, Parks, Waste, Switchboard, By-Law Enforcement, Purchasing (Distribution of Tenders), Operations.

In addition to the telephone support function for each of the noted operating departments, the Contact Centre is responsible for Registration processing, Tender disbursements, Car pool maintenance, White goods management as well as Front counter support. The Contact Centre also provides statistical analysis relative to expense control, planning and forecasting new departmental transitions into the Contact Centre.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Corporate Services Commission Consolidated

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
LICENCES & PERMITS	\$1,258,426	\$1,171,500	\$1,278,200	\$106,700	9.1%	\$19,774	1.6%
INCOME FROM INVESTMENTS	5,014	2,800	3,800	1,000	35.7%	(1,214)	-24.2%
FINES	1,794,012	1,890,675	1,786,250	(104,425)	-5.5%	(7,762)	-0.4%
USER FEES & SERVICE CHARGES	901,536	815,800	979,464	163,664	20.1%	77,928	8.6%
RENTALS	53,947	56,500	51,500	(5,000)	-8.8%	(2,447)	-4.5%
SALES	25,280	6,250	8,000	1,750	28.0%	(17,280)	-68.4%
RECOVERIES & CONTRIBUTIONS	143,502	9,805	79,805	-	0.0%	(63,697)	-44.4%
OTHER INCOME	85,810	65,000	68,000	3,000	4.6%	(17,810)	-20.8%
<b>Total Revenues</b>	<b>\$4,267,527</b>	<b>\$4,018,330</b>	<b>\$4,255,019</b>	<b>\$236,689</b>	<b>5.9%</b>	<b>-\$12,508</b>	<b>-0.3%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$12,400,909	\$12,448,182	\$13,492,056	\$1,043,874	8.4%	\$1,091,147	8.8%
PRINTING & OFFICE SUPPLIES	121,994	229,156	246,136	16,980	7.4%	124,142	101.8%
PURCHASES FOR RESALE	72,000	62,400	67,200	4,800	7.7%	(4,800)	-6.7%
OPERATING MATERIALS & SUPPLIES	4,131	36,473	37,494	1,021	2.8%	33,363	807.6%
INVENTORY ADJUSTMENTS	8,891	-	-	-	0.0%	(8,891)	-100.0%
COMMUNICATIONS	855,763	843,549	818,742	(24,807)	-2.9%	(37,021)	-4.3%
TRAVEL EXPENSES	34,604	42,357	43,857	1,500	3.5%	9,253	26.7%
TRAINING	99,800	140,376	149,744	9,368	6.7%	49,944	50.0%
CONTRACTS & SERVICE AGREEMENTS	1,155,977	1,012,716	1,708,256	695,540	68.7%	552,279	47.8%
MAINT. & REPAIR-TIME/MATERIAL	76,579	90,802	90,928	126	0.1%	14,349	18.7%
RENTAL/LEASE	123,832	161,298	162,245	947	0.6%	38,413	31.0%
PROFESSIONAL SERVICES	382,202	517,589	486,084	(31,505)	-6.1%	103,882	27.2%
LICENCES, PERMITS, FEES	129,849	144,514	149,477	4,963	3.4%	19,628	15.1%
CREDIT CARD SERVICE CHARGES	21,624	18,634	19,196	562	3.0%	(2,428)	-11.2%
PROMOTION & ADVERTISING	205,212	232,414	299,996	67,582	29.1%	94,784	46.2%
DISCRETIONARY COMMUNICATION	247,202	-	236,398	236,398	0.0%	(10,804)	-4.4%
OTHER PURCHASED SERVICES	4,691	4,500	11,650	7,150	158.9%	6,959	148.3%
OFFICE FURNISHINGS & EQUIPMENT	-	3,000	3,000	-	0.0%	3,000	0.0%
WRITE-OFFS	-	100	100	-	0.0%	100	0.0%
OTHER EXPENDITURES	72,030	79,500	79,500	-	0.0%	7,470	10.4%
<b>Total Expenses</b>	<b>\$16,017,290</b>	<b>\$16,067,560</b>	<b>\$18,102,059</b>	<b>\$2,034,499</b>	<b>12.7%</b>	<b>\$2,084,769</b>	<b>13.0%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$11,749,763</b>	<b>\$12,049,230</b>	<b>\$13,847,040</b>	<b>\$1,797,810</b>	<b>14.9%</b>	<b>\$2,097,277</b>	<b>17.8%</b>

# Legislative Services

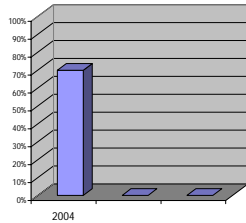
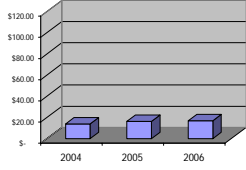
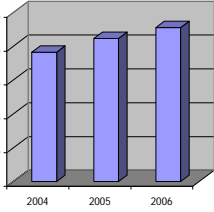
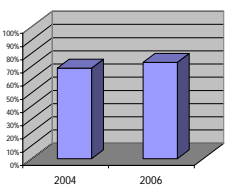
## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library	Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	
<b>2008 BUP (High-Level Initiatives)</b>														
1	Information Management Program (L & PFM & CF & PM)	✓	better manage risks and provide faster access to information; ensure compliance with FOI legislation			✓		✓					✓	PM
2	Creation of Corporate Policy Manual (CF & PM)	✓	ensure Town's practices are codified, standardized, transparent, and readily available			✓		✓					✓	PM
3	Strategic Plan for Areas in Land Use Transition (L) & (PE) & (CF)	✓	strategic enforcement for areas in Markham experiencing land use transition			✓		✓	✓				✓	CF
4	Comprehensive review of Markham's Taxi & Limousine Industry (L & P & CF & SF) and follow up enforcement	✓	resolve outstanding issues with view to increase vehicle and service standards			✓		✓	✓				✓	SF
5	Environmental Enforcement (Pesticide & West Nile) (PE & CF)	✓	provide enforcement on environmental issues as required under the Town's by-laws			✓		✓	✓				✓	CF
6	Skateboard Park Enforcement (PE & CF)	✓	enforcement to ensure safe use of the park for Markham youth					✓	✓				✓	CF
<b>2008 BUP (Other Business Plan Objectives)</b>														
1	Continuation of Ward beautification/clean up initiative (PE & CF)	✓	reduce complaints of properties that are in non compliance to the Property Standards by-law			✓		✓	✓				✓	CF
2	Research internet & vote counting equipment vendors & development of a comprehensive RFP on same (L & PM & CF)	✓	provide a clear and concise RFP for vendors to reduce any questions on the completion of the RFP					✓					✓	PM
3	Continuation of Extended driveway program(CF & PM)		provide enforcement of by-law for the worst case properties			✓		✓	✓					CF
4	Enhancement of Wedding program(CF,PFM & PE)		marketing of wedding program to attract potential clients to use new services					✓						CF
5	Enhancement of wildlife services(CF & PE)		partnership with wildlife agencies to assist animals in distress			✓			✓					CF
6	Completion of Enforcement field equipment deployment(CF & PM)		increase the field operation hours			✓		✓						CF
7	Implementation of Second Suite By-law enforcement program(PE & CF)		provide enforcement and safety			✓		✓	✓					CF
8	Review of the Council committee structure(PM & CF)		to streamline the current committee structure and to increase the diversity of committee participants					✓	✓					PM
9	Process review - By-law Enforcement and Licensing(PE, CF & PM)		to codify and streamline current practices as part of an overall departmental review					✓					✓	PM
10	Review of public service delivered in the Clerk's Office(CF & PM)		to streamline current practices and ensure excellent customer service delivery					✓					✓	CF

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

## Legislative Services

### KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	Percentage of Customers Satisfied (Signs)
<b>CUSTOMER SATISFACTION</b>					
# of customer satisfaction surveys completed	-	-	-	-	
Percentage of customers extremely satisfied - Animal Shelter Services	8%	n/a	n/a	n/a	
Percentage of customers satisfied - Animal Shelter Services	66%	n/a	n/a	n/a	
Percentage of customers extremely satisfied - Enforcing Street Parking By-Law	15%	n/a	n/a	n/a	
Percentage of customers satisfied - Enforcing Street Parking By-Law	70%	n/a	n/a	n/a	
Percentage of electors very satisfied or satisfied with Internet voting	n/a	n/a	99%	n/a	
Percentage of customers extremely satisfied - Enforcing Sign By-Law	15%	n/a	n/a	n/a	
Percentage of election candidate service satisfaction	n/a	n/a	72%	n/a	
Percentage of customers satisfied - Enforcing Sign by-Law	70%	n/a	n/a	n/a	
<b>FINANCIAL PERFORMANCE</b>					
					Net Cost Per Household
Net cost per household	\$ 13.88	\$ 16.11	\$ 16.84	n/a	
Average Cost per license processed/enforced	\$ 137.42	\$ 158.81	\$ 190.21	\$ 194.18	
<b>OPERATIONAL EXCELLENCE</b>					
					# of Parking Tickets Processed
# of Parking Tickets processed	38,281	42,284	45,499	48,000	
# of Animal licences issued	3,345	3,288	4,344	4,500	
# of Business licences issued	1,441	1,525	1,719	1,800	
Percentage of Enforcement Orders resolved outside of Court	n/a	n/a	85	80	
Increased field hours resulting from field equipment	n/a	n/a	n/a	.1 FTE	
Percentage of tickets paid on-line	n/a	n/a	n/a	17%	
# of AMANDA Folders delivered to By-law Enforcement and Licensing Section	3,938	4,231	5,398	6,000	
# of officer inspections per week	n/a	38	43	50	
# of Marriage licences issued	1,240	1,330	1,565	1,600	
# of Civil Marriage Ceremonies - enhanced wedding program	n/a	83*	369	375	
<b>STAFF SATISFACTION</b>					
					Staff Satisfaction Rating
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	1.0	1.3	1.3	n/a	
Completion rate (%) for staff survey improvement	100%	n/a	n/a	n/a	
Recognition rating (from staff survey)	68%	n/a	78%	n/a	
Staff Satisfaction rating (from staff survey)	69%	n/a	73%	n/a	
High Performance Workgroup rating (from staff survey)	83%	n/a	78%	n/a	
Staff absenteeism (average # of days per employee)	5.0	5.7	3.0	n/a	
Staff turnover rate	7%	0%	9%	n/a	

NOTES: <sup>1</sup>part year

### CURRENT YEAR ACCOMPLISHMENTS

A	Communicated/educated & enforced extended driveway program; successfully implemented an incentive program.
B	Reviewed & trained staff on the requirements of the Noise By-law.
C	Reported to Council on the impact of Bill 130 (amendments to the Municipal Act) & developed a work plan for required follow-up items on same.
D	Successfully implemented an enhanced wedding program, including an expanded & multi-faceted communications program & implementation of a wedding photo permit system.
E	Implemented bicycle patrol program in Municipal parks to address matters such as littering, loitering and graffiti.
F	Reviewed & implemented required changes associated with the passage of Bill 51 - Amendments to the Planning Act.
G	Completed cross-training of Department staff; initiated the codification of internal processes; & identified cross-division resource sharing opportunities.
H	Initiated a comprehensive review of the Town of Markham's Taxi Industry & initiated stakeholder consultation on same.
I	Continued Post-Municipal Election follow-up, including the processing of candidate campaign financial papers.
J	Conducted reviews of several business licensing by-laws with a view towards implementing required amendments (i.e. places of amusement, fireworks, etc.). Initiated the implementation of new regulatory by-laws to address current needs (i.e. graffiti by-law).
K	Conducted an extensive beautification program within the Milliken Community.
L	Successfully implemented & supported the newly established Animal Care Committee; this Committee has successfully held it's first annual "Pet Fair" in partnership with the Markham Museum.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Legislative Services Department

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
LICENCES & PERMITS	\$1,258,426	\$1,171,500	\$1,278,200	\$106,700	9.1%	\$19,774	1.6%
INCOME FROM INVESTMENTS	5,014	2,800	3,800	1,000	35.7%	(1,214)	-24.2%
FINES	1,794,012	1,890,675	1,786,250	(104,425)	-5.5%	(7,762)	-0.4%
USER FEES & SERVICE CHARGES	206,104	157,000	175,000	18,000	11.5%	(31,104)	-15.1%
RENTALS	53,947	55,000	50,000	(5,000)	-9.1%	(3,947)	-7.3%
SALES	24,756	3,750	5,500	1,750	46.7%	(19,256)	-77.8%
RECOVERIES & CONTRIBUTIONS	34,559	5,100	5,100	-	0.0%	(29,459)	-85.2%
OTHER INCOME	250	10,000	-	(10,000)	-100.0%	(250)	-100.0%
<b>Total Revenues</b>	<b>\$3,377,068</b>	<b>\$3,295,825</b>	<b>\$3,303,850</b>	<b>\$8,025</b>	<b>0.2%</b>	<b>-\$73,218</b>	<b>-2.2%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$3,627,872	\$3,663,373	\$3,836,160	\$172,787	4.7%	\$208,288	5.7%
PRINTING & OFFICE SUPPLIES	31,079	87,063	98,175	11,112	12.8%	67,096	215.9%
PURCHASES FOR RESALE	72,000	62,400	67,200	4,800	7.7%	(4,800)	-6.7%
OPERATING MATERIALS & SUPPLIES	71,107	37,136	37,298	162	0.4%	(33,809)	-47.5%
COMMUNICATIONS	274,984	264,623	286,210	21,587	8.2%	11,226	4.1%
TRAVEL EXPENSES	12,110	9,375	10,875	1,500	16.0%	(1,235)	-10.2%
TRAINING	17,479	28,522	30,500	1,978	6.9%	13,021	74.5%
CONTRACTS & SERVICE AGREEMENTS	440,472	449,663	473,563	23,900	5.3%	33,091	7.5%
MAINT. & REPAIR-TIME/MATERIAL	37,040	38,744	38,870	126	0.3%	1,830	4.9%
RENTAL/LEASE	109,097	148,898	149,845	947	0.6%	40,748	37.4%
PROFESSIONAL SERVICES	103,709	121,787	101,751	(20,036)	-16.5%	(1,958)	-1.9%
LICENCES, PERMITS, FEES	10,200	7,797	8,200	403	5.2%	(2,000)	-19.6%
CREDIT CARD SERVICE CHARGES	10,647	9,438	10,000	562	6.0%	(647)	-6.1%
PROMOTION & ADVERTISING	5,913	-	-	-	0.0%	(5,913)	-100.0%
OTHER PURCHASED SERVICES	-	-	2,650	2,650	0.0%	2,650	0.0%
OFFICE FURNISHINGS & EQUIPMENT	-	3,000	3,000	-	0.0%	3,000	0.0%
OTHER EXPENDITURES	4,370	9,500	9,500	-	0.0%	5,130	117.4%
<b>Total Expenses</b>	<b>\$4,828,079</b>	<b>\$4,941,319</b>	<b>\$5,163,797</b>	<b>\$222,478</b>	<b>4.5%</b>	<b>\$335,718</b>	<b>7.0%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$1,451,011</b>	<b>\$1,645,494</b>	<b>\$1,859,947</b>	<b>\$214,453</b>	<b>13.0%</b>	<b>\$408,936</b>	<b>28.2%</b>



## Finance

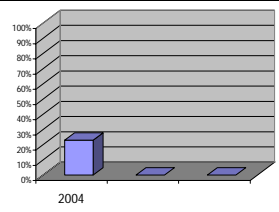
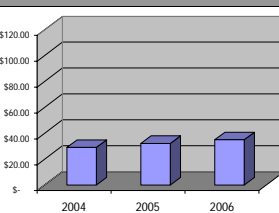
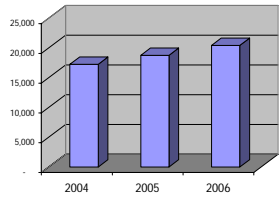
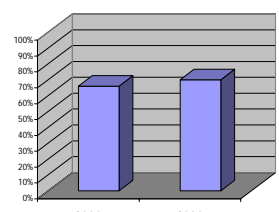
### 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals											Key NQI Driver
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development	Organizational Excellence	
<b>2008 BUP (High-Level Initiatives)</b>															
1	Implementation of PSAB Mandatory Requirements - Tangible Capital Assets	✓	Complete the asset inventory, determine historical value of assets and asset capitalization policies by December 2008	✓			✓	✓		✓	✓	✓	✓	✓	PFM
2	Development Charge Review of Soft Services	✓	Complete the required analysis for updated development charge for "soft services" and link to the Parks and Recreation Master Plan by December 2008. Deadline for approval of new DC Soft Services by-law is August 31, 2009	✓			✓	✓		✓	✓	✓		✓	PFM
3	Implementation of Cashiering System		Complete the implementation of a Town Wide cashiering system, including appropriate process improvements recommended by KPMG in cash processing audit completed in 2007	✓							✓			✓	PM
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Review of "Phase In" methodology required for 2009 Re-assessment for residential properties		Staff Involvement in Municipal Sector review (though various associations) of the proposed phase in of residential assessment increases in the 2009 re-assessment. At least one report to Council prior to year end 2008.	✓				✓		✓	✓			✓	
2	Review opportunity to implement "multi-year" budgets to streamline budget preparation process		Develop workplan to implement multi-year budget starting in 2009 during first 6 months of 2008. Report to Council by June 30th with recommendations and implementation with 2009 budget launch	✓				✓		✓	✓	✓		✓	PFM
3	Space Planning - redesign of Finance Department space	✓	Implement improved space plan during 2008 for Finance Staff with better team groupings, improved sharing of natural light, more collaborative space and staff growth opportunities, to address staff satisfaction issues	✓										✓	PE
4	Continuing review of financial implications of Markham East and Canadian Sport Institute facilities, and Markham Centre Tax Increment Financing/Parking Structures		Monitor and analyse during 2008 the evolving financial implications of status of major potential facilities and development - Report to council at strategic points for informed decisions	✓			✓	✓		✓	✓	✓	✓	✓	PFM
5	Reconciliation of Phase 2 of refundable deposits - Completion of Works - \$2.9 M		Analyse account to determine status of funds, transfer surplus funds to reserves and establish improved processes to increase account integrity								✓			✓	PM
6	Implement new tangible asset management accounting system in conjunction with new Public Sector Accounting Board requirements		To implement new accounting module to record tangible capital assets at historical cost and calculate amortization expense. Target is to go live with 2009 opening balances for tangible capital assets by December 31, 2008	✓				✓						✓	PFM
7	Conduct a minimum of one customer satisfaction survey		A minimum of one additional customer satisfaction survey completed by year end -potentially purchasing or client advisory services											✓	CF
8	Complete a minimum of one process review		Review a minimum of one major process and implement efficiency improvements by year end											✓	PM
9	Customer Service Counter Amalgamation with Contact Centre		Complete design of counter amalgamation with Contact Centre to create improved customer service	✓				✓	✓	✓				✓	CF

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

## Finance

### KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					<b>Percentage of Customers Extremely Satisfied</b>
# of customer satisfaction surveys completed	n/a	n/a	n/a	1	
Percentage of customers extremely satisfied (Citizen/service specific surveys)	23%	n/a	n/a	20%	
Percentage of customers satisfied (Citizen/service specific surveys)	62%	n/a	n/a	75%	
<b>FINANCIAL PERFORMANCE</b>					<b>Net Cost Per Household</b>
Net cost per household	\$ 28.96	\$ 32.02	\$ 34.90	n/a	
Average Cost per invoice processed	\$ 5.72	\$ 5.45	\$ 5.70	\$ 5.41	
Average cost per procurement card transaction	\$ 1.66	\$ 1.64	\$ 1.58	\$ 1.50	
% of tax bills collected	93%	95%	95%	95%	
<b>OPERATIONAL EXCELLENCE</b>					<b># of Pre-Authorized Tax Payments</b>
# of Preauthorized Tax Payments	17,284	18,757	20,446	21,950	
# of Purchase Orders actioned	809	622	704	730	
# of Purchase Orders actioned per FT position	142	124	176	182	
# of Accounts Payable documents actioned per FT position	10,324	10,256	9,810	10,405	
% of time vendors paid within 30 days	90%	90%	95%	95%	
% of time that month-end reports are distributed in 6 business days	58%	60%	86%	98%	
% of payroll cheques/direct deposits processed error free	98%	98%	99%	99%	
<b>STAFF SATISFACTION</b>					<b>Staff Satisfaction Rating</b>
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	0.8	0.6	1.3	2.0	
Completion rate (%) for staff survey improvement	100%	n/a	n/a	n/a	
Recognition rating (from staff survey)	66%	n/a	62%	n/a	
Staff Satisfaction rating (from staff survey)	66%	n/a	70%	n/a	
High Performance Workgroup rating (from staff survey)	78%	n/a	73%	n/a	
Staff absenteeism (average # of days per employee)	2.3	2.1	2.4	n/a	
Staff turnover rate	8%	7%	7%	n/a	

**NOTES:**

### CURRENT YEAR ACCOMPLISHMENTS

A	Implemented new Accounts Receivable Module
B	Completed a process review and audit of Cashiering functions throughout the Town as a prelude to centralized Cashiering
C	Completed financial modeling and analysis of Canadian Sport Institute proposal and East Markham Community Centre and Library
D	Undertaken a full review of current Town of Markham Development Charge policies and analysis of impact on Hard Services
E	Phase one of refundable deposit reconciliation completed and \$505,318 closed and transferred to reserves
F	Completion by year end of Water/Wastewater Reserve Adequacy Study and update to Lifecycle Reserve Study
G	Complete Feasibility Study for Tax Increment Financing
H	Applied for and received COMRIF Grant for Tangible Capital Asset Project



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Financial Services

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
USER FEES & SERVICE CHARGES	\$520,042	\$630,800	\$630,800	-	0.0%	\$110,758	21.3%
RECOVERIES & CONTRIBUTIONS	-	4,705	4,705	-	0.0%	4,705	0.0%
OTHER INCOME	55,560	55,000	55,000	-	0.0%	(560)	-1.0%
<b>Total Revenues</b>	<b>\$575,602</b>	<b>\$690,505</b>	<b>\$690,505</b>	<b>-</b>	<b>0.0%</b>	<b>\$114,903</b>	<b>20.0%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$3,633,608	\$3,796,179	\$3,872,266	\$76,087	2.0%	\$238,658	6.6%
PRINTING & OFFICE SUPPLIES	66,009	104,294	109,262	4,968	4.8%	43,253	65.5%
OPERATING MATERIALS & SUPPLIES	(95,460)	(22,021)	(32,021)	(10,000)	45.4%	63,439	-66.5%
INVENTORY ADJUSTMENTS	8,891	-	-	-	0.0%	(8,891)	-100.0%
COMMUNICATIONS	2,847	4,867	4,867	-	0.0%	2,020	71.0%
TRAVEL EXPENSES	7,257	8,044	8,044	-	0.0%	787	10.8%
TRAINING	8,654	24,390	24,390	-	0.0%	15,736	181.8%
CONTRACTS & SERVICE AGREEMENTS	(372,331)	(355,883)	(382,475)	(26,592)	7.5%	(10,144)	2.7%
MAINT. & REPAIR-TIME/MATERIAL	2,360	3,519	3,519	-	0.0%	1,159	49.1%
RENTAL/LEASE	7,294	8,640	8,640	-	0.0%	1,346	18.5%
PROFESSIONAL SERVICES	166,923	218,800	199,309	(19,491)	-8.9%	32,386	19.4%
LICENCES, PERMITS, FEES	108,204	126,437	126,437	-	0.0%	18,233	16.9%
CREDIT CARD SERVICE CHARGES	10,101	8,409	8,409	-	0.0%	(1,692)	-16.8%
WRITE-OFFS	-	100	100	-	0.0%	100	0.0%
<b>Total Expenses</b>	<b>\$3,554,357</b>	<b>\$3,925,775</b>	<b>\$3,950,747</b>	<b>\$24,972</b>	<b>0.6%</b>	<b>\$396,390</b>	<b>11.2%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$2,978,755</b>	<b>\$3,235,270</b>	<b>\$3,260,242</b>	<b>\$24,972</b>	<b>0.8%</b>	<b>\$281,487</b>	<b>9.4%</b>

# Information Technology Services

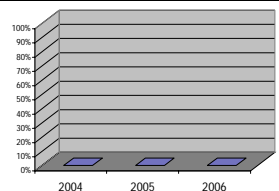
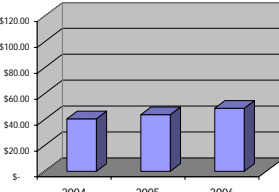
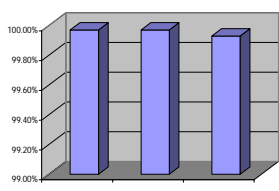
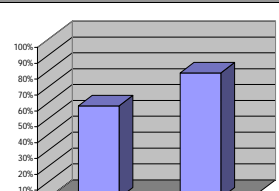
## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver									
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development		Organizational Excellence								
<b>2008 BUP (High-Level Initiatives)</b>																							
1	Partner with Legislative Services on an Information Management Program	✓	A comprehensive study of current practices on managing corporate information (data, access, security, storage, retention etc.) and come up with a strategic direction or vision for the future.	✓		✓						✓									L		
2	Municipal Reference Model (tool development)	✓	In collaboration with other municipalities across Ontario the objective is to build a technology framework that allows municipal services and processes to be stored, managed and measured systematically.	✓	✓		✓	✓													✓	PM	
3	Adopt Enterprise GIS		Establish an environment in which GIS data and technology use across the corporation is organized and systematic through better governance and role clarity	✓					✓				✓									✓	PFM
<b>2008 BUP (Other Business Plan Objectives)</b>																							
1	Portal project	✓	Project procurement completion and initiation of Phase 1.	✓		✓			✓			✓										✓	CF
2	Server hardware replacement (phase II/III)		Successful replacement and consolidation of applications and servers for phase II.	✓		✓							✓									✓	CF
3	Network Access Control Phase II (Thread Management)		Access to Town's network infrastructure is allowed only for compliant desktops/laptops.	✓					✓				✓	✓								✓	PFM
4	Email Archival system (phase II)		Improved storage, retrieval and performance on email services	✓		✓			✓				✓	✓								✓	PFM
5	Off-site disaster recovery study	✓	Detailed report identifying preferred site/s and implications for disaster recovery implementation.	✓									✓	✓								✓	PFM
6	Implementation of IT Capital projects for business units		Successful completion of client IT projects on time and on budget	✓	✓	✓	✓	✓					✓	✓								✓	CF
7	IT Strategic Plan (2008 objectives)		Successful implementation of components of IT Strategic plan (ITIL implementation, Enterprise Architecture; Technology, Business, and Application architecture, governance)	✓					✓					✓	✓							✓	L
8	Conduct customer satisfaction survey		Completion of a comprehensive customer satisfaction survey for ITS department						✓				✓									✓	CF
9	2007 Orthophoto update and selected topographic features		Availability of 2007 orthophoto of the Town, and updated topographic features for users	✓					✓						✓							✓	PFM
10	Support and maintenance of business applications, databases, phones, servers and other IT infrastructure		Continued operation of business system users with minimal downtime										✓									✓	CF

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

## Information Technology Services

### KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					<b>Percentage of Customers Extremely Satisfied</b>
# of customer satisfaction surveys completed	-	-	-	-	
Average % customers satisfied (service-follow up survey)	27%	28%	23%	25%	
Average % customers very satisfied (service-follow up survey)	62%	53%	67%	65%	
<b>FINANCIAL PERFORMANCE</b>					<b>Net Cost Per Household</b>
Net cost per household	\$ 40.47	\$ 43.61	\$ 48.59	n/a	
% of ITS operating budget vs. Town budget (excl Water)	3.28%	3.09%	3.32%	n/a	
<b>OPERATIONAL EXCELLENCE</b>					<b>% of Business Continuity Achievement</b>
Business continuity service achievement	99.97%	99.97%	99.93%	99.95%	
Call abandonment at Service Desk	18%	17%	17%	15%	
Average number of answered calls by Service Desk/month	898	871	895	n/a	
Calls resolved at Service Desk	n/a	n/a	42.7%	50.0%	
<b>STAFF SATISFACTION</b>					<b>Staff Satisfaction Rating</b>
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	1.3	0.5	1.8	n/a	
Completion rate (%) for staff survey improvement	100%	n/a	n/a	n/a	
Recognition rating (from staff survey)	48%	n/a	72%	n/a	
Staff Satisfaction rating (from staff survey)	58%	n/a	79%	n/a	
High Performance Workgroup rating (from staff survey)	73%	n/a	78%	n/a	
Staff absenteeism (average # of days per employee)	4.1	6.1	4.0	n/a	
Staff turnover rate	7%	13%	9%	3%	

**NOTES:**

### CURRENT YEAR ACCOMPLISHMENTS

A	Business continuity study
B	Data security on networked mobile devices (Blackberry, tablet and laptop)
C	Web access to email for all staff
D	Voice message upgrade (completion by Nov.)
E	Topographic data update of selected features
F	Markham and York Region joint portal business case report and council approval for RFP
G	Sound system upgrade in Council Chamber
H	Operational savings of \$59K on telecommunication cost through re-negotiation of terms - \$25K to be realized in 2007
I	Implementation of IT Capital projects for business units



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Information Technology Services (ITS)

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
RENTALS	-	\$1,500	\$1,500	-	0.0%	\$1,500	0.0%	
SALES	524	2,500	2,500	-	0.0%	1,976	377.1%	
<b>Total Revenues</b>	<b>\$524</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>-</b>	<b>0.0%</b>	<b>\$3,476</b>	<b>663.4%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$2,816,779	\$3,229,764	\$3,307,136	\$77,372	2.4%	\$490,357	17.4%	
PRINTING & OFFICE SUPPLIES	9,857	15,049	15,049	-	0.0%	5,192	52.7%	
OPERATING MATERIALS & SUPPLIES	11,168	19,902	19,902	-	0.0%	8,734	78.2%	
COMMUNICATIONS	574,690	568,729	522,335	(46,394)	-8.2%	(52,355)	-9.1%	
TRAVEL EXPENSES	3,472	9,196	9,196	-	0.0%	5,724	164.9%	
TRAINING	68,352	79,610	75,000	(4,610)	-5.8%	6,648	9.7%	
CONTRACTS & SERVICE AGREEMENTS	978,893	918,936	1,522,168	603,232	65.6%	543,275	55.5%	
MAINT. & REPAIR-TIME/MATERIAL	37,179	48,539	48,539	-	0.0%	11,360	30.6%	
RENTAL/LEASE	4,776	2,341	2,341	-	0.0%	(2,435)	-51.0%	
PROFESSIONAL SERVICES	65,379	151,717	114,739	(36,978)	-24.4%	49,360	75.5%	
LICENCES, PERMITS, FEES	1,790	2,039	2,039	-	0.0%	249	13.9%	
<b>Total Expenses</b>	<b>\$4,572,335</b>	<b>\$5,045,822</b>	<b>\$5,638,444</b>	<b>\$592,622</b>	<b>11.7%</b>	<b>\$1,066,109</b>	<b>23.3%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$4,571,811</b>	<b>\$5,041,822</b>	<b>\$5,634,444</b>	<b>\$592,622</b>	<b>11.8%</b>	<b>\$1,062,633</b>	<b>23.2%</b>	

# Corporate Communications

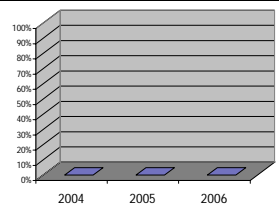
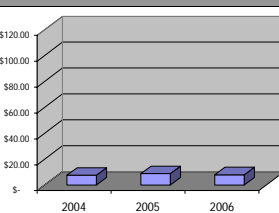
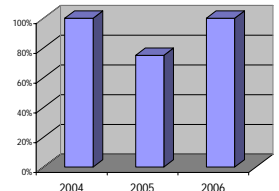
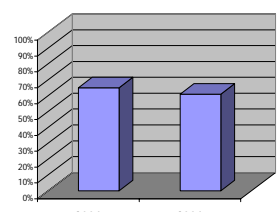
## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals											Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library	Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development		Organizational Excellence
<b>2008 BUP (High-Level Initiatives)</b>																
1	Develop Town facility branding system with initial implementation at Civic Centre	✓	Design developed & approved. Civic Centre exterior signage adjusted to reflect new design system									✓			✓	CF
2	Expand Electronic Information Board system to additional Town-owned facilities and others with significant public traffic	✓	New electronic information signs installed in Town facilities and in partner locations									✓			✓	CF
3	Clear Writing Training	✓	The Corporate Communications department is recommending that the Town adopt the principles of Clear Writing in all communications with residents.												✓	PE
4	Develop and implement up-dated multilingual policy	✓	Policy updated and new procedures in place								✓	✓			✓	L
<b>2008 BUP (Other Business Plan Objectives)</b>																
1	Increase pro-active media relations program and strengthen writing services	✓	Increased positive media attention; Increased client satisfaction												✓	L
2	Implement improved client project scheduling/tracking processes, building on ACR pilot		Increased client satisfaction - projects delivered on time and within budget												✓	PM
3	Enhance/update staff professional skills through increased training	✓	All professional staff access minimum of one professional training opportunity												✓	PE
4	Implement staff bulletin board program	✓	Bulletin boards installed in facilities with staff; new bulletin templates in place;												✓	PE

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

## Corporate Communications

### KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					<b>Percentage of Customers Extremely Satisfied</b>
# of informal customer satisfaction surveys completed	-	-	-	1	
<b>FINANCIAL PERFORMANCE</b>					<b>Net Cost Per Household</b>
Net cost per household	\$ 7.43	\$ 8.68	\$ 7.85	n/a	
Cost per Town Page (hours expended per page)	7	7	7	7	
<b>OPERATIONAL EXCELLENCE</b>					<b>% of Publications Completed on Time</b>
% of publications completed on time	100%	75%	100%	100%	
Mark of Excellence (Four issues)	100%	100%	75%	75%	
About Markham (Two issues)	100%	100%	100%	50%	
Living in Markham (One issue)	100%	100%	100%	100%	
Calendar (One issue)	n/a	100%	100%	100%	
<b>STAFF SATISFACTION</b>					<b>Staff Satisfaction Rating</b>
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	4.4	1.0	2.6	n/a	
Completion rate (%) for staff survey improvement	84%	n/a	n/a	n/a	
Recognition rating (from staff survey)	62%	n/a	35%	n/a	
Staff Satisfaction rating (from staff survey)	65%	n/a	61%	n/a	
High Performance Workgroup rating (from staff survey)	69%	n/a	63%	n/a	
Staff absenteeism (average # of days per employee)	2.4	1.6	8.0	n/a	
Staff turnover rate	0%	0%	20%	n/a	

**NOTES:**

### CURRENT YEAR ACCOMPLISHMENTS

- A Introduced ACR project request process
- B Converted website to Microsoft Content Management System - trained 8 Content Management Coordinators
- C Adopted Clear Writing principles. Trained Corporate Communications staff & Content Management Coordinators
- D Established enhanced pro-active media relations program
- E Created new, more effective home page for Town website
- F Consolidated Town e-News & Facts and Stats
- G Increased volumes in client support; media releases; media inquiries
- H Produced Environment & Culture supplements for YRNG papers - Recreation supplement published Sept. 22





**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Corporate Communications & Community Relations

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
USER FEES & SERVICES CHARGES	\$170,513	-	\$170,664	\$170,664	0.0%	\$151	0.1%	
RECOVERIES & CONTRIBUTIONS	108,943	-	70,000	70,000	0.0%	(38,943)	-35.7%	
OTHER REVENUE	30,000	-	13,000	13,000	0.0%	(17,000)	-56.7%	
<b>Total Revenues</b>	<b>\$309,456</b>	<b>-</b>	<b>\$253,664</b>	<b>253,664</b>	<b>0.0%</b>	<b>(55,792)</b>	<b>0.0%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$1,048,230	\$479,645	\$1,182,062	\$702,417	146.4%	\$133,832	12.8%	
PRINTING & OFFICE SUPPLIES	8,508	13,613	14,513	900	6.6%	6,005	70.6%	
OPERATING MATERIALS & SUPPLIES	17,316	1,456	12,315	10,859	745.8%	(5,001)	-28.9%	
COMMUNICATIONS	1,734	4,165	4,165	-	0.0%	2,431	140.2%	
TRAVEL EXPENSES	2,349	3,980	3,980	-	0.0%	1,631	69.4%	
TRAINING	5,021	2,524	14,254	11,730	464.7%	9,233	183.9%	
CONTRACTS SERVICES AGREEMENT	108,943	-	95,000	95,000	0.0%	(13,943)	-12.8%	
RENTAL/LEASE	1,716	-	-	-	0.0%	(1,716)	-100.0%	
PROFESSIONAL SERVICES	46,191	25,285	70,825	45,540	180.1%	24,634	53.3%	
LICENCES, PERMITS, FEES	440	1,456	1,456	-	0.0%	1,016	230.9%	
PROMOTION & ADVERTISING	199,299	231,929	299,511	67,582	29.1%	100,212	50.3%	
DISCRETIONARY COMMUNICATIONS	247,202	-	236,398	236,398	0.0%	(10,804)	-4.4%	
OTHER PURCHASED SERVICES	4,691	4,500	9,000	4,500	100.0%	4,309	91.9%	
OTHER EXPENDITURES	67,660	70,000	70,000	-	0.0%	2,340	3.5%	
<b>Total Expenses</b>	<b>\$1,759,300</b>	<b>\$838,553</b>	<b>\$2,013,479</b>	<b>\$1,174,926</b>	<b>140.1%</b>	<b>\$254,179</b>	<b>14.4%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$1,449,844</b>	<b>\$838,553</b>	<b>\$1,759,815</b>	<b>\$921,262</b>	<b>109.9%</b>	<b>\$309,971</b>	<b>21.4%</b>	

# Contact Centre

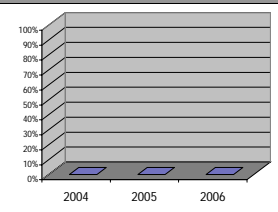
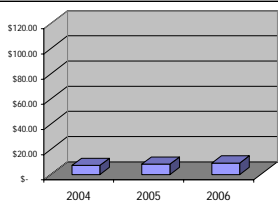
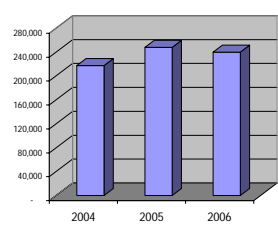
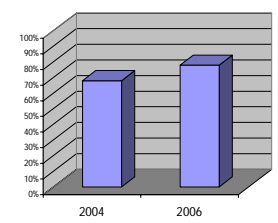
## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library	Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management		Economic Development
<b>2008 BUP (High-Level Initiatives)</b>															
1															
2															
3															
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Investigate future transitions into the Contact Centre		Anticipate transitioning 2 additional services in 2008						✓		✓			✓	CF
2	Annual resource pool training program for part-time staff		Will hire and train 6 part-time candidates in January/February to supplement existing resource pool.						✓					✓	CF
3	Continue to investigate the amalgamation of C.C., Licensing and Cash Mgmt. counters		Will work with Asset Management to investigate feasibility of amalgamation of 3 counters into 1						✓		✓			✓	CF
4	Continue to investigate Implementation of Knowledge Management		Will continue to work with Vendor, Active Network, to pilot knowledge management						✓		✓			✓	CF
5	Partner with Fire and Human Resources to assist with 2008 Fire Recruitment		Will work with Fire and Human Resources to assist with the 2008 Fire Recruitment						✓					✓	CF
6	Partner with Waste on education for Clear Bag Program		Education program to be rolled out to all Markham residents on use of clear bags for waste						✓		✓			✓	CF
7	Partner with Environmental Services for residential education of pesticide program		Education program to be rolled out to all Markham residents on new pesticide ban.						✓		✓			✓	CF
8	ACR Audit		To clean up data base and eliminate duplications.											✓	CF
	Continue to process map all functions in the Contact Centre		Process maps presently being updated and new process maps being prepared for the waterworks												

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

## Contact Centre

### KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET		
<b>CUSTOMER SATISFACTION</b>					<b>Percentage of Customers Extremely Satisfied</b>	
# of formal customer satisfaction surveys completed	-	-	-	n/a		
CARe Follow Up Target	n/a	n/a	n/a	10%		
<b>FINANCIAL PERFORMANCE</b>					<b>Net Cost Per Household</b>	
Net cost per household	\$ 7.17	\$ 8.16	\$ 9.00	n/a		
Average Cost per Call (excluding switchboard)**	\$ 4.05	\$ 3.43	\$ 3.76	\$ 4.00		
<b>OPERATIONAL EXCELLENCE</b>					<b># of Phone Calls</b>	
% of calls answered in 30 seconds - excluding switchboard	77%	72%	70%	70%		
Agent's average talk time (in seconds) - including switchboard	117	120	120	n/a		
Agent's average talk time (in seconds) - excluding switchboard	184	176	173	180		
% of Call Abandonment - including switchboard	2.69%	2.11%	2.00%	<5%		
# of Recreation Registrations	88,565	110,228	113,299	n/a		
# of calls - including switchboard	217,118	247,372	239,392	n/a		
# of calls - excluding switchboard	131,437	161,062	158,545	n/a		
# of people served at counter	6,460	10,754	11,201	n/a		
<b>STAFF SATISFACTION</b>						<b>Staff Satisfaction Rating</b>
Completion rate for performance management	100%	100%	100%	100%		
Average # of non-technical training sessions per employee	3.7	1.6	6.9	n/a		
Completion rate (%) for staff survey improvement	85%	n/a	100%	n/a		
Recognition rating (from staff survey)	65%	n/a	70%	n/a		
Staff Satisfaction rating (from staff survey)	68%	n/a	78%	n/a		
High Performance Workgroup rating (from staff survey)	81%	n/a	80%	n/a		
Staff absenteeism (average # of days per employee)	4.0	11.2	5.4	n/a		
Staff turnover rate	0%	0%	0%	n/a		

**NOTES:**

\*\*based on the assumption that 80% of staff time is spent answering calls

### CURRENT YEAR ACCOMPLISHMENTS

A	Partnered with Museum to register Family Camps and Wine Tasting Events
B	Partnered with Councillors' Office to register seniors for Canada Day Luncheon
C	Partnered with Art Gallery for registration of 'Home for the Holiday' Event
D	Partnered with IT for the transition of ACR2.0 to ACR3.0 and completed all associated corporate training
E	Transition meetings held with Waterworks Department - Anticipate transitioning Waterworks to the Contact Centre in October 07
F	Transition meeting held to transition business licensing to the Contact Centre - Anticipated transitioning date of October 07
G	Transition of ACR3.0 to 2 Councillors' Offices - further transitions to be investigated
H	



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Contact Centre

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
USER FEES & SERVICE CHARGES	\$4,877	\$28,000	\$3,000	(\$25,000)	-89.3%	(\$1,877)	-38.5%	
<b>Total Revenues</b>	<b>\$4,877</b>	<b>\$28,000</b>	<b>\$3,000</b>	<b>(25,000)</b>	<b>-89.3%</b>	<b>-\$1,877</b>	<b>-38.5%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$841,192	\$848,525	\$855,638	\$7,113	0.8%	\$14,446	1.7%	
PRINTING & OFFICE SUPPLIES	6,247	7,875	7,875	-	0.0%	1,628	26.1%	
TRAVEL EXPENSES	2,245	2,200	2,200	-	0.0%	(45)	-2.0%	
TRAINING	294	2,709	2,709	-	0.0%	2,415	821.4%	
RENTAL/LEASE	949	1,419	1,419	-	0.0%	470	49.5%	
LICENCES, PERMITS, FEES	-	300	1,860	1,560	520.0%	1,860	0.0%	
CREDIT CARD SERVICE CHARGES	876	787	787	-	0.0%	(89)	-10.2%	
<b>Total Expenses</b>	<b>\$851,803</b>	<b>\$863,815</b>	<b>\$872,488</b>	<b>\$8,673</b>	<b>1.0%</b>	<b>\$20,685</b>	<b>2.4%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$846,926</b>	<b>\$835,815</b>	<b>\$869,488</b>	<b>\$33,673</b>	<b>4.0%</b>	<b>\$22,562</b>	<b>2.7%</b>	



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Corporate Items Consolidated

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
TAX LEVIES	\$98,846,186	\$98,739,015	\$105,073,221	\$6,334,206	6.4%	\$6,227,035	6.3%	
GRANTS-IN-LIEU OF TAXES	1,229,865	1,268,845	1,211,131	(57,714)	-4.5%	(18,734)	-1.5%	
INTEREST & PENALTIES	3,375,174	3,375,000	3,375,000	-	0.0%	(174)	0.0%	
INCOME FROM INVESTMENTS	11,885,550	11,670,836	11,630,836	(40,000)	-0.3%	(254,714)	-2.1%	
USER FEES & SERVICE CHARGES	4,488	-	-	-	0.0%	(4,488)	-100.0%	
OTHER INCOME	3,157,504	2,170,492	2,187,654	17,162	0.8%	(969,850)	-30.7%	
TRANSFER FROM SURPLUS/DEFICIT	2,150,107	-	-	-	0.0%	(2,150,107)	-100.0%	
<b>Total Revenues</b>	<b>\$120,648,874</b>	<b>\$117,224,188</b>	<b>\$123,477,842</b>	<b>6,253,654</b>	<b>5.3%</b>	<b>\$2,828,968</b>	<b>2.3%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$6,064,027	\$4,866,798	\$5,496,417	\$629,619	12.9%	(\$567,610)	-9.4%	
UTILITIES	-	-	150,870	150,870	0.0%	-	0.0%	
CONTRACTS SERVICE AGREEMENTS	(3,834,886)	(3,827,119)	(3,826,742)	377	0.0%	8,144	-0.2%	
RENTAL/LEASE	(724)	-	-	-	0.0%	724	-100.0%	
INSURANCE	2,071,422	1,652,527	1,917,879	265,352	16.1%	(153,543)	-7.4%	
PROFESSIONAL SERVICES	26,487	44,117	44,117	-	0.0%	17,630	66.6%	
LICENCES, PERMITS, FEES	13,028	15,620	15,620	-	0.0%	2,592	19.9%	
PROMOTION & ADVERTISING	23,895	31,709	31,709	-	0.0%	7,814	32.7%	
OTHER PURCHASED SERVICES	226,395	226,395	226,395	-	0.0%	-	0.0%	
WRITE-OFFS	494,318	500,500	500,500	-	0.0%	6,182	1.3%	
OTHER EXPENDITURES	1,409,994	1,466,500	1,523,577	57,077	3.9%	113,583	8.1%	
TRANSFERS TO RESERVES	25,040,759	22,781,494	22,366,494	(415,000)	-1.8%	(2,674,265)	-10.7%	
<b>Total Expenses</b>	<b>\$31,534,715</b>	<b>\$27,758,541</b>	<b>\$28,446,836</b>	<b>\$688,295</b>	<b>2.5%</b>	<b>(\$3,087,879)</b>	<b>-9.8%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>(\$89,114,159)</b>	<b>(\$89,465,647)</b>	<b>(\$95,031,006)</b>	<b>(\$5,565,359)</b>	<b>6.2%</b>	<b>(\$5,916,847)</b>	<b>6.6%</b>	



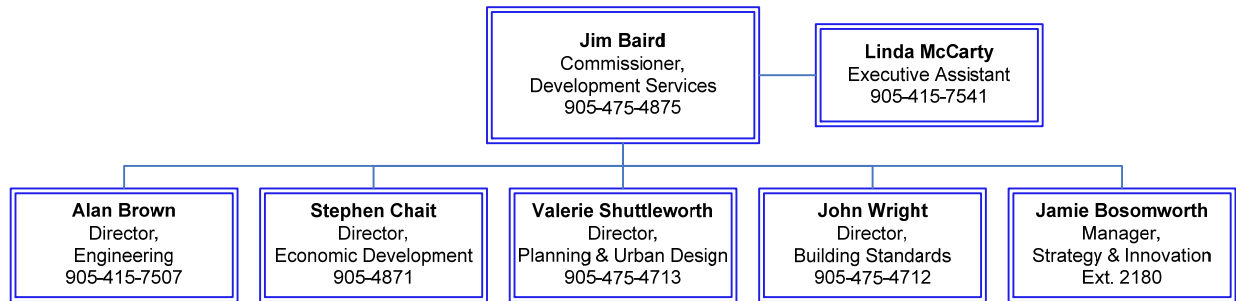
**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Corporate Services Commissioner's Office - Commission Support (399-999)

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
<b>Total Revenues</b>	-	-	-	-	<b>0.0%</b>	-	<b>0.0%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$433,228	\$430,696	\$438,794	\$8,098	1.9%	\$5,566	1.3%	
PRINTING & OFFICE SUPPLIES	294	1,262	1,262	-	0.0%	968	329.3%	
COMMUNICATIONS	1,508	1,165	1,165	-	0.0%	(343)	-22.7%	
TRAVEL EXPENSES	7,171	9,562	9,562	-	0.0%	2,391	33.3%	
TRAINING	-	2,621	2,621	-	0.0%	2,621	0.0%	
LICENCES, PERMITS, FEES	9,215	6,485	9,485	3,000	46.3%	270	2.9%	
PROMOTION & ADVERTISING	-	485	485	-	0.0%	485	0.0%	
<b>Total Expenses</b>	<b>\$451,416</b>	<b>\$452,276</b>	<b>\$463,374</b>	<b>\$11,098</b>	<b>2.5%</b>	<b>\$11,958</b>	<b>2.6%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$451,416</b>	<b>\$452,276</b>	<b>\$463,374</b>	<b>\$11,098</b>	<b>2.5%</b>	<b>\$11,958</b>	<b>2.6%</b>	



## Development Services



The commission provides direction and support to envision, create and deliver the most livable community in North America. This is achieved through a multi-disciplined team of professionals and administrative staff, balancing individual customer and partner's requirements with the broader public interest. This includes safe buildings, a healthy environment, a strong local economy, well-planned neighborhoods, quality infrastructure, and a people friendly community.

The following Business Units are included under Development Services Commission:

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

Currently, there are 149 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 Town's zoning by-laws. The department issues building permits and provides inspections for all new or renovated buildings within Markham's borders. Each building's addition or renovation is issued a building permit and inspected for the following major building components:

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



## **Planning & Urban Design**

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

## **Engineering**

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

- Development
- Inspection
- Infrastructure and Capital Projects
- Transportation

### Development

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

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

### Inspection

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

- a) Storm and sanitary sewer construction
- b) Water main construction
- c) Road construction
- d) Grading
- e) Service connection
- f) Utilities
- g) Reduction and/or release of engineering-related securities
- h) Pool inspection

### Infrastructure and Capital Projects

This area is responsible for major infrastructure and capital projects undertaken by the Town. Most of these projects consist of 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.





## Transportation

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

- Travel Demand Management
- Transportation Planning
- Operations

### *Travel Demand Management*

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

### *Transportation Planning*

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

### *Operations*

This group is primarily concerned with the performance of the entire Markham transportation system as to how well the system actually operates. Duties include signals' timing, collisions' database and analysis, parking, stop signs, and crossing guards, etc.

## **Economic Development**

The Economic Development department generates economic prosperity for the Town and its residents by aggressively marketing Markham as the best place to work 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



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Development Services Consolidated (excluding Building Standards)

Description	2007 Actuals	2007 Budget	2008 Budget	2008 Bud. vs. 2007 Bud.		2008 Bud. Vs. 2007 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenue</b>							
GRANTS AND SUBSIDIES	\$64,125	\$55,000	\$55,000	-	0.0%	(\$9,125)	-14.2%
USER FEES & SERVICE CHARGES	11,082,367	10,537,061	9,146,408	(1,390,653)	-13.2%	(1,935,959)	-17.5%
SALES	2,827	-	-	-	0.0%	(2,827)	-100.0%
RECOVERIES & CONTRIBUTIONS	19,004	20,834	132,834	112,000	537.6%	113,830	599.0%
OTHER INCOME	(4,731)	50,000	-	(50,000)	-100.0%	4,731	-100.0%
TRANSFER FROM SURPLUS/DEFICIT	-	-	1,297,951	1,297,951	0.0%	1,297,951	0.0%
<b>Total Revenues</b>	<b>\$11,163,592</b>	<b>\$10,662,895</b>	<b>\$10,632,193</b>	<b>(\$30,702)</b>	<b>-0.3%</b>	<b>(\$531,399)</b>	<b>-4.8%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$8,545,027	\$8,770,386	\$9,342,906	\$572,520	6.5%	\$797,879	9.3%
PRINTING & OFFICE SUPPLIES	78,406	91,387	81,387	(10,000)	-10.9%	2,981	3.8%
OPERATING MATERIALS & SUPPLIES	24,643	38,026	39,026	1,000	2.6%	14,383	58.4%
COMMUNICATIONS	30,476	33,009	38,009	5,000	15.1%	7,533	24.7%
TRAVEL EXPENSES	76,849	111,409	111,409	-	0.0%	34,560	45.0%
TRAINING	17,529	65,607	59,707	(5,900)	-9.0%	42,178	240.6%
CONTRACTS & SERVICE AGREEMENTS	1,739,221	1,739,221	2,215,621	476,400	27.4%	476,400	27.4%
MAINT. & REPAIR-TIME/MATERIAL	6,589	2,956	2,956	-	0.0%	(3,633)	-55.1%
RENTAL/LEASE	21,620	9,676	12,676	3,000	31.0%	(8,944)	-41.4%
PROFESSIONAL SERVICES	633,842	656,637	673,381	16,744	2.5%	39,539	6.2%
LICENCES, PERMITS, FEES	32,289	51,151	41,151	(10,000)	-19.5%	8,862	27.4%
CREDIT CARD SERVICE CHARGES	11,190.00	9,321	9,321	-	0.0%	(1,869)	-16.7%
PROMOTION & ADVERTISING	336,505	317,907	333,942	16,035	5.0%	(2,563)	-0.8%
OFFICE FURNISHINGS & EQUIPMENT	-	2,400	2,400	-	0.0%	2,400	0.0%
OTHER EXPENDITURES	2,090	50,000	-	(50,000)	-100.0%	(2,090)	-100.0%
TRANSFERS TO RESERVES	1,341,185	475,621	(31,162)	(506,783)	-106.6%	(1,372,347)	-102.3%
<b>Total Expenses</b>	<b>\$12,897,461</b>	<b>\$12,424,714</b>	<b>\$12,932,730</b>	<b>\$508,016</b>	<b>4.1%</b>	<b>\$35,269</b>	<b>0.3%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$1,733,869</b>	<b>\$1,761,819</b>	<b>\$2,300,537</b>	<b>\$538,718</b>	<b>30.6%</b>	<b>\$566,668</b>	<b>32.7%</b>

# Building Standards

## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library	Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management		Economic Development
<b>2008 BUP (High-Level Initiatives)</b>															
1															
2															
3															
4															
5															
6															
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Marijuana Grow Operation Response	✓	25 buildings used as grow-ops remediated												PM
2	Web Server & related hardware/software	✓	Web presence and access to customers improved	✓					✓		✓				PM
3	AMANDA Service level agreement/administration	✓	3 new AMANDA functions implemented	✓					✓						PM
4	AMANDA operational audit	✓	Audit conducted and 3 identified improvements	✓							✓				PM
6															
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Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus



# Building Standards

## KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	Percentage of Customers Extremely Satisfied
# of formal customer satisfaction surveys completed					

FINANCIAL PERFORMANCE					Av ost per Bldg Permit Issued
Net cost per household	\$ (43.71)	\$ (31.78)	\$ -	\$ -	
Average cost per building permit issued	\$ 850.61	\$ 1,226.93	\$ 1,523.62		
Average cost per inspection	\$ 51.05	\$ 86.16	\$ 81.14		

OPERATIONAL EXCELLENCE					# of residential permits
Number of permits issued for residential construction	2,500	3,381	3,084		
Number of permits issued for all construction	4,549	6,116	4,194		
Total floor area of permits issued for ICI (sq. m.)	232,741	553,954	418,896		
Number of inspections undertaken	75,799	87,095	78,751		

STAFF SATISFACTION					Staff Satisfaction Rating
Completion rate for performance management	98%	100%	73%		
Average # of non-technical training sessions per employee	0.4	0.2	0.4		
Completion rate (%) for staff survey improvement	33%	n/a	n/a		
Recognition rating (from staff survey)	61%	n/a	65%		
Staff Satisfaction rating (from staff survey)	70%	n/a	75%		
High Performance Workgroup rating (from staff survey)	73%	n/a	76%		
Staff absenteeism (average # of days per employee)	3.9	2.0	3.4		
Staff turnover rate	0%	4%	9%		

**NOTES:**

## CURRENT YEAR ACCOMPLISHMENTS

- A Awarded IVR contract and project 50% complete
- B
- C
- D
- E
- F
- G
- H



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Building Standards

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
LICENCES & PERMITS	\$7,936,063	\$7,953,000	\$6,959,411	(\$993,589)	-12.5%	(\$976,652)	-12.3%
USER FEES & SERVICE CHARGES	47,139	92,000	92,000	-	0.0%	44,861	95.2%
OTHER INCOME	(6,417)	-	-	-	0.0%	6,417	-100.0%
<b>Total Revenues</b>	<b>\$7,976,785</b>	<b>\$8,045,000</b>	<b>\$7,051,411</b>	<b>(\$993,589)</b>	<b>-12.4%</b>	<b>(\$925,374)</b>	<b>-11.6%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$4,459,168	\$5,133,200	\$4,985,311	(\$147,889)	-2.9%	\$526,143	11.8%
PRINTING & OFFICE SUPPLIES	44,732	53,708	53,708	-	0.0%	8,976	20.1%
OPERATING MATERIALS & SUPPLIES	23,519	14,604	14,604	-	0.0%	(8,915)	-37.9%
COMMUNICATIONS	20,521	23,893	23,893	-	0.0%	3,372	16.4%
TRAVEL EXPENSES	2,951	9,006	9,006	-	0.0%	6,055	205.2%
TRAINING	32,379	27,476	27,476	-	0.0%	(4,903)	-15.1%
CONTRACTS & SERVICE AGREEMENTS	2,085,092	2,128,220	2,083,239	(44,981)	-2.1%	(1,853)	-0.1%
MAINT. & REPAIR-TIME/MATERIAL	-	235	235	-	0.0%	235	0.0%
RENTAL/LEASE	2,592	6,214	6,214	-	0.0%	3,622	139.7%
PROFESSIONAL SERVICES	8,878	5,971	5,971	-	0.0%	(2,907)	-32.7%
LICENCES, PERMITS, FEES	13,041	14,165	14,165	-	0.0%	1,124	8.6%
PROMOTION & ADVERTISING	-	6,311	6,311	-	0.0%	6,311	0.0%
TRANSFERS TO RESERVES	1,283,912	621,997	(178,722)	(800,719)	-128.7%	(1,462,634)	-113.9%
<b>Total Expenses</b>	<b>\$7,976,785</b>	<b>\$8,045,000</b>	<b>\$7,051,411</b>	<b>(\$993,589)</b>	<b>-12.4%</b>	<b>(\$925,374)</b>	<b>-11.6%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>

# Planning and Urban Design

## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development	
<b>2008 BUP (High-Level Initiatives)</b>														
1	Directed Growth Strategy													
(a)	Built Form for Intensification - Guidelines	✓	Directed Growth Strategy is adopted by Council before June 2009	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	CF
(b)	Communication Program	✓		✓				✓	✓	✓		✓	✓	CF
(c)	Options Preparation & Assessment	✓		✓						✓			✓	PM
(d)	Employment Lands Strategy Update	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	PFM
(e)	Growth Projections Analysis	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	PFM
(f)	Senior Project Coordinator - Urban Design	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	PM
2	Sustainable Development Standards and Guidelines	✓	New standards and guidelines approved	✓	✓	✓	✓	✓	✓		✓	✓	PM	
<b>2008 BUP (Other Business Plan Objectives)</b>														
1	North Yonge Corridor Study	✓	Study completed	✓				✓	✓			✓	✓	PE
2	Markham Road Focal Point Beautification Study	✓	Study completed	✓					✓				✓	PE
3	Implementation of Markham Centre	✓	Open Space Master Plan, Amts. to OPA 21 & streetscape standards adopted by Council. Sciberras Rd. and East Precinct Plans adopted.	✓			✓			✓		✓		PFM
4	Heritage Policy Development	✓	Complete Threatened Heritage Building study, finalize research for New Heritage Districts Study and New Heritage O.P. Policies adopted	✓		✓		✓					✓	CF
5	Urban Design Guidelines Commercial Development	✓	Guidelines adopted by council	✓				✓	✓			✓	✓	PM
6	Sustain high level of work load related to processing all types of development applications including OP and zoning amendments, subdivisions, site plans, condominiums, severances and variances	✓	All applications processed in time frames agreed upon through the Make It Happen Task Force	✓				✓	✓	✓			✓	PM
7	Complete Highway 7 Corridor Study		Study completed and OPA initiated	✓		✓	✓	✓	✓	✓		✓	✓	PM
8	Complete Environmental Policy Review & consolidation and settle appeals to OPA 140		Study completed and OPA adopted	✓		✓			✓	✓				PM
9	Move forward and complete Policy Studies related to development applications		Complete Langstaff study master plan & OPA, review and approved all 404 North studies, adoption of new Cornell Secondary Plan	✓		✓			✓			✓	✓	PM
10	Implement Yonge/Steeles Corridor Study recommendations		OPA adopted and zoning enacted	✓					✓			✓		PM
11	Manage and coordinate park design and construction program & landscape inspections		Parks program delivered on time and on budget. Inspections completed and LC's returned in a			✓		✓	✓				✓	PFM
12	Implementation of Main Street Milliken		New Streetscape Standards adopted by Council. OMB appeal of Toronto proposal resolved.	✓					✓			✓		L
13	Manage Heritage Markham Committee work flow including agendas, meetings and minutes		Agendas and minutes released on time and all items scheduled for a meeting in a timely manner					✓	✓					PM
14	Ensure Heritage Assistance/incentive Programs are operating appropriately		Process tax rebate, façade improvement and sign replacement applications in a timely manner, introduce new residential grant program, publish 2 news letters and ensure website is up-to-date.					✓	✓	✓				PFM
15	Report regularly to DSC and monitor servicing allocation issues across town and with the Region		Residential building permit activity is maintained at over 3000 units annually	✓		✓		✓	✓	✓		✓		PFM
16	Implement recommendations emerging from the Make It Happen Task Force		New programs and processes in place, as required.	✓				✓	✓				✓	PM
17	Comment on C of A applications and coordinate C of A meetings and agendas		All applications are dealt with in prescribed time lines.	✓				✓	✓				✓	PM
18	Manage and coordinate zoning program		Complete applications OPA & By-law in place, drive thru provision enacted, timely review of all draft by-laws, revised public use provisions	✓					✓				✓	PM
19	Manage and coordinate Markham Centre, Milliken and Cornell Advisory Groups		coordinate meeting schedules, attendance, meeting content and presentations. Produce minutes.	✓				✓	✓				✓	PE

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus



# Planning and Urban Design

## KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					Percentage of Customers Satisfied
# of formal customer satisfaction surveys completed	n/a	n/a	1		
Percentage of customers extremely satisfied (Citizen/service surveys)	12%	n/a	n/a		
Percentage of customers satisfied (Citizen/service specific surveys)	43%	n/a	n/a		
Percentage of customers extremely satisfied (Developers surveys)			32%		
Percentage of customers satisfied (Developers surveys)			64%		
<b>FINANCIAL PERFORMANCE</b>					Avp cost per app circ.
Net cost per household	\$ 14.41	\$ 1.01	\$0	\$ -	
Average cost per application circulated	\$12,392.79	\$ 8,355.86	\$ 9,963.41	*	
	* appropriate to reflect cost of delivering the service				
<b>OPERATIONAL EXCELLENCE</b>					# of reports presented to DSC
Number of applications circulated	371	564	494	n/a	
Number of prelim. reports to DSC within 6-8weeks of receipt of a com					
Area (ha) of new parks assumed	34	8	8.4	?	
Number of agreements executed	27	16	29	25	
# of applications requiring heritage review and comment	33	10	16	20	
Number of reports presented to D.S.C.	263	341	258	n/a	
<b>STAFF SATISFACTION</b>					Staff Satisfaction Rating
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	1.2	0.8	0.9	1.0	
Completion rate (%) for staff survey improvement	100%	n/a	60%	100%	
Recognition rating (from staff survey)	66%	n/a	66%	80%	
Staff Satisfaction rating (from staff survey)	72%	n/a	71%	80%	
High Performance Workgroup rating (from staff survey)	79%	n/a	74%	80%	
Staff absenteeism (average # of days per employee)	1.9	1.1	1.8	1.0	
Staff turnover rate	3%	3%	5%	0%	

NOTES:

## CURRENT YEAR ACCOMPLISHMENTS

- A Participation in Growth Summit & on-going work with the Region and PIR on
- B Second revision of Cornell Secondary Plan released
- C New Thornhill Heritage Conservation District Plan adopted, additional delegated authority to Heritage staff, Special Event signage approved & Heritage Estates B/L amended.
- D Markham Centre Site Plan Approvals (Honeywell, four Remington Apartment Buildings)
- E Directed Growth Strategy work program presented to DSC
- F Intensification studies advancing (Yonge/ Steeles, Hwy 7, etc.)
- G Phase 2 of Environmental Policy Review and Consolidation complete
- H Make it Happen Task Force working groups established
- I New Communities tour held



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Planning & Urban Design

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
USER FEES & SERVICE CHARGES	\$5,189,682	\$5,439,662	\$5,268,418	(\$171,244)	-3.1%	\$78,736	1.5%	
RECOVERIES & CONTRIBUTIONS	-	10,000	10,000	-	0.0%	10,000	0.0%	
OTHER INCOME	(13,356)	50,000	-	(50,000)	-100.0%	13,356	-100.0%	
<b>Total Revenues</b>	<b>\$5,176,326</b>	<b>\$5,499,662</b>	<b>\$5,278,418</b>	<b>(\$221,244)</b>	<b>-4.0%</b>	<b>\$102,092</b>	<b>2.0%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$3,686,133	\$3,810,197	\$4,046,379	\$236,182	6.2%	\$360,246	9.8%	
PRINTING & OFFICE SUPPLIES	41,154	53,092	43,092	(10,000)	-18.8%	1,938	4.7%	
OPERATING MATERIALS & SUPPLIES	4,357	6,803	6,803	-	0.0%	2,446	56.1%	
COMMUNICATIONS	7,681	4,369	9,369	5,000	114.4%	1,688	22.0%	
TRAVEL EXPENSES	10,605	17,869	17,869	-	0.0%	7,264	68.5%	
TRAINING	4,159	7,281	7,281	-	0.0%	3,122	75.1%	
CONTRACTS & SERVICE AGREEMENTS	806,914	806,914	921,708	114,794	14.2%	114,794	14.2%	
RENTAL/LEASE	6,414	-	3,000	3,000	0.0%	(3,414)	-53.2%	
PROFESSIONAL SERVICES	80,345	41,748	38,748	(3,000)	-7.2%	(41,597)	-51.8%	
LICENCES, PERMITS, FEES	14,619	32,995	22,995	(10,000)	-30.3%	8,376	57.3%	
CREDIT CARD SERVIC CHARGES	1,823	-	-	-	0.0%	(1,823)	-100.0%	
PROMOTION & ADVERTISING	-	4,365	4,365	-	0.0%	4,365	0.0%	
OTHER EXPENDITURES	1,431	50,000	-	(50,000)	-100.0%	(1,431)	-100.0%	
TRANSFERS TO RESERVES	510,691	664,029	156,809	(507,220)	-76.4%	(353,882)	-69.3%	
<b>Total Expenses</b>	<b>\$5,176,326</b>	<b>\$5,499,662</b>	<b>\$5,278,418</b>	<b>(\$221,244)</b>	<b>-4.0%</b>	<b>\$102,092</b>	<b>2.0%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>	



## Engineering Department

### 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success (What is going to be completed to show success in 2008)	Council Priorities & Corporate Goals										Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development		Organizational Excellence
<b>2008 BUP (High-Level Initiatives)</b>															
1	Growth Management Studies: - Proceed with transportation and servicing studies	✓		✓	✓	✓					✓	✓			PM
2	Environmental Strategy: - implementation of 6 components of Stormwater Management Strategy	✓	1 FTE Requested - 6 major components of the Stormwater Management Strategy to be implemented Manage SWM applications/reports/studies - Funding request in 2008 Capital Budget			✓					✓	✓			PM
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Development: - Update of Standards and processes		Update and distributed to internal and external clients new Engineering Design Criteria and Standard Drawings and improve the processes in which Engineering requests are being approved for all new hard infrastructure.								✓		✓		CF
2	Capital: -Implement Capital Program	✓	conversion of contract to FTE		✓	✓				✓	✓				CF
	implement Capital Budget for 2008	✓	70% committed by year end		✓	✓				✓	✓				CF
	Coordinate Markham requirements in the Capital program of external agencies including Region of York, Ministry of Transportation, 407 ETR, and adjacent municipalities				✓						✓				CF
3	Transportation: Implement Transportation Strategic Planning Study	✓	Study to commence in Fall 2008 funding requested in 2008 capital budget	✓	✓										CF
	Oversee SMART Commute Hwy 404-7 TMA and develop Town TDM programs	✓	Funded requested in 2008 Capital Budget		✓					✓					CF
	Implement 2007 Safe Streets Strategy in September	✓	Review and make revisions to 2007 strategy to improve on the 2008 Safe Streets Strategy Funding requested in 2008 Capital Budget							✓					CF
	Parking Strategy	✓	Develop Town Wide Parking Strategy Develop feasibility plan and hire consultant Funding requested in 2008 Capital Budget		✓					✓					CF
	Bike Study Master Plan	✓	Complete Phase 1 and implement Phase 2 of the Bike Study Master Plan Funding requested in 2008 Capital Budget		✓					✓					CF
3	Inspections: - Letter of Credits process improvement and requirements (Amanda)	✓	Process Improvements implemented										✓		PM
	Manage Contaminated Sites				✓										CF
5	Development Charges:		- adoption of new by-laws in early 2008							✓					PFM
6	Make It Happen		adoption and implementation of process improvements				✓						✓		PFM

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus



# Engineering Department

## KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					Percentage of Customers Extremely Satisfied
# of formal customer satisfaction surveys completed	-	-	1	-	
Percentage of customers extremely satisfied (Developers surveys)			32%		
Percentage of customers satisfied (Developers surveys)			64%		
<b>FINANCIAL PERFORMANCE</b>					Development Revenue/expenditures ratio
Development Revenue/expenditures ratio			1.5	1.2	
Capital Revenue/expenditure ratio			0.5	0.9	
Tax funded services (\$million)			1.4	1.3	
<b>OPERATIONAL EXCELLENCE</b>					Eng Drawing Approval (\$m)
\$ of development infrastructure constructed within calendar year	\$79 Million	\$75 million	\$35 million	\$54 million	
- % of capital program completed/committed within calendar year	20%	60%	65%	75%	
- traffic operations (# of responses)	161	500	379	350	
- # Care Contacts received and addressed			1,036	1,000	
Time frame for Site Plan and Subdivision Agreements			60 days	60 days	
Engineering Drawing Approval (\$million)	\$60	\$51	\$30	\$40	
<b>STAFF SATISFACTION</b>					Staff Satisfaction Rating
Completion rate for performance management	97%	n/a	93%	100%	
Average # of non-technical training sessions per employee	1.3	0.9	2.3	2.5	
Completion rate (%) for staff survey improvement	25%	n/a	75%	85%	
Recognition rating (from staff survey)	62%	n/a	63%	75%	
Staff Satisfaction rating (from staff survey)	72%	n/a	73%	80%	
High Performance Workgroup rating (from staff survey)	81%	n/a	75%	85%	
Staff absenteeism (average # of days per employee)	3.4	1.7	3.2	3.0	
Staff turnover rate	3%	3%	13%	10%	

**NOTES:**

## CURRENT YEAR ACCOMPLISHMENTS

- A By year end (2007) 75% of capital projects completed or committed totalling \$77 million
- B approval of stormwater management strategy by Council
- C Implemented TDM, Bike Study, and Safe Street Programs
- D \$54 million of hard infrastructure (development related) approved
- E
- F
- G
- H



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Engineering

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
USER FEES & SERVICE CHARGES	\$5,889,795	\$5,081,399	\$3,861,990	(\$1,219,409)	-24.0%	(\$2,027,805)	-34.4%
SALES	2,827	-	-	-	0.0%	(2,827)	-100.0%
RECOVERIES & CONTRIBUTIONS	4,583	-	112,000	112,000	0.0%	107,417	2343.8%
TRANSFER FROM SURPLUS/DEFICIT	-	-	1,297,951	1,297,951	0.0%	1,297,951	0.0%
<b>Total Revenues</b>	<b>\$5,897,205</b>	<b>\$5,081,399</b>	<b>\$5,271,941</b>	<b>\$190,542</b>	<b>3.7%</b>	<b>(\$625,264)</b>	<b>-10.6%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$3,480,832	\$3,576,452	\$3,787,567	\$211,115	5.9%	\$306,735	8.8%
PRINTING & OFFICE SUPPLIES	19,589	19,519	19,519	-	0.0%	(70)	-0.4%
OPERATING MATERIALS & SUPPLIES	14,023	26,126	26,126	-	0.0%	12,103	86.3%
COMMUNICATIONS	18,253	24,271	24,271	-	0.0%	6,018	33.0%
TRAVEL EXPENSES	21,418	30,621	30,621	-	0.0%	9,203	43.0%
TRAINING	5,008	41,835	35,935	(5,900)	-14.1%	30,927	617.6%
CONTRACTS & SERVICE AGREEMENTS	932,307	932,307	893,913	(38,394)	-4.1%	(38,394)	-4.1%
MAINT. & REPAIR-TIME/MATERIAL	6,342	2,956	2,956	-	0.0%	(3,386)	-53.4%
RENTAL/LEASE	5,480	-	-	-	0.0%	(5,480)	-100.0%
PROFESSIONAL SERVICES	552,102	602,889	626,173	23,284	3.9%	74,071	13.4%
LICENCES, PERMITS, FEES	11,357	12,831	12,831	-	0.0%	1,474	13.0%
TRANSFERS TO RESERVES	830,494	(188,408)	(187,971)	437	-0.2%	(1,018,465)	-122.6%
<b>Total Expenses</b>	<b>\$5,897,205</b>	<b>\$5,081,399</b>	<b>\$5,271,941</b>	<b>\$190,542</b>	<b>3.7%</b>	<b>(\$625,264)</b>	<b>-10.6%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>

# Economic Development

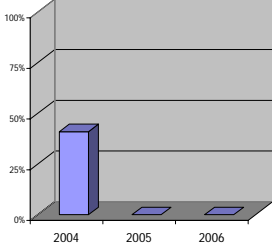
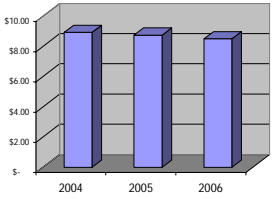
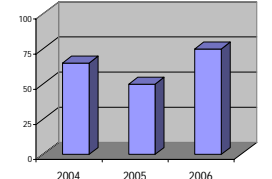
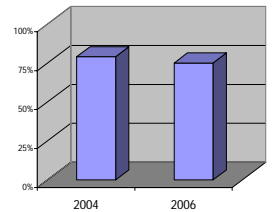
## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development		Organizational Excellence
<b>2008 BUP (High-Level Initiatives)</b>															
1	National Centre for Medical Device Development and Special Projects	✓	Formulation and successful submission of request for funding approval	✓							✓		✓		L
2	China and India Alliance & Investment Attraction Program	✓	Generate and successfully convert investment and business leads from China and India into new business establishments in Markham.	✓							✓		✓		L
3															
4															
5															
6															
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	New Economic Development Marketing Campaign. Phase One.	✓	Development of a Council approved design and layout for new marketing materials in 2008 for production and launch into market in 2009	✓							✓		✓		L
2	Innovation Synergy Centre in Markham (ISCM). Base funding.	✓	Payment of rent and provision of operating funds to be used to leverage equal or greater amounts of funding from other partners.	✓							✓		✓		L
3	Sectoral Economic Alliance Program	✓	Maintenance of economic alliance and investment attraction programs with Laval QC, Cary NC, and	✓							✓		✓		L
4	Toronto Region Research Alliance (TRRA)	✓	Maintenance of Markham's reputation as leading technology community in GTA and presence of	✓							✓		✓		L
5	YORKbiotech	✓	Maintenance of Markham's reputation as a leader in the attraction of life science business investment	✓							✓		✓		L
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Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

# Economic Development

## KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	Percentage of Customers Extremely Satisfied
# of formal customer satisfaction surveys completed				1	
Percentage of customers extremely satisfied (Citizen/service specific surveys)	13%	n/a	n/a	n/a	
Percentage of customers satisfied (Citizen/service specific surveys)	41%	n/a	n/a	n/a	
FINANCIAL PERFORMANCE					Net Cost Per Household
Net cost per household	\$ 8.92	\$ 8.74	\$ 8.49		
External grants and sponsorship funds attracted	\$450,000	\$50,000	\$70,000.00	\$ 50,000.00	
OPERATIONAL EXCELLENCE					# of events hosted or sponsored
# of high-tech firms in Markham	866	915	n/a*	900	
# of staff employed by high-tech firms in Markham	29,736	31,850	n/a*	35,000	
# of events hosted or sponsored	65	50	75	60	
* awaiting survey for results for these numbers					
STAFF SATISFACTION					Staff Satisfaction Rating
Completion rate for performance management	100%	N/A	100%	100%	
Average # of non-technical training sessions per employee	0.2	0.2	0.8	1.0	
Completion rate (%) for staff survey improvement	100%	n/a	100%	100%	
Recognition rating (from staff survey)	80%	n/a	70%	80%	
Staff Satisfaction rating (from staff survey)	79%	n/a	75%	80%	
High Performance Workgroup rating (from staff survey)	84%	n/a	80%	80%	
Staff absenteeism (average # of days per employee)	3.0	0.7	1.0	0.7	
Staff turnover rate	0%	0%	13%	0%	

**NOTES:**

## CURRENT YEAR ACCOMPLISHMENTS

A	Customer satisfaction survey (focused on strategic partnerships) -- targeted for completion Q4
B	Staff satisfaction survey initiative (communication & conflict resolution skills in a multicultural environment) -- targeted for completion Q4
C	10-year Economic Strategy -- targeted for completion Q3
D	New MSBEC DVD produced and in distribution
E	New Markham business investment lure DVD -- targeted for release Q4
F	China market development videoconferencing program
G	Hosting of major national/international events including: Cdn Open, Cdn Ch. Of Commerce, Chinese delegations, Laval business mission
H	Pursuit of National Centre for Medical Device Devt.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Economic Development

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
GRANTS AND SUBSIDIES	\$64,125	\$55,000	\$55,000	-	0.0%	(\$9,125)	-14.2%
USER FEES & SERVICE CHARGES	2,890	16,000	16,000	-	0.0%	13,110	453.6%
RECOVERIES & CONTRIBUTIONS	14,421	10,834	10,834	-	0.0%	(3,587)	-24.9%
OTHER INCOME	8,625	-	-	-	0.0%	(8,625)	-100.0%
<b>Total Revenues</b>	<b>\$90,061</b>	<b>\$81,834</b>	<b>\$81,834</b>	<b>-</b>	<b>0.0%</b>	<b>(\$8,227)</b>	<b>-9.1%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$590,740	\$575,818	\$694,081	\$118,263	20.5%	\$103,341	17.5%
PRINTING & OFFICE SUPPLIES	17,280	18,776	18,776	-	0.0%	1,496	8.7%
OPERATING MATERIALS & SUPPLIES	5,767	4,454	5,454	1,000	22.5%	(313)	-5.4%
COMMUNICATIONS	3,214	3,301	3,301	-	0.0%	87	2.7%
TRAVEL EXPENSES	31,148	41,001	41,001	-	0.0%	9,853	31.6%
TRAINING	5,860	6,311	6,311	-	0.0%	451	7.7%
CONTRACTS SERVICES AGREEMENT	-	-	400,000	400,000	0.0%	400,000	0.0%
MAINT. & REPAIR - TIME & MATERIALS	247	-	-	-	0.0%	(247)	-100.0%
RENTAL/LEASE	1,372	938	938	-	0.0%	(434)	-31.6%
LICENCES, PERMITS, FEES	4,804	4,354	4,354	-	0.0%	(450)	-9.4%
PROMOTION & ADVERTISING	336,505	313,542	329,577	16,035	5.1%	(6,928)	-2.1%
OFFICE FURNISHINGS & EQUIPMENT	-	2,000	2,000	-	0.0%	2,000	0.0%
OTHER EXPENDITURES	659	-	-	-	0.0%	(659)	0.0%
<b>Total Expenses</b>	<b>\$997,596</b>	<b>\$970,495</b>	<b>\$1,505,793</b>	<b>\$535,298</b>	<b>55.2%</b>	<b>\$508,197</b>	<b>50.9%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$907,535</b>	<b>\$888,661</b>	<b>\$1,423,959</b>	<b>\$535,298</b>	<b>60.2%</b>	<b>\$516,424</b>	<b>56.9%</b>



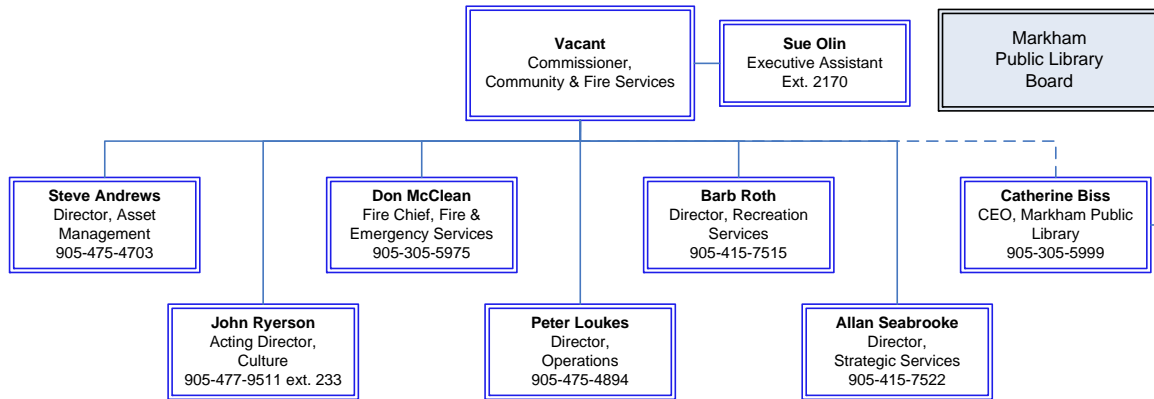
**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Development Services Commissioner's Office - Commission Support (699-999)

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
<b>Total Revenues</b>	-	-	-	-	<b>0.0%</b>	-	<b>0.0%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$787,322	\$807,919	\$814,879	\$6,960	0.9%	\$27,557	3.5%	
PRINTING & OFFICE SUPPLIES	383	-	-	-	0.0%	(383)	-100.0%	
OPERATING MATERIALS & SUPPLIES	496	643	643	-	0.0%	147	29.6%	
COMMUNICATIONS	1,328	1,068	1,068	-	0.0%	(260)	-19.6%	
TRAVEL EXPENSES	13,678	21,918	21,918	-	0.0%	8,240	60.2%	
TRAINING	2,502	10,180	10,180	-	0.0%	7,678	306.9%	
RENTAL/LEASE	8,354	8,738	8,738	-	0.0%	384	4.6%	
PROFESSIONAL SERVICES	1,395	12,000	8,460	(3,540)	-29.5%	7,065	506.5%	
LICENCES, PERMITS, FEES	1,509	971	971	-	0.0%	(538)	-35.7%	
CREDIT CARD SERVICE CHARGES	9,367	9,321	9,321	-	0.0%	(46)	-0.5%	
OFFICE FURNISHINGS & EQUIPMENT	-	400	400	-	0.0%	400	0.0%	
<b>Total Expenses</b>	<b>\$826,334</b>	<b>\$873,158</b>	<b>\$876,578</b>	<b>\$3,420</b>	<b>0.4%</b>	<b>\$50,244</b>	<b>6.1%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$826,334</b>	<b>\$873,158</b>	<b>\$876,578</b>	<b>\$3,420</b>	<b>0.4%</b>	<b>\$50,244</b>	<b>6.1%</b>	



## Community and Fire Services



**“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. This is accomplished through the delivery of services provided by the ten business units that report to the seven departments (referenced in the above organizational chart) residing in the Commission.

The Business Units and the departments they report to in the Community & Fire Services Commission are summarized below:

Business Unit	Department
1. Facility Assets	Asset Management
2. Right of Way Assets	
3. Culture	Culture
4. Fire & Emergency Services	Fire & Emergency Services
5. Markham Public Library	Markham Public Library
6. Operations	Operations
7. Waste Management	
8. Waterworks	
9. Recreation Services	Recreation Services
10. Strategic Services	Strategic Services

In 2008, the Commission has an approved full-time complement of 609 employees, including Waterworks.





## **Asset Management**

The Asset Management Department is made up of two business units, namely Facility Assets and Right of Way Assets.

The ***Facility Assets*** business unit has direct responsibility for maintaining 34 Town facilities including smaller community centres, libraries, fire stations, heritage sites, Civic Centre and town owned homes. ***Facility Assets*** also provides Corporate level maintenance service to approximately 70 of the remaining Town buildings including Recreation, Operations and Cultural facilities. These maintenance efforts are designed to achieve safe, user-friendly, comfortable and energy efficient use of these facilities.

This unit also provides project management services to all internal departments in the areas of major building repairs, replacements, expansions and construction.”

The ***Right of Way Assets*** business unit is responsible for providing technical assistance and advice to internal departments to achieve the most effective engineering solutions for new and replacement municipal infrastructure. Services are provided in the areas of: Capital Works – Right-of-way, Utilities and Contracts and Business Systems Improvement. Capital Works – Right-of-Way is responsible for the design and project management of capital projects along the Town's Rights-of-Way (e.g. Watermains, Sewers, Roads, Sidewalks, etc.). Utilities and Contracts administers and coordinates utility approvals within existing rights of ways and provides survey services to various internal departments as well as maintaining the street lighting system Business Systems Improvement defines rehabilitation requirements as well as recommending reserve funding levels to be submitted to Finance yearly. This section will manage compilation of data to meet the Public Sector Accounting Board Tangible Capital Assets requirements. This section also completes conversion of new development water and sewer data into Corporate GIS layers and databases as well as organizes digital engineering drawings for staff access.

## **Culture**

The Culture Department is responsible for operating and programming the three municipal cultural venues in Markham. The 25-acre Museum site offers events, programming, tours, rental, membership, and research in genealogy and family history. The Markham Theatre offers membership, rental, and a professional season of entertainment each year. The Varley Art Gallery of Markham features frequently changing exhibitions from the permanent collection as well as historical contemporary exhibitions drawn from local, national and international sources. The Gallery offers group tours, school programs, studio courses and workshops, courses and lectures, and family activities.

## **Fire & Emergency Services**

The 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 its seven fire stations and administrative office.

### **Markham Public Library**

Markham Public Library has six branches located throughout Markham and provides virtual services through its website. Administratively it reports to the Town of Markham Public Library Board, and has a dotted line reporting relationship with the Commissioner, Community & Fire Services. Library services include: information services, lending of library materials, programs for residents of all ages, room rentals, WiFi Internet services. Website services include access to the Library catalogue, subscription databases, Internet links and eBooks.

### **Operations**

The Operations Department is made up of three business units, namely Operations, Waste Management and Waterworks.

The **Operations** business unit is responsible for the maintenance of roads and parks in the Town of Markham, supported by fleet and business technical services. Aside from road and sidewalk safety, this group ensures effective winter control, environmental protection of right-of-ways, watercourses, and the maintenance and protection of natural and artificial drainage infrastructure. In addition to parks, this group also maintains natural areas and streetscapes. The Town fleet is comprised of approximately 600 vehicles and equipment units, which are used to maintain parks and streets, respond to fire emergencies, and assist all Municipal operations.

The **Waste Management** business unit is responsible for managing the curbside pickup of household recyclables, garbage, organic waste, and yard waste. Other services include the operation of recycling depots, large appliances / metal pickup, special recycling programs, policy development, and public education programming. Mission Green is one of its key initiatives to introduce three stream waste collection into the community, with a target to divert 70% of household garbage from landfills.

The **Waterworks** business unit is responsible for the provision of safe drinking water for domestic and commercial use throughout Markham. This responsibility includes 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 all appurtenances up to the property line. Another important service is the regular sampling of the water distribution system to ensure the quality of water for human consumption.

### **Recreation Services**

Recreation Services is responsible for operating and programming the community centres in the Town and includes the provision of quality recreational programs and the development of related policies to create a vibrant community. There are four major integrated community centres along with specialty and smaller recreation facilities.



Aside from the recreation opportunities listed in the *Recreation & Culture Guide*, special focus areas for programming include active living, youth, and older adults.

### **Strategic Services**

This department provides the Commission with a number of strategic and emerging services. Some of the services span the Commission and/or corporation. The key services provided in this department include: corporate and Commission business planning coordination, environmental leadership, Markham Energy Conservation Office, and special initiatives such as the Canadian Sports Institute Ontario and the East Markham Community Centre & Library project.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**  
 Community & Fire Services Consolidated (excluding Waterworks)

Description	2007 Actuals	2007 Budget	2008 Budget	2008 Bud. vs. 2007 Bud.		2008 Bud. Vs. 2007 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenue</b>							
GRANTS AND SUBSIDIES	\$942,267	\$678,387	\$853,387	\$175,000	25.8%	(\$88,880)	-9.4%
FINES	3,000	40,000	40,000	-	0.0%	37,000	1233.3%
USER FEES & SERVICE CHARGES	9,531,309	9,750,360	9,889,667	139,307	1.4%	358,358	3.8%
RENTALS	5,437,663	5,579,196	5,714,588	135,392	2.4%	276,925	5.1%
SALES	525,446	597,863	582,139	(15,724)	-2.6%	56,693	10.8%
RECOVERIES & CONTRIBUTIONS	984,641	1,504,669	1,052,881	(451,788)	-30.0%	68,240	6.9%
OTHER INCOME	1,392,012	1,111,676	1,204,708	93,032	8.4%	(187,304)	-13.5%
<b>Total Revenues</b>	<b>\$18,816,338</b>	<b>\$19,262,151</b>	<b>\$19,337,370</b>	<b>\$75,219</b>	<b>0.4%</b>	<b>\$521,032</b>	<b>2.8%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$54,934,397	\$55,520,325	\$57,531,636	\$2,011,311	3.6%	\$2,597,239	4.7%
PRINTING & OFFICE SUPPLIES	349,637	346,924	348,054	1,130	0.3%	(1,583)	-0.5%
PURCHASES FOR RESALE	269,569	211,005	216,262	5,257	2.5%	(53,307)	-19.8%
OPERATING MATERIALS & SUPPLIES	3,704,429	3,738,414	3,883,429	145,015	3.9%	179,000	4.8%
VEHICLE SUPPLIES	1,453,775	1,105,018	1,308,449	203,431	18.4%	(145,326)	-10.0%
SMALL EQUIPMENT SUPPLIES	14,881	14,291	14,291	-	0.0%	(590)	-4.0%
BOTANICAL SUPPLIES	331,781	361,919	357,524	(4,395)	-1.2%	25,743	7.8%
CONSTRUCTION MATERIALS	1,562,336	1,220,096	1,318,909	98,813	8.1%	(243,427)	-15.6%
INVENTORY ADJUSTMENTS	(195,107)	-	-	-	0.0%	195,107	-100.0%
UTILITIES	3,812,903	4,253,830	4,460,559	206,729	4.9%	647,656	17.0%
COMMUNICATIONS	437,240	417,142	441,000	23,858	5.7%	3,760	0.9%
TRAVEL EXPENSES	103,529	119,830	169,906	50,076	41.8%	66,377	64.1%
TRAINING	249,254	254,231	276,638	22,407	8.8%	27,384	11.0%
CONTRACTS & SERVICE AGREEMENTS	6,151,103	5,526,471	6,122,081	595,610	10.8%	(29,022)	-0.5%
MAINT. & REPAIR-TIME/MATERIAL	3,541,874	3,407,129	3,104,077	(303,052)	-8.9%	(437,797)	-12.4%
RENTAL/LEASE	763,457	813,071	569,318	(243,753)	-30.0%	(194,139)	-25.4%
INSURANCE	11,963	13,262	13,262	-	0.0%	1,299	10.9%
PROFESSIONAL SERVICES	698,351	655,916	720,992	65,076	9.9%	22,641	3.2%
LICENCES, PERMITS, FEES	297,630	372,581	376,159	3,578	1.0%	78,529	26.4%
CREDIT CARD SERVICE CHARGES	134,513	135,069	134,910	(159)	-0.1%	397	0.3%
PROMOTION & ADVERTISING	333,538	644,809	413,184	(231,625)	-35.9%	79,646	23.9%
CONTRACTED MUNICIPAL SERVICES	7,820,479	8,399,989	8,428,953	28,964	0.3%	608,474	7.8%
OTHER PURCHASED SERVICES	474,822	479,016	476,071	(2,945)	-0.6%	1,249	0.3%
OFFICE FURNISHINGS & EQUIPMENT	2,811	11,876	8,910	(2,966)	-25.0%	6,099	217.0%
WRITE-OFFS	49	-	-	-	0.0%	(49)	-100.0%
OTHER EXPENDITURES	75,999	55,400	55,400	-	0.0%	(20,599)	-27.1%
TRANSFERS TO RESERVES	458,475	463,076	462,148	(928)	-0.2%	3,673	0.8%
<b>Total Expenses</b>	<b>\$87,793,688</b>	<b>\$88,540,690</b>	<b>\$91,212,122</b>	<b>\$2,671,432</b>	<b>3.0%</b>	<b>\$3,418,434</b>	<b>3.9%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$68,977,350</b>	<b>\$69,278,539</b>	<b>\$71,874,752</b>	<b>\$2,596,213</b>	<b>3.7%</b>	<b>\$2,897,402</b>	<b>4.2%</b>

# Facility Assets

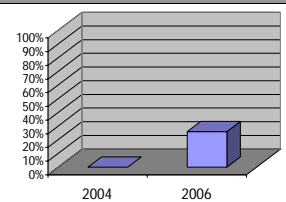
## 2008 Business Plan Objectives

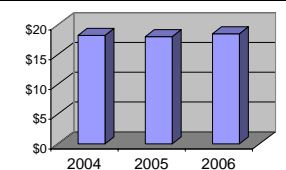
#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library	Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management		Economic Development
<b>2008 BUP (High-Level Initiatives)</b>															
1	Accessibility Improvement Plan for Town Facilities (H#301)	✓	Number of Accessibility projects completed					✓	✓	✓		✓			PFM
2	Provide LEED Certification for New Town Buildings (H#302)	✓	Number of buildings designated for LEED certification			✓						✓			L
3	Standardize Security Systems at All Town Buildings (H#304)	✓	Number of buildings that have been standardized	✓				✓						✓	PM
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Proceed with Markham East Community Centre & Library	✓	Complete design and tender project	✓		✓	✓	✓		✓	✓				CF
2	Proceed with Cathedral Fire Station	✓	Complete design and start construction	✓		✓		✓		✓	✓				CF
3	Proceed with Ward Building Reconstruction	✓	Complete design and start construction	✓		✓	✓	✓		✓	✓				CF
4	Install GO Transit Parking Deck at Centennial CC		Oversee progress of GO Transit installation	✓	✓	✓		✓		✓	✓				CF
5	Continue Civic Centre Annual Program	✓	Complete various projects			✓									PFM
6	Complete Lifecycle Audits	✓	Complete 25% of Town buildings	✓		✓		✓		✓	✓	✓			PFM
7	Complete Projects for Other Departments	✓	Complete all projects					✓		✓	✓	✓			PFM
8	Administer Maintenance Contracts		Complete all maintenance work					✓		✓	✓				PFM
9	Complete Project Management (PM) Software Development		Manage new projects with PM software					✓			✓	✓		✓	PM
10	Develop Facility Management Information System (FMIS)		Select and implement a new system - In IT Budget	✓				✓			✓	✓		✓	PM
11	Fire Admin staff and Operations & Asset Management civic centre staff relocation to 8100 Warden Avenue	✓	Move arranged and completed	✓				✓						✓	PM

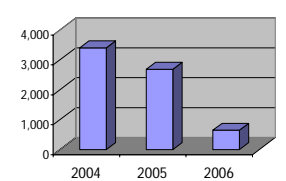
Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

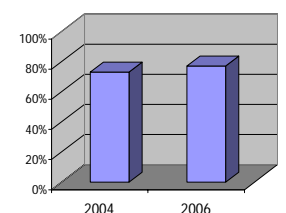
# Facility Assets

## KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	Percentage of Customers Extremely Satisfied
# of formal customer satisfaction surveys completed	-	-	1	0	
# of informal customer surveys completed	0	0	0	0	
Percentage of customers extremely satisfied	N/A	N/A	26%	35%	
Percentage of customers satisfied	N/A	N/A	92%	95%	

FINANCIAL PERFORMANCE					Net Cost Per Household
Net cost per household	\$ 18.24	\$ 18.00	\$ 18.52	\$ 19.33	
Net operating cost per gross sq.ft. of Civic Centre facility (172,515sf)	\$ 6.68	\$ 6.74	\$ 7.05	\$ 7.46	
Est. value of construction & renovation projects managed - Facilities	\$12.5 million	\$9.5 million	\$8 million	\$ 7 million	

OPERATIONAL EXCELLENCE					# of Work Orders Generated by Facility Centre
Facility Maintenance - # of facilities maintained <sup>1</sup>	111	120	141	141	
Estimated total value of public works assets (facilities/fleet/infrastructure)	N/A	\$2.7 billion	\$2.8 billion	\$2.9 billion	
# of work orders generated by Facility Centre <sup>2</sup>	3,403	2,686	650	600	

STAFF SATISFACTION					Staff Satisfaction Rating
Completion rate for performance management	100%	N/A	100%	100%	
Average # of non-technical training sessions per employee	3.2	4.4	1.6	3.0	
Completion rate (%) for staff survey improvement	N/A	100%	100%	100%	
Recognition rating (from staff survey)	75%	N/A	64%	75%	
Staff Satisfaction rating (from staff survey)	73%	N/A	77%	85%	
High Performance Workgroup rating (from staff survey)	78%	N/A	78%	80%	
Staff absenteeism (average # of days per employee)	6.1	4.6	7.9	5.0	
Staff turnover rate	0%	0%	13%	10%	

**NOTES:**  
<sup>1</sup> Number does not include 14 tennis clubhouse that have been constructed and maintained on Town property by third party tennis clubs. Number does include the Pomona Valley clubhouse owned by the Town.  
<sup>2</sup> Includes work orders generated for the Civic Centre and at other facilities directly maintained by Asset Management. Lower number of work orders from 2005 to 2006 reflects elimination of meeting request work orders at the Civic Centre (approx. 50 per week).

## CURRENT YEAR ACCOMPLISHMENTS

- A Established streamlined financial tracking system processes and procedures. Tracking system implemented.
- B Started defining processes and procedures for the Asset Management Life Cycle System. Expect completion by year end.
- C Life Cycle System 2008 review completed by March 2007 ready for 2008 Capital use.
- D Capital projects for 2007 well underway for completion by year end.
- E Completed Civic Centre underground garage lighting retrofit.
- F Completed Phase 1 Centennial Community Centre Expansion.
- G Completed Administration Area of Markham Village Library.
- H Selected Architect for Markham East Community Centre.
- I Selected Architect for Museum Ward Building Reconstruction Project.

# Right-of-Way Assets

## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development	
<b>2008 BUP (High-Level Initiatives)</b>														
1	Improving Stormwater Management and Infrastructure Rehabilitation (H#306)	✓	A) Undertake a multi-year Town-wide program for Storm Water Management and Flood Protection. B) Rehabilitating Infrastructure i.e. bridges, culverts, watermains, storm sewer outfalls and landfills. Hiring and retaining 2 FTE's is required in order to accommodate all of the additional work.	✓	✓	✓		✓		✓		✓		PFM
2	Tangible Capital Assets Project to Support PSAB Requirements (H#300) - in coordination with the Finance Department HIP #222: Implementation of PSAB Mandatory Requirements.	✓	Compile inventory counts, expected lives, historical costs and rehabilitation histories for streets, street lights, bridges, culverts, outfalls, storm water ponds, parks, park furniture, sidewalks and other assorted asset types. Assist with data compilation for facilities.	✓							✓	✓		PFM
<b>2008 BUP (Other Business Plan Objectives)</b>														
1	Utilities and Contracts-Streetlight Inventory and Condition Analysis and Data Base/Mapping update	✓	Complete update of Inventory by field data collection summer 2008 and enter into data base to justify and drive future capital improvements	✓								✓	✓	PM
2	Utilities and Contracts-Prepare/complete procedures binders for each position in group		Complete and test procedures to ensure others can follow										✓	PE
3	Utilities and Contracts-Review with MECO opportunities/funding for pilot project for streetlight energy efficiency implementation.		Implement pilot project for wattage reduction for existing streetlighting			✓						✓		SF
4	Business Systems-Conduct linear infrastructure assessments including implementation of Hansen Pavement Management System		Development of a five year pavement rehabilitation program	✓	✓			✓			✓	✓		PFM
5	Business Systems- Create and populate easement tracking system		Documented procedures Inventory started	✓								✓	✓	PM
6	Business Systems- Data conversion and digital data compilation		Ensure GIS layers and Hansen up to date with inventory information of all constructed infrastructure.	✓								✓		
7	Internal Customer Satisfaction Survey		Survey create and completed						✓			✓	✓	PM
8	Business Systems - Selection of Facility Management Information System		Completion of business case, preparation and distribution of RFP to select required	✓			✓				✓		✓	PM
9	ROW - Core Business		Undertake capacity studies and the upgrades to storm water management infrastructure; keep pace with the required inspection and rehabilitation of bridges, culverts and storm sewer outfalls; replace aging infrastructure such as sanitary sewers, watermains, and bridges; upgrade roads and intersections; continue restoration of eroding watercourses; respond to requests (i.e. petitions) for local improvements; and implement the proposed aerobic system at the former Sabiston Landfill	✓		✓		✓				✓		PFM

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

# Right-of-Way Assets

## KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	Percentage of Customers Extremely Satisfied
<b>CUSTOMER SATISFACTION</b>					
# of formal customer satisfaction surveys completed	-	-	-	1	
# of informal customer surveys completed	-	-	-	-	
Percentage of customers extremely satisfied	N/A	N/A	N/A	70%	
Percentage of customers satisfied	N/A	N/A	N/A	90%	
<b>FINANCIAL PERFORMANCE</b>					
					<b>Net Cost Per Household</b>
Net cost per household *	\$ 30.38	\$ 30.51	\$ 28.08	\$ 35.39	
Streetlighting costs per light standard	\$ 108	\$ 95	\$ 100	\$ 110	
Amount of Utility Section Fees Collected	\$ 161,501	\$ 144,000	\$ 184,889	\$ 102,000	
Estimated value of construction projects managed - ROW <sup>1</sup>	\$6.8 million	\$9.7 million	\$4.8 million	\$9.7 million	
* Change in Business Unit					
<b>OPERATIONAL EXCELLENCE</b>					
<b># of Work Orders Generated by Hansen</b>					
# km of watermains and sewers digitized	125	74	52	30	
# of survey requests	388	384	379	400	
# of capital right-of-way projects completed	3	5	4	4	
# of new street lights	368	893	696	700	
# of utility permits issued (*revised permit tracking in 2005)	198	2,717	2,600	2,500	
# of work orders generated by Hansen (excluding Waterworks)	2,106	2,608	4,883	5,000	
<b>STAFF SATISFACTION</b>					
<b>Staff Absenteeism</b>					
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	3.3	0.3	3.0	3.0	
Completion rate (%) for staff survey improvement	N/A	100%	100%	100%	
Recognition rating (from staff survey)	N/A	N/A	N/A	N/A	
Staff Satisfaction rating (from staff survey)	N/A	N/A	N/A	N/A	
High Performance Workgroup rating (from staff survey)	65%	N/A	N/A	N/A	
Staff absenteeism (average # of days per employee) <sup>2</sup>	14.3	2.3	1.8	2.0	
Staff turnover rate	0%	9%	0%	0%	

**NOTES:**  
<sup>1</sup> Starting in 2006, figure does not include any Waterworks project.  
<sup>2</sup> 2004 figure is higher due to occurrence of extended sick leave.

## CURRENT YEAR ACCOMPLISHMENTS

- A **Utilities and Contracts-Streetlights**-implementation with MECO of change to spot market for energy; Review of Typical Light levels in existing installation for energy savings/light level reductions; Action Plan for Inventory/ Condition updates; Updated streetlight mapping and data base. Negotiated new maintenance contract with PowerStream. Working with Engineering to finalize standards.
- B **Utilities and Contracts- Utilities**-preparing procedures binders; working on Town ROW restoration standards; Created temporary service connection guidelines for utilities; working with York/Durham group to prepare Hydro MAA.
- C **Utilities and Contracts- Survey**-finalized new full time position with HR; updating safety training; Total Station/Autocad software up and running for facilities and ROW design; preparing procedure binder
- D **Capital ROW** - replaced the Reesor Road bridge; replaced the Steeles Avenue watermain (Phase 1); restored the west bank of Mount Joy Creek; completed the improvements to the intersection of Hwy 48 & 16th Avenue; rehabilitated the gas collection system at the former Sabiston Landfill; and commenced the flood protection program for Thornhill.
- E **Capital ROW** - completed the designs and obtained approvals for: John St bridge superstructure replacement; 19th Ave bridge (E of Hwy 48) replacement; Robinson St. Laneway sanitary sewer; Steeles Ave. watermain replacement (Phase 2); and the Alcaine Court watermain extension.
- F **Capital ROW** - completed the annual inspection program for bridges, culverts and storm sewer outfalls; and commenced the rehabilitation design for various bridges and culverts.
- G **Capital ROW** - responded to the following requests (i.e. petitions) for local improvements: sanitary sewers for the Community of Box Grove; municipal water service for the Community of Dickson Hill; and municipal water service for Carolwood Crescent and Palatin Court.
- H **Business Systems** - Completed water, sanitary sewer and storm sewer network conversion into Town's GIS layers and Hansen database. Completed data on parks, streetlights, signs, signals and parking lots infrastructure; Initiated data gathering to meet PSAB requirements
- I **Business Systems** - Organize and made available to staff - digital files of engineering plans, site plans and facility drawings





**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Asset Management

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
RENTALS	\$154,255	\$118,904	\$118,904	-	0.0%	(\$35,351)	-22.9%
SALES	3,419	-	-	-	0.0%	(3,419)	-100.0%
OTHER INCOME	77,767	157,400	157,400	-	0.0%	79,633	102.4%
<b>Total Revenues</b>	<b>\$235,441</b>	<b>\$276,304</b>	<b>\$276,304</b>	<b>-</b>	<b>0.0%</b>	<b>\$40,863</b>	<b>17.4%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$537,524	\$624,404	\$811,283	\$186,879	29.9%	\$273,759	50.9%
OPERATING MATERIALS & SUPPLIES	95,562	65,449	67,970	2,521	3.9%	(27,592)	-28.9%
SMALL EQUIPMENT SUPPLIES	-	(97)	(97)	-	0.0%	(97)	0.0%
CONSTRUCTION MATERIALS	1,484	2,013	2,028	15	0.7%	544	36.7%
UTILITIES	332,906	361,341	391,187	29,846	8.3%	58,281	17.5%
COMMUNICATIONS	3,977	3,450	2,730	(720)	-20.9%	(1,247)	-31.4%
CONTRACTS & SERVICE AGREEMENTS	481,934	517,117	495,305	(21,812)	-4.2%	13,371	2.8%
MAINT. & REPAIR-TIME/MATERIAL	195,082	197,955	260,121	62,166	31.4%	65,039	33.3%
LICENCES, PERMITS, FEES	-	438	438	-	0.0%	438	0.0%
<b>Total Expenses</b>	<b>\$1,648,469</b>	<b>\$1,772,070</b>	<b>\$2,030,965</b>	<b>\$258,895</b>	<b>14.6%</b>	<b>\$382,496</b>	<b>23.2%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$1,413,028</b>	<b>\$1,495,766</b>	<b>\$1,754,661</b>	<b>\$258,895</b>	<b>17.3%</b>	<b>\$341,633</b>	<b>24.2%</b>

# Culture

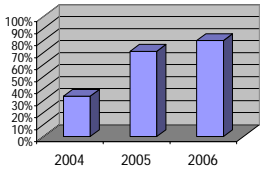
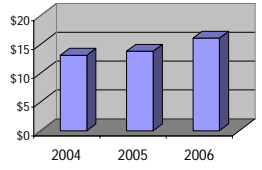
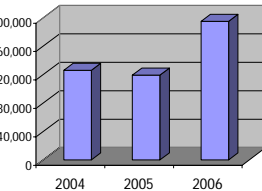
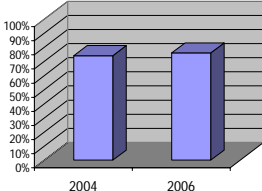
## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals											Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library/Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development	Organizational Excellence		
<b>2008 BUP (High-Level Initiatives)</b>																
1	Creation and Implementation of Culture Department Structure Approved by Council (H#310)	✓	Conversion of acting and contract roles to FT. Office reorganization to accommodate staff needs. Develop plan that goes beyond "four walls" of Culture sites - towards an integrative approach. Alignment of business processes and Key Performance Measures.						✓	✓	✓				✓	L
2	Culture Mapping Process - Insight into Community's Diverse Cultural Assets and Needs (H#311)		Lay groundwork for Cultural Mapping Process via engagement with Markham's resources.						✓	✓	✓			✓		PE
3	Royal Conservatory of Music Project (H#312)		Programming to create environment for project. Fundraising from private and Senior Government sources.	✓						✓	✓			✓		SF
4	Varley Gallery Expansion Feasibility Study (H#313)		Sustain relationship with Donor, complete planning and approval for expansion.				✓		✓	✓				✓		PFM
5	Public Art Program Implementation (H#314)		Met timelines and deliverables for individual objectives.					✓	✓	✓				✓		CF
<b>2008 BUP (Other Business Plan Objectives)</b>																
1	<u>Cultural Services</u> : Build relationships and capacity for the Culture sector in Markham by building a presence for Markham through community outreach to provide opportunities for engagement and services for new immigrants.		Inclusivity and increased Quality of Life for all Markham residents. Markham increases its visibility as a diverse yet inclusive place. Availability of resources to the public. Groundwork for Cultural Mapping established.							✓	✓	✓		✓		PE
2	<u>Cultural Services</u> : Diversity Research - Markham's Stories (Settlement, Immigration...), Partner with York Research, Curatorial Studies Program and CERIS Metropolitan group related to research on immigration.	✓	Resources in community that can assist in telling stories within Markham are identified. Sourced researchers and funds to support agenda.							✓	✓					PFM
3	<u>Varley</u> : Key Work Items - Complete Tour for 2008, Planning and funding for 2009 Tour into US, complete planning and approval for expansion, sustain relationship with Donor for expansion, continue to build reputation for innovative and integrative programming reflective of the Community's diversity, increase capacity of Board to increase revenue for growth - earned income is maxed and no further capacity for income growth at this time.		Funding for 2009 U.S. tour and publications established. Feasibility study for Gallery Expansion completed. Development of Communication materials for the foundation to support fundraising growth. Other foundations investigated as source of funds. Met timelines and deliverables for individual objectives.				✓		✓	✓				✓		PFM
4	<u>Museum</u> : Key Work Items - Support book project, Ward (new bldg) construction project, planning for implementation of Master Plan subject to approval in 2009 Budget, large work related to collection storage and implementation plan related to existing bldg and new bldg., increase earned revenue to fund growth, development of Board and Foundation for fundraising.	✓	Collection management requirements established for improving exhibits, displays and storage planning related to construction. Increased earned revenue to support new programming being developed based on collection and consultation with Markham Community. Development of Board and Foundation for fundraising. Strengthened relationships within Community. Met timelines and deliverables for individual objectives.				✓		✓	✓				✓		PFM
5	<u>Theatre</u> : Key Work Items - Introduce Community Programming into curriculum including education based programming - move towards creating a stronger Community presence and laying ground work for Community fundraising. Completion and continuation of studies - significant work load attached to studies. Community consultations. Significant capital renovations - will disrupt operations but will help reposition Theatre to take on competitive impact of new Richmond Hill Theatre	✓	Construction to take place in August to minimize revenue loss. Promoted new and improved facility to clients. Complete strategic process initiated in 2007 - multi-level process of change (to carrying through to 2009). Established Community Programming. Pilot tested Seniors and expanded Family programming. Met timelines and deliverables for individual objectives.						✓	✓	✓			✓		PFM

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

# Culture

## KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					Percentage of Customers Extremely Satisfied
# of formal customer satisfaction surveys completed	1	2	1	N/A	
# of informal customer surveys completed	N/A	N/A	N/A	3	
Percentage of customers extremely satisfied	34%	71%	80%	N/A	
Percentage of customers satisfied	78%	94%	90%	N/A	
<b>FINANCIAL PERFORMANCE</b>					Net Cost Per Household
Net cost per household	\$ 13.12	\$ 13.79	\$ 16.08	\$ 16.00	
Revenue as % of total gross Culture expenditures	63%	64%	57%	60%	
Revenue as % of total non-tax Town revenues	4%	4%	4%	4%	
Total expenditure per attendee	\$ 26.20	\$ 29.20	\$ 17.98	\$ 15.92	
Net operating cost per square foot of facility space	\$ 9.43	\$ 9.53	\$ 9.76	\$ 9.75	
<b>OPERATIONAL EXCELLENCE</b>					Total Attendance for All Venues
Total attendance for all cultural venues	126,263	119,210	194,833	220,000	
Insured value of collection (Museum & Art Gallery)	\$2.07 M	\$6.11 M	\$6.54 M	\$6.7 M	
# of memberships (Museum & Art Gallery & Theatre)	396	513	699	750	
Total Items in Collection (Art Gallery & Museum)	37,643	37,690	37,725	37,750	
# of in-house exhibitions (Art Gallery & Museum)	14	14	13	9	
# of incoming touring exhibitions (Art Gallery & Museum)	10	9	4	3	
Total Volunteer Hours (Art Gallery & Museum)	8,059	8,775	16,286	17,775	
% of attendance at professional programs (Theatre)	82%	94%	70%	70%	
Average fill rate for Theatre drama camps	62%	65%	100%	100%	
<b>STAFF SATISFACTION</b>					Staff Satisfaction Rating
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	2.0	0.9	0.7	n/a	
Completion rate (%) for staff survey improvement	N/A	100%	100%	100%	
Recognition rating (from staff survey)	65%	N/A	62%	70%	
Staff Satisfaction rating (from staff survey)	74%	N/A	76%	78%	
High Performance Workgroup rating (from staff survey)	77%	N/A	76%	76%	
Staff absenteeism (average # of days per employee)	6.5	3.1	2.6	2.5	
Staff turnover rate	5%	5%	16%	10%	

**NOTES:** The Culture Department was created in April 2007 by Town of Markham Council.

## CURRENT YEAR ACCOMPLISHMENTS

A	10th Anniversary Celebration and Critically Acclaimed exhibition and publication - significant media coverage for show and Culture Dept.
B	Canadian Artist without Borders Exhibition - received attention as innovate; landed tour for 2009 Albright Knox
C	Attendance up for Theatre, Museum and Gallery
D	'Urge to Abstraction' exhibit is first step to a relationship linked to securing 2009 exhibition and tour
E	Liaison with District 5, MBT Diversity Committee and Markham Arts Council
F	Development of Culture Department and hired Culture Coordinator
G	Overseeing Museum Master Plan, assisting theatre in strategic review process, identified consultant to facilitate this process, feasibility planning on RCM project, maintaining relations with significant donors and sponsor
H	Canadian Open participation, \$6000 grant for MAP, \$50000 from OCAF for 10th Anniversary (Markham Celebrates Culture)
I	Theatre has diversified programming - major renovations - financial analysis in trending - CCI study and other strategic studies.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Culture

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
GRANTS AND SUBSIDIES	\$69,032	\$51,000	\$51,000	-	0.0%	(\$18,032)	-26.1%	
USER FEES & SERVICE CHARGES	1,658,728	1,592,253	1,633,724	41,471	2.6%	(25,004)	-1.5%	
RENTALS	264,942	286,898	278,560	(8,338)	-2.9%	13,618	5.1%	
SALES	144,033	170,201	141,850	(28,351)	-16.7%	(2,183)	-1.5%	
RECOVERIES & CONTRIBUTIONS	44,758	41,500	118,500	77,000	185.5%	73,742	164.8%	
OTHER INCOME	113,302	57,000	77,000	20,000	35.1%	(36,302)	-32.0%	
<b>Total Revenues</b>	<b>\$2,294,795</b>	<b>\$2,198,852</b>	<b>\$2,300,634</b>	<b>\$101,782</b>	<b>4.6%</b>	<b>\$5,839</b>	<b>0.3%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$2,018,930	\$1,912,675	\$2,140,465	\$227,790	11.9%	\$121,535	6.0%	
PRINTING & OFFICE SUPPLIES	60,313	61,800	66,576	4,776	7.7%	6,263	10.4%	
PURCHASES FOR RESALE	45,705	44,000	46,000	2,000	4.5%	295	0.6%	
OPERATING MATERIALS & SUPPLIES	330,612	210,248	236,988	26,740	12.7%	(93,624)	-28.3%	
VEHICLE SUPPLIES	415	250	500	250	100.0%	85	20.5%	
SMALL EQUIPMENT SUPPLIES	861	700	700	-	0.0%	(161)	-18.7%	
UTILITIES	168,353	196,174	210,267	14,093	7.2%	41,914	24.9%	
COMMUNICATIONS	57,285	50,536	53,967	3,431	6.8%	(3,318)	-5.8%	
TRAVEL EXPENSES	11,576	11,383	19,298	7,915	69.5%	7,722	66.7%	
TRAINING	8,081	6,165	10,883	4,718	76.5%	2,802	34.7%	
CONTRACTS & SERVICE AGREEMENTS	102,046	125,859	126,615	756	0.6%	24,569	24.1%	
MAINT. & REPAIR-TIME/MATERIAL	84,937	68,551	68,551	-	0.0%	(16,386)	-19.3%	
RENTAL/LEASE	9,830	12,284	15,424	3,140	25.6%	5,594	56.9%	
PROFESSIONAL SERVICES	452,874	468,250	464,440	(3,810)	-0.8%	11,566	2.6%	
LICENCES, PERMITS, FEES	29,750	17,205	19,833	2,628	15.3%	(9,917)	-33.3%	
CREDIT CARD SERVICE CHARGES	(19,970)	(10,321)	(10,321)	-	0.0%	9,649	-48.3%	
PROMOTION & ADVERTISING	242,619	248,200	259,228	11,028	4.4%	16,609	6.8%	
OTHER PURCHASED SERVICES	14,885	9,872	15,372	5,500	55.7%	487	3.3%	
WRITE-OFFS	(43)	-	-	-	0.0%	43	-100.0%	
OTHER EXPENDITURES	7,978	3,000	3,000	-	0.0%	(4,978)	-62.4%	
TRANSFERS TO RESERVES	45,893	30,000	35,000	5,000	16.7%	(10,893)	-23.7%	
<b>Total Expenses</b>	<b>\$3,672,930</b>	<b>\$3,466,831</b>	<b>\$3,782,786</b>	<b>\$315,955</b>	<b>9.1%</b>	<b>\$109,856</b>	<b>3.0%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$1,378,135</b>	<b>\$1,267,979</b>	<b>\$1,482,152</b>	<b>\$214,173</b>	<b>16.9%</b>	<b>\$104,017</b>	<b>7.5%</b>	

## Fire & Emergency Services

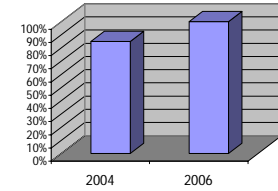
### 2008 Business Plan Objectives

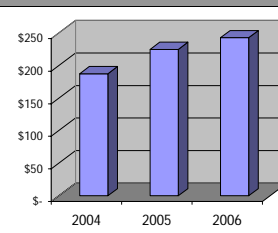
#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development		Organizational Excellence
<b>2008 BUP (High-Level Initiatives)</b>															
1	Back-Up Amateur Radio Facilities And Back-Up Generator For EOC (H#320)	✓	Backup facilities will be installed and functionally tested for operability	✓			✓	✓		✓		✓		✓	CF
2	Air/Light Vehicle - Fire Services (H#321)	✓	Vehicle to be purchased and placed in service	✓		✓					✓	✓			CF
3	Self-Contained Breathing Apparatus Test Bench (H#322)		Facility to be renovated and used as the Town's Breathing Air maintenance facility	✓			✓	✓				✓		✓	PM
4	Emergency Planning - Hazard and Risk Assessment Identification (H#323)		Assessments will be done for emergency plan development	✓			✓			✓		✓		✓	CF
5	Cornell Fire Station Design and New Pumper (H#324A 324B)	✓	Pumper to be approved - one year lead time required for build cycle	✓			✓	✓		✓		✓		✓	PFM
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Enhance Emergency Management program and convert Emergency Management Assistant to Lead	✓	Current 1/4 FTE position of Emergency Management Assistant will be converted to 1 FTE as Lead - Emergency Management	✓		✓	✓	✓		✓		✓	✓	✓	CF
2	Portable Radio Batteries - Life Cycle		Portable radio batteries will be purchased and placed in service enabling the removal of batteries that are at the end of useful life				✓	✓		✓	✓	✓			CF
3	Training Education Centre - Life Cycle		Training Centre on John St. will be renovated to provide training site for all departments in hard services	✓			✓	✓		✓	✓	✓		✓	CF
4	Restoration of Heritage vehicles Markham Fire Department History	✓	Fire heritage and restored vehicles ready for display (Markham Museum)							✓					CF
5	Firefighter and Training Equipment - Annual Program		Fire equipment will be purchased and placed in use in both Suppression and Training Divisions	✓		✓	✓	✓		✓		✓	✓	✓	CF
6	Creation of Training, Quality Assurance and Technical Support position (MPFFA) for Fire Emergency Communications Division	✓	A person will be hired to provide Training, Quality Assurance and Technical Support	✓			✓	✓		✓				✓	CF
7	Automated Vehicle Location and Geographical Positioning systems (AVL-GPS) and Mobile computing installation ITS Capital Project		Decision making tools will be installed and operationally functional	✓	✓	✓	✓	✓		✓		✓		✓	PFM
8	Fire Recruitment and Training with anticipated Fire Station opening in 2008.		Hiring process will be conducted to facilitate the staffing of new fire stations and the creation of a reserve list of candidates.	✓			✓	✓						✓	PFM
9	Staff Development Programs, NQI, HR Funding	✓	Officer Education Days will be conducted for Company Officers. Continuation and expansion of Command simulator will be delivered. Upgrade Administrative Clerk to Accounting Clerk.							✓				✓	PE
10	Personal Performance Review (PPR) development for Training and Prevention Division staff.		PPR to be developed for training and prevention staff											✓	PE
11	Live Fire study with McMaster University.		Completion of Fire Safety study to address live fire training concerns raised through the OH&S committee.				✓							✓	CF
12	Emergency Management training and exercise (Town Staff)		The emergency management training of various town staff. Conducting a emergency management exercise in compliance with EMCPA				✓							✓	CF

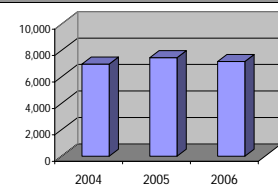
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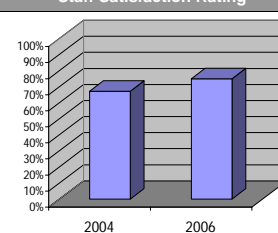
# Fire & Emergency Services

## KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	Percentage of Customers Extremely Satisfied
# of formal customer satisfaction surveys completed	-	-	1	1	
# of informal customer surveys completed	-	-	-	-	
Percentage of customers extremely satisfied	85%	N/A	100%	100%	
Percentage of customers satisfied	100%	N/A	100%	100%	

FINANCIAL PERFORMANCE					Net Cost Per Household
Net cost per household	\$ 187.64	\$ 225.19	\$ 243.05	\$ 250.00	
Cost per \$1,000 of assessed value <sup>1</sup>	\$ 0.59	\$ 0.67	\$ 0.65	N/A	
Average monthly maintenance cost per heavy truck vehicle	N/A	\$ 1,668	\$ 1,580	\$ 1,500	
Average monthly vehicle down time (in hours)	22	39	20	18	

OPERATIONAL EXCELLENCE					Total # of Emergency Incidents
# of fires with greater than \$50,000 in damages	30	17	23	23	
# of inspections	2,534	3,003	2,555	3,000	
Total # of emergency incidents	6,967	7,452	7,162	7,473	
# of Vehicle activity per emergency incident	2.0	2.0	2.0	2.0	
# of accidental fire deaths	0	0	0	0	
# of plans reviewed <sup>2</sup>	485	487	803	835	

STAFF SATISFACTION					Staff Satisfaction Rating
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	0.2	0.3	0.3	1.2	
Completion rate (%) for staff survey improvement	100%	100%	100%	100%	
Recognition rating (from staff survey)	56%	N/A	65%	80%	
Staff Satisfaction rating (from staff survey)	67%	N/A	75%	85%	
High Performance Workgroup rating (from staff survey)	78%	N/A	73%	80%	
Staff absenteeism (average # of days per employee)	6.6	6.5	6.5	6.0	
Staff turnover rate	3%	1%	3%	3%	

**NOTES:** <sup>1</sup> Indicator is used to benchmark and compare against other municipalities.  
<sup>2</sup> Data for 2006 and Target reflect all plans reviewed, including variances and re-examinations.

## CURRENT YEAR ACCOMPLISHMENTS

- A Purchased 2 new fire pumpers for Riviera Dr. Stn.(92), and Birchmount Stn.(94)
- B Completed department wide scenario based training in acquired structure
- C Completed refinement and reconfiguration of Emergency Operations Centre
- D Will have completed two emergency exercises as well as presentations to over 400 people on Emergency Management by year end
- E Fire Prevention staff created a special educational program for both York Region District School Board administrators and custodians
- F Fire Prevention staff continue to work on Two-Unit house issue with other Town departments
- G Continuation of Emergency Medical Responder training, CPR, Defibrillation standards
- H Purchase and training in new water rescue equipment
- I Conducting of the first Officer school for newly promoted personnel/implementation of Officer mentoring program
- J Training/Qualification of new on-shift water rescue and EMR instructors



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Fire Services

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
FINES	\$3,000	\$40,000	\$40,000	-	0.0%	\$37,000	1233.3%
USER FEES & SERVICE CHARGES	73,654	99,000	135,000	36,000	36.4%	61,346	83.3%
SALES	74	12,000	12,000	-	0.0%	11,926	16116.2%
RECOVERIES & CONTRIBUTIONS	246,290	325,961	325,961	-	0.0%	79,671	32.3%
OTHER INCOME	24,159	85,000	85,000	-	0.0%	60,841	251.8%
<b>Total Revenues</b>	<b>\$347,177</b>	<b>\$561,961</b>	<b>\$597,961</b>	<b>\$36,000</b>	<b>6.4%</b>	<b>\$250,784</b>	<b>72.2%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$23,479,246	\$22,837,984	\$24,027,858	\$1,189,874	5.2%	\$548,612	2.3%
PRINTING & OFFICE SUPPLIES	46,898	33,835	39,010	5,175	15.3%	(7,888)	-16.8%
PURCHASES FOR RESALE	810	3,883	3,883	-	0.0%	3,073	379.4%
OPERATING MATERIALS & SUPPLIES	257,187	325,308	280,983	(44,325)	-13.6%	23,796	9.3%
VEHICLE SUPPLIES	-	2,913	2,913	-	0.0%	2,913	0.0%
UTILITIES	189,239	179,331	192,985	13,654	7.6%	3,746	2.0%
COMMUNICATIONS	75,952	70,678	76,727	6,049	8.6%	775	1.0%
TRAVEL EXPENSES	20,008	34,517	36,192	1,675	4.9%	16,184	80.9%
TRAINING	39,100	65,825	53,000	(12,825)	-19.5%	13,900	35.5%
CONTRACTS & SERVICE AGREEMENTS	31,702	13,445	21,432	7,987	59.4%	(10,270)	-32.4%
MAINT. & REPAIR-TIME/MATERIAL	195,802	80,362	97,000	16,638	20.7%	(98,802)	-50.5%
RENTAL/LEASE	3,463	3,297	3,297	-	0.0%	(166)	-4.8%
PROFESSIONAL SERVICES	57,874	10,359	78,107	67,748	654.0%	20,233	35.0%
LICENCES, PERMITS, FEES	5,147	3,956	5,000	1,044	26.4%	(147)	-2.9%
OFFICE FURNISHINGS & EQUIPMENT	384	3,866	900	(2,966)	-76.7%	516	134.4%
TRANSFERS TO RESERVES	41,000	41,000	41,000	-	0.0%	-	0.0%
<b>Total Expenses</b>	<b>\$24,443,812</b>	<b>\$23,710,559</b>	<b>\$24,960,287</b>	<b>\$1,249,728</b>	<b>5.3%</b>	<b>\$516,475</b>	<b>2.1%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$24,096,635</b>	<b>\$23,148,598</b>	<b>\$24,362,326</b>	<b>\$1,213,728</b>	<b>5.2%</b>	<b>\$265,691</b>	<b>1.1%</b>

# Markham Public Libraries

## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals											Key NQI Driver
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development	Organizational Excellence	

### 2008 BUP (High-Level Initiatives)

1	Unionville Library Lighting Upgrade (H#330)	✓	Lighting Levels (footcandles); Reduced Customer Complaints re Lighting; Reduced energy use/ costs related to lighting.			✓		✓	✓	✓						✓	CF
2	Building Harmonious Relationship with Youth through Outreach (H#331)	✓	Reduced youth-related incident reports and police calls; # of partnerships with schools and other youth organizations.	✓			✓	✓	✓	✓						✓	CF
3	Enhanced Service Hours - Markham Public Libraries (H#332)	✓	Fewer Customer Complaints and Improved Customer Satisfaction re Library Service Hours.	✓			✓	✓	✓							✓	CF
4	Electronic Library Services/Resources Management (H#333)	✓	Increased Customer Satisfaction regarding access to electronic resources, website, etc.	✓				✓	✓							✓	CF
5	Collection Improvement at Libraries (H#334)	✓	Holdings Per Capita raised to national average (2.79) by 2012; Multilingual collection raised to 16% of total collection by 2012.	✓				✓	✓	✓						✓	CF
6	Milliken Mills Library Expansion Feasibility Study (H#335)	✓	Feasibility Study completed with adequate data to support LEED-based expansion project and increase in service levels for Wards 7 and 8.	✓		✓		✓	✓	✓						✓	CF
7	Thornhill Community Centre Library Renovation (H#336)	✓	Renovation completed. Increased Customer Satisfaction with facility. Implementation of self-service technology to manage growth.				✓	✓		✓						✓	CF
8	Assistive Technology at Libraries (H#337)	✓	# of Assistive Technology equipment installed					✓	✓	✓						✓	CF
9	Universal Washroom Construction at Unionville Library (H#339)	✓	Universal Washroom installed. Compliance with Accessibility Plan.					✓		✓						✓	CF

### 2008 BUP (Other Business Plan Objectives)

1	Implement Balanced Scorecard Strategic Plan to align planning with growth & increasing diversity, & to ensure quality excellence in Markham's library services.		Balanced Scorecard Strategic Plan implemented, including measures and targets to reflect strategic goals and focus on results.	✓					✓	✓	✓					✓	PFM
2	Develop planning for collections, services and staffing for East Markham Library, to keep pace with growth & diversity.		Collection, Service and Staffing Plans for East Markham Library implemented.	✓			✓	✓	✓	✓						✓	CF
3	Complete implementation of Information Services Review to keep pace with growth & maintain excellence in service levels.		Information Services Review implemented. Improved Staff Satisfaction. Improved Customer Satisfaction.	✓				✓								✓	PE
4	Extend merchandizing & branding to all branches, to improve customer service.		Merchandizing and consistent visual identity implemented in all branches.					✓		✓						✓	CF
5	Enhance website with Web 2.0 services for improved customer interaction & service.		Improved Customer Satisfaction regarding website services.							✓						✓	CF
6	Introduce email notification of holds, for improved customer service.		Improved Customer Satisfaction regarding hold notification.					✓								✓	CF
7	Develop partnership with settlement services to support integration of diverse newcomers.		Partnership with settlement services implemented.					✓	✓	✓						✓	CF
8	Provide public Internet access to heritage records (Lunauweb).		Improved Customer Satisfaction with public Internet access to heritage records.					✓	✓	✓						✓	CF
9	Community consultation re renovations at Milliken/Thornhill Libraries, to ensure outcomes reflect diversity & growth-related needs.		Improved Customer Satisfaction regarding project outcomes.	✓			✓	✓		✓							CF
10	Outreach to Southeast communities, to align services with diversity-needs.		Improved Customer Registration and Borrowing Rates for Southeast communities.					✓	✓	✓						✓	CF
11	Teen project group to develop teen services & programs for Markham's diverse teens.		Improved Customer Satisfaction and Participation Rates regarding teen services and programs.					✓	✓	✓						✓	CF
12	Upgrade virtual library by developing diverse content for website by staff and customers.		Improved Customer Satisfaction regarding website content. Increased # of website hits.					✓	✓	✓						✓	CF
13	Enhance webpages for customer/market segments, including diverse newcomers, children teens and seniors.		Improved Customer Satisfaction regarding webpages for customer segments. Increased # of webpage hits.					✓	✓	✓						✓	CF
14	Information Services Processes Taskforce to streamline, eliminate task-duplication and find efficiencies - to improve customer service.		Improved Staff Satisfaction re workload. Improved Customer Satisfaction regarding Information Services.					✓		✓						✓	PM
15	Develop Green Strategy for internal ops & to enhance customer access to green info.		Green Strategy implemented. # of hits on green webpages.			✓		✓								✓	CF

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus





# Markham Public Libraries

## KEY PERFORMANCE INDICATORS<sup>1</sup>

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	Percentage of Customers Extremely Satisfied
<b>CUSTOMER SATISFACTION</b>					
# of formal customer satisfaction surveys completed	-	-	-	-	
# of informal customer surveys (Counting Opinions) completed	-	-	873	2,000	
Percentage of customers extremely satisfied	37%	N/A	N/A	N/A	
Percentage of customers satisfied	79%	N/A	N/A	N/A	
Counting Opinions - % of customers extremely satisfied	N/A	N/A	39%	40%	
Counting Opinions - % of customers satisfied	N/A	N/A	48%	50%	

	2004	2005	2006	TARGET	Net Cost Per Capita
<b>FINANCIAL PERFORMANCE</b>					
Net cost per household	\$ 74.13	\$ 94.63	\$ 93.02	\$ 90.00	
Gross cost per household	\$ 78.20	\$ 99.49	\$ 101.03	\$ 100.00	
Gross cost per registered borrower	\$ 46.10	\$ 56.22	\$ 54.56	\$ 53.00	
Net cost per capita	\$ 20.59	\$ 25.86	\$ 24.99	\$ 24.19	
Gross cost per capita	\$ 21.73	\$ 27.18	\$ 27.14	\$ 26.86	

	2004	2005	2006	TARGET	Total Service Transactions per Capita
<b>OPERATIONAL EXCELLENCE</b>					
Population per Staff FTE	2,756	2,372	2,457	2,500	
Total Service transactions per Capita	14.9	20.1	20.0	20.0	
Total Visits (in-person and electronic) per Capita	9.0	12.7	13.2	15.8	
Circulation per Capita	10.2	15.0	15.4	16.0	
Circulation per Circulation Staff FTE	102,134	121,607	130,093	132,000	
Information questions per Information Staff FTE	18,897	14,108	14,440	14,500	
Information questions per Capita	1.9	1.8	1.8	1.8	
Library Space (sq. ft.) per Capita	0.46	0.45	0.43	0.45	
Registered Borrowers as % of Population	61%	60%	62%	65%	
Holdings per Capita	2.63	2.43	2.53	2.60	

	2004	2005	2006	TARGET	Staff Satisfaction Rating
<b>STAFF SATISFACTION</b>					
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	1.0	0.7	2.0	2.0	
Completion rate (%) for staff survey improvement	90%	100%	81%	N/A	
Recognition rating (from staff survey)	66%	N/A	69%	N/A	
Staff Satisfaction rating (from staff survey)	75%	N/A	74%	N/A	
High Performance Workgroup rating (from staff survey)	76%	N/A	75%	N/A	
Staff absenteeism (average # of days per employee)	7.8	9.7	13.1	10.0	
Staff turnover rate	6%	5%	7%	6%	

**NOTES:** <sup>1</sup> There might be discrepancies between indicators quoted in this document and that of other Library documents or comparisons due to differences in base assumptions such as population estimates, etc. The full-time equivalent (including full-time, part-time and other staff) was 91.1 in 2002, 92.7 in 2003, and 93.4 in 2004. The opening of the Angus Glen Library resulted in an upward spike in FTEs--in order to prevent a statistical skew, the Angus Glen FTEs are included only for the post-opening months, Nov and Dec.

## CURRENT YEAR ACCOMPLISHMENTS

- A Developed new Strategic Plan including Balanced Scorecard metrics as measurement tools.
- B Completed and operationalized the renovated and expanded Markham Village Library.
- C Moved Administration & Technical Services from temporary leased location to renovated lower level of Markham Village Library.
- D Participated in community consultation process and in developing schematic design for new East Markham Library.
- E Implemented Software Upgrade to provide efficiencies re staff management of customer use of PCs.
- F Technical Services Processes Taskforce analyzed workflows to streamline and maximize efficiencies.
- G Contracted with a collection agency to provide the Library with a cost-effective means of debt-recovery and increased revenues.
- H Implemented Information Services Review, including system-wide project management approach and developing a revitalized vision and strategy for programming.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Libraries

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
GRANTS AND SUBSIDIES	\$234,786	\$228,778	\$228,778	-	0.0%	(\$6,008)	-2.6%	
USER FEES & SERVICE CHARGES	456,217	540,529	498,409	(42,120)	-7.8%	42,192	9.2%	
RENTALS	19,996	36,800	36,800	-	0.0%	16,804	84.0%	
SALES	46,044	51,500	48,000	(3,500)	-6.8%	1,956	4.2%	
RECOVERIES & CONTRIBUTIONS	7	-	-	-	0.0%	(7)	-100.0%	
OTHER INCOME	3,044	-	-	-	0.0%	(3,044)	-100.0%	
<b>Total Revenues</b>	<b>\$760,094</b>	<b>\$857,607</b>	<b>\$811,987</b>	<b>(\$45,620)</b>	<b>-5.3%</b>	<b>\$51,893</b>	<b>6.8%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$6,060,427	\$6,403,402	\$6,540,900	\$137,498	2.1%	\$480,473	7.9%	
PRINTING & OFFICE SUPPLIES	61,780	54,457	54,457	-	0.0%	(7,323)	-11.9%	
OPERATING MATERIALS & SUPPLIES	1,964,710	2,072,784	2,215,478	142,694	6.9%	250,768	12.8%	
UTILITIES	66,571	102,505	161,197	58,692	57.3%	94,626	142.1%	
COMMUNICATIONS	129,726	102,843	123,643	20,800	20.2%	(6,083)	-4.7%	
TRAVEL EXPENSES	16,249	24,545	34,545	10,000	40.7%	18,296	112.6%	
TRAINING	18,901	18,817	18,817	-	0.0%	(84)	-0.4%	
CONTRACTS & SERVICE AGREEMENTS	18,846	39,933	40,075	142	0.4%	21,229	112.6%	
MAINT. & REPAIR-TIME/MATERIAL	132,874	157,429	177,429	20,000	12.7%	44,555	33.5%	
RENTAL/LEASE	301,263	304,378	7,344	(297,034)	-97.6%	(293,919)	-97.6%	
INSURANCE	11,963	11,963	11,963	-	0.0%	-	0.0%	
PROFESSIONAL SERVICES	39,860	54,305	54,305	-	0.0%	14,445	36.2%	
LICENCES, PERMITS, FEES	8,414	1,699	1,699	-	0.0%	(6,715)	-79.8%	
PROMOTION & ADVERTISING	17,906	30,254	30,254	-	0.0%	12,348	69.0%	
OTHER PURCHASED SERVICES	523,308	523,308	523,308	-	0.0%	-	0.0%	
OFFICE FURNISHINGS & EQUIPMENT	2,427	8,010	8,010	-	0.0%	5,583	230.0%	
<b>Total Expenses</b>	<b>\$9,375,225</b>	<b>\$9,910,632</b>	<b>\$10,003,424</b>	<b>\$92,792</b>	<b>0.9%</b>	<b>\$628,199</b>	<b>6.7%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$8,615,131</b>	<b>\$9,053,025</b>	<b>\$9,191,437</b>	<b>\$138,412</b>	<b>1.5%</b>	<b>\$576,306</b>	<b>6.7%</b>	

# Operations

## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development	

### 2008 BUP (High-Level Initiatives)

1	Develop Green Implementation Plan in the Operations Department (H#340)		Review 'Green Print' strategy and identify opportunities for Operations Dept to incorporate into future HIP's and BUP's			✓		✓	✓								L
2	Improve Management of Fleet Services (H#342)	✓	Hire new full time Fleet Analyst by June 08. Initiate fleet management strategy to identify best practices and develop KPI's			✓		✓		✓	✓						PFM
3	Tree Planting Strategy (H#343)	✓	Work with other departments to develop a 4 year tree planting strategy to meet increase targets on annual tree planting initiatives.			✓			✓								CF
4	Reviewing Service Levels and Developing KPIs in Operations Department (H#348)	✓	Adjust service levels to meet legislated requirements. Survey area municipalities to establish desired levels of service including KPI's					✓								✓	CF

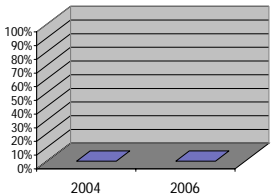
### 2008 BUP (Other Business Plan Objectives)

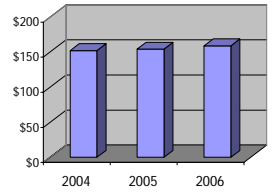
1	Implementation of 2nd phase ( of 5 year plan) of Enhanced Cultural Practices Project	✓	Install irrigation on 6 'B' fields. Implement level 1 cultural practices on all C fields and enhance level of service for median islands.			✓	✓	✓	✓								CF
2	Parks Growth - Increase to the base budget based on 15.03 hectares @ average cost of \$6,950	✓	Hire additional staff and/or contracted services to provided consistent high level of service to new development areas	✓		✓	✓	✓	✓								CF
3	Wismer Community Park - full time Group Leader required (growth)	✓	Hire full time Group Leader by April 2008 to plan and supervise maintenance of community park	✓		✓	✓	✓	✓								CF
4	Public Works Facility Master Plan Phase II		Study included in 06 Budget. Completed master plan approved by Council by June 08. Implement year one recommendations as outlined in the report.	✓		✓	✓	✓			✓						CF
5	Staff training and Development		Develop individual training plans for each position within the Department. Training schedule to be embedded in annual performance plans.				✓	✓								✓	PE
6	Operations Department Re-org staffing plan	✓	Hire new full time Fleet Analyst by June 08	✓		✓		✓		✓	✓						PFM
7	Parks recycling program	✓	Implement two stream recycling in all parks by July 2008			✓		✓								✓	CF
8	Fleet Growth - Increase inventory of licensed vehicles and equipment due to new staff requests, tree planting initiative and enhanced cultural practices programs	✓	Secure additional funds required to perform scheduled maintenance on all new vehicles and equipment.	✓		✓	✓	✓			✓						CF
9	Roads Growth - increase to base budget based on 35 kms of new road @ average \$5,178 per km	✓	Hire additional staff and/or contracted services to provided consistent high level of service to new development areas	✓				✓		✓	✓						CF
10	Development Services process mapping improvement project		Revise planning processes to include Operations in plans review and approvals. Data collection and transfer of information to Asset Management group for all new development	✓				✓		✓	✓	✓			✓		PE
11	Tree Preservation By-law	✓	Operations anticipates approval of the By-law to be presented to Council in fall 2007. Hire Technician to manage program and By-law enforcement issues.			✓		✓		✓	✓						CF
12	Transfer of transit shelter maintenance to Region of York Transit Dept.		Region of York meets their commitment to maintain shelters and standing areas to the same level of service as previously provided by the Town		✓		✓	✓		✓	✓						CF

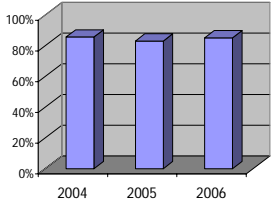
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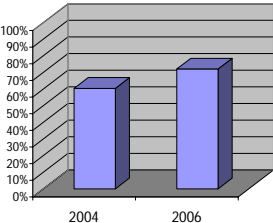
# Operations

## KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	Percentage of Customers Extremely Satisfied
# of formal customer satisfaction surveys completed	-	-	-	N/A	
# of informal customer surveys completed <sup>1</sup>	-	1	-	1	
Customers indicated 'Timely Response' received <sup>1</sup>	N/A	73%	N/A	N/A	
Customers indicated 'Satisfactory Resolution' received <sup>1</sup>	N/A	75%	N/A	N/A	
Customers indicated 'Satisfactory Level of Service' received <sup>1</sup>	N/A	74%	N/A	N/A	
Number of ACR work orders/requests (Parks and Roads)	7,835	8,573	8,304	N/A	

FINANCIAL PERFORMANCE					Net Cost Per Household
Net cost per household	\$ 152.03	\$ 154.04	\$ 158.65	N/A	
Cost per hectare of parks maintained <sup>2</sup>	\$ 6,758.00	\$ 7,069.00	\$ 6,756.00	N/A	
Cost per tree maintained	\$ 2.87	\$ 3.15	\$ 3.08	N/A	
Operating cost for paved roads per lane kilometre (MPMP) <sup>3</sup>	\$ 688.75	\$ 616.82	\$ 600.76	N/A	
Operating costs of road winter maintenance per lane kilometre maintained (MPMP) <sup>3</sup>	\$ 3,691.43	\$ 3,565.92	\$ 2,385.26	N/A	

OPERATIONAL EXCELLENCE					% of paved lane kms where condition is rated good or above
Hectares of park per 100,000 population	274	280	273	N/A	
Parkland hectares as % of total hectares in municipality <sup>4</sup>	3.2%	3.6%	3.6%	N/A	
% of paved lane kms where condition is rated good or above (MPMP) <sup>3</sup>	86%	83%	85%	85%	
% of winter responses that meet or exceed road maintenance standards (MPMP) <sup>3</sup>	100%	100%	100%	100%	
Number of work orders completed per division/mechanic	2389 / 311	2,265 / 323	2234 / 319	N/A	

STAFF SATISFACTION					Staff Satisfaction Rating
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	1.0	18.3	3.4	N/A	
Completion rate (%) for staff survey improvement	n/a	100%	90%	100%	
Recognition rating (from staff survey)	57%	N/A	64%	N/A	
Staff Satisfaction rating (from staff survey)	60%	N/A	72%	N/A	
High Performance Workgroup rating (from staff survey)	70%	N/A	73%	N/A	
Staff absenteeism (average # of days per employee)	8.7	4.3	7.1	N/A	
Staff turnover rate	2%	0%	3%	N/A	

**NOTES:**
<sup>1</sup> Data source from the Contact Centre

<sup>2</sup> 782 hectares Parkland; increased cost due to CIB funding.

<sup>3</sup> MPMP refers to the provincial Municipal Performance Measurement Program. Some of the 2005 data not available until May

<sup>4</sup> Total hectares in municipality - 21,200

## CURRENT YEAR ACCOMPLISHMENTS

- A Asphalt resurfacing - completed resurfacing/rehabilitation of 27 km of road.
- B Turf maintenance - New standards approved by Council June 07. Complete 2007 program by Nov 07.
- C Tree Planting initiative - Program kick-off October 07. Complete 07 tree planting by Nov 07. Develop long term strategies by November 07.
- D Fleet - completed balance of 06 program as well as 07 program by Dec 07. Increased green fleet with 5 hybrids and 1 smart car.
- E Thornhill storm sewers- completed video inspection program. Identified repair/maintenance items to be included in 08 budget.
- F Seneca College sports field - completed construction of new sports field in August 07.
- G Markham Beautification - completed fence replacements on Bayview north of Sycamore and Brimley north of Steeles.
- H Canadian Open - coordinated parking and traffic plans with YRP, RCGA and Angus Glen. Provided on site support throughout tournament.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Operations

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
GRANTS & SUBSIDIES	\$3,840	-	-	-	0.0%	(\$3,840)	-100.0%
RENTALS	177,085	167,000	172,000	5,000	3.0%	(5,085)	-2.9%
SALES	87,990	85,000	86,000	1,000	1.2%	(1,990)	-2.3%
RECOVERIES & CONTRIBUTIONS	567,422	526,500	540,420	13,920	2.6%	(27,002)	-4.8%
OTHER INCOME	353,868	469,776	18,500	(451,276)	-96.1%	(335,368)	-94.8%
<b>Total Revenues</b>	<b>\$1,190,205</b>	<b>\$1,248,276</b>	<b>\$816,920</b>	<b>(\$431,356)</b>	<b>-34.6%</b>	<b>(\$373,285)</b>	<b>-31.4%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$9,174,317	\$9,096,992	\$9,482,549	\$385,557	4.2%	\$308,232	3.4%
PRINTING & OFFICE SUPPLIES	1,335	1,000	1,500	500	50.0%	165	12.4%
PURCHASES FOR RESALE	4,187	-	-	-	0.0%	(4,187)	-100.0%
OPERATING MATERIALS & SUPPLIES	149,099	157,698	165,167	7,469	4.7%	16,068	10.8%
VEHICLE SUPPLIES	1,430,745	1,066,427	1,271,356	204,929	19.2%	(159,389)	-11.1%
SMALL EQUIPMENT SUPPLIES	14,020	13,688	13,688	-	0.0%	(332)	-2.4%
BOTANICAL SUPPLIES	331,781	361,919	357,524	(4,395)	-1.2%	25,743	7.8%
CONSTRUCTION MATERIALS	1,560,852	1,218,083	1,316,881	98,798	8.1%	(243,971)	-15.6%
INVENTORY ADJUSTMENTS	(195,107)	-	-	-	0.0%	195,107	-100.0%
UTILITIES	255,266	281,133	292,388	11,255	4.0%	37,122	14.5%
COMMUNICATIONS	17,633	18,889	18,037	(852)	-4.5%	404	2.3%
TRAINING	627	-	5,100	5,100	0.0%	4,473	713.4%
CONTRACTS & SERVICE AGREEMENTS	4,667,839	3,993,551	4,489,126	495,575	12.4%	(178,713)	-3.8%
MAINT. & REPAIR-TIME/MATERIAL	1,286,930	1,323,163	937,124	(386,039)	-29.2%	(349,806)	-27.2%
RENTAL/LEASE	285,120	299,947	335,000	35,053	11.7%	49,880	17.5%
PROFESSIONAL SERVICES	10,800	8,956	8,956	-	0.0%	(1,844)	-17.1%
LICENCES, PERMITS, FEES	190,112	271,362	266,796	(4,566)	-1.7%	76,684	40.3%
PROMOTION & ADVERTISING	1,901	10,012	10,012	-	0.0%	8,111	426.7%
OTHER PURCHASED SERVICES	(63,371)	(63,371)	(67,316)	(3,945)	6.2%	(3,945)	6.2%
OTHER EXPENDITURES	5,691	6,200	6,200	-	0.0%	509	8.9%
<b>Total Expenses</b>	<b>\$19,129,777</b>	<b>\$18,065,649</b>	<b>\$18,910,088</b>	<b>\$844,439</b>	<b>4.7%</b>	<b>(\$219,689)</b>	<b>-1.1%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$17,939,572</b>	<b>\$16,817,373</b>	<b>\$18,093,168</b>	<b>\$1,275,795</b>	<b>7.6%</b>	<b>\$153,596</b>	<b>0.9%</b>

# Waste Management

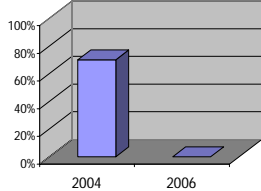
## 2008 Business Plan Objectives

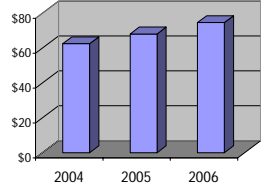
#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library	Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management		Economic Development
<b>2008 BUP (High-Level Initiatives)</b>															
1	Multi-Residential Organics Collection Program (H#350)	✓	Overall waste diversion rate (MPMP)	✓	✓		✓	✓	✓	✓					PE
2	Web Page - Who Does What in Operations Department? (H#352)		Work with Operations and Asset Management Departments to develop new web page to identify 'Who does what?'				✓	✓	✓					✓	CF
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Increase Curbside Garbage, Recycling and Organics collection to reflect Growth and Inflation needs.	✓	Average cost for waste management - integrated (MPMP)	✓	✓		✓	✓	✓	✓					PFM
2	Expand recycling litter collection at Community Mailboxes in Markham	✓	Overall waste diversion rate (MPMP)		✓		✓	✓	✓	✓					PE
3	Increase Thornhill and Milliken Mills Recycling Depots' collection budget to meet growth needs	✓	Budget increased to reflect actual	✓	✓		✓	✓	✓	✓					PFM
4	Convert Waste Management Courier/Assistant position from contract to permanent full-time	✓	Fill position	✓	✓		✓	✓	✓	✓			✓		CF
5	Conduct pilot project to study impact of blue box litter lid on litter and waste diversion		Overall waste diversion rate (MPMP)		✓		✓	✓	✓	✓			✓		CF
6	Conduct pilot project to study impact on waste diversion and driver safety of using transparent bags for garbage		Overall waste diversion rate (MPMP)	✓	✓		✓	✓	✓	✓			✓		CF
7	Expand Goodwill Donation Centre to Markham Village Arena		Overall waste diversion rate (MPMP)	✓	✓		✓	✓	✓	✓			✓		CF
8	Implement Shopping Cart Control By-Law		Number of abandoned shopping carts collected		✓	✓	✓	✓	✓	✓			✓		CF
9	Expand Special Events recycling service		Number of events serviced	✓	✓		✓	✓	✓	✓			✓		CF
10	Expand Mission Green @ Work to all Community Centres and Arenas		Number of facilities with Mission Green @ Work	✓	✓		✓	✓	✓	✓			✓		CF

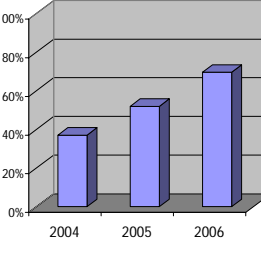
Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

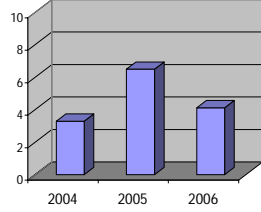
# Waste Management

## KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	Percentage of Customers Satisfied
# of formal customer satisfaction surveys completed	-	-	-	N/A	
# of informal customer surveys completed	2	2	2	2	
Percentage of customers extremely satisfied (Environics Survey)	32%	N/A	N/A	N/A	
Percentage of customers satisfied (Environics Survey)	70%	N/A	N/A	N/A	
# of service requests (ACR - Cases)	4,647	8,239	4,975	N/A	

FINANCIAL PERFORMANCE					Net Cost Per Household
Net cost per household	\$ 62.48	\$ 68.09	\$ 74.64	\$ 75.98	
Operating cost for waste collection per tonne (MPMP) <sup>1</sup>	\$ 57.35	\$ 32.22	\$ 27.57	N/A	
Operating cost for waste diversion per tonne (MPMP) <sup>1</sup>	\$ 135.71	\$ 102.88	\$ 96.35	N/A	
Average cost for waste management - integrated (MPMP) <sup>1</sup>	\$ 86.40	\$ 93.86	\$ 94.66	\$ 94.66	
External Grants and Sponsorship funds attracted	\$ 648,971.09	\$ 662,844.36	\$ 440,948.59	N/A	

OPERATIONAL EXCELLENCE					Overall Waste Diversion Rate
Overall waste diversion rate (MPMP) <sup>1</sup>	37%	52%	70%	75%	
# visits to recycling depots per year	43,507	44,232	69,988	N/A	
# of white goods appointments per month	125	648	627	N/A	
# of curbside collections per year	10,927,800	13,296,192	15,522,832	15,522,832	
# of special events supplied recycling service	N/A	50	56	N/A	
# of by-law notices issued <sup>2</sup>	N/A	N/A	N/A	N/A	
# of community presentations made	N/A	40	40	N/A	
# of Waste Management Inspections <sup>2</sup>	N/A	N/A	N/A	N/A	
# of development agreements commented in AMANDA	N/A	45	110	N/A	

STAFF SATISFACTION					Staff Absenteeism
Completion rate for performance management	100%	100%	88%	100%	
Average # of non-technical training sessions per employee	2.8	1.8	3.8	2.0	
Completion rate (%) for staff survey improvement	N/A	100%	100%	100%	
Recognition rating (from staff survey)	N/A	N/A	N/A	N/A	
Staff Satisfaction rating (from staff survey)	N/A	N/A	N/A	N/A	
High Performance Workgroup rating (from staff survey)	N/A	N/A	N/A	N/A	
Staff absenteeism (average # of days per employee)	3.3	6.5	4.1	4.0	
Staff turnover rate	0%	0%	0%	0%	

**NOTES:**  
<sup>1</sup> MPMP refers to the provincial Municipal Performance Measurement Program.  
<sup>2</sup> Data will be reported, starting in 2007.

## CURRENT YEAR ACCOMPLISHMENTS

- A Achieved 69% waste diversion
- B Expanded recycling program in 52 high-rise residential buildings to match curbside blue box program
- C Implemented Community Mailbox recycling pilot program - 35 mailboxes
- D Expanded special events organics collection to 34 events
- E Expanded recycling depot hours of operation to meet growth demand - service available 6 days/week (Mon-Sat)
- F Expanded Mission Green @ Work to 555 Miller Ave, Central Parks Shop, new Markham Village Library and Angus Glen Community Centre
- G Started implementation of clear garbage bag and blue box lid pilot projects with Council approval and WDO funding
- H With Operations Department, implemented park recycling pilot project in 5 community parks



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Waste

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
GRANTS AND SUBSIDIES	\$546,421	\$357,609	\$532,609	\$175,000	48.9%	(\$13,812)	-2.5%	
USER FEES & SERVICE CHARGES	46,294	50,000	50,000	-	0.0%	3,706	8.0%	
SALES	111,887	118,500	118,500	-	0.0%	6,613	5.9%	
OTHER INCOME	1,955	30,000	30,000	-	0.0%	28,045	1434.5%	
<b>Total Revenues</b>	<b>\$706,557</b>	<b>\$556,109</b>	<b>\$731,109</b>	<b>\$175,000</b>	<b>31.5%</b>	<b>\$24,552</b>	<b>3.5%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$455,898	\$457,902	\$492,865	\$34,963	7.6%	\$36,967	8.1%	
PRINTING & OFFICE SUPPLIES	29,803	17,476	17,476	-	0.0%	(12,327)	-41.4%	
PURCHASES FOR RESALE	158,160	93,835	93,835	-	0.0%	(64,325)	-40.7%	
OPERATING MATERIALS & SUPPLIES	16,458	2,622	2,622	-	0.0%	(13,836)	-84.1%	
UTILITIES	3,659	1,758	2,825	1,067	60.7%	(834)	-22.8%	
COMMUNICATIONS	1,262	2,305	1,320	(985)	-42.7%	58	4.6%	
TRAVEL EXPENSES	44	-	-	-	0.0%	(44)	-100.0%	
TRAINING	30	-	-	-	0.0%	(30)	-100.0%	
MAINT. & REPAIR-TIME/MATERIAL	4,033	3,635	3,635	-	0.0%	(398)	-9.9%	
RENTAL/LEASE	3,535	981	981	-	0.0%	(2,554)	-72.2%	
PROFESSIONAL SERVICES	33,845	26,214	16,214	(10,000)	-38.1%	(17,631)	-52.1%	
CREDIT CARD SERVICES CHARGES	3,251	1,737	1,737	-	0.0%	(1,514)	-46.6%	
PROMOTION & ADVERTISING	72,442	107,219	107,219	-	0.0%	34,777	48.0%	
CONTRACTED MUNICIPAL SERVICES	6,837,223	7,081,389	7,164,033	82,644	1.2%	326,810	4.8%	
<b>Total Expenses</b>	<b>\$7,619,643</b>	<b>\$7,797,073</b>	<b>\$7,904,762</b>	<b>\$107,689</b>	<b>1.4%</b>	<b>\$285,119</b>	<b>3.7%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$6,913,086</b>	<b>\$7,240,964</b>	<b>\$7,173,653</b>	<b>(\$67,311)</b>	<b>-0.9%</b>	<b>\$260,567</b>	<b>3.8%</b>	



# Recreation Services

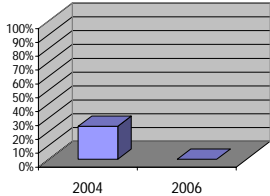
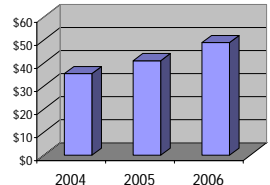
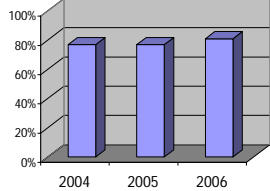
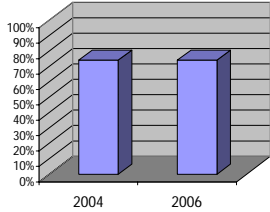
## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals											Key NQI Driver		
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development	Organizational Excellence			
<b>2008 BUP (High-Level Initiatives)</b>																	
1	Program Pricing / Subsidy Strategy for Recreation Services (H#360)	✓	Pricing/subsidy strategy developed balancing fiscal stewardship with community needs. Cost recovery model reviewed and recovery determined by product area. Fee Assistance program and marketing updated.	✓					✓	✓		✓					PFM
2	Markham East Community Centre & Library Complex - Phase 2 (H#361)	✓	Preliminary design and detailed working drawings developed incorporating LEED standard. Community needs incorporated. Council endorsement received.	✓		✓	✓				✓						PFM
3	Candidate Physical Ability Test (CPAT) for Firefighter Recruitment (H#364)	✓	Net revenue generated. Quality of CPAT testing. # of candidates tested. Feedback from Fire Dept.									✓				✓	CF
4	Youth Programming Space Strategy (H#362), include reallocation and reconfiguration opportunities and related costs	✓	Strategy and candidate locations identified. Council endorsement received.	✓			✓	✓		✓	✓						PFM
<b>2008 BUP (Other Business Plan Objectives)</b>																	
1	Partner with Strategic Services to complete Parks, Recreation, Culture and Library Master Plan and the CSIO project	✓	Master plan developed. Council endorsement received. Initiatives such as provincial growth strategy and CSIO are taken into account.	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	PFM
2	Update recreation asset information in support of PSAB initiative		Meet PSAB initiative timelines and deliverables. Asset information updated.	✓								✓	✓			✓	PFM
3	Update the soft services Development Charges inventory for Recreation Services		Soft services inventory updated in accordance to Finance timelines and deliverables.	✓			✓	✓				✓	✓				PFM
4	Undertake environmentally friendly practices in the department - a) MECO Demand Response Program; b) Solar Panels at Milliken Pool		a) Energy assessment completed; b) Solar panels installed at the Milliken Mills C.C.			✓		✓				✓					L
5	Enhance staff engagement - a) Training and succession planning; b) Part time practices; c) Project management; d) Code of conduct		Plan developed and implemented. Milestones and deliverables met.	✓				✓								✓	PE
6	Address general maintenance service gaps in the Milliken Mills area	✓	Staff presence increased at community centres. Improved response time to maintenance requests. Service level maintained.	✓				✓					✓				CF
7	Review recreation programs to maximize quality and consistency		Programs reviewed. Improvements identified and implemented, including staff training.					✓		✓							PM
8	Complete facility allocation review to maximize programming space		Allocation policies developed. Data collection and review completed. Financial implications identified.	✓				✓		✓						✓	PM
9	Support Fire Department initiative - Critical Infrastructure and Hazard Identification		Hazards and risks to recreation facilities are documented. Project timelines and deliverables met.	✓									✓			✓	PM
10	Implement departmental initiatives in support of NQI		Staff satisfaction improvement projects completed. One improvement made in each NQI driver area. Enhance staff engagement.	✓												✓	L
11	Complete Customer Satisfaction Surveys		Two surveys completed - Fitness and Aquatics. Gaps and improvements identified.	✓				✓		✓						✓	CF
12	Undertake feasibility study/renovation of facilities at Milliken Mills and Thornhill	✓	Study/design plan completed. Funding source identified. Received Council endorsement.	✓			✓	✓									PFM

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

# Recreation Services

## KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					<b>Percentage of Customers Extremely Satisfied</b>
# of formal customer satisfaction surveys completed	2	-	-	2	
# of informal customer surveys completed	-	-	-	N/A	
Percentage of customers extremely satisfied	24%	N/A	N/A	30%	
Percentage of customers satisfied	73%	N/A	N/A	80%	
<b>FINANCIAL PERFORMANCE</b>					<b>Net Cost Per Household</b>
Net cost per household	\$ 35.45	\$ 41.05	\$ 48.84	N/A	
Revenue as % of total Recreation operating expenditures	75%	75%	73%	70%	
Revenue as % of total non-tax Town revenues	21%	22%	24%	24%	
Net cost of recreation per capita	\$ 9.85	\$ 11.21	\$ 16.40	N/A	
<b>OPERATIONAL EXCELLENCE</b>					<b>Average Fill Rate for All Programs</b>
Average fill rate for all programs	77%	77%	81%	80%	
Sq.ft. of community centre space per capita	3.1	2.9	3.2	3.5	
Annual # of all direct program registrations <sup>1</sup>	67,276	74,309	80,409	N/A	
Annual # of all direct program classes <sup>1</sup>	7,628	9,915	9,829	N/A	
# of fitness memberships at year end	1,825	1,962	3,049	4,000	
<b>STAFF SATISFACTION</b>					<b>Staff Satisfaction Rating</b>
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	0.7	2.5	4.6	N/A	
Completion rate (%) for staff survey improvement	N/A	100%	100%	100%	
Recognition rating (from staff survey)	65%	N/A	66%	75%	
Staff Satisfaction rating (from staff survey)	74%	N/A	74%	80%	
High Performance Workgroup rating (from staff survey)	77%	N/A	77%	80%	
Staff absenteeism (average # of days per employee)	2.9	2.7	2.8	3.0	
Staff turnover rate	8%	1%	2.3%	5%	
<b>NOTES:</b>	<sup>1</sup> This measure does not include recreational swim and skate programs. In 2006, Centennial Community Centre was closed for renovation. This impacted program registrations and fitness membership numbers. * Sq ft. of recreation facilities and outdoor pools only				

## CURRENT YEAR ACCOMPLISHMENTS

- A Implemented 'green approved' cleaning products in our facilities.
- B Participated in community consultation process and developing schematic design for East Markham Community Centre.
- C Completed an organizational review of the department.
- D Implemented a 3P agreement for Markham Green Golf operations.
- E Revised and streamlined our Hall Rates structure.
- F Youth / Senior Services - Hosted Youth Week, Stomp Out Violence youth conferences, and 1st Inter-club Seniors Dance. Partnered with Street Kids International - Markham Amazing Place, Special Needs Dance.
- G Programs - Introduced Canada Day - Living Schools Program with over 1,400 participants to fight childhood obesity. Markham has the 3rd largest Lifesaving Program in Ontario.
- H Partnerships - Implemented partnerships with York Region Housing, Ontario Early Years and Pathway, and Board of Education to deliver programs and meet community needs. Received Community Partnership Award from CHATS for Community Outreach Program for Isolated Seniors.
- I Introduced June as 'Try it Month' to promote active living offering 125 programs. 27% of the 1,100 participants were new participants.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Recreation Services

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
GRANTS AND SUBSIDIES	\$86,908	\$41,000	\$41,000	-	0.0%	(\$45,908)	-52.8%	
USER FEES & SERVICE CHARGES	7,199,104	7,254,478	7,500,534	246,056	3.4%	301,430	4.2%	
RENTALS	4,821,385	4,969,594	5,108,324	138,730	2.8%	286,939	6.0%	
SALES	131,829	158,662	175,789	17,127	10.8%	43,960	33.3%	
RECOVERIES & CONTRIBUTIONS	-	-	38,000	38,000	0.0%	38,000	0.0%	
OTHER INCOME	662,465	620,208	636,808	16,600	2.7%	(25,657)	-3.9%	
<b>Total Revenues</b>	<b>\$12,901,691</b>	<b>\$13,043,942</b>	<b>\$13,500,455</b>	<b>\$456,513</b>	<b>3.5%</b>	<b>\$598,764</b>	<b>4.6%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$11,101,962	\$11,552,464	\$12,057,310	\$504,846	4.4%	\$955,348	8.6%	
PRINTING & OFFICE SUPPLIES	87,913	106,430	103,324	(3,106)	-2.9%	15,411	17.5%	
PURCHASES FOR RESALE	60,707	69,287	72,544	3,257	4.7%	11,837	19.5%	
OPERATING MATERIALS & SUPPLIES	811,755	883,977	895,651	11,674	1.3%	83,896	10.3%	
VEHICLE SUPPLIES	20,210	33,680	33,680	-	0.0%	13,470	66.7%	
UTILITIES	2,796,843	3,131,588	3,209,710	78,122	2.5%	412,867	14.8%	
COMMUNICATIONS	81,481	103,377	104,457	1,080	1.0%	22,976	28.2%	
TRAVEL EXPENSES	10,258	5,775	6,275	500	8.7%	(3,983)	-38.8%	
TRAINING	121,046	118,798	128,197	9,399	7.9%	7,151	5.9%	
CONTRACTS & SERVICE AGREEMENTS	963,727	951,557	1,017,833	66,276	7.0%	54,106	5.6%	
MAINT. & REPAIR-TIME/MATERIAL	804,158	737,976	747,999	10,023	1.4%	(56,159)	-7.0%	
RENTAL/LEASE	156,180	192,184	207,272	15,088	7.9%	51,092	32.7%	
INSURANCE	-	1,299	1,299	-	0.0%	1,299	0.0%	
PROFESSIONAL SERVICES	54,136	63,600	64,200	600	0.9%	10,064	18.6%	
LICENCES, PERMITS, FEES	46,413	61,416	60,888	(528)	-0.9%	14,475	31.2%	
CREDIT CARD SERVICE CHARGES	151,232	143,653	143,494	(159)	-0.1%	(7,738)	-5.1%	
PROMOTION & ADVERTISING	-	1,471	1,471	-	0.0%	1,471	0.0%	
CONTRACTED MUNICIPAL SERVICES	8,522	5,600	6,600	1,000	17.9%	(1,922)	-22.6%	
OTHER PURCHASED SERVICES	-	4,707	4,707	-	0.0%	4,707	0.0%	
WRITE-OFFS	92	-	-	-	0.0%	(92)	-100.0%	
OTHER EXPENDITURES	62,330	46,200	46,200	-	0.0%	(16,130)	-25.9%	
TRANSFERS TO RESERVES	371,582	392,076	386,148	(5,928)	-1.5%	14,566	3.9%	
<b>Total Expenses</b>	<b>\$17,710,547</b>	<b>\$18,607,115</b>	<b>\$19,299,259</b>	<b>\$692,144</b>	<b>3.7%</b>	<b>\$1,588,712</b>	<b>9.0%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$4,808,856</b>	<b>\$5,563,173</b>	<b>\$5,798,804</b>	<b>\$235,631</b>	<b>4.2%</b>	<b>\$989,948</b>	<b>20.6%</b>	

## Strategic Services

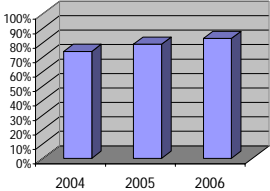
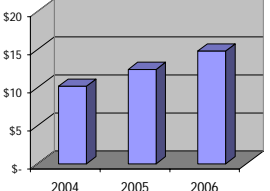
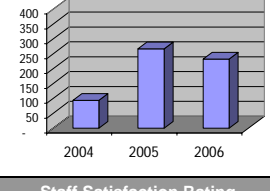
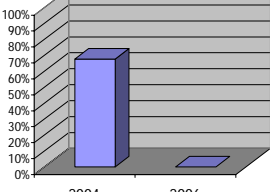
### 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver	
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development		Organizational Excellence
<b>2008 BUP (High-Level Initiatives)</b>															
1	Parks Recreation Culture and Library Master Plan (H#370)	✓	• Revised plan completed and approved by Council	✓			✓	✓	✓						PFM
2	Land Banking Strategy, including Regional Sports Park (H#371A, 371B)	✓	• Concept approved and land identified and purchased	✓			✓	✓						✓	L
3	Pesticide By-Law - Public Communication/Education Program (H#373)	✓	• Program Action Plan Completed • Citizen survey to gauge effectiveness			✓		✓	✓	✓					CF
<b>2008 BUP (Other Business Plan Objectives)</b>															
1	Continue MECO Energy Conservation programs that deliver demand shedding and cost avoidance results		• Retrofit/ Renewal opportunities for Town owned Facilities Completed. • Target programs completed and specific KPI's summarized and reported.			✓				✓	✓	✓		✓	L
2	Delivery Energy Conservation Workshops to residential community		• Sessions completed • Participant satisfaction achieved			✓			✓	✓				✓	CF
3	Administer and promote Markham Environmental Sustainability Fund projects	✓	• Target number of projects approved and funds disseminated			✓				✓				✓	PE
4	Continue the completion of milestones of the FCM- ICLEI Partners for Climate Protection Program (PCP)		• Program milestones achieved.			✓				✓	✓				L
5	Organize and facilitate annual Commission Planning Session creating direction for BUPs and departmental work plans	✓	• Session undertaken • Participant Satisfaction Rating	✓										✓	L
6	Work collaborative with other strategy managers, managing the corporate business planning process and facilitating completion of 10 BUPs in the Commission.		• 2009 process and schedule developed • 10 BUPs completed	✓				✓			✓			✓	PFM
7	Continue provision of strategic leadership for the CSIO project		• Acknowledgement of other government funding • Design process initiated	✓			✓	✓	✓	✓			✓	✓	SF
8	Strategic support and leadership for the East Markham C.C. and Library project		• Facility components and design approved by Council • Construction initiated	✓			✓	✓	✓	✓				✓	L
9	Complete the Bill Crothers Secondary School sportsfields construction project in partnership with YRDSB		• Construction completed and sportsfields permitted in 2008.	✓			✓	✓		✓	✓			✓	L
10	Produce Recreation guide in a cost efficient manner with distribution keeping pace with program and community growth	✓	• Recreation guide circulated • Budget targets achieved	✓						✓	✓			✓	PM
11	Organize the Mayor's Dinner for the Arts, building revenue and the quality of the event		• Successful event achieved and revenue targets realized				✓			✓	✓			✓	PM
12	Complete Special Events policies		• Policy document completed and approved					✓		✓				✓	CF
13	Enhance advertising sales revenues		• Meet program targets								✓			✓	PFM
14	Increase cost avoidance for Town in external design costs by increasing in-house projects	✓	• # of projects supported in-house				✓		✓	✓				✓	PFM

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

# Strategic Services

## KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					Participant Satisfaction with Commission Planning Session
# of formal customer satisfaction surveys completed	-	-	-	2	
# of informal customer surveys completed	2	2	3	2	
Percentage of customers extremely satisfied	N/A	N/A	N/A	40%	
Percentage of customers satisfied	N/A	N/A	N/A	80%	
Overall Participant Satisfaction with Commission Planning Session	74%	79%	83%	80%	
<b>FINANCIAL PERFORMANCE</b>					Net Cost Per Household
Net cost per household	\$ 10.16	\$ 12.37	\$ 14.77	\$ 14.50	
Net cost of Recreation Guide per household	\$ 1.36	\$ 1.34	\$ 1.71	\$ 1.80	
Gross revenue impact/influence of Strategic Services	\$ 316,861	\$ 351,954	\$ 349,533	\$ 342,000	
Sportsfield and Milne Park permitting revenue	\$ 310,514	\$ 373,517	\$ 399,093	\$ 399,000	
<b>OPERATIONAL EXCELLENCE</b>					# of Print Pieces Produced
# of special events registered <sup>1</sup>	275	180	200	200	
# of environmental initiatives implemented	3	4	5	6	
# of games rentals/ registered (Sportsfield/ Milne)	18,654	17,908	18,197	18,510	
# of MECO events	N/A	N/A	8	12	
# of print pieces produced	93	266	232	250	
# of hours of parks occupied by Permit holders (Sportsfields)	63,213	61,849	63,757	64,303	
<b>STAFF SATISFACTION</b>					Staff Satisfaction Rating
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	2.6	1.3	2.4	2.0	
Completion rate (%) for staff survey improvement	N/A	100%	100%	100%	
Recognition rating (from staff survey)	68%	N/A	N/A	70%	
Staff Satisfaction rating (from staff survey)	66%	N/A	N/A	70%	
High Performance Workgroup rating (from staff survey)	60%	N/A	N/A	70%	
Staff absenteeism (average # of days per employee)	4.8	1.1	5.9	3.0	
Staff turnover rate	22%	10%	9%	5%	

**NOTES:**

<sup>1</sup> The criteria requiring an event to be registered by this department was changed and streamlined in 2005.

## CURRENT YEAR ACCOMPLISHMENTS

A	MECO implemented a successful "Haul Away Your Energy Hog Appliance Retirement Program," four resident Energy Conservation workshops and 40 businesses participated in "No Catch to Conserve Pilot Program."
B	Pesticide By-law approved.
C	Managed the funding for 8 external and 4 internal environmental projects as part of the Environmental Sustainability Fund.
D	Business Planning & Innovation manager in department successfully completed full-time secondment as NQI Assessment Project Manager.
E	Organized and facilitated completion of Commission Planning Session for over 40 participants including application of the innovative Open Space approach.
F	Completed Phase I of CSIO Feasibility Study and received Council approval in principle for this project.
G	Negotiated a partnership with YRDSB for construction of three artificial turf sportsfields at Bill Crothers Secondary School.
H	Department incorporated full implementation of e-mail marketing and email presence to enhance overall sales generation.
I	Mayor's Dinner for the Arts, 2007 has increased revenue and projected attendance increases to date.



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Strategic Services

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
USER FEES & SERVICE CHARGES	-	\$164,100	-	(\$164,100)	-100.0%	-	0.0%
RECOVERIES & CONTRIBUTIONS	77,001	-	-	-	0.0%	(77,001)	-100.0%
OTHER INCOME	-	23,000	-	(23,000)	-100.0%	-	0.0%
<b>Total Revenues</b>	<b>\$77,001</b>	<b>\$187,100</b>	<b>-</b>	<b>(\$187,100)</b>	<b>-100.0%</b>	<b>(\$77,001)</b>	<b>-100.0%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$631,237	\$1,158,608	\$555,251	(\$603,357)	-52.1%	(\$75,986)	-12.0%
PRINTING & OFFICE SUPPLIES	11,056	11,000	10,100	(900)	-8.2%	(956)	-8.6%
OPERATING MATERIALS & SUPPLIES	72,261	11,359	10,500	(859)	-7.6%	(61,761)	-85.5%
COMMUNICATIONS	4,687	2,830	2,830	-	0.0%	(1,857)	-39.6%
TRAVEL EXPENSES	6,234	3,888	3,888	-	0.0%	(2,346)	-37.6%
TRAINING	2,385	4,417	2,417	(2,000)	-45.3%	32	1.3%
LICENCES, PERMITS, FEES	526	-	-	-	0.0%	(526)	-100.0%
PROMOTION & ADVERTISING	(1,330)	241,245	-	(241,245)	-100.0%	1,330	-100.0%
OTHER PURCHASED SERVICES	-	4,500	-	(4,500)	-100.0%	-	0.0%
<b>Total Expenses</b>	<b>\$727,056</b>	<b>\$1,437,847</b>	<b>\$584,986</b>	<b>(\$852,861)</b>	<b>-59.3%</b>	<b>(\$142,070)</b>	<b>-19.5%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$650,055</b>	<b>\$1,250,747</b>	<b>\$584,986</b>	<b>(\$665,761)</b>	<b>-53.2%</b>	<b>(\$65,069)</b>	<b>-10.0%</b>

# Waterworks

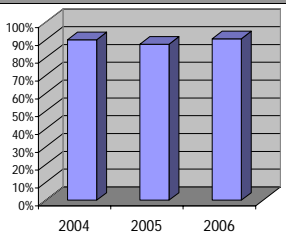
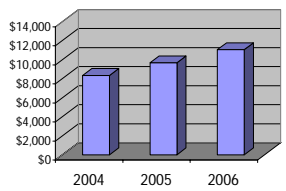
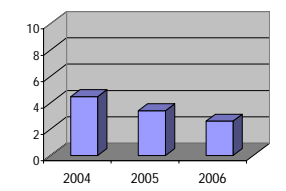
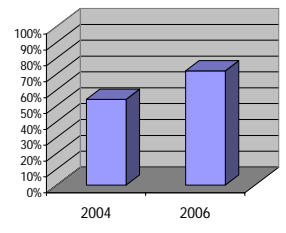
## 2008 Business Plan Objectives

#	Objective	Requires Additional Resources?	Performance Measures for Success	Council Priorities & Corporate Goals										Key NQI Driver		
				Growth Management	Transportation	Environment	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Service Levels	Diversity	Quality Community	Fiscal Stewardship	Infrastructure Management	Economic Development		Organizational Excellence	
<b>2008 BUP (High-Level Initiatives)</b>																
1	Wastewater Collection System Hydraulic Modelling (H#344)	✓	Phased development and utilization of sanitary hydraulic model to improve system knowledge & optimize performance.	✓	✓		✓	✓								PFM
2	Water Quality Monitoring for Lead (H#346)	✓	Adhere to Ministry protocol. Increase community communication and coordination.				✓	✓		✓						CF
3	Bringing Compliance to Confined Space Entries in Waterworks (H#347)	✓	Service level maintained. Adhere to Regulation 132/05.			✓	✓			✓						L
4	Waterworks Quality Management System (H#349)	✓	Completed documentation of all 21 elements of Drinking Water Quality Management System and completed first internal audit.				✓	✓					✓			PFM
<b>2008 BUP (Other Business Plan Objectives)</b>																
1	Automated Meter Reading (AMR) Phase I deployment	✓	Implementation of PowerStream pilot project. Hiring of consultant for feasibility study.				✓			✓	✓		✓			PFM
2	Backflow Prevention & Compliance Program	✓	Development and delivery of program. Information to customers regarding compliance requirements.	✓	✓		✓		✓	✓	✓		✓			CF
3	Water System Hydraulic Model		Hydraulic distribution model calibrated to enable water quality assessment.	✓			✓			✓			✓			PM
4	Mobile Work Order System Phase II deployment	✓	Twenty-two mobile computers deployed to Operators for work order management				✓			✓	✓		✓			PM
5	Training Model		Identify skill competencies and develop learning and development plans for WW employees. Phase 2 & 3.	✓			✓	✓					✓			PE
6	Supervisory Control And Data Collection (SCADA) Implementation	✓	Design & implementation of Pilot SCADA system to support Waterworks initiatives. Evaluation used in further phases of SCADA project.	✓	✓		✓		✓	✓	✓		✓			PM
7	Water & Sanitary System condition rating system	✓	Condition rating system developed, condition data collection started			✓	✓			✓	✓		✓			PFM
8	Sanitary System Hydraulic modelling	✓	Phase development of sanitary hydraulic model across Town, requiring data verification and calibration.	✓	✓		✓		✓		✓		✓			PM
9	Integrated Cross-Commission Data Management		Research and provide strategy on how to develop cross-commission data architectures & procedures to manage the full data lifecycle needs				✓			✓			✓			PM
10	Inflow / Infiltration	✓	Multi-year I&I source detection program to reduce potential basement flooding.	✓	✓		✓		✓		✓		✓			PM
11	Tangible Capital Assets for PSAB 3150		Complete inventory of tangible capital assets ready to meet PSAB requirements							✓	✓		✓			PFM
12	Functional Charts		Functional descriptions, staff to function assignment, incorporate in training management				✓								✓	PM

Note for NQI Driver abbreviation: L=Leadership; PFM=Planning & Financial Management; PE=People Engagement; CF=Citizen/Client Focus; PM=Process Management; and SF=Supplier/Partner Focus

# Waterworks

## KEY PERFORMANCE INDICATORS

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	TARGET	
<b>CUSTOMER SATISFACTION</b>					Service Satisfaction Rating
# of formal customer satisfaction surveys completed	-	-	-	-	
Service Satisfaction Rating (%)	90%	88%	91%	90%	
# of sewer backup complaints per 100km of mainline (MPMP) <sup>1</sup>	0.74	0.27	0.90	0.75	
Water Quality Complaints per 1,000 people served (NBI) <sup>2</sup> showing Markham / Canada-wide average	0.2 / 1.60	0.2 / 1.40	0.22 / N/A	0.20	
Water Pressure Complaints per 1,000 people served (NBI) <sup>2</sup> showing Markham / Canada-wide average	0.41 / 0.56	0.49 / 0.53	0.63 / N/A	0.45	
<b>FINANCIAL PERFORMANCE</b>					Operating Cost per KM - Water Distribution
Operating cost per km - water distribution system (MPMP) * <sup>1</sup>	\$ 8,333.33	\$ 9,675.25	\$11,050.79	\$12,972.97	
Operating cost per km - wastewater collection system (MPMP) <sup>1</sup>	\$ 3,726.50	\$ 4,380.91	\$ 3,636.83	\$ 3,821.66	
<i>*2004-05 updated to reflect calculations required by Ministry</i>					
<b>OPERATIONAL EXCELLENCE</b>					Annual # of Watermain Breaks per 100km of distribution pipe
Annual # of watermain breaks per 100km of distribution pipe (MPMP) <sup>1</sup>	4.5	3.4	2.6	2.5	
# of households per FTE	1,770	1,522	1,382	1,343	
Reportable water quality samples as % of all samples taken	0.10%	0.36%	0.30%	0.10%	
Cubic metres of water consumed annually	30.4 million	33.3 million	32.7 million	34.0 million	
Work order & Service requests issued	40,499	45,027	55,810	60,000	
<b>STAFF SATISFACTION</b>					Staff Satisfaction Rating
Completion rate for performance management	100%	100%	100%	100%	
Average # of non-technical training sessions per employee	0.8	2.8	2.0	2.0	
Completion rate (%) for staff survey improvement	N/A	95%	50%	80%	
Recognition rating (from staff survey)	49%	N/A	65%	75%	
Staff Satisfaction rating (from staff survey)	54%	N/A	72%	80%	
High Performance Workgroup rating (from staff survey)	68%	N/A	74%	80%	
Staff absenteeism (average # of days per employee)	4.5	4.8	6.2	5.0	
Staff turnover rate	3%	2%	6%	2%	

**NOTES:** <sup>1</sup> MPMP refers to the provincial Municipal Performance Measurement Program.  
<sup>2</sup> NBI refers to the National Water & Wastewater Benchmarking Initiative Program

## CURRENT YEAR ACCOMPLISHMENTS

- A Completed Sanitary Sewer Hydraulic Model for Thornhill
- B Backflow Prevention By-law passed
- C Completed functional chart descriptions for all sections
- D Completed Mobile Work Order System pilot test
- E Completed implementation & roll-out of Hansen Advanced Inventory module
- F Provided GIS data collection support to Fire Services Department
- G Completed Gap Analysis with respect to Drinking Water Quality Management System
- H Revised all procedures for confined space entry to comply with regulations





**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Waterworks Consolidated

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
TAX LEVIES	\$90,218	-	-	-	0.0%	(\$90,218)	-100.0%
FINES/ BILLINGS	51,308,758	49,754,522	58,828,097	9,073,575	18.2%	7,519,339	14.7%
USER FEES & SERVICE CHARGES	257,865	262,940	262,940	-	0.0%	5,075	2.0%
SALES	244,876	126,000	126,000	-	0.0%	(118,876)	-48.5%
RECOVERIES & CONTRIBUTIONS	14,463	3,000	3,000	-	0.0%	(11,463)	-79.3%
OTHER INCOME	897	-	-	-	0.0%	(897)	-100.0%
TRANSFERS FROM RESERVES	1,475,513	-	-	-	0.0%	(1,475,513)	-100.0%
<b>Total Revenues</b>	<b>\$53,392,590</b>	<b>\$50,146,462</b>	<b>\$59,220,037</b>	<b>\$9,073,575</b>	<b>18.1%</b>	<b>\$5,827,447</b>	<b>10.9%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$4,337,780	\$4,663,199	\$5,158,261	\$495,062	10.6%	\$820,481	18.9%
PRINTING & OFFICE SUPPLIES	28,663	41,970	43,019	1,049	2.5%	14,356	50.1%
OPERATING MATERIALS & SUPPLIES	92,021	101,562	104,761	3,199	3.1%	12,740	13.8%
CONSTRUCTION MATERIALS	632,221	523,060	537,620	14,560	2.8%	(94,601)	-15.0%
INVENTORY ADJUSTMENTS	(100,411)	-	-	-	0.0%	100,411	-100.0%
UTILITIES	27,986	29,915	43,477	13,562	45.3%	15,491	55.4%
COMMUNICATIONS	36,953	39,128	41,244	2,116	5.4%	4,291	11.6%
TRAVEL EXPENSES	32,379	41,500	41,500	-	0.0%	9,121	28.2%
TRAINING	35,590	52,250	58,630	6,380	12.2%	23,040	64.7%
CONTRACTS & SERVICE AGREEMENTS	3,841,169	4,063,360	4,839,400	776,040	19.1%	998,231	26.0%
MAINT. & REPAIR-TIME/MATERIAL	271,172	247,229	260,342	13,113	5.3%	(10,830)	-4.0%
RENTAL/LEASE	3,607	34,975	35,099	124	0.4%	31,492	873.1%
PROFESSIONAL SERVICES	107,937	168,034	213,034	45,000	26.8%	105,097	97.4%
LICENCES, PERMITS, FEES	17,374	16,600	17,260	660	4.0%	(114)	-0.7%
PROMOTION & ADVERTISING	1,836	8,000	8,000	-	0.0%	6,164	335.7%
CONTRACTED MUNICIPAL SERVICES	37,476,833	35,107,669	39,354,109	4,246,440	12.1%	1,877,276	5.0%
OTHER PURCHASED SERVICES	206,976	249,358	210,921	(38,437)	-15.4%	3,945	1.9%
WRITE-OFFS	62,258	-	73,353	73,353	0.0%	11,095	17.8%
TRANSFERS TO RESERVES	6,234,166	4,758,653	8,180,007	3,421,354	71.9%	1,945,841	31.2%
<b>Total Expenses</b>	<b>\$53,346,510</b>	<b>\$50,146,462</b>	<b>\$59,220,037</b>	<b>\$9,073,575</b>	<b>18.1%</b>	<b>\$5,873,527</b>	<b>11.0%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>(\$46,080)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>\$46,080</b>	<b>-100.0%</b>



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Capital Works & Utilities

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenue</b>							
GRANTS & SUBSIDIES	\$1,280	-	-	-	0.0%	(\$1,280)	-100.0%
USER FEES & SERVICE CHARGES	97,312	50,000	72,000	22,000	44.0%	(25,312)	-26.0%
SALES	170	2,000	-	(2,000)	-100.0%	(170)	-100.0%
RECOVERIES & CONTRIBUTIONS	49,163	80,000	30,000	(50,000)	-62.5%	(19,163)	-39.0%
OTHER REVENUE	(19,536)	-	-	-	0.0%	19,536	-100.0%
<b>Total Revenues</b>	<b>\$128,389</b>	<b>\$132,000</b>	<b>\$102,000</b>	<b>(\$30,000)</b>	<b>-22.7%</b>	<b>(\$26,389)</b>	<b>-20.6%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$773,695	\$801,039	\$740,734	(\$60,305)	-7.5%	(\$32,961)	-4.3%
PRINTING & OFFICE SUPPLIES	-	5,340	-	(5,340)	-100.0%	-	0.0%
OPERATING MATERIALS & SUPPLIES	3,391	2,054	2,054	-	0.0%	(1,337)	-39.4%
UTILITIES	66	-	-	-	0.0%	(66)	-100.0%
CONTRACTS & SERVICE AGREEMENTS	(56,317)	(56,317)	-	56,317	-100.0%	56,317	-100.0%
MAINT. & REPAIR-TIME/MATERIAL	838,058	838,058	812,218	(25,840)	-3.1%	(25,840)	-3.1%
PROFESSIONAL SERVICES	8,943	23,932	14,770	(9,162)	-38.3%	5,827	65.2%
LICENCES, PERMITS, FEES	42	-	-	-	0.0%	(42)	-100.0%
CONTRACTED MUNICIPAL SERVICES	974,734	1,313,000	1,258,320	(54,680)	-4.2%	283,586	29.1%
<b>Total Expenses</b>	<b>\$2,542,612</b>	<b>\$2,927,106</b>	<b>\$2,828,096</b>	<b>(\$99,010)</b>	<b>-3.4%</b>	<b>\$285,484</b>	<b>11.2%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>\$2,414,223</b>	<b>\$2,795,106</b>	<b>\$2,726,096</b>	<b>(\$69,010)</b>	<b>-2.5%</b>	<b>\$311,873</b>	<b>12.9%</b>



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Operations & Asset Management

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
<b>Total Revenues</b>	-	-	-	-	<b>0.0%</b>	-	<b>0.0%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$396,858	\$387,150	\$398,189	\$11,039	2.9%	\$1,331	0.3%	
PRINTING & OFFICE SUPPLIES	46,182	55,586	53,611	(1,975)	-3.6%	7,429	16.1%	
OPERATING MATERIALS & SUPPLIES	3,213	6,138	5,239	(899)	-14.6%	2,026	63.1%	
COMMUNICATIONS	64,802	61,263	56,539	(4,724)	-7.7%	(8,263)	-12.8%	
TRAVEL EXPENSES	21,981	36,708	51,708	15,000	40.9%	29,727	135.2%	
TRAINING	31,472	39,724	46,724	7,000	17.6%	15,252	48.5%	
CONTRACTS & SERVICE AGREEMENTS	(38,707)	(38,707)	(45,061)	(6,354)	16.4%	(6,354)	16.4%	
RENTAL/LEASE	4,066	-	-	-	0.0%	(4,066)	-100.0%	
PROFESSIONAL SERVICES	1,976	-	-	-	0.0%	(1,976)	-100.0%	
LICENCES, PERMITS, FEES	17,056	15,922	20,922	5,000	31.4%	3,866	22.7%	
PROMOTION & ADVERTISING	-	6,408	5,000	(1,408)	-22.0%	5,000	0.0%	
<b>Total Expenses</b>	<b>\$548,899</b>	<b>\$570,192</b>	<b>\$592,871</b>	<b>\$22,679</b>	<b>4.0%</b>	<b>\$43,972</b>	<b>8.0%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$548,899</b>	<b>\$570,192</b>	<b>\$592,871</b>	<b>\$22,679</b>	<b>4.0%</b>	<b>\$43,972</b>	<b>8.0%</b>	



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Community & Fire Services Commissioner's Office - Commission Support (799-999)

<u>Description</u>	<u>2007 Actuals</u>	<u>2007 Budget</u>	<u>2008 Budget</u>	<u>2008 Bud. vs. 2007 Bud.</u>		<u>2008 Bud. Vs. 2007 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<b>Revenue</b>								
OTHER INCOME	\$174,988	\$200,000	\$200,000	-	0.0%	\$25,012	14.3%	
<b>Total Revenues</b>	<b>\$174,988</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>-</b>	<b>0.0%</b>	<b>\$25,012</b>	<b>14.3%</b>	
<b>Expenses</b>								
SALARIES AND BENEFITS	\$304,303	\$287,705	\$284,232	(\$3,473)	-1.2%	(\$20,071)	-6.6%	
PRINTING & OFFICE SUPPLIES	4,357	-	2,000	2,000	0.0%	(2,357)	-54.1%	
OPERATING MATERIALS & SUPPLIES	181	777	777	-	0.0%	596	329.3%	
VEHICLE SUPPLIES	2,405	1,748	-	(1,748)	-100.0%	(2,405)	-100.0%	
COMMUNICATIONS	435	971	750	(221)	-22.8%	315	72.4%	
TRAVEL EXPENSES	17,179	3,014	18,000	14,986	497.2%	821	4.8%	
TRAINING	27,612	485	11,500	11,015	2271.1%	(16,112)	-58.4%	
CONTRACTS & SERVICE AGREEMENTS	(19,967)	(19,967)	(23,244)	(3,277)	16.4%	(3,277)	16.4%	
PROFESSIONAL SERVICES	38,043	-	20,000	20,000	0.0%	(18,043)	-47.4%	
LICENCES, PERMITS, FEES	170	583	583	-	0.0%	413	242.9%	
<b>Total Expenses</b>	<b>\$374,718</b>	<b>\$275,316</b>	<b>\$314,598</b>	<b>\$39,282</b>	<b>14.3%</b>	<b>(\$60,120)</b>	<b>-16.0%</b>	
<b>Net Expenditures/ (Revenue)</b>	<b>\$199,730</b>	<b>\$75,316</b>	<b>\$114,598</b>	<b>\$39,282</b>	<b>52.2%</b>	<b>(\$85,132)</b>	<b>-42.6%</b>	



**TOWN OF MARKHAM - 2008 OPERATING BUDGET**

Corporation Consolidated (excluding Waterworks & Building Standards)

Description	2007 Actuals	2007 Budget	2008 Budget*	2008 Bud. vs. 2007 Bud.		2008 Bud. Vs. 2007 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
<b>Revenue</b>							
TAX LEVIES	\$98,846,186	\$98,739,015	\$105,073,221	\$6,334,206	6.4%	\$6,227,035	6.3%
GRANTS-IN-LIEU OF TAXES	1,229,865	1,268,845	1,211,131	(57,714)	-4.5%	(18,734)	-1.5%
GRANTS AND SUBSIDIES	1,006,392	738,831	908,387	169,556	22.9%	(98,005)	-9.7%
LICENCES & PERMITS	1,258,426	1,171,500	1,278,200	106,700	9.1%	19,774	1.6%
INTEREST & PENALTIES	3,375,174	3,375,000	3,375,000	-	0.0%	(174)	0.0%
INCOME FROM INVESTMENTS	11,890,564	11,673,636	11,634,636	(39,000)	-0.3%	(255,928)	-2.2%
FINES	1,797,012	1,930,675	1,826,250	(104,425)	-5.4%	29,238	1.6%
USER FEES & SERVICE CHARGES	21,707,706	21,349,581	20,354,517	(995,064)	-4.7%	(1,353,189)	-6.2%
RENTALS	5,491,610	5,635,696	5,766,088	130,392	2.3%	274,478	5.0%
SALES	553,553	604,113	590,139	(13,974)	-2.3%	36,586	6.6%
RECOVERIES & CONTRIBUTIONS	1,183,880	1,535,308	1,265,520	(269,788)	-17.6%	81,640	6.9%
OTHER INCOME	4,630,595	3,397,168	3,460,362	63,194	1.9%	(1,170,233)	-25.3%
TRANSFERS FROM RESERVES	2,150,107	-	1,297,951	1,297,951	0.0%	(852,156)	-39.6%
<b>Total Revenues</b>	<b>\$155,121,070</b>	<b>\$151,419,368</b>	<b>\$158,041,402</b>	<b>\$6,622,034</b>	<b>4.4%</b>	<b>\$2,920,332</b>	<b>1.9%</b>
<b>Expenses</b>							
SALARIES AND BENEFITS	\$87,273,525	\$87,106,105	\$91,826,567	\$4,720,462	5.4%	\$4,553,042	5.2%
PRINTING & OFFICE SUPPLIES	606,011	713,566	728,176	14,610	2.0%	122,165	20.2%
PURCHASES FOR RESALE	341,569	273,405	283,462	10,057	3.7%	(58,107)	-17.0%
OPERATING MATERIALS & SUPPLIES	3,790,441	3,863,484	4,052,003	188,519	4.9%	261,562	6.9%
VEHICLE SUPPLIES	1,457,583	1,106,018	1,309,449	203,431	18.4%	(148,134)	-10.2%
SMALL EQUIPMENT SUPPLIES	14,881	14,291	14,291	-	0.0%	(590)	-4.0%
BOTANICAL SUPPLIES	331,781	361,919	357,524	(4,395)	-1.2%	25,743	7.8%
CONSTRUCTION MATERIALS	1,562,336	1,220,096	1,318,909	98,813	8.1%	(243,427)	-15.6%
INVENTORY ADJUSTMENTS	(186,216)	-	-	-	0.0%	186,216	-100.0%
UTILITIES	3,812,903	4,253,830	4,611,429	357,599	8.4%	798,526	20.9%
COMMUNICATIONS	1,346,896	1,314,224	1,322,675	8,451	0.6%	(24,221)	-1.8%
TRAVEL EXPENSES	323,808	410,369	462,545	52,176	12.7%	138,737	42.8%
TRAINING	628,563	720,016	759,308	39,292	5.5%	130,745	20.8%
CONTRACTS & SERVICE AGREEMENTS	5,149,916	4,404,590	6,369,662	1,965,072	44.6%	1,219,746	23.7%
MAINT. & REPAIR-TIME/MATERIAL	3,625,377	3,508,117	3,205,191	(302,926)	-8.6%	(420,186)	-11.6%
RENTAL/LEASE	919,126	1,002,099	753,693	(248,406)	-24.8%	(165,433)	-18.0%
INSURANCE	2,083,385	1,665,789	1,931,141	265,352	15.9%	(152,244)	-7.3%
PROFESSIONAL SERVICES	2,263,745	2,149,108	2,175,952	26,844	1.2%	(87,793)	-3.9%
LICENCES, PERMITS, FEES	521,650	613,442	643,563	30,121	4.9%	121,913	23.4%
CREDIT CARD SERVICE CHARGES	167,327	163,024	163,427	403	0.2%	(3,900)	-2.3%
PROMOTION & ADVERTISING	1,147,061	1,530,509	1,385,101	(145,408)	-9.5%	238,040	20.8%
DISCRETIONARY COMMUNICATIONS	247,202	-	236,398	236,398	0.0%	(10,804)	-4.4%
CONTRACTED MUNICIPAL SERVICES	7,820,479	8,399,989	8,428,953	28,964	0.3%	608,474	7.8%
OTHER PURCHASED SERVICES	705,908	709,911	714,116	4,205	0.6%	8,208	1.2%
OFFICE FURNISHINGS & EQUIPMENT	3,074	17,276	14,310	(2,966)	-17.2%	11,236	365.5%
WRITE-OFFS	494,367	500,600	500,600	-	0.0%	6,233	1.3%
OTHER EXPENDITURES	1,575,243	1,677,400	1,675,477	(1,923)	-0.1%	100,234	6.4%
TRANSFERS TO RESERVES	26,840,419	23,720,191	22,797,480	(922,711)	-3.9%	(4,042,939)	-15.1%
<b>Total Expenses</b>	<b>\$154,868,360</b>	<b>\$151,419,368</b>	<b>\$158,041,402</b>	<b>\$6,622,034</b>	<b>4.4%</b>	<b>\$3,173,042</b>	<b>2.0%</b>
<b>Net Expenditures/ (Revenue)</b>	<b>(\$252,710)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$252,710</b>	<b>-100.0%</b>

\* Excludes prior year's surplus

## ACRONYMS

BIA	A Business Improvement Area (BIA) is an association of business people within a specified district, who join together with official approval of the Town, in a self-help program aimed at stimulating business.
BUP	Business Unit Profile
CAO	Chief Administrative Officer
CARe	Customer Action Request Forms are a way to monitor customer responses to the services provided by the Town.
CCC	CAO & Commissioners' Committee
COLA	Cost of Living Adjustment
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 Town from developers.
DHF	Department Head Forum
GST	Goods and Services Tax – Federal Government Levy on all purchases of goods and services, which is currently 5%.
HIP	High-Profile Initiative Profile, designed in an attempt to get high level planning in front of the budgeting process. Any HIP that moves forward is integrated into the core business planning and budgeting processes.
ISCM	Innovation Synergy Centre in Markham
ITS	Information Technology Services
KPI	Key Performance Indicators (Performance Measures)
L.I.A.	Local Improvement Act. The Act defines the roles of Municipal and Regional Governments in undertaking, administrating and managing requests by property owners for extending water, sanitary sewer services or the building of a noise wall.
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.
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 Town'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 Town of Markham adheres to PSAB's Public Sector Standards for Municipal Financial Reporting.
PST	Provincial Services Tax –Provincial Government Levy on all purchases of goods and services, which is currently 8%.
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.
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 style="padding-left: 40px;">The date used to determine current value is as follows:</p> <table border="0" style="margin-left: 80px; width: 60%;"> <thead> <tr> <th style="text-align: left; padding-right: 40px;"><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 Budget	When total revenues equals total expenses in a fiscal year. A financial plan for a given fiscal year showing revenues and expenditures for different funds of the Town.												
Capital Budget	The budget that provides for the funding of the Town's expenditures on capital assets, i.e. assets which provide benefits to the Town over several years.												
Capital Assets	Represents assets like Land, Building, Machinery etc whose benefits last several years.												





Capital Receipts	Receipt of funds specifically for the creation of a Trust account.
Capital Expenditure	Money's spent for replacement, renovation or maintenance of fixed assets the benefits of which could spread over several years.
Capital Projects	Projects whose value is more than \$5,000 with benefits of expenditure lasting several years.
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.
Grants in Lieu	Grants in lieu of taxes (also known as payments-in-lieu of taxes) are payments received in lieu of taxation on properties owned by government and government agencies.
Infrastructure	The system of public works in the Town, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, and lighting).
Levy	The amount of property tax, in dollars, which is paid by the Town's taxpayers. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class.
Line Item	General Ledger account code
Markham Enterprise Corporation	A wholly owned subsidiary of the Town of Markham that was incorporated 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 Town 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 Town 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.

Surplus

The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.

Supplementary Taxes

Property taxes collected on new assessment not previously identified by Municipal Property Assessment Corporation (MPAC).

Tax Rate

A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the Town. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Tax rates are established by a Council bylaw.

User Fees & Service Charges

Fees paid by individuals or organizations to the Town for the use of Town facilities (e.g. recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. planning, engineering & design fees).