



2009 BUDGET

Town of Markham

Ontario, Canada



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Markham
Ontario**

Special Performance Measures Recognition

For the Fiscal Year Beginning

January 1, 2008



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, 2008**. 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.

EXECUTIVE SUMMARY

We are pleased to present the 2009 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, and maintains service levels with a zero net tax rate increase in the municipal portion. Vital Markham services such as fire protection, waste management and roads services have been supported at 2008 levels.

During 2008, a new initiative “Excellence through Efficiency and Effectiveness” (E3) was implemented and incorporated as part of the business planning and budget process. With the commitment to demonstrate improvements with a sustained focus on quality and wellness, the Mayor & Members of Council championed the idea to look for a sustainable process to deliver the lowest possible tax increases in the years ahead. The E3 project was launched in March 2008 and endorsed by Council in June 2008. E3 involves a corporate wide business transformation through the review of services to find as many efficiencies as possible, maximize revenue opportunities and minimize tax rate increases. The E3 continuous improvement methodology has been integrated into the annual business plan process.

The Town of Markham approved the following 2009 Budgets, totalling \$350.7 million:

- Operating \$ 161.8 million
- Capital \$ 117.6 million
- Building Standards \$ 7.0 million
- Waterworks \$ 64.3 million

Operating Budget

The table below reconciles the 2008 Approved Operating Budget to the 2009 Operating Budget from \$158,041,402 to \$161,770,042 (figures exclude prior years surplus/deficit):

Revenues

Approved 2008 Budget Revenues	158,041,402
2009 Assessment Growth – Tax Revenue	2,007,711
2009 E3 Initiatives - Revenue enhancements	1,614,500
2009 Increase in other revenues	106,429
Total 2009 Budget Revenues (excluding surplus/deficit)	<u>161,770,042</u>

Expenditures

Approved 2008 Budget Expenditures	158,041,402
2009 Increase in Expenditures	6,051,698
2009 Additional Transfer to the Capital Programs	500,000
2009 E3 Initiatives - Expenditure reductions	<u>(2,823,058)</u>
Total 2009 Budget Expenditures (excluding surplus/deficit)	<u>161,770,042</u>



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 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 Cornell Fire Station and the next Library/Recreation facility. 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 \$6.6M.

To mitigate the increased expenditures, revenues were reviewed and increased by \$2.0M in the areas of assessment growth and investment income. In addition, the E3 initiative has been successful in achieving expenditure reductions of \$2.9M (personnel \$1.4M and non-personnel \$1.5M) and revenue increases of \$1.6M to offset the remaining budget shortfall of \$4.4M to a balanced budget; or a net tax rate increase of 0%

Capital Budget

The 2009 Capital Budget of \$117.6M includes funding from various sources. The Federal Gas Tax grant funds \$2.7M for capital projects in the following areas:

- Pathways & Trails and Bike Paths
- Green Print Community Sustainability Plan
- Centennial CC Green Technology Upgrades
- Civic Centre Conversion to MDE Connection
- Thornhill Storm Sewers Upgrades

In addition, the Town received a Provincial Infrastructure Grant of \$9.4M of which \$8.1M is being used to fund 2009 projects such as erosion & storm water improvements (\$2.6M), new parks construction (\$1.2M), pathways & trails and bike paths (\$0.6M), Main Street Unionville South road construction (\$1.6M) and the Varley Art Gallery expansion (0.9M). The 2009 Capital Budget also includes funding of \$3.3M from the Provincial Roads and Bridges grant for capital projects related to the rehabilitation of municipal road and bridge capital infrastructure. Furthermore, the Town received a grant from the Municipal Infrastructure Investment Initiative for \$4.5M to fund a portion of the pathways & trails program.

Other significant capital projects include the continuation of the tree planting initiative, travel demand management program, purchase of three replacement hybrid vehicles, continued roll-out of the Organic Collection program at high-rise buildings and community mailbox recycling project, Rodick Road extension, Enterprise Drive Phase 2 construction, the design of the Cornell Fire Station, budget uplift for the East Markham Community Centre & Library, and the construction of a permanent public washroom.

The 2009 Capital Budget reflects the Town's commitment to maintain 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 and the Town's commitment to increase contribution to the capital program by \$0.5M 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 \$0.5M to each of the Land Acquisition and Environmental Land Acquisition Reserve Funds.

Building Markham's Future Together and Strategic Focus

Markham has experienced dramatic growth and change during the past decade – and the Town needs to prepare for and manage this change in the years ahead. In 2007, recognizing that we must take the right steps today to prepare for the future, Markham Council and senior staff identified six strategic priorities for Markham. The Town's goal is to ensure that Markham continues to be a vibrant, successful and sustainable community.

First, to check that the Town was on the right track, the Town launched Click with Markham, an innovative award-winning program. The Town asked residents, people who work in Markham and other stakeholders, to share their thoughts on the Town's strategic priorities, the action plans associated with each priority, and any concerns the Town may have overlooked. More than 5,000 people responded, making Click with Markham one of the most successful programs of its kind in Ontario.

Based on this feedback, Council developed Markham's official strategic direction for the coming years. The Town's top six strategic priorities include:

- **Growth Management:** Design and construction of new parks, the continuation of a Town Directed Growth Strategy, and supporting the development of a Markham Centre Open Space Plan design guideline.
- **Transportation/Transit:** New road constructions and road improvements, more street lighting and sidewalks, a Markham Cycling and Pathways system, and the continued implementation of Markham Transportation Demand Management (TDM) initiatives.
- **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, installing geothermal heating at the Town Civic Centre supplied by Markham District Energy, and the continuation of the Markham Trees for Tomorrow initiative with a goal to plant 20,000 trees this year.
- **Municipal Services:** Investments are made on various Road Resurfacing & Improvement projects, maintenance and repair at municipal buildings and construction & replacement of water mains.



- **Parks, Recreation, Culture, Library Master Plan and Public Safety:** The Budget includes additional funding to uplift the budget for the East Markham Community Centre and Library, and new funding for the expansion of the Varley Art Gallery.
- **Diversity:** Increased 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.

Looking Ahead

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

Markham Centre: Markham Centre is Markham's emerging new downtown – an environmentally-friendly and transit supportive area that will be a great place to live, work and play. The vision for Markham Centre was set in the early 1990s and since then, staff from across the Town (and Region) have been working hard to make that vision a reality.

- Current estimates: 41,000 residents and 39,000 jobs
- More than 20 buildings are complete or under development – with many more to come
- The plan includes over 50 acres of parkland and 192 acres of open space
- It is home to 1 secondary and will be home to 3 elementary schools
- Unionville GO station has been identified as a GTA “Mobility Hub” by Metrolinx
- All major residential developments in Markham Centre must follow LEED standards. LEED (Leadership in Energy and Environmental Design) is a benchmark for the design, construction and operation of high performance “green” buildings.
- Markham Centre has 11 principles, created by Markham staff, residents and businesses to guide development in the area.

Transportation: As a part of Council's Building Markham's Future Together plan, council recognizes the importance of a successful transportation network. The Unionville GO station has been identified as a Mobility Hub in the Metrolinx plan. Created by the Ontario Provincial Government, the plan is to develop and implement an integrated multi-modal transportation plan for the Greater Toronto and Hamilton Area.

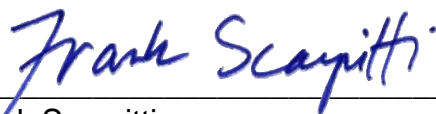
Metrolinx defines a mobility hub as a major transit station area that is particularly significant given the level of transit service that is planned for it and the development potential around it. It is a place of high connectivity where different modes of transportation, from walking to high-speed rail, come together seamlessly. The Town is also working with the Region of York on High Occupancy Vehicle lanes on Regional roads which are being finalized under the Regional Transportation Study.

Environment: In the Mayor's inaugural speech, Mayor Scarpitti committed the Town to plant more trees over the current Council's 4 year term than what were planted in the last decade. To date over 50,000 trees have been planted since the commencement of the program and the Town is planning to plant 20,000 trees in 2009.

The Town is also committed to funding the Markham Environmental Sustainability Fund (MESF) each year. MESF is a Town program that funds innovative and leading environmental initiatives that contribute to the health of the natural environment. The fund provides financial resources for projects in Markham that promote environmental responsibility and enhance the protection of the Town's natural resources. The Town has also continued funding for the Markham Energy Conservation Office (MECO). MECO is responsible for leading, developing and implementing energy conservation programs that deliver realistic demand shedding and cost avoidance results. MECO is in line with the Provincial goals of creating a 'culture of conservation'. MECO's portfolio of programs is broad-based and includes initiatives that are focused on improving internal operations by implementing retrofit projects in existing facilities as well as working to ensure new facilities are built to a higher, more efficient standard.

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

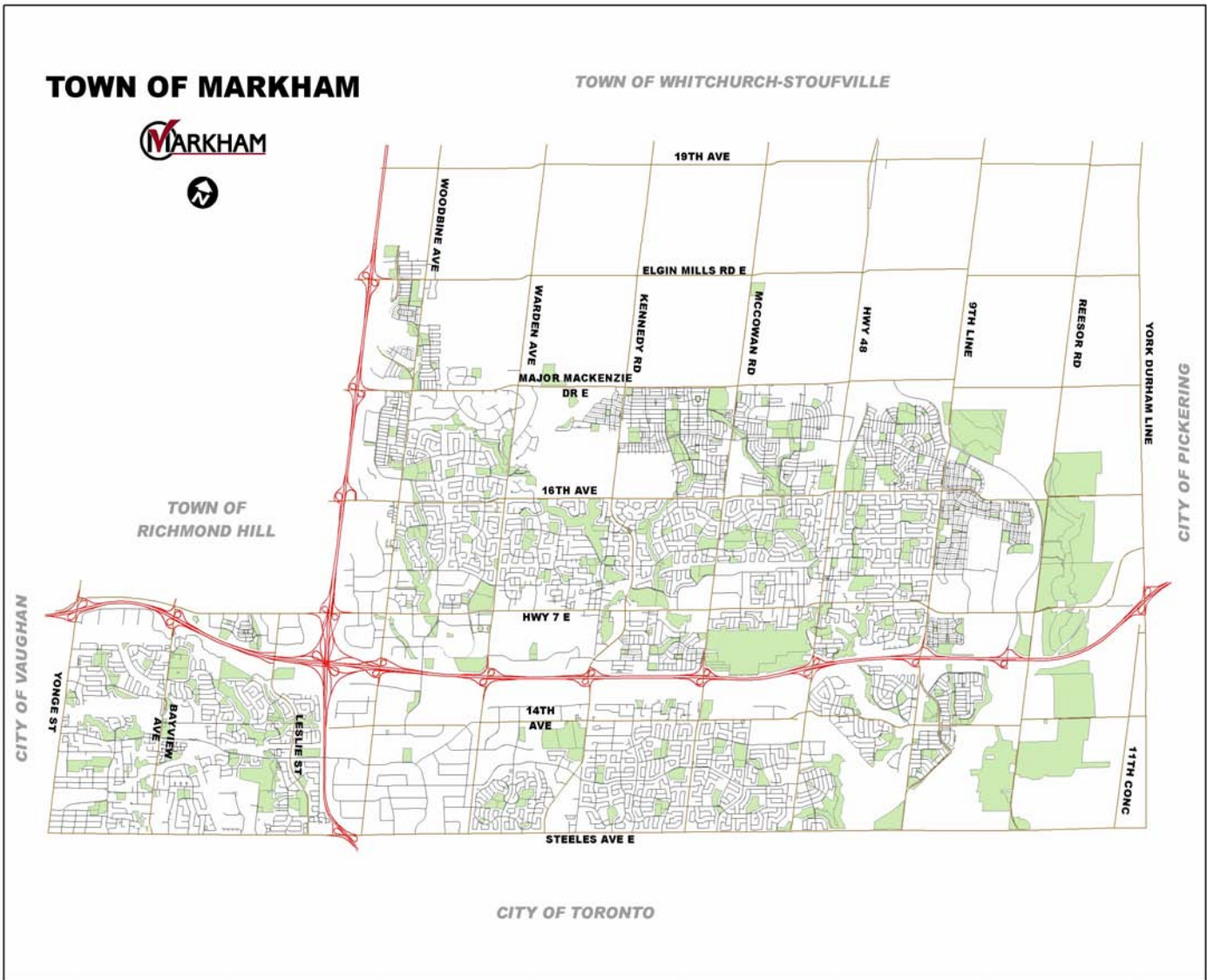


Markham and the Greater Toronto Area





2009 TOWN OF MARKHAM STREET MAP



TOWN OF MARKHAM COAT OF ARMS



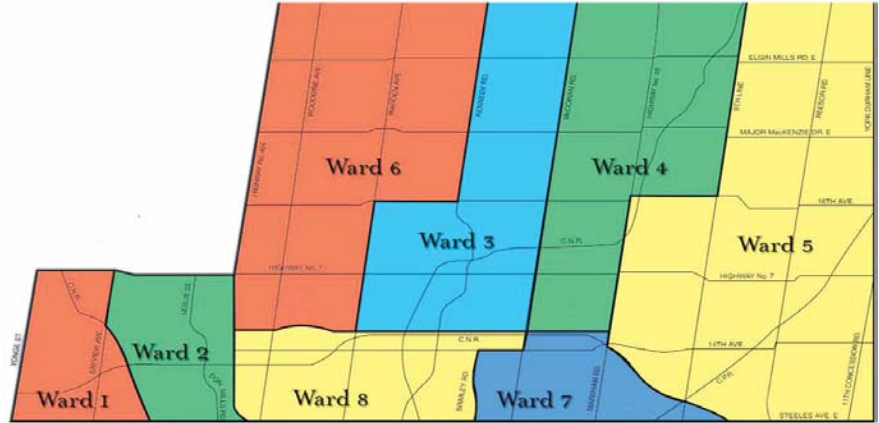
Lion	Strength
Wheat	Agricultural History
Coronet	Canadian Maple Leaf
Helmet	From Sir Markham's Coat of Arms
Horses	Early Transportation and Strength
Medallion	From Berczy Coat of Arms (First Settlers); Fleur De Lis - and the two Acorns for growth
Shield	Four Rosettes for 4 communities: Markham, Milliken,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



MAYOR AND MEMBERS OF COUNCIL



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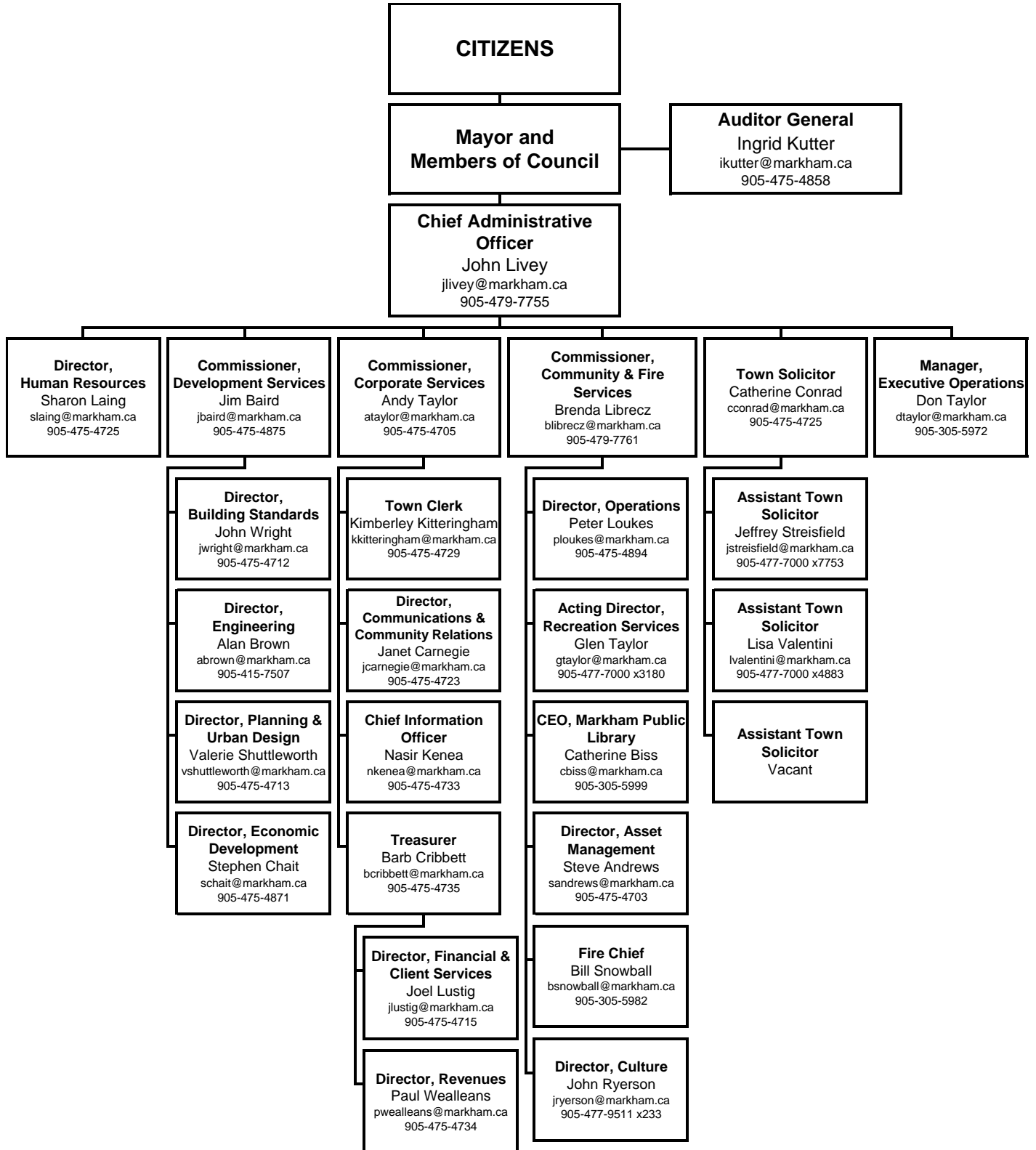
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ORGANIZATION STRUCTURE





2009 BUDGET HEAD COUNT APPROVED FULL TIME COMPLEMENT

Department / Commission	2006	2007	2008	2009
Mayor & Council*	3	3	3	3
Human Resources	14	16	17	17
Legal Services	8	9	9	9
Strategic Initiatives	4	4	4	3
CAO's Office	3	3	4	4
Total CAO, Legal, HR & Strategic Initiatives	29	32	34	33
Contact Centre	7	7	7	7
Corporate Communications & Community Relations	5	5	14	12
Financial Services	44	44	46	46
ITS Department	33	33	33	32
Legislative Services	46	48	50	49
Commissioner's Office	3	3	3	3
Total Corporate Services	138	140	153	149
Economic Development	6	6	7	7
Engineering	35	36	38	36
Planning & Design	37	38	39	39
Commissioner's Office	9	10	11	11
Total Development Services	87	90	95	93
Arts Centres	4	4	5	5
Asset Management	8	9	8	23
Capital Works & Utilities	11	12	14	0
Fire Services	236	236	237	237
Fleet	8	9	9	9
Library	60	62	62	62
Museum	6	6	6	5
Operations & Asset Management Admin.	4	4	4	4
Operations Admin.	14	13	13	15
Parks	42	43	44	42
Recreation Services	86	93	93	91
Roads	36	38	38	37
Strategic Services	11	12	4	3
Theatre	9	9	9	9
Waste Management	4	4	4	4
Commissioner's Office	2	2	2	2
Total Community & Fire Services	541	556	552	548
Sub Total	798	821	837	826
Building Services	59	59	59	59
Waterworks	52	54	57	56
Total Corporation	909	934	953	941

* Excludes Mayor & Council Members

The 2009 Budget did not include any additional full-time staff; however, there were 12 adjustments, of which 8 were vacancies, 2 were retirees and 2 were deemed redundant.

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.



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

With improved transportation routes, such as Yonge Street and the growing population, urbanization increased. By 1857 most of the Township had been cleared of timber and was under cultivation. Villages like Thornhill, Unionville and Markham greatly expanded and new, specialized industries such as wagon works, tanneries, farm 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 300,000 by the end of 2009. 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 2008

*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*



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Economic Overview

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

Town of Markham, strategically located in the heart of the Greater Toronto Area, is one of the fastest growing municipalities in Ontario with an estimated 300,000 people. More than 400 corporate offices and over 900 high technology and life science companies are located in Markham. The industries within these two sectors generate a total employment of over 31,000, which makes up a quarter of the total employment of 137,000. High quality facilities, a highly educated and diverse workforce and a pro-business environment signify the many attributes that continue to attract world-renowned corporations to Markham. Some of Markham's world renowned corporations include IBM Canada, AMD, American Express, Motorola, Honeywell, Sun Microsystems, Philips Electronics and Johnson & Johnson.

Markham's top 20 employers

Company	Number of Employees
IBM Canada Ltd.	8,737
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
A.C. Nielsen Company of Canada Ltd	662
Allstate Insurance Company of Canada	634
CAA South Central Ontario	500
Homelife Bayview Realty Inc.	500
The Linkage Group Inc.	500
Ceridan	450
Hilton Suites Toronto/Markham Conference Centre & Spa	449
Colt Engineering Corporation (Ontario)	440
Estée Lauder Companies	430
PLM Group	425
Qintar Groundkeeping Services	400
Highland Transport	400

High Tech 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

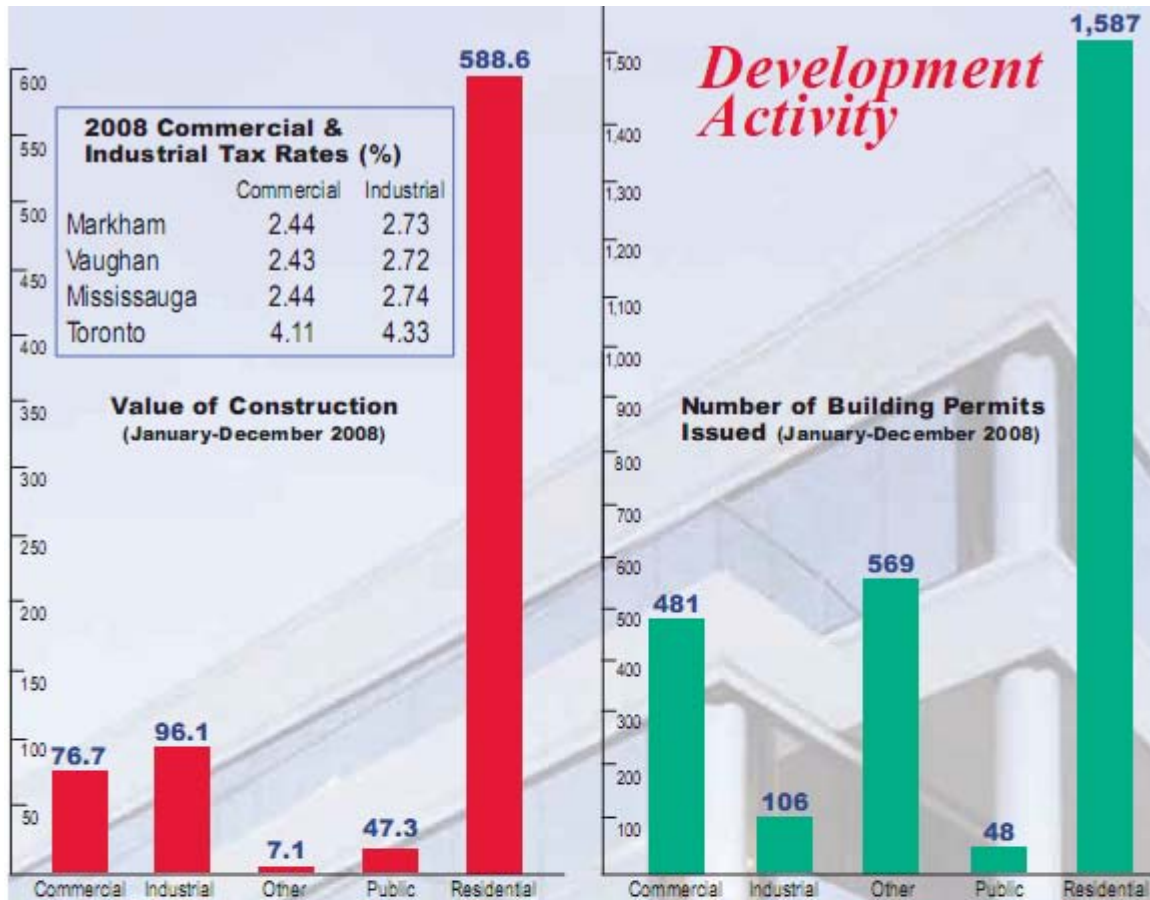
Industry Categories	Number of Companies
1. Medical and Diagnostic Laboratories	18
2. Research and Development in the Physical, Engineering and Life Sciences	15
3. Medical Equipment and Supplies Manufacturing	14
4. Pharmaceuticals and Pharmacy Supplies Wholesaler/Distributors	14
5. Computer Systems Design 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

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

Industrial/Commercial Activity



Industrial/Commercial Development

Industrial & Business Parks, 2008 (Q4)

Available land – serviced and market ready	405 acres
Available land – unserviced	911 acres

Industrial Inventory, 2008 (Q4)

Total inventory (sq. ft.)	31,826,762
Vacancy rate – class A	5.3%
Average net rent (sq. ft.)	\$6.25

Commercial Office Inventory, 2008 (Q4)

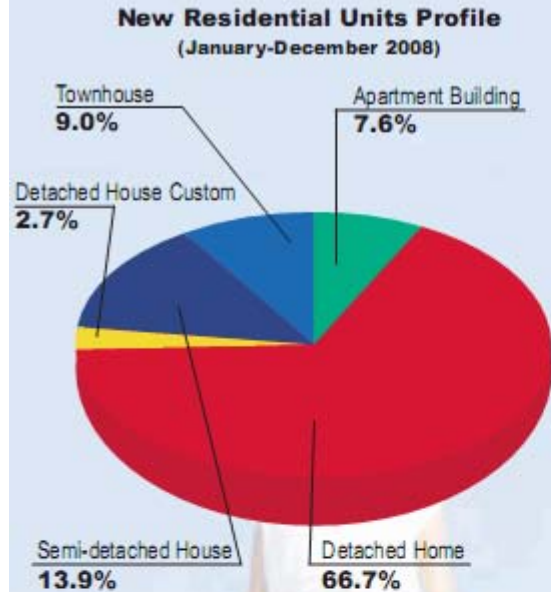
Total inventory Class A (sq. ft.)	1,169,388
Vacancy rate – class A	12.9%
Average net rent (sq. ft.)	\$15.79

Source: Colliers International

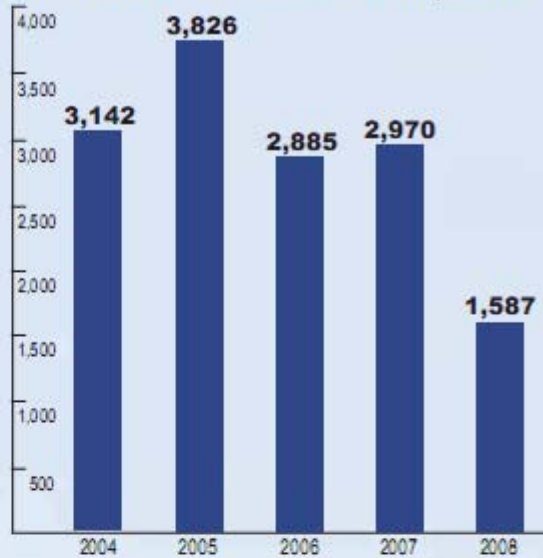
All values are in Canadian Dollars

Source: Colliers International

Residential Development



Number of New Residential Units per Year



Average House Prices (Royal LePage Q.3, 2008)

Detached Bungalow	\$470,000
Executive Detached Two-Storey	535,000
Standard Two-Storey	460,000
Standard Townhouse	340,000
Senior Executive	600,000
Standard Condominium Apartment	285,000
Luxury Condominium Apartment	363,000

Municipal Utilities

Water & Sewer Infrastructure, 2008 Rate

Water & wastewater rate per cubic metre	\$1.7671
Sewer mains	689 km
Water mains	825 km

Electricity Costs and Charges, Business Rates

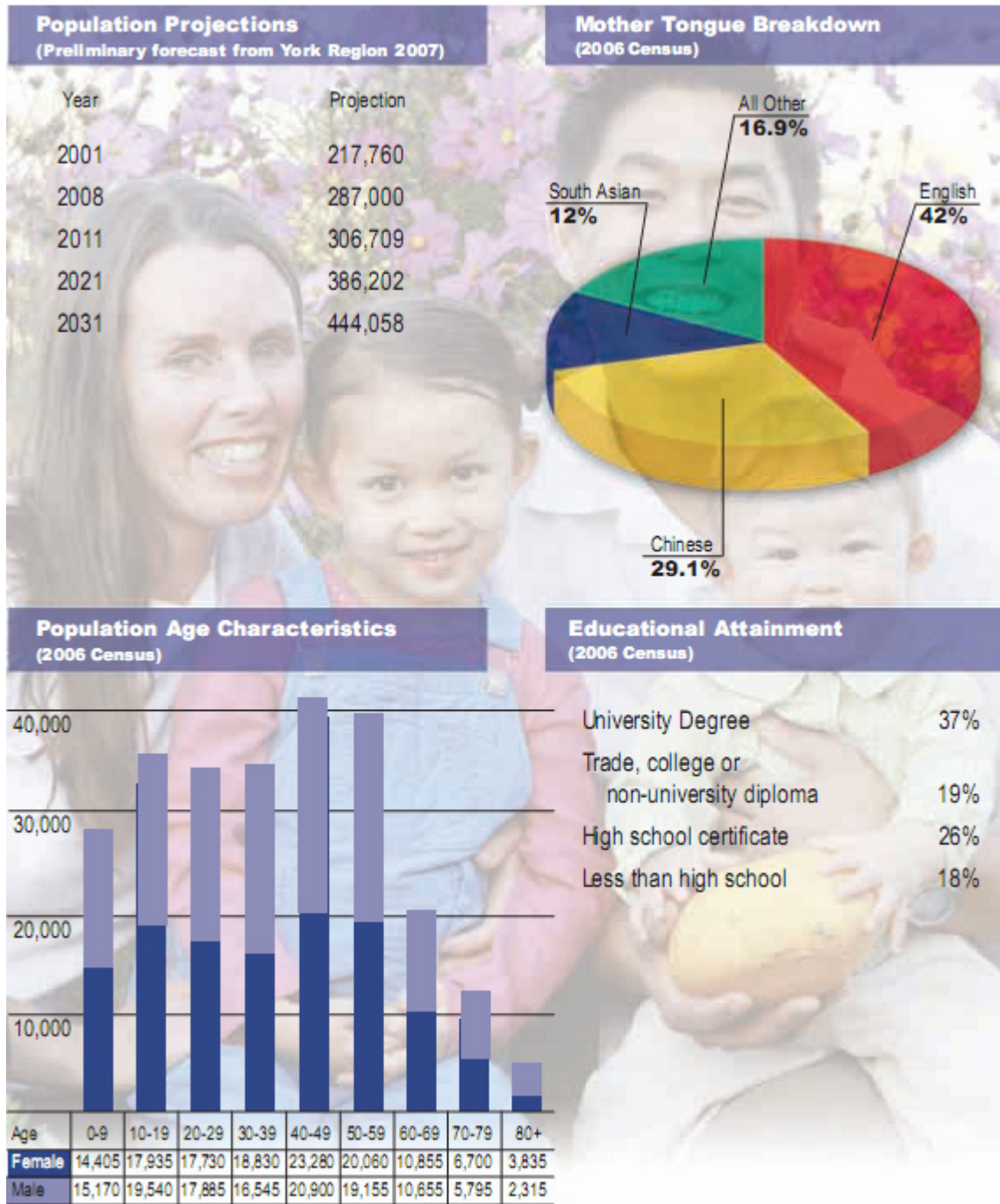
50kW or Less		Greater than 50kW Demand	
Distribution rate	\$0.0114/kWh	Distribution rate	\$2.3627/kWh
Monthly fixed charge	\$29.91	Monthly fixed charge	\$302.94

Quality of Life

The award-winning Town of Markham is the largest of nine communities in York Region with a population close to 300,000, 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	5
Community centres & facilities	18
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	236 beds
Shouldice Hernia Centre	89 beds
Elementary schools	69
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	830 km
York Region Transit (YRT)/Viva	www.yorkregiontransit.com
Toronto Transit Commission (TTC)	www.toronto.ca/ttc
GO Transit	www.gotransit.com
CN Rail	www.cn.ca
407 ETR	www.407etr.com
Toronto Buttonville Municipal Airport	www.torontoairways.com

Demographic Profile



Note: For other census topics, please visit www.statscan.ca

Labour Force Profile

Income Levels of Persons Reporting Income (2006 Census)

Markham Average	\$46,529
Ontario Average	\$44,748
Canadian Average	\$41,401

Basic Indicators (2006 Census)

Number of persons employed	141,665
Unemployment rate	7%
Employment rate	68%

Labour Force By Industry (2006 Census)

	%
Business Services	22%
Manufacturing	14
Finance & Real Estate	12
Retail trade	11
Wholesale trade	8
Health care & social services	7
Educational services	6
Construction	3
Agriculture & related industries	1
Other	16

Wage Rates in Markham (2006 Census)

Minimum Wage Rate	
Under 18 years of age	\$8.20
Over 18 years of age	\$8.75
Selected Occupation	
Childcare/home support workers	\$19,995
Retail salespersons/clerks	\$30,213
Social services workers/paralegals	\$32,983
Construction trades workers	\$33,342
Secretaries	\$34,726
Mechanics	\$48,943
Business & finance professionals	\$57,634
Teachers and professors	\$64,010
Specialist managers	\$75,158
Health professionals	\$88,527

Note: For other census topics, please visit www.statcan.ca



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

Number of New Dwelling Units in Year 2008

Single Dwellings	1,209
Double Dwellings	311
Row Dwellings	328
Mixed Residential	0
Apartments	423
Total	2,271

Construction Value in Year 2008

Residential	588,649,384
Mixed Residential	0
Industrial	70,063,965
Commercial	75,892,954
Institutional & Government	47,308,935
Other	7,118,004
Total	789,033,242

Year Ending December 31, 2008

STRATEGIC PLAN AND INITIATIVES

Building Markham's Future Together

Markham has experienced dramatic growth and change during the past decade and we need to prepare for and manage this change. In 2007, recognizing that we must take the right steps today to prepare for the future Markham Council and senior staff identified six strategic priorities for Markham. These priorities were confirmed by Markham residents and stakeholders through an extensive public consultation program, including an innovative online survey process called Click With Markham.

Short-Term Goals

Building Markham's Future Together now represents Markham's strategic direction and includes 31 action plans associated with the six strategic priorities (Growth Management, Transportation/Transit, Environment, Municipal Services, Integrated Leisure Master Plan and Diversity). In 2008 Markham made significant short term progress on the associated action plans, continuation of public consultation and conducting community-based research.

Also, in early 2009 community residents and stakeholders were invited to attend a series of introductory public meetings and discussions on each of the six strategic priorities. The goal of these meetings was to increase community understanding of the action plans, and for residents and stakeholders to provide their views on important elements for Markham to consider in developing and implementing specific plans and programs. More in-depth public consultation and community research will continue throughout 2009 for each of the six strategic priorities. This process will continue until spring 2010 with completion of many of the 31 action plans.

Long-Term Goals

Looking forward, Building Markham's Future Together will help Markham create a long term Community Sustainability Plan – a plan to help us achieve a balance among environmental, social/cultural and economic factors. The Community Sustainability Planning process Began in early 2009. This is a companion process to Building Markham's Future Together that will continue throughout 2010. The Community Sustainability Plan will integrate many of action plans from Building Markham's Future Together.

The following section outlines Markham's progress to date on the 26 action plans associated with the six strategic priorities.

GROWTH MANAGEMENT



Managing the Town's growth:

Through our Click with Markham campaign, residents told the Town that managing growth is a top priority. Markham has been identified as a growth municipality by the Province of Ontario and York Region. The Town needs a strategy to manage the challenges of growth:

- Pace of Growth
- Land use
- Environmental protection
- Agriculture
- Cultural heritage
- Economy
- Housing mix
- Quality of life
- Transportation
- Infrastructure

Here's the Town's plan:

- **Develop a "Made in Markham" Growth Management Strategy by Q2 2009. The Strategy will form the basis for a long term vision and plan for sustainable community growth.**

Status: Underway

The Town will develop a 'Made in Markham' plan for sustainable community growth in response to provincial growth initiatives. The plan should protect the Town's natural and cultural heritage, as well as provide for social and economic well-being.

The development of a Growth Management Strategy is well underway. The Strategy is based on an 'environment first' approach, starting with the identification and protection of a Town-wide natural heritage network.

- **Develop a plan to deliver the services required to accommodate growth.**

Status: Underway

The Town will develop a plan to deliver the additional infrastructure and services needed to support our new communities. Where these services are not provided directly by Markham, the Town will coordinate with other levels of government and other agencies to ensure the appropriate services are delivered.

Work has begun on a Master Servicing Plan, a Transportation Strategic Plan and a Leisure Plan. In addition, the Town is working on Community Infrastructure

Capacity Review – that is, a review of all community infrastructure (not only the Town's) needed to accommodate growth (e.g, health care services, education, etc).

➤ **Develop a financial strategy to implement our growth plan by Q1 2009.**

Status: Underway

The Town will determine the fiscal requirements of our growth plan, and develop a financial strategy to implement it. The Town will work with all levels of government to reform legislation, develop new fiscal tools and directly provide the funding for necessary infrastructure.

➤ **Keep citizens involved and informed every step of the way.**

Status: Underway.

The Town will consult and engage the people of Markham and other stakeholders in developing our growth plan. The Town has scheduled a number of community meetings in February, March and April to provide an overview of the issues to be addressed in our Growth Management Strategy, and to gather input on the proposed alternatives for accommodating growth to 2031.

The Town has posted numerous presentations and staff reports regarding the Strategy and related studies on the Town website. The Town has also developed a Workbook which summarizes the proposed alternatives and provides an opportunity for the reader to provide their opinions on these alternatives. The Town will be providing an overview of the public comment received so far in a presentation to Development Services Committee in late April/early May.

TRANSPORTATION/TRANSIT



Improving transportation and transit:

Rapid growth in the Greater Toronto Area, York Region and Markham has resulted in many transportation challenges. These include:

- Congested city streets and highways
- Environmental issues
- Noise pollution
- Reduced quality of life

Markham needs a transportation/transit vision, along with an implementation plan, a funding strategy and a partnership framework. The Town needs to take steps now to protect our neighbourhoods and encourage economic growth.

Here's the Town's plan:

- **Work with partners to address our transit challenges by Q4 2009.**

Status: Underway

The Town needs to work in partnership with York Region, Metrolinx, and other levels of government and government agencies – including Toronto, GO Transit and other stakeholders. Together, the Town can plan and build an integrated Greater Toronto Area transit system and road network. This should address road improvements for the 400 series highways, as well as local and regional roads.

The Town has been providing input into the York Region's Transportation Plan Update, and reflecting to the comments from Council, residents and businesses. The Town also made submissions to Metrolinx regarding the Yonge Subway extension to Richmond Hill/Langstaff, as well as encourage more funding from the Province for other rapid transit projects in Markham. The Town hosted a 2-day Markham Transportation Summit "Gridlock, Rapid Transit and You" in November 2008. The Town, in consultation with York Region Transit, Ministry of Transportation Ontario (MTO), 407 Express Toll Route (ETR), York Region's staff have been exploring the opportunities of making Langstaff and Markham Downtown as true transit hubs where there will be major origin and destination of many trips as well as important inter-modal hubs.

➤ **Develop the Town's rapid transit infrastructure throughout 2009 and over the next 8 years.**

Status: Underway

This can include a number of transit initiatives. For example: extending the Yonge Subway line to Hwy 7, Viva and/or GO "Centre to Centre" service, improved GO service levels and services along the 407, supported by sufficient local transit service are required.

While the Town is not directly responsible for providing transit services, Town staff continued to work closely with various transit authorities (York Region Transit, GO Transit) and requested service improvements. To complement the increased level of service, the Town is creating communities that emphasize public transit as a viable alternative to private cars as the only mode of transportation. In all planning exercises, transit service is given a high priority as well as other supporting infrastructure to attract more transit users.

➤ **Create transit-friendly policies in all aspects of Town planning in 2009 and beyond.**

Status: Underway

This includes transit oriented development land use, Travel Demand Management, live/work balance, education, High Occupancy Vehicle (HOV) lanes, parking, bicycle network, safe streets and environmentally friendly transportation modes need to be developed to reduce Single Occupant Vehicle (SOV). Policy must address live/work balance, higher density, infrastructure, transit nodes and corridors.

The Town has received a number of higher density mixed used development applications. Staff have been working with these applicants and showed leadership in developing transit oriented development. The Cycling and Pedestrian Advisory Committee (CPAC) continues to provide valuable inputs into promotion of active transportation and well as other measures to make personal transportation more environmentally friendly. Policies are also being developed for intensification areas to reduce the number of trips (through mixed land use), reduce auto use (parking policy, carpool lanes, proximity to alternative modes,) and encourage the use of other modes especially Active Transportation (bike lanes, continuous sidewalks). The Markham Transportation Strategic Plan (MTSP) which is currently underway will investigate a number policy issues

ENVIRONMENT



Protecting the Town's environment:

Human activity is significantly changing the environment on a global scale. Markham's air, land, water and habitats are all affected. The Town urgently needs a coordinated strategy to promote a sustainable community.

Here's the Town's plan:

➤ **By Q2 2010 create a Green Print strategy for Markham.**

Status: Underway

This will include:

- Policies to protect air, land, water, habitat and all living species
 - Initiatives underway include Rouge River Watershed Plan; Green Fleet Transition Plan; Small Streams Education Program; Salt Management Plan; Agriculture Assessment; Natural Heritage Network and Greenway Mapping
 - Completion of Storm Water Management Facility Database and Maintenance Manual – Storm Water Management (SWM) Facilities Maintenance and Retrofit
- A multi-year, multi-language education and communication strategy
 - The “Quest for the Best Markham” youth engagement website was launched in October 2009; the website's contest ran from October to December 2009; the contest attracted submissions from over 1,080 Markham youth and participation from 24 schools; the awards ceremony was held February 2009 at the Markville Mall with over 800 in attendance
 - The World Café was held February 2009 to introduce community sustainability and discussions; approximately 70 community leaders and stakeholders attended the event.
- Partnerships with all levels of government to endorse and support sustainability
 - Partnerships and collaborations include: York Region; Ontario Government (Ministry of Education); Metrolinx; York University (Social Sustainability Workshop); York Region District School Board; York Region Catholic School Board; Federation of Canadian Municipalities; Association of Municipalities of Ontario;

Municipalities with best practices in community sustainability (i.e. Whistler, BC)

- A comprehensive Climate Action Plan
 - Report for Partners for Climate Protection milestones 1 and 2 target completion early 2009
 - The Green Print will meet objectives of Partners for Climate Protection milestone 3, scheduled completion will be Q2 2010

➤ **Adopt green building standards and green community standards by Q4 2009.**

Status: Underway

The Town wants to make Markham the recognized leader in environmental standards.

- Phase 1 Report for "Leadership in Energy and Environmental Design (LEED) and Beyond - Markham Sustainable Development Standards and Guidelines" presented to Environmental Issues and Sustainability Committee (January 2009)

➤ **Develop and implement a community-wide zero waste strategy.**

Status: Underway

The Town wants Markham to adopt best practices to move toward a zero waste ecological footprint policy as a baseline and model for residents to follow.

- Markham Civic Centre, 555 Miller Avenue Operations Yard, and Markham sponsored special events are Zero Waste

➤ **Prepare an enhanced Town beautification policy.**

Status: Underway

The Town wants to build on existing programs to improve all parks, streets and natural areas.

- Tree Preservation By-law adopted June 2008
- Ongoing implementation of Trees for Tomorrow and the Pesticide By-law and Education Plan
- Town Wide Beautification Policy (Q2 2010)

➤ **Develop strategies to maintain healthier, greener communities.**

Status: Underway

This includes boosting local food production, building more bike paths and walking trails, and improving the safety and security of Town neighborhoods.

- A new farmers' market at the Civic Centre (June 2009)
- Guidelines for new community gardens (Q2 2009)

➤ **Develop a funding strategy and modeling tool to support these initiatives.**

Status: Underway

The model must be created with the goal of sustainability in mind. To accomplish this it must be created around a triple bottom line: a social, economic, and environmental framework.

- The Green Print: A Community Sustainability Plan will receive up to \$153,000 grant funding from the Green Municipal Fund and funding from the Federal Gas Tax for the development of the plan
- A triple bottom line decision making tool will be incorporated into the draft Green Print (Q2 2010)



Excellence in municipal services:

Markham provides hundreds of services to its residents and prides itself on providing high quality services. Town residents expect quality services that are cost-effective and responsive to their needs. Optimizing service delivery requires setting priorities and making choices.

The Town developed a framework for reviewing services promoting elements of;

- Service Excellence
- Service Innovation
- Service Value

Performance measurements will be used to ensure that expectations are met or surpassed, services are delivered efficiently and effectively, and improvement areas are identified. The Town will also develop a systematic way to review and evaluate competing demands for municipal resources.

The goal: to ensure the most effective, economical and sustainable priorities are set.

Here's the Town's plan:

- **Complete all planned service improvements.**

Status: Underway

Project teams will report to Council as they complete this work. The Town will build our municipal services model by pursuing excellence in service delivery in the following:

- **Service Promise** – What can you expect from the service the Town is providing to you and what can you do if the Town does not meet your expectations?
- **Service Value** – Why is the service the Town provides important and valuable to you and/or the community, as a whole? Is the Town delivering service in the most effective and efficient manner?
- **Measurement** – Did the Town meet the expectations and live up to the Service Promise?

- **Service Innovation** – Provide new and creative ways of delivering municipal services. Focus on results and outcomes that demonstrate leadership and innovation in all municipal services, and communicating these results effectively to residents.

Completed Projects:

Roadway Winter Maintenance Service Level Review; Improved Property Standards through Beautification; Zero Waste Initiative at Civic Centre; Shopping Cart By-law; Recycling at Super Mailboxes, Sports fields, and on Main Streets; After Hours call pick-up in By-laws; Water calls moved to Contact Centre

- **Develop a clear process to evaluate Town services.**

Status: Completed

Building on the excellence model, municipal services will be driven by innovation and integration and a focus on value to residents and businesses.

- **Develop a service planning process to guide service levels, and innovative and sustainable practices.**

Status: Underway

This includes service level accountability and review, reporting and communication. Where practical, the Town will aim to reduce the cost of delivery while improving Town services.

Operations Service Planning – Project teams are building a municipal services model for the Town Operations Department using the elements of Service Promise, Innovation, and Value. Staff are doing end-to-end process mapping to document service delivery standards to ensure consistent and measurable results.



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

Investing in the Town's quality of life:

The Town can enrich community life and create more "liveable" communities when the Town invests in health, wellness, and lifelong learning programs. This includes:

- Enhancing Town community parks, recreation, culture and library programs and service delivery systems
- Making community safety a priority in developing programs, policies and facilities

Here's the Town's plan:

- **Update and create an Integrated Leisure Master Plan by Q4 2009.**

Status: Underway

The Town needs to create short, medium and long-term priorities for Town parks, recreation, culture and library programs and facilities. The Town must base the priorities on a sustainable financial model.

- Review programs, facilities, and public spaces to ensure they reflect and respect the needs of the Town's diverse communities
- Ensure Markham's green spaces fit the needs of local neighbourhoods and create interplay between active and passive leisure opportunities
- Engage the public and stakeholders in the process of developing the Master Plan.

- **Create Markham's first Community Safety Plan by Q3 2010.**

Status: Starting Q3 2009

The Town needs to develop a comprehensive strategic plan that will provide sustainable solutions to enhance community safety in Markham. A Community Safety Plan benefits from strong linkages with social service and enforcement agencies, urban growth, built form, transportation, and parks, recreation, culture, and library programs and facilities.

- Engage the public in defining "community safety" in Markham
- Strengthen neighbourhoods and invest in children, youth, and families
- Build community partnerships, including the role of enforcement and policing
- Design and retrofit facilities with community safety in mind
- Maximize the synergies with other Council Priorities by sequencing this project to benefit from work underway in the areas of urban growth, transportation, and the leisure master plan.



Celebrating the Town's diversity:

Markham communities represent the full range of human experience, from all stages of life, abilities and ethno-cultural backgrounds. To serve them better, the Town needs to develop a clear strategy and related policies to:

- Promote unity and inclusiveness
- Provide programs and services that address the diverse needs of Markham residents.

Here's the Town's plan:

- **Engage Markham's diverse communities.**

Status: Underway

The Town will take steps to involve diverse groups in our activities and initiatives, including regular focus groups and fostering a welcoming environment at all Town facilities with a "doors wide open" philosophy.

Five external consultations regarding the Diversity initiative have been conducted with the community. The information arising from these consultations will be utilized in the formulation of a Diversity Action Plan for the Town to be released in the summer of 2009.

- **Foster a greater understanding of diversity across Markham through community partnerships.**

Status: Underway

This will help the Town align our services and programs with the needs of Markham residents. It will also demonstrate the Town's commitment to unity and to respecting and promoting human rights.

The Town of Markham agreed to become a member of the United Nations Education, Scientific and Cultural Organization -Coalition of Municipalities Against Racism in the winter of 2009.

- **Enhancing Markham boards and committees.**

Status: Underway

The Town will introduce a Seniors Committee. The Town will also review the mandates of the Race Relations Committee, the Markham Advisory Committee on Accessibility, and the Mayor's Youth Task Force.



➤ **Find ways to make Town services more accessible.**

Status: Underway

The Town's goal is to reduce barriers to as many people as possible in the physical environment, customer service and communications. This includes new multilingual services and assistive communication technologies.

➤ **Develop an effective communications plan.**

Status: Underway

The Town's goal is to increase awareness of our diversity strategy and foster a sense of inclusion across all Markham communities.

➤ **Engage and educate Town staff.**

Status: Underway

The Town will develop a vision statement, strategy and comprehensive work plan to move staff towards an increased level of "Diversity Competence." This will include: mandatory training for all staff; inclusive human resources practices, with a special focus on hiring; opportunities for staff to mentor diverse individuals in their career development; an effective communications plan; and a program to measure success.

A Diversity Action Plan is currently being developed and will be released in the summer of 2009.

All Town staff will participate in Customer Service Standard training as it relates to people with a disability in the spring.

FINANCIAL POLICIES

Financial Planning Policy

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.

- The Budget shall include four basic cost segments for review and evaluation:
 - Personnel Costs
 - Operations and Maintenance costs
 - Taxation Revenues
 - Other Operation Revenues
- 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.
- The Budget process shall be for a sufficient time span to adequately address policies and fiscal issues by the Budget Committee.
- The proposed Budget shall be presented by the Budget Committee to the General Committee for consent and 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.

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.

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.



Amendments to Approved Budget

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

Post Budget Reallocation

Reallocation of funds may be done between departments at the Commission level and among programs within a department and requires approval by the Commissioner.

Reporting

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

Summary financial and budgetary reports will be presented 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.

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.

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.

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. In the event of a deficit, it will be funded through the Corporate Rate Stabilization Reserve, or by a one time tax rate adjustment.

BUDGETING POLICIES

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.

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.

Operating Fund

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

Waterworks Fund

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

Building Standards Fund

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



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.

BIA Fund

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

Trust Fund

The fund receives payments from individuals or organizations to be used solely for a specific purpose. They are set up under a trust agreement appointing the 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.

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.

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.

INVESTMENT POLICIES

Objectives

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

- Legality of Investments
- Preservation of Principal
- Maintenance of Liquidity
- Competitive Rate of Return

Legality of Investments

The legal authority to invest funds comes from the Municipal Affairs Act. Investments shall be in conformance with the Ontario Municipal Act and O.Reg. 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:

- TD Canada Trust
- CIBC World Market Inc./Wood Gundy
- Scotia McLeod Inc.
- RBC Dominion Securities Inc.
- Royal Bank of Canada
- Bank of Montreal
- HSBC Bank Canada
- Canaccord Capital

Reporting

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

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

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

The interim report will include the following:

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

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:

- Determining the adequacy of the Town's Reserves to meet known future expenditures (Infrastructure/Capital Asset Rehabilitation/Replacements)
- Determining the adequate level for the Town's rate stabilization/contingency reserve based upon comparisons and benchmarking with other Municipalities and "best practices"
- 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.

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)

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.



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.

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.

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.

2009 OPERATING BUDGET GUIDELINES

General Narrative and Assumptions

The 2009 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***
- ***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% during 2009.
- Gross Assessment Growth will be 2%

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

The focus of the 2009 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 2009 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.

Budget Preparation Guidelines

The 2009 Budget is a 'Budget by Exception'. This means that all accounts are budgeted at 2008 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 2009 Budget will be the 2008 cost of providing all the services approved in the 2008 budget, except for one-time projects.

The 2009 Base Level Budget is set by taking the inputs approved in the 2008 budget and costing them, adjusting them for the annualized costs, growth and inflation, in that order.

- **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 2009 Budget are personnel and other costs related to municipal service contracts that had price escalation midway in 2008. These costs are identified and included in the 2009 Base Budget.
- **Growth** - Allow for growth that will occur in the Town in 2009. For example, if new roads were constructed in 2008, their upkeep would be part of the 2009 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.
- **Inflation** - As mentioned above, General Inflation of 3% is anticipated in 2009. All departments are expected to absorb this inflation within their 2009 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 2008 levels in their 2009 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 2009 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 2009 Base Budget from each Department includes only the 2008 full time approved complement. Financial Planning completes the 2009 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

2009 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 2008 actual benefit costs and reflects its findings in the 2009 Budget.

Part Time Salaries

The 2009 Budget Guidelines require that all permanent part-time staff be budgeted for by person/position. 2009 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 2009 levels.

Overtime Dollars and Hours

Overtime dollars and hours will be budgeted at 2009 levels.



Rate Increases

Increases have been provided for as follows:

U.S Exchange Rate:

U.S. Exchange Rate – 1.00

Investment Income:

The forecasted 2009 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 & Hydro in 2009 and it has been reflected in the 2009 Budget. Town Utilities have remained at the 2008 level in the 2009 Budget.

User Fees and Service Charges

User Fees in Recreation and Culture, Engineering and Planning Departments were increased to reflect market conditions & general inflation where applicable. 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 2008 Base Level budget.

Identification of Major Service Contracts

The identification of major service contracts up for renewal in 2009 is completed by Financial Planning and factored into the Budget.

E3

In an effort to achieve this vision, the project “Excellence through Efficiency & Effectiveness” (E3) was launched in March 2008 and endorsed by Council in June 2008. The E3 project involves a corporate wide business transformation through the review of services to find as many efficiencies as possible, maximize revenue opportunities and minimize tax rate increases. The E3 continuous improvement methodology will be part of the annual business plan process.

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 2009 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 6th 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.

2009 CAPITAL BUDGET GUIDELINES

Key Dates

- May 1, 2008** Capital Database is opened for submissions from departments
- May 22, 2008** Capital Submissions are due from all departments
- June 12 – June 25, 2008** 5 meetings to review and rank 2009 Capital Submissions by the Department Heads Forum (DHF)
- Sept 22 – Oct 3, 2008** Approval of 2009 Capital Budget by CAO & Commissioners

2009 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 2009 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
 - ITS requirements
 - Link to Council priorities
- 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 2009 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 2009 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

2009 Business Plans

The 2009 Business Plans will be incorporated into the 2009 Capital and Operating Budget process.

Pre-Budget Approval

Departments are required to identify projects that may require pre-budget approval in the 2009 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 2009 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 *2009 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 & 2009 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 2009.

Operations-Fleet will conduct condition assessments on replacement vehicles identified in the Asset Life Cycle Reserve Study as requiring replacement in 2009. Replacement vehicles required in 2009 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 2009 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:

- Water supply services, including distribution and treatment services.
- Waste water services, including sewers and treatment services.
- Storm water drainage and control services.
- Services related to a highway (as defined in subsection 1 of the Municipal Act).
- Electrical power services.
- Police services.



- Fire protection services.
- Other services as prescribed.

Projects that do not fall under one of the above exemptions must be noted as requiring 10% 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 2009 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:

<i>Contract Overrun Value</i>	<i>Approval Required</i>
\$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

Purpose

The Capital Budget Control Policy will provide the necessary guidelines to improve the management, administration, and reporting of capital projects.

The aim of this policy is to:

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

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.

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.

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.

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.

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.

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.



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.

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.

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.

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.

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.

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

Policy

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

Purpose

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.

Scope

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.

Responsibility

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

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.

Accounts Payable is responsible for ensuring that no payments are made without appropriate authorization.

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.



Commitments

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

Staff Member	Award Value
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 taxes (exclusive of GST)

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.

Capital Overruns

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

Staff Member	Commitment Value
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.

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.

All Capital and Operating overruns must be authorized with a completed Purchase Order Adjustment Authorization Form. The form has been included in the next section.

Procedures

Goods and Services less than \$100

- 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.
- All withdrawals from Petty Cash and all expenditures using Petty Cash must be authorized by the employee's next level of authority.

Goods and Services greater than \$100 and less than \$500

- 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.
- 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.

Goods and Services greater than \$500

- 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.
- For individual goods and services costing more than \$5,000, a purchase order must be issued.
- 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.

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.

Invoices Authorization for Payment

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

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

- The first initial can be any staff member within the User Department that has been authorized by the User Department Commissioner.



- For purchases less than \$100,000 the second initial must be a manager's initials.
- 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.

If a purchase order has been issued, a GSO will not be required except in the case of a blanket order. A GSO is not required for construction draws.

Invoices that do not have the correct purchase order and line item number will be returned to the Vendor for correction.

Write-Offs

Authorization to write-off outstanding amounts owing to the Town as un-collectible is as follows:

- For write-offs of any non- tax related invoices up to \$10,000 will be reviewed and authorized by the Treasurer. Council approval is required for any write-off in excess of \$10,000.
- For write-offs of any tax related items that are tax reductions and are result of successful appeal of assessment or taxes by a taxpayer, will be reviewed and authorized by the Treasurer without any monetary ceiling.
- For write-offs that have specifically been provided for within the approved budget and/or year end closing provision, will be reviewed and authorized by the Treasurer.
- Allowances that have been provided for in the General Ledger will be reviewed and authorized by the Treasurer.

Miscellaneous Authorities

Accounting

Personal Expense Claims Staff member Manager Director Commissioner Chief Administrative Officer Councillor	Manager Director Commissioner/next level Director Chief Administrative Officer Commissioner of Corporate Services Councillor
Cheque requisitions	Manager/Director as per clause 7.05
Procurement Card Purchases	Next level of authority
Petty Cash Expenditures	Next level of authority

Payroll/Personnel

Time Sheets	Cost Centre Manager
Overtime	Cost Centre Manager
Vacation	Cost Centre Manager
Salary Memorandums	Director – Human Resources
Termination/Leave of Absence	Director – Human Resources

Letters of Credit – Draws, Reductions, Releases

Up to \$100,000	Manager
Up to \$350,000	Director
Up to requested value	CAO, Commissioner, Treasurer

Miscellaneous

Disposal of surplus asset	Chief Administrator Officer or Treasurer
Acquisition of computer equipment and software	Chief Information Officer

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:

- All salaries, wages and benefits due to any person in the employ of the Town;
- All retiring allowances and mandatory sick pay grants due to any person previously in the employ of the Town;
- All accounts for telephones, postage and utilities supplied to the Town;
- All accounts for fees and levies payable to the federal, provincial or other municipal government, or to any agency, board or commission thereof;
- All accounts for payments of principal or interest on debentures, loans or overdrafts, including foreign exchange;
- All accounts for payments to the school boards of amounts raised for them by tax levy;
- 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.

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.



Audit

Any or all of the procedures cited in this document may be audited by the Corporate Services Commission.



PURCHASE ORDER ADJUSTMENT AUTHORIZATION FORM

Department: _____ Date: _____
 G/L Account: _____ Project Number: _____ Capital/Operating : _____
 Project Name: _____ Project Manager: _____

Section 1 REQUESTED INCREASE

Reason for Increase: _____ *Select from drop-down list*
 Increase Details: _____
Note: Please provide details about the requested increase and attach all applicable background information

Section 2 ACCOUNT INFORMATION

<u>PURCHASE ORDER CHANGE REQUESTED</u>	
PO Num:	_____ Line # _____
Vendor:	_____
<u>No GST/8% PST*</u>	
PO Amount:	\$ _____ -
Spent to date	\$ _____ -
Sub-total	_____ \$0
Invoices outstanding for this PO	\$ _____ -
Funds required to complete PO	\$ _____ -
Total increase required	_____ \$0

<u>IMPACTED BUDGET</u>	
<i>If multiple GL accts/ PO's impacted, please use back up sheet to fill out below fields</i>	
<u>(No GST/8% PST*)</u>	
Budget:	\$ _____ -
Expenditures to Date:	\$ _____ -
Committed:	\$ _____ -
Subtotal Budget	_____
Remaining = A	\$ _____ -

* if applicable

Section 3.1 REQUESTED INCREASE

<u>PURCHASE ORDER</u>	
<u>No GST/8% PST*</u>	
Requested Increase = B	\$ _____ -

<u>BUDGET REMAINING (After PO Increase)</u>	
_____ -	Budget Remaining: = (A - B)

If Budget Remaining is not sufficient to cover the increase then Additional Funding Source is required.

Add'l Funding Source (Name & Acct #): _____
 Current balance available in Add'l Funding Source \$ _____ -

Section 3.2 PREVIOUS AUTHORIZED INCREASE(S)

Total Previous PO Increases:	\$ _____ -	
Current PO Increase Requested = B	\$ _____ -	
Authorization:	\$ _____ -	0.0%

Section 4 APPROVAL REQUIRED -note Approval Required is determined by Total PO Increase Section 3.2

1. Capital Overruns

Staff Member	Commitment Value*
Director	\$0 to \$10,000 and < 10% of PO
Commissioner	Betw. \$10,001 and \$25,000 and < 10% of PO
Treasurer	Betw. \$25,001 and \$50,000
CAO	Betw. \$50,001 and \$100,000
Council	Greater than \$100,000

*Subject to Change of Expenditure Control Policy Revisions

2. Operating Overruns

Operating overruns as identified in section 3.1 must be approved by the Commissioner and offsetting funds identified as per Expenditure Control Policy.

If offsetting funds can not be identified within the commission, the Treasurer and CAO must review the request for PO increase.

AUTHORIZATION

Commission's Business Analyst has Reviewed and Approved request - email attached

Director

Commissioner

Reviewed by Treasurer

Reviewed by CAO

2009 BUSINESS PLANNING AND BUDGETING PROCESS

Business Planning	Operating Budgeting	ITS Project Planning	Capital Budget
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Target Milestone	Description of Activity			
2008				
March 3			Communication of 2009 ITS Capital Budget process	
March 28			Cut-off date for submission of ITS Capital Submissions	
April 1	Strategy Managers release HIP forms			
May 1	Departments begin working on BUP forms			Capital database open for Capital Submissions
May 9			ITS investigation & recommendation on ITS discretionary project requests	
May 22	Distribution of HIP submissions at DHF for review and ranking			Capital Submissions due
May 23				Finance review of capital submissions
May 29	CCC review and approval of HIP submissions			
June 2				Distribution of 2008 Capital requests to DHF members
June 9 to June 30 (4 meetings)				DHF meet to review capital submissions and to establish ranking criteria for Non-Replacement Capital projects
June 24 to July 9	Departments begin updating BUPs based on CCC approval of HIP items			
August 18		Operating Database open for Operating Budget changes		
August 22	Cut-off for BUP submissions			
September 5		Cut-off for Operating Budget changes		
September 11	DHF/ CCC Workshop to review 2009 BUP, Operating and Capital Budget	DHF/ CCC Workshop to review 2009 BUP, Operating and Capital Budget	DHF/ CCC Workshop to review 2009 BUP, Operating and Capital Budget	DHF/ CCC Workshop to review 2009 BUP, Operating and Capital Budget
September 18	CCC to conclude Business Plan process			
October 6 to 10		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 27		Budget Sub-Committee Meeting		Budget Sub-Committee Meeting
Novmeber 3				Budget Sub-Committee Meeting
Novmeber 17		Budget Sub-Committee Meeting		Budget Sub-Committee Meeting
December 1		Budget Sub-Committee Meeting		
December 8		Budget Sub-Committee Meeting		
2009				
January 12				Budget Sub-Committee Meeting
January 19				Budget Sub-Committee Meeting
January 26		Budget Sub-Committee Meeting		Budget Sub-Committee Meeting
February 4		Public Information Meeting		
February 9		General Committee - Recommend Budget to Council		
February 10		Budget Approved by Council		

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



2009 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 2008, staff began working on the business plans for 2009 for the respective Business Units. In order to truly begin the strategic planning before the budgeting process, 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 2009 Budgets.

A series of presentations, highlighting the proposed 2009 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 September 11, 2008 to finalize the initiatives to be undertaken in 2009.

The Workshop recommendations were incorporated in the proposed 2009 Budget presented at the first Budget Sub-Committee meeting in October 2008, when eight members of Council that make up the Budget Committee began their deliberations. These members included Budget Chief Dan Horchik, Regional Councillors Jim Jones, Tony Wong, and Councillors, Valerie Burke, Alex Chiu, Logan Kanapathi, Erin Shapero, 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 eight Budget Sub-Committee meetings were held during the period October 2008 to January 2009 to discuss the 2009 Budget. On February 4, 2009 the Mayor, Councillors, Town Staff and members of the community participated in the Town's Annual Public Information Session. The Public Information Session was an opportunity for residents, business and community leaders to obtain an overview of the Town's budget process and the status of the 2009 Budget. All attendees were invited to ask questions and to provide feedback at the Public Information Session. The feedback was positive and on February 10, 2009, Council approved the Operating, Capital, Waterworks and Building 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 2009 Budget is \$350.7M comprising of \$161.8M towards Operating, \$117.6M towards Capital, \$7.0M towards Building Standards and \$64.3M for Waterworks.

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 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 \$6.59M.

To mitigate the impact of increased expenditures, the Town reviewed its revenue sources and increased revenues in areas of Assessment Growth and Investment Income as well as other operating revenues totalling \$2.15M.

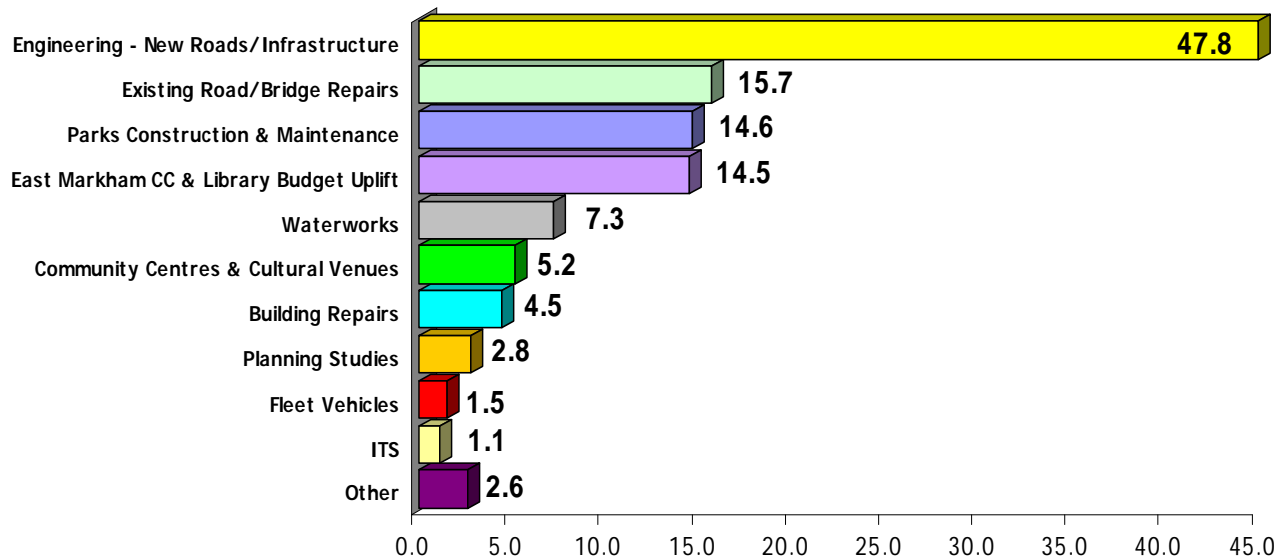
The Town has been able to maintain existing service levels with minimal increases in user fees, and through the E3 initiatives. The E3 project involves a corporate wide business transformation through the review of services to find as many efficiencies as possible, maximize revenue opportunities and minimize tax rate increases. The E3 continuous improvement methodology will be part of the annual business plan process.



In 2009 E3 successfully identified \$4.5M in savings. This resulted in a zero tax rate increase for the Town in 2009.

Capital Budget

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



The 2009 Capital Budget of \$117.6M includes funding from various sources. The Federal Gas Tax grant funds \$2.7M for capital projects in the following areas:

- Pathways & Trails and Bike Paths
- Green Print Community Sustainability Plan
- Centennial CC Green Technology Upgrades
- Civic Centre Conversion to MDE Connection
- Thornhill Storm Sewers Upgrades

In addition, the Town received a Provincial Infrastructure Grant of \$9.4M of which \$8.1M is being used to fund 2009 projects such as erosion & storm water improvements (\$2.6M), new parks construction (\$1.2M), pathways & trails and bike paths (\$0.6M), Main Street Unionville South road construction (\$1.6M) and the Varley Art Gallery expansion (0.9M). The 2009 Capital Budget also includes funding of \$3.3M from the Provincial Roads and Bridges grant for capital projects related to the rehabilitation of municipal road and bridge capital infrastructure. Furthermore, the Town received a grant from the Municipal Infrastructure Investment Initiative for \$4.5M to fund the pathways & trails program.

Other significant capital projects include the continuation of the tree planting initiative, travel demand management program, purchase of three additional hybrid vehicles, continued roll-out of the Organic Collection program at high-rise buildings and community mailbox recycling project, Rodick Road extension, Enterprise Drive Phase 2 construction, the design of the Cornell Fire Station, budget uplift for the East Markham Community Centre & Library, and the construction of a permanent public washroom.

The 2009 Capital Budget reflects the Town's commitment to maintain 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 and the Town's commitment to increase contribution to the capital program by \$0.5M 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 \$0.5M to each of the Land Acquisition and Environmental Land Acquisition Reserve Funds.

Waterworks Budget

Council approved the 2009 Waterworks Budget of \$64.3M. This marks an increase of \$5.1 million over the 2008 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 2009, Council approved the approved Building Services Budget of \$7.0M. This represents no change over the 2008 Budget.

SUMMARY OF FUNDS – OVERVIEW

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

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

Operating Fund

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

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

Capital Fund

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

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

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

Reserves/ Reserve Funds

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

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

There are two types of reserve funds:

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

Trust Funds

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



SUMMARY OF OPERATING & CAPITAL FUNDS (\$000's)

	<u>Operating Fund</u>			<u>Capital Fund</u>			<u>Total Operating & Capital</u>		
	<u>2007 Actual</u>	<u>2008 Actual</u>	<u>2009 Budget</u>	<u>2007 Actual</u>	<u>2008 Actual</u>	<u>2009 Budget</u>	<u>2007 Actual</u>	<u>2008 Actual</u>	<u>2009 Budget</u>
<u>A. Sources and Uses of Funds</u>									
<u>Sources of Funds</u>									
Taxation Revenues	100,552	106,856	108,412	-	-	-	100,552	106,856	108,412
Grants & Subsidies	1,322	1,507	917	-	-	-	1,322	1,507	917
Licences & Permits	9,194	7,195	8,203	-	-	-	9,194	7,195	8,203
Interest & Penalties	3,375	4,005	3,375	-	-	-	3,375	4,005	3,375
Income from Investments	11,893	13,190	13,253	-	-	-	11,893	13,190	13,253
Fines	1,797	1,828	1,886	-	-	-	1,797	1,828	1,886
Water & Sewer Billing	51,309	53,692	63,711	-	-	-	51,309	53,692	63,711
User Fees & Service Charges	22,021	18,025	18,363	-	-	-	22,021	18,025	18,363
Rentals	5,492	5,564	5,879	-	-	-	5,492	5,564	5,879
Sales	798	713	787	-	-	-	798	713	787
Recoveries & Contributions	1,198	1,460	1,322	-	-	-	1,198	1,460	1,322
Other Income	4,271	2,920	2,715	-	-	-	4,271	2,920	2,715
Developer's revenue				38,750	30,079	64,098	38,750	30,079	64,098
Other				5,851	21,560	12,470	5,851	21,560	12,470
Transfers from Reserve Fund				11,679	15,775	20,358	11,679	15,775	20,358
Tax Funded Capital				17,700	17,285	16,880	17,700	17,285	16,880
Transfers from Operating Fund				258	4,613	3,808	258	4,613	3,808
	<u>213,223</u>	<u>216,956</u>	<u>228,823</u>	<u>74,238</u>	<u>89,312</u>	<u>117,614</u>	<u>287,461</u>	<u>306,268</u>	<u>346,437</u>
<u>Uses Of Funds</u>									
General Government	29,682	30,364	32,450	5,330	7,952	8,514	35,012	38,316	40,965
Protection to Persons & Property	30,879	32,594	32,628	1,425	1,022	554	32,304	33,616	33,182
Transportation Services	19,963	24,054	21,369	39,790	27,889	63,512	59,753	51,943	84,881
Environmental Services	54,738	56,905	62,744	8,976	9,128	7,415	63,714	66,033	70,159
Recreation & Cultural Services	36,004	38,178	40,603	12,978	10,024	21,655	48,982	48,202	62,258
Planning & Development	6,143	6,721	6,745	7,773	6,207	15,964	13,916	12,928	22,709
Other	30	31	32	-	-	-	30	31	32
Transfers to Reserve Fund	38,908	27,136	28,443	-	-	-	38,908	27,136	28,443
Transfers to Capital Fund	258	4,613	3,808	-	-	-	258	4,613	3,808
	<u>216,605</u>	<u>220,596</u>	<u>228,823</u>	<u>76,272</u>	<u>62,222</u>	<u>117,614</u>	<u>292,877</u>	<u>282,818</u>	<u>346,437</u>
Increase/Decrease to Funds	(3,382)	(3,640)	(0)	(2,034)	27,090	-	(5,416)	23,450	(0)
Opening Fund Balance	3,814	432	(3,208)	25,997	23,963	51,053	29,811	24,395	47,845
Closing Fund Balance	432	(3,208)	(3,208)	23,963	51,053	51,053	29,811	24,395	47,845

Trending 2008-2009

The increase in taxation revenues in 2009 is due to the 2% increase in assessment growth. Income from investments increased in 2009 mainly due to a larger portfolio balance. Water & sewer billing increased due to the water/wastewater rate increase of 13.4%. User fees and service charges decreased because of lower Engineering & Planning fees due to allocation constraints.

2007 TO 2009 SUMMARY OF RESERVE FUNDS (\$ 000's)

	2007 Actual	2008 Actual	2009 Budget
Balance as of January 1	137,020	159,637	155,989
Other Revenue	13,088	496	6,779
Dividend from Markham Enterprises Corporation	-	1,780	-
Transfers in from Operating Fund	38,908	27,136	28,443
Transfer out to Capital Fund	(29,379)	(33,060)	(37,238)
Balance as of December 31	159,637	155,989	153,973

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, 2008, the balance in the Town's Reserves and Reserve Funds was \$155.99 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**
 - Used to fund temporary fluctuations in the commodities market for recyclables and garbage disposal fees.
- **Waterworks/Stabilization/Capital**
 - Used 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**
 - To fund 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.

- **Theatre Endowment**
 - Funds capital expenditures for the Markham Theatre.
- **Theatre Capital Improvement Fund**
 - Funds the replacement of capital expenditures for the Markham Theatre.
- **Museum Endowment**
 - Funds museum-related capital projects; funded by donations from the general public & community organizations.
- **Heritage Preservation**
 - Provides funding to protect and preserve heritage buildings in the Town.
- **Markham Heritage Loans**
 - Provides interest bearing loans to property owners to allow repair, renovation or reconstruction of the property so that it presents a historical and authentic appearance.
- **Administration Lot Levies-Expense**
 - 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.
- **Administration Lot Levies-Interest Income**
 - See above.
- **Parks 5% Cash In Lieu**
 - Funds the acquisition of new parkland, recreation facilities and equipment.
- **Tree Replacement**
 - Funds the cost of planting, replanting, replacing & repairing boulevard trees in the Town.
- **Road Resurfacing**
 - Funds road completion in industrial subdivisions.
- **Pre-DCA Engineering Growth**

- Used to accumulate and maintain any Pre Development Charges Act Engineering levies collected in respect of development; represents the non-growth portion of development charges.
- **Waterworks**
 - Funds to be used 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).
- **Trees For Tomorrow**
 - Funds to be utilized to encourage tree plantings and public awareness by community groups and non-government organizations
- **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, 2007	1 Actual Balance December 31, 2008	2009 Budget			5 = 1+2+3+4 Estimated Balance December 31, 2009 \$	
			2		3		4
			Developer and Other Contributions \$	Transfer from Operating Funds \$	Transfer to Capital Funds \$		
<u>RESERVES</u>							
Waste Management Stabilization / Capital	26,116	27,883				27,883	
Waterworks Stabilization / Capital	8,668,469	10,814,955		7,966,738	(8,875,200)	9,906,493	
Corporate Rate Stabilization	14,128,560	14,281,173		(1,399,590)		12,881,583	
Insurance	769,889	769,889				769,889	
Recreation & Culture Capital Replacement				369,262		369,262	
Facility Ramp- Up	2,402,497	3,695,851		3,288,500	(1,700,000)	5,284,351	
Long Term Disability Benefit	6,032,074	6,811,567				6,811,567	
Partnership	15,000	15,612				15,612	
Building Fee	3,571,458	2,412,366		(375,135)	(151,000)	1,886,231	
Development Fee	1,527,590	(1,715,846)		(3,814,110)	(109,150)	(5,639,106)	
Election Rebate	70,000	136,950		300,000		436,950	
Election Expenses	300,000	600,000		70,000		670,000	
Firefighter's Sick Leave Benefits	4,750,600	5,100,200		41,000		5,141,200	
Total Reserves	42,262,253	42,950,600	-	6,446,665	(10,835,350)	38,561,915	
<u>RESERVE FUNDS</u>							
Theatre Endowment	309,289	325,585				325,585	
Theatre Capital Improvement Fund	84,787	55,138		35,000		90,138	
Heritage Preservation	115,996	69,901				69,901	
Administration Lot Levies - Expenses	2,092,010	2,166,137				2,166,137	
Administration Lot Levies - Interest Income	501,886	519,668				519,668	
Markham Heritage Loans	393,964	382,315				382,315	
Parks 5% Cash in Lieu	9,366,043	8,655,875				8,655,875	
Tree Replacement	5,517	5,713				5,713	
Museum Endowment	2,914	5,479				5,479	
Road Resurfacing	2,780,056	2,087,386			(500,000)	1,587,386	
Pre Development Charges Act Engineering Growth	17,035,498	15,210,937			(1,571,720)	13,639,217	
Waterworks	207,863	215,165				215,165	
Library Building Program	2,824,942	3,449,229		510,000		3,959,229	
Land Acquisition Reserve Fund	1,590,228	2,157,203		500,000		2,657,203	
Life Cycle Replacement & Capital	67,806,464	63,521,770		20,451,314	(20,320,695)	63,652,389	
10% Non DC Growth	4,045,415	4,679,084			(1,300,000)	3,379,084	
Gas Tax Revenue	517,240	270,400	6,778,555		(2,710,000)	4,338,956	
Environmental Sustainability	69,270	116,948				116,948	
Environmental Land Acquisition	5,007,125	6,210,864		500,000		6,710,864	
Markham Trees for Tomorrow	-	222,834				222,834	
Workplace Safety Insurance Board (WSIB)	2,618,380	2,711,157				2,711,157	
Total Reserve Funds	117,374,887	113,038,788	6,778,555	21,996,314	(26,402,415)	115,411,242	
Total Reserve And Reserve Funds	159,637,140	155,989,388	6,778,555	28,442,979	(37,237,765)	153,973,157	
Development Charges Reserve Funds *	129,562,871	137,674,658	13,854,251		(64,098,481)	87,430,428	
Total	289,200,011	293,664,046	20,632,807	28,442,979	(101,336,246)	241,403,585	

* 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 2009 capital funding from Development Charges.



RESERVES AND RESERVE FUNDS CONTINUITY SCHEDULE EXPLANATION OF BUDGET CHANGES

Description	Transfer from Operating Funds \$	Transfer to Capital Funds \$	Estimated Balance Dec 31,2009 \$	Details
<u>Waterworks Stabilization / Capital</u>				
Transfer from Waterworks Operating Fund net of 2008 deficit	7,966,738			Transfer to reserves in order to sustain future Waterworks replacement and rehabilitation requirements
Funding of Capital Projects		(8,875,200)		Transfer to Capital Budget on order to fund Waterworks 2009 capital projects
<u>Corporate Rate Stabilization</u>				
Transfer of 2008 Operating deficit	(1,399,590)			Operating deficit remaining from 2008 year end
<u>Recreation & Culture Capital Replacement</u>				
Transfer of funds for future replacement	369,262			Transfer to reserves in order to sustain Recreation and Capital Replacement requirements
<u>Facility Ramp UP</u>				
Transfer of funds for future maintenance cost	3,288,500			Transfer from Operating Budget for community centres and fire station future costs
Funding of Capital Projects		(1,700,000)		Transfer of funds for a number of Town facility improvement projects
<u>Building Fee</u>				
Transfer from Operating Fund	(440,206)			Transfer of Building Operating Budget based on 2009 projected performance
Transfer from Operating Fund	65,071			Transfer to reserves in order to sustain Building department capital requirements
Transfer to fund Capital Projects		(151,000)		Funding of 2009 capital projects associated with Building department
<u>Development Fee</u>				
Transfer from Operating Fund	(3,892,988)			Transfer of Planning and Engineering Operating Budget based on 2009 projected performance
Transfer from Operating Fund	78,878			Transfer to reserves in order to sustain Planning and Engineering department capital requirements
Transfer to fund Capital Projects		(109,150)		Funding of 2009 capital projects associated with Planning and Engineering department
<u>Election Rebate</u>				
Transfer from Operating Fund	300,000			Transfer to fund future election rebate costs
<u>Election Expenses</u>				
Transfer from Operating Fund	70,000			Transfer to fund future election costs
<u>Firefighter's Sick Leave Benefits</u>				
Transfer from Operating Fund	41,000			Annual transfer to fund future payout of unused sick leave benefits upon fire fighter's termination
<u>Theatre Capital Improvement Fund</u>				
Transfer from Operating Fund	35,000			Transfer from Culture Operating Budget for future Theatre capital expenditures

RESERVES AND RESERVE FUNDS CONTINUITY SCHEDULE EXPLANATION OF BUDGET CHANGES

Description	Transfer from Operating Funds \$	Transfer to Capital Funds \$	Estimated Balance Dec 31,2009 \$	Details
<u>Road Resurfacing</u>				
Transfer to fund Capital Projects		(500,000)		Funding of 2009 Operations - Roads capital project for secondary roads, rehab and replacement program
<u>Pre Development Charges Act Engineering Growth</u>				
Transfer to fund Capital Projects		(1,571,720)		Funding of 2009 Engineering capital projects associated with non-growth related area
<u>Library Building Program</u>				
Transfer from Operating Fund	510,000			Transfer from Operating Budget for future library building projects
<u>Land Acquisition Reserve Fund</u>				
Transfer from Operating Fund	500,000			Transfer from Operating Budget to fund future purchase of strategic land acquisitions
<u>Life Cycle Replacement & Capital</u>				
Transfer from Operating Fund	20,451,314			Transfer from Operating Budget to fund asset life cycle replacements
Transfer to fund Capital Projects		(20,320,695)		Funding of 2009 capital projects associated to asset replacements
<u>10% Non DC Growth</u>				
Transfer to fund Capital Projects		(1,300,000)		Funding of 2009 capital project for Markham East Community Centre and Library
<u>Gas Tax Revenue</u>				
Transfer from Other Revenue	6,778,555			Gas tax revenue received from federal government transferred funds for capital projects
Transfer to fund Capital Projects		(2,710,000)		Funding of 2009 capital projects identified as gas tax revenue eligible or for capital projects to be developer funded (generally Engineering projects)
<u>Environmental Land Acquisition</u>				
Transfer from Operating Fund	500,000			Transfer from Operating Budget to fund future 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.

Cemetery 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.

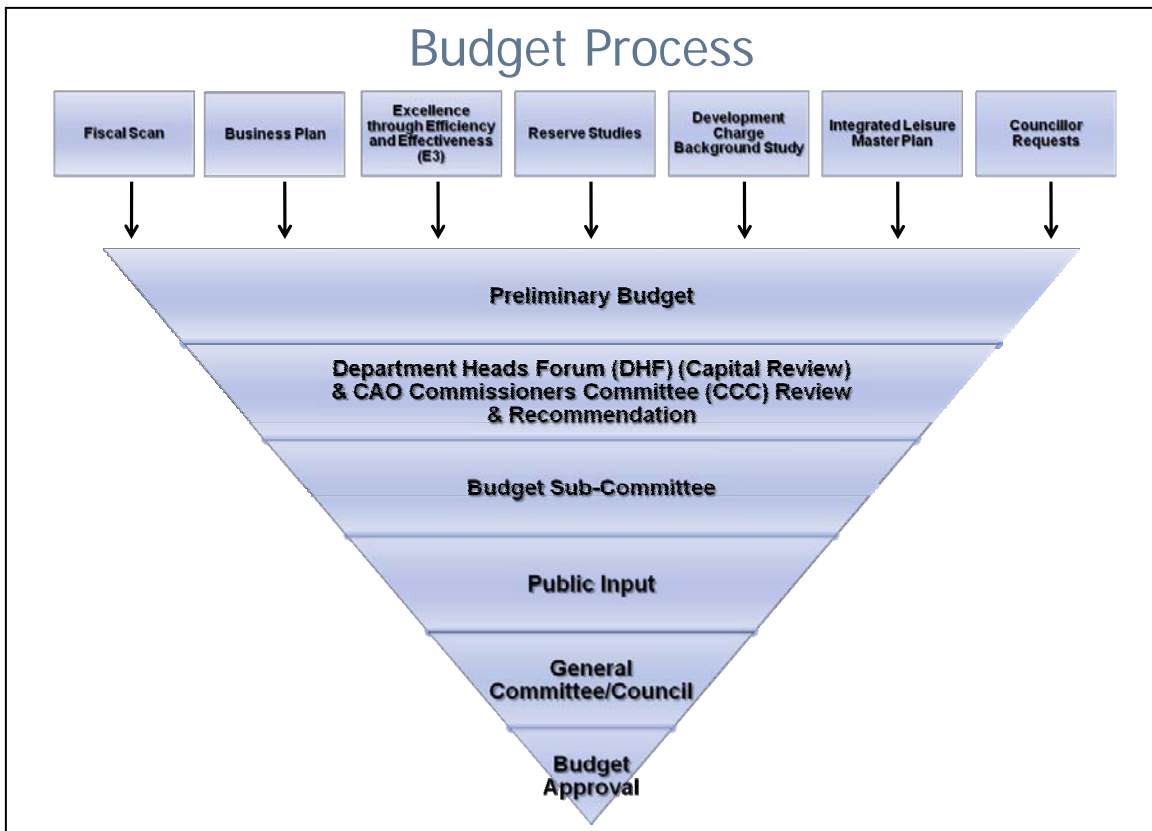
PUBLIC INFORMATION MEETING PRESENTATION



Agenda

- Welcome – Mayor & Budget Chief
- Budget Presentation
 - Budget Process, Budget Summary & Fiscal Scan
 - Excellence through Efficiency & Effectiveness (E3)
 - 2009 Proposed Budget
 - Capital
 - Building Services
 - Waterworks
 - Operating
 - Assessment and Property Taxes
 - Tax Rate Comparison to Other Municipalities
 - 2009 Budget Summary Highlights
- Questions & Comments

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2009 Budget Process

Capital Budget	
May	➤ Department Capital submissions to Finance
June	➤ Department Heads Forum (DHF) Capital Project review & prioritization meetings. Provide recommendation to CAO, Commissioners Committee (CCC)
October	➤ CCC review & discussion of proposed Capital
Operating Budget	
September	<ul style="list-style-type: none"> ➤ Business Plan submissions from Departments ➤ Department business plan presentation to CCC ➤ Finance review of the base Operating Budget ➤ CCC review & discussion of business plans and the proposed Operating Budget
October	➤ Final CCC review of the Operating & Capital Budgets & recommendation to present to Budget Sub-Committee

2009 Budget Process (cont'd)

Eight Budget Sub-Committee Meetings held in 2008/2009:

1. October 27, 2008
2. November 3, 2008
3. November 24, 2008
4. December 1, 2008
5. December 8, 2008
6. January 12, 2009
7. January 19, 2009
8. January 26, 2009

January 26, 2009 General Committee – Recommended Budget to be presented at the Public Information Meeting

February 4, 2009 Public Information Meeting

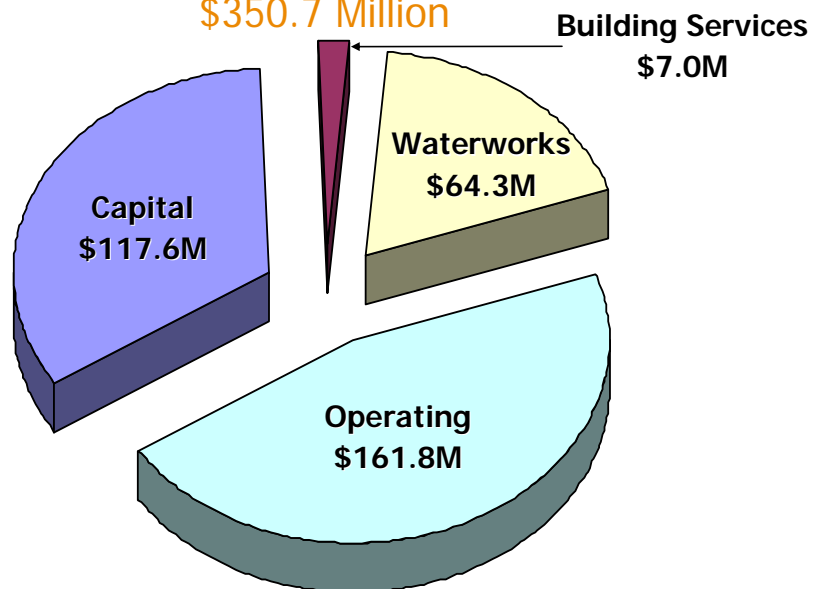
Next Steps:

February 9, 2009 General Committee – Feedback from the Public Information meeting and recommend Budget to Council

February 10, 2009 Presentation of Budget to Council for approval

2009 Budget Summary

Total Budget Recommended for Approval
\$350.7 Million



Fiscal Scan



Fiscal Scan

(\$ in Millions)



- CUPE/COLA approved wage settlement 3.0% (expires March 31, 2010)
- MPFFA (Fire) provision for wage settlement to be negotiated (expired December 31, 2008)
- Grid movements and annualization of salaries

Total: **\$2.9M**

Fiscal Scan (\$ in Millions)



- Price escalations on multi-year contracts and contract renewals – higher costs provided for:
 - Winter maintenance
 - Parks, roads maintenance supplies
 - Fleet – Fuel
 - Waste collection contract linked to Consumer Price Index (CPI) & fuel escalation
 - Electricity & maintenance for existing street lights
- Final phase-in of insurance increase
- Utilities – Remain at the 2008 level

Total: **\$1.7M**

Fiscal Scan (\$ in Millions)



- Life Cycle Reserve Study was approved by Council in 2005. Reserve study has since been updated annually to adjust for new assets and price changes. Last update was done in Spring 2008.
- The objective of the Reserve Study is to ensure that there is adequate funding for the rehabilitation and replacement of known assets for the next 25 years. This is updated annually to ensure all assets are accounted for.
- The 2008 Reserve Study Update identified sufficient funding for the next 25 years.

Fiscal Scan

(\$ in Millions)



- \$1.4M increase in costs related to:
 - 2% increase in tonnage – waste collection
 - 50 additional km's of road – maintenance, street & catchbasin cleaning
 - 800 new street lights to power, maintain & repair
 - 27 Additional ha's of Parks – park maintenance
 - Maintenance & repair costs associated with Town owned facilities
 - Annual additional \$0.5M contribution to capital program
- \$0.4M Personnel Ramp-up increase related to new facilities
 - Cornell Fire Station (Year 1)
 - Next Library/Recreation Facility (Year 1)
- \$0.2M Ramp-up for the Canadian Sports Institute Ontario – 10% non-growth portion (Year 1)

Total: **\$2.0M**

Fiscal Scan



- **Public Sector Accounting Board (PSAB)**
 - New reporting requirements on Tangible Capital Assets effective January 1, 2009. Impact of accounting for depreciation on tangible capital assets currently being developed by staff
- **Growth Management Strategy**
 - Municipal Official Plans must be brought into conformity with the Provincial Growth Plan for the Greater Golden Horseshoe by June 2009
 - With sufficient resources applied, staff anticipate that a comprehensive Growth Management Strategy will be presented to Council for endorsement prior to or very near the deadline. A new official plan will follow.
- **Development Charges**
 - Update of the Soft Services By-Law to be completed by 1st quarter of 2009. The Hard Services By-Law was updated in 2008.
- **Accessibility**
 - Compliance with the Customer Service Standard Act by January 1, 2010. Audit of Town facilities & staff training to ensure compliance with legislative requirements
- **Safe Drinking Water Act**
 - Compliance with the requirement to apply for a Municipal Drinking Water License by February 1, 2009. The implementation of the Quality Management System will be continued in 2009. In addition, the submission of a financial plan is required within one year following the issuance of the license.

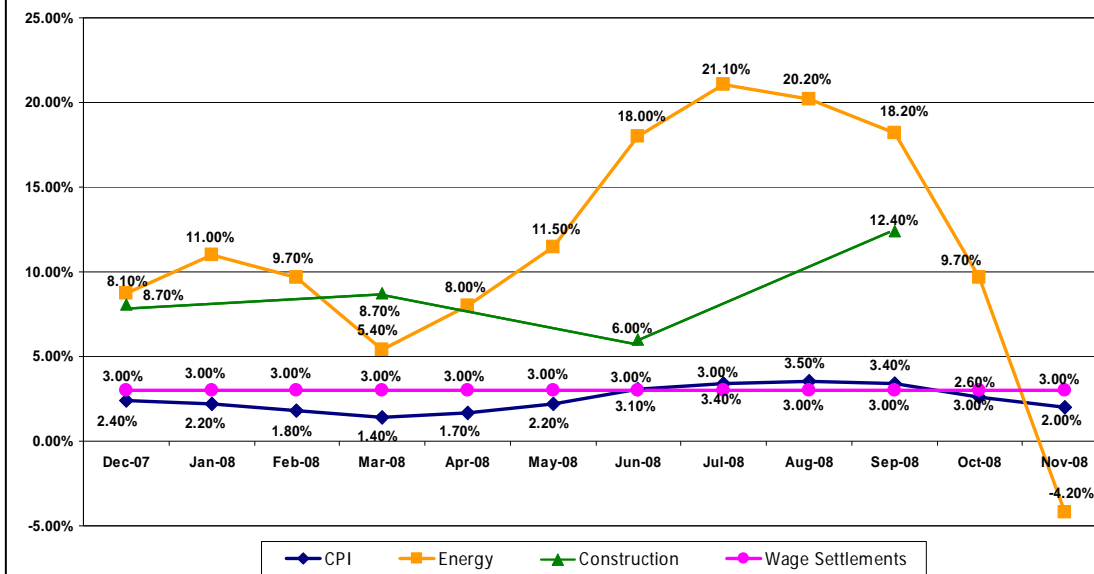
Fiscal Scan



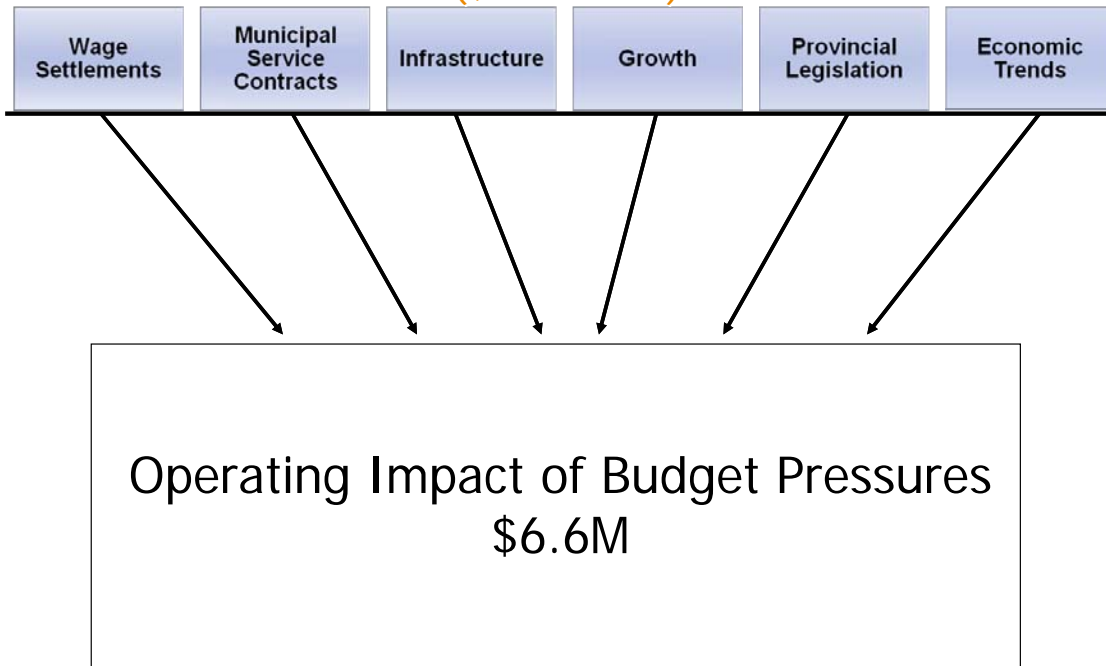
- Inflation:
 - 2.0% CPI, Canada, All Items (November 07 to November 08)
 - 2.1% CPI, Ontario, All Items (November 07 to November 08)
 - -4.2% Energy Index (November 07 to November 08)
 - 12.4% Construction Index (September 07 to September 08)
- Stock Market indexes continue to drop (over 1 year period – Jan 14)
 - TSX 34.3% decrease
 - Dow 35.0% decrease
- Canadian residential sales are down by 12.8% (over 1 year period - October)
- Job loss in Ontario 7,700 (November 2008 to December 2008) and 51,800 (over 1 year period – December)
- Fluctuating gasoline prices with the record level of surpassing \$1.38/litre in September 2008 and recently trending down to the \$0.80/litre level

Fiscal Scan

Other Indices Impacting the Town



Fiscal Scan (\$ in Millions)



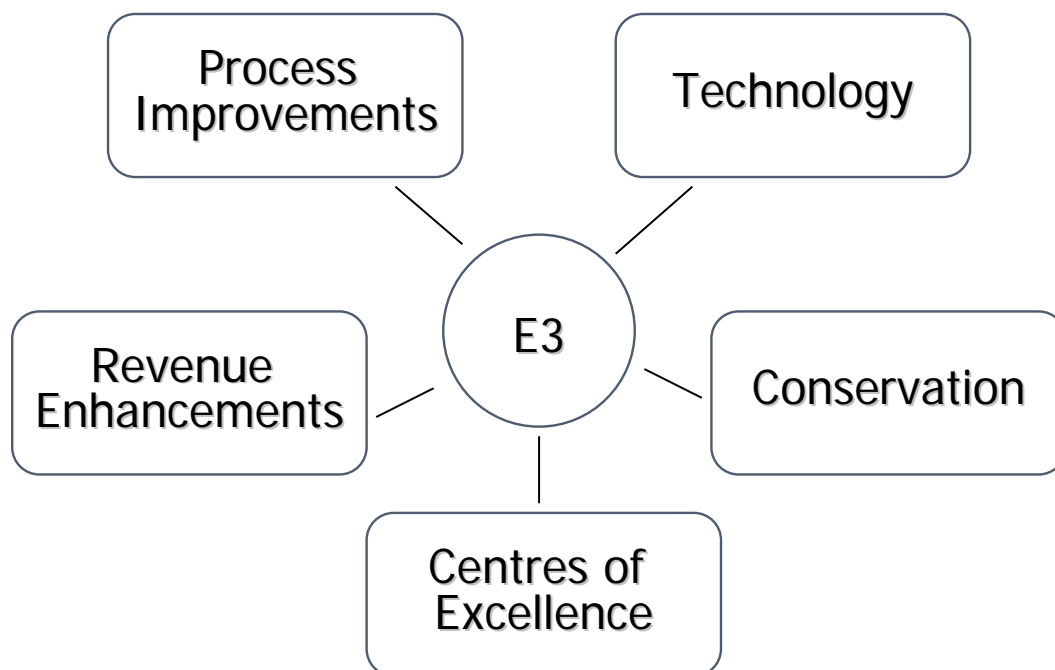
Excellence through Efficiency and Effectiveness (E3)

- The Town of Markham is well recognized as a municipal leader in fiscal responsibility and providing excellent service
- With the commitment to demonstrate improvements with a sustained focus on quality and wellness, the Mayor & members of Council championed the idea to look for a sustainable process to deliver the lowest possible tax increases in the years ahead
- This vision was initiated by Council prior to the major economic downturn in the fall of 2008

Excellence through Efficiency and Effectiveness (E3)

- In an effort to achieve this vision, the project “Excellence through Efficiency & Effectiveness” (E3) was launched in March 2008 and endorsed by Council in June 2008
- The E3 project involves a corporate wide business transformation through the review of services to find as many efficiencies as possible, maximize revenue opportunities and minimize tax rate increases
- The E3 continuous improvement methodology will be part of the annual business plan process

Excellence through Efficiency and Effectiveness (E3)



Excellence through Efficiency and Effectiveness (E3)

Process Improvements

- Refresh business unit process mapping to eliminate redundancies and unnecessary tasks
- Review service models and service levels to determine if adjustments can, or should, be made
- Some initiatives include:
 - **Make It Happen Task Force**
 - Review development approval processes, related conditions and agreements, and building permits
 - Benefits include increase in delegated approvals, standardize and codify requirements
 - Review of actual expenditures and adjust budgets accordingly without impact to service levels
 - Defer (where appropriate) and/or identify alternative funding for both the Operating and Capital budgets

Excellence through Efficiency and Effectiveness (E3)

Technology

- Explore opportunities for cost avoidance through the use of technology or other solutions
- Some initiatives include:
 - **Winter Road Guide & Map and the Parks & Pathways Map**
 - Available on-line from the Town of Markham's website to reduce printing and production costs
 - **Portal**
 - Provides e-government services through the implementation of an internet/intranet portal for use by the residents, businesses and Town staff
 - Benefits include reduction of paper-based forms, processes in favour of online interaction and transactions, providing a single point of access to Town's services
 - Awarded the contract for Phase 1 implementation

Excellence through Efficiency and Effectiveness (E3)

Technology (continued)

- **Automatic Vehicle Locators**
 - Assist in monitoring and managing fuel consumption
- **Smart Send** (Pilot project by the Building Standards department)
 - Integrate the scanning functionality from the multi-functional devices with the existing server software
 - Benefits include moving towards a paperless office, higher security of documents, less manual handling of documents and less storage requirement
- **Electronic Reporting**
 - Improve tracking of committee reports
 - Electronic signoff of reports

Excellence through Efficiency and Effectiveness (E3)

Conservation

- Promotes the culture of conservation
- Some initiatives include:
 - **Corporate Policy**
 - Development of a corporate energy policy and action plan
 - **Waste Collection**
 - Redesign a 2-year collection schedule to save printing, production and distribution costs and be environmentally supportive

Excellence through Efficiency and Effectiveness (E3)

Centres of Excellence

- Examined organizational structures both within business units and across commissions to create new synergies
- Increased efficiency by consolidating and reducing reporting levels
- Implemented a new part-time compensation grid to ensure equitable pay practice across the organization

Excellence through Efficiency and Effectiveness (E3)

Revenue Enhancements

- Some initiatives include:
 - Increase sponsorship/advertising revenues
 - Achieve cost neutrality of the Recreation and Culture guide by increasing advertising revenues
 - User fees - increase by the Consumer Price Index (CPI)
 - New tax account administrative fee increase
 - Recreation user fees increase – strategically align with market rates
 - Fitness initiation fee increase – align with industry standards
 - Library overdue fine increase
 - Parking fine increase
 - Telecommunication facilities on Town owned/managed land
 - Earlier tax installment dates

Excellence through Efficiency and Effectiveness (E3)

Process Improvement

Technology

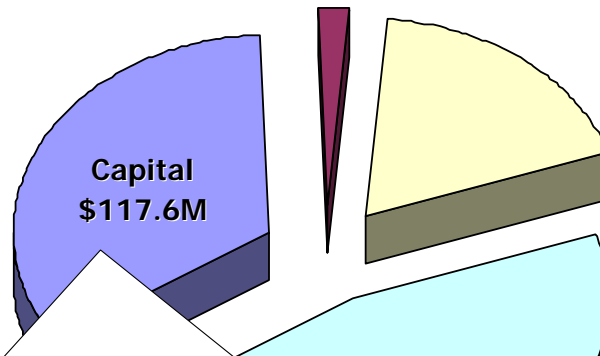
Conservation

Centres of Excellence

Revenue Enhancements

Personnel reductions	\$1.4M
Non-Personnel reductions	\$1.5M
Revenue increases	\$1.6M
<hr/>	
Total	\$4.5M

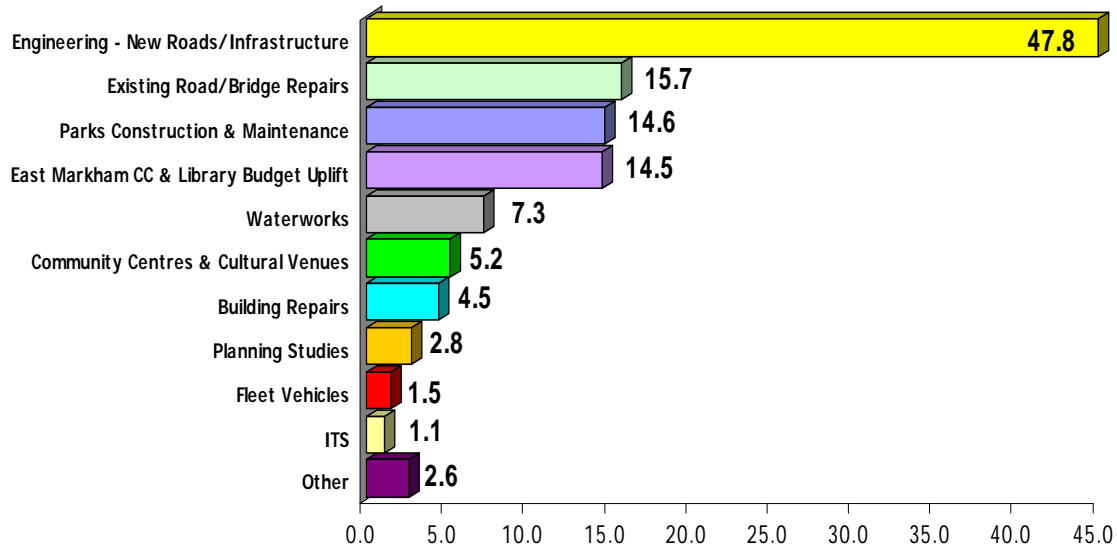
2009 Budget Summary Total Budget Recommended for Approval \$350.7 Million



➤ Expenditures incurred to purchase, construct, replace, maintain, or upgrade assets such as land, buildings, infrastructures, or machinery and equipment

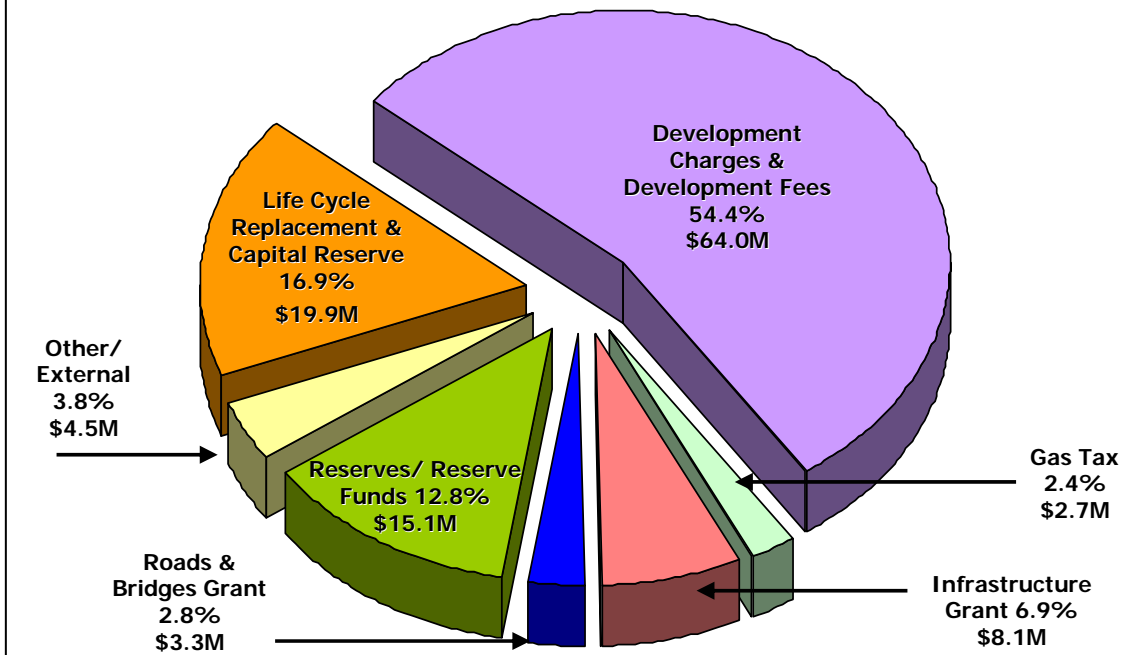
2009 Proposed Capital Budget

Expenditure Types
Total \$117.6 Million

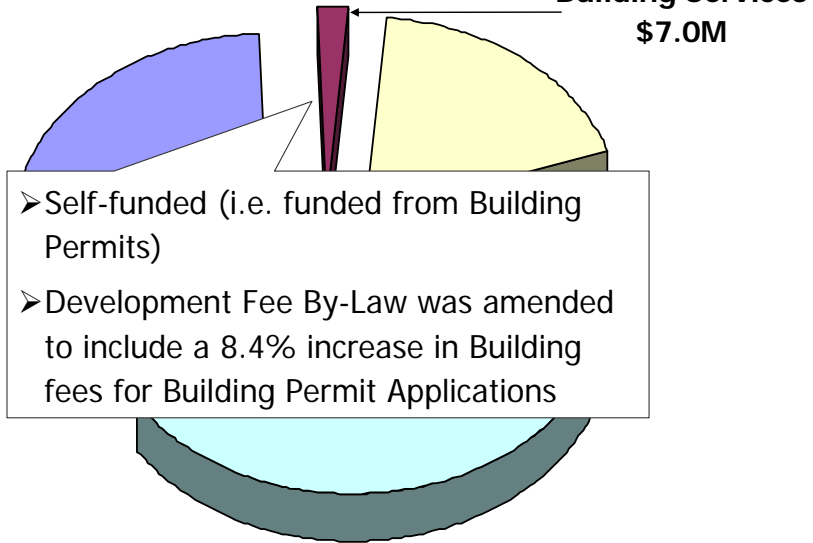


2009 Proposed Capital Budget

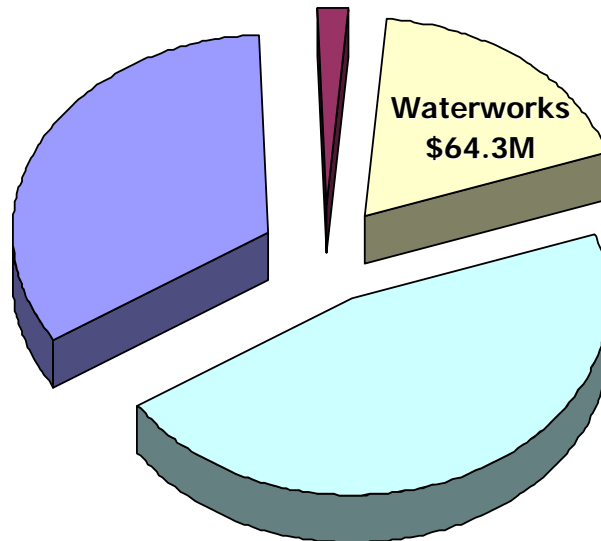
Funding Sources
Total \$117.6 Million



2009 Budget Summary
Total Budget Recommended for Approval
\$350.7 Million



2009 Budget Summary
Total Budget Recommended for Approval
\$350.7 Million



2009 Waterworks Operating Budget

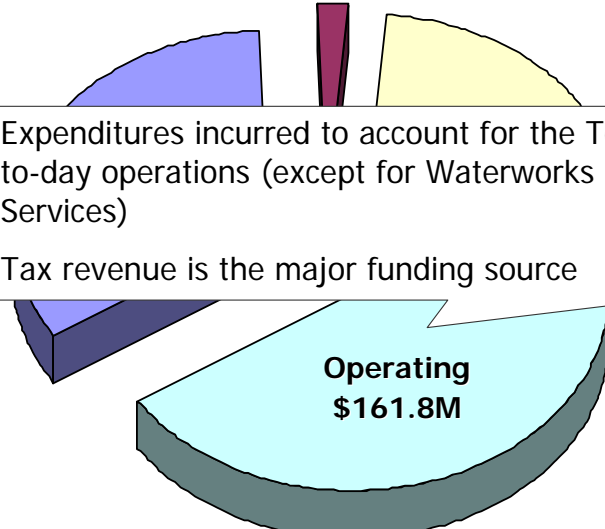
\$64.3 Million

- Waterworks is funded from water/wastewater revenues
- The Water & Wastewater Reserve Study was implemented in 2007 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, 2009, Markham's water and wastewater rate was increased by \$0.2371 from \$1.7671/m³ to \$2.0042/m³
- The increase of \$0.2371 is comprised of two components:
 - \$0.1117/m³ wholesale water rate increase from the Region effective April 1, 2009
 - \$0.1254/m³ increase resulting from the Water/Wastewater Infrastructure Surcharge
- Impact to residential homeowner based on average consumption is \$81.09 in 2009

2009 Budget Summary

Total Budget Recommended for Approval

\$350.7 Million

- 
- Expenditures incurred to account for the Town's day-to-day operations (except for Waterworks and Building Services)
 - Tax revenue is the major funding source

**Operating
\$161.8M**

2009 Preliminary Operating Budget

Revenues (\$ in Millions) (Excl. Building Standards, and Waterworks)

	2008	2009	Increase/ (Decrease)
	\$	\$	\$
Total Revenues	158.04	161.80	3.76
Assessment Growth (2%)			2.00
Investment Income			0.50
Hydro revenue allocated to fund the annual additional \$0.5M contribution to capital program			0.50
Rental Income (8100 Warden & Esna Park)			(0.80)
Engineering and Planning Fees			(2.57)
Transfer from Reserves (Engineering and Planning & Design)			2.57
Other			(0.05)
E3 Initiatives			1.61
Total Revenue Increase			3.76

2009 Preliminary Operating Budget

Expenditures (\$ in Millions) (Excl. Building Standards, and Waterworks)

	2008	2009	Increase/ (Decrease)
	\$	\$	\$
Total Personnel	91.83	93.79	1.96
Existing Staff			2.93
Ramp-up (Cornell Fire Station, next Community Centre/Library)			0.39
E3 Initiatives			(1.36)
Total Personnel Increase			1.96
Total Non-Personnel	66.21	68.01	1.80
Contract Escalations			1.02
Growth related expenses (Roads, Parks, Maintenance & Repair, Waste, Street Lights)			0.87
Transfer to Capital			0.50
Winter Maintenance			0.46
Insurance Phase-In			0.22
Ramp-Up for the Canadian Sports Institute of Ontario			0.20
E3 Initiatives			(1.47)
Total Non-Personnel Increase			1.80
Total Expenditure Increase			3.76

2009 Preliminary Operating Budget
Summary (\$ in Millions)
 (Excl. Building Standards, and Waterworks)

	2008 \$	2009 \$	Increase/ (Decrease) \$
Revenues	158.04	161.80	3.76
Expenditures			
Personnel	91.83	93.79	1.96
Non-Personnel	66.21	68.01	1.80
Total Expenditures	158.04	161.80	3.76
Net Shortfall			<u><u>(0.00)</u></u>
Tax Rate Increase			0.00%

Assessment and Property Taxes
Changes to Ontario's Assessment System

- Changes to take effect for the 2009 property tax year
- Changes include the following:
 - Introduction of a four-year assessment update cycle
 - Mandatory phase-in of assessment increases
- Market increases in assessed value between 2005 and 2008 will be phased-in over four years in order to provide an additional level of property tax stability
- Phase-in program does not apply to decreases in assessed value
- Full amount of a decrease will be applied during the 2009 tax year
- The change in assessed value and the phased-in assessment values for the 2009 to 2012 property tax years are listed on each property owner's 2008 Property Notice from MPAC

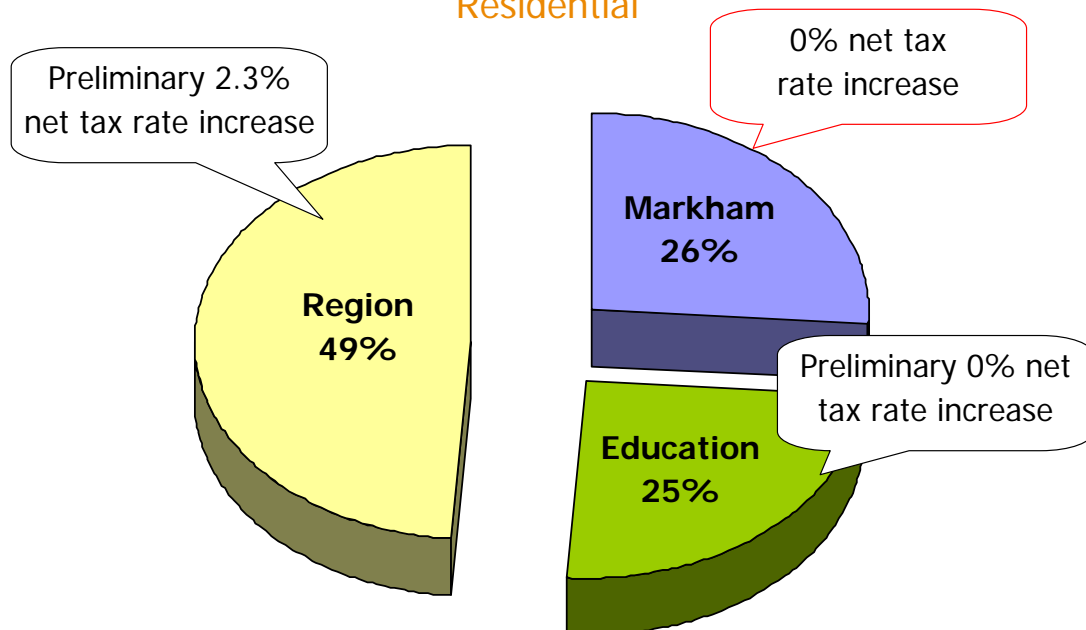
Assessment and Property Taxes

Changes to Ontario's Assessment System

- The average residential increase in assessment for the residential class for 2009 for Markham is 4.65% due to the reassessment
- Markham reduces the 2008 tax rate by 4.65 % to offset for the reassessment to ensure revenue neutrality
- If the reassessed value of a residential property increases by more than 4.65%, then the property will experience a tax increase due to the reassessment
- If the reassessed value of a residential property increases by less than 4.65%, then the property will experience a tax decrease due to the reassessment

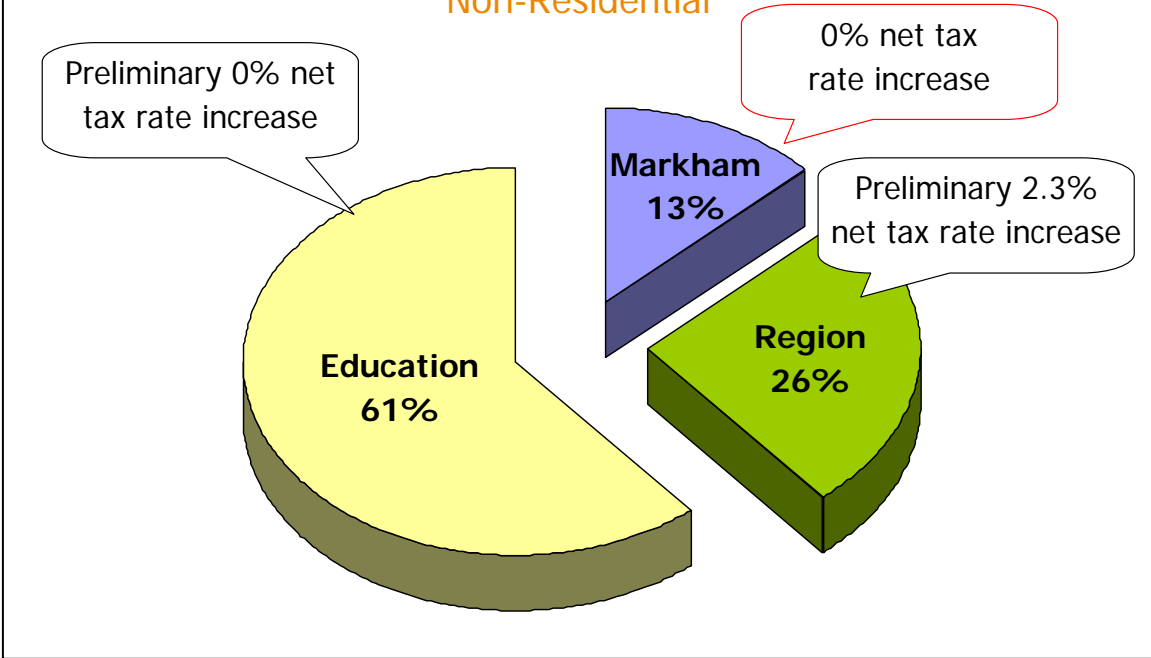
Assessment and Property Taxes

Estimated 2009 Property Tax Distribution Residential



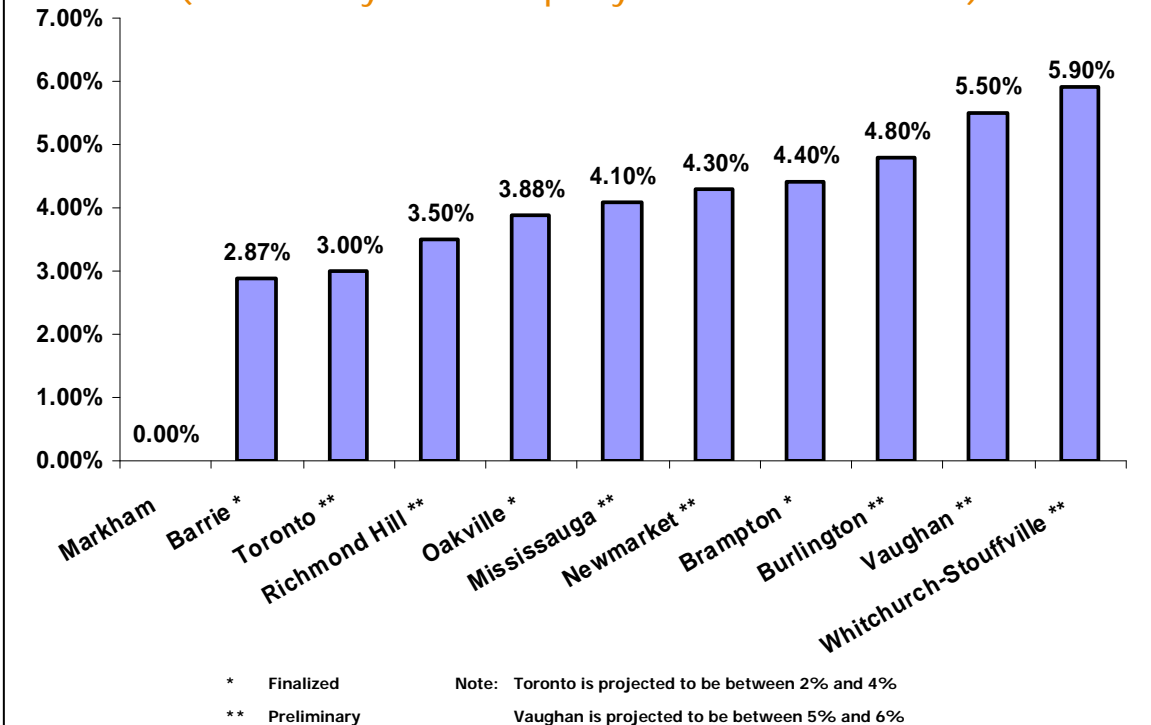
Assessment and Property Taxes

Estimated 2009 Property Tax Distribution Non-Residential



Tax Rate Comparison to Other Municipalities

(Preliminary 2009 Property Tax Rate Increases)



2009 Budget Summary Highlights

Fiscal Stewardship

- Financial Prudence
 - Demonstrated continued fiscal responsibility with the initiation and implementation of the E3 project
 - Continued policy of not using one-time funding to balance the Operating Budget
 - Continued commitment to allocate an additional \$0.5M to the Capital program
 - Continued contribution of \$0.5M to both the Land Acquisition and Environmental Land Acquisition Reserve funds
- Ramp-ups
- Service Levels
- Auditor General
- Reserve Studies

2009 Budget Summary Highlights

Fiscal Stewardship

- Financial Prudence
- Ramp-ups
 - Phase-in future costs for the Cornell Fire Station, next Library/Recreation facility and Canadian Sports Institute of Ontario
- Service Levels
- Auditor General
- Reserve Studies

2009 Budget Summary Highlights

Fiscal Stewardship

- Financial Prudence
- Ramp-ups
- Service Levels
 - Existing service levels maintained
- Auditor General
- Reserve Studies

2009 Budget Summary Highlights

Fiscal Stewardship

- Financial Prudence
 - An Audit Plan has been approved that will assist Council to hold itself and its administrators accountable for the quality of stewardship over public funds and for the achievement of value of money in operations
 - The 2009 audit plan includes the following projects: procurement process, operations (maintenance of parks, roads and signs), attendance management and construction contract project management
- Ramp-ups
- Service Levels
- Auditor General
- Reserve Studies

2009 Budget Summary Highlights

Fiscal Stewardship

➤ Financial Prudence

➤ Ramp-ups

➤ Service Levels

➤ Auditor General

➤ Reserve Studies

➤ Annual update of the Capital Life Cycle Repair & Replacement Reserve Study and the Water/Wastewater Reserve Study

2009 Budget Summary Highlights

Environment (\$ in Millions)

- | | |
|--|------|
| ➤ Storm water management strategy & maintenance | 2.10 |
| ➤ Continuation of the pathways, trails & bike paths program (also relates to transportation & transit) | 0.73 |
| ➤ Continuation of the green fleet program | 0.37 |
| ➤ Conversion to Markham District Energy (MDE) connection at the Civic Centre | 0.33 |
| ➤ Continuation of travel demand management (also relates to transportation & transit) | 0.28 |
| ➤ Continuation of the Trees for Tomorrow initiative (Year 3 of 4) | 0.25 |
| ➤ Green Print Community Sustainability Plan | 0.25 |
| ➤ Annual top up of the Markham Environmental Sustainability Fund | 0.18 |
| ➤ Waste management initiatives (continuation of the multi-residential organics program, community mailbox recycling, mission green at work & special events recycling) | 0.16 |
| ➤ Green technology upgrades at the Centennial Community Centre | 0.11 |
| ➤ Enhanced cultural practices | 0.10 |



2009 Budget Summary Highlights

Growth (\$ in Millions)

- New parks construction
11.93
- Angus Glen Community Park (\$4.43M)
- Berczy Park (\$2.90M)
- Leitchcroft Community Park (\$2.28M)
- SE Community Centre Park (including access road) (\$1.28M)
- Box Grove, South Village Neighbourhood Park (\$1.04M)
- Growth management strategies
1.69
- Markham Centre studies
0.38
- Cornell Fire Station-design (also relates to public safety)
0.35



2009 Budget Summary Highlights

Transportation & Transit (\$ in Millions)

- Rodick Road extension - Phases 2 & 3 (Miller to 14th, 14th to Esna Park)
12.33
- Enterprise Drive construction – Phase 2 (Rivas Road to Kennedy Road)
- Woodbine by-Pass construction (Lord Melborne to Woodbine)
- Main Street Unionville, south of Hwy 7 (road reconstruction, bridge rehabilitation, watermain construction and streetscapes)
- Illumination & sidewalk programs
- Bridges & culverts rehabilitation program
- Hwy 404 ramp extensions - Design (at Elgin Mills, Major Mackenzie Drive & Hwy 7)
- Intersection improvements
- Traffic control signals, traffic operational improvements & traffic studies
- Continuation of the pathways, trails & bike paths program (also relates to environment)
- Train anti-whistling project
- Parking management program
- Continuation of travel demand management (also relates to environment)



2009 Budget Summary Highlights

Service Levels (\$ in Millions)

- | | |
|---|------|
| ➤ Roads rehabilitation program | 8.29 |
| ➤ Facility improvement program at Community Centres, Libraries, Fire Stations, Civic Centre and Cultural Venues | 2.81 |
| ➤ Watermain construction and replacement program | 2.50 |
| ➤ Thornhill storm sewer upgrades – Phase 1 | 2.00 |
| ➤ Glynwood surcharge sewer construction | 1.10 |
| ➤ Crosby Community Centre (arena refrigeration equipment replacement) | 0.80 |
| ➤ Tennis courts resurfacing | 0.45 |
| ➤ Milliken Mills soccer dome field replacement | 0.25 |
| ➤ Permanent public washroom facility | 0.20 |
| ➤ Pool sanitization upgrade (Centennial Pool – Pilot Project) | 0.13 |



2009 Budget Summary Highlights

Parks, Recreation, Culture & Library Master Plan/Public Safety (\$ in Millions)

- | | |
|--|-------|
| ➤ East Markham Community Centre – budget uplift | 14.50 |
| ➤ Varley Art Gallery Expansion | 2.58 |
| ➤ Cornell Fire Station-design (also relates to growth) | 0.35 |

Diversity

- | | |
|--|------|
| ➤ Accessibility program & training | 0.29 |
| ➤ Continuation of the Diversity strategy & competence training | 0.10 |
| ➤ Language Line Service | |
| ➤ Career Edge Program | |



GFOA Awards



➤ **Distinguished Budget Presentation Award**

- This is the eighth consecutive year that the Town of Markham received this award from the Government Finance Officers Association (GFOA)
- To receive this award, a government unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan, and a communications device
- In addition to receiving the budget award, the Town of Markham received the Special Performance Measures Recognition. Out of 1,100 participants, there were only 22 recipients of this special recognition

➤ **Canadian Award for Financial Reporting**

- This is the seventh consecutive year that the GFOA has presented this award to the Town of Markham
- This award provides recognition for excellence in governmental accounting & financial reporting and represents a significant accomplishment by a municipal government and its management

Questions and Comments



THANK YOU FOR ATTENDING THE TOWN OF MARKHAM'S PUBLIC INFORMATION MEETING



SUBJECT: Town of Markham 2009 Budget
PREPARED BY: Joel Lustig, Director of Financial and Client Services
Andrea Tang, Manager of Financial Planning

RECOMMENDATION:

That the report dated February 9, 2009 entitled, “Town of Markham 2009 Budget” be received;

And that Council approve the 2009 Operating Budget for Town services which totals \$161,770,042, (excluding prior year surplus/deficit) the principle components of which are detailed on Appendix 1;

And that gross operating expenditures of \$161,770,042, (excluding prior year surplus/deficit) be funded from the following sources:

Taxation Revenues	108,412,063
Grant & Subsidy Revenues	917,447
General Revenues (Investment Income, Fines, Permits)	19,782,086
User Fees & Service Charges (User Fees, Rentals, Sales)	26,951,773
Other Income / Recoveries	5,706,673
Total	<u>161,770,042</u>

And that Council approve the 2009 Capital Budget that totals \$117,614,100, the funding details of which are listed in Appendix 2;

And that Council approve the 2009 Waterworks Operating Budget that totals \$64,266,839, (excluding prior year surplus/deficit) the principle components of which are detailed on Appendix 4;

And that Council approve the 2009 Building Standards Budget that totals \$6,970,563, (excluding prior year surplus/deficit) the principle components of which are detailed on Appendix 5;

And that upon finalization of the 2008 audited financial statements, the 2009 Operating, Waterworks and Building Standards budgets be adjusted to reflect the 2008 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.



PURPOSE:

To obtain Council approval of the Town of Markham's 2009 Budget.

BACKGROUND:

A total of eight Budget Sub-Committee meetings were held in 2008 and 2009 to discuss, review and finalize the 2009 Operating, Capital, Waterworks and Building Standards budgets. All Budget meetings were open to the general public, Members of Council, Commissioners, and staff. Topics discussed at the Budget Sub-Committee meetings include:

- a review of the Operating and Capital budgets for 2009;
- an analysis of the significant factors affecting both the 2008 actual performance and the 2009 Operating budget;
- fiscal scan including economic trends and budgetary pressures;
- the Town's asset lifecycle replacement methodology and reserve fund impacts;
- a review of the funding allocations from the Provincial Infrastructure and Roads & Bridges grants and the Federal Gas Tax grant;
- a review of the Building Standards, Planning & Design and Engineering Operating Budgets;
- a review of the projected 2009 Building Standards, Planning & Design and Engineering reserve balances;
- a forecast on the 2010 operating budget;
- Water & Wastewater Reserve Study.

In 2008, a new initiative "Excellence through Efficiency and Effectiveness" (E3) was implemented and incorporated as part of the business planning and budget process. With the commitment to demonstrate improvements with a sustained focus on quality and wellness, the Mayor & Members of Council championed the idea to look for a sustainable process to deliver the lowest possible tax increases in the years ahead. The E3 project was launched in March 2008 and endorsed by Council in June 2008. E3 involves a corporate wide business transformation through the review of services to find as many efficiencies as possible, maximize revenue opportunities and minimize tax rate increases.

DISCUSSION:

Operating

The following exhibit reconciles the 2008 Approved Operating Budget to the 2009 Operating Budget from \$158,041,402 to \$161,770,042 (figures exclude prior years surplus/deficit):

REVENUES

Approved 2008 Budget Revenues	158,041,402
2009 Assessment Growth – Tax Revenue	2,007,711
2009 E3 Initiatives	1,614,500
2009 Increase in other revenues	106,429
Total 2009 Budget Revenues (excluding surplus/deficit)	161,770,042

EXPENDITURES

Approved 2008 Budget Expenditures	158,041,402
2009 Increase in Expenditures	6,051,698
2009 Additional Transfer to the Capital Programs	500,000
2009 E3 Initiatives	(2,823,058)
Total 2009 Budget Expenditures (excluding surplus/deficit)	161,770,042

The 2008 Operating surplus/deficit is excluded from the above figures until the Town’s audited financial statements are finalized and approved by Council. Upon finalization of the 2008 audited financial statements, the 2009 Operating, Waterworks and Building Standards budgets will be adjusted to reflect the surplus/deficit, if any, in revenues and offsetting expenditures.

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 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 Cornell Fire Station and the next Library/Recreation facility. 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 \$6.6M.

To mitigate the increased expenditures, revenues were reviewed and increased by \$2.1M in the areas of assessment growth and investment income.

In addition, the E3 initiative has been successful in achieving expenditure reductions of \$2.9M (personnel \$1.4M and non-personnel \$1.5M) and revenue increases of \$1.6M to offset the remaining budget shortfall of \$4.5M to a balanced budget; or a net tax rate increase of 0%



Capital

The proposed Capital Budget of \$117.6M includes funding from various sources, as outlined in Appendix 2. A complete listing of the proposed 2009 Capital budget is included in Appendix 3. The 2009 Capital budget also includes \$2.7M from the Federal Gas Tax grant funding capital projects in the following areas:

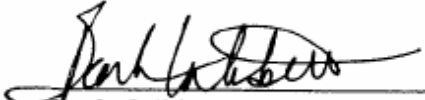
- Pathways & Trails and Bike Paths
- Green Print Community Sustainability Plan
- Centennial CC Green Technology Upgrades
- Civic Centre Conversion to MDE Connection, and
- Thornhill Storm Sewers Upgrades

In addition, the Town received a Provincial Infrastructure Grant of \$8.1M which is being used to fund projects such as erosion & storm water improvements (\$2.6M), new park construction (\$1.2M), pathways & trails and bike paths (\$0.6M), Main Street Unionville South road construction (\$1.6M) and the Varley Art Gallery expansion (0.9M). The 2009 Capital Budget also includes funding of \$3.3M from the Provincial Roads and Bridges grant for capital projects related to the rehabilitation of municipal road and bridge capital infrastructure.

Other significant Capital projects include the continuation of the tree planting initiative, travel demand management program, purchase of three additional hybrid vehicles, continued roll-out of the Organic Collection program at high-rise buildings and community mailbox recycling project, Rodick Road extension, Enterprise Drive Phase 2 construction, the design of the Cornell Fire Station, budget uplift for the East Markham Community Centre & Library, and the construction of a permanent public washroom.

The proposed 2009 Budget reflects the Town's commitment to maintain 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 and the Town's commitment to increase contribution to the capital program by \$0.5M 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 \$0.5M to the Land Acquisition and Environmental Land Acquisition Reserve Funds.

**RECOMMENDED
BY:**


Barb Cribbett, Treasurer


Andy Taylor, Commissioner

ATTACHMENTS:

Appendix 1 – 2009 Operating Budget

Appendix 2 – 2009 Capital Summary by Commission & Sources of Funding

Appendix 3 – 2009 Capital and Other Programs Budget

Appendix 4 – 2009 Waterworks Operating Budget

Appendix 5 – 2009 Building Standards Operating Budget



2009 BUDGET MEDIA RELEASE

2009 Markham Budget – Meeting Economic Challenges

Efficiency and effectiveness helps Markham achieve zero tax increase

MARKHAM, ON – Markham Mayor Frank Scarpitti and Council approved the 2009 Capital and Operating Budget at the February 10 Council meeting. The budget brings in a zero per cent tax increase and holds the line on Markham's tax rate for homeowners.

"I asked Council and staff to rethink how Markham does business," said Mayor Frank Scarpitti. "We engaged employees in all lines of business in a program called E3 – Excellence through Efficiency and Effectiveness. And, our efforts brought rewards. Through this process we found operating savings of \$4.5 million and developed a 2009 budget with a zero increase in Markham's net taxes. More importantly, we did this without reducing services. We also hired an Auditor General who is making sure that Markham has an independent review of its operations and expenditures."

Markham's 2009 budget includes a \$161.8 million Operating Budget, \$117.6 million Capital Budget, \$64.3 million Waterworks Budget, and \$7 million a Building Standards Budget for a total of \$350.7 million.

"After conducting a fiscal scan looking at economic pressures, we needed to find \$6.6 million dollars in our operating budget, so that there would be no tax increase in the Markham portion of the budget," said Budget Chief, Councillor Dan Horchik. "Staff and Council rose to the challenge. We found long-term savings in our operating budget and were able to increase revenues and use of other funding sources to balance the budget."

Overall, Markham receives about 26 cents of every dollar of residential property taxes collected, with the remainder divided between education (25 cents) and the Region of York (49 cents). For the business community, Markham's commercial and industrial tax rates continue to be among the lowest in the Greater Toronto Area.

"Through the E3 process, we transformed a number of business processes, took advantage of our investments in technology, found revenue enhancements and reorganized our work to find savings. The budget also takes into consideration the expected impacts of 2009 wage settlements, inflation, municipal service contract escalations, rising energy costs, rising construction costs and costs of complying with new provincial legislation," said Mayor Frank Scarpitti.

Markham has also been working with recent changes in municipal property tax assessments that took place through the Province's 2009 Municipal Property Tax assessment program (MPAC). The change in assessed property values, and the phased-in assessment values for the 2009-2012 property tax years are listed on each property owner's 2008 Property Notice from MPAC. The average residential increase in Markham's 2009 assessment values is 4.65 per cent. Markham reduced the 2008 tax rate by 4.65 per cent to offset the reassessment to ensure this is revenue neutral.

more....

Some of the projects and priorities funded in the 2009 budget include:

Environment

- Ongoing development of the Green Print Community Sustainability Plan – a community and corporate environmental management plan with an annual report to the community
- Continuing to fund Trees for Tomorrow – over 50,000 trees have been planted on the way to the goal of 75,000 by the end of 2010
- Continuing the organic collection program in multi-residential buildings and the community mailbox recycling program, along with special events recycling and becoming a zero waste community
- Ongoing maintenance of storm water management ponds
- Purchase of three additional hybrid vehicles for the Town's fleet
- Connecting the Civic Centre to the Town-owned Markham District Energy plant

Diversity

- Increased support for accessibility program and training along with a diversity strategy and competence training
- Continuing to be involved in 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
- Continuing to provide Language Line interpretive services in more than 170 languages

Transportation and Transit

- Work on the Rodick Road extension from Miller to 14th Avenue and 14th to Esna Park
- Construction of the second phase of Enterprise Drive
- Road reconstruction, bridge rehabilitation, watermain construction and streetscape work on Main Street, Unionville, south of Highway 7
- Continuation of the pathways, trails and bike path program
- Work on traffic control signals and intersection improvements
- Design of 404 ramp extensions at various cross streets
- Construction of the Woodbine by-pass (Lord Melborne to Woodbine)
- Continuation of the travel demand management program – a car pooling program to promote the reduction of single-person vehicle use
- New train anti-whistling project

more.../

Managed Growth

- Ongoing construction of new parks including: Angus Glen Community Park; Berczy Park; Leitchcroft Times Galleria Community Park; SE Community Centre Park and Box Grove, South Village Neighbourhood Park
- Development of guidelines and policies to support a made-in-Markham strategy for community growth
- Design for the Cornell fire station

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

- Funding for construction of the East Markham Community Centre and Library
- Expansion of the Varley Art Gallery to provide more exhibition space
- Ongoing work on the integrated parks, recreation, culture and library master plan to provide strategic direction for these services being delivered to residents

Service Levels

- Facility improvements at community centres, libraries, fire stations, the Civic centre and culture sites
- Replacement of arena equipment at the Crosby Community Centre
- Upgrades to the Thornhill storm sewer and sewer construction on the Glynwood site
- Replacement of the Milliken Mills soccer dome field
- Funding for permanent public washroom
- Resurfacing of tennis courts.

- 30 -

MEDIA CONTACT: Dennis Flaherty, Town of Markham Communications
905-415-7520, dflaherty@markham.ca

Markham, a municipality of close to 300,000 residents centrally located in the Greater Toronto area, is Canada's most diverse community and home to many of Canada's leading life science and technology businesses. It is renowned for a rich heritage, vibrant neighbourhoods, and leadership on the environment and urban design.

Markham tax freeze built on hikes, layoffs

Higher parking fines, pool fees swell coffers

February 12, 2009

KENYON WALLACE
STAFF REPORTER

Markham residents will see a zero per cent property tax increase this year.

You read that right: Zero.

That might cause envy in the rest of Greater Toronto, but Mayor Frank Scarpitti admits toeing the line has come at the cost of "employee redundancies," increased parking and library fines, and higher user fees for public services.

However, the mayor says no cuts to municipal services will be necessary to cover the town's \$6.6 million revenue shortfall.

"I want to make it clear everything that was required to get to a zero per cent tax increase has been done," said Scarpitti, who began a town-wide cost-cutting program a year ago to reduce inefficiencies.

The result? No new hiring, several layoffs, more corporate sponsorships and cutbacks in town publications such as waste-pickup calendars and recreation guides.

Parking fines will rise \$5 to \$40, increasing revenue by \$90,000. Higher fines for overdue library books will bring in an extra \$30,000.

Higher user fees at pools and rinks will net \$89,000 and new corporate sponsorships (more logos at centre ice, for example) are expected to earn \$100,000.

The town is also counting on another \$2.1 million in tax revenues from newly constructed homes, retail shops and offices.

Council also bumped the fee for new businesses registering municipal tax accounts \$10 higher at \$50, which is expected to bring in an additional \$26,000.

While the increased fees add up to a lot of money, Scarpitti says they're still low compared with many other municipalities in the GTA. He said little of the money needed to make up the revenue shortfall has come from reducing staff.

Councillor Joseph Virgilio said staff cuts were painful but necessary to hold the line on taxes.

"People sometimes think that if they work for a municipality, they're there for life. That's not the case," he said.



Markham keeps 26 cents of every tax dollar it collects, with the rest going to York Region (49 cents) and school boards (25 cents).

Residents still face a tax hike of 1.2 per cent, arising from the region's projected 2.5 per cent increase.

Kevin Gaudet of the Canadian Taxpayers Association said he was pleased to see Markham council "doing the things they need to do" to keep taxes down.

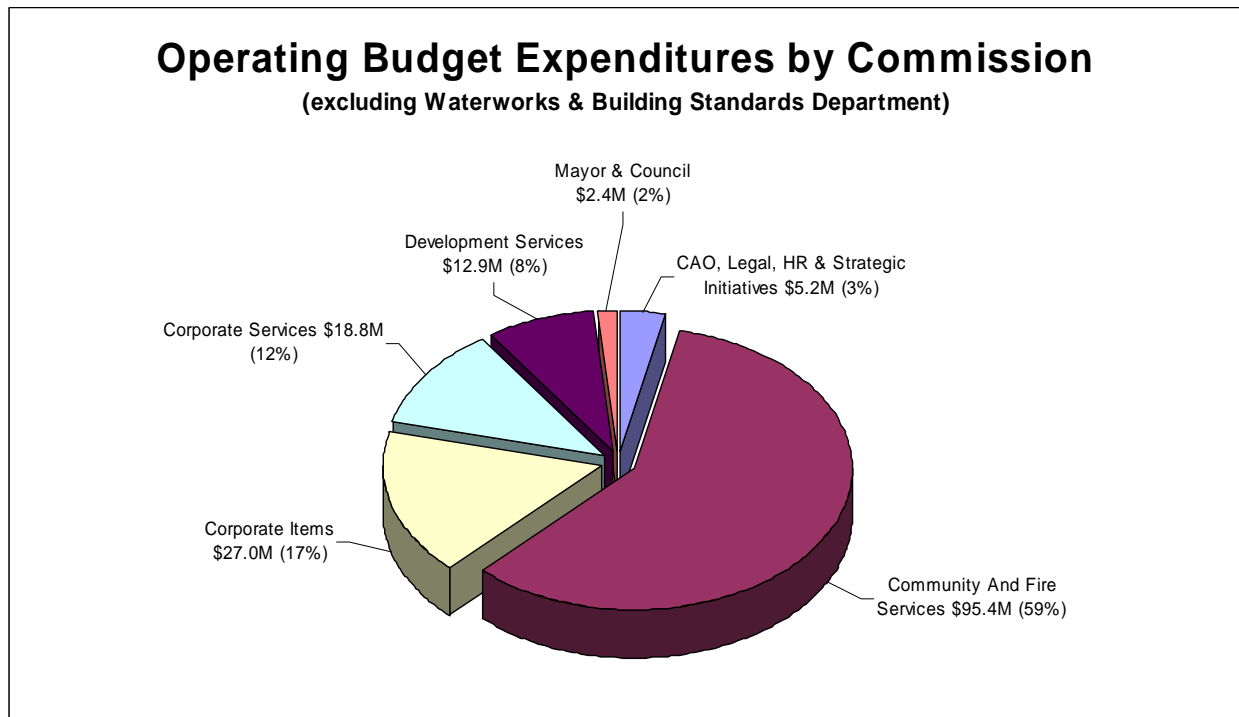
"What they own, they're controlling in a reasonable fashion," he said, while noting the region covers welfare and policing costs.

Elsewhere, Toronto's budget proposes a 4 per cent tax increase. Oakville will see a 3.5 per cent rise; Burlington 3.24 per cent; and Brampton 4.4 per cent.

2009 OPERATING BUDGET SUMMARY

Expenditures

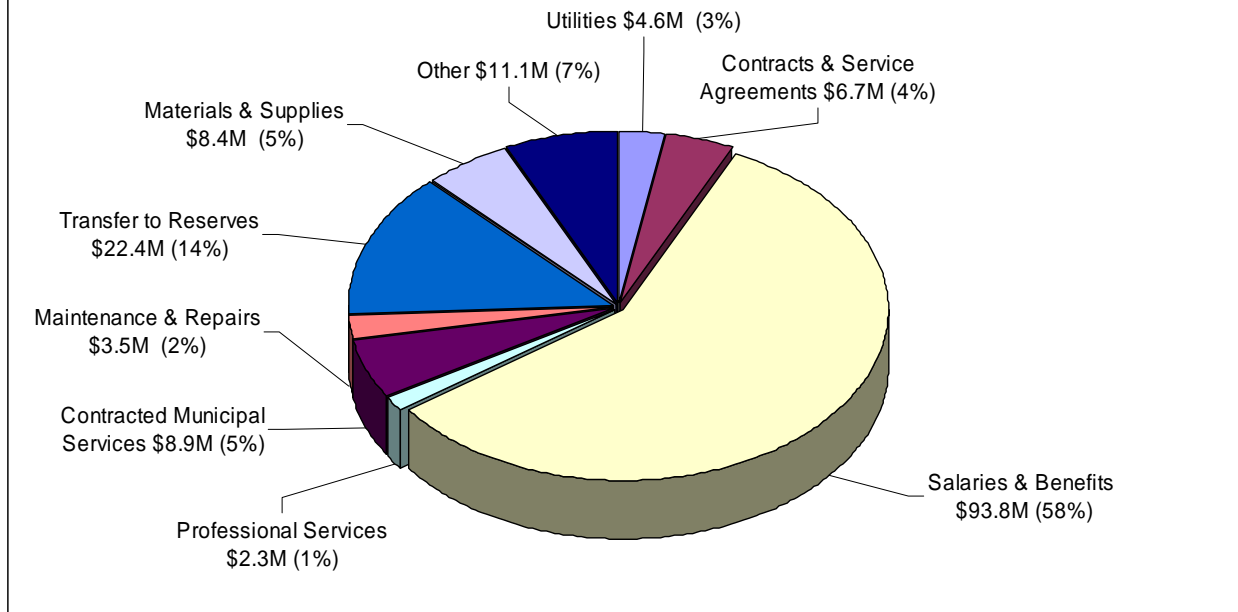
The 2009 Operating Budget for Town services totals \$161,770,042 excluding prior year deficit, Waterworks and Building Standards. This marks an increase of \$3.7 million over the 2008 Operating Budget. Chart below shows the composition of the Operating Budget expenditures by Commission.



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 2009 Capital Budget program) represents 17% of the Budget.

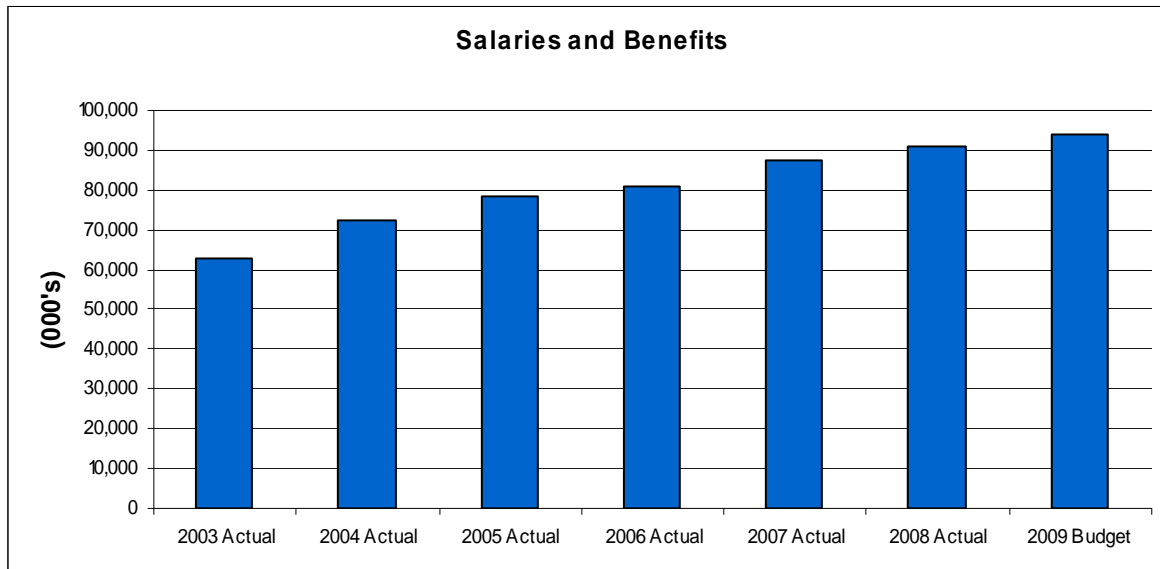
The 2009 Operating Budget expenditures can be alternatively broken down by account. The chart below indicates that 58% of budgeted expenditures are related to the salaries and benefits of Town employees. The next highest individual component is the Transfer to Reserves, which represents 14% of the total 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



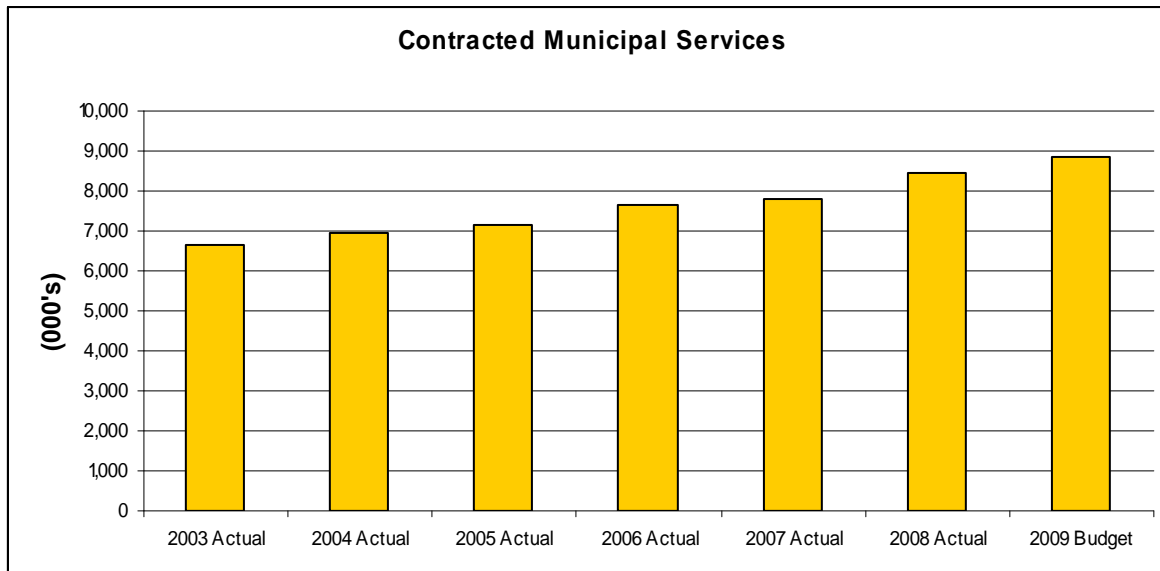
Salaries and Benefits

The salary expenditures increase year over year due to the cost of living adjustment, grid movement and negotiated union agreements.



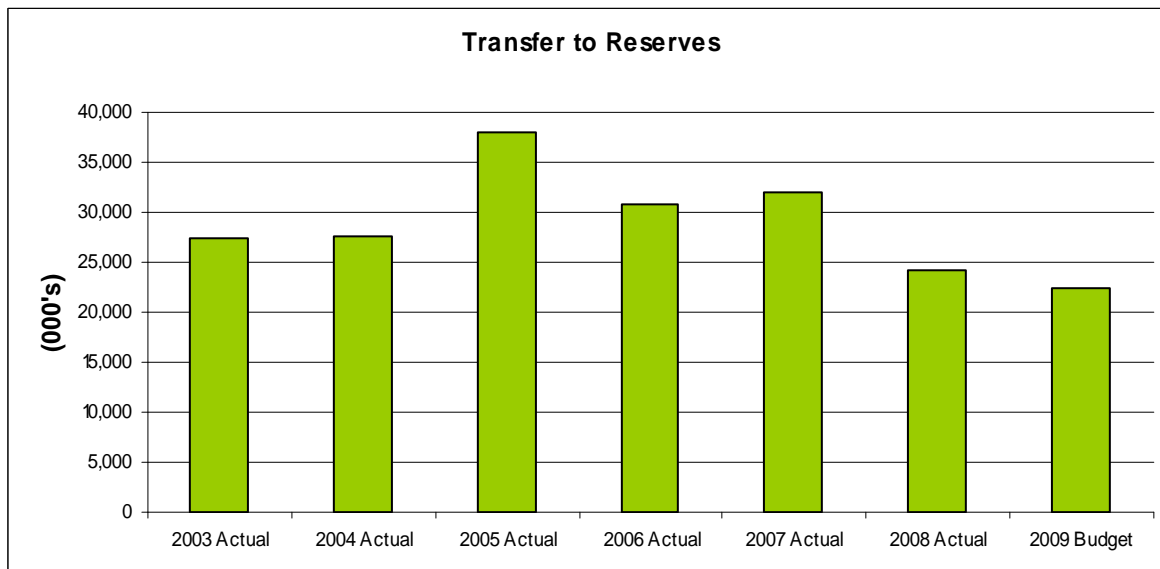
Contracted Municipal Services

The contracted municipal services show a continuous increasing trend year over year. This increase is mainly resulting from both growth and inflation of the Town's contract for third party waste collection.



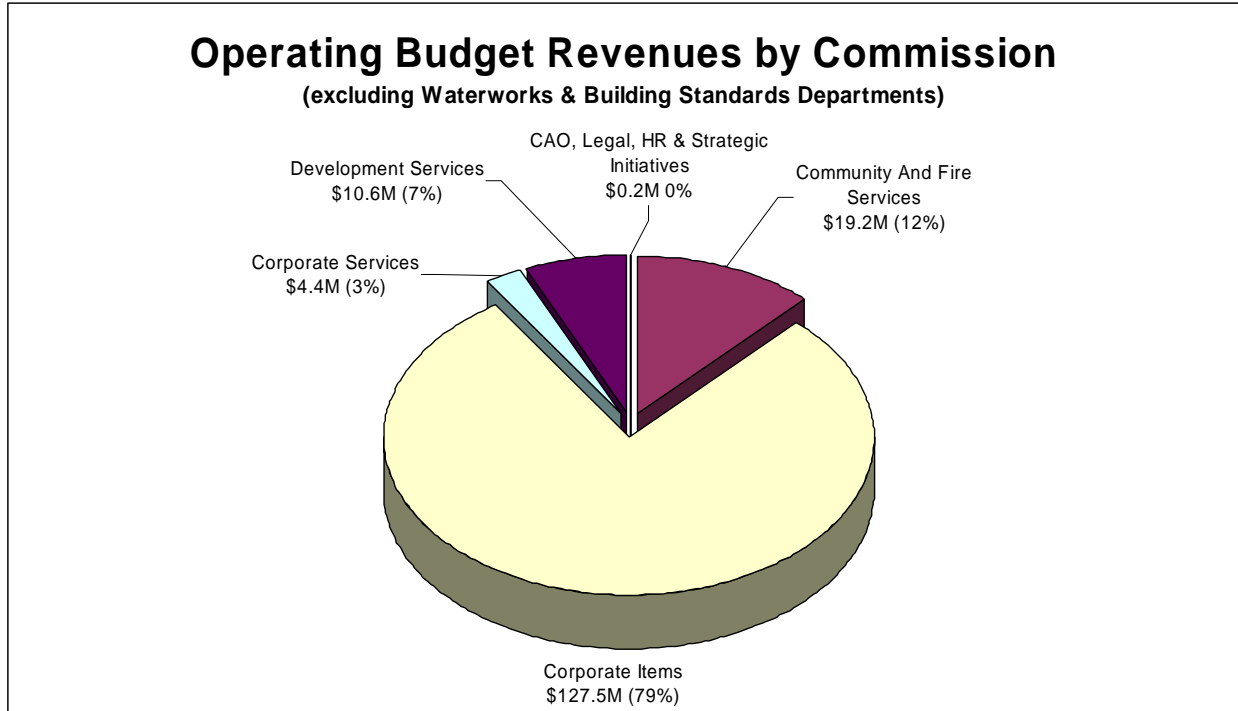
Transfer to Reserves

The transfer to reserves is decreased from previous years due to a lower transfer to capital projects.

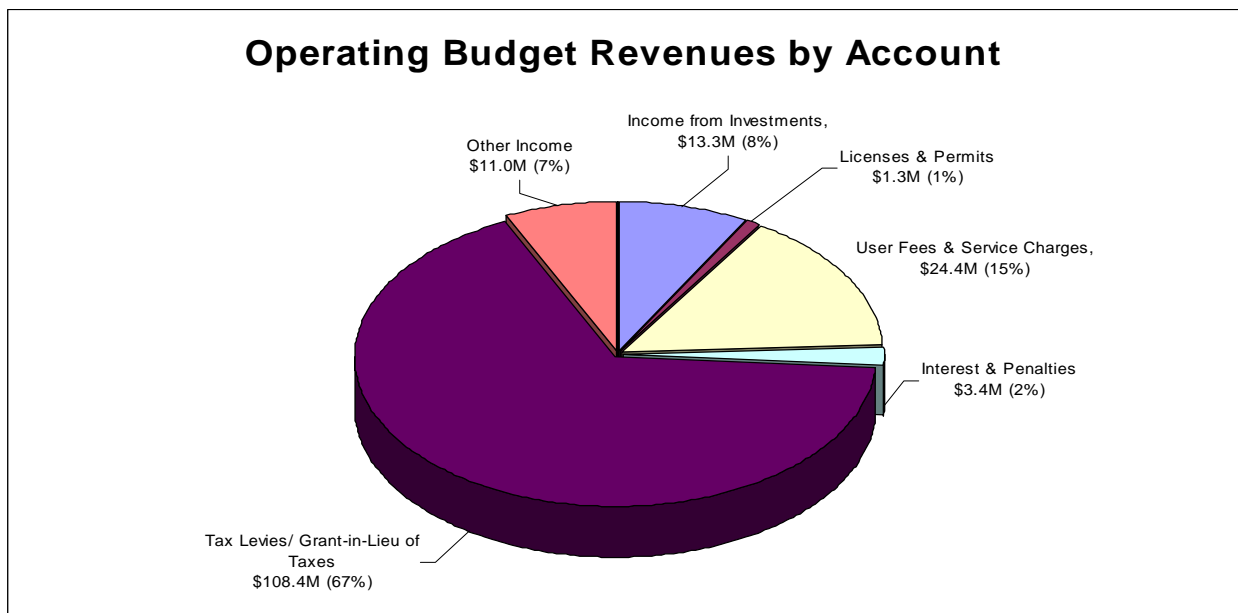


Revenues

The \$161,770,042 Operating Budget is funded mainly through revenues associated with the following Commissions: Corporate Items (79%), Community and Fire Services (12%), and Development Services (7%). Corporate Items consist largely of Taxation Revenues, Investment Income, and Interest & Penalties.



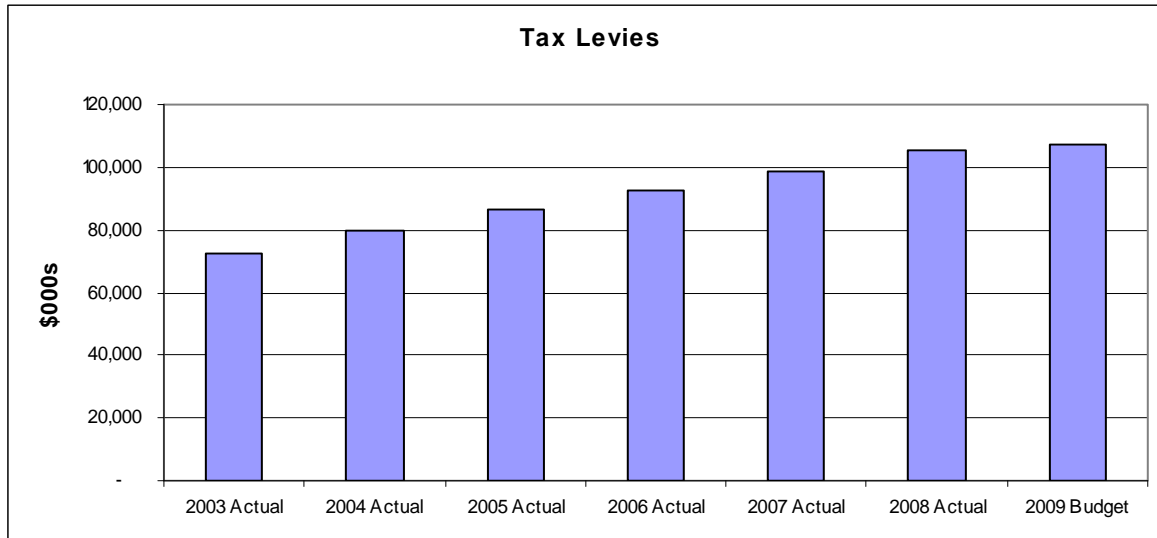
And 67% of the Operating Budget is funded through Taxation Revenues as shown in the graph below.



Major Revenue Sources

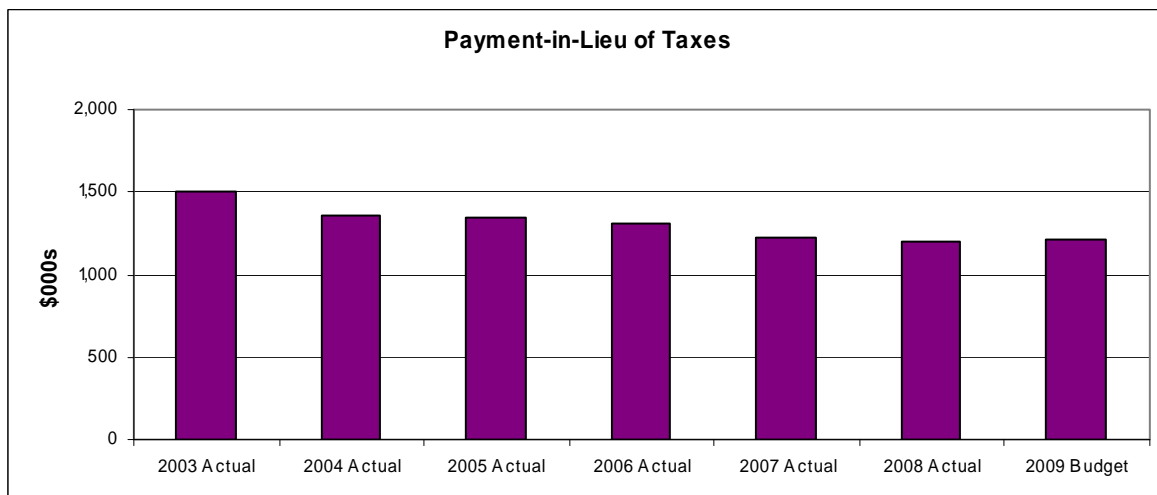
Tax Levies

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 2009 Tax Levies is at \$107.2 million, an increase of \$2.1 million or 2.0% from 2008. Council authorized a zero percent tax increase for 2009. Assessment growth is expected to be 2% in 2009.



Payment-in-Lieu of Taxes

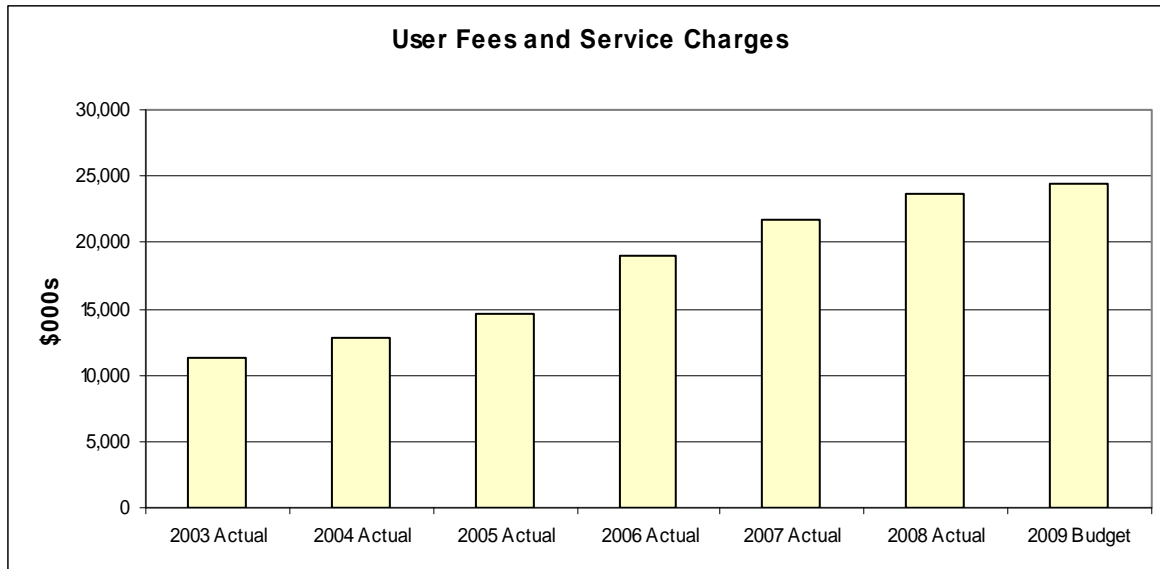
Grants in lieu of taxes (also known as payments-in-lieu of taxes) are payments received in lieu of taxation on properties owned by government and government agencies. The 2009 Budget of \$1.2 million is at the 2008 level.





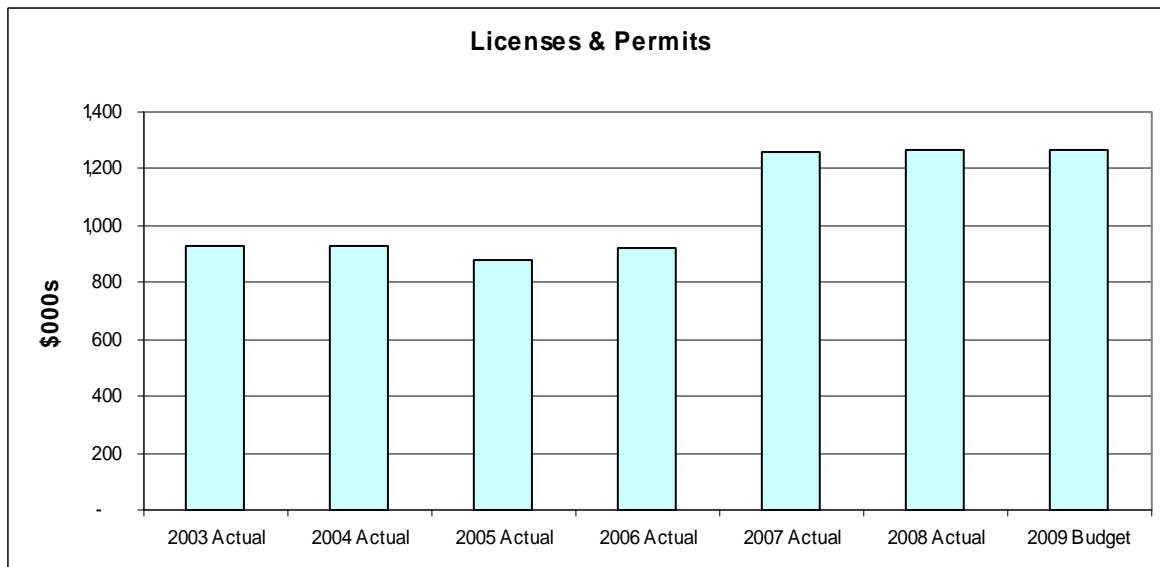
User Fees & Service Charges

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). The budget of \$20.4 million is expected to remain relatively stable for the year 2009.



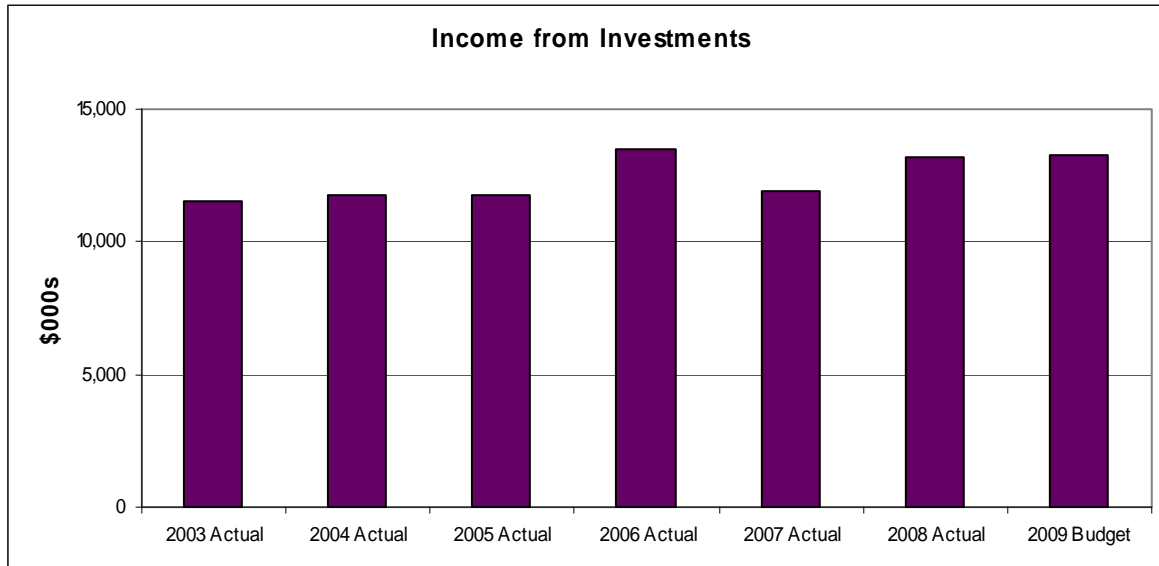
Licenses & Permits

The remaining Licenses and Permits revenue is generated by Legislative Services from the sale of business, marriage and other licenses. The 2009 Budget of \$1.3 million is relatively flat compared to the 2008 Actual.



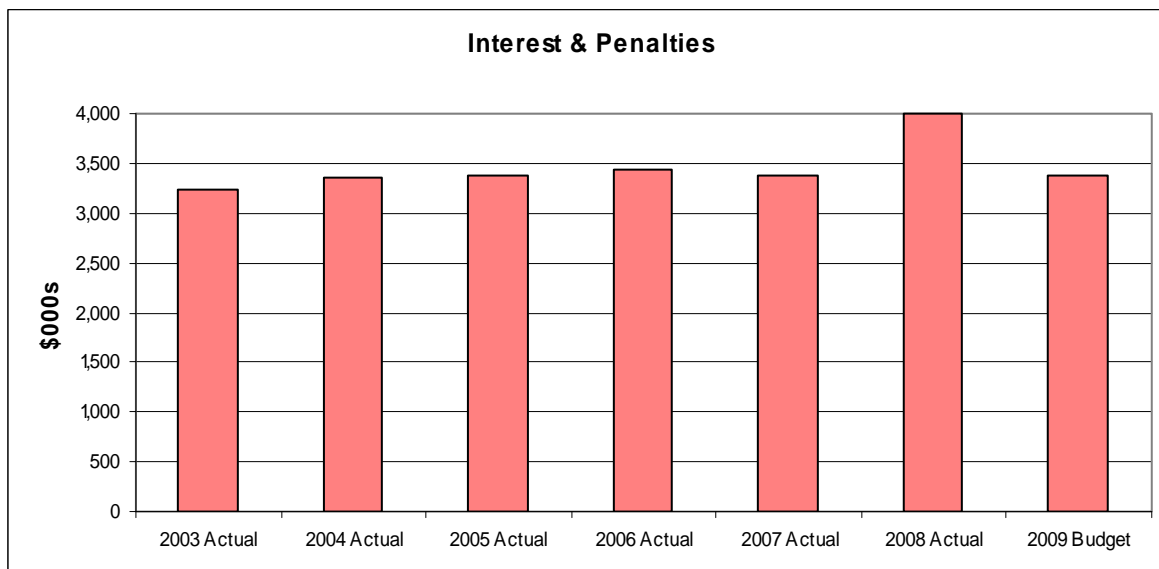
Income from Investments

The Town earns income on investments for all major Town funds and reserves. Income from Investments is at \$13.3 million, which increased by \$1.6 million from 2008.



Interest & Penalties

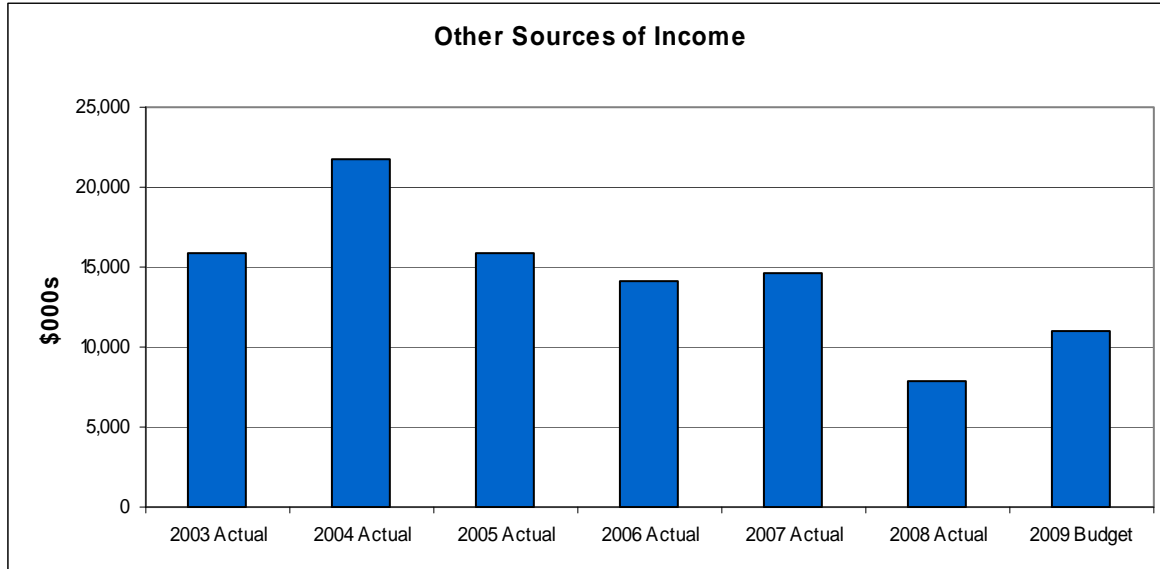
Interest and penalties for late payment of property tax bills remains at the 2008 actual level of \$3.4 million.





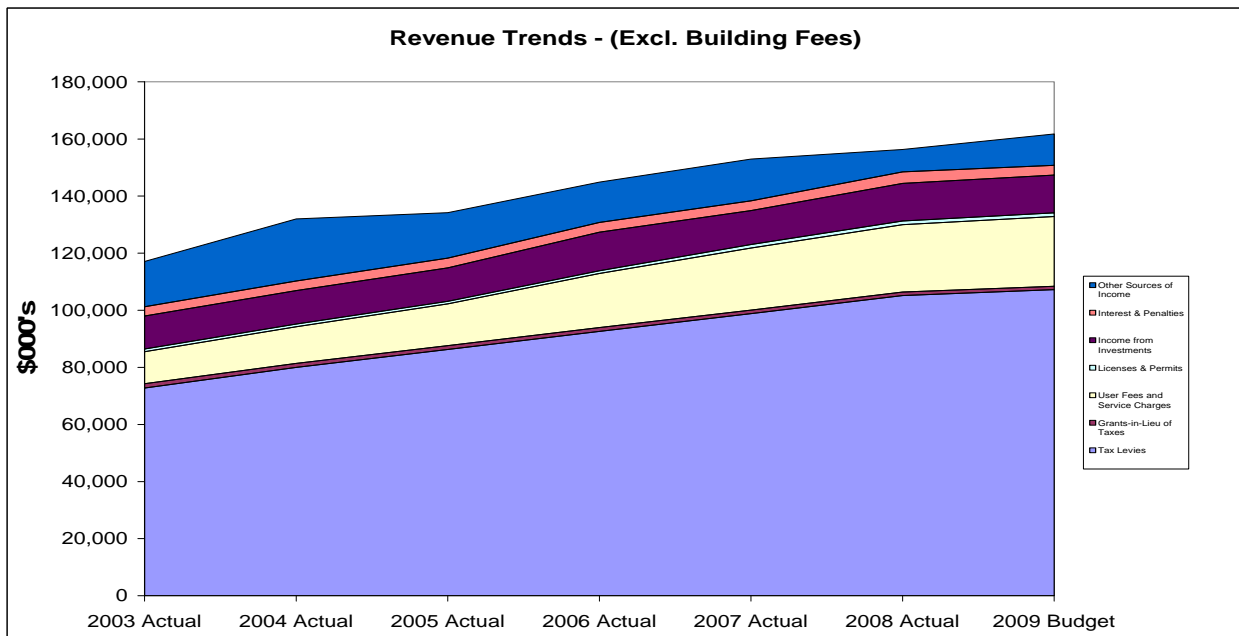
Other Income

Other Income budget of \$11.0 million has increased by \$3.2 million over the 2008 Actual. This increase is due numerous smaller items and various recoveries.



Revenue Summary

On a consolidated basis, Town revenues are expected to grow steadily in 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 2009 Operating Budget include:

New Assessment Growth of 2%

- \$2.0 million in additional tax revenues.

Maintain Existing Service levels

- Fire, Parks, Recreation, Roads and Waste Collection 2009 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 \$295,950 in 2009.

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.
- Accessibility



- Compliance with the Customer Service Standard Act by January 1, 2010. Audit of Town facilities & staff training to ensure compliance with legislative requirements
- Excellence through Efficiency and Effectiveness
 - The project “Excellence through Efficiency & Effectiveness” (E3) was launched in March 2008 and endorsed by Council in June 2008
 - The E3 project involves a corporate wide business transformation through the review of services to find as many efficiencies as possible, maximize revenue opportunities and minimize tax rate increases



TOWN OF MARKHAM 2009 OPERATING BUDGET (EXCLUDING WATERWORKS & BUILDING STANDARDS)

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues							
TAX LEVIES	\$105,166,796	\$105,073,221	\$107,203,056	\$2,129,835	2.0%	\$2,036,260	1.9%
GRANTS-IN-LIEU OF TAXES	1,201,369	1,211,131	1,209,007	(2,124)	-0.2%	7,638	0.6%
GRANTS AND SUBSIDIES	1,183,594	908,387	917,447	9,060	1.0%	(266,147)	-22.5%
LICENCES & PERMITS	1,267,376	1,278,200	1,268,200	-10,000	-0.8%	824	0.1%
INTEREST & PENALTIES	4,004,602	3,375,000	3,375,000	-	0.0%	(629,602)	-15.7%
INCOME FROM INVESTMENTS	13,189,208	11,634,636	13,252,636	1,618,000	13.9%	63,428	0.5%
FINES	1,827,543	1,826,250	1,886,250	60,000	3.3%	58,707	3.2%
USER FEES & SERVICE CHARGES	17,500,975	20,354,517	17,899,640	(2,454,877)	-12.1%	398,665	2.3%
RENTALS	5,563,943	5,766,088	5,879,822	113,734	2.0%	315,879	5.7%
SALES	562,906	590,139	661,072	70,933	12.0%	98,166	17.4%
RECOVERIES & CONTRIBUTIONS	1,916,882	1,265,520	1,319,020	53,500	4.2%	-597,862	-31.2%
OTHER INCOME	2,674,104	3,460,362	3,089,702	-370,660	-10.7%	415,598	15.5%
TRANSFERS FROM RESERVES	252,737	1,297,951	3,809,190	2,511,239	0.0%	3,556,453	1407.2%
Total Revenues	\$156,312,035	\$158,041,402	\$161,770,042	\$3,728,640	2.4%	\$5,458,007	3.5%
Expenses							
SALARIES AND BENEFITS	\$90,809,441	\$91,826,567	\$93,807,701	\$1,981,134	2.2%	\$2,998,260	3.3%
PRINTING & OFFICE SUPPLIES	571,682	728,176	673,477	-54,699	-7.5%	101,795	17.8%
PURCHASES FOR RESALE	328,425	283,462	325,987	42,525	15.0%	(2,438)	-0.7%
OPERATING MATERIALS & SUPPLIES	4,419,870	4,052,003	4,040,514	-11,489	-0.3%	-379,356	-8.6%
VEHICLE SUPPLIES	1,647,471	1,309,449	1,819,998	510,549	39.0%	172,527	10.5%
SMALL EQUIPMENT SUPPLIES	13,426	14,291	14,291	-	0.0%	865	6.4%
BOTANICAL SUPPLIES	315,023	357,524	291,614	(65,910)	-18.4%	-23,409	-7.4%
CONSTRUCTION MATERIALS	2,031,225	1,318,909	1,289,847	-29,062	-2.2%	(741,378)	-36.5%
INVENTORY ADJUSTMENTS	(105,347)	-	-	-	0.0%	105,347	-100.0%
UTILITIES	3,902,928	4,611,429	4,611,429	-	0.0%	708,501	18.2%
COMMUNICATIONS	1,341,638	1,322,675	1,440,267	117,592	8.9%	98,629	7.4%
TRAVEL EXPENSES	349,812	462,545	450,868	(11,677)	-2.5%	101,056	28.9%
TRAINING	573,576	759,308	751,386	(7,922)	-1.0%	177,810	31.0%
CONTRACTS & SERVICE AGREEMENTS	8,274,444	6,369,662	6,747,309	377,647	5.9%	-1,527,135	-18.5%
MAINT. & REPAIR-TIME/MATERIAL	4,729,917	3,205,191	3,510,139	304,948	9.5%	(1,219,778)	-25.8%
RENTAL/LEASE	653,496	753,693	720,009	(33,684)	-4.5%	66,513	10.2%
INSURANCE	1,925,135	1,931,141	2,147,918	216,777	11.2%	222,783	11.6%
PROFESSIONAL SERVICES	2,269,942	2,175,952	2,254,369	78,417	3.6%	(15,573)	-0.7%
LICENCES, PERMITS, FEES	551,697	643,563	619,283	(24,280)	-3.8%	67,586	12.3%
CREDIT CARD SERVICE CHARGES	190,968	163,427	163,973	546	0.3%	(26,995)	-14.1%
PROMOTION & ADVERTISING	1,557,987	1,385,101	1,649,961	264,860	19.1%	91,974	5.9%
DISCRETIONARY COMMUNICATIONS	239,951	236,398	-	(236,398)	0.0%	(239,951)	-100.0%
CONTRACTED MUNICIPAL SERVICES	8,444,530	8,428,953	8,853,971	425,018	5.0%	409,441	4.8%
OTHER PURCHASED SERVICES	696,206	714,116	705,616	(8,500)	-1.2%	9,410	1.4%
OFFICE FURNISHINGS & EQUIPMENT	8,068	14,310	12,310	(2,000)	-14.0%	4,242	52.6%
WRITE-OFFS	512,892	500,600	500,600	-	0.0%	-12,292	-2.4%
OTHER EXPENDITURES	1,637,600	1,675,477	1,965,549	290,072	17.3%	327,949	20.0%
TRANSFERS TO RESERVES	19,819,635	22,797,480	22,401,656	(395,824)	-1.7%	2,582,021	13.0%
Total Expenses	\$157,711,638	\$158,041,402	\$161,770,042	\$3,728,640	2.4%	\$4,058,404	2.6%
Surplus/(Deficit)	(\$1,399,603)	-	-	-	-	\$1,399,603	-100.0%

* Excludes prior year's surplus



2009 OPERATING BUDGET SUMMARY NET CHARGE AGAINST TAX RATE

Department/Commission	2008 Actual \$	2008 Budget \$	2009 Budget Approved \$	2009 Bud. vs. 2008 Bud. Incr.(Decr.) \$	2009 Bud. vs. 2008 Bud. %Change	2009 Bud. vs. 2008 Act. Incr.(Decr.) \$	2009 Bud. vs. 2008 Act. % Change
Administrative Costs	1,558,598	1,502,417	1,613,386	110,969	7.4%	54,788	3.5%
Mayor & Councillors	692,775	593,106	824,413	231,307	39.0%	131,638	19.0%
Total Council	2,251,373	2,095,523	2,437,799	342,276	16.3%	186,426	8.3%
CAO's Office	551,856	637,513	641,481	3,968	0.6%	89,625	16.2%
Human Resources	2,626,909	2,736,953	2,833,114	96,161	3.5%	206,205	7.8%
Legal Dept.	1,170,382	943,278	993,249	49,971	5.3%	-177,133	-15.1%
Strategic Initiatives	552,722	595,410	516,507	-78,903	-13.3%	-36,215	-6.6%
Sustainability Office	68,853		0	0	0.0%	-68,853	-100.0%
Total CAO	4,970,722	4,913,154	4,984,351	71,197	1.4%	13,629	0.3%
Commissioner's Office	477,460	463,374	488,486	25,112	5.4%	11,026	2.3%
Contact Centre	908,055	869,488	921,381	51,893	6.0%	13,326	1.5%
Communications and Community Relations	1,721,836	1,759,545	1,548,921	-210,624	-12.0%	-172,915	-10.0%
Financial Services	3,168,945	3,260,242	3,583,362	323,120	9.9%	414,417	13.1%
ITS Department	5,337,019	5,634,444	5,933,019	298,575	5.3%	596,000	11.2%
Legislative Services	1,819,776	1,859,947	1,939,637	79,690	4.3%	119,861	6.6%
Total Corporate Services	13,433,091	13,847,040	14,414,806	567,766	4.1%	981,715	7.3%
Commissioner's Office	889,124	876,578	1,024,318	147,740	16.9%	135,194	15.2%
Economic Development	1,418,235	1,423,959	1,338,314	-85,645	-6.0%	-79,921	-5.6%
Engineering	0	738,072	0	-738,072	-100.0%	0	0.0%
Planning & Design	0	1,372,389	0	-1,372,389	-100.0%	0	0.0%
Total Development Services	2,307,359	4,410,997	2,362,632	-2,048,365	-46.4%	55,273	2.4%
Commissioner's Office	191,958	114,598	343,438	228,840	199.7%	151,480	78.9%
Asset Management	4,985,075	4,480,757	5,464,870	984,113	22.0%	479,795	9.6%
Culture	1,702,301	1,482,152	1,568,333	86,181	5.8%	-133,968	-7.9%
Fire Services	25,375,959	24,362,326	24,722,541	360,215	1.5%	-653,418	-2.6%
Markham Public Libraries	9,171,321	9,191,437	9,764,061	572,624	6.2%	592,740	6.5%
Operations	22,187,484	18,093,168	20,049,371	1,956,203	10.8%	-2,138,113	-9.6%
Operations & Asset Mgt -Administration	556,220	592,871	617,267	24,396	4.1%	61,047	11.0%
Recreation Services	5,602,108	5,798,804	5,824,040	25,236	0.4%	221,932	4.0%
Strategic Services	565,535	584,986	410,644	-174,342	-29.8%	-154,891	-27.4%
Waste	7,319,265	7,173,653	7,497,430	323,777	4.5%	178,165	2.4%
Total Community And Fire Services	77,657,226	71,874,752	76,261,995	4,387,243	6.1%	-1,395,231	-1.8%
Corporate Items	-99,220,168	-97,141,466	-100,461,583	-3,320,117	3.4%	-1,241,415	1.3%
Total Corporation (Excl. WW & Build. Std.)	1,399,603	0	0	-0	-100.0%	-1,399,603	-100.0%
Waterworks	1,995,575	0	0	0	0.0%	-1,995,575	-100.0%
Building Standards	0	0	0	0	0.0%	0	0.0%
Total Corporation	3,395,178	0	0	-0	-100.0%	-3,395,178	-100.0%



2009 OPERATING BUDGET SUMMARY - EXPENDITURES

Department/Commission	2008 Actual	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.	2009 Bud. vs. 2008 Bud.	2009 Bud. vs. 2008 Act.	2009 Bud. vs. 2008 Act.
	\$	\$	Approved	Incr(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	1,558,598	1,502,417	1,613,386	110,969	7.4%	54,788	3.5%
Mayor & Councillors	732,915	593,106	824,413	231,307	39.0%	91,498	12.5%
Total Council	2,291,513	2,095,523	2,437,799	342,276	16.3%	146,286	6.4%
CAO's Office	551,856	637,513	641,481	3,968	0.6%	89,625	16.2%
Human Resources	2,626,909	2,884,051	2,833,114	-50,937	-1.8%	206,205	7.8%
Legal Dept.	1,322,497	1,135,158	1,185,129	49,971	4.4%	-137,368	-10.4%
Strategic Initiatives	552,722	595,410	516,507	-78,903	-13.3%	-36,215	-6.6%
Sustainability Office	68,853		0	0	0.0%	-68,853	-100.0%
Total CAO	5,122,837	5,252,132	5,176,231	-75,901	-1.4%	53,394	1.0%
Commissioner's Office	477,460	463,374	488,486	25,112	5.4%	11,026	2.3%
Contact Centre	913,624	872,488	924,381	51,893	5.9%	10,757	1.2%
Corporate Communications	1,898,612	2,013,209	1,926,085	-87,124	-4.3%	27,473	1.4%
Financial Services	3,773,510	3,950,747	4,225,367	274,620	7.0%	451,857	12.0%
ITS Department	5,337,780	5,638,444	5,933,519	295,075	5.2%	595,739	11.2%
Legislative Services	5,238,870	5,163,797	5,317,487	153,690	3.0%	78,617	1.5%
Total Corporate Services	17,639,856	18,102,059	18,815,325	713,266	3.9%	1,175,469	6.7%
Commissioner's Office	889,124	876,578	1,024,318	147,740	16.9%	135,194	15.2%
Economic Development	1,557,959	1,505,793	1,420,148	-85,645	-5.7%	-137,811	-8.8%
Engineering	3,335,242	5,271,941	5,209,941	-62,000	-1.2%	1,874,699	56.2%
Planning & Design	3,390,317	5,278,418	5,278,418	0	0.0%	1,888,101	55.7%
Total Development Services	9,172,642	12,932,730	12,932,825	95	0.0%	3,760,183	41.0%
Commissioner's Office	191,958	314,598	343,438	28,840	9.2%	151,480	78.9%
Asset Management	5,310,269	4,859,061	5,660,924	801,863	16.5%	350,655	6.6%
Culture	3,935,763	3,782,786	3,860,273	77,487	2.0%	-75,490	-1.9%
Fire Services	25,765,866	24,960,287	25,320,502	360,215	1.4%	-445,364	-1.7%
Markham Public Libraries	10,053,504	10,003,424	10,621,936	618,512	6.2%	568,432	5.7%
Operations	23,096,468	18,910,088	20,869,291	1,959,203	10.4%	-2,227,177	-9.6%
Operations & Asset Mgt -Administration	556,220	592,871	617,267	24,396	4.1%	61,047	11.0%
Recreation Services	18,702,222	19,299,259	19,472,078	172,819	0.9%	769,856	4.1%
Strategic Services	924,482	584,986	410,644	-174,342	-29.8%	-513,838	-55.6%
Waste	8,156,239	7,904,762	8,240,789	336,027	4.3%	84,550	1.0%
Total Community And Fire Services	96,692,991	91,212,122	95,417,142	4,205,020	4.6%	-1,275,849	-1.3%
Corporate Items	26,791,799	28,446,836	26,990,720	-1,456,116	-5.1%	198,921	0.7%
Total Corporation (Excl. WW & Build. Std.)	157,711,638	158,041,402	161,770,042	3,728,640	2.4%	4,058,404	2.6%
Waterworks	56,482,530	59,220,037	64,266,839	5,046,802	8.5%	7,784,309	13.8%
Building Standards	5,962,119	7,051,411	6,970,563	-80,848	-1.1%	1,008,444	16.9%
Total Corporation	220,156,287	224,312,850	233,007,444	8,694,594	3.9%	12,851,157	5.8%



2009 OPERATING BUDGET SUMMARY - REVENUES

Department/Commission	2008 Actual	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.	2009 Bud. vs. 2008 Bud.	2009 Bud. vs. 2008 Bud.	2009 Bud. vs. 2008 Bud.
	\$	\$	Approved	Incr.(Decr.)	%Change	Incr.(Decr.)	% Change
Mayor & Councillors	40,140	0	0	0	0.0%	-40,140	-100.0%
Total Council	40,140	0	0	0	0.0%	-40,140	-100.0%
Human Resources	0	147,098	0	-147,098	-100.0%	0	0.0%
Legal Dept.	152,115	191,880	191,880	0	0.0%	39,765	26.1%
Total CAO	152,115	338,978	191,880	-147,098	-43.4%	39,765	26.1%
Contact Centre	5,569	3,000	3,000	0	0.0%	-2,569	-46.1%
Corporate Communications	176,776	253,664	377,164	123,500	48.7%	200,388	113.4%
Financial Services	604,565	690,505	642,005	-48,500	-7.0%	37,440	6.2%
ITS Department	761	4,000	500	-3,500	-87.5%	-261	-34.3%
Legislative Services	3,419,094	3,303,850	3,377,850	74,000	2.2%	-41,244	-1.2%
Total Corporate Services	4,206,765	4,255,019	4,400,519	145,500	3.4%	193,754	4.6%
Economic Development	139,724	81,834	81,834	0	0.0%	-57,890	-41.4%
Engineering	3,335,241	5,271,941	5,209,941	-62,000	-1.2%	1,874,700	56.2%
Planning & Design	3,390,318	5,278,418	5,278,418	0	0.0%	1,888,100	55.7%
Total Development Services	6,865,283	10,632,193	10,570,193	-62,000	-0.6%	3,704,910	54.0%
Commissioner's Office	0	200,000	0	-200,000	-100.0%	0	0.0%
Asset Management	325,194	378,304	196,054	-182,250	-48.2%	-129,140	-39.7%
Culture	2,233,462	2,300,634	2,291,940	-8,694	-0.4%	58,478	2.6%
Fire Services	389,907	597,961	597,961	0	0.0%	208,054	53.4%
Markham Public Libraries	882,183	811,987	857,875	45,888	5.7%	-24,308	-2.8%
Operations	908,984	816,920	819,920	3,000	0.4%	-89,064	-9.8%
Recreation Services	13,100,114	13,500,455	13,648,038	147,583	1.1%	547,924	4.2%
Strategic Services	358,947	0	0	0	0.0%	-358,947	-100.0%
Waste	836,974	731,109	743,359	12,250	1.7%	-93,615	-11.2%
Total Community And Fire Services	19,035,765	19,337,370	19,155,147	-182,223	-0.9%	119,382	0.6%
Corporate Items	126,011,967	123,477,842	127,452,303	3,974,461	3.2%	1,440,336	1.1%
Total Corporation (Excl. WW & Build. Std.)	156,312,035	158,041,402	161,770,042	3,728,640	2.4%	5,458,007	3.5%
Waterworks	54,486,955	59,220,037	64,266,839	5,046,802	8.5%	9,779,884	17.9%
Building Standards	5,962,119	7,051,411	6,970,563	-80,848	-1.1%	1,008,444	16.9%
Total Corporation	216,761,109	224,312,850	233,007,444	8,694,594	3.9%	16,246,335	7.5%



OPERATING BUDGET BY COMMISSION AND ACCOUNT (\$000's) (EXCLUDING WATERWORKS & BUILDING STANDARDS)

COMPARISON BY COMMISSION					COMPARISON BY ACCOUNT				
	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>Change</u> <u>Incr./(Decr.)</u>			<u>2008 Budget</u>	<u>2009 Budget</u>	<u>Change</u> <u>Incr./(Decr.)</u>	
			\$	%				\$	%
<u>REVENUES *</u>					<u>REVENUES *</u>				
Mayor & Council	-	-	-		Taxation Revenues	106,284	108,412	2,128	2.0
CAO's Office	339	192	-147	(43.4)	Grant & Subsidy Revenues	908	917	9	1.0
Corporate Services	4,255	4,401	146	3.4	General Revenues	18,114	19,782	1,668	9.2
Development Services	10,632	10,570	-62	(0.6)	User Fees and Service Charges	26,711	24,441	-2,270	(8.5)
Community And Fire Services	19,337	19,155	-182	(0.9)	Other Income	5,493	7,843	2,350	42.8
Corporate Items	123,478	127,452	3,974	3.2	Inter-Departmental	531	375	(156.00)	(29.38)
Total Revenues	<u>158,041</u>	<u>161,770</u>	<u>3,729</u>	<u>2.4</u>	Total Revenues	<u>158,041</u>	<u>161,770</u>	<u>3,729</u>	<u>2.4</u>
<u>EXPENDITURES *</u>					<u>EXPENDITURES *</u>				
Mayor & Council	2,095	2,438	343	16.4	Personnel Services	91,827	93,808	1,981	2.2
CAO's Office	5,252	5,176	-76	(1.4)	Materials & Supplies	8,064	8,456	392	4.9
Corporate Services	18,102	18,815	713	3.9	Purchased Services	33,163	34,627	1,464	4.4
Development Services	12,933	12,933	0	0.0	Capital Asset Acquisition	14	12	-2	(14.3)
Community And Fire Services	91,212	95,417	4,205	4.6	Financial Expenses	501	501	-	-
Corporate Items	28,447	26,991	-1,456	(5.1)	Other Expenditures	1,675	1,965	290	17.3
					Transfers to Own Funds	22,797	22,401	-396	(1.7)
Total Expenditures	<u>158,041</u>	<u>161,770</u>	<u>3,729</u>	<u>2.4</u>	Total Expenditures	<u>158,041</u>	<u>161,770</u>	<u>3,729</u>	<u>2.4</u>

* Excludes prior years surplus/(deficit)

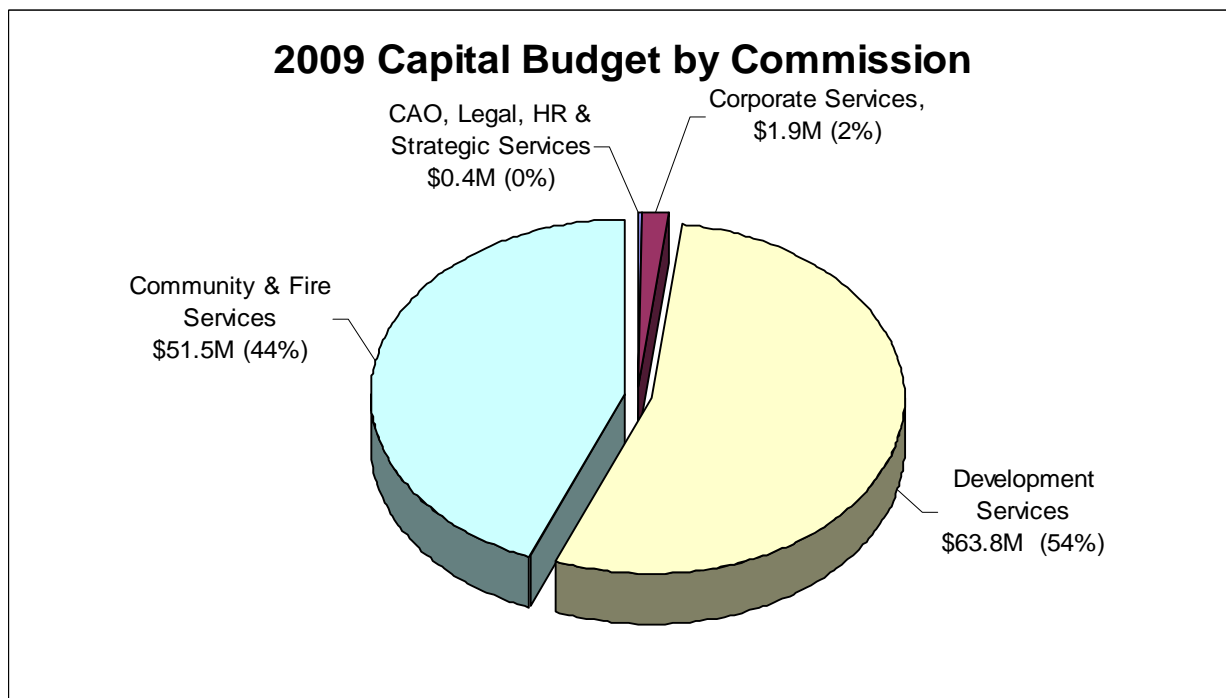
2009 CAPITAL BUDGET

Definition of Capital

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

- Must have an expected useful life longer than one year
- Total costs must meet or exceed \$5,000
- Must align with the Town's Corporate Goals

The 2009 Capital Budget totals \$117,614,100 and is funded through a variety of sources. \$16,453,000 (14%) 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 \$6,147,000 decrease in Life Cycle Replacement and Capital Reserve funding from 2008 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.



Approximately 70% of the current year Capital Budget is identified through two long-term studies: Life Cycle Reserve study & the Development Charges Background study.

The purpose of the Life Cycle Reserve study is to address the ongoing replacement and rehabilitation requirements for the aging Town assets (facilities, roads, water/sewer, etc) over a 25 year period. The 2009 & future year Capital budgets are based upon the Life Cycle Reserve study and condition assessments are performed to determine if the replacements are required. (e.g. 2009 has \$16.5M of projects funded from the Life Cycle Replacement and Capital Reserve Fund)



The Development Charges Background study has two components relating to growth: Town-Wide Hard services (e.g. relating to cost recovery for major roads, sidewalks, streetlights and storm water management), and Town-Wide Soft services (e.g. relating to cost recovery for facilities, parks development and public works).

The Development Charges (DC) Background study for Town-Wide Hard services was updated in 2008 which covered the period 2008-2031, and the soft services is being updated in 2009 which covers the period 2009-2018. (e.g. 2009 has \$64M of projects funded from the DC Reserves)

The remaining 30% of the 2009 Capital budget is funded through various sources as identified on page 114. (e.g. tax funded, provincial grants, and other reserves)

Building Markham's Future Together

The following section summarizes Capital projects beginning in 2009 as they relate to Council's long term strategic plan of Building Markham's Future Together.

Growth Management

Construction of New Parks

- \$11,918,600. Includes funding for the construction of 5 new parks.

Directed Growth Strategy Initiatives

- \$1,688,900. Development of guidelines, policies and analyses to support a Town Directed Growth Strategy.

Markham Centre Studies

- \$384,500. Various studies related to the development of Markham Centre, including ensuring that built form and open space elements meet the Town's urban design guidelines, an East precinct land usage plan, finalization of streetscape details and funding for the Markham Centre advisory group.

Design of Cornell Fire Station

- \$350,000. Design of new fire station in Cornell community, which is required due to continued growth.

Transportation/Transit

Rodick Road Extension

- \$12,331,000. Includes road widening from Miller Avenue to 14th Avenue and Phase 3 construction from 14th Avenue to Esna Park.

Enterprise Drive Construction

- \$7,825,000. Phase 2 construction from Rivas Road to Kennedy Road.

Woodbine By-Pass Construction

- \$3,977,500. Funding for construction of phases 2B and 3, from Lord Melborne to Woodbine.

Main Street Unionville, South of Highway 7

- \$3,696,000. Includes road reconstruction, bridge rehabilitation, watermain construction, and streetscapes.

Illumination & sidewalk programs

- \$3,500,000. Town wide requests to install street lighting and sidewalks.

Bridges & Culverts Rehabilitation program

- \$2,183,500. Various bridge and culvert rehabilitation, including major reconstruction for bridge on Main Street South of Highway 7 and culvert on Steelcase Road West, south of John Street.

Design of Highway 404 Ramp Extensions

- \$1,626,500. For ramp extensions at Elgin Mills, Major Mackenzie Drive, and Highway 7.

Intersection Improvements

- \$872,000. To improve intersections with traffic signals and/or other devices based on safety audit, including Denison & Birchmount.

Traffic control signals, traffic operations improvements & traffic studies

- \$821,200. Various improvements to vehicle and pedestrian signals and studies to provide further enhancements.

Train Anti-Whistling

- \$317,900. Elimination of train whistling at railway crossings, including costs for a safety audit, installation of safety devices, and public communication.

Parking Management Program

- \$300,000. Assessment of Paid Parking Program including the installation of additional pay and display meters at various pilot locations throughout the Town.

Environment

Stormwater Management Strategy & Maintenance

- \$2,044,000. Includes sediment cleanout at two Stormwater Management Ponds and the development of plans and policies to address the long-term maintenance of the Stormwater infrastructure.

Pathways, Trails & Bike Paths Program

- \$725,000. Town Wide improvement of travel routes for bicycles and pedestrians.

Green Fleet Program

- \$368,515. Upgrade of existing vehicles to more environmentally friendly vehicles.

Conversion to Markham District Energy (MDE) Connection at Civic Centre

- \$330,000. Replacement of the conventional heating and cooling equipment (chillers, boilers, cooling tower, etc) with Markham District Energy supplied thermal energy



Travel Demand Management

- \$280,000. Program to support travel alternatives as per with Markham Board of Trade to deliver Smart Commute 404-7 programs to local businesses.

Trees for Tomorrow Initiative (Year 3 of 4)

- \$250,000. Continuation of this program, which 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.

Green Print Community Sustainability Plan

- \$250,000. Development of green print 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.

Markham Environmental Sustainability Fund

- \$183,000. Annual funding for Town and community projects that are environmentally friendly.

Waste Management Initiatives

- \$155,000. Continuation of the multi-residential organics program, community mailbox recycling, mission green at work & special events recycling.

Green Technology Upgrades at the Centennial Community Centre

- \$110,000. To connect solar water heating and boiler upgrade started in 2008 and other existing mechanical systems to the existing building automation system (BAS) to achieve efficiencies and increase energy conservation.

Enhanced Cultural Practices

- \$100,000. Year 3 of a 5-year program to install irrigation systems on all Class B sportsfields in the Town.

Municipal Services

Road Resurfacing & Improvements

- \$8,285,500. Various road resurfacing & improvement projects.

Replacement & Rehabilitation Program at Community Centres, Libraries, Fire Stations, Civic Centre and Cultural Venues

- \$2,811,300. Various maintenance & upgrades at Town-owned facilities, including preservation of buildings at the Museum, signage replacement at the Varley Art Gallery, sprinkler replacement at Mount Joy Community Centre, rink beam repair at the Thornhill Community Centre arena, roofing replacements, and various maintenance at libraries, community centres, fire stations, and the Civic Centre.

Watermain Construction and Replacement

- \$2,495,000. Replacement of watermains on Henderson Ave between Steeles Ave and Doncaster Ave; and on Bullock Dr between McCowan Rd and Abercorn Dr.

Thornhill Storm Sewer Upgrades

- \$2,000,000. Phase-in of storm sewer upgrades required in the Thornhill area based on the Thornhill Storm Water Flood Remediation Study.

Glynwood Surcharge Sewer Construction

- \$1,100,000. Design and construction of surcharge sewer between Thornhill Community Centre and Glynwood Stormwater management pond to alleviate flooding concerns in the area.

Crosby Community Centre

- \$800,000. Replacement of floorboards and refrigeration equipment.

Resurfacing of Tennis and Basketball Courts

- \$448,800. Repair and resurfacing of basketball, public & club tennis courts at various locations.

Milliken Mills Soccer Dome

- \$250,000. Replacement of the artificial turf field.

Permanent Public Washroom Facilities

- \$200,000. Installation of two public washrooms.

Pool Sanitization Upgrade

- \$133,100. Pilot project at Centennial Community Centre to alter the sanitization equipment to decrease chlorine use. Other pools will be upgraded in future years.

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

East Markham Community Centre & Library

- \$14,500,000. Budget increase for new community centre & library.

Varley Art Gallery Expansion

- \$2,580,000. To increase the exhibition and programming space of the Gallery.

Design of Cornell Fire Station

- \$350,000. Design of new fire station in Cornell community, which is required due to continued growth.

Diversity

Accessibility Program & Training

- \$290,000. To perform accessibility audits and retrofit upgrade programs at Town facilities and to train all Town staff on issues related to accessibility, in order to provide better customer service to residents.



Town Wide Diversity Strategy

- \$100,000. 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.

2009 CAPITAL BUDGET SUMMARY BY COMMISSION

	<u>2008 Budget</u>	<u>2009 Budget</u>
	\$	\$
CAO, Legal, HR & Strategic Initiatives		
Human Resources	200,000	180,000
Strategic Initiatives	182,000	-
CAO's Office	120,000	-
Green Print Office	-	250,000
	<u>502,000</u>	<u>430,000</u>
Corporate Services		
Legislative Services	10,000	-
ITS	5,477,300	1,109,700
Financial Services	873,400	785,500
Corporate Communications	150,000	-
	<u>6,510,700</u>	<u>1,895,200</u>
Development Services		
Economic Development	550,000	350,000
Planning	2,234,600	2,758,600
Design	4,627,500	12,855,600
Engineering	27,555,890	47,830,400
Commissioner's Office	25,000	-
	<u>34,992,990</u>	<u>63,794,600</u>
Community & Fire Services		
Museum	2,771,000	77,700
Theatre	288,000	-
Arts Centre	55,000	2,599,400
Recreation & Library Construction	50,000,000	14,500,000
Fire & Emergency Services	574,500	554,000
Recreation Services	2,512,500	2,518,400
Operations - Roads	7,887,500	8,285,500
Operations - Parks	2,971,300	1,786,600
Facility Assets	5,571,900	4,457,600
Right-of-Way Assets	5,172,000	7,396,200
Operations - Fleet	1,804,300	1,548,500
Waste Management	95,000	155,000
Contracts & Utilities	315,200	-
Strategic Services	473,000	183,000
Markham Public Library	120,000	172,400
Waterworks	8,433,000	7,260,000
	<u>89,044,200</u>	<u>51,494,300</u>
Total Capital Budget	<u>131,049,890</u>	<u>117,614,100</u>



2009 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
CAO, Legal, HR, & Strategic Initiatives						
<i>Human Resources</i>						
9000	Diversity Initiative - External Consultant	50,000	50,000			
9001	Project Management Certification	20,000	2,000		18,000	
9002	Legislatively Mandated Accessibility Training	60,000	60,000			
9003	Diversity Initiative - Diversity Competence Training	50,000	50,000			
	Total Human Resources	180,000	162,000	-	18,000	-
<i>Green Print Office</i>						
9345	Green Print Community Sustainability Plan	250,000	100,000			150,000
	Total Strategic Initiatives	250,000	100,000	-	-	150,000
	TOTAL CAO, LEGAL, HR, & GREEN PRINT	430,000	262,000	-	18,000	150,000
Corporate Services						
<i>ITS (requesting department in brackets)</i>						
*	9012 Backflow Prevention Management System (Waterworks)	57,800				57,800
*	9020 Job Costing System/Module (Finance)	70,000	70,000			
*	9023 Point of Sale Terminals (Finance)	38,900	38,900			
*	9032 QMS Management Software (Waterworks)	50,000				50,000
	9035 Building Inspection Mobile Hardware (Building Standards)	130,000				130,000
	9036 Antennae and Radio for Back-Up EOC (Fire)	7,000	7,000			
*	9043 Rugged Laptop for Operations Fleet Management (Operations)	10,000	10,000			
	9045 MFD Lease Conversion (Building Standards)	18,000				18,000
	9046 MPL - 3M Equipment Replacement (Library)	95,000		95,000		
	9047 Replacement MFD (Building Standards)	3,000				3,000
	9326 ITS Core Base Architecture	50,000	15,000	35,000		
	9339 Information Management Implementation	100,000	100,000			
	9340 Wireless Data & Voice Communication Strategy Implementation	480,000	480,000			
	Total ITS	1,109,700	720,900	130,000	-	258,800
<i>Financial Services</i>						
	9049 Public Sector Accounting Board (PSAB)	200,000	172,600			27,400
	9050 2009 DC & Project Management - Growth Projects	510,500			510,500	
	9051 Growth Strategy Fiscal Impact	75,000	7,500		67,500	
	Total Financial Services	785,500	180,100	-	578,000	27,400
	TOTAL CORPORATE SERVICES	1,895,200	901,000	130,000	578,000	286,200
Development Services						
<i>Economic Development</i>						
	9052 China and India Economic Alliance & Investment Attraction	60,000	60,000			
	9053 National Centre for Medical Device Devt and Special Projects	80,000	80,000			
	9054 Economic Alliance and Twinning Program	30,000	30,000			
*	9056 Creative City Sector Program	20,000	20,000			
	9354 ISCM/NCMDD Leasehold Improvements	160,000		160,000		
	Total Economic Development	350,000	190,000	160,000	-	-

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



2009 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
Planning						
<u>Directed Growth Strategy</u>						
9057	Growth Management - Contract Staff	454,600			393,800	60,800
9067	Growth Management Strategy and New Official Plan	250,000			250,000	
9074	Growth Management Strategy - Airport Constraints on Land Use	75,000			75,000	
9076	Growth M.S. - Community Infrastructure Capacity Review	75,000			75,000	
9079	Growth Management Strategy - Employment Lands - Phase 2	200,000			200,000	
9337	Growth Management Communications Program	100,000			100,000	
	Subtotal - Directed Growth Strategy	1,154,600	-	-	1,093,800	60,800
9058	Annual Top Up - Markham Centre Advisory Group	9,500			8,550	950
9059	Annual Top Up - Heritage Façade Improve/Sign Replacement	33,000				33,000
9060	Annual Top Up - Environmental Planning Program	50,000			50,000	
9061	Annual Top Up - Zoning Program	55,000				55,000
9066	Sustainable Development Standards & Guidelines - Phase 2	200,000			200,000	
9068	Markham Centre - Finalize Streetscape Details	75,000			75,000	
9069	Markham Centre U.D. Guidelines - Built Form & Open Space	150,000			150,000	
9072	Annual Top Up - OMB Growth Related Hearings	44,000			39,600	4,400
9342	Langstaff Master Plan - Contract Project Manager	112,500			112,500	
9349	Markham Centre - East Precinct Plan	150,000			150,000	
9355	Pathways & Trails and Bike Paths	725,000				725,000
	Total Planning	2,758,600	-	-	1,879,450	879,150
Design						
9083	Mattamy (Country Glen) Ltd - Developer Reimbursement	99,700			89,730	9,970
9085	Angus Glen Community Park - Construction Final Phase	4,430,300			3,987,270	443,030
9086	Warden Woods Woodlot Trail (Danbury Court)	95,900			86,310	9,590
9087	Cathedral Town Ltd. Developer Reimbursement - Crescent Park	126,400			113,760	12,640
9088	Leitchcroft (Times Galleria) Community Park - Construction	2,278,100			2,050,290	227,810
9089	Box Grove, South Village Neighbourhood Park - Construction	1,035,500			931,950	103,550
9090	Annual Top Up - Town Wide Public Art	85,000	60,000			25,000
9332	Civic Centre - Interlocking Brick Replacement	530,000		280,100		249,900
9348	Berczy Park - Lighting for Baseball Diamond	233,300			209,970	23,330
9350	SE Community Centre Park - Two Soccer Fields	1,275,300	34,530		1,147,770	93,000
9352	Berczy Park South - Final Phase	2,666,100	23,940		2,399,490	242,670
	Total Design	12,855,600	118,470	280,100	11,016,540	1,440,490



2009 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
Engineering						
9288	Train Anti-Whistle Project	317,900	317,900			
9289	Traffic Control Signals	741,200			481,780	259,420
9290	Safe Streets Strategy	319,500	207,675		111,825	
9291	Intersection Improvements	872,000			566,800	305,200
9292	Traffic Operational Improvements	55,000	35,750		19,250	
9293	Traffic Studies	25,000	16,250		8,750	
9294	SWM Strategy 5 - SWM Facility Maintenance Manual	57,500				57,500
9295	SWM Strategy 4 - Aitken Circle SWM Pond Retrofit	482,000			96,400	385,600
9296	SWM Strategy 3 - Pomona Mills Restoration - Phase II	560,000			224,000	336,000
9298	Birchmount Road Extension - PH 1 (Additional EA)	494,000			494,000	
9299	SWM Strategy 2 - Town Wide Erosion Database	57,500			57,500	
9300	Rodick Road Extension - PH III (14th to Esna Park)	11,731,000			11,731,000	
9301	Illumination Requests	1,500,000			1,215,000	285,000
9302	Sidewalk Requests	2,000,000			1,480,000	520,000
9303	Hagerman Diamond - Municipal Services Relocation	1,000,000				1,000,000
9304	Highway 7 SWM Pond #2	336,000			336,000	
9305	Highway 7 Sanitary Sewer - Village Parkway to YDSS	5,405,000			5,405,000	
9307	Miller Road Reconstruction - Woodbine to Rodick Road	200,000			200,000	
9309	Village Parkway Reconstruction - Hwy 7 to Landmark	34,500			34,500	
9310	Woodbine By-Pass, Phase 2B and 3	3,977,500			3,977,500	
9311	Engineering Studies - Peer Review	115,000			115,000	
9312	Rodick Road Extension - PH II (Miller to 14th Ave.)	600,000			600,000	
9314	Main Street, Markham Reconstruction - Phase 1 EA	100,000			100,000	
9315	Highway 404 Ramp Extension at Elgin Mills Road	550,000			550,000	
9316	Highway 404 Ramp Extension at Major Mackenzie Drive	526,500			526,500	
9317	Highway 404 Ramp Extension at Hwy 7	550,000			550,000	
9318	Highway 404 Mid-block Crossing, North of Hwy 7 (Design)	250,000			83,333	166,667
9319	Highway 404 Mid-block Crossing, North of Hwy 7 (PA)	448,000			149,333	298,667
9320	Enterprise Drive - PH II Construction	7,825,000			7,825,000	
9324	Growth Management Strategy - Servicing Study	534,300			534,300	
9325	Main Street, Unionville, South of Hwy 7	3,696,000				3,696,000
9327	Old Kennedy Improvements - Steeles Avenue to Denison Street	75,000			75,000	
9328	Parking Management Program	300,000	90,000		210,000	
9329	Transportation Demand Management	280,000			280,000	
9346	Miller Avenue Feasibility Study - Birchmount to Kennedy	40,000			40,000	
9347	Markham Transportation Strategic Plan	55,000			55,000	
9351	Road to Southeast Community Centre (Karachi Drive)	1,720,000				1,720,000
Total Engineering		47,830,400	667,575	-	38,132,771	9,030,054
TOTAL DEVELOPMENT SERVICES		63,794,600	976,045	440,100	51,028,761	11,349,694



2009 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
Community & Fire Services						
Museum						
9092	Museum Exhibits	15,000	15,000			
9093	Museum Artifact Restoration	15,000	15,000			
9094	Museum Historical Building and Preservation Program	47,700		47,700		
	Total Museum	77,700	30,000	47,700	-	-
Arts Centres						
* 9098	Varley Art Gallery Expansion Project	2,580,000				2,580,000
9099	Arts Centre Exterior Signage Replacement	19,400		13,400		6,000
	Total Arts Centres	2,599,400	-	13,400	-	2,586,000
Recreation & Library Construction						
9102	East Markham C.C. - Budget uplift	14,500,000			11,900,000	2,600,000
	Total Recreation & Culture Construction	14,500,000	-	-	11,900,000	2,600,000
Fire & Emergency Services						
9106	Firefighter Tools and Equipment	104,000		104,000		
* 9107	Cornell Fire Station Design	350,000			350,000	
9111	Special Responses	100,000				100,000
	Total Fire	554,000	-	104,000	350,000	100,000

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



2009 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
Recreation Services						
9113	Markham C.C. - Carpet Replacement	10,000		10,000		
9114	Senior Centre - Vinyl Tile Replacement	22,000		22,000		
9115	Rouge River C.C. - Interior Painting	9,800		9,800		
9116	Mt. Joy - Overhead Lighting & Panel Replacement	10,000		10,000		
9117	Mt. Joy - Exterior Grading	35,000		35,000		
9118	Mt. Joy - Upper Lobby/Snack Bar Flooring	10,000		10,000		
9121	Rouge River C.C. - Window Replacement	14,000		14,000		
9122	Rouge River C.C. - Water Tank Removal	7,500		7,500		
9123	Milliken Mills C.C. - Refrigeration Compressors	60,000		60,000		
9124	Mt. Joy - Sprinkler Replacement	125,000		125,000		
9125	Annual - Table and Chair Replacement Program	43,800		43,800		
9126	Annual - Fitness Equipment Replacement Program	83,700		83,700		
9127	Annual - Program Equipment Replacement Program	37,700		37,700		
9129	Annual - Aquatic Equipment Replacement Program	49,400		49,400		
9130	Annual - Automatic External Defibrillation Program	10,800		10,800		
9131	Angus Glen - Rink Board Refacing	30,000		30,000		
9132	Milliken Mills C.C. - Hall Divider	50,000		50,000		
9133	Milliken Mills C.C. - Main Hall Kitchen Equipment Replacement	25,000		25,000		
9134	Milliken Mills C.C. - (Arena) Basketball Nets	27,000	27,000			
9135	Milliken Mills C.C. - Snow Removal Equipment	25,000		25,000		
9136	Milliken Mills C.C. - Soccer Dome - Field Replacement	250,000		250,000		
9138	Crosby Arena - Brick Repairs	12,000		12,000		
9139	Crosby Arena - Floorboards & Refrig. Equipment Replacement	800,000		800,000		
9140	Crosby Arena - Exterior Painting	35,000		35,000		
9142	Warden House - Exterior Painting	7,600		7,600		
9143	Armadale C.C. - Building Automation System Replacement	42,000		42,000		
9144	Armadale C.C. - Millwork Replacement Armadale C.C. - Gym Curtain/Basketball Backboard Replacement	61,000		61,000		
9145	Milliken Mills C.C. - Floorscrubber	24,000		24,000		
9146	Centennial C.C. - Swim Lift	8,500		8,500		
9147	Thornhill C.C. - Seniors Centre Repairs	24,000		24,000		
9148	Clatworthy Arena - Counter Restoration	10,000		10,000		
9149	Recreation Facilities - Pool Sanitization upgrade	133,100	133,100			
9151	Recreation Services - Community Safety Plan	75,000	75,000			
9153	Markham C.C. - Dry Sprinkler Valve Replacement	6,000		6,000		
9154	Centennial C.C. - Lifeguard Chair Replacement	8,500		8,500		
9155	Markham C.C. - Water Heater Replacement	15,000		15,000		
9156	Clatworthy Arena - Refrigeration Electrical Panel Replacement	30,000		30,000		
9157	Clatworthy Arena - Interior Painting	12,000		12,000		
9158	Thornhill C.C. - Security System Replacement	18,000		18,000		
9159	Thornhill C.C. - Floor Resanding	19,000		19,000		
9160	Thornhill C.C. - DWH Storage Tank Replacement	14,000		14,000		
9161	Thornhill C.C. - Rink Beam Repair - Low E Ceiling Replacement	165,000				165,000
9162	Centennial C.C. - Squash Court #3 Flooring Replacement	8,000		8,000		
9163	Markham Green - Well Extension	30,000		30,000		
9164	Total Recreation Services	2,518,400	235,100	2,118,300	-	165,000

2009 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
Operations - Roads						
9165	Route & Seal - Annual Program	81,600		81,600		
9166	Asphalt Resurfacing - Annual Program	5,824,400		5,824,400		
9167	Boulevard Repairs - Annual Program	52,000		52,000		
9168	Emergency Repairs - Annual Program	104,000		104,000		
9169	Traffic Signals Upgrades - Annual Program	112,400		112,400		
9170	Localized Repairs - Curb & Sidewalk - Annual Program	520,200		520,200		
9171	Parking Lots	506,100		261,100		245,000
9173	Milne Park Road Paving	150,000		100,000		50,000
9174	Retaining Walls - Annual Program	71,400		71,400		
9175	Secondary Road Works - Annual Program	500,000				500,000
9176	Storm Sewer Inspection - Annual Program	104,000		104,000		
9177	Storm Water Retention Pond Maintenance - Annual Program	51,000		51,000		
9179	Upgraded Guiderail Installation - Annual Program	41,600		41,600		
9180	Salt Management Implementation - Annual Program	30,000	30,000			
9181	Entrance Feature Rehabilitation	106,800		31,200		75,600
9182	Railway Crossing Improvements - 19th Ave. East of 9th Line	30,000		30,000		
	Total Operations - Roads	8,285,500	30,000	7,384,900	-	870,600
Operations - Parks						
	<u>Trees for Tomorrow</u>					
9188	Replacement of Boulevard/Park Trees - Annual Program	153,000		153,000		
9191	New Tree Planting in Parks - Annual Program	20,000	20,000			
*	9201 Markham Trees for Tomorrow - Year 3	250,000	250,000			
	Subtotal - Tree Planting Initiative	423,000	270,000	153,000	-	-
*	9184 Enhanced Cultural Practices - Year 3 of 5	100,000	100,000			
9185	Playstructure & Safety Resurfacing - Annual Program	212,200		212,200		
9186	Paving Pathways & Facilities - Annual Program	106,100		106,100		
9187	TRCA 50/50 Community Projects	40,000	20,000			20,000
9189	Electrical & Cabling - Annual Program	81,600		81,600		
9190	Adopt-a-Park and Colour Your Corner - Annual Program	15,000				15,000
9193	Volunteer Ice Rink - Annual Program	30,000				30,000
9194	Court Resurfacing/Reconstruction - Annual Program	448,800		326,400		122,400
9195	Sportsfield Maintenance & Reconstruction - Annual Program	116,700		116,700		
9196	Dog Off Leash Area Fencing - Annual Program	40,000				40,000
9199	Floodlights Replacement - Annual Program	45,900		45,900		
9200	Town Park Furniture/Amenities - Annual Program	127,300		127,300		
	Total Operations - Parks	1,786,600	390,000	1,169,200	-	227,400

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



2009 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
Facility Assets						
9202	Library Facility Improvements	141,200		141,200		
9203	Bird Collision Study & Implementation	50,000	5,000		45,000	
9206	Fire Facility Improvements	65,100		65,100		
9207	Operations Facilities Improvements	112,800		112,800		
9208	Roofing Maintenance & Structural Adequacy - Annual Program	83,300		83,300		
9209	Roofing Replacement Projects - Annual Program	368,400		368,400		
9210	Satellite Community Centre Improvements - Annual Program	181,000	30,000	151,000		
9211	Accessibility Annual Program	230,000		100,000		130,000
9212	Other Facility Improvements - Annual Program	220,000		220,000		
9214	Civic Centre Improvements - Annual Program	207,100		207,100		
9216	Building Backflow Prevention	75,000	75,000			
9218	Corporate Accommodation - Annual Program	2,000,000		300,000		1,700,000
* 9219	Permanent Public Washrooms	200,000				200,000
9222	Centennial C.C. - Green Technology Upgrades	110,000				110,000
9223	Building Condition Audits - Annual Program	83,700		83,700		
* 9341	Civic Centre Conversion to MDE Connection	330,000				330,000
	Total Asset Management	4,457,600	110,000	1,832,600	45,000	2,470,000
Right-of-Way Assets						
9225	Structures Inspection - Annual Program	51,000		51,000		
9226	Bridge Improvement - Main Street Markham S of Hwy 7 (B25) Culvert Improvement - Steelcase Rd W, S of John (C01 & C01A)	1,248,500				1,248,500
9227		704,000		704,000		
9228	Illumination Requests & Upgrading - Annual Program	80,000	36,000			44,000
9229	Pedestrian Bridge Improvement - Summerdale Park (P26)	21,300		21,300		
9230	Pedestrian Bridge Improvement - Toogood Pond (P27)	12,000		12,000		
9231	Pedestrian Bridge Improvement - Toogood Pond (P28)	12,000		12,000		
9232	Bullock Widening @ McCowan - Construction - Centennial turn	1,000,000				1,000,000
9233	Pedestrian Bridge Improvement - Toogood Pond (P29)	14,000		14,000		
9234	Culvert Improvement - Applecreek Blvd E of Woodbine (C05)	120,700		120,700		
9235	PowerStream - Streetlight Replacement - Annual Program	50,000	13,000			37,000
9236	Survey Monument Replacements - Annual Program	26,000		26,000		
9237	Storm Sewer Pipe Rehabilitation	200,000		200,000		
9238	Streetlight Replacement Program/Inventory/Condition	205,700		205,700		
9239	Glynwood Surcharge Sewer Construction	1,100,000				1,100,000
9240	Storm Water Management - Pond Inspection	51,000		51,000		
9241	Storm Water Management - Pond Maintenance (ID#10)	500,000		500,000		
9330	Thornhill Storm Sewers Upgrades	2,000,000				2,000,000
	Total Capital Works, ROW	7,396,200	49,000	1,917,700	-	5,429,500
Operations - Fleet						
9244	Corporate Fleet Replacement - Annual Program	1,139,100		1,139,100		
9245	Waterworks - Fleet Replacement - Annual Program	275,800				275,800
* 9246	New Equipment - Enhanced Cultural Practices - Year 3	100,000	100,000			
9247	Corporate Fleet Refurbishing - Annual Program	33,600		33,600		
	Total Operations - Fleet	1,548,500	100,000	1,172,700	-	275,800

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



2009 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
Waste Management						
*	9248 Multi-Residential Organics Program Roll-Out - Phase 3 of 5	25,000	25,000			
*	9249 Community Mailbox Recycling	50,000	50,000			
	9250 Mission Green @ Work	50,000	50,000			
	9251 Special Events Recycling	30,000	30,000			
	Total Waste Management	155,000	155,000	-	-	-
Strategic Services						
	9252 Annual Top Up - MESF Reserve	183,000	183,000			
	Total Strategic Services	183,000	183,000	-	-	-
Markham Public Library						
	9254 Replace Shelving - Annual Program	61,200		61,200		
	9255 Replace Furniture and Equipment - Annual	61,200		61,200		
	9259 Milliken Mills Library Feasibility Study	50,000	5,000		45,000	
	Total Library	172,400	5,000	122,400	45,000	-
Waterworks						
	9264 Sanitary Sewer Construction/Replacement Design for 2010	100,000				100,000
	9265 Watermain Construction Design (for 2010 Program)	100,000				100,000
	9266 Permanent Flow Monitoring Stations	30,000				30,000
	9267 Inflow/Infiltration	260,000				260,000
	9268 Sanitary Sewer Collection System Hydraulic Modeling	50,000				50,000
	9269 Water Distribution System Hydraulic Modeling	30,000				30,000
	9270 Waterworks Process Control System (PCS)	80,000				80,000
	9273 Water-Related Improvements & Equipment	55,000				55,000
	9276 Watermain Construction and Replacement Program	2,495,000				2,495,000
	9278 Sanitary Sewer Construction/Replacement Program	250,000				250,000
	9279 Sanitary Trunk Sewer Zoom Inspection	60,000				60,000
	9281 SDWA QMS Implementation & Maintenance	300,000				300,000
	9282 Sewer System Upgrade/Rehabilitation Program	1,300,000				1,300,000
	9284 Water Meter Replacement/Upgrade Program	450,000				450,000
	9285 Cement Relining of Iron Watermains Program	1,200,000				1,200,000
	9286 Cathodic Protection of Iron Watermains	450,000				450,000
	9287 As-Built Mobile	50,000				50,000
	Total Waterworks	7,260,000	-	-	-	7,260,000
	TOTAL COMMUNITY & FIRE SERVICES	51,494,300	1,287,100	15,882,900	12,340,000	21,984,300
	TOTAL 2009 CAPITAL BUDGET	117,614,100	3,426,145	16,453,000	63,964,761	33,770,194

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



2009 CAPITAL BUDGET SOURCES OF FUNDING

LIFE CYCLE REPLACEMENT & CAPITAL RESERVE		19,879,145
DEVELOPMENT CHARGES (DCA) & DEVELOPERS		64,043,761
FEDERAL GAS TAX GRANT		2,710,000
PROVINCIAL GRANTS		
Infrastructure Grant	8,125,993	
Roads & Bridges Grant	<u>3,295,097</u>	11,421,090
OTHER SOURCES		
Waterworks Reserve	8,875,200	
Ramp-Up Reserves	1,700,000	
Varley-McKay Foundation	1,680,000	
Pre - DCA	1,571,720	
10% Non-DC Growth	1,300,000	
Markham-Stouffville Hospital	1,300,000	
Closed Capital From Previous Years (Carry Forward)	978,300	
Region of York	644,668	
Roads Reserve	500,000	
GO Transit	375,000	
Town of Richmond Hill	232,666	
Building Fees	151,000	
Tennis Clubs	122,400	
Development Fees	109,150	
Toronto & Region Conservation Authority	20,000	
TOTAL OTHER SOURCES	<u> </u>	19,560,104
TOTAL 2009 CAPITAL & OTHER PROGRAMS BUDGET		<u>117,614,100</u>

2009 Sources of Capital Funding Budget \$117.6 M

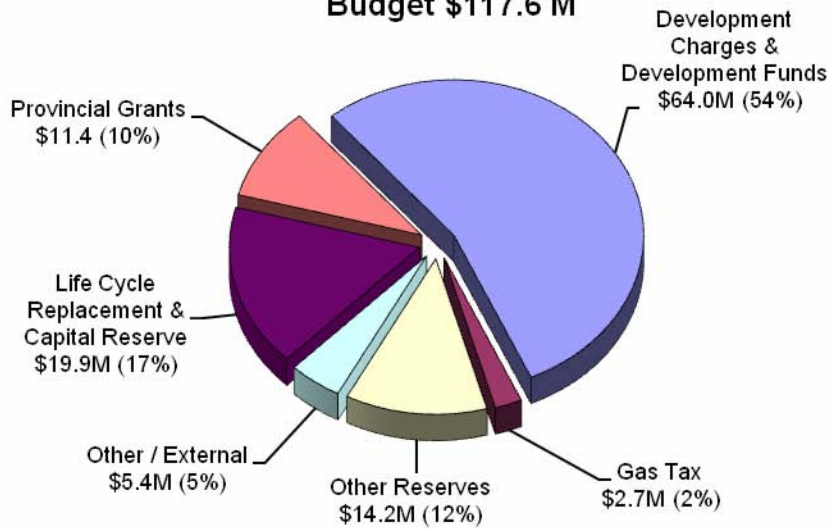


Chart "A"
Details of Other Reserves Funding Total \$14.2M

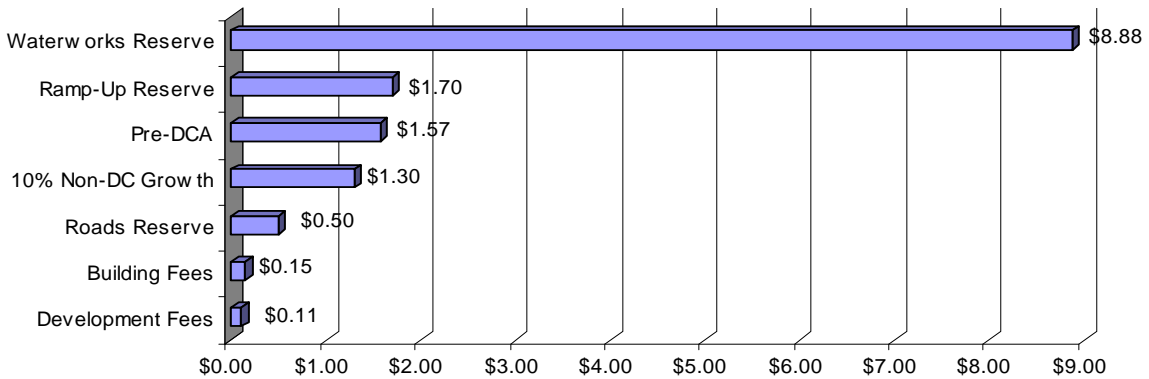
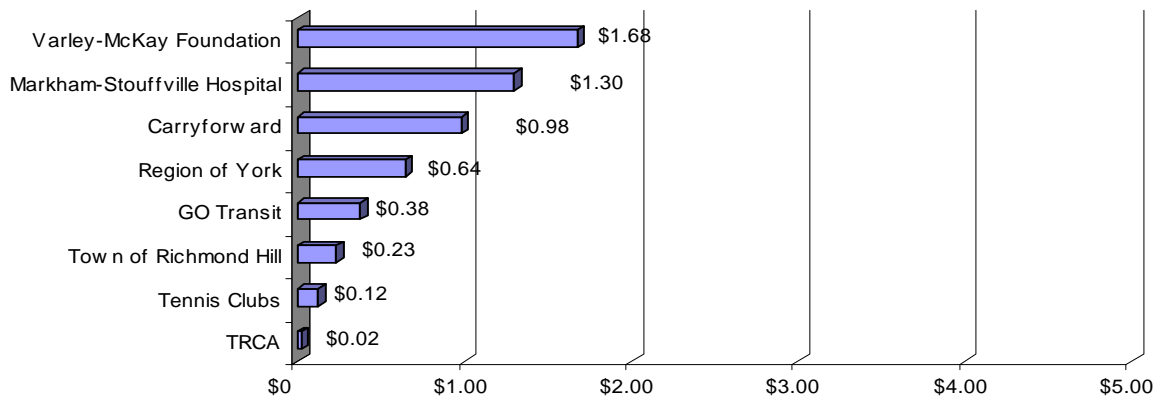


Chart "B"
Details of Other / External Funding Total \$5.4M





2009 CAPITAL INDUCED OPERATING COSTS

Department / Capital Project Description	2009 Operating Budget Impact \$	Annualized Operating Impact \$	Operating Account
<u>ITS</u>			
Backflow Prevention Management System - Purchase of customized Amanda Module for tracking Backflow Prevention Records and Documentation, By-law compliance enforcement and interfacing with Building Department records.	10,775	10,775	Software maintenance
Job Costing System/Module - Select and acquire a Job Costing System/Module that would allow capturing job costing information for accurate Capital Assets' valuation and better decision support.	2,000	2,000	Annual software maintenance
Point of Sale Terminals - Required as the next phase of the new Cashiering System, which was implemented in 2008.	5,400	5,400	Annual hardware warranty costs
QMS Management Software - Software to manage the Drinking Water Quality Management System currently being implemented as required by the Ministry of Environment's Safe Drinking Water Act.	8,200	8,200	Annual software maintenance
Rugged Laptop for Operations Fleet Management - Purchase of ruggedized laptop and vehicle diagnostic software.	600	600	Annual software maintenance
Total ITS	26,975	26,975	
<u>Economic Development</u>			
Creative City Sector Program - To implement a multi-year sector development program to develop the Information, Entertainment & Cultural industries as a source of economic growth and sustainable employment.	92,323	92,323	Funding for a Senior Business Development Officer
<u>Arts Centres</u>			
Varley Art Gallery Expansion - To increase the exhibition and programming space of the Gallery.	26,000	26,000	Increased costs of heat & hydro, plus increased art programming costs
<u>Fire & Emergency Services</u>			
Cornell Fire Station Design - Design of a new fire station which will also include a new Fire Communications centre. Design to be completed in 2009 with construction planned for 2010.		2,072,786	20 firefighters, 1 training officer, 1 fire prevention officer
<u>Operations - Parks</u>			
Markham Trees for Tomorrow - Year 3 - 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.	56,614	56,614	2 additional 150-day staff + supplies
Enhanced Cultural Practices - Year 3 of 5 - Installation of irrigation systems on all Class B sportsfields.	127,848	127,848	3 additional 150-day staff + supplies. Fertilizer, top dressing & grass seeds
Total Operations - Parks	184,462	184,462	
<u>Facility Assets</u>			
Permanent Public Washrooms - Installation of 2 permanent public washrooms based on results of feasibility study	15,600	25,600	Annual costs for cleaning & maintenance, janitorial supplies, water & hydro
Civic Centre Conversion to MDE Connection - Replacement of the conventional heating and cooling equipment (chillers, boilers, cooling tower, etc) with Markham District Energy (MDE) supplied thermal energy. This is a 3-year financial commitment with MDE which would replace a 20 year forecasted lifecycle replacement cost of \$764,000 and approximately \$12,000 in annual maintenance costs.	(7,900)	(17,800)	Savings in building maintenance and natural gas costs
Total Facility Assets	7,700	7,800	
<u>Operations - Fleet</u>			
New Equipment - Enhanced Cultural Practices - Year 3 - 2 tractors and 1 aerator required for installation of irrigation systems on all Class B sportsfields.	4,950	9,900	Tractor & aerator maintenance, diesel fuel for tractors

Department / Capital Project Description	2009 Operating Budget Impact \$	Annualized Operating Impact \$	Operating Account
<u>Waste Management</u>			
Multi-Residential Organics Program Roll-out - Phase 3 of 5 - To provide containers and public education for the implementation of organics collection program to the 52 high-rise buildings Markham services.	15,924	21,232	Increase in costs of organic waste collection vs. costs of garbage collection
Community Mailbox Recycling - Phase 2 of 8 - To expand installations of litter mail collection containers at Canada Post Community Mailboxes throughout Town as part of Litter Prevention Program.	975	1,300	Recycling cost of \$26/unit for 50 units to be installed in 2009
<u>Total Waste Management</u>	<hr/> 16,899	<hr/> 22,532	
Total Capital Induced Operating Costs	<hr/> 359,309	<hr/> 2,442,778	



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 it's "Development Charges Background Study" (DC Study) and DC By-laws in 2004.

A capital forecast based on the 2004 DC Study information is included for the period 2009 to 2013, preliminary forecast information for the year 2014 is also included and is subject to Council approval:

2009 to 2014 Capital Budget Forecast

(in thousands of constant dollars - gross cost)

Category	2009	2010	2011	2012	2013	2014	TOTAL
(A) General Government	418.2	418.2	418.2	518.2	418.2	946.7	\$3,137.7
(B) Library	0.0	0.0	0.0	0.0	7,457.6	0.0	\$7,457.6
(C) Fire Services	0.0	118.8	1,100.0	0.0	0.0	1,324.0	\$2,542.8
(D) Indoor Recreation	0.0	0.0	0.0	0.0	32,214.2	0.0	\$32,214.2
(E) Park Development & Facilities	6,268.6	4,822.4	5,252.4	4,968.2	2,702.7	9,291.0	\$33,305.3
(F) Public Works	5,787.6	30.0	80.0	45.0	5,634.4	793.0	\$12,370.0
TOTAL	\$12,474.4	\$5,389.4	\$6,850.6	\$5,531.4	\$48,427.1	\$12,354.7	\$91,027.6

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

Non-Growth Related 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."

2009 to 2014 Capital Budget Forecast (based on 2008 Update)

(in thousands of constant dollars - gross cost)

CATEGORY	2009	2010	2011	2012	2013	2014	TOTAL
Bridges	1,304.7	2,972.4	1,328.3	1,349.2	629.5	1,286.6	\$8,870.7
Facilities	8,148.7	12,946.5	6,225.6	6,599.0	5,087.1	4,928.6	\$43,935.6
Fire Bunker Gear	104.0	117.4	122.3	1,225.0	128.5	209.5	\$1,906.6
ITS	669.5	899.8	1,448.0	1,925.4	1,353.9	1,214.1	\$7,510.7
Parks	1,454.7	873.1	940.4	2,156.4	1,793.0	1,391.5	\$8,609.2
Roads	6,990.5	7,438.2	7,668.2	7,738.7	8,130.0	8,378.8	\$46,344.4
Storm Sewers	376.9	804.9	649.3	604.2	612.3	420.5	\$3,468.0
Storm Water Mgmt	357.0	572.2	583.7	595.3	607.2	619.4	\$3,334.9
Street Lights	131.7	80.7	82.3	83.9	143.0	145.9	\$667.4
Traffic Lights	112.4	106.2	108.0	94.2	337.8	271.7	\$1,030.4
Vehicles	1,984.4	1,932.2	2,714.2	2,145.5	6,268.3	6,035.1	\$21,079.7
TOTAL	\$21,634.5	\$28,743.6	\$21,870.3	\$24,516.9	\$25,090.8	\$24,901.6	\$146,757.6



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

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 REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Angus Glen Community Park – Construction Final Phase

Project Number 9085

Estimated Total Cost of Project

\$4,430,300

Commission Development Services

Department Design

Project Description

Location

Angus Glen Community Centre property.

Work to be Performed

Construction of the final phase of this park, including park pavilions and maintenance building. Design for the final phase was approved in 2008.

Reason for Work

This is to complete the construction of the park, which will enable the community centre to expand its programs offered to residents. Phase I involved construction of a soccer field, which was completed in 2008.

Impact on Future Operating Budgets

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

Estimated Project Completion Date – Fall 2011



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Leitchcroft (Times Galleria) Community Park - Construction

Project Number 9088

Estimated Total Cost of Project

\$2,278,100

Commission Development Services

Department Design

Project Description

Location

Leitchcroft community (southwest of Leslie Street and Highway 7 at Times Avenue and Galleria Parkway)

Work to be Performed

Construction of new park, beginning in 2009.

Reason for Work

Provide the Leitchcroft community with a new neighbourhood park.

Impact on Future Operating Budgets

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

Estimated Project Completion Date – Fall 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Box Grove, South Village Neighbourhood Park - Construction

Project Number 9089

Estimated Total Cost of Project

\$1,035,500

Commission Development Services

Department Design

Project Description

Location

In the Boxgrove neighbourhood at 9th Line and 14th Avenue

Work to be Performed

Construction of new park, including linear buffer containing preserved trees

Reason for Work

Provide the Boxgrove community with a new neighbourhood park

Impact on Future Operating Budgets

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

Estimated Project Completion Date – Fall 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name SE Community Centre Park – Two Soccer Fields

Project Number 9350

Estimated Total Cost of Project

\$1,275,300

Commission Development Services

Department Design

Project Description

Location

East of Markham Road, between Steeles Avenue and 14th Avenue

Work to be Performed

Construction of two full sized irrigated soccer fields with associated gravel parking lot, pathways, site furnishings and picnic area.

Reason for Work

To construct a park in advance of the construction of a Community Centre in this area

Impact on Future Operating Budgets

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

Estimated Project Completion Date – Fall 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Berczy Park South – Final Phase

Project Number 9352

Estimated Total Cost of Project

\$2,666,100

Commission Development Services

Department Design

Project Description

Location

Northeast corner of The Bridlewalk and Wilfred Murison Avenue

Work to be Performed

Construction of final phase of Berczy Park South Neighbourhood Park, including pathways, structures, tennis court, play equipment area, and parking lot

Reason for Work

Completion of park based on design work completed in 2008

Impact on Future Operating Budgets

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

Estimated Project Completion Date – Fall 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Rodick Road Extension – Phase III (14th to Esna Park)

Project Number 9300

Estimated Total Cost of Project

\$11,731,000

Commission Development Services

Department Engineering

Project Description

Location

Rodick Road – from 14th Avenue to Esna Park Drive

Work to be Performed

Widening of the existing road from two (2) lanes to four (4) lanes, construction of an overpass over the CN Tracks, and intersection improvements on Esna Park Drive.

Reason for Work

To provide an alternative for north-south road network within the area as per Town Environmental Assessment Study

Impact on Future Operating Budgets

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

Estimated Project Completion Date – 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Illumination Requests

Project Number 9301

Estimated Total Cost of Project

\$ 1,500,000

Commission Development Services

Department Engineering

Project Description

Location

Various locations within the Town

Work to be Performed

Installation of new street lighting within the Town and Regional roads

Reason for Work

Work is part of Engineering 10 Year Capital Program

Impact on Future Operating Budgets

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

Estimated Project Completion Date – 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Sidewalk Requests

Project Number 9302

Estimated Total Cost of Project

\$ 2,000,000

Commission Development Services

Department Engineering

Project Description

Location

Various locations within the Town

Work to be Performed

Installation of new sidewalks within the Town and Regional roads

Reason for Work

Work is part of Engineering 10 Year Capital Program

Impact on Future Operating Budgets

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

Estimated Project Completion Date – 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Hagerman Diamond – Municipal Services Relocation

Project Number 9303

Estimated Total Cost of Project

\$1,000,000

Commission Development Services

Department Engineering

Project Description

Location

14th Avenue – Between Birchmount Road and Kennedy Road

Work to be Performed

Relocation of existing municipal services (i.e. storm, sanitary and water)

Reason for Work

Relocation of existing services was required by the rail grade separation for GO Transit

Impact on Future Operating Budgets

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

Estimated Project Completion Date – 2009



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Highway 7 Sanitary Sewer – Village Parkway to YDSS

Project Number 9305

Estimated Total Cost of Project

\$5,405,000

Commission Development Services

Department Engineering

Project Description

Location

Highway 7 – from Village Parkway to Main Street Unionville

Work to be Performed

Construction of trunk sanitary sewer to service Markham Centre Developers

Reason for Work

To provide sanitary sewer outfall for Markham Centre Developers

Impact on Future Operating Budgets

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

Estimated Project Completion Date – 2011

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Woodbine By-Pass, Phase 2B and 3

Project Number 9310

Estimated Total Cost of Project

\$3,977,500

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 Honda Boulevard

Work to be Performed

Woodbine by-pass road construction from Lord Melbourne to Honda Boulevard

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 Environmental Assessment 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 – 2009



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Enterprise Drive – Phase II Construction

Project Number 9320

Estimated Total Cost of Project

\$7,825,000

Commission Development Services

Department Engineering

Project Description

Location

Enterprise Drive – from YMCA Boulevard to Main Street Unionville
Unionville Gate – from Main Street Unionville to Kennedy Road

Work to be Performed

Road construction to extend Enterprise Drive to Kennedy Road

Reason for Work

Will provide an alternative route for east / west traffic through Enterprise Drive from Warden Avenue to Kennedy Road.

Impact on Future Operating Budgets

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

Estimated Project Completion Date – 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Road to Southeast Community Centre (Karachi Drive)

Project Number 9351

Estimated Total Cost of Project

\$1,720,000

Commission Development Services

Department Engineering

Project Description

Location

Karachi Drive – East of Markham Road, south of 14th Avenue

Work to be Performed

Construction of a two lane local road

Reason for Work

Road construction is required in order to provide access to the proposed Southeast Community Centre.

Impact on Future Operating Budgets

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

Estimated Project Completion Date – 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Varley Art Gallery Expansion

Project Number 9098

Estimated Total Cost of Project

\$2,580,000

Commission Community & Fire Services

Department Arts Centres

Project Description

Location

Varley Art Gallery (intersection of Main St. Unionville and Carlton Rd.)

Work to be Performed

The project would consist of moving the staff offices to the second floor of the expanded space and converting the current office space into a new community rental and art programming space.

Reason for Work

The purpose of this expansion project is to increase the exhibition and programming space of the Gallery.

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 – Fall 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name East Markham Community Centre

Project Number 9102

Estimated Total Cost of Project

\$14,500,000

Commission Community & Fire Services

Department Recreation & Library Construction

Project Description

Location

Bur Oak and Highway 7 (adjacent to Markham-Stouffville Hospital)

Work to be Performed

Construction of new 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. This budget increase is requested due to increased costs of materials, changes in the scope of the project, and the forecasted completion date of the facility

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 REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Asphalt Resurfacing

Project Number 9166

Estimated Total Cost of Project

\$5,824,400

Commission Community & Fire Services

Department Recreation & Library Construction

Project Description

Location

Town-wide

Work to be Performed

Asphalt resurfacing of approximately 18 km of two-lane road throughout the Town, along with sidewalk, catchbasin and manhole repair.

Reason for Work

Asphalt resurfacing of roads throughout the Town utilizing a pavement management program to select rehabilitation candidates. The overall goal is to maintain an acceptable pavement condition index and user satisfaction by implementing cost effective strategies designed to extend pavement life and reduce overall maintenance costs of the of the road network.

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 2009

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Corporate Accommodation

Project Number 9218

Estimated Total Cost of Project

\$2,000,000

Commission Community & Fire Services

Department Asset Management, Facility Assets

Project Description

Location

Civic Centre and other Town facilities

Work to be Performed

Annual space planning and accommodation program at the Civic Centre and other Town facilities related to Town departmental growth.

Reason for Work

The Corporate accommodation program is necessary to maintain the current service levels provided by all departments as the Town grows. Facility space requirements and better use of space is the determining factor.

Impact on Future Operating Budgets

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

Estimated Project Completion Date – December 2009



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Bridge Improvement – Main Street Unionville S of Hwy 7

Project Number 9226

Estimated Total Cost of Project

\$1,248,500

Commission Community & Fire Services

Department Asset Management, Right-of-Way Assets

Project Description

Location

Main Street Unionville, South of Highway 7

Work to be Performed

Bridge rehabilitation, road construction, local sanitary sewer and watermain construction and streetscape enhancements.

Reason for Work

Due to deterioration of the bridge structure - replacement of the deck and rehabilitation of the substructure is required.

Impact on Future Operating Budgets

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

Estimated Project Completion Date – Spring 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Bullock Widening @ McCowan – Centennial Community Centre

Project Number 9232

Estimated Total Cost of Project

\$1,000,000

Commission Community & Fire Services

Department Asset Management, Right-of-Way Assets

Project Description

Location

Bullock Drive and McCowan Road

Work to be Performed

Construction of an additional eastbound left turn lane on Bullock Drive at McCowan.

Reason for Work

To accommodate the new GO Transit parking structure at the Centennial Community Centre.

Impact on Future Operating Budgets

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

Estimated Project Completion Date – December 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Glynnwood Surcharge Sewer Construction

Project Number 9239

Estimated Total Cost of Project

\$1,100,000

Commission Community & Fire Services

Department Asset Management, Right-of-Way Assets

Project Description

Location

Northeast corner of Bayview Avenue and John Street

Work to be Performed

Design, construction and contract administration of surcharge sewer between Thornhill Community Centre and Glynnwood Stormwater management pond.

Reason for Work

To alleviate flooding concerns in the area.

Impact on Future Operating Budgets

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

Estimated Project Completion Date – December 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Thornhill Storm Sewer Upgrades

Project Number 9330

Estimated Total Cost of Project

\$2,000,000

Commission Community & Fire Services

Department Asset Management, Right-of-Way Assets

Project Description

Location

Various locations in the Thornhill area

Work to be Performed

Phase-in of storm sewer upgrades required in the Thornhill area based on the 2008 Thornhill Storm Water Flood Remediation Study.

Reason for Work

Upgrades required to Thornhill area storm sewers because current storm sewer capacity is limited.

Impact on Future Operating Budgets

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

Estimated Project Completion Date – December 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Corporate Fleet Replacement

Project Number 9244

Estimated Total Cost of Project

\$1,139,100

Commission Community & Fire Services

Department Operations - Fleet

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 equipment 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 which will actually reduce operating costs or will afford a future cost avoidance.

Estimated Project Completion Date – December 2009

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Watermain Construction and Replacement Program

Project Number 9276

Estimated Total Cost of Project

\$2,495,000

Commission Community & Fire Services

Department Waterworks

Project Description

Location

Henderson Ave between Steeles Ave and Doncaster Ave; and on Bullock Dr between McCowan Rd and Abercorn Dr.

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 2009



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Sewer System Upgrade & Rehabilitation Program

Project Number 9282

Estimated Total Cost of Project

\$1,300,000

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 2009

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Cement Relining of Iron Watermains

Project Number 9285

Estimated Total Cost of Project

\$1,200,000

Commission Community & Fire Services

Department Waterworks

Project Description

Location

Various locations throughout the Town

Work to be Performed

Continuing program of cement relining unlined ductile iron watermain pipe, including hydrant & valve replacements. A total of 67 km has been relined since the beginning of the program, with the remaining 15 km to be completed by 2012.

Reason for Work

To prevent corrosion and restore water quality.

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 2009

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.

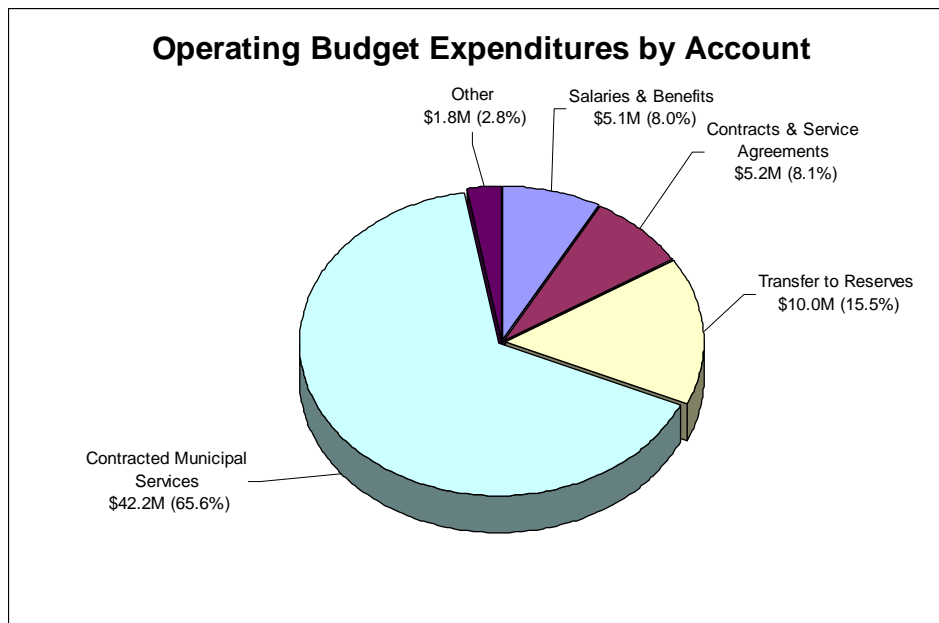
In 2007, the Town of Markham implemented the Water & Wastewater Reserve Study with the purpose of addressing the ongoing replacement and rehabilitation requirements for the aging water and sewer systems. The study made recommendations to the level of Water & Wastewater Infrastructure Surcharge to charge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

Operating Budget

Expenditures

The 2009 Operating Budget for Waterworks totals \$64,266,839 (excluding prior year's surplus). This marks an increase of \$5.0 million over the 2008 Operating Budget.

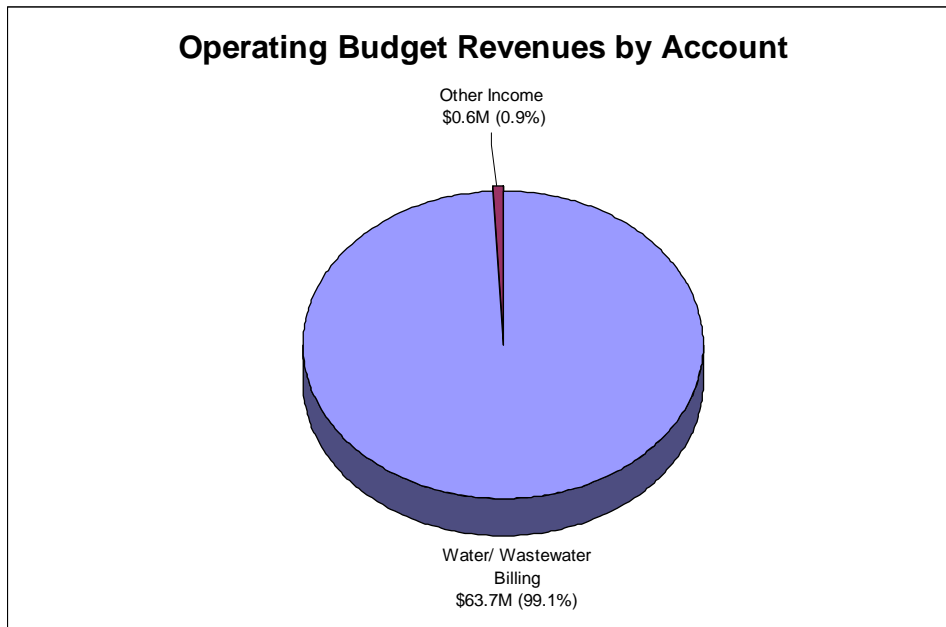
The figure below indicates that the major portion of budgeted expenditures is Contracted Municipal Services, which is for the purchase of water from the Region of York. Transfer to Reserves, which accounts for 15.5% of the Operating Budget, represents transfer to the Waterworks Reserve in order to sustain future replacement & rehabilitation requirements. Contract & Service Agreements, which accounts for 8.1% of the Operating Budget, includes items such as inspection & cleaning of the sewer line, maintenance & repair of the water & sewer system, water sampling & testing, installation & maintenance of meters, and water/wastewater reading & billing.





Revenues

The Operating Budget is funded mainly through revenues associated with billings related to the sale of water. Please refer to the figure below. The Town's water/wastewater rates have increased by 13.4% from the previous year's level as a result of the wholesale water rate increase of 10.0% from the Region of York effective April 1, 2009 and 3.4% increase from the Water & Wastewater Infrastructure Surcharge as identified in the Water & Wastewater Reserve Study.



Capital Budget

The 2009 Waterworks Capital Budget totals \$7,260,000 which is fully funded from the Waterworks reserve. The capital projects include annual programs for watermain's construction/replacement, relining of watermain's, 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 \$8,871,000.



WATERWORKS CONSOLIDATED 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
TAX LEVIES	\$85,843	-	-	-	0.0%	(\$85,843)	-100.0%	
FINES/ BILLINGS	53,692,120	58,828,097	63,710,839	4,882,742	8.3%	10,018,719	18.7%	
USER FEES & SERVICE CHARGES	486,618	262,940	427,000	164,060	62.4%	-59,618	-12.3%	
SALES	150,322	126,000	126,000	-	0.0%	(24,322)	-16.2%	
RECOVERIES & CONTRIBUTIONS	28,686	3,000	3,000	-	0.0%	(25,686)	-89.5%	
OTHER INCOME	-2,714	-	-	-	0.0%	2,714	-100.0%	
TRANSFERS FROM RESERVES	46,080	-	-	-	0.0%	(46,080)	-100.0%	
Total Revenues	\$54,486,955	\$59,220,037	\$64,266,839	\$5,046,802	8.5%	\$9,779,884	17.9%	
Expenses								
SALARIES AND BENEFITS	\$4,620,353	\$5,158,261	\$5,142,895	-\$15,366	-0.3%	\$522,542	11.3%	
PRINTING & OFFICE SUPPLIES	28,726	43,019	33,019	-10,000	-23.2%	4,293	14.9%	
OPERATING MATERIALS & SUPPLIES	85,935	104,761	104,761	0	0.0%	18,826	21.9%	
CONSTRUCTION MATERIALS	422,496	537,620	581,191	43,571	8.1%	158,695	37.6%	
INVENTORY ADJUSTMENTS	57,328	-	-	-	0.0%	(57,328)	-100.0%	
UTILITIES	28,971	43,477	35,805	-7,672	-17.6%	6,834	23.6%	
COMMUNICATIONS	34,787	41,244	39,744	-1,500	-3.6%	4,957	14.2%	
TRAVEL EXPENSES	22,175	41,500	47,500	6,000	14.5%	25,325	114.2%	
TRAINING	42,353	58,630	56,130	-2,500	-4.3%	13,777	32.5%	
CONTRACTS & SERVICE AGREEMENTS	4,042,496	4,839,400	5,223,628	384,228	7.9%	1,181,132	29.2%	
MAINT. & REPAIR-TIME/MATERIAL	275,375	260,342	367,880	107,538	41.3%	92,505	33.6%	
RENTAL/LEASE	7,469	35,099	17,099	-18,000	-51.3%	9,630	128.9%	
PROFESSIONAL SERVICES	143,273	213,034	133,034	-80,000	-37.6%	-10,239	-7.1%	
LICENCES, PERMITS, FEES	18,208	17,260	17,260	0	0.0%	(948)	-5.2%	
PROMOTION & ADVERTISING	0	8,000	8,000	-	0.0%	8,000	-	
CONTRACTED MUNICIPAL SERVICES	38,162,953	39,354,109	42,175,953	2,821,844	7.2%	4,013,000	10.5%	
OTHER PURCHASED SERVICES	210,921	210,921	232,013	21,092	10.0%	21,092	10.0%	
WRITE-OFFS	52,624	73,353	88,614	15,261	0.0%	35,990	68.4%	
TRANSFERS TO RESERVES	8,226,087	8,180,007	9,962,313	1,782,306	21.8%	1,736,226	21.1%	
Total Expenses	\$56,482,530	\$59,220,037	\$64,266,839	\$5,046,802	8.5%	\$7,784,309	13.8%	
Net Expenditures/(Revenues)	\$1,995,575	-	-	-	0.0%	-\$1,995,575	-100.0%	

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.

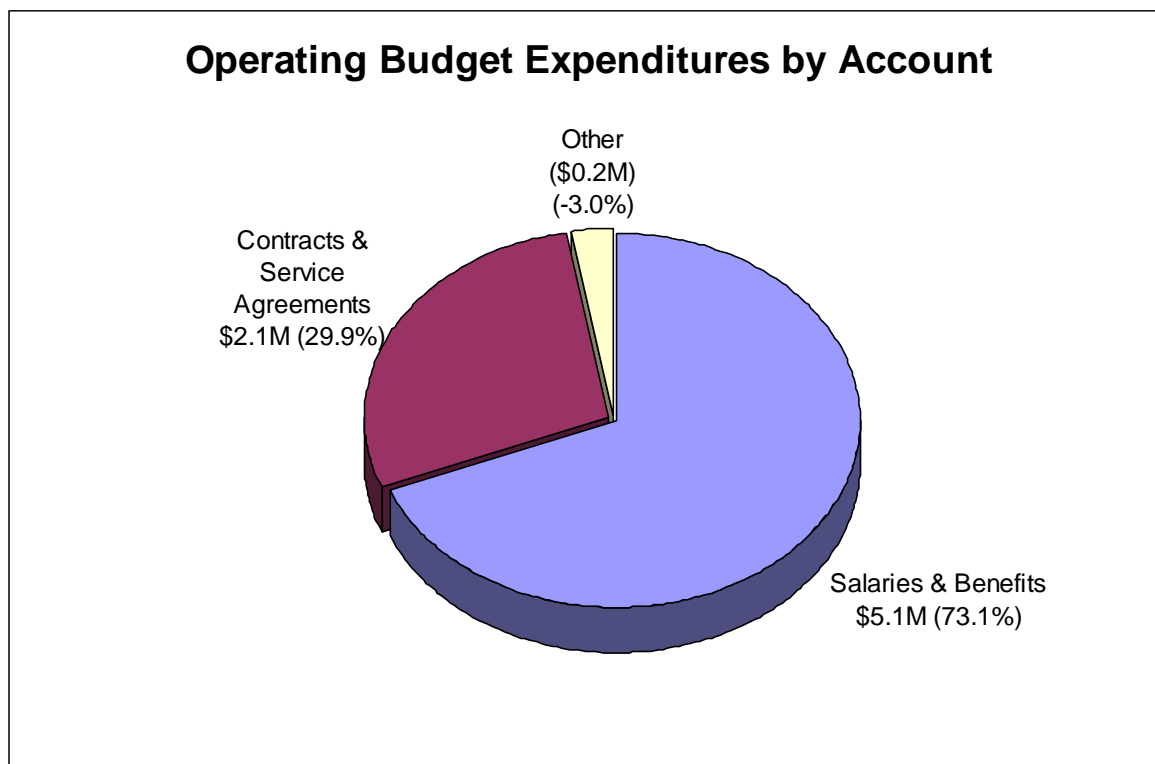
The new Building Code Statute Law Amendment Act, 2002 (Bill 124) took effect July 1, 2005. This legislation stipulates fees must not exceed the anticipated reasonable cost to administer and enforce the Act and that revenues and costs be reported separately.

Operating Budget

Expenditures

The 2009 Operating Budget for Building totals \$6,970,563. This marks a decrease of \$80,000 over the 2008 Operating Budget due to a decline in transfer to reserves.

The figure below indicates that the major portion of budgeted expenditures is Salaries and Benefits, which accounts for 73.1% of the Operating Budget. Contracts & Service Agreement represents indirect costs such as ITS equipment, other department's services, overhead costs and is 29.9% of the Operating Budget.



Revenues

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

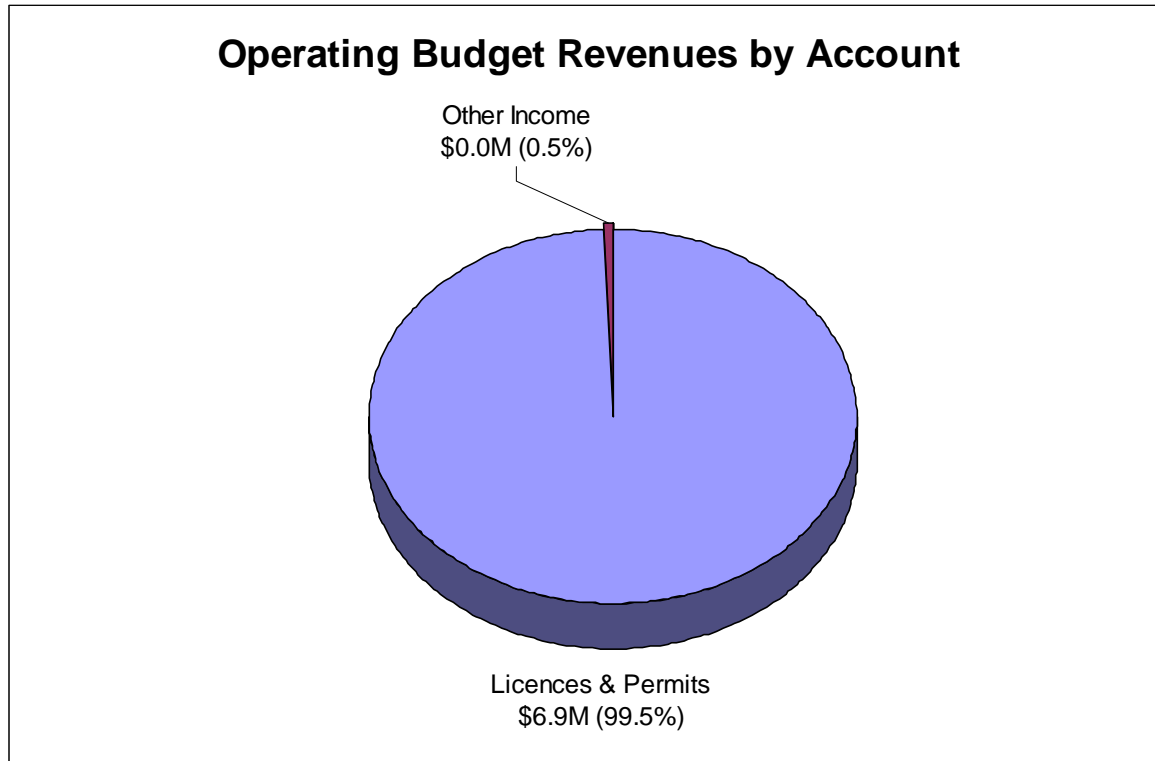


Exhibit 2

Capital Budget

Building Standards department requested 2009 ITS Capital Budget of \$189,500 for Building department systems enhancements including inspection mobile hardware and replacement of the MFD units which is fully funded from the Building Fee reserve.



BUILDING STANDARDS CONSOLIDATED 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
LICENCES & PERMITS	\$5,928,059	\$6,959,411	\$6,934,443	(\$24,968)	-0.4%	\$1,006,384	17.0%	
USER FEES & SERVICE CHARGES	34,060	92,000	36,120	(55,880)	-60.7%	2,060	6.0%	
Total Revenues	\$5,962,119	\$7,051,411	\$6,970,563	(\$80,848)	-1.1%	\$1,008,444	16.9%	
Expenses								
SALARIES AND BENEFITS	\$4,759,478	\$4,985,311	\$5,094,587	\$109,276	2.2%	\$335,109	7.0%	
PRINTING & OFFICE SUPPLIES	35,515	53,708	53,708	-	0.0%	18,193	51.2%	
OPERATING MATERIALS & SUPPLIES	9,426	14,604	14,604	-	0.0%	5,178	54.9%	
COMMUNICATIONS	18,724	23,893	23,893	-	0.0%	5,169	27.6%	
TRAVEL EXPENSES	3,922	9,006	9,006	-	0.0%	5,084	129.6%	
TRAINING	23,879	27,476	27,476	-	0.0%	3,597	15.1%	
CONTRACTS & SERVICE AGREEMENTS	1,984,518	2,083,239	2,081,104	(2,135)	-0.1%	96,586	4.9%	
MAINT. & REPAIR-TIME/MATERIAL	-	235	235	-	0.0%	235	0.0%	
RENTAL/LEASE	2,357	6,214	6,214	-	0.0%	3,857	163.6%	
PROFESSIONAL SERVICES	68	5,971	5,971	-	0.0%	5,903	8680.9%	
LICENCES, PERMITS, FEES	14,262	14,165	14,165	-	0.0%	-97	-0.7%	
CREDIT CARD SERVICE CHARGES	12,459	0	8,424	8,424	-	-4,035	-32.4%	
PROMOTION & ADVERTISING	3,012	6,311	6,311	-	0.0%	3,299	0.0%	
TRANSFERS TO RESERVES	(905,501)	(178,722)	(375,135)	(196,413)	109.9%	530,366	-58.6%	
Total Expenses	\$5,962,119	\$7,051,411	\$6,970,563	(\$80,848)	-1.1%	\$1,008,444	16.9%	
Net Expenditures/(Revenues)	-	-	-	-	0.0%	-	0.0%	

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 (BUPs), provide a single reference for identifying each business unit's 2009 objectives in alignment to the Corporate goals and Council priorities. By centralizing 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 five 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.

The BUP provides a summary of information on such matters as:

- 2009 High-Level Initiative Profiles
- 2009 Other Business Plan Objectives
- Key performance indicators
- Current Year Accomplishments

One of the key elements of the BUP 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.

BUPs are 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. The BUPs are accessible to Town staff through the Town's intranet site, and to the public on the Town's internet site as part of this annual budget binder.



HIGH-LEVEL INITIATIVE PROFILE INTRODUCTION

In 2008, a form called the High-Level Initiative profile (HIP) was introduced into the business planning process. (sample below) This form is filled out by the business unit prior to submitting a budgetary request for a major project. Any High-Level Initiative Profile approved by Department Heads' Forum (DHF) and Chief Administrative Officer and Commissioners Committee (CCC) are then integrated into the Business Unit Plans and potentially the 2009 Budgets.

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

Out of approximately 20 HIPs submitted for 2009, 15 were presented to CCC as initiatives having the largest impact to the Town (either in terms of resources required or alignment to Council priorities). These 15 HIPs have been included on the following pages.

HIGH-LEVEL INITIATIVE PROFILES SUMMARY

CAO's Office List

HIP #	Initiative Name	Department	Other Department Involvement
100	Accessibility	Strategic initiatives	2, 9, 8, 14
Total Number of Initiatives		1	

Corporate Services Commission List

HIP #	Initiative Name	Department	Other Department Involvement
200	Information Management Implementation	Information Technology Service	3,8,10
	Wireless data & voice communication strategy		
201	implementation	Information Technology Service A	
Total Number of Initiatives		2	

Community & Fire Services Commission List

HIP #	Initiative Name	Department	Other Department Involvement
301	Thornhill Community Library Expansion & Renovation	Markham Public Library	7, 9
	Milliken Mills Community Centre, Library & Sports Fields		
302	Feasibility Study	Markham Public Library	9, 14
303	Library Services Supporting Diversity	Markham Public Library	7
304	Develop & Implement Sport Field Use Policy	Operations	14, 19
305	Implementation of Operations Facility Master Plan	Operations	3, 6, 9, 11, 13
	2015 Pan AM Games Greater Horseshoe Area (GHA)		
308	Bid	Strategic Services	A
309	Town of Markham Corporate Energy Policy	Strategic Services	A, 5, 6
	Improving Environmental Work Flow in the Community		9, 10, 11, 12, 13, 14,
310	Services Commission	Commissioner's Office - Comm	15
Total Number of Initiatives		8	

Development Services Commission List

HIP #	Initiative Name	Department	Other Department Involvement
401	Branding and Campaign Launch	Economic Development	5, 10
402	Creative City Program	Economic Development	10, 12
403	International Investment Attraction Program	Economic Development	
404	Growth Management Strategy	Planning and Urban Design	5, 6, 16, 18
Total Number of Initiatives		4	

Total New High-level Initiatives Proposed for 2009 **15**



HIGH-LEVEL INITIATIVE PROFILES SUMMARY

Key to Other Department Involvement

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

Key to Council Priorities

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

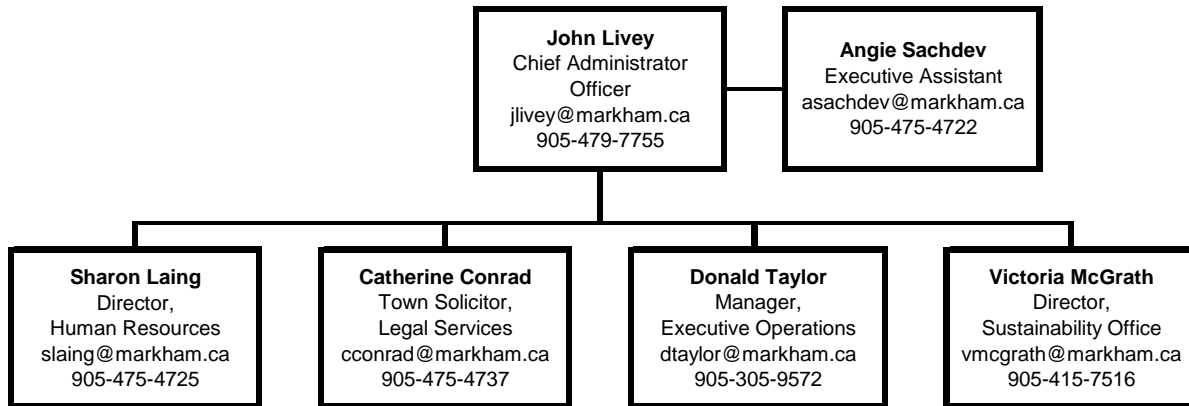


MAYOR AND COUNCIL 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
RECOVERIES & CONTRIBUTIONS	\$40,140	-	-	-	0.0%	(\$40,140)	-100.0%	
Total Revenues	\$40,140	-	-	-	0.0%	(40,140)	-100.0%	
Expenses								
SALARIES AND BENEFITS	\$2,051,807	\$1,880,803	\$2,215,657	\$334,854	17.8%	\$163,850	8.0%	
PRINTING & OFFICE SUPPLIES	17,528	23,441	23,511	70	0.3%	5,983	34.1%	
OPERATING MATERIALS & SUPPLIES	7,050	11,900	11,900	-	0.0%	4,850	68.8%	
VEHICLE SUPPLIES	3,702	1,000	1,000	-	0.0%	(2,702)	-73.0%	
COMMUNICATIONS	15,514	16,770	17,190	420	2.5%	1,676	10.8%	
TRAVEL EXPENSES	98,396	96,857	92,395	(4,462)	-4.6%	-6,001	-6.1%	
TRAINING	403	4,094	5,294	1,200	29.3%	4,891	1213.6%	
MAINT. & REPAIR-TIME/MATERIAL	155	7,230	7,230	-	0.0%	7,075	4564.5%	
RENTAL/LEASE	12,637	1,974	10,858	8,884	450.1%	(1,779)	-14.1%	
PROFESSIONAL SERVICES	3,298	6,589	6,589	-	0.0%	3,291	99.8%	
LICENCES, PERMITS, FEES	1,964	1,235	1,545	310	25.1%	(419)	-21.3%	
PROMOTION & ADVERTISING	79,387	43,630	43,630	-	0.0%	(35,757)	-45.0%	
OFFICE FURNITURE & EQUIPMENT	-328	-	1,000	1,000	0.0%	1,328	-404.9%	
Total Expenses	\$2,291,513	\$2,095,523	\$2,437,799	\$342,276	16.3%	\$146,286	6.4%	
Net Expenditures/(Revenues)	\$2,251,373	\$2,095,523	\$2,437,799	\$342,276	16.3%	\$186,426	8.3%	



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, Sustainability Office, Legal Services, the Manager Strategic Initiatives 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
- Sustainability Office

Legal Services

Reporting to the Chief Administrative Officer, the Legal Services Department provides a full range of legal advice and support to Council, its committees and 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 Services 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/agreements
- Negotiation, preparation, review and registration of documents required for the acquisition and sale of real property
- Drafting and review 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.

Sustainability Office

The Sustainability Office coordinates issues, policies, projects and events that have Town-wide sustainability implications. The Office is championing the Green Print: a Community Sustainability Plan and in doing so will:

- Take a coordinated approach to community sustainability
- Enhance or build upon existing environmental, economic, social and cultural initiatives
- Engage residents to determine a long-term vision for the municipality
- Collaborate with other municipalities and other levels of government, where appropriate.

The Green Print will provide a comprehensive, strategic and overarching plan under which other initiatives, processes and programs would be coordinated, integrated and informed and will engage community members in a dialogue on the sustainable future of the Town of Markham.



CAO, LEGAL, HR & SUSTAINABILITY OFFICE 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./Decr.)</u>	<u>% Change</u>	<u>\$ Incr./Decr.)</u>	<u>% Change</u>	
Revenues								
USER FEES & SERVICE CHARGES	152,115	338,978	191,880	(147,098)	-43.4%	39,765	26.1%	
Total Revenues	152,115	\$338,978	\$191,880	(147,098)	-43.4%	\$39,765	0.0%	
Expenses								
SALARIES AND BENEFITS	\$3,769,808	\$4,082,749	\$4,092,996	\$10,247	0.3%	\$323,188	8.6%	
PRINTING & OFFICE SUPPLIES	26,338	29,158	29,158	-	0.0%	2,820	10.7%	
OPERATING MATERIALS & SUPPLIES	64,311	80,154	74,006	(6,148)	-7.7%	9,695	15.1%	
COMMUNICATIONS	10,982	8,154	8,154	-	0.0%	(2,828)	-25.8%	
TRAVEL EXPENSES	19,959	40,516	40,516	-	0.0%	20,557	103.0%	
TRAINING	258,895	269,125	264,125	(5,000)	-1.9%	5,230	2.0%	
CONTRACTS & SERVICE AGREEMENTS	64,896	150,446	66,446	(84,000)	-55.8%	1,550	2.4%	
RENTAL/LEASE	5,772	7,480	7,480	-	0.0%	1,708	29.6%	
PROFESSIONAL SERVICES	513,068	244,789	253,789	9,000	3.7%	(259,279)	-50.5%	
LICENCES, PERMITS, FEES	51,449	59,921	59,921	-	0.0%	8,472	16.5%	
PROMOTION & ADVERTISING	319,589	262,640	262,640	-	0.0%	(56,949)	-17.8%	
OTHER EXPENDITURES	17,770	17,000	17,000	-	0.0%	-770	-4.3%	
Total Expenses	\$5,122,837	\$5,252,132	\$5,176,231	-\$75,901	-1.4%	\$53,394	1.0%	
Net Expenditures/(Revenues)	\$4,970,722	\$4,913,154	\$4,984,351	\$71,197	1.4%	\$13,629	0.3%	

LEGAL SERVICES BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1											
2											
5											
2009 BUP (Other Business Plan Objectives)											
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.							CS	
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.							CS	
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.							CS	
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.							CS	
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								
6											
7											
13											
14											
15											

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



LEGAL SERVICES KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
# of formal customer satisfaction surveys completed						1	
# of informal satisfaction surveys completed							
overall satisfaction (%)							
% extremely/very satisfied							
FINANCIAL PERFORMANCE							
Net cost per household	\$ -	\$ -	\$ 8.80	\$ 12.14	\$ 11.54		↓
Lawyers to population ratio (avg 1:50,000)	1:80458	1:85,806	1:66,853	1:69,450	1:71,250		↑
OPERATIONAL EXCELLENCE							
% of requests for service responded to within requested time	80%	80%	86%	88%	84%	88%	↓
# of days spent on trials/hearings		17	28	29	51		↑
# of litigation matters commenced to December	10	4	5	13	16		↑
Favourable decisions as a % of decisions rendered	100	100%	95%	94%	95%	100%	↑
# of subdivision agreements prepared		27	18	29	23		↓
# of site plan agreements prepared		71	102	62	67		↑
# of other development agreements prepared	106	44	27	23	53		↑
# of files opened	372	380	413	393	467		↑
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	100%	100%	100%	100%	→
Avg Corp Learning Hours per Employee			6.6	5.1	6.7	7.0	↑
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%		91%	↓
Satisfaction with Physical Work Environment							
Staff absenteeism (average # of days per employee)	1.6	12.1	0.4	1.9	4.9		↑
Staff turnover rate	29%	0%	0%	13%	0%		↓
NOTES:							
CURRENT YEAR ACCOMPLISHMENTS							
A	Completed Electronic Inventory and Mapping of all Town-owned real property and posted on the Town's Website for public access. Created comprehensive electronic inventory and tracking system for all Town leases.						
B	Completed land exchange with Mattamy for the acquisition of lands for the East Markham Community Centre, Library and Cornell Fire Station site at a price significantly below market value (\$350,000.00/acre). Through negotiations, the Town obtained a release from Mattamy in respect of developer group costs that burdened the lands, saving the Town an estimated \$700,000.						
C	Completed 10 year lease with Angus Glen for the Markham Green Golf Course. This agreement will provide the Town with a minimum annual rental stream of \$135,000 and a first rate golf operation, in keeping with its acclaimed history.						
D	Acquisition of major environmentally sensitive parcel of land – 6418 Major Mackenzie.						
E	Passing and implementation of By-law 2007-144 to delegate authority to the CAO for certain real property transactions. In 2008, 16 routine transactions were processed through this By-law, eliminating the need for 16 staff reports to General Committee and improving service delivery.						
F	By August 31, 2008 registration of 13 plans of subdivision including all conveyancing in relation thereto.						
G	Successful demand on the Birchmount Road Extension Performance Bond.						
H	Drafting of Click with Markham Contest Rules.						



LEGAL SERVICES 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>	
				<u>\$ Incr./Decr.)</u>	<u>% Change</u>	<u>\$ Incr./Decr.)</u>	<u>% Change</u>
Revenues							
USER FEES & SERVICE CHARGES	\$152,115	\$191,880	\$191,880	\$0	0.0%	\$39,765	26.1%
Total Revenues	\$152,115	\$191,880	\$191,880	\$0	0.0%	\$39,765	26.1%
Expenses							
SALARIES AND BENEFITS	\$935,680	\$1,033,991	\$1,083,962	\$49,971	4.8%	\$148,282	15.8%
PRINTING & OFFICE SUPPLIES	4,732	6,320	6,320	-	0.0%	1,588	33.6%
OPERATING MATERIALS & SUPPLIES	9,379	9,261	9,261	-	0.0%	(118)	-1.3%
COMMUNICATIONS	2,522	1,117	1,117	-	0.0%	(1,405)	-55.7%
TRAVEL EXPENSES	2,858	4,325	4,325	-	0.0%	1,467	51.3%
TRAINING	790	1,189	1,189	-	0.0%	399	50.5%
CONTRACTS & SERVICE AGREEMENTS	(40,976)	(40,976)	(40,976)	-	0.0%	-	0.0%
RENTAL/LEASE	1,705	1,520	1,520	-	0.0%	(185)	-10.9%
PROFESSIONAL SERVICES	365,396	75,189	75,189	-	0.0%	(290,207)	-79.4%
LICENCES, PERMITS, FEES	40,411	43,222	43,222	-	0.0%	2,811	7.0%
Total Expenditures	\$1,322,497	\$1,135,158	\$1,185,129	\$49,971	4.4%	(\$137,368)	-10.4%
Net Expenditures/(Revenues)	\$1,170,382	\$943,278	\$993,249	\$49,971	5.3%	(\$177,133)	-15.1%



HUMAN RESOURCES BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic					Operational		
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1	Diversity Strategy		An inclusivity framework for the four communities of focus which is consistent with BMFT deliverables is in place.						✓	SS	✓
2	Central repository of vital data		The introduction and population of a Learning Management System which will support Talent Management and Emergency Response redeployment strategies.						✓	PM	✓
3											
4											
5											
2009 BUP (Other Business Plan Objectives)											
1	Human Resources Information System		The implementation of a records clean-up to gain efficiency and avoid cost.							PM	
2	Recruitment and Selection Policies and Practices		The implementation of standardized policies, practices and associated tools available to employees and managers.						✓	PM	✓
3	Firefighter Recruitment		The recruitment of firefighters and diverse outreach in support of two new fire stations.						✓	CS	
4	Final Implementation of Competency Based PPRFs		Final Roll out of revised PPRF through Corporate workshops.							PM	✓
5	Health and Safety - WHMIS		Increased Corporate compliance with associated quarterly reporting.							KPI	
6	Attendance Management		Development of program and accountabilities.							PM	
7	Refinement of HR Scorecard around Health and Safety using Road to Zero framework		Revitalization of Health and Safety metrics to align with the Ministry of Labour Road to Zero initiative.							KPI	✓
8	Staff Satisfaction improvement project -Process mapping and Communication		A set of documented maps that can be relied on for consistent practice and effective communication.							SS	
9											
10											
11											
17											
18											
19											
20											

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



HUMAN RESOURCES KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
# of formal customer satisfaction surveys completed				1	0	1	
# of informal satisfaction surveys completed				1	110	1	
overall satisfaction (%)				57%	N/A	65%	
% extremely/very satisfied				30%	N/A	40%	
FINANCIAL PERFORMANCE							
Net cost per household	\$ -	\$ 19.61	\$ 20.85	\$ 24.77	\$ 24.24		↓
Average cost of sourcing per externally posted position		\$ 5,383.00	\$ 1,767.23	\$ 1,897.00	\$ 3,030.00		↑
Average training cost per participant		\$ 339.55	\$ 84.57	\$ 124.93	\$ 367.41		↑
Number of WSIB lost day claims		38.00	20.00	16.00	29.00		↑
Number of medical claims		26	37	44	45		↑
Number of accident claims		64	57	60	75		↑
Change in # year end positions vs change in resident pop'n			0.61%	0.18%	0.32%		↑
OPERATIONAL EXCELLENCE							
Total hours of training held per year			6,948	12,620	12,005		↓
# of Managers participating in leadership training					76		↑
Percentage of employees placed on payroll by payroll deadline		90%	90%	95%	95%		→
Hours of Health and Safety training conducted				1,699	2,504		↑
Grievance resolution ratio - CUPE-MPFFA (%)			30%	62%	63%		↑
Ratio of HR staff per total employee population			119	160	114		↓
STAFF SATISFACTION							
Completion rate for performance management			80%	90%	94%		↑
Average corporate hours of learning per employee			8.8	14.9	13.9		↓
Recognition rating (from staff survey)		49%		31%			↓
Staff Satisfaction rating (from staff survey)		55%		70%			↑
High Performance Workgroup rating (from staff survey)		55%		72%			↑
Staff absenteeism (average # of days per employee)			4.0	6.1	1.3		↓
Staff turnover rate			0%	8%	0.06%		↓
NOTES:							
CURRENT YEAR ACCOMPLISHMENTS							
A	Establishment of Inclusivity Advisory Committee and education of twelve business unit thought leaders to take on the role in the area of diversity.						
B	Completion of internal diversity focus groups						
C	Cross Cultural Communication training for the Inclusivity Advisory Committee						
D	Development of a competency dictionary and introduction into staffing, job evaluation, and performance management.						
E	Negotiation and ratification of the CUPE collective agreements						
F	Revision and roll out of an Anti-Harrassment and Anti-discrimination policy.						
G	Development of a competency dictionary and introduction into staffing, job evaluation, and performance management.						
H	Development and introduction of a Healthy Workplace Policy						



HUMAN RESOURCES 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./(Decr.)</u>	<u>% Change</u>	<u>\$ Incr./(Decr.)</u>	<u>% Change</u>	
Revenues								
USER FEES & SERVICE CHARGES	-	147,098	-	(147,098)	-100.0%	0	0.0%	
Total Revenues	-	\$147,098	\$0	(147,098)	-100.0%	\$0	0.0%	
Expenses								
SALARIES AND BENEFITS	\$1,782,043	\$2,002,284	\$1,982,495	-\$19,789	-1.0%	\$200,452	11.2%	
PRINTING & OFFICE SUPPLIES	13,444	14,985	14,985	0	0.0%	1,541	11.5%	
OPERATING MATERIALS & SUPPLIES	53,803	67,338	61,190	-6,148	-9.1%	7,387	13.7%	
COMMUNICATIONS	5,768	5,057	5,057	0	0.0%	-711	-12.3%	
TRAVEL EXPENSES	2,618	15,204	15,204	-	0.0%	12,586	480.7%	
TRAINING	253,721	246,971	241,971	-5,000	-2.0%	-11,750	-4.6%	
CONTRACTS SERVICES AGREEMENT	21,222	66,422	37,422	-29,000	-43.7%	16,200	76.3%	
RENTAL/LEASE	3,410	4,551	4,551	0	0.0%	1,141	33.5%	
PROFESSIONAL SERVICES	147,672	169,600	178,600	9,000	5.3%	30,928	20.9%	
LICENCES, PERMITS, FEES	5,849	11,999	11,999	0	0.0%	6,150	105.1%	
PROMOTION & ADVERTISING	319,589	262,640	262,640	-	0.0%	-56,949	-17.8%	
MISCELLANEOUS EXPENSES	17,770	17,000	17,000	-	0.0%	-770	-4.3%	
Total Expenses	\$2,626,909	\$2,884,051	\$2,833,114	-\$50,937	-1.8%	\$206,205	7.8%	
Net Expenditures/(Revenues)	\$2,626,909	\$2,736,953	\$2,833,114	\$96,161	3.5%	\$206,205	7.8%	



SUSTAINABILITY OFFICE – BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1											
2											
3											
4											
5											
2009 BUP (Other Business Plan Objectives)											
1	Green Print Community Sustainability Plan completed.		Community Sustainability Plan prepared that includes vision, baseline indicators, goals, and short, medium, and long term objectives.	✓	✓	✓	✓	✓	✓		
2	Climate Action Plan completed.		Climate Action Plan prepared that sets out how emissions and energy use in municipal operations and the community will be reduced.	✓	✓	✓					
3	Develop a local food promotion strategy that encourages maintaining a healthier community and begin implementation (i.e. farmers market, a local food network and community gardens).		Implementation targets include the establishment of at least one farmers market, development of partnerships for a local food network ,and a community garden program operational.			✓		✓			
4	Incorporate Triple Bottom Line into decision making process		Council and Staff awareness, acceptance and adoption of Triple Bottom Line	✓		✓					✓
5	Raise funds for Community Sustainability Plan		# of funding applications, % of funding applications approved, \$ secured from funding applications			✓					
6											
7											
8											
9											
10											
11											
12											
19											
20											

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



SUSTAINABILITY OFFICE - KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
# of formal customer satisfaction surveys completed							
# of informal satisfaction surveys completed							
overall satisfaction (%)							
% extremely/very satisfied							
FINANCIAL PERFORMANCE							
Net cost per household	\$ -	\$ -	\$ -	\$ -	\$ -		
OPERATIONAL EXCELLENCE							
% of program objectives implemented							
% of cases where TBL was used							
STAFF SATISFACTION							
Completion rate for performance management							
Average # of non-technical training sessions per employee							
Recognition rating (from staff survey)							
Staff Satisfaction rating (from staff survey)							
High Performance Workgroup rating (from staff survey)							
Staff absenteeism (average # of days per employee)							
Staff turnover rate							
NOTES:							
CURRENT YEAR ACCOMPLISHMENTS							
A	The over-arching Sustainability Office has been established						
B	Retained an online youth consultant (Delvinia) and site development underway						
C	Working with Corporate Communications to prepare materials to promote the "Quest For The Best Markham" to schools.						
D	Draft Community Garden Programis completed						
E	Creation of a template for the collection of baseline sustainability indication information (will cover Ecological Footprint and Quality of Life Indicators)						
F	Design database for funding oportunities, collected information on funds (Community Go Green Fund, Community Power Fund, Museum Assistant Program, Cultural Capitals of Canada, etc.)						

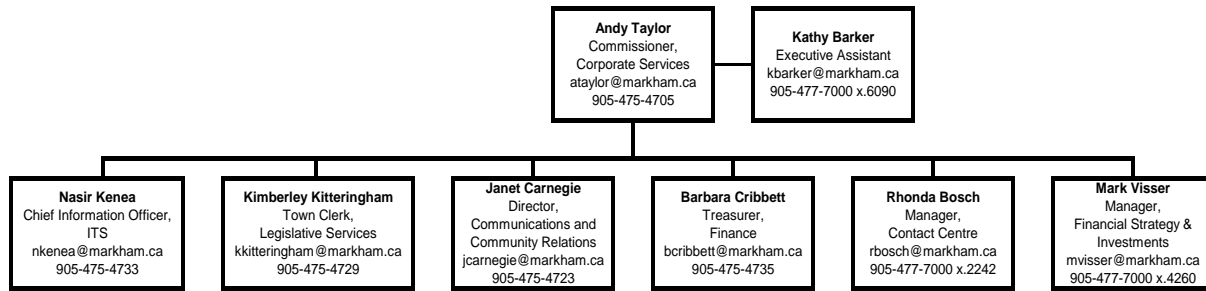
CAO'S OFFICE – COMMISSION SUPPORT OPERATING BUDGET

2009

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./Decr.)</u>	<u>% Change</u>	<u>\$ Incr./Decr.)</u>	<u>% Change</u>	
<u>Revenues</u>								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
Total Revenues	-	-	-	-	0.0%	-	0.0%	
<u>Expenses</u>								
SALARIES AND BENEFITS	\$530,565	\$597,202	\$621,170	\$23,968	4.0%	\$90,605	17.1%	
PRINTING & OFFICE SUPPLIES	6,053	1,775	1,775	-	0.0%	-4,278	-70.7%	
OPERATING MATERIALS & SUPPLIES	949	2,100	2,100	-	0.0%	1,151	121.3%	
COMMUNICATIONS	1,682	1,252	1,252	-	0.0%	(430)	-25.6%	
TRAVEL EXPENSES	9,453	11,054	11,054	-	0.0%	1,601	16.9%	
TRAINING	-	175	175	-	0.0%	175	-	
CONTRACTS SERVICES AGREEMENT	-	20,000	0	-20,000	0.0%	0	0.0%	
RENTAL/LEASE	231	455	455	-	0.0%	224	97.0%	
LICENCES, PERMITS, FEES	2,923	3,500	3,500	-	0.0%	577	19.7%	
Total Expenses	\$551,856	\$637,513	\$641,481	\$3,968	0.6%	89,625	16.2%	
Net Expenditures/(Revenues)	\$551,856	\$637,513	\$641,481	\$3,968	0.6%	89,625	16.2%	



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
- Communications and Community Relations
- Contact Centre

Currently, there are 149 full time employees who are responsible for the day-to-day operations of the various divisions and departments.

Legislative Services

Legislative Services Department staff are familiar faces to many Markham residents and businesses; whether attending a public meeting, renewing a business licence or addressing neighbourhood parking issues. The Legislative Services Department is responsible for a broad range of statutory duties associated with the municipal clerk, as well as regulatory and enforcement services and programs focused on public safety and compliance.

The Department liaises between Council, staff and the public to produce Council and committee meeting notices, agendas, minutes and retains records of the same. Responses to requests for information held by the municipality, organization and administration of municipal elections; registration of deaths and marriages are also undertaken by the Department.

The Department's staff provide corporate support and customer services such as mail and print services, records management and sale of plots for public cemeteries.

The Department's By-Law Enforcement and Licensing Division works closely with residents and businesses to educate and ensure compliance with licensing, property standards and parking regulations. By-law enforcement and licensing officers address

issues related to such things as pesticide use, noise control, taxi and limousine industries and control of disabled parking spaces.

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

Communications and Community Relations

The department is responsible for public and staff communications through the Town's website and intranet, 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, Waterworks, and Parking.

In addition to the telephone support function for each of the noted operating departments, the Contact Centre is responsible for registration processing, tender disbursements, parking permits, animal and business licensing, white goods management, email communications 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.



CORPORATE SERVICES COMMISSION 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./(Decr.)</u>	<u>% Change</u>	<u>\$ Incr./(Decr.)</u>	<u>% Change</u>	
Revenues								
LICENCES & PERMITS	\$1,267,376	\$1,278,200	\$1,268,200	-\$10,000	-0.8%	\$824	0.1%	
INCOME FROM INVESTMENTS	4,270	3,800	5,800	2,000	52.6%	1,530	35.8%	
FINES	1,825,543	1,786,250	1,876,250	90,000	5.0%	50,707	2.8%	
USER FEES & SERVICE CHARGES	905,966	979,464	952,464	-27,000	-2.8%	46,498	5.1%	
RENTALS	54,273	51,500	60,000	8,500	16.5%	5,727	10.6%	
SALES	56,338	8,000	12,000	4,000	50.0%	(44,338)	-78.7%	
RECOVERIES & CONTRIBUTIONS	19,347	79,805	326,305	-	0.0%	306,958	1586.6%	
OTHER INCOME	122,802	68,000	55,000	-13,000	-19.1%	(67,802)	-55.2%	
INTERDEPARTMENTAL RECOVERIES	-49,150	0	-155,500	-	-	-	-	
Total Revenues	\$4,206,765	\$4,255,019	\$4,400,519	\$145,500	3.4%	\$193,754	4.6%	
Expenses								
SALARIES AND BENEFITS	\$13,353,672	\$13,492,056	\$14,141,394	\$649,338	4.8%	\$787,722	5.9%	
PRINTING & OFFICE SUPPLIES	143,665	246,136	249,966	3,830	1.6%	106,301	74.0%	
PURCHASES FOR RESALE	67,200	67,200	67,200	0	0.0%	-	0.0%	
OPERATING MATERIALS & SUPPLIES	53,202	37,494	28,567	-8,927	-23.8%	-24,635	-46.3%	
INVENTORY ADJUSTMENTS	6,535	-	-	-	0.0%	(6,535)	-100.0%	
COMMUNICATIONS	871,992	818,742	941,603	122,861	15.0%	69,611	8.0%	
TRAVEL EXPENSES	44,288	43,857	44,056	199	0.5%	-232	-0.5%	
TRAINING	79,206	149,744	156,220	6,476	4.3%	77,014	97.2%	
CONTRACTS & SERVICE AGREEMENTS	1,524,919	1,708,256	1,639,258	-68,998	-4.0%	114,339	7.5%	
MAINT. & REPAIR-TIME/MATERIAL	154,507	90,928	90,928	0	0.0%	-63,579	-41.1%	
RENTAL/LEASE	145,892	162,245	116,245	-46,000	-28.4%	-29,647	-20.3%	
PROFESSIONAL SERVICES	436,573	486,084	523,036	36,952	7.6%	86,463	19.8%	
LICENCES, PERMITS, FEES	135,563	149,477	149,550	73	0.0%	13,987	10.3%	
CREDIT CARD SERVICE CHARGES	25,407	19,196	19,196	0	0.0%	(6,211)	-24.4%	
PROMOTION & ADVERTISING	282,322	299,996	628,356	328,360	109.5%	346,034	122.6%	
DISCRETIONARY COMMUNICATION	239,951	236,398	0	-236,398	0.0%	(239,951)	-100.0%	
OTHER PURCHASED SERVICES	3,765	11,650	7,150	-4,500	-38.6%	3,385	89.9%	
OFFICE FURNISHINGS & EQUIPMENT	-	3,000	3,000	-	0.0%	3,000	0.0%	
WRITE-OFFS	(18)	100	100	-	0.0%	118	0.0%	
OTHER EXPENDITURES	71,215	79,500	9,500	(70,000)	-88.1%	-61,715	-86.7%	
Total Expenses	\$17,639,856	\$18,102,059	\$18,815,325	\$713,266	3.9%	\$1,175,469	6.7%	
Net Expenditures/(Revenues)	\$13,433,091	\$13,847,040	\$14,414,806	\$567,766	4.1%	\$981,715	7.3%	



LEGISLATIVE SERVICES BUSINESS PLAN OBJECTIVES

			Priorities										
#	Objective	Requires Additional Resources?	Strategic						Operational				
			Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI/PEP Level 3	Innovation			
2009 BUP (High-Level Initiatives)													
1	Develop a comprehensive strategy for corporate records management to ensure legislative compliance and operational efficiency; this work is expected to support future implementation of an electronic document management system.	✓	Establish standardized file classification system to provide operational efficiency, update records retention by-law to reduce the Town's liability and ensure compliance under Provincial statutes.						✓	✓	PM	✓	
2													
2009 BUP (Other Business Plan Objectives)													
1	Conduct a comprehensive review of technologies and vendors to support decision-making for the 2010 Municipal Election; and update the internet voting risk analysis report.	✓	Develop the Technology and Vendor Selection Plan for the 2010 Municipal Election; develop a clear and concise RFP for same.								✓	✓	
2	Conduct an operational review of By-law Enforcement with a view towards improving quality and efficiency of service delivery.		Produce a report with recommendations for By-law service delivery improvement.						✓		✓	PM	✓
3	Develop a methodology for effective meeting management for the Town, including the implementation of a paperless agenda and streamlined report circulation process.		Methodology has been implemented; paperless agenda and streamlined report circulation process has been implemented;								✓	PM	✓
4	Evaluate the feasibility of engaging external mediation and/or conflict resolution resources in order to encourage citizens to resolve disputes without dependency on By-law Enforcement.		Conduct a feasibility study and produce recommendations.								✓	✓	
5	Consolidate Town Licensing By-laws		Consolidate all licensing by-laws into 2 operating By-Laws(Mobile & Stationary) or into a Municipal Code.						✓	✓			
6	Conduct cost/benefit analysis regarding the deployment of GPS in all By-law Enforcement vehicles		Develop a report with recommendations related to the deployment of GPS.						✓		✓		
7	Complete a governance review of the Town's local boards and advisory committees.		Prepare a report making various recommendations, including those related to a revised recruitment process to better reflect Markham's diverse community.								✓	✓	
8	Initiate a needs assessment regarding the establishment of a satellite animal care facility within Markham boundaries.		Prepare a draft report based on the needs assessment.						✓		✓		
9	Enhance Town of Markham Cemetery Program		Produce a multi-year plan to improve the overall quality of Town cemeteries and of cemetery services.								✓	✓	
10	Complete comprehensive review of Markham's Taxi and Limo Industry		Seek approval for implementation plan.						✓		✓		
11	Implementation of the Markham Taxi and Limo Industry plan	✓	Potential resources required as a result of the implemented plan						✓		✓	✓	
12	Develop requirements for a corporate on-line room and resource booking system.		Implement corporate on-line room and resource booking system.								✓	PM	✓
13	Enhance opportunities to facilitate access to information and to make it easier for members of the public to engage in the Standing Committee and Council meeting processes.		Produce report containing process and policy recommendations.								✓	✓	✓

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps

LEGISLATIVE SERVICES KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	1	0	0	1	***1	→
overall satisfaction (%)	n/a	45%	n/a	n/a	81%	n/a	↑
% extremely/very satisfied	n/a	15%	n/a	n/a	22%	n/a	↑
# of informal satisfaction surveys completed	1	0	0	3	*2	3	↑
overall satisfaction (%) for 2003 survey of election candidates was 68%	n/a	n/a	n/a	n/a	n/a		
overall satisfaction (%) for 2006 survey of election candidates was 72%	n/a	n/a	n/a	n/a	n/a		
overall satisfaction (%) for 2006 mfd rollout was 61%	n/a	n/a	n/a	n/a	n/a		
FINANCIAL PERFORMANCE							
Net cost per household	\$ 12.83	\$ 13.88	\$ 16.11	\$ 16.84	\$ 15.23	\$ 19.11	↑
Gross Margin on Parking Operations	n/a	50%	86%	125%	86%	n/a	→
% of POA Fine Revenue Collected	78%	35%	75%	78%	72%	75%	→
OPERATIONAL EXCELLENCE							
% of by-law complaints initially responded to within 48 hours	n/a	n/a	n/a	n/a	95%	100%	↑
% of Provincial Enforcement Officer time spent in the field	n/a	n/a	n/a	n/a	65%	75%	↑
% of parking tickets paid on-line	n/a	n/a	n/a	n/a	20%	25%	↑
# of Council/Standing Committee Meetings Held Per Year	102	113	92	79	102	n/a	↑
% of staff reports received on time for Council/Standing Comm. agendas	n/a	n/a	n/a	n/a	n/a	80%	↑
# of civil marriage ceremonies performed	n/a	n/a	n/a	n/a	359	375	↑
# of formal MFIPPA requests received	36	34	51	40	41	n/a	↑
% of formal MFIPPA requests completed within 30 days	84%	88%	49%	67%	97%	100%	↑
% of completed MFIPPA requests that result in appeals	n/a	n/a	n/a	n/a	5%	n/a	↑
# of privacy complaints received	n/a	n/a	n/a	n/a	2	n/a	↑
STAFF SATISFACTION							
Completion rate for performance management	100%	70%	64%	40%	98%	100%	↑
Average # of non-technical training hours per employee	n/a	n/a	15.5	13.7	17.1	21	↑
Recognition rating (from staff survey)	n/a	68%	n/a	78%	**48%	n/a	↓
Staff Satisfaction rating (from staff survey)	n/a	69%	n/a	73%	**78%	n/a	→
High Performance Workgroup rating (from staff survey)	n/a	83%	n/a	78%	**61%	n/a	↓
Staff absenteeism (average # of days per employee)	8.9	5.0	6.3	3.3	5.4	n/a	↑
Staff turnover rate	7%	7%	0%	5%	7%	5%	→
NOTES:	*The 2 informal surveys did not contain an overall satisfaction ratings (1 survey was administered to taxi industry participants; 1 to Secretariat Staff, Members of Council & Senior Staff on the agenda preparation/distribution process) **The 2007 actual column indicates the 2008 Staff Satisfaction Results. *** One formal survey will be conducted on By-law and Licensing Services.						

CURRENT YEAR ACCOMPLISHMENTS

A	Enhanced animal care services with a seamless transfer of service to OSPCA on July 2nd
B	Completed review of the Council Standing Committee structure resulting in a New General and Development Services Committee Schedule
C	Implemented a new program for the enforcement of the Pesticide By-law
D	Successfully collaborated on the implementation of report tracking software for General Committee agendas
E	Consulted with Main Street Unionville and Markham BIAs to address enforcement concerns
F	Undertook a comprehensive review of the Taxi and Limousine Industry
G	Undertook the field enforcement of the new Tree Preservation and Shopping Cart By-laws
H	Implemented a new community Development enforcement program, including the deployment of a new dedicated officer to the role
I	Supported resident committees addressing noise issues with Raywal Kitchens and CN operations in Thornhill, including a presentation to the Canadian Transportation Agency on Bill C-11.
J	Conducted two customer service surveys (Service counter and Marriage Services) with a score of 98% in overall experience. One additional informal survey for Print Shop Services will be complete in 2008.
K	Designed and implemented new software program to track MFIPPA requests
L	Completed an enhancement of the Marriage Service Program to attract potential clients to use new services



LEGISLATIVE SERVICES 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.		
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenues								
LICENCES & PERMITS	\$1,267,376	\$1,278,200	\$1,268,200	-\$10,000	-0.8%	\$824	0.1%	
INCOME FROM INVESTMENTS	4,270	3,800	5,800	2,000	52.6%	1,530	35.8%	
FINES	1,825,543	1,786,250	1,876,250	90,000	5.0%	50,707	2.8%	
USER FEES & SERVICE CHARGES	208,358	175,000	151,000	-24,000	-13.7%	(57,358)	-27.5%	
RENTALS	54,273	50,000	60,000	10,000	20.0%	5,727	10.6%	
SALES	55,577	5,500	11,500	6,000	109.1%	(44,077)	-79.3%	
RECOVERIES & CONTRIBUTIONS	3,197	5,100	5,100	-	0.0%	1,903	59.5%	
OTHER INCOME	500	-	-	-	-	(500)	-100.0%	
Total Revenues	\$3,419,094	\$3,303,850	\$3,377,850	\$74,000	2.2%	-\$41,244	-1.2%	
Expenses								
SALARIES AND BENEFITS	\$3,917,070	\$3,836,160	\$4,012,527	\$176,367	4.6%	\$95,457	2.4%	
PRINTING & OFFICE SUPPLIES	35,461	98,175	98,175	0	0.0%	62,714	176.9%	
PURCHASES FOR RESALE	67,200	67,200	67,200	0	0.0%	-	0.0%	
OPERATING MATERIALS & SUPPLIES	68,707	37,298	32,298	-5,000	-13.4%	(36,409)	-53.0%	
COMMUNICATIONS	278,937	286,210	297,210	11,000	3.8%	18,273	6.6%	
TRAVEL EXPENSES	11,893	10,875	10,875	0	0.0%	(1,018)	-8.6%	
TRAINING	23,381	30,500	30,500	0	0.0%	7,119	30.4%	
CONTRACTS & SERVICE AGREEMENTS	505,793	473,563	493,113	19,550	4.1%	-12,680	-2.5%	
MAINT. & REPAIR-TIME/MATERIAL	38,447	38,870	38,870	0	0.0%	423	1.1%	
RENTAL/LEASE	134,219	149,845	103,845	-46,000	-30.7%	-30,374	-22.6%	
PROFESSIONAL SERVICES	116,509	101,751	99,524	(2,227)	-2.2%	(16,985)	-14.6%	
LICENCES, PERMITS, FEES	14,200	8,200	8,200	0	0.0%	(6,000)	-42.3%	
CREDIT CARD SERVICE CHARGES	12,862	10,000	10,000	0	0.0%	(2,862)	-22.3%	
PROMOTION & ADVERTISING	7,290	-	-	-	0.0%	(7,290)	-100.0%	
OTHER PURCHASED SERVICES	2,650	2,650	2,650	0	0.0%	0	0.0%	
OFFICE FURNISHINGS & EQUIPMENT	-	3,000	3,000	-	0.0%	3,000	0.0%	
OTHER EXPENDITURES	4,251	9,500	9,500	-	0.0%	5,249	123.5%	
Total Expenses	\$5,238,870	\$5,163,797	\$5,317,487	\$153,690	3.0%	\$78,617	1.5%	
Net Expenditures/(Revenues)	\$1,819,776	\$1,859,947	\$1,939,637	\$79,690	4.3%	\$119,861	6.6%	

FINANCE BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1	Tangible Capital Asset - Phase 2		Finalize policies and on-going processes, prepare for audit of opening balances, financial statements (2009 and restatement of 2008), GL restructuring, Asset Register	✓			✓				
2	Growth Management Fiscal Analysis		Complete fiscal analysis of impact of various intensification levels and review incremental costs of higher density development on infrastructure and operating costs	✓	✓			✓			
3	Final Phase of Implementation of Town Wide Cashiering System		Final phase of Implementation of Town wide Cashiering System				✓			PM	
4	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 first quarter 2009. Deadline for approval of new DC Soft Services by-law is August 31, 2009	✓			✓	✓		CS	
5	Continuous Process Improvement - Shift from front-end checking to streamlined back-end compliance testing		Improved Staff satisfaction with workload through streamlining, automation, audit and accountability	✓						SS	✓
2009 BUP (Other Business Plan Objectives)											
1	Implementation of project costing and fixed asset accounting modules (TCA)		Live on systems by end of third quarter	✓	✓		✓	✓		PM	
2	Implementation of Automated Time Sheet Entry system (EZ Labour) for Recreation Services		Implement Time entry system for recreation services by end of 1st quarter 2009.	✓							
3	Investigate systems capable of intelligent scanning of documents for Accounts Payable		Complete investigation by mid 2009 and develop business plan (if warranted) and system budget requirements for 2010	✓						PM	✓
4	Conduct a minimum of one customer satisfaction survey		A minimum of one additional customer satisfaction survey completed by year end							CS	
5	Complete a minimum of one process review		Review a minimum of one major process and implement efficiency improvements by year end							PM	
6	Customer Service Counter Amalgamation with Contact Centre		Complete design of counter amalgamation with Contact Centre to create improved customer service				✓				✓
7	Waterworks Financial Plan		To complete Water/Waste Water Reserve review to confirm compliance with SWISSA legislation								
8	Portal with ITS		To implement Finance Dept. aspects of new Corporate Portal Project	✓						PM	✓
9	2009 Reassessment - Phase in of Assessment Increases and capping provisions		Tax Billing system tests to confirm compliance with new phase in legislation. Communication to Council and the Public				✓				
10	Mississauga - Web-based TXM		Complete the TXM Web based linkage to the Town Portal				✓			PM	✓
11	Develop and Implement Long Term E3 Initiatives										
12	Internal audit - Purchasing		Complete minimum of one internal purchase audit							PM	
13	Investigate and implement electronic bid packages		Implement by mid 2009	✓			✓				✓
14											

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



FINANCE KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	0	1	→
Overall satisfaction (%) (formal survey)	n/a	n/a	n/a	n/a	n/a	n/a	
% extremely/very satisfied (formal survey)	n/a	n/a	n/a	n/a	n/a	n/a	
# of informal satisfaction surveys completed	0	0	0	1	1	1	↑
2007 Procurement Card Survey - % extremely/very satisfied	n/a	n/a	n/a	n/a	14%	25%	
2007 Procurement Card Survey - % satisfied and above	n/a	n/a	n/a	n/a	59%	75%	
FINANCIAL PERFORMANCE							
Net cost per household	\$ 28.60	\$ 29.44	\$ 32.02	\$ 34.90	\$ 31.26	\$ 33.49	↑
Average Cost per invoice processed	\$ 5.69	\$ 5.72	\$ 5.45	\$ 5.70	\$ 5.87	\$ 5.41	↑
Average cost per procurement card transaction	\$ 0.92	\$ 1.66	\$ 1.64	\$ 1.58	\$ 1.51	\$ 1.50	↓
% of tax bills collected	92%	93%	95%	95%	96%	95%	↑
OPERATIONAL EXCELLENCE							
# of Preauthorized Tax Payments	16,254	17,284	18,757	20,446	22,027	21,950	↑
# of Purchase Orders actioned	766	809	622	704	826	730	↑
# of Purchase Orders actioned per FT position	153	142	124	176	207	182	↑
# of Accounts Payable documents actioned per FT position	8,822	10,324	10,256	9,810	9,702	10,405	↓
% of time vendors paid within 30 days	90%	90%	90%	95%	95%	95%	↑
% of time that month-end reports are distributed in 6 business days	75%	58%	60%	86%	83%	92%	↑
% of payroll cheques/direct deposits processed error free	98%	98%	98%	99%	99%	99%	↑
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	77%	94%	100.0	100%	↑
Average # of non-technical learning hours per employee	n/a	n/a	5.3	20.4	6.9	8.0	↑
Recognition rating (from staff survey)	n/a	66%	n/a	62%	52%*	65%	↓
Staff Satisfaction rating (from staff survey)	n/a	66%	n/a	70%	75%*	77%	↑
High Performance Workgroup rating (from staff survey)	n/a	78%	n/a	73%	66%*	70%	↓
Staff absenteeism (average # of days per employee)	5.6	2.3	2.7	3.1	4.2	n/a	↑
Staff turnover rate	3%	8%	3%	6%	8%	5%	↑

NOTES: Please note that the 2007 actual column indicates the 2008 Staff Satisfaction Results.

CURRENT YEAR ACCOMPLISHMENTS

A	Completed the 2008 Hard Services and Area Specific Development Charge Background Study and enacted a Hard Services Bylaw and 19 Area Specific By-laws with no appeals
B	Tangible Capital Assets - completed major asset inventories, preparation of audit binders and completed preliminary audit by KPMG
C	Coordinated the application for the MIII Grant - Successfully obtained a \$4.5 Million grant for pathways
D	Jointly with Human Resources completed a review of Council Remuneration and implemented adjustments
E	On target to retain consultant to assist with financial analysis on various density options
F	On target to complete the Tax Increment Financing Feasibility Study
G	Survey for Purchasing Services underway
H	Cashiers began accepting water/hydro payments and providing information on behalf of powerstream
I	Amendments to Purchasing By-law on target for implementation before year end



FINANCE 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./Decr.)</u>	<u>% Change</u>	<u>\$ Incr./Decr.)</u>	<u>% Change</u>	
<u>Revenues</u>								
USER FEES & SERVICE CHARGES	\$525,263	\$630,800	\$582,300	(48,500)	-7.7%	\$57,037	10.9%	
RECOVERIES & CONTRIBUTIONS	\$0	4,705	\$4,705	-	0.0%	4,705	0.0%	
OTHER INCOME	\$79,302	55,000	\$55,000	-	0.0%	(24,302)	-30.6%	
Total Revenues	\$604,565	\$690,505	\$642,005	(48,500)	-7.0%	\$37,440	6.2%	
<u>Expenses</u>								
SALARIES AND BENEFITS	\$3,784,772	\$3,872,266	\$4,211,886	\$339,620	8.8%	\$427,114	11.3%	
PRINTING & OFFICE SUPPLIES	81,336	109,262	109,262	0	0.0%	27,926	34.3%	
OPERATING MATERIALS & SUPPLIES	(35,512)	(32,021)	(32,021)	-	0.0%	3,491	-9.8%	
INVENTORY ADJUSTMENTS	6,535	-	-	-	0.0%	(6,535)	-100.0%	
COMMUNICATIONS	3,207	4,867	4,867	-	0.0%	1,660	51.8%	
TRAVEL EXPENSES	8,598	8,044	8,044	-	0.0%	-554	-6.4%	
TRAINING	12,051	24,390	24,390	-	0.0%	12,339	102.4%	
CONTRACTS & SERVICE AGREEMENTS	(397,140)	(382,475)	(447,475)	(65,000)	17.0%	(50,335)	12.7%	
MAINT. & REPAIR-TIME/MATERIAL	2,382	3,519	3,519	-	0.0%	1,137	47.7%	
RENTAL/LEASE	7,088	8,640	8,640	-	0.0%	1,552	21.9%	
PROFESSIONAL SERVICES	182,535	199,309	199,309	-	0.0%	16,774	9.2%	
LICENCES, PERMITS, FEES	106,924	126,437	126,437	-	0.0%	19,513	18.2%	
CREDIT CARD SERVICE CHARGES	10,752	8,409	8,409	-	0.0%	(2,343)	-21.8%	
WRITE-OFFS	(18)	100	100	-	0.0%	118	0.0%	
Total Expenses	\$3,773,510	\$3,950,747	\$4,225,367	\$274,620	7.0%	\$451,857	12.0%	
Net Expenditures/(Revenues)	\$3,168,945	\$3,260,242	\$3,583,362	\$323,120	9.9%	\$414,417	13.1%	



INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1	Information Management Implementation	✓	Enable the Town to manage information in a systematic and effective manner across the corporation by meeting business as well as legislative requirements.				✓				✓
2	Wireless data & voice communication strategy implementation	✓	Following a study conducted in 2008, the Town needs to provide a well organized and planned technology solution to meet the current and future needs for wireless voice and data communications.				✓				✓
2009 BUP (Other Business Plan Objectives)											
1	Portal project implementation - Phase I		Implementation of Phase I functionalities - includes out-of-the-box as well as other identified important efficiency capabilities.				✓				✓
2	Strategy development and RFP for desktop replacement in 2010		Establishing a roll out strategy, user profile and asset tracking process for desktop replacement for 2010.				✓				✓
3	Server hardware replacement (phase III)		Final Phase will cover setup and Implementation of Test Lab.				✓				✓
4	Green IT program development and initiation		Implementation of Phase 1 objectives to support environmentally friendly technology tool usage/operation and acquisition practices.			✓	✓				✓
5	Email Archival system (phase II)		Final Phase - To acquire and to complete addition of the remaining mailbox to Archival System.				✓				✓
6	Finalize off-site disaster recovery study		Finalize the off-site disaster recovery study and review of options and recommendations; initiate plan for implementation as appropriate.				✓				✓
7	Implementation of approved capital projects		Manage and implement approved capital projects with IT components				✓				✓
8	Operational improvements - year three objectives		Implement operational improvement objectives related to process, ITIL, Project Management, documentation, policy & support service.				✓				✓
9	Enterprise GIS - review and adoption		Review of GIS strategic direction in the context of consolidated GIS services and business needs.				✓				✓
10	Service Level Enhancements and benchmarking		Implementation of Service Level management processes, agreements and associated KPIs with Waterworks, Fire Services and Recreation				✓			KPI	✓
11	Implementation of database recovery and administration		Implement database recovery and capacity management tools on production environment in order to enhance business continuity				✓			KPI	✓
12	Network bandwidth improvement and switch upgrade		As part of re-tendering dark fibre network in 2009, implement consolidated and upgraded network at remote sites with Community Centre and Library.				✓				✓

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



INFORMATION TECHNOLOGY SERVICES KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	1	1	→
% Overall customer satisfaction (formal survey)	n/a	n/a	n/a	n/a	75%	80%	
% Customer satisfaction - extremely/very satisfied (formal survey)	n/a	n/a	n/a	n/a	68%	75%	
# of informal satisfaction surveys completed	0	0	0	12	0	12	→
Average customer satisfaction % - very satisfied (service-follow up survey)		53%	67%	62%	72%	80%	↑
FINANCIAL PERFORMANCE							
Net cost per household	\$ 40.42	\$ 40.47	\$ 43.61	\$ 48.59	\$ 47.98	\$ 57.88	↑
% of ITS operating budget vs. Town budget (excl Water)	2.77%	2.62%	3.09%	3.41%	3.36%	<5%	→
OPERATIONAL EXCELLENCE							
Business continuity service achievement	99.97%	99.94%	99.93%	99.94%	99.93%	99.95%	→
% Call abandonment at Service Desk	32.00%	17.40%	17.40%	12.10%	11.00%	7.00%	↓
Average number of answered calls by Service Desk/month	923	871	895	937	1015	n/a	↑
Calls resolved at Service Desk	n/a	n/a	42.7%	40.0%	39%	50.0%	↓
% of incidents resolved within set targets (severity-based)						85.0%	
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	76%	96%	100%	100%	↑
Average # of non-technical training hours per employee	n/a	n/a	4.8	18.6	11.3	n/a	↑
Recognition rating (from staff survey)	n/a	48%	n/a	72%	65%	75%	↓
Staff Satisfaction rating (from staff survey)	n/a	58%	n/a	79%	78%	80%	→
High Performance Workgroup rating (from staff survey)	n/a	73%	n/a	78%	69%	80%	↓
Staff absenteeism (average # of days per employee)	3.8	4.1	7.5	4.7	5.6	n/a	→
Staff turnover rate	0%	7%	12%	11%	7%	3%	↓
NOTES:	For customer satisfaction and staff satisfaction sections, 2008 results have been input/used in the 2007 column to indicate the most current information (no 2007 data is available for these items).						
CURRENT YEAR ACCOMPLISHMENTS							
A	Portal project - Procurement of RFP and evaluation of responses						
B	Server hardware replacement (Phase II) with completion of production environment replacement						
C	Completion of wireless radio communication strategic study						
D	Completion of corporate Automated Vehicle Locator study						
E	Completion of Town wide cell phone/blackberry use study and consolidation						
F	Implementation of email archiving system (phase I)						
G	Evaluation of over 70 projects with IT components as part of 2009 budget process						
H	Update of selected topographic features using 2007 orthophoto						
I	Technology setup with moves: Markham Library opening at Markham Village & staff move, and Fire & Asset Management depts move to 8100 Warden						
J	Implementation of capital projects with IT components and service requests						



INFORMATION TECHNOLOGY SERVICES 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>	
				<u>\$ Incr./(Decr.)</u>	<u>% Change</u>	<u>\$ Incr./(Decr.)</u>	<u>% Change</u>
Revenues							
RENTALS	-	\$1,500		(1,500)	-100.0%	\$0	0.0%
SALES	761	2,500	500	(2,000)	-80.0%	-261	-34.3%
Total Revenues	\$761	\$4,000	\$500	(3,500)	-87.5%	-\$261	-34.3%
Expenses							
SALARIES AND BENEFITS	\$3,116,678	\$3,307,136	\$3,423,736	\$116,600	3.5%	\$307,058	9.9%
PRINTING & OFFICE SUPPLIES	6,959	15,049	18,199	3,150	20.9%	11,240	161.5%
OPERATING MATERIALS & SUPPLIES	9,206	19,902	15,902	(4,000)	-20.1%	6,696	72.7%
COMMUNICATIONS	586,404	522,335	630,208	107,873	20.7%	43,804	7.5%
TRAVEL EXPENSES	10,480	9,196	9,196	-	0.0%	-1,284	-12.3%
TRAINING	41,268	75,000	75,000	-	0.0%	33,732	81.7%
CONTRACTS & SERVICE AGREEMENTS	1,385,314	1,522,168	1,593,620	71,452	4.7%	208,306	15.0%
MAINT. & REPAIR-TIME/MATERIAL	113,678	48,539	48,539	-	0.0%	-65,139	-57.3%
RENTAL/LEASE	2,031	2,341	2,341	-	0.0%	310	15.3%
PROFESSIONAL SERVICES	63,394	114,739	114,739	-	0.0%	51,345	81.0%
LICENCES, PERMITS, FEES	2,368	2,039	2,039	-	0.0%	-329	-13.9%
Total Expenses	\$5,337,780	\$5,638,444	\$5,933,519	\$295,075	5.2%	\$595,739	11.2%
Net Expenditures/(Revenues)	\$5,337,019	\$5,634,444	\$5,933,019	\$298,575	5.3%	\$596,000	11.2%

COMMUNICATIONS AND COMMUNITY RELATIONS BUSINESS PLAN OBJECTIVES

				Priorities							
#	Objective	Requires Additional Resources?	Performance Measures for Success	Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1											
2											
3											
4											
2009 BUP (Other Business Plan Objectives)											
1	Implement strategy for increased cost effectiveness of Recreation & Culture Guide		Reduce costs by \$50K							PM	✓
2	Develop & implement Special Events Policy including service cost recovery		Policy approved and implemented Recovery of service costs							PM	
3	Coordinate cross-organization consistency in fee structure for public use of meeting rooms		Increased revenue								✓
4	Improve workload balance through appropriate adjustments in staff responsibilities		improved Staff Satisfaction							SS	
5	Document processes for all key business unit responsibilities (Special Events; Media Relations; Design; Website/Intranet; Publications; Client support)		Process mapping completed and documented							PM	
6	Develop process for annual qualification of creative suppliers		Qualified suppliers identified for video production, photography, design, writing services							PM	✓
7	Develop Community Relations function		Community Relations objectives/strategies in place							CS	✓
8	Increase Sponsorship Revenue		Achieve additional \$125 K in sponsorship funding							KPI	
9	Develop issues management and executive briefing program		Materials provided for executive support as required; CheckMark database of FAQ's, issue statements etc. in place							PM	
10	Implement BMFT communication plan		Strategic plans and tactical support in place for all strategic priorities and key action plan items	✓	✓	✓	✓	✓	✓	CS	
11	Enhance Website: - Add web-based services for 24/7 access as appropriate - Purge outdated, redundant web content - Improve navigation - Increase video content		Enhancements in place; improved client/customer satisfaction							CS	
12	Approve and begin implementation of Facility Branding Strategy		Facility branding strategy in place and adopted for new signage							PM	
13	Increase advertising revenue from rinkboards, backlit signs and other inside advertising		Achieve \$50K - \$75K advertising revenue (adding \$10K - \$35K)							PM	
14											
15											
16											

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



COMMUNICATIONS AND COMMUNITY RELATIONS KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal (corporate) customer satisfaction surveys completed	0	0	0	0	0	1	↑
Overall satisfaction (%) (formal survey)	n/a	n/a	n/a	n/a	n/a		
% extremely/very satisfied (formal survey)	n/a	n/a	n/a	n/a	n/a		
# of informal satisfaction surveys completed	0	0	0	0	0	1	
Overall satisfaction % (departmental surveys only)	n/a	n/a	n/a	n/a	n/a	90%	
% of special event surveys very/extremely satisfied	n/a	n/a	n/a	n/a	n/a	85%	
% department customer satisfaction surveys very/extremely satisfied	n/a	n/a	n/a	n/a	n/a	85%	
FINANCIAL PERFORMANCE							
Net cost per household	\$ 7.64	\$ 7.43	\$ 8.68	\$ 7.85	\$ 8.31	\$ 18.07	↑
Net cost of Recreation Guide per household	n/a	\$ 1.36	\$ 1.34	\$ 1.71	\$ 1.77	zero	↑
Revenue from sponsorships/advertising sales	n/a	\$ 316,861	\$ 351,954	\$ 349,533	\$ 200,153	\$ 500,000	↑
OPERATIONAL EXCELLENCE							
# media impressions to # media releases/media inquiries(ratio)	n/a	n/a	n/a	n/a	n/a	250,000	↑
# special events to attendance(average)	n/a	n/a	n/a	n/a	n/a	150	↓
Number of impressions from special events	n/a	n/a	n/a	n/a	n/a	50,000	↓
# of annual impressions generated by Town Page/EIB's	n/a	n/a	n/a	n/a	n/a	4,000,000	↓
Overall staff satisfaction with internal communications%	n/a	n/a	n/a	n/a	n/a	85%	↓
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	75%	75%	67%	100%	↓
Average # of non-technical training hours per employee	n/a	n/a	16.8	80.5	60.7	35.0	↑
Recognition rating (from staff survey)	n/a	62%	n/a	35%	29%	70%	↓
Staff Satisfaction rating (from staff survey)	n/a	65%	n/a	61%	67%	80%	↓
High Performance Workgroup rating (from staff survey)	n/a	69%	n/a	63%	47%	70%	↓
Staff absenteeism (average # of days per employee)	3.1	2.4	2.0	20.0	4.5	n/a	↑
Staff turnover rate	0%	0%	0%	50%	0%	5%	→

NOTES: During 2008 Communications & Community Relations has been re-structured. New KPI's to reflect new focus.
Note that the 2007 actual column indicates the 2008 Staff Satisfaction Results.

CURRENT YEAR ACCOMPLISHMENTS	
A	Merged Corporate Communications with Marketing & Partnerships, forming Communications & Community Relations business unit for improved synergies and new efficiencies
B	Created Community Relations department
C	Created Production & Quality Coordinator position
D	Improved professional skills base
E	Implemented client survey process
F	Coordinated 190 special events and 35 media events; produced 110 media releases; responded to 120 media inquiries; supported 285 client projects. (Estimated year-end #'s based on 8 months activity)
G	Implementing new sponsorship/advertising sales approach



COMMUNICATIONS AND COMMUNITY RELATIONS 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
USER FEES & SERVICES CHARGES	\$166,776	\$170,664	\$216,164	\$45,500	0.0%	\$49,388	29.6%	
RECOVERIES & CONTRIBUTIONS	-33,000	70,000	161,000	91,000	0.0%	194,000	-587.9%	
OTHER REVENUE	43,000	13,000	0	-13,000	0.0%	(43,000)	-100.0%	
Total Revenues	\$176,776	-	\$377,164	377,164	0.0%	200,388	0.0%	
Expenses								
SALARIES AND BENEFITS	\$1,179,973	\$1,182,062	\$1,121,808	-\$60,254	-5.1%	-\$58,165	-4.9%	
PRINTING & OFFICE SUPPLIES	14,844	14,513	15,193	680	4.7%	349	2.4%	
OPERATING MATERIALS & SUPPLIES	6,779	12,315	12,388	73	0.6%	5,609	82.7%	
COMMUNICATIONS	2,628	4,165	8,153	3,988	95.8%	5,525	210.2%	
TRAVEL EXPENSES	1,271	3,980	4,179	199	5.0%	2,908	228.8%	
TRAINING	2,506	14,254	21,000	6,746	47.3%	18,494	738.0%	
CONTRACTS SERVICES AGREEMENT	30,952	95,000	0	-95,000	0.0%	(30,952)	-100.0%	
RENTAL/LEASE	1,297	-	-	-	0.0%	(1,297)	-100.0%	
PROFESSIONAL SERVICES	74,135	70,825	109,464	38,639	54.6%	35,329	47.7%	
LICENCES, PERMITS, FEES	1,165	1,456	1,529	73	5.0%	364	31.2%	
PROMOTION & ADVERTISING	275,032	299,511	627,871	328,360	109.6%	352,839	128.3%	
DISCRETIONARY COMMUNICATIONS	239,951	236,398	0	-236,398	0.0%	(239,951)	-100.0%	
OTHER PURCHASED SERVICES	1,115	9,000	4,500	-4,500	-50.0%	3,385	303.6%	
OTHER EXPENDITURES	66,964	70,000	0	(70,000)	-100.0%	-66,964	-100.0%	
Total Expenses	\$1,898,612	\$2,013,479	\$1,926,085	-\$87,394	-4.3%	\$27,473	1.4%	
Net Expenditures/(Revenues)	\$1,721,836	\$2,013,479	\$1,548,921	-\$464,558	-23.1%	-\$172,915	-10.0%	



CONTACT CENTRE BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan/ Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1											
2											
3											
4											
5											
2009 BUP (Other Business Plan Objectives)											
1	Investigate future transitions into the Contact Centre		Anticipate transitioning additional services in 2009.	✓			✓		PM	✓	
2	Continue to investigate the amalgamation of C.C., Licensing and Cash Management Counters		Will work with Asset Management and key departments to investigate feasibility of amalgamation of 3 counter into 1.	✓			✓			✓	
3	Continue to investigate on-line complaint submission and tracking		Will work with IT and Vendor Active Network				✓		KPI	✓	
4	Review C.C. reports and develop enhanced reporting capabilities		Will work with IT and Operating Departments				✓		KPI	✓	
5	Review existing supporting departments service levels for enhancements		Work with Operating Departments				✓		KPI	✓	
6	Develop and distribute Customer Surveys for Email Satisfaction		Work with CC Staff to develop and send out to clients communicating via email				✓		CS	✓	
7	Continue to process map all functions in the Contact Centre		Process maps presently being updated by CC Staff				✓		PM	✓	
8	Investigate staff satisfaction survey results to determine areas for improvements		Review results with staff to understand how questions were interpreted and areas for improvement						SS	✓	
9											
10											
11											
12											
13											
14											
15											
16											
17											
18											
19											
20											

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



CONTACT CENTRE KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal (corporate) customer satisfaction surveys completed	0	0	0	0	0	1	↑
Overall satisfaction (%) (formal survey)	n/a	n/a	n/a	n/a	n/a		
% extremely/very satisfied (formal survey)	n/a	n/a	n/a	n/a	n/a		
# of informal satisfaction surveys completed	0	0	0	0	0	1	
Overall satisfaction % (deparmental surveys only)	n/a	n/a	n/a	n/a	n/a	90%	
% of special event surveys very/extremely satisfied	n/a	n/a	n/a	n/a	n/a	85%	
% department customer satisfaction surveys very/extremely satisfied	n/a	n/a	n/a	n/a	n/a	85%	
FINANCIAL PERFORMANCE							
Net cost per household	\$ 7.64	\$ 7.43	\$ 8.68	\$ 7.85	\$ 8.31	\$ 18.07	↑
Net cost of Recreation Guide per household	n/a	\$ 1.36	\$ 1.34	\$ 1.71	\$ 1.77	zero	↑
Revenue from sponsorships/advertising sales	n/a	\$ 316,861	\$ 351,954	\$ 349,533	\$ 200,153	\$ 500,000	↑
OPERATIONAL EXCELLENCE							
# media impressions to # media releases/media inquiries(ratio)	n/a	n/a	n/a	n/a	n/a	250,000	↑
# special events to attendance(average)	n/a	n/a	n/a	n/a	n/a	150	↓
Number of impressions from special events	n/a	n/a	n/a	n/a	n/a	50,000	↓
# of annual impressions generated by Town Page/EIB's	n/a	n/a	n/a	n/a	n/a	4,000,000	↓
Overall staff satisfaction with internal communications%	n/a	n/a	n/a	n/a	n/a	85%	↓
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	75%	75%	67%	100%	↓
Average # of non-technical training hours per employee	n/a	n/a	16.8	80.5	60.7	35.0	↑
Recognition rating (from staff survey)	n/a	62%	n/a	35%	29%	70%	↓
Staff Satisfaction rating (from staff survey)	n/a	65%	n/a	61%	67%	80%	↓
High Performance Workgroup rating (from staff survey)	n/a	69%	n/a	63%	47%	70%	↓
Staff absenteeism (average # of days per employee)	3.1	2.4	2.0	20.0	4.5	n/a	↑
Staff turnover rate	0%	0%	0%	50%	0%	5%	→
NOTES:	During 2008 Communications & Community Relations has been re-structured. New KPI's to reflect new focus. Note that the 2007 actual column indicates the 2008 Staff Satisfaction Results.						
CURRENT YEAR ACCOMPLISHMENTS							
A	Merged Corporate Communications with Marketing & Partnerships, forming Communications & Community Relations business unit for improved synergies and new efficiencies						
B	Created Community Relations department						
C	Created Production & Quality Coordinator position						
D	Improved professional skills base						
E	Implemented client survey process						
F	Coordinated 190 special events and 35 media events; produced 110 media releases; responded to 120 media inquiries; supported 285 client projects. (Estimated year-end #'s based on 8 months activity)						
G	Implementing new sponsorship/advertising sales approach						



CONTACT CENTRE 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
USER FEES & SERVICE CHARGES	\$5,569	\$3,000	\$3,000	-	0.0%	(\$2,569)	-46.1%	
Total Revenues	\$5,569	\$3,000	\$3,000	-	0.0%	-\$2,569	-46.1%	
Expenses								
SALARIES AND BENEFITS	\$898,893	\$855,638	\$907,531	\$51,893	6.1%	\$8,638	1.0%	
OPERATING MATERIALS & SUPPLIES	\$4,967	\$0	\$7,875	7,875	-	2,908	58.5%	
COMMUNICATIONS	\$3,847	\$0	\$0	-	-	-3,847	-100.0%	
PRINTING & OFFICE SUPPLIES	127	7,875	0	(7,875)	-100.0%	-127	-100.0%	
TRAVEL EXPENSES	1,076	2,200	2,200	-	0.0%	1,124	104.5%	
TRAINING	0	2,709	2,709	-	0.0%	2,709	-	
RENTAL/LEASE	1,257	1,419	1,419	-	0.0%	162	12.9%	
LICENCES, PERMITS, FEES	1,664	1,860	1,860	0	0.0%	196	0.0%	
CREDIT CARD SERVICE CHARGES	1,793	787	787	-	0.0%	(1,006)	-56.1%	
Total Expenses	\$913,624	\$872,488	\$924,381	\$51,893	5.9%	\$10,757	1.2%	
Net Expenditures/(Revenues)	\$908,055	\$869,488	\$921,381	\$51,893	6.0%	\$13,326	1.5%	

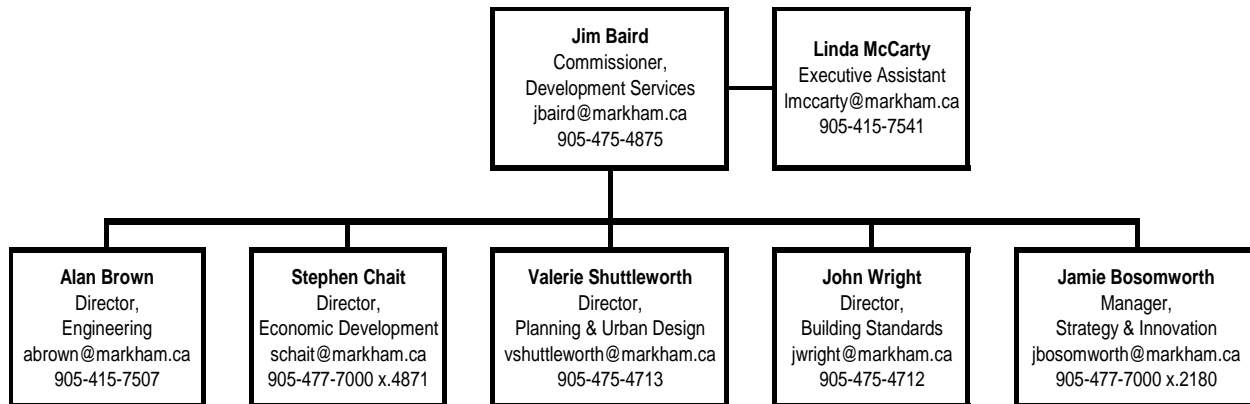


CORPORATE SERVICES COMMISSIONER'S OFFICE 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<u>Revenues</u>							
OTHER INCOME	-	-	-	-	0.0%	-	0.0%
Total Revenues	-	-	-	-	0.0%	-	0.0%
<u>Expenses</u>							
SALARIES AND BENEFITS	\$456,286	\$438,794	\$463,906	\$25,112	5.7%	\$7,620	1.7%
PRINTING & OFFICE SUPPLIES	98	1,262	1,262	-	0.0%	1,164	1187.8%
OPERATING MATERIALS & SUPPLIES	175	0	0	-	-	-175	-100.0%
COMMUNICATIONS	689	1,165	1,165	-	0.0%	476	69.1%
TRAVEL EXPENSES	10,970	9,562	9,562	-	0.0%	-1,408	-12.8%
TRAINING	-	2,621	2,621	-	0.0%	2,621	0.0%
LICENCES, PERMITS, FEES	9,242	9,485	9,485	0	0.0%	243	2.6%
PROMOTION & ADVERTISING	-	485	485	-	0.0%	485	0.0%
Total Expenses	\$477,460	\$463,374	\$488,486	\$25,112	5.4%	\$11,026	2.3%
Net Expenditures/(Revenues)	\$477,460	\$463,374	\$488,486	\$25,112	5.4%	\$11,026	2.3%



DEVELOPMENT SERVICES



The commission provides direction and support to envision, create and deliver the most liveable 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 neighbourhoods, 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 152 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:

- Architectural
- Mechanical
- Structural
- Plumbing
- Zoning
- 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:

- New subdivisions applications
- Site plan applications
- Transportation planning proposals
- Storm water management proposals
- 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.

- Storm and sanitary sewer construction
- Water main construction



- Road construction
- Grading
- Service connection
- Utilities
- Reduction and/or release of engineering-related securities
- 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



DEVELOPMENT SERVICES COMMISSION

2009 OPERATING BUDGET

(EXCLUDING BUILDING STANDARDS)

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues							
GRANTS AND SUBSIDIES	\$132,200	\$55,000	\$60,500	5,500	10.0%	(\$71,700)	-54.2%
USER FEES & SERVICE CHARGES	6,713,862	9,146,408	6,629,669	(2,516,739)	-27.5%	(84,193)	-1.3%
SALES	713	-	-	-	0.0%	(713)	-100.0%
RECOVERIES & CONTRIBUTIONS	26,447	132,834	70,834	-62,000	-46.7%	44,387	167.8%
OTHER INCOME	(7,939)	-	-	-	-	7,939	-100.0%
TRANSFER FROM SURPLUS/DEFICIT	-	1,297,951	3,809,190	2,511,239	0.0%	3,809,190	0.0%
Total Revenues	\$6,865,283	\$10,632,193	\$10,570,193	(\$62,000)	-0.6%	\$3,704,910	54.0%
Expenses							
SALARIES AND BENEFITS	\$8,810,134	\$9,342,906	\$9,461,743	\$118,837	1.3%	\$651,609	7.4%
PRINTING & OFFICE SUPPLIES	65,534	81,387	81,387	-	0.0%	15,853	24.2%
OPERATING MATERIALS & SUPPLIES	27,158	39,026	39,026	0	0.0%	11,868	43.7%
COMMUNICATIONS	30,498	38,009	38,009	0	0.0%	7,511	24.6%
TRAVEL EXPENSES	74,393	111,409	111,409	-	0.0%	37,016	49.8%
TRAINING	42,012	59,707	61,372	1,665	2.8%	19,360	46.1%
CONTRACTS & SERVICE AGREEMENTS	2,196,373	2,215,621	2,115,943	-99,678	-4.5%	-80,430	-3.7%
MAINT. & REPAIR-TIME/MATERIAL	2,184	2,956	2,956	-	0.0%	772	35.3%
RENTAL/LEASE	19,628	12,676	12,676	0	0.0%	(6,952)	-35.4%
PROFESSIONAL SERVICES	664,510	673,381	691,895	18,514	2.7%	27,385	4.1%
LICENCES, PERMITS, FEES	25,210	41,151	42,843	1,692	4.1%	17,633	69.9%
CREDIT CARD SERVICE CHARGES	1,776.00	9,321	2,144	(7,177)	-77.0%	368	20.7%
PROMOTION & ADVERTISING	427,219	333,942	275,942	-58,000	-17.4%	(151,277)	-35.4%
OFFICE FURNISHINGS & EQUIPMENT	-	2,400	400	(2,000)	-83.3%	400	0.0%
OTHER EXPENDITURES	2,075	-	-	-	-	(2,075)	-100.0%
TRANSFERS TO RESERVES	(3,216,062)	(31,162)	(4,920)	26,242	-84.2%	3,211,142	-99.8%
Total Expenses	\$9,172,642	\$12,932,730	\$12,932,825	\$95	0.0%	\$3,760,183	41.0%
Net Expenditures/(Revenues)	\$2,307,359	\$2,300,537	\$2,362,632	\$62,095	2.7%	\$55,273	2.4%

BUILDING STANDARDS BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1	SMARTsend document Conversion	✓	Submission of only a single copy of building plans for review and markup				✓			PM	✓
2											
3											
4											
5											
2009 BUP (Other Business Plan Objectives)											
1	Implement recommendations to improve AMANDA financial controls per CSDC report July 2008		Completion of Next Steps numbered 1 - 12 in report				✓			PM	✓
2	Property File Digitization	✓	Property files are converted to Acrobat format and accessible to AMANDA users.				✓			PM	✓
3	Fee By-law Amendment		Refine by-law to capture revenues necessary to offset costs by early 2009 and prepare further refinements for enactment in early 2010				✓			KPI	✓
	Implement automated payment for reinspection fees using Integrated Voice Response system		\$4,000 in fees collected by end of Q3 2009							KPI	✓
4	Excessive Fortification protocol developed		Implement protocol in conjunction with York Regional Police to facilitate their response to Excessive fortification of land.					✓			
5	Renovate Building Counter to facilitate on-line submissions and accommodate applicants with disabilities.	✓	Renovations are completed by the end of Q4						✓		✓
6											
7											
8											
19											
20											

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



BUILDING STANDARDS KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2003	2004	2005	2006	2007	TARGET	TREND
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL		
In accordance with Town practices we will be completing an on-line customer satisfaction survey in 2008/09							
FINANCIAL PERFORMANCE							
Net cost per household	\$ (70.57)	\$ (43.71)	\$ (31.78)	\$ -	\$ -		→
Average cost per building permit issued		\$ 587.48	\$ 971.09	\$ 1,523.62	\$ 2,062.25		↑
Average cost per inspection		\$ 41.25	\$ 51.72	\$ 81.14	\$ 139.69		↑
OPERATIONAL EXCELLENCE							
Number of permits issued for residential construction	2,854	2,500	3,381	3,084	3548		↑
Number of permits issued for all construction		4,549	6,116	4,194	3868		↓
Total floor area of permits issued for ICI (sq. m.)	198,823	232,741	553,954	418,896	255,766		↓
Number of inspections undertaken	65,746	75,799	87,095	78,751	57,103		↓
Proportion of applications for housing determined within mandatory 10 day time frame (%)						100	
Proportion of applications for small buildings determined within mandatory 15day time frame (%)						100	
Proportion of applications for large buildings determined within mandatory 20 day time frame (%)						100	
Proportion of applications for complex buildings determined within mandatory 30 day time frame (%)						100	
Proportion of inspections conducted within mandatory 48hour time frame (%)						100	
STAFF SATISFACTION							
Completion rate for performance management	100%	98%	100%	73%			↓
Average # of non-technical training sessions per employee	1.4	0.4	0.2	0.4			→
Recognition rating (from staff survey)	n/a	61%	n/a	65%			↑
Staff Satisfaction rating (from staff survey)	n/a	70%	n/a	75%			↑
High Performance Workgroup rating (from staff survey)	n/a	73%	n/a	76%			↑
Staff absenteeism (average # of days per employee)	4.0	3.9	2.0	3.4			↓
Staff turnover rate		0%	4%	9%			→
NOTES:							
CURRENT YEAR ACCOMPLISHMENTS							
A	IVR implemented and operational automating inspection request reception and assignment						
B	SMARTsend deployed to eliminate accumulation of property file and inspection file contents - Tender under consideration for complete property file digitization.						
C	On-line Zoning enquiries implemented						
D	Marijuana grow-ops / clandestine labs - 17 cases to Q3						
E	Protocol for managing AMANDA people table - CSDC engaged - project ongoing						
F	AMANDA operational audit - completed (restricted to financial functionality of AMANDA)						



BUILDING STANDARDS 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues								
LICENCES & PERMITS	\$5,928,059	\$6,959,411	\$6,934,443	(\$24,968)	-0.4%	\$1,006,384	17.0%	
USER FEES & SERVICE CHARGES	34,060	92,000	36,120	(55,880)	-60.7%	2,060	6.0%	
Total Revenues	\$5,962,119	\$7,051,411	\$6,970,563	(\$80,848)	-1.1%	\$1,008,444	16.9%	
Expenses								
SALARIES AND BENEFITS	\$4,759,478	\$4,985,311	\$5,094,587	\$109,276	2.2%	\$335,109	7.0%	
PRINTING & OFFICE SUPPLIES	35,515	53,708	53,708	-	0.0%	18,193	51.2%	
OPERATING MATERIALS & SUPPLIES	9,426	14,604	14,604	-	0.0%	5,178	54.9%	
COMMUNICATIONS	18,724	23,893	23,893	-	0.0%	5,169	27.6%	
TRAVEL EXPENSES	3,922	9,006	9,006	-	0.0%	5,084	129.6%	
TRAINING	23,879	27,476	27,476	-	0.0%	3,597	15.1%	
CONTRACTS & SERVICE AGREEMENTS	1,984,518	2,083,239	2,081,104	(2,135)	-0.1%	96,586	4.9%	
MAINT. & REPAIR-TIME/MATERIAL	-	235	235	-	0.0%	235	0.0%	
RENTAL/LEASE	2,357	6,214	6,214	-	0.0%	3,857	163.6%	
PROFESSIONAL SERVICES	68	5,971	5,971	-	0.0%	5,903	8680.9%	
LICENCES, PERMITS, FEES	14,262	14,165	14,165	-	0.0%	-97	-0.7%	
CREDIT CARD SERVICE CHARGES	12,459	0	8,424	8,424	-	-4,035	-32.4%	
PROMOTION & ADVERTISING	3,012	6,311	6,311	-	0.0%	3,299	0.0%	
TRANSFERS TO RESERVES	(905,501)	(178,722)	(375,135)	(196,413)	109.9%	530,366	-58.6%	
Total Expenses	\$5,962,119	\$7,051,411	\$6,970,563	(\$80,848)	-1.1%	\$1,008,444	16.9%	
Net Expenditures/(Revenues)	-	-	-	-	0.0%	-	0.0%	



PLANNING AND URBAN DESIGN BUSINESS PLAN OBJECTIVES

				Priorities							
				Strategic						Operational	
#	Objective	Requires Additional Resources?	Performance Measures for Success	Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1	Growth Management Strategy , including all component studies and programs (Built Form for Intensification Guidelines, Airport Constraints on Land Use, Community Infrastructure Capacity Review, Employment Lands, Environmental Policy Review & Consolidation, Agricultural lands review and a Comprehensive Consultation Program)		Growth Management Strategy adopted by Council before June, 2009	✓	✓	✓					
2	Markham Centre - Height/Density Review - Urban Design Guidelines - Public Realm and Open Space Master Plan		OPA 21 updated, Guidelines endorsed and Master Plan approved by Council.	✓							
3											
4											
5											
2009 BUP (Other Business Plan Objectives)											
1	Implement Make It Happen Task Force Recommendations		Improved Development Application Approval processes				✓			CS	✓
2	Deliver \$8.25 million in new park construction		Parks delivered on time and on budget				✓				
3	Complete Heritage Districts Study and Threatened Heritage Building Studies		Studies Complete	✓							
4	Complete North Yonge Corridor Study		Study completed	✓							
5	Continue and complete policy and study work underway (Sustainable Development Standards & Guidelines, Yonge/Steeles Corridor Study, Langstaff, Markham Road Focal Point, North Markham Rd., Victoria Sq. Land Use Study)		Studies Complete	✓		✓					
6	Urban Design Guidelines for Commercial Development		Guidelines adopted by Council	✓						CS	
7	Support District Teams (including Heritage and C of A) in processing all types of development applications		Target timelines met				✓			CS	
8	Initiate work on new Official Plan, following endorsement of GMS		Detailed Policy work initiated	✓	✓	✓					
9											
20											

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps

PLANNING AND URBAN DESIGN KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed		n/a	n/a	1			
Percentage of customers extremely satisfied (Citizen/service surveys)		12%	n/a	n/a	15%		↑
Percentage of customers satisfied (Citizen/service specific surveys)		43%	n/a	n/a	74%		↑
Percentage of customers extremely satisfied (Developers surveys)				32%			
Percentage of customers satisfied (Developers surveys)				64%			
FINANCIAL PERFORMANCE							
Net cost per household	\$ 12.30	\$ 14.41	\$ 1.01	\$ -	\$ -		
Average cost per application circulated (including indirect costs)		\$ 5,956.64	\$ 6,063.24	\$ 8,965.25	\$ 9,990.86		↑
OPERATIONAL EXCELLENCE							
Number of applications circulated		371	564	549	450		↓
Number of prelim. reports to DSC within 6-8weeks of receipt of a complete application					27%	80%	
Area (ha) of new parks assumed		34	8	21.0	11		↓
Number of agreements executed		27	16	29	16		↓
# of applications requiring heritage review and comment		33	10	16	13		↓
Number of reports presented to D.S.C.		263	341	258	128		↓
# of presentations to D.S.C.					45		
STAFF SATISFACTION							
Completion rate for performance management		100%	87%	100%	92%	100%	↓
Average Corporate learning hours per employee			7.3	8.3	4.4		↓
Recognition rating (from staff survey)		66%	n/a	66%	n/a		→
Staff Satisfaction rating (from staff survey)		72%	n/a	71%	n/a		→
High Performance Workgroup rating (from staff survey)		79%	n/a	74%	n/a		↓
Staff absenteeism (average # of days per employee)	3.4	2.1	1.7	1.9	4.4		↑
Staff turnover rate	5%	3%	6%	6%	10%		↑

NOTES:

CURRENT YEAR ACCOMPLISHMENTS

A	Growth Management Strategy Progressing (growth projection analysis, employment lands, agricultural lands, environmental policy review all well underway)
B	Cornell Secondary Plan approved
C	Various Intensification Studies progressing well (Langstaff, Yonge/Steeles)
D	Interim Sustainable Development Guidelines endorsed
E	Markham Centre Charette Pathways and Trails Master Plan endorsed
F	Tree By-law enacted
G	Second Suites Sub-Committee work completed; recommendations to D.S.C.
H	Thornhill Heritage Conservation District Plan in effect
I	Pathways and Trails Master Plan endorsed



PLANNING & URBAN DESIGN 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.	
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenues							
USER FEES & SERVICE CHARGES	\$3,398,257	\$5,268,418	\$3,866,922	(\$1,401,496)	-26.6%	\$468,665	13.8%
RECOVERIES & CONTRIBUTIONS	-	10,000	10,000	-	0.0%	\$10,000	-
OTHER REVENUE	(7,939)	-	-	-	-	\$7,939	-100.0%
TRANSFER FROM SURPLUS/DEFICIT	-	-	1,401,496	1,401,496	-	\$1,401,496	-
Total Revenues	\$3,390,318	\$5,278,418	\$5,278,418	-	0.0%	\$1,888,100	55.7%
Expenses							
SALARIES AND BENEFITS	\$4,759,478	\$4,046,379	\$4,160,023	\$113,644	2.8%	-\$599,455	-12.6%
PRINTING & OFFICE SUPPLIES	35,515	43,092	43,092	-	0.0%	7,577	21.3%
OPERATING MATERIALS & SUPPLIES	9,426	6,803	6,803	-	0.0%	-2,623	-27.8%
COMMUNICATIONS	18,724	9,369	9,369	0	0.0%	-9,355	-50.0%
TRAVEL EXPENSES	3,922	17,869	17,869	-	0.0%	13,947	355.6%
TRAINING	23,879	7,281	7,281	-	0.0%	-16,598	-69.5%
CONTRACTS & SERVICE AGREEMENTS	1,984,518	921,708	870,540	-51,168	-5.6%	-1,113,978	-56.1%
RENTAL/LEASE	2,357	3,000	3,000	0	0.0%	643	27.3%
PROFESSIONAL SERVICES	68	38,748	38,748	-	0.0%	38,680	56882.4%
LICENCES, PERMITS, FEES	14,262	22,995	22,995	-	0.0%	8,733	61.2%
CREDIT CARD SERVIC CHARGES	12,459	-	1,823	1,823	0.0%	(10,636)	-85.4%
PROMOTION & ADVERTISING	3,012	4,365	4,365	-	0.0%	1,353	0.0%
OTHER EXPENDITURES	-	-	-	-	-	-	-
TRANSFERS TO RESERVES	-905,501	156,809	92,510	(64,299)	-41.0%	998,011	-110.2%
Total Expenses	\$5,962,119	\$5,278,418	\$5,278,418	-	0.0%	-\$683,701	-11.5%
Net Expenditures/(Revenues)	2,571,801	-	-	-	0.0%	(2,571,801)	0.0%

ENGINEERING BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic					Operational		
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1	E3 Initiatives		implement adopted E3 initiatives		✓	✓					✓
2	Growth Management Studies: Undertake servicing study based on growth scenarios		outline servicing requirements (sanitary and storm sewers, water) and costs for various growth scenarios	✓	✓	✓					
3	BMFT a) Strategic Initiatives (Click)		implement recommendations and update Council on accomplishments related to transportation	✓	✓	✓					
4	Transportation: a) Metrolinx - update Council on GTHA transportation plan, funding and implementation strategies - update Council on AFP evaluation and funding of Yonge Subway and Hwy 7/Warden rapid transit systems b) Regional Transportation Study - update Council on Region's Transportation Study c) Markham Strategic Transportation Study - undertake strategic study and update Council as required		Council input into documents Funding commitments by Metrolinx Council input into documents completion and adoption of plan in 2009	✓	✓	✓					
5	Make It Happen Task Force implement recommendations and follow up tasks to improve Letter of Credit, agreement and approval processes									CS	✓
2009 BUP (Other Business Plan Objectives)											
1	Development: - Update of Standards and processes		•Update and distribute 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.			✓				CS	✓
2	Capital: a) Capital Program - implement 2008/9 Capital program (\$50 m) including Enterprise Drive extension, Birchmount/CN grade separation, Rodick Road/CN grade separation, Bike/Trail system, etc. b) Regional EA/Capital Program - monitor regional roads, sewer and watermain EA's and update Council as requested c) Capital Implementation	✓	- 70% committed by year end - keep Council apprised of Regional projects and assist the Region in Public/Council consultation - convert 1 contract capital staff to FTE to ensure sufficient resources are available		✓	✓					
3	Transportation: a) TDM - implement TDM program for 404/7 area - expand program into other business parks - advance corporate initiatives b) Parking - complete business plan and parking strategies - obtain steering committee and Council's approvals as required c) Cycling System - obtain Council approval of Cycling Study - implement system d) Safe Streets - update mandate of Committee and obtain Council's approval - implement education programs (i.e. road watch)		- 5% increase in utilization of TDM initiatives - approval of business plan and strategy by Council in 2008/09 - Council approval of plan - Fall 2008 - commence \$4.5 million program in 2008/09 - By Fall 2008 update Committee on future traffic calming usage mandate	✓	✓	✓					
4	Environmental: i) Manage contaminated sites ii) Implementation of 6 components of Stormwater Management Strategy		- 6 major components of the Stormwater Management Strategy to be implemented - Management SWM applications/reports/studies - Funding requirements in 2009 Capital Budget			✓					

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



ENGINEERING KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
# of formal customer satisfaction surveys completed (Developer's)				1			
# of informal satisfaction surveys completed							
overall satisfaction (%)					80%		
% extremely/very satisfied					59%		
% extremely/very satisfied (Developers Survey)				32%			
FINANCIAL PERFORMANCE							
Net cost per household	\$ 10.12	\$ 3.33	\$ 22.03	\$ -	\$ -	-	→
Development Revenue/expenditures ratio				1.5	\$ 1.2	\$ 1.0	↓
Capital Revenue/expenditure ratio				0.5	\$ 0.5	\$ 0.5	→
Tax funded services (\$million)				1.4	\$ 1.3	\$ 1.0	↓
OPERATIONAL EXCELLENCE							
\$ of development infrastructure constructed within calendar year	\$37 Million	\$79 Million	\$75 million	\$35 million	\$54 million	\$40 million	↓
- % of capital program completed/committed within calendar year	15%	20%	60%	65%	75%	85%	↑
- traffic operations (# of responses)		161	500	379	350	350	→
- # Care Contacts received and addressed				1,036	1,000	1000	→
Time frame for Site Plan and Subdivision Agreements				60 days	60 days	60 days	→
Engineering Drawing Approval (\$million)	\$47 Million	\$60	\$51	\$30	40	25	↓
STAFF SATISFACTION							
Completion rate for performance management		97%	n/a	93%	100%	100%	→
Average # of non-technical training sessions per employee		1.3	0.9	2.3	24.4	25%	↑
Recognition rating (from staff survey)		62%	n/a	63%	n/a	n/a	↓
Staff Satisfaction rating (from staff survey)		72%	n/a	73%	n/a	n/a	↓
High Performance Workgroup rating (from staff survey)		81%	n/a	75%	n/a	n/a	↓
Staff absenteeism (average # of days per employee)		3.4	1.7	3.2	3.6	2.0	↓
Staff turnover rate		3%	3%	13%	3%	2%	↓
NOTES:							
CURRENT YEAR ACCOMPLISHMENTS							
A DC By-law - approved June 2008 - no appeals							
B By year end (2008) 75% of capital projects will be completed or committed totalling \$85 million							
C Provided input in the Metrolinx Green and White Papers							
D Implemented TDM, Bike Study and Safe Streets strategies							
E \$54 million of hard infrastructure (development related) approved							



ENGINEERING 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues								
USER FEES & SERVICE CHARGES	\$3,312,619	\$3,861,990	\$2,752,247	(\$1,109,743)	-28.7%	(\$560,372)	-16.9%	
SALES	675	-	-	-	-	(675)	-100.0%	
RECOVERIES & CONTRIBUTIONS	21,947	112,000	50,000	-62,000	-55.4%	28,053	127.8%	
TRANSFER FROM SURPLUS/DEFICIT	-	1,297,951	2,407,694	1,109,743	85.5%	2,407,694	-	
Total Revenues	\$3,335,241	\$5,271,941	\$5,209,941	-\$62,000	-1.2%	1,874,700	56.2%	
Expenses								
SALARIES AND BENEFITS	\$3,581,066	\$3,787,567	\$3,601,665	-\$185,902	-4.9%	\$20,599	0.6%	
PRINTING & OFFICE SUPPLIES	18,069	19,519	19,519	-	0.0%	1,450	8.0%	
OPERATING MATERIALS & SUPPLIES	14,882	26,126	26,126	-	0.0%	11,244	75.6%	
COMMUNICATIONS	17,237	24,271	24,271	-	0.0%	7,034	40.8%	
TRAVEL EXPENSES	12,710	30,621	30,621	-	0.0%	17,911	140.9%	
TRAINING	29,466	35,935	37,600	1,665	4.6%	8,134	27.6%	
CONTRACTS & SERVICE AGREEMENTS	895,303	893,913	905,403	11,490	1.3%	10,100	1.1%	
MAINT. & REPAIR-TIME/MATERIAL	2,184	2,956	2,956	-	0.0%	772	35.3%	
RENTAL/LEASE	5,476	-	-	-	-	(5,476)	-100.0%	
PROFESSIONAL SERVICES	620,568	626,173	644,687	18,514	3.0%	24,119	3.9%	
LICENCES, PERMITS, FEES	10,894	12,831	14,523	1,692	13.2%	3,629	33.3%	
TRANSFERS FROM RESERVES	-1,872,614	(187,971)	(97,430)	90,541	-48.2%	1,775,184	-94.8%	
Total Expenses	\$3,335,241	\$5,271,941	\$5,209,941	-\$62,000	-1.2%	1,874,700	56.2%	
Net Expenditures/(Revenues)	-	-	-	-	0.0%	-	0.0%	



ECONOMIC DEVELOPMENT BUSINESS PLAN OBJECTIVES

				Priorities							
				Strategic				Operational			
#	Objective	Requires Additional Resources?	Performance Measures for Success	Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1	National Centre for Medical Device Development and Special Projects		Formulation and successful submission of request for funding approvals	✓							✓
2	Build the Creative City		Delivery of entrepreneurship programs to cultural industry and formulation of a Culture Master Plan (in collaboration with Culture Dept)	✓				✓		KPI	✓
3											
4											
5											
2009 BUP (Other Business Plan Objectives)											
1	New Economic Development Marketing Plan. Based on 10-Year Strategy		Implementation of marketing initiatives through collaboration and partnerships at lower annual cost to Town	✓						KPI	✓
2	Innovation Synergy Centre in Markham, YORKbiotech, Innovation York		Consolidation of facilities and rationalization of programs and expenditures	✓						KPI	✓
3	Expanded Markham Small Business Enterprise Centre		Increased level and variety of service delivery to more targeted audiences	✓						KPI	
5											
6											
7											
8											
19											
20											

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps

ECONOMIC DEVELOPMENT KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed							
# of informal satisfaction surveys completed							
overall satisfaction (%)		14%	n/a	n/a	n/a		
% extremely/very satisfied		13%	n/a	n/a	n/a		
FINANCIAL PERFORMANCE							
Net cost per household	\$ 9.03	\$ 8.92	\$ 8.74	\$ 8.49	\$ 9.52		↑
External grants and sponsorship funds attracted	\$149,000	\$184,000	\$400,000	\$105,000	\$90,000		↓
OPERATIONAL EXCELLENCE							
# of high-tech firms in Markham	866	899	915	n/a	934		↑
# of employees hired by high-tech firms	3,100	n/a	31,850	n/a	34,400		↑
# of events hosted or sponsored	40	65	50	75	70		↓
# of Research & Development centres					n/a		
# of full-time jobs by sector					n/a		
# of patents registered by Markham-based companies					n/a		
# of ind/commercial projects of >\$10.0 million committed					n/a		
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	N/A	100%	100%		→
Average # of non-technical training sessions per employee	0.8	0.2	16.4	7.1	1.8		↓
Recognition rating (from staff survey)	n/a	80%	n/a	70%	n/a		↓
Staff Satisfaction rating (from staff survey)	n/a	79%	n/a	75%	n/a		↓
High Performance Workgroup rating (from staff survey)	n/a	84%	n/a	80%	n/a		↓
Staff absenteeism (average # of days per employee)	2.5	3.0	1.4	1.5	9.0		↑
Staff turnover rate	0%	0%	0%	25%	20%		↓
NOTES:							
CURRENT YEAR ACCOMPLISHMENTS							
A	Two customer satisfaction surveys (MSBEC and Economic Devt Office) --- targeted for completion Q4						
B	Completion and launch of new 10-Year Economic Strategy						
C	New Economic Devt investment attraction DVD						
D	Business Mission to China						
E	Attraction of two new high-tech companies from China (Huawei and Founder)						
F	National and Provincial Marketing Awards (for foreign mission and for special event development)						
G	Money Chase and Space Race events						
H	Mayor's Consul General Executive Breakfast series						



ECONOMIC DEVELOPMENT 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>	
				<u>\$ Incr./.(Decr.)</u>	<u>% Change</u>	<u>\$ Incr./.(Decr.)</u>	<u>% Change</u>
<u>Revenues</u>							
GRANTS AND SUBSIDIES	\$132,200	\$55,000	\$60,500	5,500	10.0%	(\$71,700)	-54.2%
USER FEES & SERVICE CHARGES	2,986	16,000	10,500	(5,500)	-34.4%	7,514	251.6%
RECOVERIES & CONTRIBUTIONS	4,500	10,834	10,834	-	0.0%	6,334	140.8%
OTHER INCOME	38	-	-	-	0.0%	(38)	-100.0%
Total Revenues	\$139,724	\$81,834	\$81,834	-	0.0%	(\$57,890)	-41.4%
<u>Expenses</u>							
SALARIES AND BENEFITS	\$669,772	\$694,081	\$728,436	\$34,355	4.9%	\$58,664	8.8%
PRINTING & OFFICE SUPPLIES	18,203	18,776	18,776	-	0.0%	573	3.1%
OPERATING MATERIALS & SUPPLIES	2,100	5,454	5,454	-	0.0%	3,354	159.7%
COMMUNICATIONS	4,309	3,301	3,301	-	0.0%	-1,008	-23.4%
TRAVEL EXPENSES	35,744	41,001	41,001	-	0.0%	5,257	14.7%
TRAINING	3,836	6,311	6,311	-	0.0%	2,475	64.5%
CONTRACTS SERVICES AGREEMENT	379,362	400,000	340,000	-60,000	0.0%	(39,362)	0.0%
RENTAL/LEASE	1,692	938	938	-	0.0%	(754)	-44.6%
LICENCES, PERMITS, FEES	3,926	4,354	4,354	-	0.0%	428	10.9%
PROMOTION & ADVERTISING	427,219	329,577	271,577	(58,000)	-17.6%	(155,642)	-36.4%
OFFICE FURNISHINGS & EQUIPMENT	-	2,000	-	-2,000	-100.0%	-	-
OTHER EXPENDITURES	1,780	-	-	-	-	-1,780	0.0%
TRANSFERS TO RESERVES	10,016	-	-	-	0.0%	(10,016)	0.0%
Total Expenses	\$1,557,959	\$1,505,793	\$1,420,148	-\$85,645	-5.7%	-\$137,811	-8.8%
Net Expenditures/(Revenues)	\$1,418,235	\$1,423,959	\$1,338,314	-\$85,645	-6.0%	-\$79,921	-5.6%

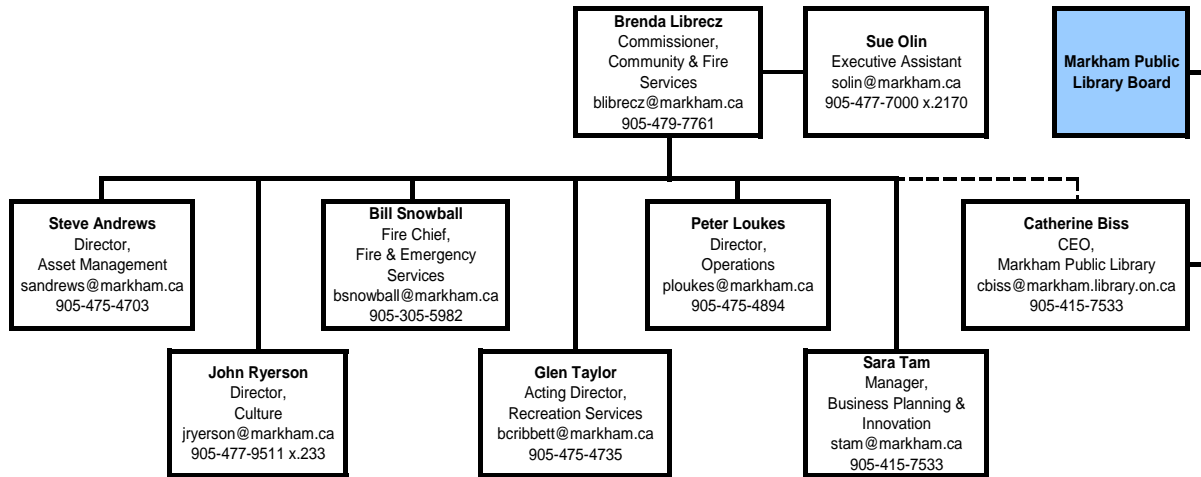


DEVELOPMENT SERVICES COMMISSIONER'S OFFICE 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./Decr.)</u>	<u>% Change</u>	<u>\$ Incr./Decr.)</u>	<u>% Change</u>	
<u>Revenues</u>								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
Total Revenues	-	-	-	-	0.0%	-	0.0%	
<u>Expenses</u>								
SALARIES AND BENEFITS	\$863,229	\$814,879	\$971,619	\$156,740	19.2%	\$108,390	12.6%	
PRINTING & OFFICE SUPPLIES	107	-	-	-	0.0%	(107)	-100.0%	
OPERATING MATERIALS & SUPPLIES	409	643	643	-	0.0%	234	57.2%	
COMMUNICATIONS	1,391	1,068	1,068	-	0.0%	(323)	-23.2%	
TRAVEL EXPENSES	10,257	21,918	21,918	-	0.0%	11,661	113.7%	
TRAINING	4,462	10,180	10,180	-	0.0%	5,718	128.1%	
RENTAL/LEASE	7,908	8,738	8,738	-	0.0%	830	10.5%	
PROFESSIONAL SERVICES	0	8,460	8,460	-	0.0%	8,460	-	
LICENCES, PERMITS, FEES	1,201	971	971	-	0.0%	(230)	-19.2%	
CREDIT CARD SERVICE CHARGES	0	9,321	321	(9,000)	-96.6%	321	-	
OFFICE FURNISHINGS & EQUIPMENT	-	400	400	-	0.0%	400	0.0%	
MISCELLANEOUS EXPENSES	160	0	0	-	-	-160	100.0%	
Total Expenses	\$889,124	\$876,578	\$1,024,318	\$147,740	16.9%	\$135,194	15.2%	
Net Expenditures/(Revenues)	\$889,124	\$876,578	\$1,024,318	\$147,740	16.9%	\$135,194	15.2%	



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 nine business units that report to the six departments (referenced in the above organizational chart) that make up 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

The Commission developed the F.I.N.E. acronym in 2009 to denote **Focus**, **Integrate**, **Navigate**, and **Excel** (F.I.N.E.) as the actions to be undertaken to strengthen its service delivery. In 2009, the senior management team within the Commission will work on Commission-level Initiatives such as organizational reviews, succession planning, strategic plans relating to Fire Services and Operations Facilities, and the E3 initiative. Moreover, our Commission leads the work on two of the Six Strategic Priorities of Council in the areas of Integrated Leisure Master Plan and Municipal Services.

The Strategic Services department was dispersed at the start of 2009 and its functions redistributed to other areas. The Commissioner's Office took on key services in the areas of corporate and Commission business planning, strategy development, and special initiatives such as the Canadian Sports Institute Ontario.

In 2009, the Commission has an approved full-time complement, including Waterworks, of 603 employees (a decline of 6 positions from the previous year).

Asset Management

The Asset Management Department is made up of the Facility Assets and Right of Way Assets business units.

Notable Initiative ~ New East Markham Community Centre

Facility Assets

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.

Notable Initiative ~ Thornhill Stormwater Flood Remediation

Right of Way Assets

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 manages 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 overseeing the cultural development of the community and in managing the direction and operations of the three municipal cultural venues in Markham. The 25-acre Museum site offers exhibits, public and school programming, and research in genealogy and archives of Markham. In 2009-2010, the Museum is building an exhibition and collection storage building. The Markham Theatre offers rental and a professional season of performing arts for residents, the GTA and schools. 2009 is the Theatre's 25th anniversary. 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, lectures, and family activities. In 2009-2010, the Gallery is building an addition.

Notable Initiative ~ Cultural Planning & Mapping

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 seven fire stations and an administrative office.

Notable Initiative ~ New Cathedral Fire Station

Markham Public Library

Markham Public Library is responsible for the delivery of library services through six branches and its website. Administratively, it reports to the Town of Markham Public Library Board, and has a dotted-line reporting relationship with the Commissioner of Community & Fire Services. The Library's mission is to "enrich lives and empower people by providing a spectrum of resources and services that delight our diverse community". As our most recent opportunity for innovation in library design and service models, the expanded and renovated Markham Village Branch carries out our mission through four key strategies – self-service technology, merchandizing of collections, proactive customer service, and a customer-focused classification system (C3).

Notable Initiative ~ New Markham Village Library Branch

Operations

The Operations Department is made up of three business units - Operations, Waste Management and Waterworks. An enhanced environmental focus was added to this department in 2009.

Notable Initiative ~ Operations Roads & Parks Service Planning Project

Operations

This Business Unit is responsible for the maintenance of roads and parks in the Town of Markham, supported by fleet, traffic operations 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.

Notable Initiative ~ Zero Waste

Waste Management

This 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 75% of household garbage from landfills.

Notable Initiative ~ Drinking Water Quality Management System

Waterworks

This 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.

Notable Initiative ~ Centennial Community Centre Expansion



COMMUNITY & FIRE SERVICES 2009 OPERATING BUDGET (EXCLUDING WATERWORKS)

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues								
GRANTS AND SUBSIDIES	\$1,051,394	\$856,947	\$853,387	(\$3,560)	-0.4%	(\$198,007)	-18.8%	
FINES	2,000	40,000	10,000	(30,000)	-75.0%	8,000	400.0%	
USER FEES & SERVICE CHARGES	9,723,285	9,889,667	10,125,627	235,960	2.4%	402,342	4.1%	
RENTALS	5,509,670	5,714,588	5,732,572	17,984	0.3%	222,902	4.0%	
SALES	505,855	582,139	649,072	66,933	11.5%	143,217	28.3%	
RECOVERIES & CONTRIBUTIONS	1,345,407	1,052,881	921,881	(131,000)	-12.4%	-423,526	-31.5%	
OTHER INCOME	363,463	1,204,708	328,340	-876,368	-72.7%	(35,123)	-9.7%	
INTERDEPARTMENTAL RECOVERIES	534,691	0	530,708	530,708	-			
Total Revenues	\$19,035,765	\$19,340,930	\$19,151,587	-\$189,343	-1.0%	\$115,822	0.6%	
Expenses								
SALARIES AND BENEFITS	\$58,948,836	\$57,531,636	\$59,873,559	\$2,341,923	4.1%	\$924,723	1.6%	
PRINTING & OFFICE SUPPLIES	318,617	348,054	289,455	-58,599	-16.8%	(29,162)	-9.2%	
PURCHASES FOR RESALE	261,225	216,262	258,787	42,525	19.7%	(2,438)	-0.9%	
OPERATING MATERIALS & SUPPLIES	4,268,149	3,883,429	3,887,015	3,586	0.1%	-381,134	-8.9%	
VEHICLE SUPPLIES	1,643,769	1,308,449	1,818,998	510,549	39.0%	175,229	10.7%	
SMALL EQUIPMENT SUPPLIES	13,426	14,291	14,291	-	0.0%	865	6.4%	
BOTANICAL SUPPLIES	315,023	357,524	291,614	(65,910)	-18.4%	-23,409	-7.4%	
CONSTRUCTION MATERIALS	2,031,225	1,318,909	1,289,847	-29,062	-2.2%	(741,378)	-36.5%	
INVENTORY ADJUSTMENTS	(111,882)	-	-	-	0.0%	111,882	-100.0%	
UTILITIES	3,894,928	4,460,559	4,509,727	49,168	1.1%	614,799	15.8%	
COMMUNICATIONS	412,652	441,000	435,311	-5,689	-1.3%	22,659	5.5%	
TRAVEL EXPENSES	112,776	169,906	162,492	-7,414	-4.4%	49,716	44.1%	
TRAINING	193,060	276,638	264,375	-12,263	-4.4%	71,315	36.9%	
CONTRACTS & SERVICE AGREEMENTS	8,341,519	6,122,081	6,805,956	683,875	11.2%	(1,535,563)	-18.4%	
MAINT. & REPAIR-TIME/MATERIAL	4,573,071	3,104,077	3,409,025	304,948	9.8%	(1,164,046)	-25.5%	
RENTAL/LEASE	469,567	569,318	572,750	3,432	0.6%	103,183	22.0%	
INSURANCE	11,963	13,262	13,262	-	0.0%	1,299	10.9%	
PROFESSIONAL SERVICES	618,112	720,992	734,943	13,951	1.9%	116,831	18.9%	
LICENCES, PERMITS, FEES	324,015	376,159	349,804	-26,355	-7.0%	25,789	8.0%	
CREDIT CARD SERVICE CHARGES	163,785	134,910	142,633	7,723	5.7%	-21,152	-12.9%	
PROMOTION & ADVERTISING	412,228	413,184	407,684	(5,500)	-1.3%	-4,544	-1.1%	
CONTRACTED MUNICIPAL SERVICES	8,444,530	8,428,953	8,853,971	425,018	5.0%	409,441	4.8%	
OTHER PURCHASED SERVICES	466,046	476,071	472,071	(4,000)	-0.8%	6,025	1.3%	
OFFICE FURNISHINGS & EQUIPMENT	8,068	8,910	8,910	-	0.0%	842	10.4%	
WRITE-OFFS	-38	-	-	-	0.0%	38	-100.0%	
OTHER EXPENDITURES	90,111	55,400	105,400	50,000	90.3%	15,289	17.0%	
TRANSFERS TO RESERVES	468,210	462,148	445,262	(16,886)	-3.7%	-22,948	-4.9%	
Total Expenses	\$96,692,991	\$91,212,122	\$95,417,142	\$4,205,020	4.6%	-\$1,275,849	-1.3%	
Net Expenditures/(Revenues)	\$77,657,226	\$71,871,192	\$76,265,555	\$4,394,363	6.1%	-\$1,391,671	-1.8%	

FACILITY ASSETS BUSINESS PLAN OBJECTIVES

				Priorities							
				Strategic					Operational		
#	Objective	Requires Additional Resources?	Performance Measures for Success	Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1	Implement Accessibility Annual Program (H#100)	✓	CAO's office is the lead department. Perform building audits on the majority of existing buildings not yet audited by Q4. Work with Accessibility Coordinator to optimize our construction strategy in regards to accessibility by end of Q2 to determine construction projects to be completed in 2010.			✓	✓		✓	SS	
2009 BUP (Other Business Plan Objectives)											
1	Environmental Focus Civic Centre conversion to Markham District Energy (MDE)	✓	Capital funding requested. Connecting the Civic Centre to heating and cooling that is provided by MDE. To be completed by Q3. Savings identified in lifecycle and operating budgets			✓					✓
2	Implement Sustainability as part of our regular business		All projects should be enhanced with aesthetic and sustainable design features to enhance the public realm.			✓	✓				✓
3	Infrastructure Management Implement Project Management Software		Facility Assets staff all trained and using Eclipse software by Q1							PM	
4	East Markham Community Centre & Library		Funding already in place. Be ready to call tender in late Q4 for construction to begin in 2010.	✓			✓	✓			
5	Cathedral Fire Station		Funding already in place. Construction to begin in Q2 with completion in early 2010	✓			✓	✓			✓
6	Organizational Excellence Implement facility related results from Best Practices Study for the Town of Markham tourist areas.	✓	Based on funding received in capital budget, we will build in accordance with what is approved in the 2008 report to Council				✓				
7	Work with Purchasing to improve contractor pre-qualification process		Smoother delivery of large capital projects and less staff hours required per project							PM	
8	Project management and leadership in environmental adaption of capital plans, retrofits and new projects		Increase project management skills. Projects completed on time and budget. Projects with LEED standard.				✓	✓			
9	E3 Initiatives: E-71: Building maintenance - combining with Recreation		Define nearby facilities to be maintained by the Recreation Services Department; and implement Recreation maintaining nearby facilities by Q3				✓				✓
10	E-66: Project management - outside team	✓	Carry out a portion of Facility Assets capital projects with external consultants. Funding is built into the capital projects. Being on time in completion of projects. Achieving quality in accordance with the architect specifications.	✓			✓				✓
11	Staff Satisfaction: Complete one (1) informal customer survey		Design and issue one informal survey to measure customer satisfaction on the cleanliness of the Civic Centre							SS	

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



FACILITY ASSETS KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	1	0	1	
# of informal satisfaction surveys completed	0	0	0	0	0	1	
Overall satisfaction (%)	N/A	N/A	N/A	92%	N/A	95%	
% extremely/very satisfied	N/A	N/A	N/A	26%	N/A	35%	
Post project completion surveys completed <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	
FINANCIAL PERFORMANCE							
Net cost per household	\$ 18.66	\$ 18.24	\$ 18.00	\$ 18.52	\$ 18.53	\$ 19.33	↓
Net operating cost per gross sq.ft. of Civic Centre facility (172,515sf)	\$ 6.56	\$ 6.68	\$ 6.74	\$ 7.05	\$ 6.96	\$ 7.46	↓
Est. value of construction & renovation projects managed - Facilities	N/A	\$12.5 million	\$9.5 million	\$8 million	\$11.5 million	\$7 million	→
% of projects completed on budget <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	
OPERATIONAL EXCELLENCE							
Facility Maintenance - # of facilities maintained ¹	110	111	120	141	141	142	↑
# of facility work orders generated	3,049	3,403	2,686	650	549	600	↓
# of facility work orders completed within 24 hours <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	
Sq.ft. of facilities managed	174,646	182,350	190,054	197,758	197,758	619,284	↑
Completion rate of capital projects (% of planned budget spent) <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	
% of projects with an environmental focus <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	N/A	100%	N/A ³	100%	→
Average Corporate Learning Hour per Full-time Employee <i>(new)</i>	N/A	N/A	N/A ³	N/A ³	N/A ³	N/A	
Recognition rating (from staff survey)	N/A	75%	N/A	64%	N/A	75%	↓
Staff Satisfaction rating (from staff survey)	N/A	73%	N/A	77%	N/A	85%	→
High Performance Workgroup rating (from staff survey)	N/A	78%	N/A	78%	N/A	80%	→
Staff absenteeism (average # of days per employee)	5.6	6.1	4.6	7.9	N/A ³	5.0	↑
Staff turnover rate	0%	0%	0%	13%	N/A ³	10%	↑

NOTES:

¹ 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. For 2007, parks facilities, such as gazebos have been included. Further surveys are ongoing.

² 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).

³ Data was not generated for this business unit at the time of the BUP deadline.

CURRENT YEAR ACCOMPLISHMENTS	
A	Relocation of Fire Administration and Asset Management to 8100 Warden Ave completed. Recreation and Waterworks relocation on target to be completed by year end
B	Lighting conversion at Civic Centre from mercury halide (175 watt) to fluorescent and compact fluorescent lighting completed
C	Remote monitoring of 8100 Warden Ave from Civic Centre completed
D	Installation of temporary washrooms in Unionville and Markham completed
E	Completed renovations at Stn 95, Unionville Library, Markham Village Library and Museum Ward Building
F	Centennial Community Centre renovation/expansion on schedule to be completed by year end
G	MDE contract negotiations on target to be completed by year end.
H	Installed CO ₂ sensor control system at Museum Reception Centre
I	Milliken Mills Energy retrofit completed and rebates received

RIGHT OF WAY ASSETS BUSINESS PLAN OBJECTIVES

				Priorities							
				Strategic				Operational			
#	Objective	Requires Additional Resources?	Performance Measures for Success	Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
2009 BUP (Other Business Plan Objectives)											
1	Environmental Focus Develop and implement annual storm-water management pond program	✓	<ul style="list-style-type: none"> Capital budget lifecycle funding has been identified Have a database of all storm water mgmt ponds by Q2 Have a 3-year capital plan to rehabilitate the ponds by Q2 FTE requested (Sr Environmental Engineer) to implement this program (to be funded from Waterworks) 			✓	✓			PM	
2	Monitoring and maintaining the gas collection System at the former Sabiston Landfill		To meet MOE requirements for methane migration and develop a rehabilitation strategy. Complete by Q4.			✓		✓			
3	Implement Sustainability as part of our regular business		All projects should be enhanced with aesthetic and sustainable design features to enhance the public realm.			✓	✓				✓
4	Infrastructure Management Develop Lifecycle analysis for Streetlights		Complete rehab strategy of streetlights based on common deficiencies to better detail the rehabilitation funding requirements by Q4				✓			PM	
5	Develop streetlight standards for implementation in new projects		<ul style="list-style-type: none"> Work with MECO and Engineering. To be completed by Q4. 				✓				✓
6	Organizational Excellence Ensure Lifecycle consistent with Asset databases and specifically for structures, to develop a 5 year rehab program	✓	<ul style="list-style-type: none"> One FTE transfer from Engineering to ROW Assets (Sr Capital Engineer) to be funded from structures lifecycle Ensure the asset database matches the lifecycle reserve study by Q3. 	✓			✓			PM	
7	Map process of completing Town infrastructure data sets and mapping layers from information provided by Engineering		Process mapped by Q4							PM	
8	Fiscal Stewardship Implement PSAB Requirements		Develop a process and procedures to gather and update and input required data for all assets into a database for Finance Dept accessibility by Q4							PM	
9	E3 - implement and participate in E3 initiatives E-67: Implementing the outcomes of the review of the delivery of design construction roads and bridges projects and environmental engineering projects		<ul style="list-style-type: none"> Sr Env Engineer will be supporting the environmental initiatives as thought out through the re-organization Implementation of the re-organization ROW Asset Section after the completion of E3 initiative 			✓	✓			PM	
10	E-11: GIS function review		Participate in determining the efficiencies within town-wide GIS functions. (ITS is leading with Asset Mgmt participating)				✓			PM	
11	Staff Survey: Complete three (3) internal customer surveys		Each Section in ROW to design and issue one (1) informal survey to their internal customers							SS	

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



RIGHT OF WAY ASSETS KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	0	1	
# of informal satisfaction surveys completed	0	0	0	0	0	0	
Overall satisfaction (%)	N/A	N/A	N/A	N/A	N/A	90%	
% extremely/very satisfied	N/A	N/A	N/A	N/A	N/A	70%	
FINANCIAL PERFORMANCE							
Net cost per household ¹	\$ 22.41	\$ 30.38	\$ 30.51	\$ 28.08	\$ 31.67	\$ 35.39	→
Streetlighting costs per light standard	\$ 120	\$ 108	\$ 95	\$ 100	\$ 103	\$ 110	↓
Amount of Utility Section Fees Collected	\$ 111,037	\$ 161,501	\$ 144,000	\$ 184,889	\$ 160,335	\$ 102,000	↑
OPERATIONAL EXCELLENCE							
# km of watermains and sewers digitized	N/A	125	74	52	30	30	↓
# of survey requests	N/A	388	384	379	393	400	↑
# of capital right-of-way projects completed	0	3	5	11	8	8	↑
# of new street lights	932	368	893	696	977	700	↑
# of utility permits issued (*revised permit tracking in 2005)	241	198	2,717	2,600	2,880	2,500	↑
# of work orders generated by Hansen (excluding Waterworks)	N/A	2,106	2,608	4,883	3,612	5,000	↑
# of mapping data requests	N/A	N/A	25	35	55	65	↑
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	100%	100%	N/A ⁴	100%	→
Average Corporate Learning Hour per Full-time Employee (<i>new</i>)	N/A	N/A	N/A ⁴	N/A ⁴	N/A ⁴	3.0	
Recognition rating (from staff survey)	N/A	N/A	N/A	N/A	N/A	N/A	
Staff Satisfaction rating (from staff survey)	N/A	N/A	N/A	N/A	N/A	N/A	
High Performance Workgroup rating (from staff survey)	N/A	65%	N/A	N/A	N/A	N/A	
Staff absenteeism (average # of days per employee) ³	2.7	14.3	2.3	1.8	N/A ⁴	2.0	↓
Staff turnover rate	0%	0%	9%	0%	N/A ⁴	0%	→
NOTES:	¹ Addition of 8100 Warden Ave in 2008 ² Starting in 2006, figure does not include any Waterworks project. ³ 2004 figure is higher due to occurrence of extended sick leave. ⁴ Data was not generated for this business unit at the time of the BUP deadline.						
CURRENT YEAR ACCOMPLISHMENTS							
A	Streetlight inventory and condition analysis underway - will be completed by year end						
B	PSAB inventory submitted to Finance						
C	John Street Bridge deck reconstruction completed						
D	19th Ave Bridge (east of Hwy 48) replacement will be completed by year end						
E	Thornhill Stormwater Study initiated - to be completed in Q1 2009						
F	Successful use of CareerEdge candidates to assist with the structures rehabilitation program						
G	Pavement Condition Survey will be completed by year end						



ASSET MANAGEMENT 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
<u>Revenues</u>								
FEDERAL GRANTS & SUBSIDIES	\$3,062		\$0	-	-			
USER FEES & SERVICE CHARGES	167,140		72,000	72,000	-			
RENTALS	123,996	\$118,904	86,654	(32,250)	-27.1%	(\$37,342)	-30.1%	
SALES	1,403	-	0	-	-	(1,403)	-100.0%	
RECOVERIES & CONTRIBUTIONS	6,250		30,000	30,000	-			
OTHER INCOME	11,960	157,400	0	(157,400)	-100.0%	-11,960	-100.0%	
INTERDEPARTMENTAL RECOVERIES			7,400	7,400	-			
Total Revenues	\$313,811	\$276,304	\$196,054	(80,250)	-29.0%	(\$117,757)	-37.5%	
<u>Expenses</u>								
SALARIES AND BENEFITS	\$1,603,848	\$811,283	\$1,755,480	\$944,197	116.4%	\$151,632	9.5%	
OPERATING MATERIALS & SUPPLIES	128,717	67,970	91,916	23,946	35.2%	(36,801)	-28.6%	
SMALL EQUIPMENT SUPPLIES	-	(97)	(97)	-	0.0%	(97)	0.0%	
CONSTRUCTION MATERIALS	1,115	2,028	2,028	0	0.0%	913	81.9%	
UTILITIES	468,549	391,187	592,804	201,617	51.5%	124,255	26.5%	
COMMUNICATIONS	4,403	2,730	4,230	1,500	54.9%	(173)	-3.9%	
CONTRACTS & SERVICE AGREEMENTS	502,541	495,305	646,485	151,180	30.5%	143,944	28.6%	
MAINT. & REPAIR-TIME/MATERIAL	1,442,633	260,121	1,182,118	921,997	354.4%	-260,515	-18.1%	
PROFESSIONAL SERVICES	540		11,640	11,640	-	11,100	2055.6%	
LICENCES, PERMITS, FEES	486	438	1,000	562	128.3%	514	105.8%	
CONTRACTED MUNICIPAL SERVICES	1,157,437		1,373,320	1,373,320	-	215,883	18.7%	
Total Expenses	\$4,152,832	\$2,030,965	\$4,287,604	\$2,256,639	111.1%	\$134,772	3.2%	
Net Expenditures/(Revenues)	\$3,839,021	\$1,754,661	\$4,091,550	\$2,336,889	133.2%	\$252,529	6.6%	



CULTURE BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic					Operational		
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
2009 BUP (Other Business Plan Objectives)											
1	<u>Cultural Services</u> : Build relationships in Markham that increase the culture sector; increase capacity and identify gaps in unreached community groups through community outreach and opportunities for engagement (E3)		Increased quality of life in Markham; increase Markham's reputation as diverse yet inclusive place; increase participation by diverse community groups (age, ability, race); Support economic development plan						✓	CS	
2	Cultural Plan: Undertake a cultural policy and strategy for Markham that will position Markham to be a creative city (E3)		Utilize the results from York University researcher; results of mapping exercise in conjunction with YLM; compilation of joint creative city strategy with Economic Development; Development of Cultural Policy for Markham; Participation in public consultation process for Culture & Recreation Master Plan	✓				✓	✓	PM	✓
3	<u>Varley, Museum, Theatre</u> : Initiate Strategic Planning process for all three venues (CFS-2001)		Board & Management process to align goals and priorities to achieve multi-year sustainability				✓	✓	✓	SS	
4	<u>Varley, Museum, Theatre</u> : Implement workplan as a result of staff satisfaction survey		Develop plan to target specific improvement area as selected by the Culture Department							SS	
5	<u>Varley Art Gallery</u> : Production of 2009/10 Tour into USA; Approved/funded construction of Gallery expansion; Build reputation for innovative/integrative programming reflective of Markham's diversity; increase capacity of Board to increase revenue for growth (E3)		Funding for 2009/10 USA tour and publications established; Gallery expansion completed and opened; Implementation of Hospital Pilot Programme; Development of communication materials to support Foundation fundraising; Meet timelines and deliverables for individual objectives; Participation in national study and project on diversity and museums as a place for social networking.					✓	✓		✓
6	<u>Markham Museum</u> : Support book project; Open Ward building and complementary programming; implement Museum Master Plan; collection storage and implementation plan; realignment of staffing; development of Museum Foundation (E3)		Collection management requirements established for developing exhibitions; Increased programming in new building space; Alignment of staff; Development of Museum Foundation; Meet timelines and deliverables for individual objectives; Participation in national study and project on diversity and museums as a place for social networking; Development of Foundation Board					✓	✓	PM	
7	<u>Markham Theatre</u> : Increase community and education programming; Build stronger community presence; Increase programming opportunities for unrented days; produce programming to meet the needs of a diverse audience (E3)		Promote new and improved facility to clients; Establish community programming for diverse audiences (e.g. family programmes, seniors matinees); Develop programming opportunities to diversify use of the theatre (e.g. film programme); Meet timelines and deliverables for individual objectives; Establish base funding level by 2009/10 season; Increase community relations and consultations to support programme changes; Initiation of volunteer program.					✓	✓		

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps

CULTURE KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL ¹	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	1	2	1	0	1	→
# of informal satisfaction surveys completed	N/A	0	0	0	0	3	→
Overall satisfaction (%)	N/A	78%	94%	90%	N/A	90%	↑
% extremely/very satisfied	N/A	34%	71%	80%	N/A	80%	↑
FINANCIAL PERFORMANCE							
Net cost per household	\$ 11.72	\$ 13.12	\$ 13.79	\$ 16.08	\$ 14.46	\$ 14.50	↑
Revenue as % of total gross Culture expenditures	67%	63%	64%	57%	62%	64%	↑
Revenue as % of total non-tax Town revenues	4%	4%	4%	4%	4%	4%	→
Total expenditure per attendee	\$ 16.41	\$ 26.20	\$ 29.20	\$ 17.98	\$ 19.30	\$ 20.00	↑
Net operating cost per square foot of facility space	\$ 7.90	\$ 9.43	\$ 9.53	\$ 9.76	\$ 8.97	\$ 9.00	↑
OPERATIONAL EXCELLENCE							
Total attendance for all cultural venues	185,788	126,263	119,210	194,833	190,315	200,000	↑
Insured value of collection (Museum & Art Gallery)	\$1.99 M	\$2.07 M	\$6.11 M	\$6.54 M	N/A	\$6.7 M	↑
# of memberships (Museum & Art Gallery & Theatre)	357	396	513	699	475	750	→
Total Items in Collection (Art Gallery & Museum)	30,199	37,643	37,690	37,725	37,761	37,750	↑
# of in-house exhibitions (Art Gallery & Museum)	3	14	14	13	9	9	→
# of incoming touring exhibitions (Art Gallery & Museum)	N/A	10	9	4	3	3	↓
Total Volunteer Hours (Art Gallery & Museum)	7,255	8,059	8,775	16,286	15,966	17,775	↑
% of attendance at professional programs (Theatre)	89%	82%	94%	70%	73%	70%	→
Annual # of all direct programme registrations	N/A	N/A	N/A	N/A	N/A	3,700	
Average fill rate for summer camps (Theatre, Museum & Gallery) ²	N/A	N/A	N/A	N/A	N/A	83%	
Annual school programme attendance (Art Gallery & Museum) ²	N/A	N/A	N/A	N/A	6,157	7,000	
Annual # of school outreach sessions (Art Gallery) ²	N/A	N/A	N/A	N/A	N/A	50	
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	100%	100%	100%	100%	→
Average Corporate Learning Hour per Full-time Employee (<i>new</i>)	N/A	N/A	3.9	16.1	14.8	n/a	↑
Recognition rating (from staff survey)	N/A	65%	N/A	62%	N/A	70%	→
Staff Satisfaction rating (from staff survey)	N/A	74%	N/A	76%	N/A	78%	→
High Performance Workgroup rating (from staff survey)	N/A	77%	N/A	76%	N/A	76%	→
Staff absenteeism (average # of days per employee)	2.2	6.5	3.1	2.9	2.4	2.5	→
Staff turnover rate	0%	5%	5%	0%	0%	10%	→

NOTES: ¹ This business unit became a standalone department in April 2007.
² New indicators to be tracked in 2009.

CURRENT YEAR ACCOMPLISHMENTS

A	Hiring of Theatre & Museum Manager (move from Acting roles)
B	Creation of joint marketing materials for Museum/Theatre/Gallery to advertise events (Culture Event Card & in process of Culture Venue Brochure)
C	Theatre - Capital renovations to foyer to update and for competition with new local theatre venues
D	Theatre - Initiation of seniors programming (matinees and lower cost programming)
E	Museum - Renovation of the Ward Building to increase programming space; in process of plans for new Collections Building
F	Gallery - Increase in school programming (in house and in class) while utilizing volunteer docents to minimize costs
G	Gallery - Completion of Varley Exhibition Tour in Ottawa and ongoing work towards 2009 Les Automatistes exhibition & travel
H	Gallery - Exhibition Touring attendance reaching significant audience (9000 in 2007, 23,000 in 2008)



CULTURE 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.		
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenues								
GRANTS AND SUBSIDIES	\$98,572	\$51,000	\$51,000	-	0.0%	(\$47,572)	-48.3%	
USER FEES & SERVICE CHARGES	1,515,004	1,633,724	1,677,630	43,906	2.7%	162,626	10.7%	
RENTALS	283,684	278,560	278,560	-	0.0%	-5,124	-1.8%	
SALES	135,511	141,850	141,850	-	0.0%	6,339	4.7%	
RECOVERIES & CONTRIBUTIONS	108,254	118,500	65,900	-52,600	-44.4%	-42,354	-39.1%	
OTHER INCOME	92,437	77,000	77,000	0	0.0%	(15,437)	-16.7%	
Total Revenues	\$2,233,462	\$2,300,634	\$2,291,940	-\$8,694	-0.4%	\$58,478	2.6%	
Expenses								
SALARIES AND BENEFITS	\$2,234,072	\$2,140,465	\$2,234,154	\$93,689	4.4%	\$82	0.0%	
PRINTING & OFFICE SUPPLIES	66,150	66,576	64,490	-2,086	-3.1%	-1,660	-2.5%	
PURCHASES FOR RESALE	44,506	46,000	46,000	0	0.0%	1,494	3.4%	
OPERATING MATERIALS & SUPPLIES	362,375	236,988	232,248	-4,740	-2.0%	(130,127)	-35.9%	
VEHICLE SUPPLIES	296	500	500	0	0.0%	204	68.9%	
SMALL EQUIPMENT SUPPLIES	1,241	700	700	-	0.0%	(541)	-43.6%	
UTILITIES	187,265	210,267	187,642	-22,625	-10.8%	377	0.2%	
COMMUNICATIONS	60,284	53,967	53,967	0	0.0%	(6,317)	-10.5%	
TRAVEL EXPENSES	9,041	19,298	17,730	-1,568	-8.1%	8,689	96.1%	
TRAINING	6,817	10,883	10,383	-500	-4.6%	3,566	52.3%	
CONTRACTS & SERVICE AGREEMENTS	136,259	126,615	121,615	-5,000	-3.9%	-14,644	-10.7%	
MAINT. & REPAIR-TIME/MATERIAL	79,397	68,551	68,551	-	0.0%	(10,846)	-13.7%	
RENTAL/LEASE	11,214	15,424	15,424	0	0.0%	4,210	37.5%	
PROFESSIONAL SERVICES	432,432	464,440	464,237	(203)	0.0%	31,805	7.4%	
LICENCES, PERMITS, FEES	12,416	19,833	20,353	520	2.6%	7,937	63.9%	
CREDIT CARD SERVICE CHARGES	(17,217)	(10,321)	(10,321)	-	0.0%	6,896	-40.1%	
PROMOTION & ADVERTISING	253,444	259,228	279,228	20,000	7.7%	25,784	10.2%	
OTHER PURCHASED SERVICES	10,054	15,372	15,372	0	0.0%	5,318	52.9%	
WRITE-OFFS	(29)	-	-	-	0.0%	29	-100.0%	
OTHER EXPENDITURES	2,243	3,000	3,000	-	0.0%	757	33.7%	
TRANSFERS TO RESERVES	43,503	35,000	35,000	0	0.0%	(8,503)	-19.5%	
Total Expenses	\$3,935,763	\$3,782,786	\$3,860,273	\$77,487	2.0%	(\$75,490)	-1.9%	
Net Expenditures/(Revenues)	\$1,702,301	\$1,482,152	\$1,568,333	\$86,181	5.8%	(\$133,968)	-7.9%	

FIRE & EMERGENCY SERVICES BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
2009 BUP (Other Business Plan Objectives)											
1	Improve staff recognition rating		Rating improved. Staff understand their role in recognition.	✓					✓	SS	✓
2	Complete all existing unfinished MFES Capital Budget projects		Complete RFP process for air light vehicle, purchase miscellaneous fire equipment, haz-mat training.	✓	✓	✓	✓			KPI	✓
3	Enhance care maintenance of personal protective equipment program to meet new NFPA 1851 revised standards		Contract third party for annual inspection & testing of bunker gear and replace gear after 10yrs.	✓		✓	✓			KPI	
4	Facilitate use of Amanda system for Public Education for management of all data related to officers work processes		Allows for all public education records to be on Town wide Amanda system.	✓			✓			KPI	✓
5	Fire Recruitment (E-27); Fire Prevention Recruitment & Training with anticipated Fire Station opening in 2009	✓	Sufficient staff will be hired to fill current vacancies and provide staffing for Cathedral Fire Station in 2009. Hiring process will be conducted to facilitate the staff of one new Fire Prevention Officer to ensure full inspection capabilities of new station.	✓		✓	✓		✓	SS	✓
6	Fire Prevention Records Mgmt.		Scan site plans, fire safety plans, legal issues, basement apt. info, and history into 8,000 property files on Amanda system for referral by MFES staff on site.	✓		✓				KPI	✓
7	8100 Warden to be used for Corporate training facilities		Study will be undertaken to determine the feasibility of converting portions of 8100 Warden Ave. facility for Corporate Training Centre that may also have revenue generating potential for Town (use of staff ctte.)	✓		✓	✓	✓	✓	KPI	✓
8	Emergency Management Training and Exercises		Four Emergency Management Courses and one Emergency exercise will be conducted in 2009.	✓		✓	✓			KPI	✓
9	Convert 1/4 FTE for Emergency Management to full time position	✓	FTE position filled	✓	✓	✓	✓		✓	KPI	✓
10	Create back-up EOC at 8100 Warden Ave.	✓	EOC developed and operational at 8100 Warden Ave.	✓		✓	✓	✓	✓	KPI	✓
11	Bull ex-intelligent Live Extinguisher demo system	✓	Purchase this environmentally friendly training system \$3,000	✓		✓	✓	✓		KPI	✓

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



FIRE & EMERGENCY SERVICES KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND 06-07
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	1	1	1	↑
# of informal satisfaction surveys completed	0	0	0	0	0	0	
Overall satisfaction (%)	N/A	100%	N/A	100%	91%	100%	→
% extremely/very satisfied	N/A	85%	N/A	100%	29%	100%	↓
FINANCIAL PERFORMANCE							
Net cost per household	\$ 198.17	\$ 187.64	\$ 225.19	\$ 243.05	\$ 252.86	\$ 250.00	↑
Cost per \$1,000 of assessed value (MPMP) ¹	N/A	\$ 0.59	\$ 0.67	\$ 0.65	\$ 0.66	N/A	→
Average monthly maintenance cost per heavy truck vehicle	\$ 1,354	N/A	\$ 1,668	\$ 1,580	\$ 1,614	\$ 1,500	→
Average monthly vehicle down time (in hours)	20	22	39	20	18	18	→
OPERATIONAL EXCELLENCE							
# of fires with greater than \$50,000 in damages	21	30	17	23	15	23	↓
# of inspections	4,181	2,534	3,003	2,555	3,143	3,000	→
Total # of emergency incidents	6,962	6,967	7,452	7,162	7,649	7,473	→
# of Vehicle activity per emergency incident	2.1	2.0	2.0	2.0	2.0	2.0	→
# of accidental fire deaths	0	0	0	0	2	0	↑
# of plans reviewed ²	657	485	487	803	679	835	→
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	100%	100%	100%	100%	↑
Average # of non-technical training sessions per employee	0.2	0.2	0.3	0.3	N/A	N/A	↑
Recognition rating (from staff survey)	N/A	56%	N/A	65%	36%	80%	↑
Staff Satisfaction rating (from staff survey)	N/A	67%	N/A	75%	85%	85%	↑
High Performance Workgroup rating (from staff survey)	N/A	78%	N/A	73%	65%	80%	↑
Staff absenteeism (average # of days per employee)	7.0	6.6	6.5	6.5	8.0	6.0	↓
Staff turnover rate	1%	3%	1%	3%	1%	3%	→

NOTES: ¹ Indicator is used to benchmark and compare against other municipalities. MPMP refers to Municipal Performance Measurement Program.
² Data for 2006 and Target reflect all plans reviewed, including variances and re-examinations.

CURRENT YEAR ACCOMPLISHMENTS

- A Completed conversion of all inspection staff to the mobile Amanda system.
- B Building audit information inputted into 8,000 Amanda property files.
- C 70% completion on the automated vehicle location, global positioning systems, and mobile computer installs in fire apparatus.
- D Purchase of new Fire Safety Smoke House.
- E 7 Emergency Management courses have been conducted for staff of TOM; Operation Ice-breaker emergency exercise completed; Emergency Procedures Manual updated to 2008.
- F Successful training of all fire prevention staff in legal procedures which resulted in increased collection of fines.



FIRE & EMERGENCY SERVICES 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.		
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenues								
FINES	\$2,000	\$40,000	\$10,000	(30,000)	-75.0%	\$8,000	400.0%	
USER FEES & SERVICE CHARGES	87,727	135,000	220,000	85,000	63.0%	132,273	150.8%	
SALES	-401	12,000	2,000	(10,000)	-83.3%	2,401	-598.8%	
RECOVERIES & CONTRIBUTIONS	264,542	325,961	280,961	(45,000)	-13.8%	16,419	6.2%	
OTHER INCOME	36,039	85,000	85,000	-	0.0%	48,961	135.9%	
Total Revenues	\$389,907	\$597,961	\$597,961	\$0	0.0%	\$208,054	53.4%	
Expenses								
SALARIES AND BENEFITS	\$24,959,039	\$24,027,858	\$24,407,440	\$379,582	1.6%	-\$551,599	-2.2%	
PRINTING & OFFICE SUPPLIES	36,213	39,010	35,109	-3,901	-10.0%	(1,104)	-3.0%	
PURCHASES FOR RESALE	3,407	3,883	3,883	-	0.0%	476	14.0%	
OPERATING MATERIALS & SUPPLIES	223,646	280,983	290,361	9,378	3.3%	66,715	29.8%	
VEHICLE SUPPLIES	-	2,913	2,913	-	0.0%	2,913	0.0%	
UTILITIES	204,501	192,985	191,295	-1,690	-0.9%	-13,206	-6.5%	
COMMUNICATIONS	76,391	76,727	76,727	0	0.0%	336	0.4%	
TRAVEL EXPENSES	19,205	36,192	35,067	-1,125	-3.1%	15,862	82.6%	
TRAINING	9,957	53,000	38,000	(15,000)	-28.3%	28,043	281.6%	
CONTRACTS & SERVICE AGREEMENTS	11,221	21,432	21,432	0	0.0%	10,211	91.0%	
MAINT. & REPAIR-TIME/MATERIAL	111,912	97,000	97,000	0	0.0%	(14,912)	-13.3%	
RENTAL/LEASE	2,424	3,297	3,297	-	0.0%	873	36.0%	
PROFESSIONAL SERVICES	63,411	78,107	71,078	-7,029	-9.0%	7,667	12.1%	
LICENCES, PERMITS, FEES	3,539	5,000	5,000	0	0.0%	1,461	41.3%	
OFFICE FURNISHINGS & EQUIPMENT	0	900	900	-	0.0%	900	-	
TRANSFERS TO RESERVES	41,000	41,000	41,000	-	0.0%	-	0.0%	
Total Expenses	\$25,765,866	\$24,960,287	\$25,320,502	\$360,215	1.4%	-\$445,364	-1.7%	
Net Expenditures/(Revenues)	\$25,375,959	\$24,362,326	\$24,722,541	\$360,215	1.5%	-\$653,418	-2.6%	



MARKHAM PUBLIC LIBRARY BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic				Operational			
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI/PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1	Thornhill Community Library Expansion & Renovation (H#301)	✓	Detailed working drawings completed (2009). Construction completed (2010). Improved customer usage and satisfaction, with increased associated revenues.					✓			
2	Milliken Mills Community Centre, Library & Sports Fields Feasibility Study (H#302)	✓	Study completed in coordination with Parks, Recreation, Culture and Library Master Plan process (BMFT)					✓			
3	Library Services Supporting Diversity (H#303)	✓	Milliken Mills Collection improved; Assistive Technology Devices provided to customers; Chinese Language Catalogue implemented.						✓		✓
2009 BUP (Other Business Plan Objectives)											
1	Update the Master Plan for libraries as part of the Parks, Recreation, Culture and Library Master Plan process (BMFT)		Completion including Library Board approval and Council approval				✓	✓	✓		
2	Telephone Service Project - improve telephone service through centralized point of contact (E-78)		Customer Satisfaction; Staff Satisfaction				✓			CS	
3	Online Services Project - CLASS software to provide online program registration (#9025, E-79)	✓	# of program registrations; increased revenue; customer satisfaction; staff satisfaction							CS	
4	C3: a) Product Development - complete intellectual property process & develop marketing plan (E-82); and b) Classification System - implement system-wide to improve productivity (E-99)	✓	a) C3 Product legal protection completed. Marketing plan completed. b) Increased circulation per FTE				✓				✓
5	Fundraising & Partnership project - develop plan/strategy to maximize revenue opportunities (E-85)		Fundraising & Partnership Strategy/Plan completed; Board approval.								
6	Self-Service Technology - invest to manage growth & contain staffing cost (E-90)	✓	Increased circulation per FTE				✓			KPI	✓
7	Material Flow Process improvement (system-level) - to maximize availability, turnover & ROI (E-91)		Reduced turnaround time; Increased turnover; increased circulation per FTE							KPI	✓
8	Website Redesign Project - enhance self service as a strategy to contain costs (E-93)	✓	Customer Satisfaction re website							CS	
9	Upgrade ILS (Integrated Library System) to Symphony as a strategy to contain costs (E-94)	✓	Customer satisfaction re catalogue							CS	
10	Library Programs Project - review and evaluate programs to increase registration & revenue		Increased program registration, revenue & customer satisfaction; reduced cancellations							KPI	
11	Programming Procedures Project - revise processes to maximize efficiency and revenue		Increased # programs							PM	
12	ISR Implementation - improve Information Services processes & redeploy staff		increased # re outreach, programs, events, info questions							KPI	
13	Merchandizing Space Project - improve spaces & processes to enhance customer self service (E-106)	✓	Merchandizing Guidelines implemented at all branches; Merchandizing space upgrades							CS	✓
14	Staffing Deployment Review - re allocate staff to align with demand & maximize efficiencies (E-110)		Staff Satisfaction; Circ per FTE on branch basis							SS	
15	Serving Diversity Project - develop diversity-related services, programs, collections		Based on language data - % of population in relation to % of customers				✓		✓	CS	
16	Seniors Project - improve services to seniors, including homebound (E-89)		# programs, # outreach, # homebound served						✓	CS	
17	Staff Training Project - develop core competencies & training needed (E-115)		# staff trained; customer satisfaction; staff satisfaction							CS	

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



MARKHAM PUBLIC LIBRARY KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	0	0	
Overall satisfaction (%)	N/A	79%	N/A	N/A	90%	95%	↑
% extremely/very satisfied	N/A	37%	N/A	N/A	39%	50%	↑
# of informal customer surveys (Counting Opinions) completed	0	0	0	873	1,671	2,000	↑
Counting Opinions - % of customers extremely satisfied	N/A	N/A	N/A	39%	39%	40%	→
Counting Opinions - % of customers satisfied	N/A	N/A	N/A	48%	52%	50%	↑
FINANCIAL PERFORMANCE							
Net cost per household	\$ 72.21	\$ 74.13	\$ 94.63	\$ 93.02	\$ 90.40	\$ 90.00	→
Gross cost per household	\$ 99.64	\$ 78.20	\$ 99.49	\$ 101.03	\$ 98.38	\$ 100.00	↓
Gross cost per registered borrower	\$ 46.81	\$ 46.10	\$ 56.22	\$ 54.56	\$ 52.91	\$ 53.00	↑
Net cost per capita	\$ 20.71	\$ 20.59	\$ 25.86	\$ 24.99	\$ 24.17	\$ 24.00	↑
Gross cost per capita	\$ 28.67	\$ 21.73	\$ 27.18	\$ 27.14	\$ 26.31	\$ 26.00	↓
OPERATIONAL EXCELLENCE							
Population per Staff FTE	2,603	2,756	2,372	2,482	2,393	2,500	↓
Total Service transactions per Capita	14.6	14.9	20.1	20.6	20.6	25.0	↑
Total Visits (in-person and electronic) per Capita	9	9	13	13	13	20	↑
Circulation per Capita	10.2	10.2	15.0	15.2	14.5	16.0	↑
Circulation per Circulation Staff FTE	96,865	102,134	121,607	130,093	126,241	132,000	↑
Information questions per Information Staff FTE	18,702	18,897	14,108	14,440	19,712	20,000	↑
Information questions per Capita	1.9	1.9	1.8	1.8	2.5	3.0	↑
Library Space (sq. ft.) per Capita	0.37	0.46	0.45	0.42	0.45	0.60	↑
Registered Borrowers as % of Population	59%	61%	60%	62%	62%	65%	↑
Holdings per Capita	2.35	2.63	2.43	2.50	2.58	3.00	↑
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	100%	100%	100%	100%	→
Average Corporate Learning Hours per Full-time Employee (<i>new</i>)	N/A	N/A	N/A	29.5	10.1	10.0	↓
Average Library Learning Hours per Full-time Employee (<i>new</i>)	N/A	N/A	N/A	N/A	6.0	10.0	
Recognition rating (from staff survey)	N/A	66%	N/A	69%	N/A	N/A	↑
Staff Satisfaction rating (from staff survey)	N/A	75%	N/A	74%	N/A	N/A	↓
High Performance Workgroup rating (from staff survey)	N/A	76%	N/A	75%	N/A	N/A	↓
Staff absenteeism (average # of days per employee)	7.8	7.8	9.7	6.4	8.4	7.0	↑
Staff turnover rate	11%	6%	5%	7%	5%	5%	↓
NOTES:	<p>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. During 2006-2007, the Markham Village Library was closed for construction; a small temporary location operated from the adjacent Arena.</p>						
CURRENT YEAR ACCOMPLISHMENTS							
A	Implemented Balanced Scorecard Strategic Plan to align planning with growth & increasing diversity, and to ensure service excellence						
B	Information Services Review - completed review of processes & began implementation of recommendations						
C	Material Flow Process Improvement (branch) - improved processes, wait-time, turnaround time and turnover						
D	Website improvements - introduced federated search for improved access to electronic databases						
E	Optimized revenue streams through online fundraising strategy & improved book sale processes & pricing						
F	Technical Services Processes Review - reviewed & improved processes to improve turnaround time						
G	Alternative Service Delivery (Collection Services) - evaluated through RFP process to improve timeline from release to shipping						
H	Volunteers Project (Phase 2) - reviewed policies & procedures re: use of volunteers to support service delivery & reduce staff workload						



MARKHAM PUBLIC LIBRARY 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues								
GRANTS AND SUBSIDIES	\$236,896	\$228,778	\$228,778	-	0.0%	(\$8,118)	-3.4%	
USER FEES & SERVICE CHARGES	545,226	498,409	534,409	36,000	7.2%	-10,817	-2.0%	
RENTALS	34,702	36,800	42,800	6,000	16.3%	8,098	23.3%	
SALES	62,335	48,000	51,888	3,888	8.1%	-10,447	-16.8%	
OTHER INCOME	3,024	-	-	-	0.0%	(3,024)	-100.0%	
Total Revenues	\$882,183	\$811,987	\$857,875	\$45,888	5.7%	-\$24,308	-2.8%	
Expenses								
SALARIES AND BENEFITS	\$6,602,008	\$6,540,900	\$7,111,111	\$570,211	8.7%	\$509,103	7.7%	
PRINTING & OFFICE SUPPLIES	55,810	54,457	49,012	(5,445)	-10.0%	(6,798)	-12.2%	
OPERATING MATERIALS & SUPPLIES	2,231,812	2,215,478	2,215,478	0	0.0%	-16,334	-0.7%	
UTILITIES	114,679	161,197	114,789	-46,408	-28.8%	110	0.1%	
COMMUNICATIONS	126,299	123,643	127,042	3,399	2.7%	743	0.6%	
TRAVEL EXPENSES	34,645	34,545	33,720	-825	-2.4%	-925	-2.7%	
TRAINING	17,834	18,817	18,817	-	0.0%	983	5.5%	
CONTRACTS & SERVICE AGREEMENTS	28,139	40,075	105,612	65,537	163.5%	77,473	275.3%	
MAINT. & REPAIR-TIME/MATERIAL	179,712	177,429	206,918	29,489	16.6%	27,206	15.1%	
RENTAL/LEASE	16,897	7,344	7,344	-	0.0%	(9,553)	-56.5%	
INSURANCE	11,963	11,963	11,963	-	0.0%	-	0.0%	
PROFESSIONAL SERVICES	44,506	54,305	49,418	(4,887)	-9.0%	4,912	11.0%	
LICENCES, PERMITS, FEES	11,123	1,699	9,140	7,441	438.0%	(1,983)	-17.8%	
CREDIT CARD SERVICE CHARGES	6,109	0	0	-	-	(6,109)	-100.0%	
PROMOTION & ADVERTISING	40,592	30,254	30,254	-	0.0%	-10,338	-25.5%	
OTHER PURCHASED SERVICES	523,308	523,308	523,308	-	0.0%	-	0.0%	
OFFICE FURNISHINGS & EQUIPMENT	8,068	8,010	8,010	-	0.0%	-58	-0.7%	
Total Expenses	\$10,053,504	\$10,003,424	\$10,621,936	\$618,512	6.2%	\$568,432	5.7%	
Net Expenditures/(Revenues)	\$9,171,321	\$9,191,437	\$9,764,061	\$572,624	6.2%	\$592,740	6.5%	

OPERATIONS BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities						
				Strategic					Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3
2009 BUP (High-Level Initiatives)										
1	Implementation of Operations Facility Master Plan (H#305)	✓	Following Council approval, implement recommendations and 2009 action plan	✓			✓		SS	✓
2009 BUP (Other Business Plan Objectives)										
1	Environmental Focus Implement Turf maintenance Standards	✓	Complete implementation of year 3 of 5 yr plan by Q4			✓	✓		CS	
2	Trees for Tomorrow Program	✓	Achieve 3rd year planting target by Q4			✓	✓		KPI	
3	Infrastructure Management Develop & Implement Sport Field Use Policy		Completion of review by Q1 and implement recommendations				✓	✓	CS	✓
4	Complete Storm Sewer Condition Assessment and develop multi-year work plan		Completion of a comprehensive work plan to address repair replacement needs by Q2				✓		CS	
5	Organizational Excellence Develop Succession Planning Strategy		Proactive resource planning for key management and supervisory positions by Q3					✓	SS	✓
6	Complete Staff Satisfaction Improvement Projects		Implementation of 4 improvement projects by Q4						SS	✓
7	Capturing data related to new inventory		Acquire 100% complete and accurate data sets of new inventory - complete by Q4						PM	
8	Process Improvements - Job Costing, Resource Deployment Strategy, service standards		Improved operational effectiveness and efficiency				✓		KPI	✓
9	Continuous Improvement - Process Re-Engineering - (e.g. 'Pipes Group')		Consolidation of areas of responsibility for storm and sanitary sewer maintenance, repair and rehabilitation	✓					PM	✓
10	Review of management practices and organizational structure		Review completed				✓		PM	
11	Fiscal Stewardship Reserve Study Update, Development Charges By-law Review and Job Costing		Provide input and updates with collaboration of other depts by Q4	✓					KPI	
E3 Initiatives - Proposed By Community & Fire Services Commission										
12	E-32: Service levels review. Redeployment, crew reductions, seasonal movement		Review service levels by Q4				✓			
13	E-33: Forestry and Turf Maintenance - Deployment		To achieve efficiencies by relocating staff to Miller Ave - by Q1	✓			✓		KPI	✓
14	E-34: Equipment placement throughout the Town		Deployment at satellite locations to achieve efficiencies - by Q2			✓	✓			✓
15	E-35: Fuel Consumption - monitoring (AVLs)		Complete 2009 implementation plan for AVL's by Q3 to improve time usage and gas usage (increase productivity)						KPI	
16	E-37: Summer Student Program/150's - review of areas and crew - analysis of services		Review trim crew routes to ensure proper distribution of workloads vs staffing levels - by Q1	✓			✓			
17	E-38: Short term rental of vehicles - reduce cost to rent vehicles over 3 year program		Review options of leasing vehicles and deployments to achieve efficiencies - by Q1				✓			
18	E-39: Public Space Review and explore options, including the barrels and baskets program		Public Space Review completed. Review options for barrel and basket program by Q2.				✓			
19	E-40: Perennial and Annual plant material review		Convert 12 annual beds to perennial beds by Q2				✓			
20	E-41: Schedule of Fees for services provided for Festivals and Special Events		To determine a schedule of Fees for approval by council in Q1 for revenue generation to be implemented in 2009 or 2010				✓			
21	E-42: Materials Depot		Begin review of deployment of materials at satellite shops (reduce travel time) for completion by Q4 in 2013	✓		✓	✓			
22	E-43: KPI and updating the measures and targets on the Business Unit Profile		To start process in Q1 to developing and implementing KPI's / best practices by Q4 in 2011						KPI	
23	E-44: Development Standards - urban design maintenance costs and life cycle costs		Improve coordination between Depts regarding maintaining new infrastructure. Process Map by Q2				✓		PM	
24	E-45: Naturalization of existing public areas - review		Review existing public areas for implementation of naturalization by Q4 to achieve efficiencies			✓	✓			
25	Evaluate and implement Staff recommended E3 suggestions		Involve staff to prioritize and develop implementation teams to review, prepare work plans, and implement solutions on staff suggested E3 ideas where applicable by Q4				✓		SS	

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps



OPERATIONS KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	0	1	
# of informal customer surveys completed ¹	0	0	1	0	1	N/A	→
Overall satisfaction (%)	N/A	74%	N/A	N/A	79%	N/A	↑
% extremely/very satisfied	N/A	15%	N/A	N/A	33%	N/A	↑
Customers indicated 'Timely Response' received ¹	N/A	N/A	73%	N/A	N/A	N/A	
Customers indicated 'Satisfactory Resolution' received ¹	N/A	N/A	75%	N/A	N/A	N/A	
Customers indicated 'Satisfactory Level of Service' received ¹	N/A	N/A	74%	N/A	N/A	N/A	
Number of ACR work orders/requests (Parks and Roads)	4,332	7,835	8,573	8,304	10,128	N/A	↑
FINANCIAL PERFORMANCE							
Net cost per household	\$ 156.93	\$ 152.03	\$ 154.04	\$ 158.65	\$ 188.25	N/A	↑
Cost per hectare of parks maintained ²	\$ 6,270.42	\$ 6,758.00	\$ 7,069.00	\$ 6,756.00	\$ 6,637.00	N/A	↓
Cost per tree maintained	\$ 2.69	\$ 2.87	\$ 3.15	\$ 3.08	\$ 3.13	N/A	↑
Operating cost for paved roads per lane kilometre (MPMP) ³	\$ 612.20	\$ 688.75	\$ 616.82	\$ 600.76	\$ 694.75	N/A	↑
Operating costs of road winter maintenance per lane kilometre maintained (MPMP) ³	\$ 2,776.69	\$ 3,691.43	\$ 3,565.92	\$ 2,385.26	\$ 3,968.97	N/A	↑
OPERATIONAL EXCELLENCE							
Hectares of park per 1,000 persons (MPMP) ³	2.84	2.74	2.80	2.73	2.92	N/A	↑
Parkland hectares as % of total hectares in municipality ⁴	3.2%	3.2%	3.6%	3.6%	3.8%	N/A	↑
% of paved lane kms where condition is rated good or above (MPMP) ³	87%	86%	83%	85%	77%	85%	↓
% of winter responses that meet or exceed road maintenance standards (MPMP) ³	100%	100%	100%	100%	91%	100%	↓
Number of work orders completed per division/mechanic	2207 / 315	2389 / 311	2,265 / 323	2234 / 319	2160 / 309	N/A	↓
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	100%	100%	100%	100%	→
Average Corporate Learning Hour per Full-time Employee (<i>new</i>)	N/A	N/A	21.5	41.9	43.2	N/A	↑
Recognition rating (from staff survey)	N/A	57%	N/A	64%	N/A	N/A	↑
Staff Satisfaction rating (from staff survey)	N/A	60%	N/A	72%	N/A	N/A	↑
High Performance Workgroup rating (from staff survey)	N/A	70%	N/A	73%	N/A	N/A	↑
Staff absenteeism (average # of days per employee)	5.5	8.7	4.3	7.1	3.9	N/A	↓
Staff turnover rate	2%	2%	0%	3%	3%	N/A	→

NOTES:

- ¹ Data source from the Contact Centre
- ² 782 hectares Parkland; increased cost due to CIB funding.
- ³ MPMP refers to the provincial Municipal Performance Measurement Program.
- ⁴ Total hectares in municipality - 21,200

CURRENT YEAR ACCOMPLISHMENTS

- A Trees for Tomorrow four year strategy endorsed by Council - 2008 planting objectives achieved
- B Turf Maintenance Program - completed year two of five year program
- C Completed Annual Asphalt Resurfacing Program
- D Phase 2 of the Operations Facility Master Plan is on track to be completed with final report to be presented to CCC and Committee in 2009
- E Parks Recycling Program - Implemented 2 stream waste management in all parks - Main St. Unionville public space recycling pilot project completed
- F Successfully implemented Tree Preservation By-law - continue to develop and roll out public information/education programs in 2009
- G Completed Winter Maintenance Review workshops with Council - continue to deliver approved service levels and explore opportunities to improve local road service in 2009
- H Continuous Improvement - Completed implementation of our 2008 work plan developed through the E-3 initiative



OPERATIONS 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.		
				\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
Revenues								
RENTALS	177,974	172,000	172,000	0	0.0%	(5,974)	-3.4%	
SALES	67,445	86,000	126,000	40,000	46.5%	58,555	86.8%	
RECOVERIES & CONTRIBUTIONS	637,289	540,420	526,320	-14,100	-2.6%	(110,969)	-17.4%	
OTHER INCOME	20,885	18,500	18,500	-	0.0%	(2,385)	-11.4%	
Total Revenues	\$903,593	\$816,920	\$842,820	25,900	3.2%	(\$60,773)	-6.7%	
Expenses								
SALARIES AND BENEFITS	\$8,598,327	\$9,482,549	\$8,593,707	-\$888,842	-9.4%	-\$4,620	-0.1%	
PRINTING & OFFICE SUPPLIES	1,201	1,500	1,500	0	0.0%	299	24.9%	
OPERATING MATERIALS & SUPPLIES	72,236	165,167	125,436	-39,731	-24.1%	53,200	73.6%	
VEHICLE SUPPLIES	1,617,578	1,271,356	1,352,001	80,645	6.3%	(265,577)	-16.4%	
SMALL EQUIPMENT SUPPLIES	12,185	13,688	13,688	-	0.0%	1,503	12.3%	
BOTANICAL SUPPLIES	315,023	357,524	297,545	(59,979)	-16.8%	-17,478	-5.5%	
CONSTRUCTION MATERIALS	2,017,345	1,316,881	1,321,379	4,498	0.3%	(695,966)	-34.5%	
INVENTORY ADJUSTMENTS	(111,882)	-	-	-	0.0%	111,882	-100.0%	
UTILITIES	245,017	292,388	273,140	-19,248	-6.6%	28,123	11.5%	
COMMUNICATIONS	16,504	18,037	16,237	(1,800)	-10.0%	-267	-1.6%	
TRAINING	1,838	5,100	5,100	0	0.0%	3,262	177.5%	
CONTRACTS & SERVICE AGREEMENTS	6,793,973	4,489,126	3,712,726	-776,400	-17.3%	(3,081,247)	-45.4%	
MAINT. & REPAIR-TIME/MATERIAL	1,800,171	937,124	978,460	41,336	4.4%	(821,711)	-45.6%	
RENTAL/LEASE	267,910	335,000	345,140	10,140	3.0%	77,230	28.8%	
PROFESSIONAL SERVICES	2,800	8,956	8,956	-	0.0%	6,156	219.9%	
LICENCES, PERMITS, FEES	210,466	266,796	266,311	(485)	-0.2%	55,845	26.5%	
PROMOTION & ADVERTISING	430	10,012	497	(9,515)	-95.0%	67	15.6%	
OTHER PURCHASED SERVICES	(67,316)	(67,316)	(67,316)	-	0.0%	-	0.0%	
OTHER EXPENDITURES	36,790	6,200	0	(6,200)	-100.0%	-36,790	-100.0%	
Total Expenses	\$21,830,596	\$18,910,088	\$17,244,507	-\$1,665,581	-8.8%	(\$4,586,089)	-21.0%	
Net Expenditures/(Revenues)	\$20,927,003	\$18,093,168	\$16,401,687	-\$1,691,481	-9.3%	-\$4,525,316	-21.6%	



WASTE MANAGEMENT BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
2009 BUP (Other Business Plan Objectives)											
1	Increase Curbside Garbage, Recycling and Organics collection budget to reflect Growth and Inflation needs	✓	Average cost for waste management - integrated (MPMP)							KPI	
2	Continue litter prevention program (Blue Box litter lid and Community Mailbox recycling)	✓	Overall waste diversion rate (MPMP)			✓				KPI	✓
3	Expand recycling/organics collection (Zero Waste) at special events	✓	Number of events serviced (MPMP)			✓				KPI	✓
4	Expand Mission Green @ Work to 3 major Community Centres (E-64)	✓	Number of facilities with Mission Green @ Work			✓				KPI	✓
5	Complete expansion of Mission Green to BIA's	✓				✓				KPI	
6	Continue to set up organics collection at high-rise apartments and condos	✓	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)			✓				KPI	✓
7	Clear Bag for Garbage program		Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)			✓				KPI	✓
8	Build on findings of 2008 recycling depot review study to investigate re-use network to meet current and future needs including pursuing York Region funding for a future community re-use centre.	✓	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)			✓	✓			KPI	✓
9	Investigate new processing opportunities for new diversion materials i.e. televisions		Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)			✓				KPI	✓
10	Standardize Mission Green @ Work containers to increase recognition and program participation	✓	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)							KPI	✓
11	Improved Web presence		Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)			✓				CS	✓
12	Work with Human resources to implement departmental organizational review (E-58)		Departmental organizational review implemented				✓			SS	
13	Pursue technology and software solutions to increase efficiency of existing staff resources	✓								KPI	✓
14	Pursue integration of environmental services in Operations Department to deliver single service solutions for environmental initiatives (E-59)		Average cost for waste management - integrated (MPMP)			✓	✓			KPI	✓
15	Continue implementing Zero Waste policies		Zero Waste policies implemented			✓				KPI	✓
16	Continue partnership with Goodwill for re-use opportunities		Overall waste diversion rate (MPMP)			✓				KPI	✓
17	Initiate collection contract renewal process		Average cost for waste management - integrated (MPMP)							KPI	
18	Pursue Ontario Electronic Stewardship funding for recycling of waste electric and electronic equipment	✓	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)			✓				KPI	✓

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps

WASTE MANAGEMENT KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
# of formal customer satisfaction surveys completed	0	0	0	0	0	N/A	
# of informal customer surveys completed	N/A	2	2	2	3	2	→
Overall satisfaction (%)	N/A	70%	N/A	N/A	86%	N/A	↑
% extremely/very satisfied	N/A	32%	N/A	N/A	41%	N/A	↑
# of service requests (ACR - Cases)	N/A	4,647	8,239	4,975	4,519	4,519	→
FINANCIAL PERFORMANCE							
Net cost per household	\$ 70.91	\$ 62.48	\$ 68.09	\$ 74.64	\$ 72.54	\$ 72.54	↑
Operating cost for waste collection per tonne (MPMP) ¹	\$ 57.03	\$ 57.35	\$ 32.22	\$ 27.57	\$ 26.27	\$ 26.27	↓
Operating cost for waste diversion per tonne (MPMP) ¹	\$ 142.80	\$ 135.71	\$ 102.88	\$ 96.35	\$ 98.35	\$ 98.35	↓
Average cost for waste management - integrated (MPMP) ¹	\$ 88.95	\$ 86.40	\$ 93.86	\$ 94.66	\$ 95.35	\$ 94.66	↑
External Grants and Sponsorship funds attracted	N/A	\$ 648,971	\$ 662,844	\$ 440,949	\$ 536,621	\$ 536,621	↓
OPERATIONAL EXCELLENCE							
Overall waste diversion rate (MPMP) ¹	35.0%	37.1%	52.0%	69.6%	70.2%	70.0%	↑
# visits to recycling depots per year	31,719	43,507	44,232	69,988	100,340	N/A	↑
# of white goods appointments per month	477	125	648	627	461	N/A	↓
# of curbside collections per year ³	N/A	10,927,800	13,296,192	15,522,832	11,282,958	11,282,958	↓
# of special events supplied recycling service	N/A	N/A	50	56	65	N/A	↑
# of by-law notices issued ²	N/A	N/A	N/A	N/A	1,550	N/A	
# of community presentations made	N/A	N/A	40	40	20	N/A	↓
# of Waste Management Inspections ²	N/A	N/A	N/A	N/A	50	N/A	
# of development agreements commented in AMANDA	N/A	N/A	45	110	180	N/A	↑
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	100%	88%	100%	100%	→
Average Corporate Learning Hour per Full-time Employee (<i>new</i>)	N/A	N/A	N/A	41.3	37.3	N/A	→
Recognition rating (from staff survey)	N/A	N/A	N/A	N/A	N/A	N/A	
Staff Satisfaction rating (from staff survey)	N/A	N/A	N/A	N/A	N/A	N/A	
High Performance Workgroup rating (from staff survey)	N/A	N/A	N/A	N/A	N/A	N/A	
Staff absenteeism (average # of days per employee)	2.8	3.3	6.5	5.5	12.2	4.0	↑
Staff turnover rate	0%	0%	0%	0%	0%	0%	→

NOTES:
¹ MPMP refers to the provincial Municipal Performance Measurement Program.

² Data will be reported, starting in 2007.

CURRENT YEAR ACCOMPLISHMENTS

- A Recycling collection at Community Mailboxes was increased by 30 collection stations
- B Completed blue box litter lid and clear garbage bag pilot projects
- C Expanded Goodwill Donation Centre to Markham Village Arena
- D Implemented Shopping Cart Control By-Law #2008-37
- E Expanded Mission Green @ Work to Markham Village and Unionville libraries, and 8100 Warden Avenue
- F Zero Waste Strategy: a) Implemented Markham's first Zero Waste purchasing policy; b) Markham Civic Centre became a Zero Waste facility; and c)
- G Implemented non-refillable propane cylinder recycling program at recycling depots
- H Completed recycling depot review study
- I Implemented EcoMedia special events recycling program
- J Implemented public space recycling on Main St. Unionville
- K Completed phase 1 study to expand Mission Green to Markham and Unionville BIAs



WASTE MANAGEMENT 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.		
				\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
Revenues								
GRANTS AND SUBSIDIES	\$676,315	\$532,609	\$532,609	\$0	0.0%	(\$143,706)	-21.2%	
USER FEES & SERVICE CHARGES	30,117	50,000	25,000	(25,000)	-50.0%	-5,117	-17.0%	
SALES	126,312	118,500	155,750	37,250	31.4%	29,438	23.3%	
OTHER INCOME	4,230	30,000	30,000	-	0.0%	25,770	609.2%	
Total Revenues	\$836,974	\$731,109	\$743,359	\$12,250	1.7%	(\$93,615)	-11.2%	
Expenses								
SALARIES AND BENEFITS	\$539,745	\$492,865	\$514,163	\$21,298	4.3%	(\$25,582)	-4.7%	
PRINTING & OFFICE SUPPLIES	17,442	17,476	17,476	-	0.0%	34	0.2%	
PURCHASES FOR RESALE	148,563	93,835	141,535	47,700	50.8%	(7,028)	-4.7%	
OPERATING MATERIALS & SUPPLIES	17,438	2,622	2,622	-	0.0%	(14,816)	-85.0%	
UTILITIES	3,266	2,825	2,536	-289	-10.2%	(730)	-22.4%	
COMMUNICATIONS	1,428	1,320	1,320	-	0.0%	-108	-7.6%	
TRAVEL EXPENSES	216	-	-	-	0.0%	(216)	-100.0%	
TRAINING	3,518	-	-	-	0.0%	(3,518)	-100.0%	
MAINT. & REPAIR-TIME/MATERIAL	14,580	3,635	3,635	-	0.0%	(10,945)	-75.1%	
RENTAL/LEASE	442	981	981	-	0.0%	539	121.9%	
PROFESSIONAL SERVICES	13,490	16,214	16,214	-	0.0%	2,724	20.2%	
CREDIT CARD SERVICES CHARGES	3,211	1,737	1,737	-	0.0%	(1,474)	-45.9%	
PROMOTION & ADVERTISING	112,718	107,219	67,219	(40,000)	-37.3%	-45,499	-40.4%	
CONTRACTED MUNICIPAL SERVICES	7,280,182	7,164,033	7,471,351	307,318	4.3%	191,169	2.6%	
Total Expenses	\$8,156,239	\$7,904,762	\$8,240,789	\$336,027	4.3%	\$84,550	1.0%	
Net Expenditures/(Revenues)	\$7,319,265	\$7,173,653	\$7,497,430	323,777	4.5%	\$178,165	2.4%	

WATERWORKS BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI / PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
2009 BUP (Other Business Plan Objectives)											
1	Annual Watermain & Sanitary Sewer construction, replacement & rehabilitation projects (cement relining, cathodic protection, dead-end looping, structural lining, blockage removal, water meter replacement, etc.)	✓	Projects completed on time and on budget. System performance and water quality improved.				✓			KPI	✓
2	Trunk Sanitary Sewer zoom camera inspection	✓	All manholes and lines inspected. Projects completed on time and on budget.	✓						KPI	
3	Automated Meter Reading (AMR) - Neptune pilot project	✓	Corporation gains knowledge & experience using automated meter reading; will support planning and decision making in future implementation.				✓			KPI	✓
4	Automated Vehicle Location (AVL) pilot project for Waterworks vehicles	✓	Managed by IT. Improved efficiency in utilization of Town vehicles.				✓			PM	✓
5	Data Acquisition, Repository & Tracking Strategy (DARTS)	✓	Strategy Implemented - Backend DAMA Managed by IT. Business Process & DAMA Managed thru WW Programs				✓			KPI	✓
6	Software purchases to support other Waterworks projects	✓	Managed by IT. Departmental efficiency improved.							KPI	
7	As-Built Mobile - link as-built drawings to GIS & mobile GIS systems.	✓	As-built drawings accessible through mobile units. Efficiency & emergency response improved				✓			PM	
8	Water & Sanitary Sewer physical condition assessment	✓	Successful integration of physical condition data into condition rating / asset lifecycle system.			✓				KPI	
9	Instrumentation - Permanent Flow Monitoring Stations to collect hydraulic data	✓	Stations implemented and functioning. Data successfully integrated into hydraulic models.				✓			PM	✓
10	Inflow/Infiltration program - flow monitoring & smoke testing to identify extraneous sources of flow into sanitary sewer	✓	Year 2 of 5-year program completed. I/I decreased. Sewer flows decreased. System performance increased.			✓				KPI	
11	Sanitary Sewer Hydraulic Model (part of multi-year project) - collection of hydraulic data to calibrate the model.	✓	Data collected and model used successfully for system analysis.				✓			PM	
12	Waterworks Process Control System (PCS) - expansion of pilot SCADA system to include anticipated town-wide DMAs.	✓	Instrumentation & software purchased, installed and customized for Waterworks needs.				✓			KPI	✓
13	Carlton Rd. pumping station generator building upgrade	✓	Building constructed. Operations more efficient. Equipment protected.				✓			PM	
14	Water & Sewer related equipment	✓	Equipment purchased. Operations more efficient.				✓			SS	
15	Office Space Improvements	✓	Waterworks O&M offices relocated. Staff satisfaction improved. Overall departmental efficiency improved.							SS	
16	QMS implementation & maintenance - Town is required to submit an application to become an accredited Operating Authority by Feb. 1/09. An external auditor will audit Town's QMS in Q2, in order to complete the QMS implementation, and then move on to continual improvement and maintenance	✓	External audit completed. Accreditation received.				✓			PM	✓
17	Training Model Phase 4 (Continuous Improvement) - methods of collecting and analysing data, modifying, improving and implementing changes where needed.		Complete managers & staff feedback on Training Model process through evaluation forms and interviews.				✓			PM	✓
18	Training Model Phase 5 (Policy) - development of training policies and guidelines for Waterworks		Feedback received from policy users.				✓			PM	
19	Configuration & Deployment of Mobile Work Management System (CFS-9005)	✓	Team settings configured, work orders customized for Waterworks needs. Data collection & record-keeping efficiency improved.				✓			KPI	
20	Financial Plan as required by O.Reg. 453/07	✓	Financial data collected, financial plan draft completed	✓						PM	

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Management



WATERWORKS KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	0	0	→
Service Satisfaction Rating (%) from informal survey	89%	90%	88%	91%	82%	90%	↓
Overall satisfaction (%)	N/A	N/A	N/A	N/A	N/A	N/A	→
% extremely/very satisfied	N/A	N/A	N/A	N/A	N/A	N/A	→
# of sewer backup complaints per 100km of mainline (MPMP) ¹	1.19	0.74	0.27	0.90	0.45	0.45	↓
Water Quality Complaints per 1,000 people served (NBI) ² showing Markham / Canada-wide average	0.16 / 1.19	0.2 / 1.60	0.2 / 1.40	0.2 / 1.10	N/A	0.20	→
Water Pressure Complaints per 1,000 people served (NBI) ² showing Markham / Canada-wide average	0.50 / 0.60	0.41 / 0.56	0.49 / 0.51	0.63 / 0.45	N/A	0.45	↑
FINANCIAL PERFORMANCE							
Operating cost per km - water distribution system (MPMP) * ¹	\$ 4,031.04	\$ 8,333.33	\$ 9,675.25	\$ 11,050.79	\$ 11,597.23	\$ 11,324.01	↑
Operating cost per km - wastewater collection system (MPMP) ¹	\$ 1,946.69	\$ 3,726.50	\$ 4,380.91	\$ 3,636.83	\$ 4,820.29	\$ 4,228.56	↑
<i>*2004-05 updated to reflect calculations required by Ministry</i>							
OPERATIONAL EXCELLENCE							
Annual # of watermain breaks per 100km of distribution pipe (MPMP) ¹	4.6	4.5	3.4	2.6	4.3	2.5	↑
# of households per FTE (BUP)	2,057	1,770	1,522	1,435	1,412	1,435	↓
Reportable adverse water quality samples as % of all samples taken (MPMP) ¹	0.07%	0.10%	0.06%	0.05%	0.17%	0.10%	↑
Work order & Service requests issued	N/A	40,499	45,027	55,810	74,239	81,663	↑
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	100%	100%	N/A	100%	→
Average Corporate Learning Hour per Full-time Employee (<i>new</i>)	N/A	N/A	-	6.4	21.1	N/A	↑
Recognition rating (from staff survey)	N/A	49%	N/A	65%	N/A	75%	↑
Staff Satisfaction rating (from staff survey)	N/A	54%	N/A	72%	N/A	80%	↑
High Performance Workgroup rating (from staff survey)	N/A	68%	N/A	74%	N/A	80%	↑
Staff absenteeism (average # of days per employee)	6.5	4.5	4.8	6.8	8.3	5.0	↑
Staff turnover rate	3%	3%	2%	0%	0%	2%	↑
NOTES:	¹ MPMP refers to the provincial Municipal Performance Measurement Program. ² NBI refers to the National Water & Wastewater Benchmarking Initiative Program. 2007 data not currently available.						

CURRENT YEAR ACCOMPLISHMENTS

A	Quality Management System (QMS) - Required documentation for initial licensing application completed. Internal audit will be performed in September, followed by management review. Ready for application for Licensing by end of December (deadline is Feb 1, 2009) (2008 HIP# 349)
B	Training Model - Phases 2 (position profile, staff profile, skills dictionary) & 3 (learning & development plan) complete, awaiting final review by GM. (2008 BUP)
C	Mobile Work Management System (MWMS) Phase 1 - Tablet PCs acquired and work management software installed & tested. Complete deployment of tablet PCs by end of 2008. (2008 BUP)
D	Automated Meter Reading (AMR) pilot project with PowerStream smart metering initiative in progress, to be completed by Dec 2008. Second pilot project with Neptune contract document completed. (2008 BUP)
E	Woodbine Ave sanitary sewer siphons improvements design completed. Tender expected in Q4, construction to start 2009 Q1.
F	District Management Areas (DMA) - four pilot projects designed, one of the four implemented, the others awaiting staff award for equipment and have agreement in principle with York Region and City of Toronto to share Regional chamber space for new meters.
G	Backflow Prevention Program developed, compliance notifications to high-risk customers to start in Q3.
H	Sanitary system hydraulic model developed for Thornhill area, implementation requires calibration with data collected through monitoring and physical field data collection. (2008 HIP# 344)
I	Community Lead Testing Program - first round of testing completed - 148 residences, 22 ICI sites tested, zero exceedances found. Second round of testing to be completed by Oct 2008, third round expected to start in Dec 2008. (Non-BUP regulatory requirement)
J	Downspout Disconnection Program - pilot program underway, expecting to identify all incorrectly connected downspouts in the pilot area by end of August and notification letters sent out to affected property owners. (2008 new Council initiative)



WATERWORKS 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues								
TAX LEVIES	\$85,843	-	-	-	0.0%	(\$85,843)	-100.0%	
FINES/ BILLINGS	53,692,120	58,828,097	63,710,839	4,882,742	8.3%	10,018,719	18.7%	
USER FEES & SERVICE CHARGES	486,618	262,940	427,000	164,060	62.4%	-59,618	-12.3%	
SALES	150,322	126,000	126,000	-	0.0%	(24,322)	-16.2%	
RECOVERIES & CONTRIBUTIONS	28,686	3,000	3,000	-	0.0%	(25,686)	-89.5%	
OTHER INCOME	-2,714	-	-	-	0.0%	2,714	-100.0%	
TRANSFERS FROM RESERVES	46,080	-	-	-	0.0%	(46,080)	-100.0%	
Total Revenues	\$54,486,955	\$59,220,037	\$64,266,839	\$5,046,802	8.5%	\$9,779,884	17.9%	
Expenses								
SALARIES AND BENEFITS	\$4,620,353	\$5,158,261	\$5,142,895	-\$15,366	-0.3%	\$522,542	11.3%	
PRINTING & OFFICE SUPPLIES	28,726	43,019	33,019	-10,000	-23.2%	4,293	14.9%	
OPERATING MATERIALS & SUPPLIES	85,935	104,761	104,761	0	0.0%	18,826	21.9%	
CONSTRUCTION MATERIALS	422,496	537,620	581,191	43,571	8.1%	158,695	37.6%	
INVENTORY ADJUSTMENTS	57,328	-	-	-	0.0%	(57,328)	-100.0%	
UTILITIES	28,971	43,477	35,805	-7,672	-17.6%	6,834	23.6%	
COMMUNICATIONS	34,787	41,244	39,744	-1,500	-3.6%	4,957	14.2%	
TRAVEL EXPENSES	22,175	41,500	47,500	6,000	14.5%	25,325	114.2%	
TRAINING	42,353	58,630	56,130	-2,500	-4.3%	13,777	32.5%	
CONTRACTS & SERVICE AGREEMENTS	4,042,496	4,839,400	5,223,628	384,228	7.9%	1,181,132	29.2%	
MAINT. & REPAIR-TIME/MATERIAL	275,375	260,342	367,880	107,538	41.3%	92,505	33.6%	
RENTAL/LEASE	7,469	35,099	17,099	-18,000	-51.3%	9,630	128.9%	
PROFESSIONAL SERVICES	143,273	213,034	133,034	-80,000	-37.6%	-10,239	-7.1%	
LICENCES, PERMITS, FEES	18,208	17,260	17,260	0	0.0%	(948)	-5.2%	
PROMOTION & ADVERTISING	0	8,000	8,000	-	0.0%	8,000	-	
CONTRACTED MUNICIPAL SERVICES	38,162,953	39,354,109	42,175,953	2,821,844	7.2%	4,013,000	10.5%	
OTHER PURCHASED SERVICES	210,921	210,921	232,013	21,092	10.0%	21,092	10.0%	
WRITE-OFFS	52,624	73,353	88,614	15,261	0.0%	35,990	68.4%	
TRANSFERS TO RESERVES	8,226,087	8,180,007	9,962,313	1,782,306	21.8%	1,736,226	21.1%	
Total Expenses	\$56,482,530	\$59,220,037	\$64,266,839	\$5,046,802	8.5%	\$7,784,309	13.8%	
Net Expenditures/(Revenues)	\$1,995,575	-	-	-	0.0%	-\$1,995,575	-100.0%	



RECREATION SERVICES BUSINESS PLAN OBJECTIVES

#	Objective	Requires Additional Resources?	Performance Measures for Success	Priorities							
				Strategic						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture and Library Master Plan / Public Safety	Diversity	NQI PEP Level 3	Innovation
2009 BUP (High-Level Initiatives)											
1	Support 2015 Pan Am Games Greater Horseshoe Area Bid (H # 308)	✓	Markham completes its portion of the bid.								✓
2009 BUP (Other Business Plan Objectives)											
1	Parks, Recreation, Culture, Library, Open Space Master Plan - Work with various stakeholders to ensure a Master Plan Draft is completed by Q3, 2009 that incorporates a sound fiscally sustainable model of delivery.	✓	Master Plan Draft is completed by Q3, 2009. Public, Council and various stakeholders are actively engaged through out the process.	✓				✓		KPI	✓
2	East Markham Community Centre - Develop preliminary design and detailed working drawings that incorporate LEED Gold Principles and meets Community Needs and is endorsed by Council.	✓	Council endorses design and detailed working drawings by Q4, 2009.	✓		✓		✓			✓
3	Recreation organizational review and management systems		Review completed.				✓			PM	
4	Utility Conservation Strategy - continue work with MECO on changing and implementing more energy efficient equipment. Deploy recycling program at Sportsfields. Improve maintenance procedures to more utility sensitive and develop formal energy conservation KPI's. (CFS-6001)		Formal utility usage standards are established. Water handling processes are standardized. Recycling program is established. Formal environmentally significant KPI's are developed, endorsed and actively used by staff.			✓				KPI	
5	Pricing & Subsidy Strategy - Develop a comprehensive Pricing & Subsidy Strategy for Council approval that will balance fiscal stewardship with community need utilizing a detailed process mapping approach. As well, all services will formalize KPI's as it relates to pricing and service delivery. (CFS-6008)		Strategy is developed and approved by CCC and Council. Strategy will establish acceptable cost recovery ratios. KPI's will be formalized and endorsed by all staff.					✓	✓	CS	✓
6	Community Safety Plan - Develop a comprehensive Draft Community Safety Plan, involving key social service agencies, community stakeholders and Council by Q4, 2009.	✓	Draft Safety Plan is completed by Q4, 2009. Public, Council and various stakeholders are actively engaged through out the process.	✓		✓		✓		CS	✓
7	Customer/Staff Satisfaction Surveys - Complete two customer satisfaction surveys (one in Fitness and one in Seniors Programming). Establish a rotating cyclical schedule where two surveys are done annually and all service areas are surveyed at least every three years. Staff engagement through specific projects highlighted by completed staff satisfaction survey.		Two surveys are completed in 2009. Overall satisfaction in each area is at least 80%. At least 30% of registered participants return participate in the survey. At least two staff engagement projects are completed based on results of staff satisfaction survey.							CS	
8	Program Delivery Review - Review, identify and recommend programs and services by categories, ie. core vs enhanced through a detailed process mapping approach. Include most effective program mix and space allocation. A key outcome will be development of formal KPI's as it pertains to program delivery. (CFS-6004)		Review is completed by Q2, 2009. Staff from all levels are involved in the review process. Action plans with timelines based on results are completed as part of review with implementation beginning by Q3, 2009.				✓	✓		CS	✓
9	Sportsfield Allocation Policy - A formal sportsfield allocation policy is developed and endorsed by User Groups and Council by Q3, 2009. Allocation Policy will also examine existing field complement and look at feasibility of additional fields and opportunities (ie. Bishops Cross).		Policy is developed by Q3, 2009. An advisory committee comprised of Council and User Group representation is involved and engaged through out the process. Policy is presented and endorsed by Council and User Groups by Q3, 2009.					✓		CS	✓

Note for NQI PEP Level 3 abbreviation: CS = Customer Survey, SS = Staff Survey, KPI = Key Performance Indicators, PM = Process Maps

RECREATION SERVICES KEY PERFORMANCE INDICATORS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	TARGET	TREND 06-07
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	3	2	0	0	0	2	↑
# of informal customer surveys completed	0	0	0	0	0	N/A	→
Overall satisfaction (%)	N/A	73%	N/A	N/A	84%	80%	↑
% extremely/very satisfied	N/A	24%	N/A	N/A	24%	30%	→
FINANCIAL PERFORMANCE							
Net cost per household	\$ 21.95	\$ 35.45	\$ 41.05	\$ 48.84	\$ 50.46	N/A	↑
Revenue as % of total Recreation operating expenditures	83%	75%	75%	73%	73%	70%	→
Revenue as % of total non-tax Town revenues	20%	21%	22%	24%	25%	24%	↑
Net cost of recreation per capita	\$ 6.10	\$ 9.85	\$ 11.21	\$ 16.40	\$ 13.33	N/A	↑
OPERATIONAL EXCELLENCE							
Average fill rate for all programs	78%	77%	77%	81%	87%	80%	↑
Average fill rate in all facilities	NA	NA	NA	NA	NA	80%	→
Sq.ft. of community centre space per capita	2.8	3.1	2.9	3.2	3.1	3.5	↓
Annual # of all direct program registrations ¹	588	67,276	74,309	80,409	78,281	N/A	↓
Annual # of all direct program classes ¹	7,586	7,628	9,915	9,829	9,805	N/A	→
# of fitness memberships at year end	2,138	1,825	1,962	3,049	3,688	4,000	↑
STAFF SATISFACTION							
Completion rate for performance management	100%	100%	100%	100%	100%	100%	→
Average Corporate Learning Hour per Full Time Employee (new)	NA	NA	9.5	14.5	18.6	NA	↑
Recognition rating (from staff survey)	N/A	65%	N/A	66%	N/A	75%	→
Staff Satisfaction rating (from staff survey)	N/A	74%	N/A	74%	N/A	80%	→
High Performance Workgroup rating (from staff survey)	N/A	77%	N/A	77%	N/A	80%	→
Staff absenteeism (average # of days per employee)	3.4	2.9	2.7	2.8	6.1	5.0	↑
Staff turnover rate	4%	8%	1%	2%	0%	2%	→
NOTES:	¹ 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	Parks, Recreation, Culture, Libraries, Open Spaces Master Plan process has begun with RFP's completed and reviewed by July 2008.						
B	Two Customer Satisfaction surveys were completed - one in Aquatics, one in Programs (fitness classes) - by Q2, 2008 with overall satisfaction at 79%.						
C	Staff Satisfaction Surveys completed in Q2, 2008. Overall satisfaction is comparable with previous years and surpasses Corporation overall.						
D	Policy & Planning Division of Department is taking shape with hiring of Manager and Facility Allocations Coordinator.						
E	Concept of East Markham Community Centre has been endorsed by Council. Working design portion of project is underway by July, 2008.						
F	Pool Allocation Policy was presented to Council. A working committee has been formed to continue with process and work with User Groups.						
G	Implemented energy conservation initiatives: solar panels at Milliken Mills, installation of Incandescent Light bulbs in all facilities						
H	Compiled and developed update part time job descriptions based on staff competencies for all part time positions within the department.						
I	Have filled Business Analyst position for 2008 with a Career Bridge Intern. Have continued involvement with mentoring program.						
J	Draft Memorandum of Understanding has been developed pertaining to Bocce at Centennial Community Centre.						



RECREATION SERVICES 2009 OPERATING BUDGET

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.	
				\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues							
PROVINCIAL GRANTS & SUBSIDIES	\$36,549	\$41,000	\$44,560	3,560	8.7%	\$8,011	21.9%
USER FEES & SERVICE CHARGES	7,378,071	7,500,534	7,596,588	96,054	1.3%	218,517	3.0%
RENTALS	4,889,314	5,108,324	5,152,558	44,234	0.9%	263,244	5.4%
SALES	111,812	175,789	167,584	-8,205	-4.7%	55,772	49.9%
RECOVERIES & CONTRIBUTIONS	-	38,000	45,600	7,600	0.0%	45,600	0.0%
OTHER REVENUE	161,060	636,808	117,840	-518,968	-81.5%	(43,220)	-26.8%
INTERDEPARTMENTAL RECOVERIES	523,308	0	523,308	523,308	-	-	0.0%
Total Revenues	\$13,100,114	\$13,500,455	\$13,124,730	-\$375,725	-2.8%	\$24,616	0.2%
Expenses							
SALARIES AND BENEFITS	\$12,086,222	\$12,057,310	\$12,413,465	\$356,155	3.0%	\$327,243	2.7%
PRINTING & OFFICE SUPPLIES	85,400	103,324	82,399	(20,925)	-20.3%	-3,001	-3.5%
PURCHASES FOR RESALE	62,260	72,544	67,369	-5,175	-7.1%	5,109	8.2%
OPERATING MATERIALS & SUPPLIES	827,958	895,651	860,388	-35,263	-3.9%	32,430	3.9%
VEHICLE SUPPLIES	25,895	33,680	33,680	-	0.0%	7,785	30.1%
UTILITIES	2,657,977	3,209,710	3,143,695	-66,015	-2.1%	485,718	18.3%
COMMUNICATIONS	82,517	104,457	80,335	-24,122	-23.1%	-2,182	-2.6%
TRAVEL EXPENSES	9,355	6,275	5,333	-942	-15.0%	(4,022)	-43.0%
TRAINING	118,749	128,197	124,451	-3,746	-2.9%	5,702	4.8%
CONTRACTS & SERVICE AGREEMENTS	934,511	1,017,833	935,666	-82,167	-8.1%	1,155	0.1%
MAINT. & REPAIR-TIME/MATERIAL	941,797	747,999	754,739	6,740	0.9%	(187,058)	-19.9%
RENTAL/LEASE	153,905	207,272	192,564	-14,708	-7.1%	38,659	25.1%
INSURANCE	-	1,299	1,299	-	0.0%	1,299	0.0%
PROFESSIONAL SERVICES	60,933	64,200	93,400	29,200	45.5%	32,467	53.3%
LICENCES, PERMITS, FEES	46,885	60,888	55,638	(5,250)	-8.6%	8,753	18.7%
CREDIT CARD SERVICE CHARGES	171,682	143,494	151,217	7,723	5.4%	(20,465)	-11.9%
PROMOTION & ADVERTISING	-	1,471	971	(500)	-34.0%	971	0.0%
CONTRACTED MUNICIPAL SERVICES	6,911	6,600	9,300	2,700	40.9%	2,389	34.6%
OTHER PURCHASED SERVICES	-	4,707	707	(4,000)	-85.0%	707	0.0%
WRITE-OFFS	-9	-	-	-	0.0%	9	-100.0%
OTHER EXPENDITURES	45,567	46,200	96,200	50,000	108.2%	50,633	111.1%
TRANSFERS TO RESERVES	383,707	386,148	369,262	(16,886)	-4.4%	-14,445	-3.8%
Total Expenses	\$18,702,222	\$19,299,259	\$19,472,078	\$172,819	0.9%	\$769,856	4.1%
Net Expenditures/(Revenues)	\$5,602,108	\$5,798,804	\$6,347,348	\$548,544	9.5%	\$745,240	13.3%



OPERATIONS AND ASSET MANAGEMENT ADMIN

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./Decr.)</u>	<u>% Change</u>	<u>\$ Incr./Decr.)</u>	<u>% Change</u>	
Revenues								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
Total Revenues	-	-	-	-	0.0%	-	0.0%	
Expenses								
SALARIES AND BENEFITS	\$418,829	\$398,189	\$403,721	\$5,532	1.4%	(\$15,108)	-3.6%	
PRINTING & OFFICE SUPPLIES	43,046	53,611	36,140	(17,471)	-32.6%	-6,906	-16.0%	
OPERATING MATERIALS & SUPPLIES	3,749	5,239	40,778	35,539	678.4%	37,029	987.7%	
COMMUNICATIONS	38,440	56,539	45,228	(11,311)	-20.0%	6,788	17.7%	
TRAVEL EXPENSES	25,312	51,708	48,458	-3,250	-6.3%	23,146	91.4%	
TRAINING	31,101	46,724	52,024	5,300	11.3%	20,923	67.3%	
CONTRACTS & SERVICE AGREEMENTS	(45,061)	(45,061)	(45,061)	-	0.0%	-	0.0%	
RENTAL/LEASE	3,655	-	-	-	0.0%	(3,655)	-100.0%	
LICENCES, PERMITS, FEES	37,149	20,922	35,979	15,057	72.0%	-1,170	-3.1%	
PROMOTION & ADVERTISING	-	5,000	0	(5,000)	-100.0%	0	0.0%	
Total Expenses	\$556,220	\$592,871	\$617,267	\$24,396	4.1%	\$61,047	11.0%	
Net Expenditures/(Revenues)	\$556,220	\$592,871	\$617,267	\$24,396	4.1%	\$61,047	11.0%	



COMMUNITY & FIRE SERVICES COMMISSIONER'S OFFICE 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./(Decr.)</u>	<u>% Change</u>	<u>\$ Incr./(Decr.)</u>	<u>% Change</u>	
Revenues								
OTHER INCOME	\$0	\$200,000	\$0	(200,000)	-100.0%	\$0	-	
Total Revenues	\$0	\$200,000	\$0	(200,000)	-100.0%	\$0	-	
Expenses								
SALARIES AND BENEFITS	\$201,087	\$284,232	\$309,830	25,598	9.0%	108,743	54.1%	
PRINTING & OFFICE SUPPLIES	2,775	2,000	2,334	334	0.0%	(441)	-15.9%	
OPERATING MATERIALS & SUPPLIES	17	777	877	100	12.9%	860	5058.8%	
COMMUNICATIONS	195	750	1,350	600	80.0%	1,155	592.3%	
TRAVEL EXPENSES	9,349	18,000	20,208	2,208	12.3%	10,859	116.2%	
TRAINING	50	11,500	11,500	0	0.0%	11,450	22900.0%	
CONTRACTS & SERVICE AGREEMENTS	(23,244)	(23,244)	(23,244)	-	0.0%	-	0.0%	
PROFESSIONAL SERVICES	0	20,000	20,000	0	0.0%	20,000	-	
LICENCES, PERMITS, FEES	1,729	583	583	-	0.0%	-1,146	-66.3%	
Total Expenses	\$191,958	\$314,598	\$343,438	\$28,840	9.2%	\$151,480	78.9%	
Net Expenditures/(Revenues)	\$191,958	\$114,598	\$343,438	\$228,840	199.7%	\$151,480	78.9%	



CORPORATE ITEMS 2009 OPERATING BUDGET

<u>Description</u>	<u>2008 Actuals</u>	<u>2008 Budget</u>	<u>2009 Budget</u>	<u>2009 Bud. vs. 2008 Bud.</u>		<u>2009 Bud. Vs. 2008 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
TAX LEVIES	\$105,166,796	\$105,073,221	\$107,203,056	\$2,129,835	2.0%	\$2,036,260	1.9%	
GRANTS-IN-LIEU OF TAXES	1,201,369	1,211,131	1,209,007	(2,124)	-0.2%	7,638	0.6%	
INTEREST & PENALTIES	4,004,602	3,375,000	3,375,000	-	0.0%	(629,602)	-15.7%	
INCOME FROM INVESTMENTS	13,184,938	11,630,836	13,246,836	1,616,000	13.9%	61,898	0.5%	
USER FEES & SERVICE CHARGES	5,747	-	0	-	0.0%	(5,747)	-100.0%	
RENTALS	-	-	87,250	87,250	0.0%	87,250	-	
OTHER INCOME	2,195,778	2,187,654	2,331,154	143,500	6.6%	135,376	6.2%	
TRANSFER FROM SURPLUS/DEFICIT	252,737	-	0	-	0.0%	(252,737)	-100.0%	
Total Revenues	\$126,011,967	\$123,477,842	\$127,452,303	3,974,461	3.2%	\$1,440,336	1.1%	
Expenses								
SALARIES AND BENEFITS	\$3,875,184	\$5,496,417	\$4,022,352	-\$1,474,065	-26.8%	147,168	3.8%	
UTILITIES	8,000	150,870	101,702	-49,168	0.0%	-	0.0%	
CONTRACTS SERVICE AGREEMENTS	(3,853,263)	(3,826,742)	(3,880,294)	-53,552	1.4%	-27,031	0.7%	
INSURANCE	1,913,172	1,917,879	2,134,656	216,777	11.3%	221,484	11.6%	
PROFESSIONAL SERVICES	34,381	44,117	44,117	-	0.0%	9,736	28.3%	
LICENCES, PERMITS, FEES	13,496	15,620	15,620	-	0.0%	2,124	15.7%	
PROMOTION & ADVERTISING	37,242	31,709	31,709	-	0.0%	-5,533	-14.9%	
OTHER PURCHASED SERVICES	226,395	226,395	226,395	-	0.0%	-	0.0%	
WRITE-OFFS	512,948	500,500	500,500	-	0.0%	-12,448	-2.4%	
OTHER EXPENDITURES	1,456,757	1,523,577	1,832,649	309,072	20.3%	375,892	25.8%	
TRANSFERS TO RESERVES	22,567,487	22,366,494	21,961,314	(405,180)	-1.8%	(606,173)	-2.7%	
Total Expenses	\$26,791,799	\$28,446,836	\$26,990,720	(\$1,456,116)	-5.1%	\$198,921	0.7%	
Net Expenditures/(Revenues)	(\$99,220,168)	(\$95,031,006)	(\$100,461,583)	(\$5,430,577)	5.7%	(\$1,241,415)	1.3%	



CORPORATION CONSOLIDATED 2009 OPERATING BUDGET (EXCLUDING WATERWORKS & BUILDING STANDARDS)

Description	2008 Actuals	2008 Budget	2009 Budget	2009 Bud. vs. 2008 Bud.		2009 Bud. Vs. 2008 Act.	
				\$ Incr./((Decr.)	% Change	\$ Incr./((Decr.)	% Change
Revenues							
TAX LEVIES	\$105,166,796	\$105,073,221	\$107,203,056	\$2,129,835	2.0%	\$2,036,260	1.9%
GRANTS-IN-LIEU OF TAXES	1,201,369	1,211,131	1,209,007	(2,124)	-0.2%	7,638	0.6%
GRANTS AND SUBSIDIES	1,183,594	908,387	917,447	9,060	1.0%	(266,147)	-22.5%
LICENCES & PERMITS	1,267,376	1,278,200	1,268,200	-10,000	-0.8%	824	0.1%
INTEREST & PENALTIES	4,004,602	3,375,000	3,375,000	-	0.0%	(629,602)	-15.7%
INCOME FROM INVESTMENTS	13,189,208	11,634,636	13,252,636	1,618,000	13.9%	63,428	0.5%
FINES	1,827,543	1,826,250	1,886,250	60,000	3.3%	58,707	3.2%
USER FEES & SERVICE CHARGES	17,500,975	20,354,517	17,899,640	(2,454,877)	-12.1%	398,665	2.3%
RENTALS	5,563,943	5,766,088	5,879,822	113,734	2.0%	315,879	5.7%
SALES	562,906	590,139	661,072	70,933	12.0%	98,166	17.4%
RECOVERIES & CONTRIBUTIONS	1,916,882	1,265,520	1,319,020	53,500	4.2%	-597,862	-31.2%
OTHER INCOME	2,674,104	3,460,362	3,089,702	-370,660	-10.7%	415,598	15.5%
TRANSFERS FROM RESERVES	252,737	1,297,951	3,809,190	2,511,239	0.0%	3,556,453	1407.2%
Total Revenues	\$156,312,035	\$158,041,402	\$161,770,042	\$3,728,640	2.4%	\$5,458,007	3.5%
Expenses							
SALARIES AND BENEFITS	\$90,809,441	\$91,826,567	\$93,807,701	\$1,981,134	2.2%	\$2,998,260	3.3%
PRINTING & OFFICE SUPPLIES	571,682	728,176	673,477	-54,699	-7.5%	101,795	17.8%
PURCHASES FOR RESALE	328,425	283,462	325,987	42,525	15.0%	(2,438)	-0.7%
OPERATING MATERIALS & SUPPLIES	4,419,870	4,052,003	4,040,514	-11,489	-0.3%	-379,356	-8.6%
VEHICLE SUPPLIES	1,647,471	1,309,449	1,819,998	510,549	39.0%	172,527	10.5%
SMALL EQUIPMENT SUPPLIES	13,426	14,291	14,291	-	0.0%	865	6.4%
BOTANICAL SUPPLIES	315,023	357,524	291,614	(65,910)	-18.4%	-23,409	-7.4%
CONSTRUCTION MATERIALS	2,031,225	1,318,909	1,289,847	-29,062	-2.2%	(741,378)	-36.5%
INVENTORY ADJUSTMENTS	(105,347)	-	-	-	0.0%	105,347	-100.0%
UTILITIES	3,902,928	4,611,429	4,611,429	-	0.0%	708,501	18.2%
COMMUNICATIONS	1,341,638	1,322,675	1,440,267	117,592	8.9%	98,629	7.4%
TRAVEL EXPENSES	349,812	462,545	450,868	(11,677)	-2.5%	101,056	28.9%
TRAINING	573,576	759,308	751,386	(7,922)	-1.0%	177,810	31.0%
CONTRACTS & SERVICE AGREEMENTS	8,274,444	6,369,662	6,747,309	377,647	5.9%	-1,527,135	-18.5%
MAINT. & REPAIR-TIME/MATERIAL	4,729,917	3,205,191	3,510,139	304,948	9.5%	(1,219,778)	-25.8%
RENTAL/LEASE	653,496	753,693	720,009	(33,684)	-4.5%	66,513	10.2%
INSURANCE	1,925,135	1,931,141	2,147,918	216,777	11.2%	222,783	11.6%
PROFESSIONAL SERVICES	2,269,942	2,175,952	2,254,369	78,417	3.6%	(15,573)	-0.7%
LICENCES, PERMITS, FEES	551,697	643,563	619,283	(24,280)	-3.8%	67,586	12.3%
CREDIT CARD SERVICE CHARGES	190,968	163,427	163,973	546	0.3%	(26,995)	-14.1%
PROMOTION & ADVERTISING	1,557,987	1,385,101	1,649,961	264,860	19.1%	91,974	5.9%
DISCRETIONARY COMMUNICATIONS	239,951	236,398	-	(236,398)	0.0%	(239,951)	-100.0%
CONTRACTED MUNICIPAL SERVICES	8,444,530	8,428,953	8,853,971	425,018	5.0%	409,441	4.8%
OTHER PURCHASED SERVICES	696,206	714,116	705,616	(8,500)	-1.2%	9,410	1.4%
OFFICE FURNISHINGS & EQUIPMENT	8,068	14,310	12,310	(2,000)	-14.0%	4,242	52.6%
WRITE-OFFS	512,892	500,600	500,600	-	0.0%	-12,292	-2.4%
OTHER EXPENDITURES	1,637,600	1,675,477	1,965,549	290,072	17.3%	327,949	20.0%
TRANSFERS TO RESERVES	19,819,635	22,797,480	22,401,656	(395,824)	-1.7%	2,582,021	13.0%
Total Expenses	\$157,711,638	\$158,041,402	\$161,770,042	\$3,728,640	2.4%	\$4,058,404	2.6%
Net Expenditures/(Revenues)	\$1,399,603	-	-	-	-	-\$1,399,603	-100.0%

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
CPI	Consumer Price Index – A statistical description of price levels provided by Statistics Canada. The index is used as a measure of the increase in the cost of living (i.e. economic inflation)
CUPE	Canadian Union of Public Employees – An association formed for protecting the rights of its members, usually employees in the public sector.
DBRS	Dominion Bond Rating Service
DCA	Development Charges Act – Provides guidelines on funding of identified growth related projects in the Town from developers.
DHF	Department Head Forum
E3	Excellence through Efficiency and Effectiveness
GAAP	Generally Accepted Accounting Principles – Uniform minimum standards for financial accounting a recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
GFOA	Government Finance Officers Association of the United States and Canada
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)
LEED	Leadership in Energy and Environmental Design
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
MIII	Municipal Infrastructure Investment Initiative
MPFFA	Markham Professional Firefighter's Association – An association of Firefighter's formed for protecting the rights of its members in their workplace environment.
MTO	The Ontario Ministry of Transport
NCMDD	National Centre for Medical Devices Development
NQI	National Quality Institute. NQI provides organizational leaders with strategic business frameworks, services and tools that support ongoing performance improvement in quality and healthy workplace environments, using NQI's innovative Roadmap to Excellence. The Roadmap guides Canadian organizations through leadership participation, base-line reviews, related training and organizational certification.
NRC	National Research Council
OMERS	Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits for the 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%.
SWM	Storm Water Management
TIF	Tax Increment Financing
TRCA	Toronto and Region Conservation Authority is an organization that prepares and delivers programs for the management of the renewable natural resources within its watersheds.
YRDSB	York Region District School Board

GLOSSARY OF TERMS

Accrual Basis	A method of accounting that recognizes revenue as they are earned and expenditure when they are incurred rather than waiting until cash is exchanged.												
Accumulated Depreciation	The total amount recorded, during a specified period of time, to reduce the value of a long-term tangible asset.												
Assessment	<p>The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario. In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value, or the amount the property would sell for in an arms length, open market sale between a willing buyer and willing seller.</p> <p>The date used to determine current value is as follows:</p> <table border="0" style="margin-left: 40px;"> <thead> <tr> <th style="text-align: left;"><u>Tax Year</u></th> <th style="text-align: left;"><u>Base Year</u></th> </tr> </thead> <tbody> <tr> <td>1998, 1999, 2000</td> <td>June 1996</td> </tr> <tr> <td>2001, 2002</td> <td>June 1999</td> </tr> <tr> <td>2003</td> <td>June 2001</td> </tr> <tr> <td>2004, 2005</td> <td>June 2003</td> </tr> <tr> <td>2006, 2007, 2008</td> <td>June 2005</td> </tr> </tbody> </table>	<u>Tax Year</u>	<u>Base Year</u>	1998, 1999, 2000	June 1996	2001, 2002	June 1999	2003	June 2001	2004, 2005	June 2003	2006, 2007, 2008	June 2005
<u>Tax Year</u>	<u>Base Year</u>												
1998, 1999, 2000	June 1996												
2001, 2002	June 1999												
2003	June 2001												
2004, 2005	June 2003												
2006, 2007, 2008	June 2005												
Administrative Expenses	Expenses incurred for the day-to-day running of operations e.g. Salaries, Building rental, Office expenses etc.,												
Bill 175	Legislation requiring mandatory adherence by municipalities to assess and report on the full costs of providing water and sewage services, and then to prepare and implement plans for recovering those costs.												
Bill 195	Legislation to safeguard health and prevention of drinking water health hazards through the control and regulation of drinking water systems and drinking water testing.												
Balanced Budget	When total revenues equals total expenses in a fiscal year.												
Budget	A financial plan for a given fiscal year showing revenues and expenditures for different funds of the 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.
Gas Tax Rebate	This is the funding provided by the Government of Canada as part of the New Deal for Cities and Communities. This Federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions: economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions
Grants in Lieu	Grants in lieu of taxes (also known as payments-in-lieu of taxes) are payments received in lieu of taxation on properties owned by government and government agencies.
Infrastructure	The system of public works in the 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.
Section 391	Part of the Municipal Act, it authorizes the Council of a local municipality to pass by-laws imposing fees or charges on any class of persons for services or activities provided or done by or on behalf of the municipality.
Surplus	The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.
Supplementary Taxes	Property taxes collected on new assessment not previously identified by Municipal Property Assessment Corporation (MPAC).
Tax Rate	A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the 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).