



2020 BUDGET – DIRECTOR PRESENTATIONS

Development Services

Economic Development & Culture	Presentation
Planning & Design	Presentation
Engineering	Presentation
Building Standards	Presentation

Corporate Services

ITS	Presentation
Finance	Presentation
Sustainability & Asset Management	Presentation
Legislative Services & Corporate Communications	Presentation

CAO's Office

Human Resources	Presentation
Legal Department	Presentation

Community and Fire Services

Fire and Emergency Services	Presentation
Recreation Services	Presentation
Markham Public Library	Presentation
Operations	Presentation
Environmental Services	Presentation



Economic Growth, Culture & Entrepreneurship

**2020 Budget
Stephen Chait**



Agenda

1. Department Introduction
2. Organizational Chart
3. Operating Budget
4. Responsibilities
5. Summary
6. 2020 Capital Budget Requests



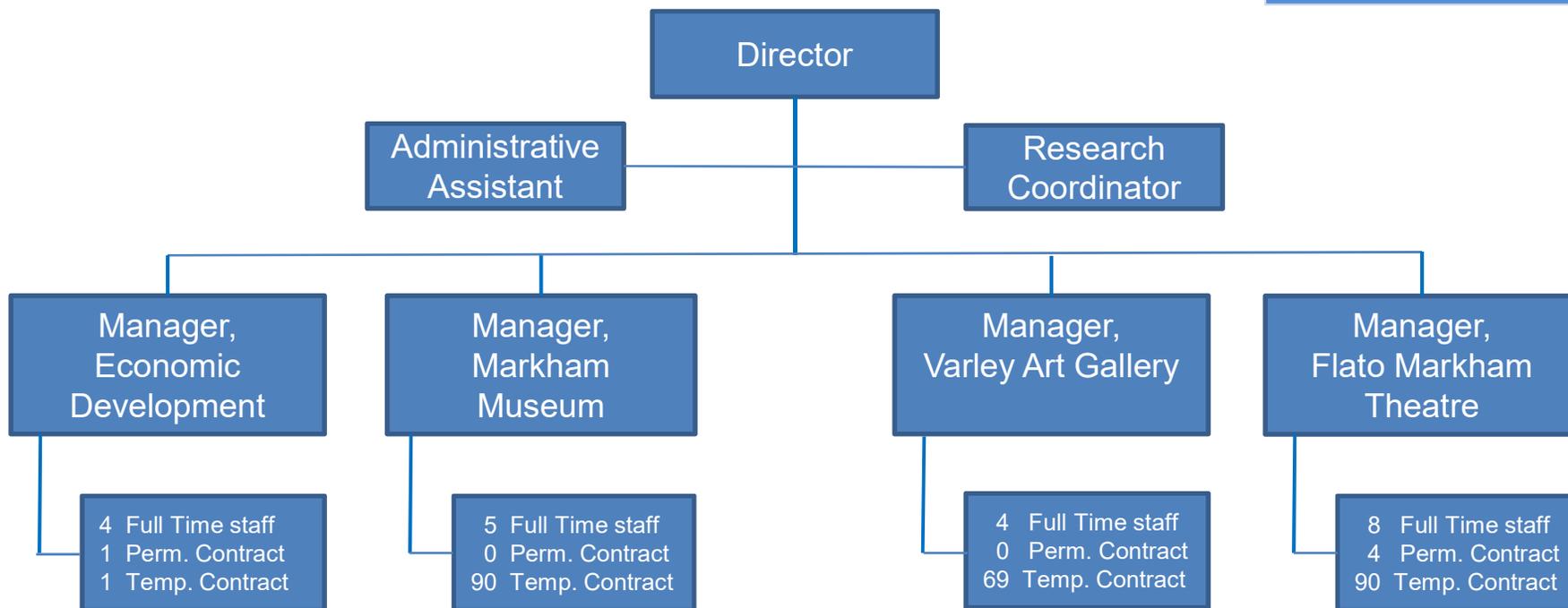
1. Department Introduction

The Department is comprised of four business units:

- Economic Development
 - Markham Museum
 - Varley Art Gallery
 - Flato Markham Theatre
- } Culture

2. Organizational Chart

28 Full Time Staff
5 Permanent Contract Staff
250 Temporary Contract Staff



3. Operating Budget – Economic Development (Summary)

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
	\$	\$	\$	Increase/ (Decrease) \$	Change %
Revenues	342,352	189,834	189,834	0	0.0%
Expenses	<u>1,976,082</u>	<u>1,797,922</u>	<u>1,818,477</u>	<u>20,555</u>	<u>1.1%</u>
Net Expenditures/(Revenues)	1,633,730	1,608,088	1,628,643	20,555	1.3%

3. Operating Budget – Economic Development (Revenues)

Revenues	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
GRANT & SUBSIDY REVENUE					
Provincial Grants	337,130	168,500	168,500	0	0.0%
USER FEES and CHARGES	722	10,500	10,500	0	0.0%
OTHER REVENUE	<u>4,500</u>	<u>10,834</u>	<u>10,834</u>	<u>0</u>	<u>0.0%</u>
Total Revenues	342,352	189,834	189,834	0	0.0%

3. Operating Budget – Economic Development (Expenses)

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES and BENEFITS	1,025,169	1,034,374	1,054,929	20,555	2.0%
MATERIALS and SUPPLIES					
Printing, office and administrative supplies	14,902	21,709	21,709	0	0.0%
PURCHASED SERVICES					
Business development missions, programs, conferences	535,570	390,356	390,356	0	0.0%
Venture Labs support	352,253	309,346	309,346	0	0.0%
Membership fees	20,980	7,700	7,700	0	0.0%
Other purchased services	<u>27,208</u>	<u>34,437</u>	<u>34,437</u>	<u>0</u>	<u>0.0%</u>
Total Expenses	1,976,082	1,797,922	1,818,477	20,555	1.1%

3. Operating Budget – Culture (Summary)

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	4,052,819	4,245,818	4,312,949	67,131	1.6%
Expenses	<u>6,511,366</u>	<u>6,252,741</u>	<u>6,334,667</u>	<u>81,926</u>	<u>1.3%</u>
Net Expenditures/(Revenues)	2,458,547	2,006,923	2,021,718	14,795	0.7%

3. Operating Budget – Culture (Revenues)

Revenues	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
GRANT & SUBSIDY REVENUE					
Provincial and Federal grants	281,204	198,635	198,635	0	0.0%
GENERAL REVENUE					
Wedding photo permits	6,028	6,000	6,000	0	0.0%
USER FEES and CHARGES					
Program registration fees and rentals	1,672,164	1,839,925	1,868,478	28,553	1.6%
Theatre ticket sales, handling charges and staff charges	1,592,943	1,643,144	1,675,307	32,163	2.0%
Corporate sponsorship	234,867	310,000	314,800	4,800	1.5%
Other user fees and charges	107,389	80,761	82,376	1,615	2.0%
OTHER REVENUE					
Donations and fundraising	<u>158,224</u>	<u>167,353</u>	<u>167,353</u>	<u>0</u>	<u>0.0%</u>
Total Revenues	4,052,819	4,245,818	4,312,949	67,131	1.6%

3. Operating Budget – Culture (Expenses)

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES and BENEFITS	3,878,319	3,742,695	3,824,069	81,374	2.2%
MATERIALS and SUPPLIES					
Program and exhibit supplies	212,485	256,369	253,369	(3,000)	-1.2%
Printing, office and administrative supplies	60,980	75,654	74,454	(1,200)	-1.6%
Building maintenance supplies	34,341	31,034	31,034	0	0.0%
PURCHASED SERVICES					
Artist/Entertainer and professional fees	1,237,856	1,042,981	1,063,841	20,860	2.0%
Advertising	354,301	347,003	347,003	0	0.0%
Utilities	299,142	300,402	300,402	0	0.0%
Facility maintenance and security	274,944	266,833	286,500	19,667	7.4%
Other purchased services	111,311	154,770	118,995	(35,775)	-23.1%
TRANSFERS TO/(FROM) RESERVES	<u>47,687</u>	<u>35,000</u>	<u>35,000</u>	<u>0</u>	<u>0.0%</u>
Total Expenses	6,511,366	6,252,741	6,334,667	81,926	1.3%



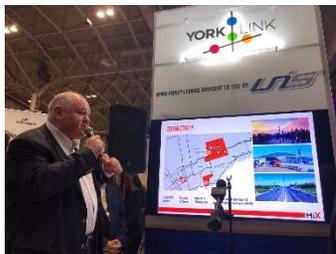
4. Responsibilities -- Economic Development

Core business areas include:

- Business attraction and retention
- Business start-ups and commercialization
- Innovation and entrepreneurship
- Economic strategy
- Strategic partnership development and enhancement



**BUILDING MARKHAM'S
FUTURE TOGETHER**
2015-2019 Strategic Plan



Celebrate
Markham
Funding generously provided by
this City of Markham program

4. Responsibilities -- Economic Development

In 2018/19 the 3 Economic Development + 2 MSBC staff:

- Helped grow priority sector jobs by 3.5% (est. 80,000 in total)
- Engaged York U, Seneca Helix, ventureLAB & YSPACE in Markham new business
- Achieved Amazon's "Top 10" list
- Promoted Markham at "Web Summit" (Lisbon) & at "Collision" (Toronto)
- Launched "The MiX" innovation district & "Destination Markham" strategy

Key goals and projects for 2020 include:

- Promote Phase One development of "The MiX"
- Develop new 10-year Economic Development Strategy
- Represent Markham at "Collision 2020" (Toronto)
- Conduct business missions to USA and Asia
- Launch new social media and video campaigns to promote investment in Markham



4. Responsibilities -- Markham Museum



Core business areas include:

- Interpretive exhibits and presentations
- Summer, winter and March break camps
- Art classes and professional development
- Archives and restoration & preservation of historic buildings
- Private event rentals, storage & performance space for arts groups
- Serves as a cultural and creative hub





Responsibilities -- Markham Museum

In 2018/19 the Museum attracted 60,000 visitors:

- Sold out summer camps
- Record level of rental revenue
- Began to implement strategic plan
- Hosted numerous events & festivals including 225th Anniversary of Berczy settlers
- Updated and culled museum's collection

Key goals and projects for 2020 include:

- Achieve new record of rental revenue
- Help host Ontario Heritage Conference & other festivals and events
- Complete restoration of buildings to accommodate meetings & weddings
- Expand camp and educational training programs
- Pursue opportunity to host archives of indigenous artefacts



4. Responsibilities -- Varley Art Gallery



Core business areas include:

- Schedule of rotating themed exhibitions
- Art camps in summer, winter and March break
- Art classes and professional development
- McKay Art Centre show and studio space
- Public Art policies and Master Plan
- Public Art collection and program administration

MAKING OUR MARKHAM
PUBLIC ART MASTER PLAN 2020-25



4. Responsibilities -- Varley Art Gallery

In 2018/19 the Varley Art Gallery attracted 45,000 visitors:

- Sold out summer camps
- Record level of rental revenue
- Record revenue from gala fundraiser event
- Commenced Public Art Master Plan
- Adopted new logo and signage

Key goals and projects for 2020 include:

- Achieve new record level of rental revenue
- Adopt & implement new 2020-2024 Public Art Master Plan
- Year One of 3-year agreement to mount York U student exhibitions
- Expand exhibitions and events
- Implement new strategic plan



4. Responsibilities -- Flato Markham Theatre



Core business areas include:

- Diamond Series of 50+ shows and performances
- Summer theatre camps at FMT and in the community
- Discovery workshops and performances
- Theatre rental space
- Teaching & performance facilities for Unionville High School
- Strategic and marketing support for Destination Markham



**SUMMER 2019
PERFORMING ARTS CAMPS**

**2 LOCATIONS:
Cornerstone Centre
Flato Markham Theatre**
Before & After Care Available
at both locations





4. Responsibilities -- Flato Markham Theatre

In 2018/19 the Theatre attracted 130,000 customers:

- Sold out summer camps
- Record level of rental revenue and gala fundraising revenue
- Began to implement strategic plan
- Operated with effectively 100% occupancy level
- Adopted new brand and logo

Key goals and projects for 2020 include:

- Install new Theatre signage
- Launch Performing Arts Foundation
- Expand “Discovery Series” to serve more students
- Offer York U student internships

5. Summary

Markham has talented, innovative, productive & efficient staff.

- Cultural venues are dependent on retaining contract & part-time staff
- Economic Devt. has experienced reduction in staffing and in annual marketing funds while competing with other more aggressive jurisdictions
- Revenue growth is limited by capacity and market competition

To remain successful and to service a growing community, Markham needs to:

- Continue to maintain, upgrade & expand cultural venues & programs
- Increase investment in economic development programs and staffing



6. 2020 Capital Budget Requests

See capital budget request forms (e-file)



Planning & Urban Design

2020 Budget

Biju Karumanchery
Director, Planning & Urban Design Department



Agenda

1. Department Introduction
2. Organizational Chart
3. Operating Budget
4. Responsibilities
5. Summary
6. 2020 Capital Budget Requests



1. Department Introduction

The Planning and Urban Design Department works to create the built form in the community and sustain it's quality of life. We plan for future generations and guide and direct the implementation of the community's vision and values on a day to day basis.

The Department is comprised of three divisions:

- Policy & Research
- Development Control
- Urban Design & Parks Construction

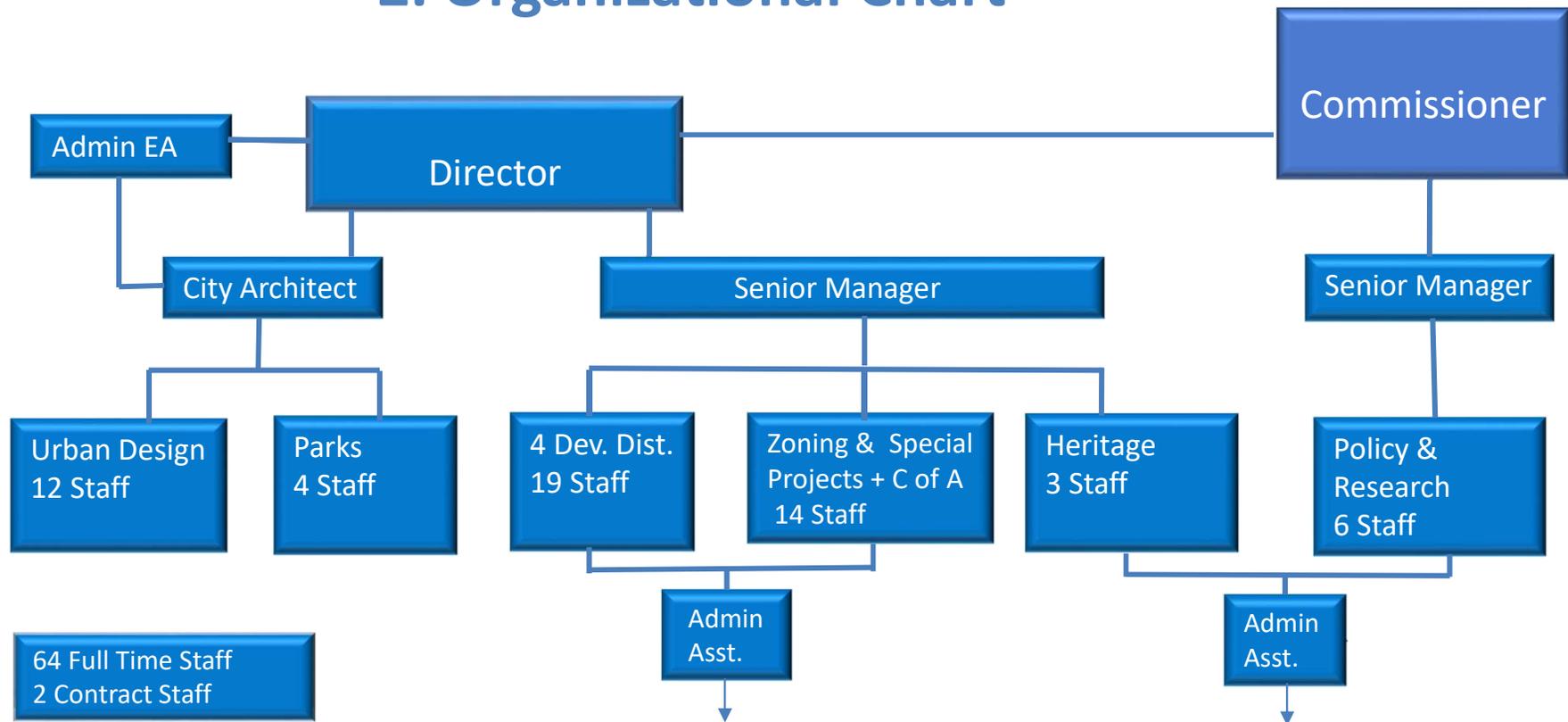


- **Policy & Research**
 - Policy
 - Natural Heritage

- **Development Control**
 - 4 Development Districts
 - Heritage
 - Zoning & Special Projects
 - Committee of Adjustment
 - Geomatics
 - Service Counter

- **Urban Design**
 - Design
 - Parks (Design & Construction)

2. Organizational Chart



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	13,719,438	11,863,445	10,500,000	(1,363,445)	-11.5%
Expenses	<u>8,031,445</u>	<u>9,792,760</u>	<u>9,953,994</u>	<u>161,234</u>	<u>1.6%</u>
Net Expenditures/(Revenues)	(5,687,993)	(2,070,685)	(546,006)	1,524,679	-73.6%
Transfer to Reserves	5,687,993	2,070,685	546,006	(1,524,679)	-73.6%
Net Expenditures/(Revenue) after transfer to reserve	0	0	0	0	0

Note: 2020 revenue budget subject to change

3. Operating Budget

Revenues

	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
Revenues					
USER FEES and CHARGES					
- Planning Processing Fees					
- Landscape Administration Fees					
- Committee of Adjustment Application Fees					
- Capital Administration Fees					
Total Revenues	13,719,438	11,863,445	10,500,000	(1,363,445)	-11.5%

Note: 2020 revenue budget subject to change

3. Operating Budget

Expenses

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES and BENEFITS	5,499,015	7,074,075	7,072,779	(1,296)	0.0%
MATERIALS and SUPPLIES					
Office and administrative supplies	35,607	40,700	40,700	0	0.0%
PURCHASED SERVICES					
Support services charge from City	2,368,556	2,527,248	2,689,778	162,530	6.4%
Membership fees	35,377	36,000	36,000	0	0.0%
Training and conferences	57,279	50,800	50,800	0	0.0%
Credit card processing fees	4,152	20,000	20,000	0	0.0%
Planning consulting	753	16,637	16,637	0	0.0%
Phones	6,749	12,000	12,000	0	0.0%
Other purchased services	<u>23,957</u>	<u>15,300</u>	<u>15,300</u>	<u>0</u>	<u>0.0%</u>
Total Expenses	8,031,445	9,792,760	9,953,994	161,234	1.6%

4. Responsibilities

Policy & Research Division

Function: Long Term Land Use Planning

- Growth management
- Official Plan and Secondary Plans
- Ensure Conformity within Provincial and Regional Planning Policy
- Natural Heritage Planning, Protection & Enhancement
- Policy Studies (e.g., affordable housing)
- Data analysis, forecasts, monitoring of land use



Development Division

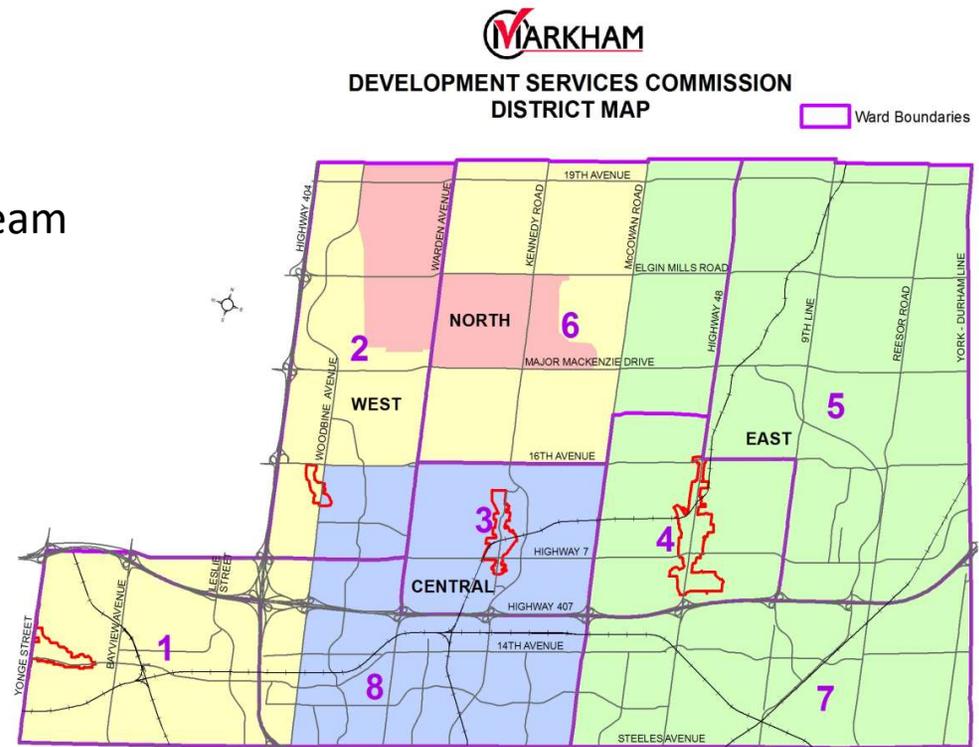
Function: Development Control

- Receive and circulate applications
- Coordinate, review and make recommendations on applications
- Appear at LPAT hearings as necessary
- Undertake Special Projects (eg. New Zoning By-law Update, Secondary Plan Studies, Driveway extension by-law, E-plan review)
- Respond to enquiries
- Draft, maintain and consolidate Zoning By-law Amendments
- Prepare and maintain Digital Mapping and related functions

Development Districts with Ward Boundaries

DEVELOPMENT SECTION INCLUDES:

- Four District Teams + Heritage Team



Planning & Urban Design Application Activity

	Number Received 2018	5 Year Average (2014 – 2018)
Site Plan Control	75	78
Official Plan Amendments	9	11
Subdivisions	10	11
Zoning By-law Amendments	35	39
Minor Variance	183	194
Land Severance	27	32
Condominium	8	8
Part Lot Control	17	18

Heritage Section

Function: Protection and Conservation of Cultural Heritage Resources

- Process applications and Heritage Permits (in 4 heritage conservation districts)
- Review Building, Demolition, Signage, Tree Removal Permits
- Offer professional advice/support/direction for Committees of Council
- Provide Public information and outreach programs/events.
- Research, evaluate and designate heritage properties
- Develop/ review Planning and Heritage related policy (Secondary Plans, Heritage Districts)
- Manage all aspects of Markham Heritage Estates subdivision
- Administer all Heritage financial assistance programs

Heritage Application Activity

	Number Received 2018	5 Year Average (2014 – 2018)
Heritage Permits	61	69
Heritage Site Plans	25	29
Building and sign permits (reviewed by Heritage)	73	90
Demolition Permits (reviewed by Heritage)	6	10
Other Heritage Applications (OPA, ZBA, SU, C of A, etc.)	59	75

Design Section

Function: Built Form Design and Landscaping review

- Address all design aspects of Development Applications.
- Address landscaping requirements for all private and public projects.
- Manage Special District Studies: Precinct Plans, Community Design Plans, Streetscape Plans, Component of Secondary Plans, Urban Design Studies.
- Manage and/or participate in Special City Wide Studies / City projects.
- Inspect, assess and address streetscape and landscaping.

Parks Section

Function: Parks Design and Construction

- Undertake comprehensive park Planning, Budgeting, Design and Construction
- Engage in community consultation on park design as appropriate
- Provide for a full range of social, cultural and environmental needs
- Demonstrate leadership and innovation in park design and development
- Create sustainable (ie. financial & environmental) parks



Parks Activity

	Completed in 2018	Completed in 5 year period (2014 to 2018)
Number of Parks + park buildings Completed	13 + 1	50 + 2
Hectares (acres) of parks completed	10.8 hectares (26.8 acres)	46.7 hectares (115.3 acres)

5. Summary

- 2018
 - Revenues higher than forecast / Expenses lower than forecast
- 2019
 - Revenues lower than forecast / Expenses lower than forecast
- 2020
 - Revenues forecasted to be lower than 2018 and 2019
 - Number of applications trending lower compared to 5 year average
 - Related to Provincial changes including Bill 108 Community Benefits Charges



6. 2020 Capital Budget Requests

See capital budget request forms (e-file)



Engineering

2020 Budget

Brian Lee
Director, Engineering



Agenda

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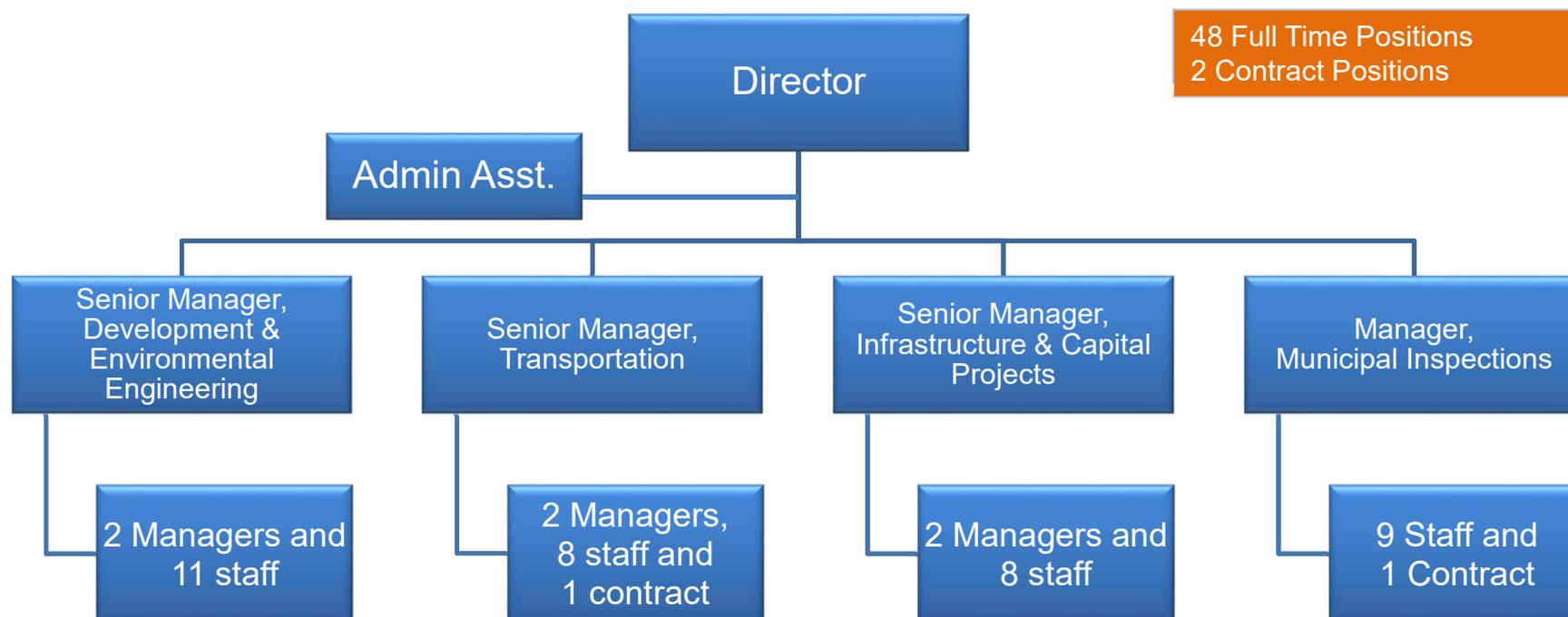
1. Department Introduction

The Engineering Department plays a key role in city building and collaborate with others.

The Department is comprised of four business units:

- ***Development & Environmental Engineering***
- ***Transportation***
- ***Infrastructure & Capital Projects***
- ***Municipal Inspections***

2. Organizational Chart



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	10,555,126	8,932,747	10,162,540	1,229,793	13.8%
Expenses	<u>7,934,632</u>	<u>8,258,974</u>	<u>8,661,860</u>	<u>402,886</u>	<u>4.9%</u>
Net Expenditures/(Revenues)	(2,620,494)	(673,773)	(1,500,680)	(826,907)	122.7%
Transfer to Reserves	2,620,494	673,773	1,500,680	826,907	122.7%
Net Expenditures/(Revenue) after transfer to reserve	0	0	0	0	0

Note: 2020 revenue budget subject to change

3. Operating Budget - Revenues

Revenues	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
USER FEES and CHARGES					
- Engineering Fees					
- Capital Administration Fees					
- Planning Processing Fees					
- Residential Infill Fees					
Total Revenues	10,555,126	8,932,747	10,162,540	1,229,793	13.8%

Note: 2020 revenue budget subject to change

3. Operating Budget - Expenses

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES and BENEFITS	5,333,691	5,513,941	5,704,960	191,019	3.5%
MATERIALS and SUPPLIES					
Printing, office and administrative supplies	17,765	33,300	33,300	0	0.0%
PURCHASED SERVICES					
Support services charge from City	2,504,629	2,583,811	2,795,678	211,867	8.2%
Membership fees	24,249	20,722	20,722	0	0.0%
Phones	14,792	19,500	19,500	0	0.0%
Engineering consulting	9,732	18,600	18,600	0	0.0%
Staff training	5,042	13,500	13,500	0	0.0%
Staff attendance at conferences	8,360	10,000	10,000	0	0.0%
Credit card processing fees	0	20,722	20,722	0	0.0%
Other purchased services	<u>16,372</u>	<u>24,878</u>	<u>24,878</u>	<u>0</u>	<u>0.0%</u>
Total Expenses	7,934,632	8,258,974	8,661,860	402,886	4.9%



4. Responsibilities



4. Development & Environmental Engineering

Development Engineering

- Approves engineering design of subdivisions and site plans
- Prepares development agreements

Environmental Engineering

- Manages water resources and natural environmental impact Advises on soil and groundwater contamination

4. Development & Environmental Engineering

Recent Achievement

Eliminated deficit in the Development Reserves through record high fees (2018)

External Changes & Risk Management

- Quality of submission and changing legislation
- Redevelopment/intensification of existing urban areas

Innovation & Continuous Improvement

- New policies, process streamlining and automation

4. Transportation

Transportation Planning

- Approves transportation plans of subdivisions and site plans
- Promotes alternative modes of transportation

Traffic Engineering

- Addresses traffic operational matters
- Maintains traffic control system
- Establishes traffic bylaws

4. Transportation

Recent Achievement

Successfully negotiated the transportation improvements to a major development

External Changes & Risk Management

External growth in South York Region

Environmental impact of transportation

Innovation & Continuous Improvement

- Better coordination of land use and transportation planning
- Improve safety for all road users



4. Infrastructure & Capital Projects

Infrastructure & Capital Projects

- Delivers capital projects
- Reviews & Coordinates capital projects of other jurisdiction

Contract Administration & Quality Control

- Oversees construction and project management of capital projects

4. Infrastructure & Capital Projects

Recent Achievements

- Opened another section of the Rouge Valley Trail with a pedestrian bridge over the Milne Dam.

External Changes & Risk Management

- Changing legislation at the Provincial level
- Price of projects and quality of construction

Innovation & Continuous Improvement

- Use of in-house contract administration to control costs and time schedules

4. Municipal Inspections

Municipal Inspections

- Inspects the building of subdivisions and site plans
- Administers the development agreements
- Approves streetlight design
- Administer the grading and service connection process for residential in-fills.

4. Municipal Inspections

Recent Achievement

Streamlined the acceptance for maintenance, assumption processes

External Changes & Risk Management

- Quality control of construction
- Construction in existing neighbourhoods
- Balancing and distributing of resources

Innovation & Continuous Improvement

- Process automation

5. Summary

Excellence in City Building

- New business units were established to meet new needs
- Process improvements and efficiencies allow the department to remain effective
- Focus more time/effort to creative work and automate repetitive and low value work
- Improve financial accountability and monitoring
- Balance resource and risk exposure to the Corporation



6. 2020 Capital Budget Requests

See capital budget request forms (e-file)



Building Standards

2020 Budget

Chris Bird
Director of Building Standards



Agenda

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1. Department Introduction

The Building Standards department includes the office of the Chief Building Official and inspectors who are qualified and registered by the Province of Ontario and appointed to these official duties by Council

Departmental responsibilities are accomplished by a team of qualified professional staff, who undertake technically proficient, timely and cost effective building permit and inspection services in a progressive and responsive manner

2. Organizational Chart





3. Operating Budget

3. Operating Budget

Revenues:

- Permit & administrative fees:
 - Prescribed by Building By-law [By-law #2019-20]
 - Cannot exceed the 'anticipated reasonable cost' of enforcement
 - By-law and fees reviewed annually

Expenses:

- Direct Costs [Salaries]
- Indirect Costs [Support service charge from City]

3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	11,890,646	7,950,476	8,025,476	75,000	0.9%
Expenses	<u>8,488,126</u>	<u>9,332,205</u>	<u>9,534,885</u>	<u>202,680</u>	<u>2.2%</u>
Net Expenditures/(Revenues)	(3,402,520)	1,381,729	1,509,409	127,680	9.2%
Transfer to/(from) Reserves	3,402,520	(1,381,729)	(1,509,409)	(127,680)	9.2%
Net Expenditures/(Revenue) after transfer to/(from) reserve	0	0	0	0	0

Note: 2020 revenue budget subject to change

3. Operating Budget - Revenues

Revenues	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
GENERAL REVENUES					
Building permits	11,790,977	7,920,336	7,955,456	35,120	0.4%
USER FEES and CHARGES					
Compliance letters and information sales	<u>99,669</u>	<u>30,140</u>	<u>70,020</u>	<u>39,880</u>	<u>132.3%</u>
Total Revenues	11,890,646	7,950,476	8,025,476	75,000	0.9%

Note: 2020 revenue budget subject to change

3. Operating Budget - Expenses

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES and BENEFITS	5,559,521	6,228,609	6,284,644	56,035	0.9%
MATERIALS and SUPPLIES					
Printing, office and administrative supplies	62,912	71,000	71,000	0	0.0%
PURCHASED SERVICES					
Support services charge from City	2,742,954	2,861,716	3,008,361	146,645	5.1%
Credit card processing fees	52,284	57,840	57,840	0	0.0%
Staff training	19,822	32,000	32,000	0	0.0%
Building inspector phones	11,115	30,550	30,550	0	0.0%
Membership fees	20,012	22,000	22,000	0	0.0%
Other purchased services	<u>19,506</u>	<u>28,490</u>	<u>28,490</u>	<u>0</u>	<u>0.0%</u>
Total Expenses	8,488,126	9,332,205	9,534,885	202,680	2.2%

3. Reserve Fund

- The Building Code Act and Ontario Building Code provide for the establishment of a reserve fund
- Reserve fund can only be used to:
 - Fund departmental costs in cases of revenue shortfalls
 - Corporate target: maintain 1.5X or 18mos operating expenses
 - Fund special projects related to the enforcement of the Building Code
 - Zoning By-law Consolidation project
 - Development Services ePlan project
- Reserve balance end of 2018 - \$12.94M (Actual)
 - Target: 1.5X \$8.44M [2018 operating budget] = \$12.7M



4. Responsibilities

4a. Plan Review & Administrative Services

Plan Review

- Review permit plans for compliance with the Ontario Building Code & standards
- Review permit plans & planning applications for compliance with zoning by-laws

Exceptional Services by Exceptional People

- Modernize permit application & review through process change & use of technology
 - Full implementation of ePlan in 2018 – 81% of all applications in 2019 via ePlan
 - Reductions in median processing times
- Leveraging AMANDA to schedule and track plan review processes & approvals, collect data and archive documents
 - Median processing times for determinations meeting provincial standards

4a. Plan Review & Administrative Services

Plan Review cont'd

Stewardship of Money & Resources

Sustain and secure revenue/cost balance to maintain stable funding of operations through periods of variable development volumes

- Annual review of fees and average fee increases of 5% per year
 - 10 year annual revenues averaging \$8.8M/yr [2018 - \$11.94M]
- Leveraging technology to verify/archive building data & calculate permit fees
- ePlan benefits
 - Reduced printing & storage costs
 - Smaller work stations & consolidation of floor space – freeing up >70m²
- Development data verified to support calculation and collection of development charges by Finance;
- Zoning Preliminary Review [ZPR] – New services generating over \$35K in fees

4a. Plan Review & Administrative Services

Administrative Services

Applications Administrators [4] and Customer Service Representatives [2] led by a Supervisor of Permit Administration:

Exceptional Services by Exceptional People

- ePlan Pre-application review - improving quality & completeness to 70% [2018]
- Ensure all fees and development charges owing are paid prior to permit issuance
- Conditional Permits - agreement preparation & administration
 - facilitates early construction starts prior to internal/external approvals
 - 2500 construction days on average saved per year
 - Revenue generated - \$108K in conditional permit fees
- Customer calls/mth [2019]:
 - 880 Counter/Zoning and 315 Inspections

4a. Plan Review & Administrative Services

Administrative Services [cont'd]

Preparation of monthly dashboard reports – permit activity & performance metrics

Building Permit Activity Report								
Building Standards		To End of July 2019	To End of July 2018	2018	2017	Actual Year End		
						2016	2015	2014
Building Permits								
Residential								
Industrial / Commercial								
Miscellaneous								
Total Building Permits								
Departmental Performance								
Building Standards								
		To End of July 2019	To End of July 2018	2018	2017	Actual Year End		
						2016	2015	2014
Customer Service								
Median Process								
Financial Performance								
Building Standards								
		To End of July 2019	To End of July 2018	2018	2017	Actual Year End		
						2016	2015	2014
Revenue								
Industrial/Commercial	% Permit Applications	\$ 768,434	\$ 4,651,041	\$ 7,962,062	\$ 5,082,838	\$ 6,527,415	\$ 3,462,925	\$ 4,436,166
Industrial/Commercial	% Production	\$ 1,608,494	\$ 2,561,508	\$ 3,074,017	\$ 1,632,871	\$ 2,081,815	\$ 1,971,488	\$ 2,204,682
Issued Permits	determined with	\$ 300,357	\$ 528,170	\$ 707,963	\$ 700,353	\$ 541,283	\$ 610,502	\$ 503,622
Residential	Online Service	\$ 57,550	\$ 200,800	\$ 234,950	\$ 95,800	\$ 68,200	\$ 35,200	\$ 21,767
Industrial / Commercial		\$ 40,271	\$ 47,916	\$ 76,006	\$ 82,588	\$ 65,235	\$ 55,897	\$ 81,584
Miscellaneous		\$ 39,710	\$ 38,172	\$ 74,104	\$ 79,951	\$ 45,330	\$ 44,660	\$ 41,693
Total Building Permits		\$ 2,757,266	\$ 8,027,607	\$ 12,129,103	\$ 7,674,371	\$ 9,329,277	\$ 6,180,632	\$ 7,289,512
Safe and Sustainable								

4b. Inspections

Building Inspections

- Inspect construction for compliance with the Building Code & permit documents

Safe & Sustainable Community

- Inspection of buildings
 - Total inspections conducted within 48hr notice – >35,000
 - Occupancy Permits issued – 740 [end of July 2019] 1332 [2018]
 - Dormant permits closed – over 300/year

Stewardship of Money & Resources

- Leveraging technology [AMANDA] to provide monthly occupancy data and support Finance in Supplementary Assessment & Multi-Year Growth Projections for the earliest generation of tax revenue

4b. Inspections

Special Investigations

- Inspection staff dedicated to respond to citizen complaints
- Investigate unsafe and illegal construction activities

Safe & Sustainable Community

- Responding to over 700 complaints annually on average
- Average 27 Unsafe Notices annually to remedy unsafe building conditions
 - Structurally unsafe – 14 [2018]

Stewardship of Money & Resources

- Administrative fees to recover costs of investigating illegal construction activities
 - Orders - \$127K [2018]
 - Stop Work Orders - \$142K [2018]

5. Summary

2018

- Revenues higher than forecast / Expenses lower than forecast
- Construction value higher than anticipated
- Contributed to reserves
- Efficiencies and control on expenditures through repurposing of staff positions
 - Supervisor of Plans Review & Process Administrator - ePlan

2019

- Revenues trending lower than forecast
- Construction value lower than anticipated
- Year end draw on reserves; higher than anticipated
- Estimated year end reserve balance: \$10.48M

Summary

2020

- Revenues anticipated to stabilize to near 2019 levels
- Construction value likely to exceed 2019 levels
- Improve forecasting models
- Year end draw on reserves anticipated
 - Preliminary year end balance: \$9M
- Migration to AMANDA 7 [2020] – improved efficiencies



6. 2020 Capital Budget Requests

No 2020 capital budget requests



Information Technology Services

2020 Budget

Nasir Kenea, Chief Information Officer



Agenda

1. Department Introduction
2. Organizational Chart
3. Operating Budget
4. Responsibilities
5. Summary
6. 2020 Capital Budget Requests

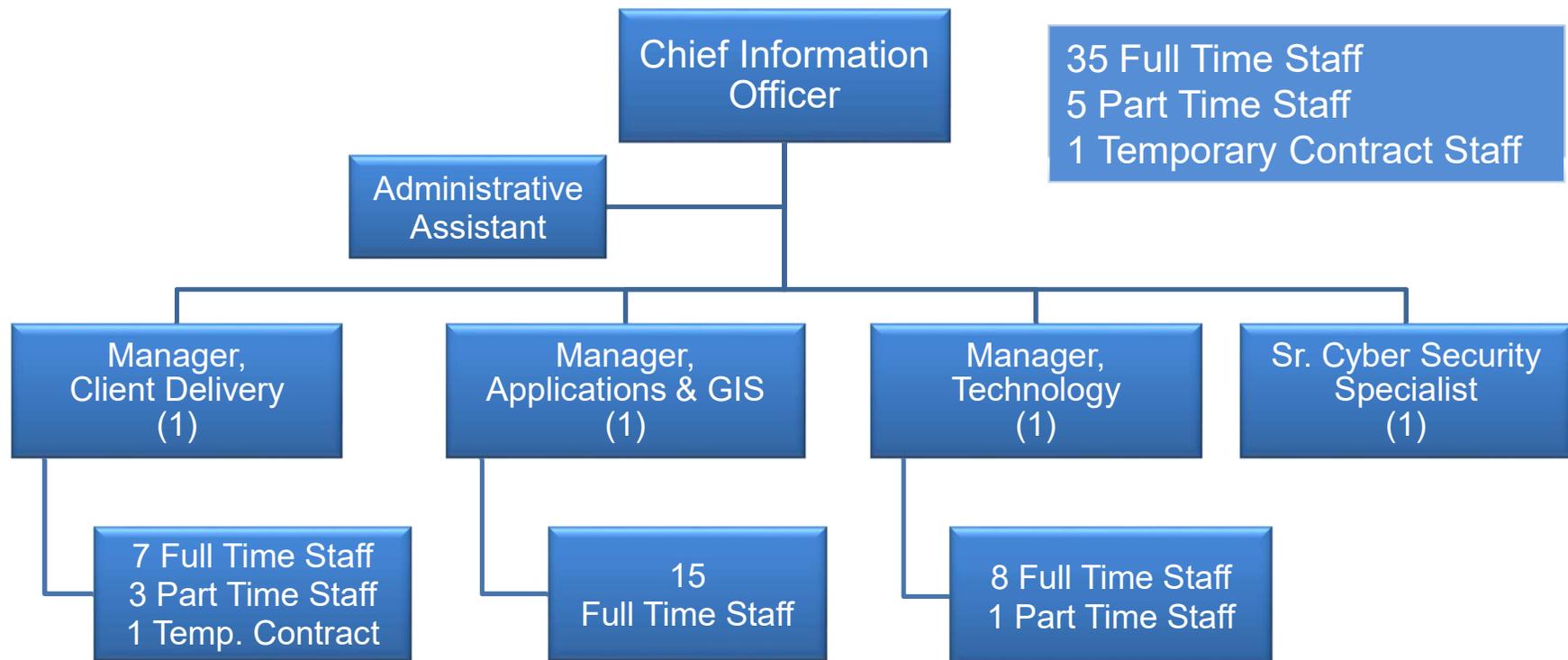


1. Department Introduction

The Information Technology Services Department is structured into three divisions:

1. Applications and GIS (Geographic Information Systems)
2. Client Delivery
3. Technology

2. Organizational Chart



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
	\$	\$	\$	Increase/ (Decrease) \$	Change %
Revenues	0	0	0	0	0.0%
Expenses	<u>7,333,266</u>	<u>7,813,543</u>	<u>8,184,695</u>	<u>371,152</u>	<u>4.8%</u>
Net Expenditures/(Revenues)	7,333,266	7,813,543	8,184,695	371,152	4.8%

3. Operating Budget

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES & BENEFITS	4,401,433	4,757,941	4,920,177	162,236	3.4%
MATERIALS & SUPPLIES					
Office and administrative supplies	18,365	23,744	22,045	(1,699)	-7.2%
PURCHASED SERVICES					
Software service agreement, support and subscriptions	2,244,992	2,234,884	2,486,978	252,094	11.3%
Communication Infrastructure	582,744	558,927	578,414	19,487	3.5%
- Data charges, services lines, move and changes, long distance					
Computer hardware maintenance	445,350	510,181	517,506	7,325	1.4%
IT systems consulting	54,422	110,739	110,739	0	0.0%
Peripherals	89,857	105,000	105,000	0	0.0%
- adaptors, monitors, AV equipment, mounts					
Other purchased services	69,596	113,088	93,300	(19,788)	-17.5%
Water support services recovery	<u>(573,493)</u>	<u>(600,961)</u>	<u>(649,464)</u>	<u>(48,503)</u>	8.1%
Total Expenses	7,333,266	7,813,543	8,184,695	371,152	4.8%



4. Responsibilities



4. Responsibilities: Applications and GIS

Business Applications:

Evaluates, acquires, implements, maintains, and supports enterprise-wide software solutions and services, including the City's website. Develops and maintains the technical aspects of software solutions.

- Supports:
 - 96 Markham-hosted enterprise applications
 - 27 cloud-based applications
 - 119 desktop applications

Data Management:

Manages and administers data/databases and sets data management standards. Works closely with other staff for implementation of projects and ongoing support

- Administers:
 - 226 databases
 - 5.2TB of data

GIS (Geographic Information Systems):

Sets GIS standards and creates and maintains corporate spatial datasets and products. Manages, integrates, administers and supports GIS related business systems and provides GIS services and analysis

- Creates/manages: > 40 corporate spatial datasets
- Manage: > 300 spatial datasets across the corporation



4. Responsibilities: Client Delivery

Service Desk:

Primary point of contact for ITS, resolves incidents, tracks and executes service requests and provides system administration at first level or assigns to other ITS teams for resolution. Monitors ITS process effectiveness and service quality

- Average monthly volumes:
 - 820 phone calls
 - 1,000 email requests
 - 300 service assignments resolved

Client Advisors:

Manages IT projects, solutions and service delivery. Work with Clients to identify and evaluate business requirements for appropriate IT solutions and assists with the annual BUP process. Work with other ITS teams to research, evaluate and recommend appropriate technology solutions

- Currently managing 46 approved/active projects
- Evaluating 26 additional requested projects

4. Responsibilities: Technology

Network Infrastructure:

Designs and administers local and wide area networks, including information security, server infrastructure, data backup and restoration, remote access, corporate data centre software and hardware

- Manages:
 - 1 Primary Data Centre (and 1 Secondary), 33 locations with broadband network
 - 250 virtual and physical servers; 270 network devices
 - 200 TB storage
 - 75 infrastructure software applications

Telephony:

Manages optimum operation, administration and support of phone and voicemail systems, including capacity planning, call centre systems, cellular and smart phones. Analyzes usage reports, including long distance, cellular plans and billing

- Administers:
 - 1150 desktop phones
 - 570 cellular/smart phones

Desktop:

Distributes and supports computer technologies (desktops/laptops/tablets), monitors, printers, scanners and audio visual. Manages virus protection, operating systems, print queues, remote software installations, mobile device encryption

- Supports:

➤ 1400 computers	➤ 125 AV devices
➤ 260 printers	➤ 35 City sites



5. Summary

5. Summary

Key Performance Indicators:

Departmental Performance Measures in support of Goal	2018 Result	Target
Overall customer satisfaction (satisfied and above) for formal survey(s) completed (%)	91%	≥80%
Call abandonment at Service Desk	13%	≤10%
Average number of answered calls by Service Desk/month	820	n/a
Calls resolved on first contact at Service Desk	40%	≥50%
Incidents resolved within severity-based set targets	94%	≥85%
Administrative requests resolved within severity-based set targets	96%	≥85%
Business continuity service achievement (%)	99.99%	>99.95%
Technology Changes implemented successfully (%)	99%	≥90%

5. Summary

Key Corporate Initiatives and Outcomes:

- Digital Markham Strategy – Advance “frictionless city” vision through Digital Strategy technology roadmap (3-5 years) with four goals: enhance digital services/engagement, digital as a differentiator for business, digital workplace and Markham as a platform for innovation
- Smart Cities Challenge submission – focused on addressing social isolation and wellbeing of seniors using technology
- Leading a number of major Transformational technology implementation projects
- Smart sensors pilot project (6 months) – for water and flood monitoring, asset & energy management
- Cyber Security – Continue to enhance the Cyber Security posture of our IT infrastructure
- Municipal Election – Technology support for online voting, voting information website
- \$251K savings in E3 since 2009, infrastructure optimization for cost avoidance
- Over 60% of City employees mobile technology-enabled
- Partnerships: York Region broadband, GIS, City’s Portal platform, Disaster Recovery site

Challenges:

- Keeping pace with technology change, change management
- Resourcing and capacity to sustain services



6. 2020 Capital Budget Requests

See capital budget request forms (e-file)



Financial Services

2020 Budget

Joel Lustig, Treasurer



Agenda

1. Department Introduction
2. Organizational Chart
3. Operating Budget
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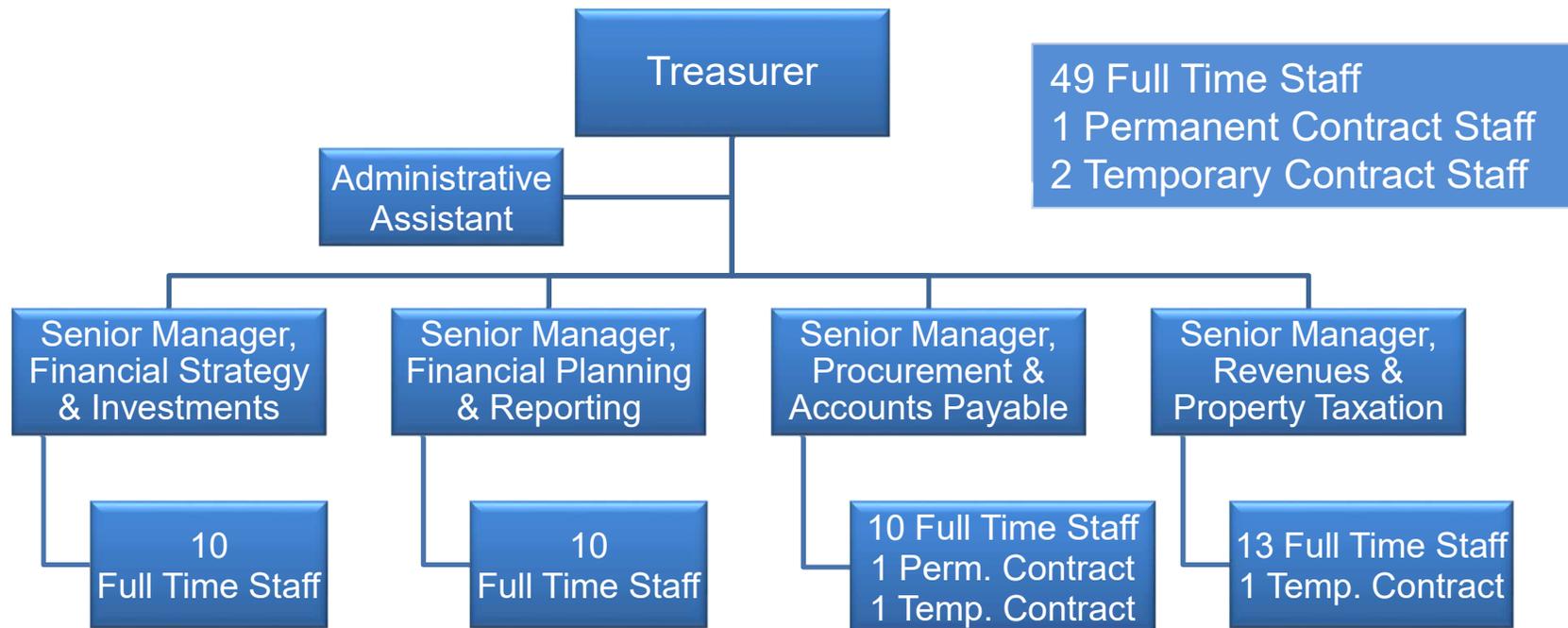


1. Department Introduction

The Financial Services Department is comprised of four divisions:

- Financial Strategy & Investments (Investments, Insurance, Development Finance & Payroll)
- Financial Planning, Financial Reporting & Accounts Receivable
- Procurement & Accounts Payable
- Revenues & Property Taxation (Property Assessment Services and Cash Management)

2. Organizational Chart



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
	\$	\$	\$	Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	1,024,121	1,338,384	1,276,310	(62,074)	-4.6%
Expenses	<u>5,372,919</u>	<u>5,725,211</u>	<u>5,690,621</u>	<u>(34,590)</u>	<u>-0.6%</u>
Net Expenditures/(Revenues)	4,348,798	4,386,827	4,414,311	27,484	0.6%

Budget excludes corporate items (eg. Property taxes, penalty & interest, investment income, insurance)

3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues					
USER FEES & CHARGES					
- Tax certificates					
- Mortgage administration fees					
- Ownership changes administration fees	854,719	1,155,638	1,064,134	(91,504)	-7.9%
- Property tax overdue notice fees					
- New tax account setup fees					
Other user fees and charges	<u>169,402</u>	<u>182,746</u>	<u>212,176</u>	<u>29,430</u>	<u>16.1%</u>
Total Revenues	1,024,121	1,338,384	1,276,310	(62,074)	-4.6%

3. Operating Budget

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES & BENEFITS	4,940,802	5,269,312	5,252,635	(16,677)	-0.3%
MATERIALS & SUPPLIES					
Early payment discounts	(98,007)	(120,822)	(120,822)	0	0.0%
Tax bill printing and other supplies	65,993	67,963	67,963	0	0.0%
PURCHASED SERVICES					
Outsourced payroll system provider	459,060	473,157	482,620	9,463	2.0%
Bank services and armoured car service	81,525	93,578	93,578	0	0.0%
External audit fees	63,959	70,690	70,690	0	0.0%
Corporate professional services and professional membership fees	49,923	67,338	67,338	0	0.0%
Other purchased services	42,199	62,097	62,097	0	0.0%
Water support services recovery	<u>(232,535)</u>	<u>(258,102)</u>	<u>(285,478)</u>	<u>(27,376)</u>	<u>10.6%</u>
Total Expenses	5,372,919	5,725,211	5,690,621	(34,590)	-0.6%



4. Responsibilities

4. Financial Strategy & Investments

Investments

Stewardship of Money and Resources

- Maximize the rate of return on investments while ensuring compliance with the City's investment policy and the Municipal Act
 - Average investment portfolio \$430M - Investment Income budget \$11M
 - 3.12% return on investments (2018 internal benchmark 2.00%,
2018 AMO One Fund – Corporate Bond avg. 1.59%)

Insurance

Stewardship of Money and Resources

- Manages the City's insurance program and provides insurance and risk management advice
 - Insured assets \$675M
 - 2019 insurance premium is less than 2014, excluding asset growth and additional coverages

4. Financial Strategy & Investments

Development Finance

Stewardship of Money and Resources

- Develops strategies to ensure that developers pay for growth related infrastructure, while being compliant with the Development Charges Act and Planning Act
 - \$1.3B of new assets included in the current DC background study

Validation of Controls

- Auditor General (AG) areas of strength:
 - well documented and defined processes
 - multiple levels of documentation review
 - reconciliation of development charge collection and remittance

Continuous Improvement Projects

- Working to implement the Bill 108 Community Benefit Charge
- Developing a consolidated Financial Strategy to define the City's financial vision

4. Financial Strategy & Investments

Payroll

Stewardship of Money and Resources

- Responsible for the timely and accurate processing of the City's payroll obligations
 - Manages a \$128M payroll
 - *45% increase in paid employees since 2010 (2,851 to 4,123)*
 - EPIC implementation reduced overtime in payroll by 1,820 hours per year

Validation of Controls

- AG audit areas of strength:
 - documented and defined processes
 - segregated roles and responsibilities
 - multiple levels of review and approval
 - reconciliation of payroll entries and automated calculations
- The audit did not identify any opportunities to significantly improve the existing internal controls

4. Financial Planning & Reporting

Financial Planning

Stewardship of Money and Resources

- Prepares annual budgets, manages E3 process, maintains corporate life cycle database and provides assistance to all departments on financial matters
 - 2019 approved budget \$519.8M
 - E3 Savings - \$29.0M since 2009 (Exp.: \$18.0M, Rev.: \$11.0M)
 - Life Cycle - \$8.1B of assets
 - Lowest tax rate increase for more than a decade

Validation of Controls

- Since 2013, the City had zero management points, and no corrected or uncorrected differences as identified by the external auditor

Continuous Improvement Projects

- New capital budget database

4. Financial Planning & Reporting

Financial Reporting

Stewardship of Money and Resources

- Provides accounting services for the City, 8 associated entities, 2 foundations, prepare annual financial statements and coordinates the annual external audit
 - *43% increase in financial transactions since 2010 (168,950 to 242,016)*

Validation of Controls

- Since 2013, the City has had zero management points and no corrected or uncorrected differences identified by the external auditor
- Ministry of Municipal Affairs and Housing - Financial Indicator Review – no concerns identified

Continuous Improvement Projects

- Complete the corporate financial system upgrade to enhance analysis and reporting capabilities
- Awarded the Distinguished Budget Presentation and Financial Reporting awards from the Government Finance Officers Association (GFOA) consecutively since 2001

4. Procurement & Accounts Payable

Procurement

Stewardship of Money and Resources

- Fair and transparent procurement of goods and service by ensuring compliance with the Council approved Procurement Bylaw and Expenditure Control policy
 - 38% increase in contract awards since 2010 (190 to 262)
 - 100% of bids issued and received electronically
 - Electronic award approval (Sharepoint/eScribe)
 - Standardized terms and conditions
 - Bylaw has increased staff award authority
- Ensuring value for money achieved by targeting a minimum of 3 bid responses and negotiating contract reductions (when applicable)
 - Average of 5 bid responses per tender/RFP
 - Spend analysis has yielded savings by grouping multiple like purchases into one buy
 - Negotiated approximately \$0.75M in contract savings

4. Procurement & Accounts Payable

Procurement

Validation of Controls

- AG audit areas of strength:
 - budget controls and account set-up approval process
 - purchase order and vendor award
 - escalation of vendor issues and contract termination procedures

Continuous Improvement Projects

- Eliminated paper files within Procurement, elimination of paper files in Financial Services by 2022
- Expanded the eProcurement process to include the issuance of electronic Purchase Orders to vendors
- Implementing an electronic online scoring system for Request For Proposals

4. Procurement & Accounts Payable

Accounts Payable

Stewardship of Money and Resources

- Responsible for the accurate and timely payment of all invoices while ensuring compliance with City policies and procedures
 - All payments are reviewed and approved for compliance with City policies
 - 11% increase in invoices processed since 2010 (36,370 to 40,551)
 - Invoice consolidation and switching to VISA has decreased cheques by 12% since 2010

Validation of Controls

- External auditor annually reviews payment transactions to ensure compliance with City policies and validates that appropriate controls are in place

Continuous Improvement Projects

- In partnership with ITS, procure an A/P automation solution which includes invoice management and electronic Staff and Council expense reimbursement by Q2 2021

4. Revenues & Property Taxation

Property Tax Assessment Services

Stewardship of Money and Resources

- Administers the property tax billing and collection process on behalf of the City, Region, and Province (Education) in compliance with the *Municipal Act* and the *Assessment Act*
 - 29% increase in property tax accounts since 2010 (88,793 to 114,238)
 - Implemented online and automated property tax forms reducing staff time
 - 14% of all properties receive their tax bill electronically through ePropertyTax (self-service), less processing time
 - 19% of property owners manage their property tax account (self-service), reducing staff administration time

4. Revenues & Property Taxation

Property Tax Assessment Services

Validation of Controls

- AG audit areas of strength:
 - internal controls with respect to tax base changes
 - arrears management and segregation of duties
 - use of automation, and accessibility to information and transparency

Continuous Improvement Projects

- Continue to promote ePropertyTax as the preferred method of Property Tax bill delivery, with the goal to increase enrollment from 14% to 20% by 2022

4. Revenues & Property Taxation

Cash Management

Stewardship of Money and Resources

- Administers the centralized corporate cashiering activities in compliance with Canadian Payment Association rules and City policies
 - Migration from in person to online payments
 - Implementation of ePropertyTax and promotion of digital payment options payments have resulted in an increase in transactions completed online
 - Property tax installments from 6 to 4 has reduced payment transactions by 29%

Validation of Controls

- AG audit areas of strength:
 - segregation of duties relating to recording of cash transactions and preparation of deposits
 - use of safes to keep cash secure, effective monitoring and performing routine surprise audits
 - oversight over the issuance of refunds



4. Revenues & Property Taxation

Cash Management

Continuous Improvement Projects

- Commencing the replacement of the Point of Sale (POS) cashiering system
- Council approved discontinuing the acceptance of cash as a form of payment for property taxes effective January 1, 2020
- Report back to Council on possible future payment modification opportunities

5. Summary

Stewardship of Money and Resources

Since 2010

- No new staff added
- Significant increase in volume due to City growth
- Numerous efficiencies implemented
- Eliminated paper files in Procurement, eliminating paper files in Financial Services by 2022
- Controls maintained and in a lot of cases enhanced
- Controls validated by external auditor, Auditor General, and the Province



6. 2020 Capital Budget Requests

See capital budget request forms (e-file)

Sustainability & Asset Management

2020 Budget

Graham Seaman, Director

Agenda

1. Department Introduction
2. Organizational Chart
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6. 2020 Capital Budget Requests

1. Department Introduction

SAM is currently comprised of three divisions:

- Sustainability
- Asset Management
- Assets Database (GIS)

That deliver the following functions:

- Corporate and Community Sustainability
- Facility Operations and Maintenance Support
- Major Facility Capital Projects
- Corporate Security
- Asset Database Management
- Corporate Asset Management

2. Organizational Chart

Total number of positions
14 Full Time
4 Perm. Contract
8 Temp. Contract



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	515,878	475,033	513,416	38,383	8.1%
Expenses	<u>3,847,156</u>	<u>4,259,726</u>	<u>4,580,630</u>	<u>320,904</u>	<u>7.5%</u>
Net Expenditures/(Revenues)	3,331,278	3,784,693	4,067,214	282,521	7.5%

3. Operating Budget

	2018 Actual	2019 Budget	Preliminary	Budget 2020 vs. 2019	
			2020 Budget	Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues					
USER FEES & CHARGES					
Properties rentals	141,730	140,757	140,757	0	0.0%
GIS engineering drawings	40,185	20,000	25,000	5,000	25.0%
OTHER INCOME					
Solar revenue	308,643	275,250	280,750	5,500	2.0%
Contribution (to)/from energy project funds (MECO*)	(52,599)	0	37,983	37,983	0.0%
Others					
- Mainly utility incentives, demand responses and FIT support	<u>77,919</u>	<u>39,026</u>	<u>28,926</u>	<u>(10,100)</u>	<u>-25.9%</u>
Total Revenues	515,878	475,033	513,416	38,383	8.1%

* MECO - Markham Energy Conservation Office

3. Operating Budget

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES & BENEFITS	1,555,385	1,926,395	2,198,807	272,412	14.1%
MATERIALS & SUPPLIES					
Building, lighting and reflective pool supplies	58,419	92,331	74,331	(18,000)	-19.5%
Solar panels maintenance	14,097	10,000	10,000	0	0.0%
Community program and special events	21,470	8,000	12,000	4,000	50.0%
Department and administrative	4,227	5,896	5,896	0	0.0%
PURCHASED SERVICES					
Building repairs and maintenance	1,092,212	1,089,219	1,108,813	19,594	1.8%
Utilities	654,170	651,266	651,266	0	0.0%
Security guards services	328,802	339,406	377,031	37,625	11.1%
Other purchased services	32,379	55,644	56,463	819	1.5%
Water support services recovery	(130,567)	(104,531)	(106,977)	(2,446)	2.3%
TRANSFER TO OWN FUNDS					
Contribution to energy project funds (MECO*)	216,562	186,100	193,000	6,900	3.7%
Total Expenses	3,847,156	4,259,726	4,580,630	320,904	7.5%

* MECO - Markham Energy Conservation Office



4. Responsibilities

4. Corporate and Community Sustainability

- Corporate Sustainability focuses on reducing the City's emissions, utility and fuel costs:
 - Integrated reporting in the Annual Report
 - Guided by Markham's Corporate Energy Management Plan, a five year plan that meets O.Reg. 507/18
 - Achievements since 2012 include:
 - \$2M/yr in cumulative utility savings, \$1.2M in incentives and \$1.6M in solar revenue
 - 14% greenhouse gas emission reduction per resident per year (corporate)
 - Recent Awards:
 - 2018 Energy Manager of the Year, Most Innovative Project
 - Two Energy Star Certified buildings (2018)
 - Gold and Silver awards from the Mayor's Megawatt Challenge (2018)
 - Canada's Greenest Employer (2018)

4. Corporate and Community Sustainability

- Community sustainability focuses implementing the Municipal Energy Plan (net zero emissions 2050) via partnerships, community education, engagement and empowerment
 - Guided by the Greenprint, Markham's Community Sustainability Plan, Council endorsed in 2011
 - Achievements since 2011 include:
 - \$2M in external funding sources to support community sustainability and energy projects
 - 3,000,000 milk bags diverted from landfill through Milk Bag Program
 - 120 gardeners and 1,800 lbs of local food produced from supported gardens annually
 - 25,000 residents engaged since 2012 – including Earth Day
 - Recent Awards:
 - ClimateWise York Region - Environmental Leadership (2019)
 - Recycling Council of Ontario Platinum Award for Special Municipal Program - Milk Bag Program (2015)

4. Facility Operations and Maintenance Support

- Continuously improve operation and maintenance of Civic Centre, 8100 Warden and 555 Miller
- City wide contract management and operations support for a total of 200 buildings: community centres, libraries, cultural facilities, satellite community centres and parks facilities

4. Corporate Security

- Support and enhance the security of all staff, residents, visitors, and assets to help ensure delivery of City services.
- Build a culture of security through training, education, technology and high quality security services
- Mitigate threats and risks that can cause loss and harm to our staff, residents, reputation, financial stability, and assets.
- Recent accomplishments include:
 - New security guard provider,
 - Updated security systems (card access & cameras),
 - Civic Centre Security Control Centre
 - Security risk management and mitigation for public events (YRP, security services, emergency management partnerships)

4. Major Facility Capital Projects

- Project Managers responsible for major facility construction projects including; new buildings, retrofits, life cycle projects and demolition
- Current projects include
 - Milliken Mills Change Room
 - Morgan Pool Revitalization
 - Fire Station Electronic Signs
 - East Works Yard
 - Angus Glen CHP
 - Building Automation System standardization
 - Theater Security System replacement
- Recent accomplishments include
 - Substantial completion of Aaniin CC+L and completion of the Pan Am Centre
 - LEED certification of Pan Am Centre (Gold) and Cornell CC (Silver), Aaniin is pending

4. Asset Database Management

- Creation, updating and maintenance of Geographic Information System (GIS) databases for the Sanitary, Storm, Streetlight and Water Assets of the City
- Stakeholders include City departments, external entities (York, MTO, TRCA, City of Toronto)
- Support Contact Centre and Operations to manage streetlight outages
- Provide engineering drawings for a fee to residents, utilities and others
- Recent accomplishments include:
 - Conversion of manual and paper based engineering request process to on-line and electronic

4. Corporate Asset Management

- Enterprise leadership to meet Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure
 - Collaborated with Environmental Services to develop Asset Management Policy (Council endorsed May, 2019)
 - 2016 Asset Management Plan implementation to maintain a state of good repair for City assets
 - Next stages to continue 588/17 compliance include service level documentation, asset management plan for core assets in 2021 and asset management plan for all other assets in 2023
- Annual Facility Asset Life Cycle Database update,
- MNP Auditor General Audit of Asset Management
- Support implementation of the Enterprise Asset Management System

5. Summary

- Sustainability & Asset Management (SAM) is a team of 26 staff that provides the following:
 - Corporate and Community Sustainability
 - Facility Operations and Maintenance Support
 - Major Facility Capital Projects
 - Corporate Security
 - Asset Database Management
 - Corporate Asset Management
- External recognition includes seven awards in 2018/19 collected on behalf of the City
- \$2M/yr in cumulative utility savings since 2012
- Continued compliance to all relevant Federal and Provincial laws
- Maintain a state of good repair on our assets while achieving lowest total cost of ownership

6. 2020 Capital Budget Requests

See capital budget request forms (e-file)



Legislative Services & Corporate Communications & Community Engagement Department

2020 Budget

Kimberley Kitteringham, City Clerk & Director



Agenda

1. Department Introduction
2. Organizational Chart
3. Operating Budget
4. Responsibilities
5. Summary
6. 2020 Capital Budget Requests

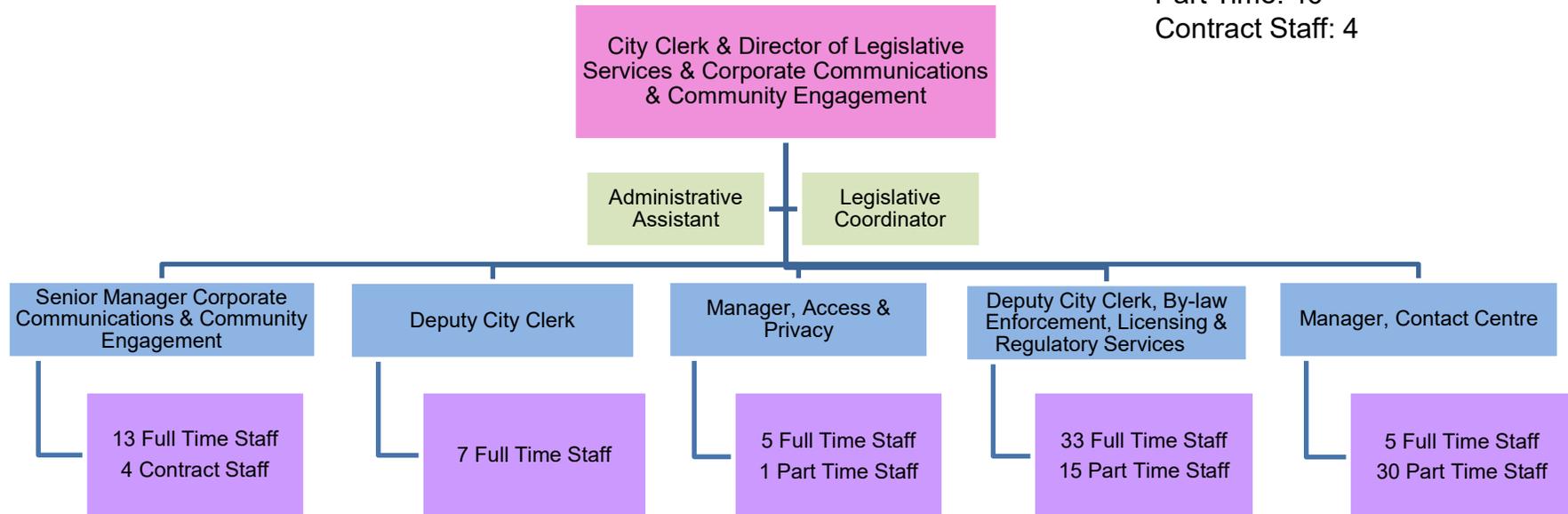


1. Department Introduction

- Legislative Services & Corporate Communications & Community Engagement is comprised of a team of professionals that facilitate accountability, integrity & innovation in governance & deliver a variety of legislative, corporate & public services.
- The Department is comprised of 5 Divisions:
 1. By-law & Regulatory Services
 2. Contact Centre
 3. Corporate Communications & Community Engagement
 4. Public Services
 5. Secretariat Services

2. Organizational Chart

Full Time: 71
Part Time: 46
Contract Staff: 4



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
	\$	\$	\$	Increase/ (Decrease)	Change
				\$	%
Revenues	5,842,706	6,569,031	6,754,246	185,215	2.8%
Expenses	<u>10,715,075</u>	<u>11,120,900</u>	<u>11,407,318</u>	<u>286,418</u>	<u>2.6%</u>
Net Expenditures/(Revenues)	4,872,369	4,551,869	4,653,072	101,203	2.2%

3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues					
PARKING FINES	3,055,701	3,248,174	3,346,174	98,000	3.0%
LICENCES & PERMITS					
- Business Licenses	1,833,187	1,974,101	2,043,097	68,996	3.5%
- Vehicle Licenses					
- Marriage Licenses					
- Overnight Parking Permit					
USER FEES & CHARGES					
- Rentals (Wedding Room, Chapel)	726,141	744,156	757,375	13,219	1.8%
- Vital Statistics					
- Compliance Letters					
- Promotion/Advertising					
- Advertising Revenue (Markham Life)					
OTHER REVENUE					
- Enforcement Recoveries (Property Service Fees)	227,677	602,600	607,600	5,000	0.8%
- General Sponsorships (Rink Boards, Backlits)					
Total Revenues	5,842,706	6,569,031	6,754,246	185,215	2.8%

3. Operating Budget

<u>Expenses</u>	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
SALARIES & BENEFITS	8,308,743	8,613,178	8,901,146	287,968	3.3%
MATERIALS & SUPPLIES					
Printing and Communications (Postage)	438,253	417,023	418,484	1,461	0.4%
Programs (Markham Magazine)	379,637	428,875	428,875	0	0.0%
Promotion and Advertising	217,445	206,800	206,800	0	0.0%
Other Operating (Uniforms, Training, Recoverable Enforcement Costs)	194,845	322,740	333,040	10,300	3.2%
PURCHASED SERVICES					
Contracted Services (OSPCA & Shades of Hope)	842,317	782,401	777,743	(4,658)	-0.6%
Professional Services	<u>333,835</u>	<u>349,883</u>	<u>341,230</u>	<u>(8,653)</u>	<u>-2.5%</u>
Total Expenses	10,715,075	11,120,900	11,407,318	286,418	2.6%

4. Responsibilities



**By-law &
Regulatory
Services**



Contact Centre



**Corporate
Communications
& Community
Engagement**



Public Services



**Secretariat
Services**

4. Responsibilities

By-law & Regulatory Services Division

- Investigation & enforcement of City by-laws & regulations to achieve resolution through voluntary compliance or prosecution.
- **Innovation:** Mobile workforce - patrol vehicles equipped with mobile workstations & printers to maximize operational efficiency in the field (Digital Strategy).
- **Innovation:** 4 new plug-in hybrid vehicles added to the enforcement fleet in 2018 (Green Fleet Strategy).
- Review of Division's resource deployment model in progress to explore opportunities for improved service delivery & better case load management for Officers.





4. Responsibilities

By-law & Regulatory Services Division

- Division comprised of 3 units:
 1. **By-law & Property Standards Unit** - enforces regulations relating to residential, commercial, industrial & heritage properties (e.g. roofs, eaves). **Process Improvement:** Evening shift implemented in 2019 to expand service coverage (8:15 AM to 11:30 PM) Monday to Friday.
 2. **Licensing & Animal Services Unit** - enforces the City's stationary & mobile business licence requirements & protect Markham's domestic & wild animals. **Innovation:** Markham is the first municipality to open a municipally-owned & innovative Cat Adoption & Education Centre (CAEC).
 3. **Parking Control Unit** – enforces parking standards (e.g. fire routes, accessible parking) 24 hours per day, 7 days per week. **Business Transformation:** introduced Administrative Monetary Penalty System (AMPS) in 2015 for parking by-law violations to allow City to deal with parking matters in a fair, effective & efficient manner.

4. Responsibilities



2018 Stats

Animal Services

- **82** Dog Intakes
- **182** Cat Intakes
- **393** Wildlife Admitted
- **189** Wildlife Rehabbed
- **1,660** Animal Investigations
- **157** cats were adopted at the CAEC (total of 602 since opening)
- Cat Euthanasia Rate: **5%**
- **10,000** visitors at the CAEC (Since opening)



2018 Stats

Business Licensing

- **2,592** Stationary Licenses issued
- **1,963** Mobile Licenses issued
- **7,017** Inquiries at the counter



2018 Stats

Parking Enforcement

- **50,976** Parking Penalty Notices
- **7,149** Screenings
- **226** Hearings
- **1,697** Monthly Parking Permits issued
- **44,016** Overnight Exemptions
- **1,414** Parking Folders (Complaints & inquiries)



2018 Stats

Property Standards

- **\$112,958** Service Fees
- **15,039** Field Inspections
- **6,656** Folders (Complaints & inquiries)
- **55%** of Folders closed within 20 Business Days
- **722** Orders issued

4. Responsibilities

Contact Centre Division

- Contact Centre is a multi-channel customer service hub that strives to provide exceptional service to Markham residents, visitors & City staff.
- Centre services include:
 - Answering calls, emails & web chats
 - Processing requests for program registrations/cancellations/refunds
 - Monthly Ward ACR Summary reporting for Members of Council
 - Administering the City's Windrow Program
- Liaise with Information Markham & Volunteer Centre on customer service delivery.



4. Responsibilities

Contact Centre Division

- 14 languages spoken in Contact Centre – access to over 175 languages available via Language Line.
- **Process Improvement:** in 2015 - webchats introduced to general public through City website.
- **Innovation:** in 2017 - enhanced staff work from home (or anywhere) capability for Centre staff.
- ACR system scheduled to be fully replaced September/October 2020.



4. Responsibilities



2018 Stats

Contact Centre

- Calls: **204,071**
- Web Chats: **13,791**
- Emails: **48,000**
- In Person: **62,000**
- Voicemail/Sprout Social: **4,200**
- Language Line: **183**
- Customer Contact Points: **332,062**



January to June 2019

Information Markham

- Calls: **718**
- In Person Contacts: **6,300**

4. Responsibilities

Corporate Communications & Community Engagement Division

- Division divided into 3 core teams:
 1. **Communications Team** - provides City Departments with strategic communications support. **Innovation:** In 2019, launched **YourVoiceMarkham** as well as other new tools to increase efficiencies for advertising asset tracking, project management, social media, media monitoring & reporting.
 2. **Events Team** - engages the community through Corporate events (e.g. Canada Day), City events (e.g. Mayor's Seniors' Hall of Fame Awards) & third party special events (e.g. Unionville Festival). **Process Improvement:** Team working to streamline event processes & create a Special Event Strategy.
 3. **Graphic Design Team** - provides graphic design support for all communications functions (e.g. Markham Life; Annual Report; City pages) as well as photography & video production services. **Innovation:** in 2019, the Team created a series of videos featuring Markham's historical cemeteries (narrated by Lorne Smith, City's official historian).

4. Responsibilities



2018 Stats

Communications

- Online & broadcast media mentions: **1,435**
- Social media mentions: **16,791**
- Advisories/Releases: **110**
- Event Livestreams: **64**
- YourVoiceMarkham: **8,800+** reached so far
- Facility advertising (gross):
 - 2018: **\$160,000**
 - 2019 to date: **\$71,000+** (on target)
- Markham Life advertising (gross):
 - 2018: **\$279,000**
 - 2019: to date **\$205,000**



2018 Stats

Design

- Corporate Videos: **126**
- Video campaigns: **10**
- EIB videos: **140**
- Markham Life Issues: **4/yr**
- City Pages: **64**
- Digital Markham Life views:
 - 2018 – **21,000+**
 - 2019 – (as of July) **34,000+** (up **67%** in first 7 mos.)



2018 Stats

Special Events

- City & Corporate Events: **125**
- 3rd Party Events: **107**
- Sponsorships for 2019 Corp Events:
 - Canada Day - \$76,000 (target \$60k)
 - Markham-Milliken Children's Festival - \$45,000 (target \$37k)

4. Responsibilities

Public Services Division

- Division delivers services in 6 main areas:
 1. **Access & Privacy** – process requests under the *Municipal Freedom of Information & Protection of Privacy Act* (“MFIPPA”) Act. **Process Improvement:** In 2018, Team created online form for FOI applications & created process to post a summary of FOI Requests & City responses.
 2. **Cemetery Unit** - manage 5 active cemeteries & 18 historic, pioneer, & abandoned cemeteries. **Improvement:** in 2018, the signage at all cemeteries was replaced.
 3. **Civil Weddings** - City offers non-denominational ceremonies in Wedding Room or Wedding Chapel. **Improvement:** in 2019, updated the Wedding Room to enhance customer experience.



4. Responsibilities

Public Services Division

4. **Municipal Elections** – ensure the proper administrative & legislative conduct of municipal elections in Markham. **Innovation:** in 2018, successfully expanded online voting to Voting Day in alignment with Markham's Digital Strategy.
5. **Corporate Records Management** – manage City records (paper & digital). **Process Improvement:** in 2018, launched Infolinx to replace City's physical record tracking system & launched pilot project for shared hierarchy transition with Markham Museum.
6. **Insurance Claims** – process liability claims from the public (e.g. slip & falls on public property). **Process Improvement:** in 2019, staff created a direct email address for claims inquiries & deployed a fillable form on the website to allow claimants to complete submission online.



4. Responsibilities



Access & Privacy

2018 Stats

- **143** FOI requests
- **28** Requests for compliance of subdivision agreements
- No FOI appeals
- **76** FOIs completed in 30 days or less



Cemetery

2018 Stats

- Deaths Registered:
- **866** Inside Markham
 - **728** Outside Markham



Civil Weddings

2018 Stats

- Chapel Internal Officer: **44**
- Wedding Room: **230**



Elections

2018 Election

- Eligible Voters: **202,594**
 - Voter Turnout: **38.26%**
 - Voted Online: **91.33%**
 - Voted by Paper: **8.67%**
- Previous Voter Turnout
- **2003: 26.71%**
 - **2006: 37.74%**
 - **2010: 35.55%**
 - **2014: 37.09%**



Records

2018 Stats

- **226** (Onsite) Records/Box Retrievals
- **393** (Offsite) Records/Box Retrievals
- **2,353** boxes on site
- **17,636** boxes off site
- **19,489** of records



Insurance

2018 Stats

- Number of Claims: **158**

4. Responsibilities

Secretariat Services Division

- Secretariat Services oversees all aspects of:
 1. **Council & Standing Committee Meeting Management** including meeting & minute agenda production & distribution & meeting follow-up. **Innovation:** in 2019, launched eScribe.
 2. **Planning Notifications under the Planning Act** including preparation of all legislated documentation for statutory public meetings, LPAT appeals, complete planning applications, ZBAs & OPAs, etc.
 3. **Citizen Advisory Board Management** including the recruitment & appointment process for all Boards & Advisory Committees adhering to the Board & Committee Appointment Policy. **Process Improvement:** in May 2019, completed review Markham's Advisory Boards & Committees.
 4. **Accountability & transparency** – manage the Council Code of Conduct & Closed Meeting Investigation processes including the receipt of complaints & the corresponding reports from the Integrity Commissioner & Closed Meeting Investigator.



4. Responsibilities



2018 Stats

Council Meeting Management

- Council Meetings: **16**
- General Committee Meetings: **14**
- Development Services Committee Meetings: **17**
- Development Services Committee Statutory Public Meetings: **10**



2018 Stats

Planning Act Notifications

- Complete applications: **11,281**
- Statutory Public Meeting: **14,582**
- Zoning By-laws: **178**
- Hold Removal: **4**
- Official Plan Amendments: **74**
- Draft Plan of Subdivision: **66**
- Heritage Designations: **2**



ABC's

Citizen Advisory Committee Management

Jan – Jul 2019

- # of Meetings: **93**
- Meetings attended by Secretariat staff: **29**
- Meetings attended by external part time staff: **49**
- # of Agendas & minutes produced: **90**



Accountability & Transparency

Investigations

- **Code of Conduct** established in 2014 - 4 complaints to date (2 in 2015, 1 in 2016, & 1 in 2018).
- **Closed Meeting** – 3 complaints to date (2011, 2012 & 2013)



5. Summary

The Department has:

- Absorbed significant increase in volumes due to City growth & legislative change
- Furthered Markham's reputation as a digital leader (online voting & mobile workforce)
- Implemented an innovative Animal Services Strategy
- Maintained legislative compliance
- Implemented numerous business transformations & efficiencies

Awards:

- IABC/Toronto OVATION Award of Merit (2019) – Elections
- IABC/Toronto OVATION Award of Excellence (2019) – Elections
- IABC Heritage Region Silver Quill Award of Excellence (US 2019) – Elections
- 2015 Teamwork Day: Markham Election Voter Outreach & Election Workers Training



6. 2020 Capital Budget Requests

See capital budget request forms (e-file)



Human Resources

2020 Budget

Claudia Storto, Director



Agenda

1. Department Introduction
2. Organizational Chart
3. Operating Budget
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1. Department Introduction- Overview

Human Resources aligns human capital to the organization's business direction and strategy.



Human Resources supports the delivery of all City *Building Markham's Future Together* strategic goals, and in particular:

- Exceptional services by exceptional People
- Engaged, diverse and thriving city
- Stewardship of money and resources

1. Department Introduction - Complex Workforce

- The City's workforce is complex in nature with multiple distinct employee groupings characterized by distinct features and needs

City and Markham Public Library Employees (3093)

Full Time (1030 / 33%)

Part Time (2063 / 67%)

Non Union
(359 / 35%)

Union (671 / 65%)

Non Union (1866 / 90%)

Union (197 / 10%)

Eligible to
retire in 5 yrs
(223 / 23%)

Average age (46)

Average age (29)

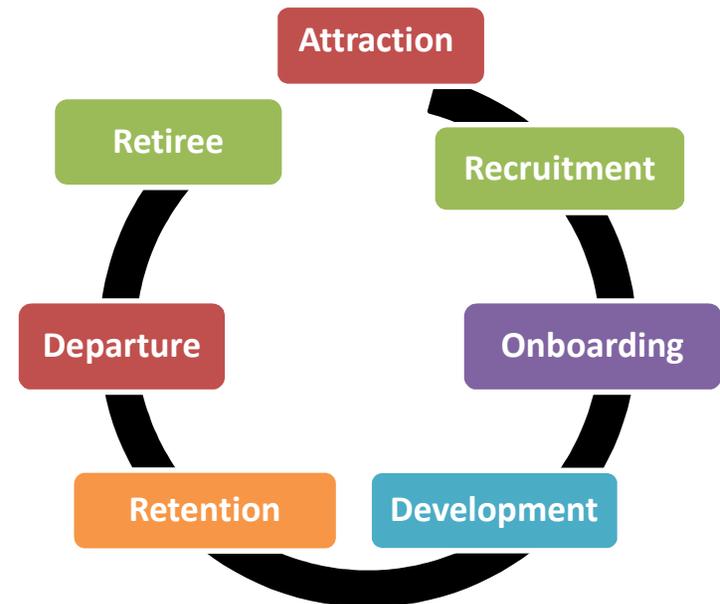
1. Department Introduction - Employee Life Cycle

Human Resources provides a range of core business services to employees and management to support the employee life cycle

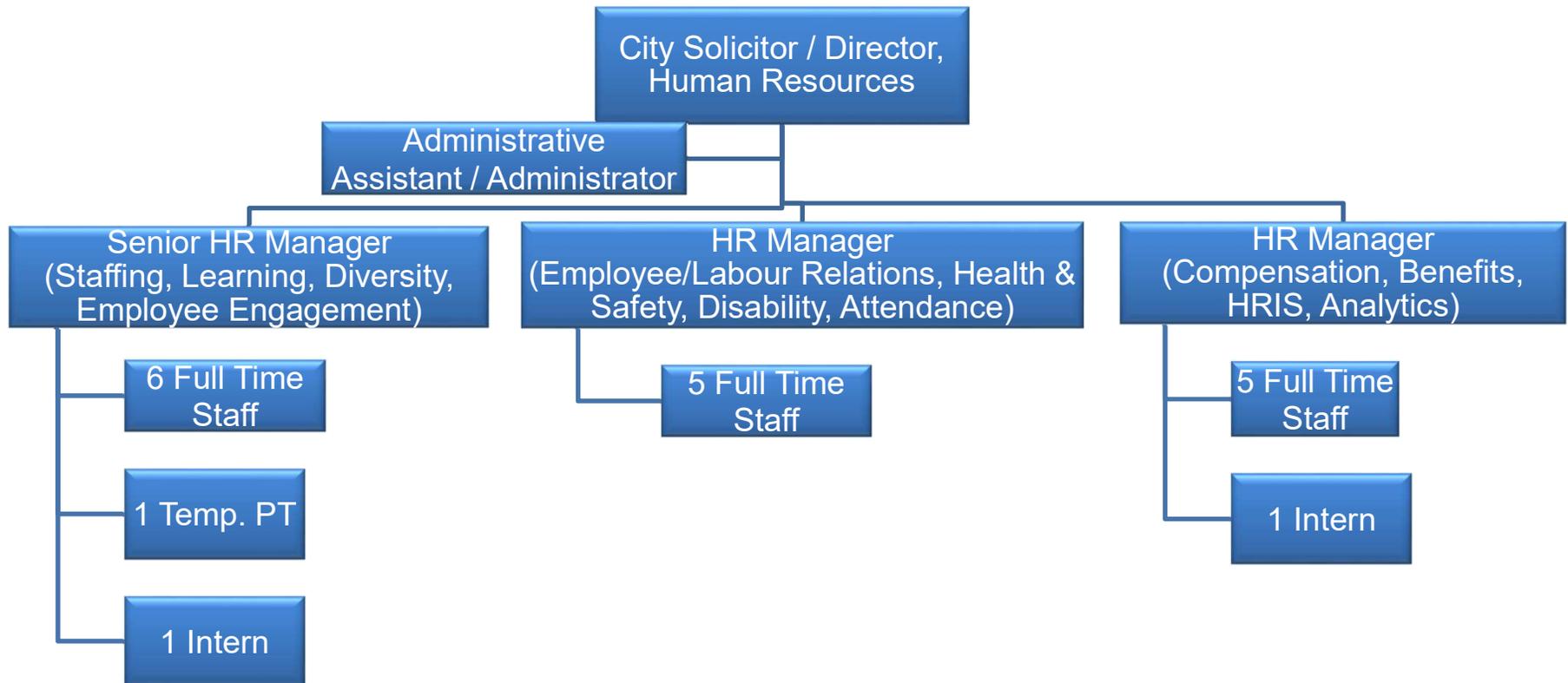
Core Services

- | | |
|--|---|
| <ul style="list-style-type: none"> • Recruitment • Employee and labour relations • Health, safety and wellness • Diversity, inclusion, accessibility | <ul style="list-style-type: none"> • Learning and development • Compensation, benefits, pension • Workforce analytics and planning • Policy Development |
|--|---|

Employee Life Cycle



2. Organizational Chart



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	2,885	2,000	2,000	0	0.0%
Expenses	<u>3,118,193</u>	<u>3,239,184</u>	<u>3,203,640</u>	<u>(35,544)</u>	<u>-1.1%</u>
Net Expenditures/(Revenues)	3,115,308	3,237,184	3,201,640	(35,544)	-1.1%

3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
<u>Revenues</u>	\$	\$	\$	\$	%
OTHER REVENUE					
- Fitness and yoga classes, photocopying	<u>2,885</u>	<u>2,000</u>	<u>2,000</u>	<u>0</u>	<u>0.0%</u>
Total Revenues	2,885	2,000	2,000	0	0.0%

3. Operating Budget

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES & BENEFITS	2,265,441	2,446,505	2,420,601	(25,904)	-1.1%
MATERIALS & SUPPLIES					
Training and health & safety supplies	70,825	59,266	59,266	0	0.0%
Printing and office supplies	24,498	30,157	30,157	0	0.0%
PURCHASED SERVICES					
Professional services	315,619	234,209	267,609	33,400	14.3%
Recruitment	246,953	229,981	204,981	(25,000)	-10.9%
Corporate training	164,095	170,000	155,000	(15,000)	-8.8%
Contracted services - Career Edge interns	150,487	148,600	148,600	0	0.0%
Other purchased services	52,169	56,956	56,956	0	0.0%
Health and safety	69,555	83,330	98,330	15,000	18.0%
Department training	17,744	23,000	23,000	0	0.0%
Water support services recovery	<u>(259,193)</u>	<u>(242,820)</u>	<u>(260,860)</u>	<u>(18,040)</u>	<u>7.4%</u>
Total Expenses	3,118,193	3,239,184	3,203,640	(35,544)	-1.1%

4. Functional Responsibilities

Employee and Labour Relations

- Ensure compliance with legislation/collective agreements/corporate policies
- Collective bargaining, grievances, arbitrations
- Respect in the Workplace Policy investigations

Health and Safety

- Ensure compliance with legislation and Ministry of Labour initiatives
- Comprehensive corporate training program
- Proactive attendance and disability management

Wellness

- Promote health and wellness programs
- Education initiatives and employee support

4. Functional Responsibilities

Recruitment and Onboarding

- Advisory and recruitment services
- Develop employer branding and technological applications to streamline processes
- Onboard new hires from pre-start to first day and through first year

Learning and Development

- Develop learning opportunities and deliver corporate training

Employee Engagement

- **Diversity, Inclusion and Accessibility** - Promote increased sense of belonging/inclusion through employee/leadership development, events, and advisory services
- **Recognition Program** - Promote culture of recognition through various programs



4. Functional Responsibilities

Compensation, Benefits and Pension

- Ensure pay and benefits are competitive and equitable
- Manage benefit programs and benefits vendors
- Maintain HRIS (Human Resources Information System) to ensure integration of pay/HR/time systems
- Educate employees re: benefits and retirement

Reporting and Analytics

- Provide analytics to support workforce planning
- Manage data for HRIS and other corporate needs

5. Summary

- HR provides core business services to ensure positive stakeholder relations, risk management and the strategic leveraging of human capital in alignment with City's strategic direction
- Ongoing pressures include changing legislation and impacts, ensuring value for tax dollars, increasingly complex workforce and organizational needs
- In addition to core services, HR aims to provide increased strategic support as the organization grows, namely in areas such as policy development, human capital strategy, employee engagement, increased reporting/analytics, with a continued focus on technology, innovation and streamlining processes



6. 2020 Capital Budget Requests

No capital budget requests



Legal Services

2020 Budget

Claudia Storto, City Solicitor



Agenda

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1. Department Introduction

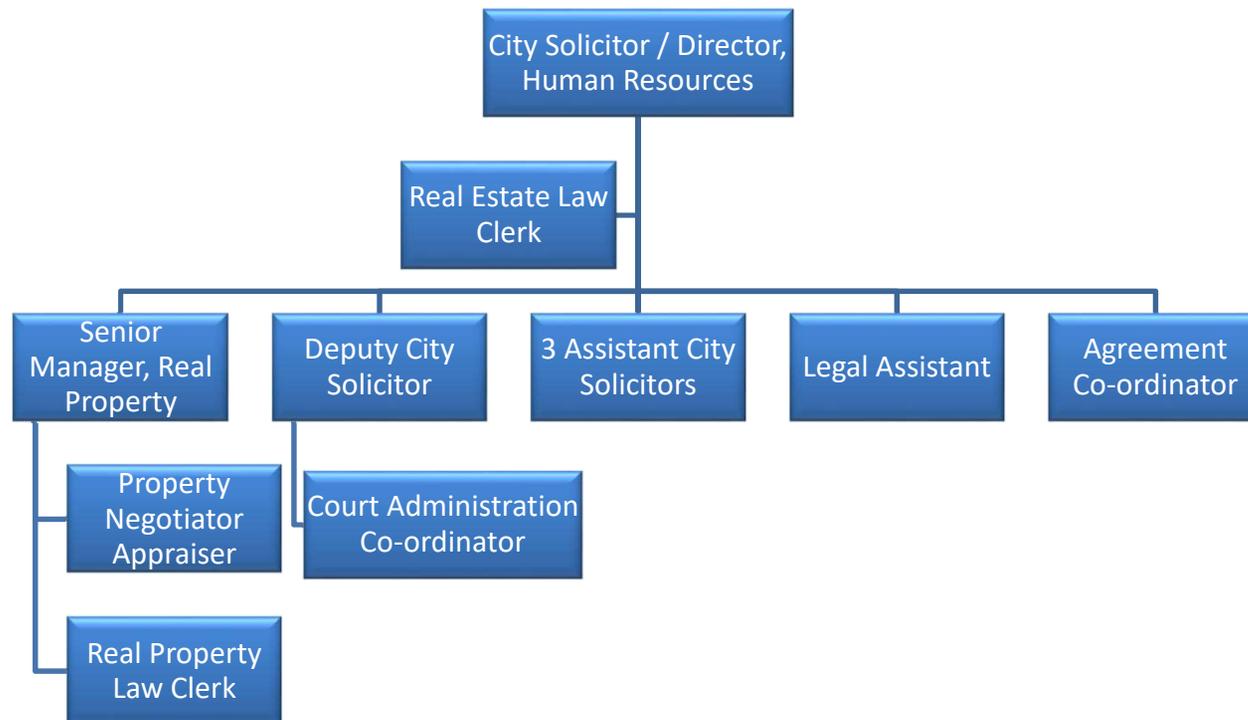
The primary functions and duties of the Legal Services Department include:

- Provision of legal advice to Council, Committees and City staff
- Representation at legal proceedings
- Managing litigation

1. Department Introduction (continued)

- Agreement drafting, review and negotiation
- By-law drafting and review
- Support the City's municipal corporations (MEC, MDEI)
- Acquisition, disposition and lease of real property
- Managing the City's real property portfolio

2. Organizational Chart



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	525,341	300,126	300,126	0	0.0%
Expenses	<u>1,932,758</u>	<u>2,172,854</u>	<u>2,334,843</u>	<u>161,989</u>	<u>7.5%</u>
Net Expenditures/(Revenues)	1,407,417	1,872,728	2,034,717	161,989	8.6%

3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues					
USER FEES & CHARGES					
Development & site plan agreements	<u>525,341</u>	<u>300,126</u>	<u>300,126</u>	<u>0</u>	<u>0.0%</u>
Total Revenues	525,341	300,126	300,126	0	0.0%

3. Operating Budget

<u>Expenses</u>	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
SALARIES & BENEFITS	1,725,379	1,886,030	2,070,147	184,117	9.8%
MATERIALS & SUPPLIES					
Office and administrative supplies	20,840	27,670	27,200	(470)	-1.7%
PURCHASED SERVICES					
External legal services	147,317	215,990	200,960	(15,030)	-7.0%
Real estate services	36,252	40,660	40,660	0	0.0%
Training seminars and conferences	7,967	9,471	20,971	11,500	121.4%
Other purchased services	53,090	65,102	67,605	2,503	3.8%
Water support services recovery	<u>(58,087)</u>	<u>(72,069)</u>	<u>(92,700)</u>	<u>(20,631)</u>	<u>28.6%</u>



4. Responsibilities

4. Legal Services

Practice areas include:

- General Municipal Law
- Corporate, Contract and Procurement Law
- Intellectual Property Law
- Planning, Development and Environmental Law
- Litigation and Prosecutions
- Real Estate and Conveyancing
- Employment and Labour Law

4. Real Property Services

Services include:

- Property acquisition and disposition
- Negotiation of various agreements
- Managing licensing and lease renewals and extensions
- Identifying value add real estate opportunities
- Due diligence
- Appraisal analysis of land values

5 . Summary

- As the City grows, legal issues and complexities increase
- In 2018 - 2019, Legal Services supported major City initiatives, including:
 - ✓ Bill 108 review and implementation
 - ✓ Markham Official Plan LPAT appeals
 - ✓ New by-laws (cannabis, waterworks system, etc.)
 - ✓ *Construction Act* review and implementation
 - ✓ York University agreement
 - ✓ New infrastructure agreements
 - ✓ Acquisition of strategic lands

5. Summary (continued)

- Department modernization initiatives:
 - streamline processes, procedures, document management
 - implement technological supports
 - increase cross-departmental communication and collaboration
 - strengthen proactive approach to service delivery
- Legal Services has not added staff since 2012
- Staff resources directly impact service levels
- An additional Assistant City Solicitor is required to meet the City's current needs and emerging priorities



6. 2020 Capital Budget Requests

No capital budget requests



Markham Fire and Emergency Services

2020 Budget

Dave Decker



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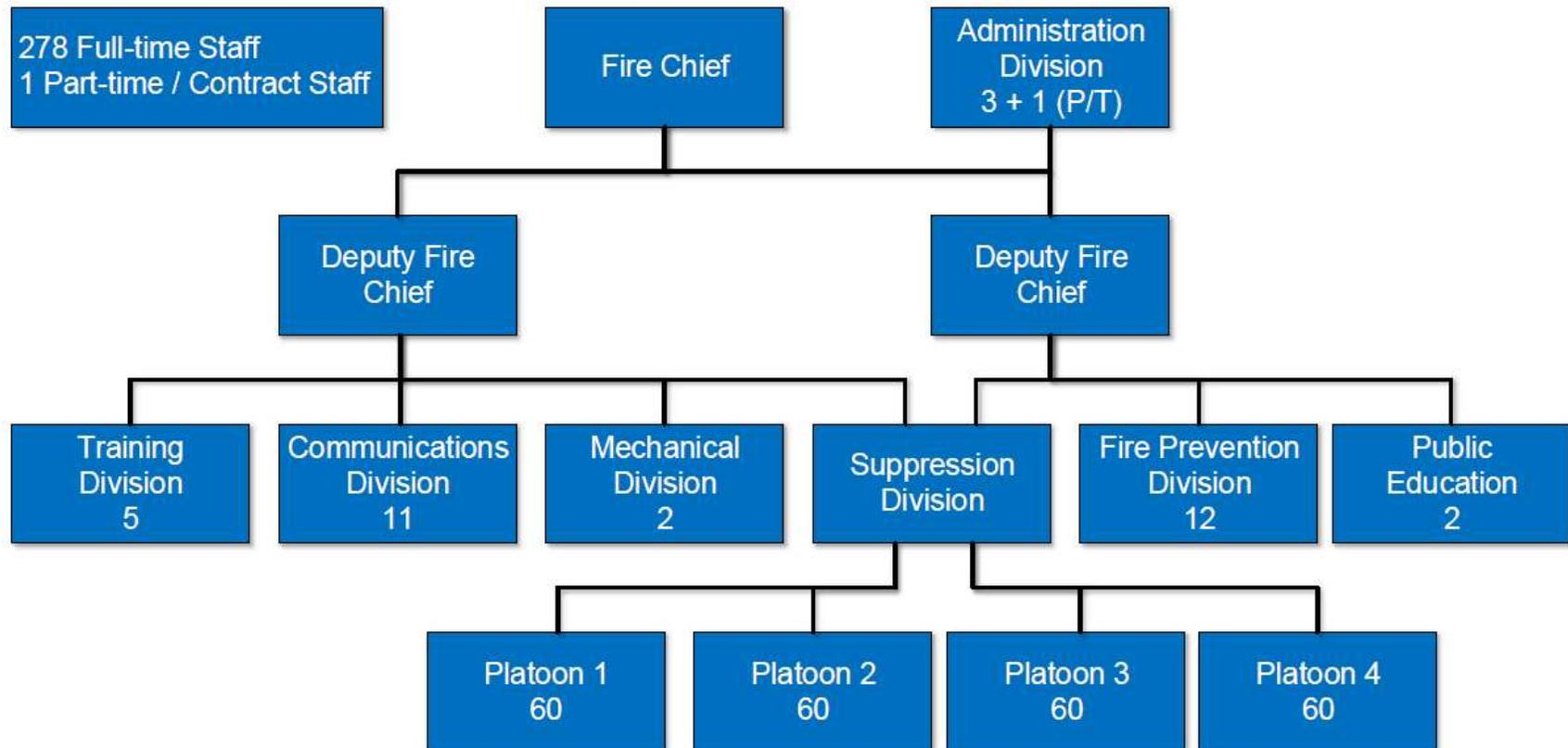


1. Department Introduction

Fire and Emergency Services is comprised of six (6) Divisions:

1. Administration
2. Fire Prevention / Education
3. Suppression
4. Training
5. Communications
6. Mechanical

2. Organizational Chart



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary	Budget 2020 vs. 2019	
	\$	\$	2020 Budget	Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	365,341	387,445	387,445	0	0.0%
Expenses	<u>37,781,358</u>	<u>39,313,670</u>	<u>39,451,280</u>	<u>137,610</u>	<u>0.4%</u>
Net Expenditures/(Revenues)	37,416,017	38,926,225	39,063,835	137,610	0.4%

3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues					
USER FEES & CHARGES					
MTO Recoveries, Fire Reports, Fees, Licenses	<u>365,341</u>	<u>387,445</u>	<u>387,445</u>	<u>0</u>	<u>0.0%</u>
Total Revenues	365,341	387,445	387,445	0	0.0%

3. Operating Budget

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES & BENEFITS	36,823,964	38,307,574	38,429,235	121,661	0.3%
OPERATING MATERIALS & SUPPLIES	447,209	459,590	467,090	7,500	1.6%
PURCHASED SERVICES					
Utilities	238,162	273,830	273,830	0	0.0%
Contracted & Professional Services	<u>272,023</u>	<u>272,676</u>	<u>281,125</u>	<u>8,449</u>	<u>3.1%</u>
Total Expenses	37,781,358	39,313,670	39,451,280	137,610	0.4%

4 (a) Fire Administration

Leadership

- 6.(3) of the Fire Protection and Prevention Act states that the Fire Chief is the person who is ultimately responsible to the Council of a municipality that appointed him or her for the delivery of fire protection services
- Three managers are responsible for 278 Staff

Personnel Management

- Labour relations with the Firefighters Association: collective bargaining, grievance.
- Health and Safety Compliance (Occupational Health and Safety Act, Section 21 Guidance Notes)
- Recruitment, Succession Planning and Promotional Processes

Strategic and Business Planning

- Budget Planning and Procurement
- Capitol Projects (Life Cycle)

Report Management

- Administrative Management and Documentation
- Planning (Master Fire Plan)
- Risk Management and Legislative Compliance (Risk Assessment Regulation 378/18)

Emergency Management

- Lead Role - Deputy Fire Chief Designated as CEMC in accordance with Provincial Legislation

4 (b) Fire Prevention/Education

14 Staff (6 Assigned to 8100 Warden - 8 Assigned to Stations)

Fire Inspection

Code and Bylaw Enforcement (Legislative Compliance)

- 2,045 Inspections - Complaint or Legislative
- 85% of properties inspected result in written Orders to Comply with the Fire Code

Fire Investigation - Responsibility to investigate per the FPPA

- 35 Fires investigated

Public Education, Special Projects and Events

- 75 Special Projects and Events Attended
- 25,000 People of all ages and demographics engaged annually

Plans Examination / Fire Safety Plans

- 500+ Plans Examined

1st and 2nd Lines of Defense



4 (c) Fire Suppression Division

240 Officers and Firefighters (60 per Platoon) 24/7 Operation

Emergency Response

- Average of 20 incidents responded to each day
- Response to fires, medical, rescue and other emergencies

Training (on-shift)

- Skills and Knowledge Maintenance Training (minimum 2 hours per day per FF)
- Legislative Training including Technical Rescue, Fire Suppression, Medical, Mental Health,

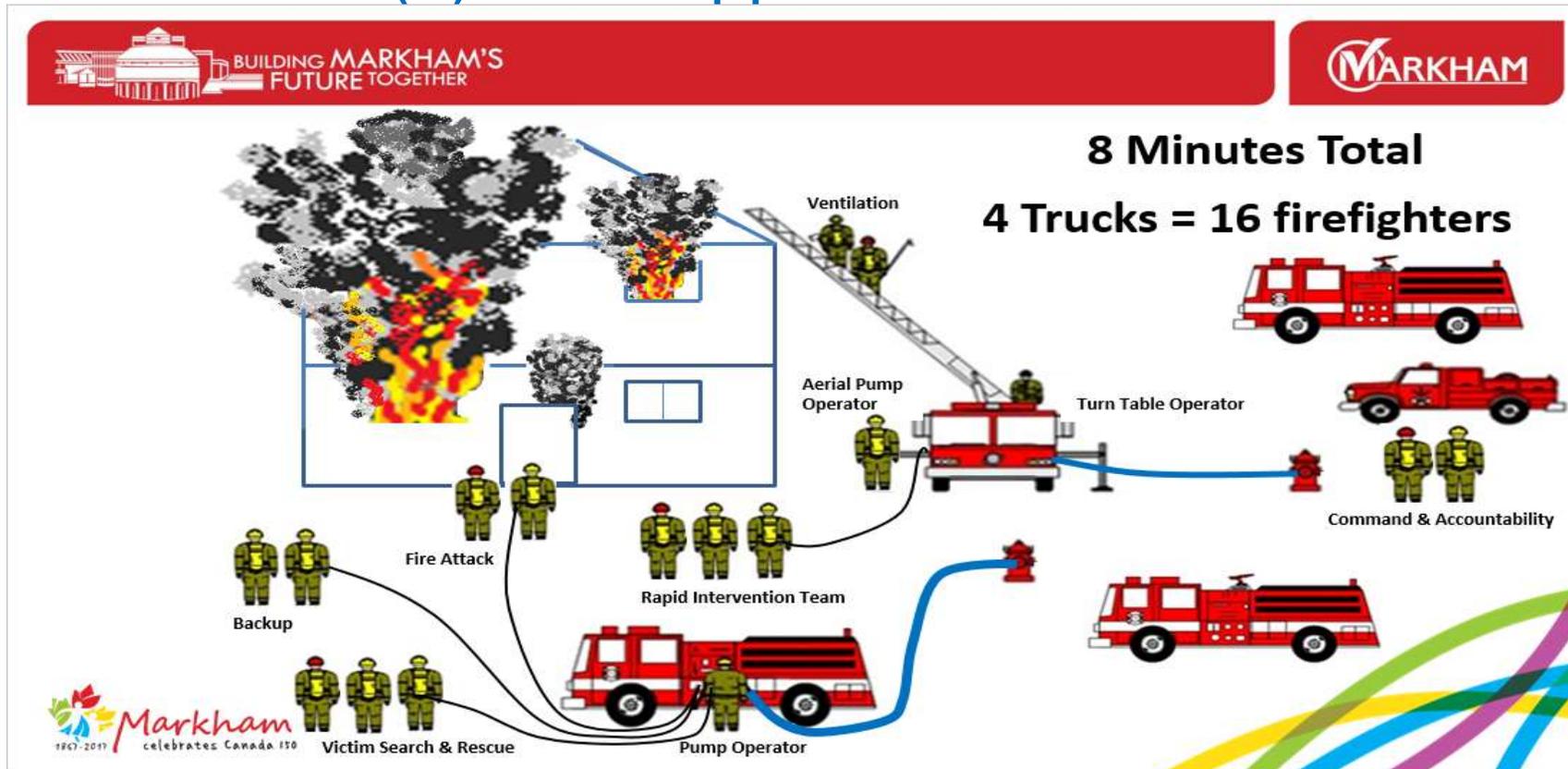
Fire Prevention/Education

- School Program (78 schools 900+ Visits)
- Public Events (300+ events annually)
- Building Pre-Incident Fire and Response Planning

Other Duties as Assigned

- Daily legislated truck inspection and equipment inspection and maintenance
- Hose Testing (12 km of hose) Legislated Requirement
- Self Contained Breathing Apparatus Maintenance and Testing (94 Breathing Apparatus & 300 Masks & Valves)
- On-Shift Instructors provide various programs: Medical, HAZMAT, Rope, Vehicle Extrication, Ice/Water Rescue

4 (c) Fire Suppression Division



4 (d) Training Division

1 Chief Training Officer and 4 Training Officers

Program Research, Planning and Delivery (Legislative)

On-going Maintenance and New Programs (Legislative / Mandatory)

- 30,000 of hours of training including program development and delivery
- Meet legislative compliance and provides for public and firefighter safety

Promotional Exam Preparation and Succession Planning

- Training Staff involved in the administration of 30 promotional processes

Recruit Training Programs

- Public Engagement Recruitment Information Sessions (3 Annually)
- Average 2 recruit programs annually (10 weeks in duration for up to 12 recruits)

Management of On-Shift Instructors

- Program management: professional development, program development and continuous improvement

Purchase of Equipment

- Subject Matter Experts assigned to assist with equipment procurement

4 (e) Communications Division

Communications Supervisor and 10 Alarm Room Operators

Secondary - Public Safety Answering Point (PSAP)

- Manage incoming and outgoing fire business and emergency phone calls
- Provide City of Markham after hours 24/7 for ALL services provided
- Manage up to 200 telephone calls per day 24/7 365 (73,000 phone calls)
- Annual reporting of response times
- 911 is a Regional Responsibility (Primary PSAP)

Dispatch and manage emergency incidents and monitor radio communications

- Average 20 emergencies daily / 60 second processing time (in accordance with NFPA Standard 1221)
- First point of contact for public fire related inquiries
- Vital link to firefighter safety and well being
- Manage mutual aid activations



4 (f) Mechanical Division

2 Emergency Vehicle Technicians (EVT)

Vehicle Repair and Preventative Maintenance

- 495 Work Orders Processed
- 44 Various vehicles in the Fire Fleet plus 3 Trailers
- Annual Safety Inspections

Fire Equipment Maintenance

- Special Equipment such as Portable Rescue Hydraulics
- Annual Ground, Aerial Ladder Testing

Vehicle Breakdown Management

- Maintain fleet of SPARE trucks
- Annual Call-back for Emergency Repairs (12-20 times annually)

Special Projects

- Vehicle Equipment Procurement
- Specifications and Inspections
- Custom Fabrication

5. Summary

Current and future budget requirements will focus on maintaining defined levels of service which will require investment in additional resources to provide programs resulting in the protection of the public and the health and safety of our staff. Primary budget focus includes:

Staffing Strategies

Training Opportunities and Programs

Operational Efficiencies



6. 2020 Capital Budget Requests

See capital budget request forms (e-file)



Recreation Services

2020 Budget

Mary Creighton, Director



Agenda

1. Department Introduction
2. Organizational Chart
3. Operating Budget
4. Responsibilities
5. Summary
6. 2020 Capital Budget Requests

1. Department Introduction



Community Centre

- 7 Major Community Centres
- 17 satellite facilities
- 5 Fitness Centres
- 10 Arena ice Pads
- 14 single gymnasiums
- 6 x 25m Swimming Pool
- 2 Outdoor pools



Leisure Programming

- 10,000+ Instructional Programs
- 86,000+ Direct Program Registrants
- 800,000+ Drop-in participants
- 4500+ Fitness Members
- 5 Community Senior Clubs with 4500+ active members



Community Partnership

- 100+ Minor Sport Organizations, Community groups and Not for profit organizations
- Community Hub with 25 agencies operating weekly programs
- 150,000+ hours of allocated time & spaces for sport organizations



Markham Pan Am Centre

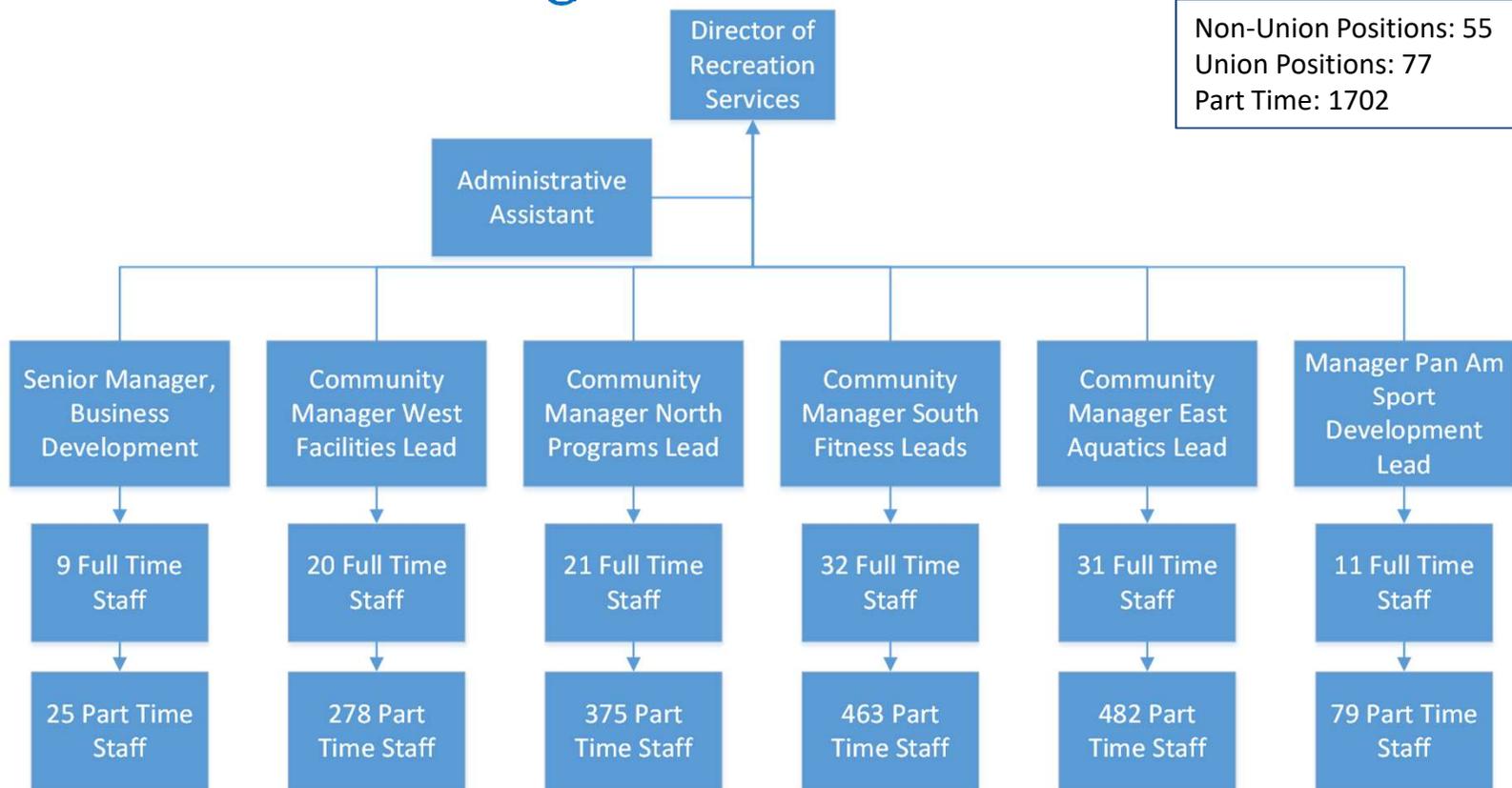
- 49 provincial level and above events hosted at the Pan Am Centre
- Sport Development Strategy
- Support Tourism
- 1 x 50m Swimming Pool
- Gymnasium



Community Volunteers

- Building Employment skills for many
- 450+ active volunteers
- 2018 – 48,000 volunteer hours
- Fundamental to good citizenship

2. Organizational Chart



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	22,859,362	23,986,776	25,071,410	1,084,634	4.5%
Expenses	34,845,268	35,280,718	36,217,995	937,277	2.7%
Net Expenditures/(Revenues)	11,985,906	11,293,942	11,146,585	(147,357)	-1.3%

Revenues-By Activity

<u>Revenues</u>	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
Facilities	8,471,511	8,953,807	9,205,523	251,716	2.8%
Aquatics	5,631,083	6,208,205	6,553,168	344,963	5.6%
Programs + Seniors Centres	3,179,894	3,492,472	3,794,539	302,067	8.6%
Fitness Centre	2,787,588	2,727,977	2,753,830	25,853	0.9%
Camps	2,347,767	2,361,920	2,521,075	159,155	6.7%
Department Support	441,519	242,395	243,276	881	0.4%
Total	22,869,362	23,986,776	25,071,411	1,084,635	4.5%

Expenses

Expenses	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
SALARIES & BENEFITS	22,672,394	22,898,543	23,363,157	464,614	2.0%
MATERIALS and SUPPLIES					
Building and Program Supplies	1,157,921	1,295,646	1,331,996	36,350	2.8%
Program Support	185,931	163,954	182,689	18,735	11.4%
PURCHASED SERVICES					
Utilities	6,212,827	6,255,359	6,255,359	0	0.0%
Facility Maintenance	1,627,917	1,638,390	1,825,833	187,443	11.4%
Contracted Services and Maint. Agreements	1,445,629	1,680,205	1,907,477	227,272	13.5%
Credit Card Processing Fees	335,359	332,796	342,796	10,000	3.0%
Mandatory staff training and exam fees	139,789	143,298	144,498	1,200	0.8%
Program Support	386,235	423,222	415,935	(7,287)	-1.7%
TRANSFER TO OWN FUNDS					
Annual Transfer to Lifecycle Reserve	532,474	369,262	369,262	0	0.0%
Other Expenditures	148,792	80,043	78,993	(1,050)	-1.3%
Total Expenses	34,845,268	35,280,718	36,217,995	937,277	2.7%

4. Responsibilities



Aquatics



Programs &
Camps



Older Adults



Community
Centre &
Facility
Management



Fitness



Sport
Development



Department
Support

Aquatics - Our Numbers



554 Certified and Trained Lifeguards + Swim Instructors
174 Volunteers



30,914 registered participants in swimming lessons



304,792 Drop-in users participated in Lane + Recreational Swims



5,733 pool hours permitted to 6 Community Aquatics groups



Lifesaving Club of Markham
300+ Active Members

Ontario Jr. Lifeguard Champions (2017-2019)

Aquatics

- Operation of Public Pools are legislated through the Health Protection and Promotion Act under *O.Reg. 565: Public Pools 2018* and *O.Reg. 428/05: TSSA*
- Staffing – Recruitment of new staff is challenging
 - Mandatory Aquatics staff quarterly training (Example: Scanning Techniques, Rescue Drills, Dealing of injured and distressed swimmers)
 - 11,080 hours of mandatory training (20 hours per staff) per year provided to Aquatics staff
- Special Programs
 - Swim to Survive – Through partnership with Lifesaving Society, Free swimming lessons are offered for all Grade 3s & 7s. (Since 2014 – 11,096 kids)
 - York Region School Board – Partnership to provide certification program at low cost.

Programs & Camp – Our Numbers



650+
Programs
staff

253 Camps
staff

189
Volunteers

11,977
Camp
Participants

329 Unique
Camps
Offered

158,358
Drop In
participants

40,000+
Registered
Program
Participants

Inclusion
Support for
500+
Community
members

Programs & Camps

- ECO Camp at Chimo (Fully accredited by the OCA) is a specialized outdoor camp that allow campers to experience camp in an outdoor setting.
 - 1,000+ campers at Camp Chimo annually
- Launched Markham Sports League to Markham residents.
 - 28 teams for Basketball 6 team volleyball league
 - 36 Pickleball player ladder
- Community Hub @ Aaniin
 - 25 Service Provider that provide weekly workshops for Community (EX: Markham Stouffville Hospital, Legal Aid, York Region Family Services, etc.)

Seniors

- Recreation partners with 5 local senior clubs to provide programs and activities to 4500+ active members. Partnership is guided by Older Adult Clubs Facility Use *Policy (PO 05.01)*
- Activities and Programs within each club are operated by over 500+ volunteers within Older Adult Clubs.
- Each club offers over 50 weekly activities for older adult members in community centres across Markham
- Local partnerships are fostered with Senior Clubs operated by an independent board.
- Lead the Older Adult Strategy Implementation



4500+
active
Senior Club
Members

Facilities – Our Numbers



9,202,560
Community
Centre visits
in 2018



1,331,429
square foot of
combined
Recreational
Space



Energy
Reduction
\$101,925 in
cost savings
(2018)



Recreation
Lifecycle
Total Assets
\$136,790,638

Community Centres & Satellite Locations

- Energy Efficient Opportunities
 - Lighting Retrofits
 - BAS Replacements
 - Mechanical Replacements
- 2018 – Facility team refreshed its Facility standards, which outline routine duties to ensure that facilities are well maintained and meet service standards.
- Implementation of the Opteon XP10 refrigeration system @ Markham Village C.C. (First in Ontario)
- In the event of a community emergency requiring evacuation, Recreation facilities host Reception Centres

Fitness



4,568
unique
fitness
members



Fitness
Centres &
Programs
accessed
508,301
times



3,624 group
fitness class
registrants



1,584
Personal
Training
Sessions

Fitness

- All inclusive membership at the 5 fitness centres includes access to pools, ice rinks, walking track and fitness classes.
- Growth in Fitness Membership over 5 years (948 Members = 26% Increase)
- 2017 – New Business Model for Personal Training
 - 2016 revenue \$5,818
 - 2018 revenue \$97,515
- 2018 – partnership with Canadian Sport 4 Life to promote “Prescription to Get Active” program.
- 2019 – Commit to Fit Campaign. Sold 1344 – 3 for 2 memberships in 2018 – with a retention rate of 21.61%
- NEW IN 2019 - Fitness in the Park (Community Engagement) Aaniin, Unionville BandStand, Heintzman House

Sport Development



49 weekends out of 52 provincial/national/ international events held in 2018

Total **107** events.



Sport Tourism
2018 World Junior Badminton Championship



Markham In Motion

503
Recreation programs



Number of visitors (2018)

376,834

Sport Development

- Pan Am Centre the new location for High Performance Centre for Rhythmic Gymnastics of Canada

- **Sport Strategy Highlights:**

- Sport Tourism

- The Markham Pan Am Centre is **10th** in Canada for hosting sport events
 - World Jr. Badminton Championship -20 days in Markham
Economic Impact of **\$823,000** in 2018

- Coaching Development

- Hosted 4 Coaching workshops with our sport partners

- Sport System Sustainability

- Hosted 2 workshops with over 60 participants

- Athlete Development

- Hosted 2 workshops

Department Support



156,000+ hours
of allocated
hours booked for
community sport
organizations



1,702 Part Time
Staff
Support for
Payroll and
Contract
Management



Systems Support
for **86,000+**
direct program
registrants
10,000+
instructional
programs



27 Annual
Marketing
Initiatives
30+ events
attended

Department Support

- Its functions include sports fields' bookings, community development and outreach, business systems and liaise between the department and internal customers.
- Division is also responsible in provide support on:
 - Learning and Training Compliance Review
 - Departmental Operating & Capital Budget process
- Completed 2018 Program Data Review through the use of Environics Data, which supports staff to determine new programming for residents.
- First employer for many- education required for new employees on “what it takes to be an employee”

5. SUMMARY

- We have opened 3 facilities since 2011:

Community Centre

- Cornell Community Centre and Library – December 2012
- Aaniin Community Centre and Library – December 2017

Sport Facility

- Markham Pan Am Centre

Since 2011 our registration has grown by 19.08%, fitness members by 26% and the number of visitors 18.5%. We continue to provide a variety of programs and services to meet the physical and social need of all residents



6. 2020 CAPITAL Budget Requests

See capital budget request forms (e-file)



Markham Public Library

2020 Budget

Catherine Biss, MPL Chief Executive Officer

Agenda

1. Department Introduction
2. Organizational Chart
3. Operating Budget
4. Responsibilities
5. Summary
6. 2020 Capital Budget Requests





1. Department Introduction

- 8 branches providing in-person and digital services, and programs
- The library is administered by a Public Library Board of 15 members appointed by Council, 3 of which are municipal Councillors
- MPL delivers library services that support a livable, caring, cultural and vibrant community
- We utilize award winning innovative business models and technology to efficiently and effectively provide library services

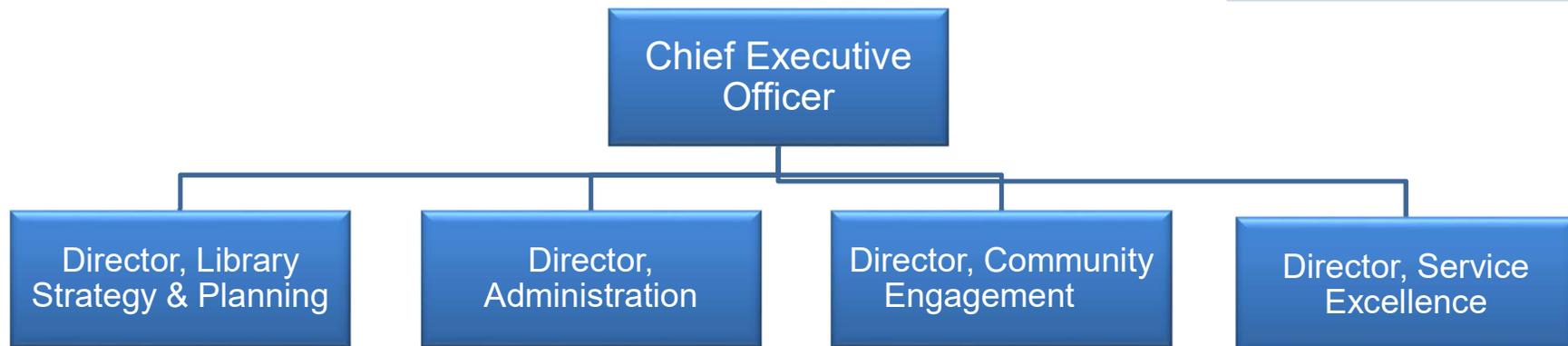


Mission

Markham Public Library is the place where Markham's communities come together to imagine, create, learn and grow.

2. Organizational Chart

72 Full Time Staff
205 Part Time Staff
57 Seasonal Staff
212.72 Total FTE



3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	1,174,060	1,132,432	1,141,689	9,257	0.8%
Expenses	<u>14,117,108</u>	<u>14,512,720</u>	<u>14,682,205</u>	<u>169,485</u>	<u>1.2%</u>
Net Expenditures/(Revenues)	12,943,048	13,380,288	13,540,516	160,228	1.2%

3. Operating Budget

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues					
USER FEES & CHARGES					
Library Fines & Fees	236,739	265,119	265,119	0	0.0%
Program User Fees	467,056	482,764	490,963	8,199	1.7%
GRANTS	308,246	228,778	228,778	0	0.0%
OTHER REVENUE	<u>162,019</u>	<u>155,771</u>	<u>156,829</u>	<u>1,058</u>	<u>0.7%</u>
Total Revenues	1,174,060	1,132,432	1,141,689	9,257	0.8%

3. Operating Budget

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES & BENEFITS	12,005,909	12,452,239	12,621,447	169,208	1.4%
MATERIALS & SUPPLIES	207,642	160,119	156,101	(4,018)	-2.5%
PURCHASED SERVICES					
Occupancy Costs	814,308	913,308	913,308	0	0.0%
Contracted Services	755,590	713,302	707,299	(6,003)	-0.8%
Utilities	171,101	168,008	168,008	0	0.0%
Professional Services & membership fees	<u>162,558</u>	<u>105,744</u>	<u>116,042</u>	<u>10,298</u>	<u>9.7%</u>
Total Expenses	14,117,108	14,512,720	14,682,205	169,485	1.2%

4. Responsibilities



8 Branches

165,241 sq. ft. of welcoming library space
2.8 million visits



Content

775,149 physical items
64,000 ebooks
Innovative content like the Lendery
5.5 million items borrowed annually



Digital Services

2.8 million digital visits
84% of borrowing through self-service
Digital collaboration hub & makerspace services



Educational Programs

150,000+ participants
60+ community partnerships expand program reach
Focused on early literacy and STEAM



Community Building

15,500 Volunteer Hours
Popups & outreach at community events
Community partnerships to expand library impact

5. Summary – 8 Library Branches

Challenges

- Residents asking for longer open hours

Pressure Points

- Capacity issues

Accomplishments

- Highest visits per capita of the GTHA
- Accessible services for all
- Popular Family & Early Literacy Spaces
- Expanded Library Open Hours
- Aaniin Community Centre & Library won 2018 Interior Design Best of Year Award.
- Self-service material borrowing & sortation systems



5. Summary - Content

Challenges

- Keeping pace with demand

Pressure Points

- Ebook pricing models

Accomplishments

- Highest rate of borrowing per capita in the GTHA
- Expanded e-book content
- Markham's first Toy Library & Lendery ("library of things")
- Outsourced & streamlined collection development



5. Summary – Digital Services

Challenges

- Keeping Pace with Resident Expectations

Pressure Points

- Increasing demand for STEAM classes

Accomplishments

- Markham's Centre of Excellence for Digital Literacy
- Digital devices to support digital inclusion & educational success
- Digital programming to develop workplace & skills
- Aaniin Digital Collaboration Hub
- Online staff training modules



5. Summary – Educational Programs

Challenges

- Capacity for early literacy & STEAM programs

Pressure Points

- Fee-based programs

Accomplishments

- Popular Family & Early Literacy Programs
- Learning Place & Summer Camps
- STEAM program curricula
- Online digital courses
- Innovative programming
- New business model for program planning,



5. Summary – Community Building

Challenges

- Volunteer Management

Pressure Points

Accomplishments

- First Employer
- 15,522 Volunteer Hours (2018)
- Newcomer Settlement Centre
- 67 community partnerships
- Evidence-Based Library Administration/ Accountability





6. 2020 Capital Budget Requests

See capital budget request forms (e-file)



Operations Department

2020 Budget

Morgan Jones



Agenda

1. Department Introduction
2. Organizational Chart
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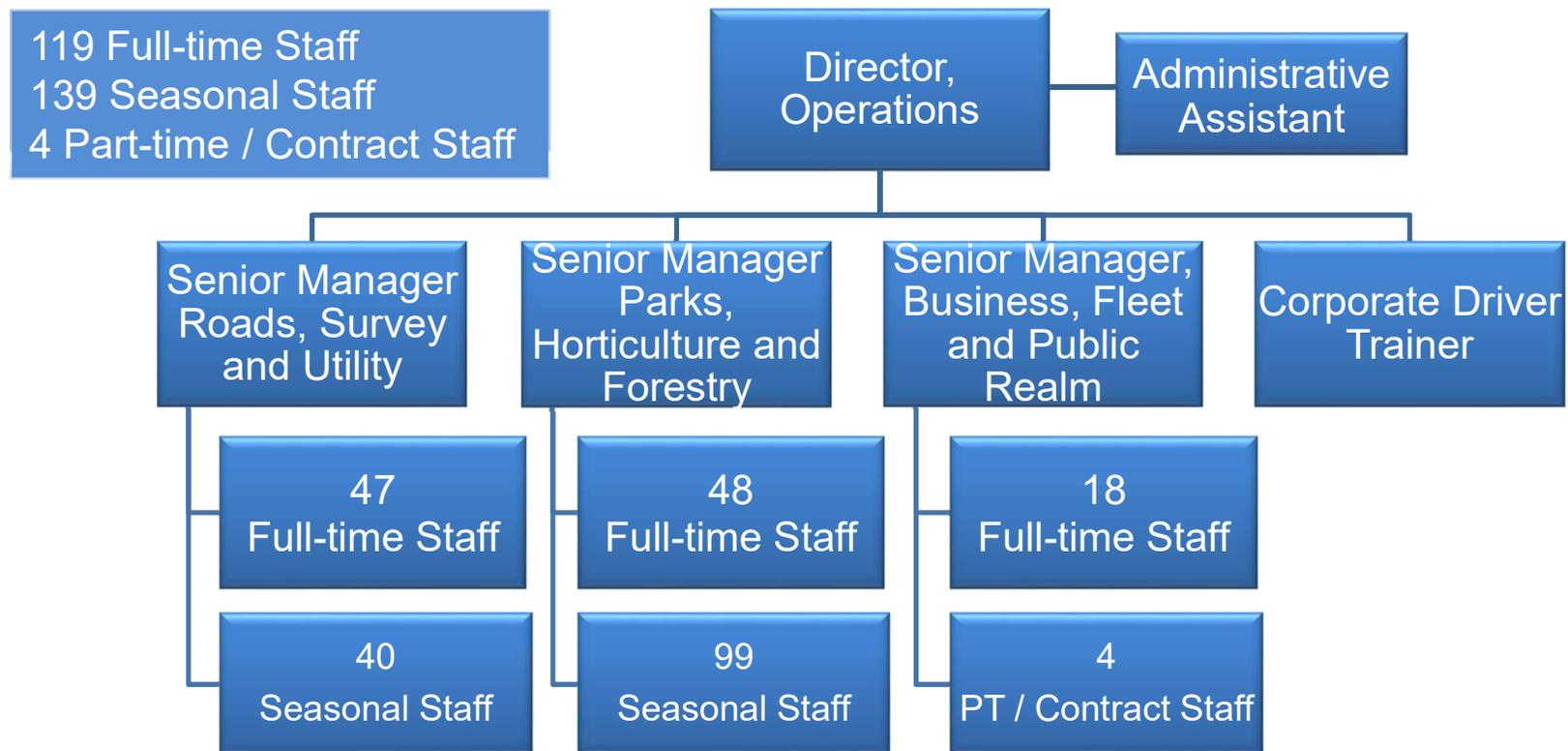
1. Department Introduction

The Department is comprised of three divisions:

- Roads, Survey and Utility
- Parks, Horticulture and Forestry
- Business, Fleet and Public Realm



2. Organizational Chart



3. Operating Budget Roads, Survey and Utility

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	645,565	757,478	679,478	(78,000)	-10.3%
Expenses	<u>19,030,615</u>	<u>21,632,371</u>	<u>22,321,660</u>	<u>689,289</u>	<u>3.2%</u>
Net Expenditures/(Revenues)	18,385,050	20,874,893	21,642,182	767,289	3.7%

3. Operating Budget Roads, Survey and Utility

Revenues	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
GENERAL REVENUES					
Road occupancy permits	154,471	289,990	211,990	(78,000)	-26.9%
Utility permit fees	230,773	216,088	216,088	0	0.0%
OTHER INCOME					
- Winter maintenance recovery from developers					
- Curb cut recoveries - requests to widen/add new driveways					
- Pole damage recoveries					
- Streetlight recoveries from unassumed subdivisions					
	<u>260,321</u>	<u>251,400</u>	<u>251,400</u>	<u>0</u>	<u>0.0%</u>
Total Revenues	645,565	757,478	679,478	(78,000)	-10.3%

3. Operating Budget - Roads, Survey and Utility

Expenses	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
SALARIES & BENEFITS	4,570,248	5,079,995	5,217,889	137,894	2.7%
MATERIALS & SUPPLIES					
Winter maintenance salt and sand	1,617,793	1,719,062	2,049,200	330,138	19.2%
Other material and supplies	302,682	329,081	296,923	(32,158)	-9.8%
PURCHASED SERVICES					
Winter maintenance contracted services	6,744,754	8,189,564	8,216,738	27,174	0.3%
Streetlight hydro	2,278,178	2,354,007	2,389,007	35,000	1.5%
Asphalt Repairs	1,425,849	1,383,649	1,383,649	0	0.0%
Streetlight Maintenance and Locate Requests	926,062	1,320,259	1,122,509	(197,750)	-15.0%
Catchbasin Cleaning	252,033	298,815	686,487	387,672	129.7%
Pavement Marking	324,994	388,222	388,222	0	0.0%
Street Cleaning	294,119	243,079	252,802	9,723	4.0%
Other Purchased Services	<u>293,903</u>	<u>326,638</u>	<u>318,234</u>	<u>(8,404)</u>	<u>-2.6%</u>
Total Expenses	19,030,615	21,632,371	22,321,660	689,289	3.2%

3. Operating Budget Parks, Horticulture and Forestry

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	836,878	827,927	848,170	20,243	2.4%
Expenses	<u>9,958,002</u>	<u>10,210,244</u>	<u>10,255,609</u>	<u>45,365</u>	<u>0.4%</u>
Net Expenditures/(Revenues)	9,121,124	9,382,317	9,407,439	25,122	0.3%

3. Operating Budget Parks, Horticulture and Forestry

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues					
USER FEES & CHARGES					
Sportsfield rental and Park Fees	662,046	640,345	655,950	15,605	2.4%
OTHER INCOME					
Sportsfield hydro recovery and Other Income	<u>174,832</u>	<u>187,582</u>	<u>192,220</u>	<u>4,638</u>	<u>2.5%</u>
Total Revenues	836,878	827,927	848,170	20,243	2.4%

3. Operating Budget Parks, Horticulture and Forestry

Expenses	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
SALARIES & BENEFITS	7,728,822	7,838,624	7,991,321	152,697	1.9%
MATERIALS & SUPPLIES					
- Building Maintenance Supplies	460,413	482,466	472,466	(10,000)	-2.1%
- Turf and Horticulture Materials and Fertilizers					
PURCHASED SERVICES					
Sportsfield maintenance	565,266	572,057	572,057	0	0.0%
Contracted services for tree pruning and arboriculture	400,161	420,547	424,547	4,000	1.0%
Facility and General Maintenance	352,439	340,435	322,877	(17,558)	-5.2%
Contracted services for grass cutting	185,578	337,720	246,236	(91,484)	-27.1%
Utilities	157,214	127,690	127,690	0	0.0%
Playground maintenance and Other Purchased Services	<u>108,109</u>	<u>90,705</u>	<u>98,415</u>	<u>7,710</u>	<u>8.5%</u>
Total Expenses	9,958,002	10,210,244	10,255,609	45,365	0.4%

3. Operating Budget

Fleet, Business Services and Public Realm

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	103,198	86,165	86,165	0	0.0%
Expenses	<u>5,126,084</u>	<u>5,259,185</u>	<u>5,523,748</u>	<u>264,563</u>	<u>5.0%</u>
Net Expenditures/(Revenues)	5,022,886	5,173,020	5,437,583	264,563	5.1%

3. Operating Budget

Fleet, Business Services and Public Realm

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues					
OTHER INCOME					
- Hazardous waste depot rental revenue	<u>103,198</u>	<u>86,165</u>	<u>86,165</u>	<u>0</u>	<u>0.0%</u>
- Scrap Metal Sales					
Total Revenues	103,198	86,165	86,165	0	0.0%

3. Operating Budget

Fleet, Business Services and Public Realm

<u>Expenses</u>	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
SALARIES & BENEFITS	2,487,365	2,897,238	3,019,345	122,107	4.2%
MATERIALS & SUPPLIES					
Fuel	1,017,162	976,908	1,027,908	51,000	5.2%
Vehicle parts	623,795	499,565	502,565	3,000	0.6%
Other material & supplies	194,686	185,688	183,012	(2,676)	-1.4%
PURCHASED SERVICES					
External vehicle maintenance	302,024	243,014	244,414	1,400	0.6%
Building maintenance and Utilities	234,144	229,111	229,416	305	0.1%
Vehicle rentals	166,145	195,282	240,507	45,225	23.2%
Other purchased services	<u>100,763</u>	<u>32,379</u>	<u>76,581</u>	<u>44,202</u>	<u>136.5%</u>
Total Expenses	5,126,084	5,259,185	5,523,748	264,563	5.0%



4. Responsibilities

4. Roads, Survey and Utility

- Is responsible for the maintenance of the City's municipal road and sidewalk network, maintenance of street lights and survey monuments.
- 1,048kms of roads, 1,081kms of sidewalks and 33kms of multi-use pathways inclusive of cycle track.
- Other services include supporting special events through road closures (30 per year), traffic control, fence/retaining wall rehabilitation and maintenance of the storm water sewer system.
- Service Delivery is governed by; Occupational Health and Safety Act, Ministry of Labour, O. Reg. 239/02: Minimum Maintenance Standards for Municipal Highways, Ontario Traffic Manual, Municipal Access Agreements, Road Occupancy By-Law (2018-109), Canadian Environmental Protection Act, Department of Fisheries and Oceans, Toronto Region and Conservation Authority, Ministry of Natural Resources and Forestry
- Number of ACRs in 2018 – 7,461 (16,559 – 45%)



4. Parks, Horticulture and Forestry

- Is responsible for management and maintenance of 171 parks, 181 sports fields, 207 playgrounds
- Citywide horticulture (streetscape planters, hanging baskets, park and facility gardens, entrance feature garden beds into and within the municipality)
- Is responsible for management and maintenance of urban forestry inclusive of all City street trees (100,000) and valley lands trees (71,000) .
- Service Delivery is governed by Occupational Health and Safety Act, Ministry of Labour, Canadian Standard Association, Department of Fisheries and Oceans, Toronto Region and Conservation Authority, Ministry of Natural Resources and Forestry.
- Number of ACRs in 2018 – 6,521 (16,559- 39%)

4. Fleet, Business Services and Public Realm

- Fleet & Supplies is responsible for the acquisition, maintenance, repair, and parts inventory management, including Fire & Emergency vehicles and apparatus. 256 licensed vehicle and 611 non-licensed vehicles and equipment
- Business Services provides support to the department through; administrative/clerical and customer service, accounting services, budget/contract coordination and invoice processing, asset, life-cycle and data analysis
- Public Realm is responsible for Implementation of the Park Renaissance Program, Public Art, City's Tree Preservation By-law (2008-96)
- Service delivery is governed by; Occupational Health and Safety Act, Ministry of Labour, Canadian Standards Association, Commercial Vehicle Operators Registry, Technical Standards and Safety Authority, Canadian Environmental Protection Act, Department of Fisheries and Oceans, Toronto Region and Conservation Authority Ministry of Natural Resources and Forestry
- Number of ACR's in 2018 - 2577 (16,559 – 16%) Private Tree Permits – 799, Fleet Work Orders – 1778



5. Summary

Challenges

Impacts of Growth and Built Form, Yard Expansion(s), Legislative Changes, Green Fleet, Climate Change, Technology, Regional Governance Review

Accomplishments

Canada 150, Sakura Tree Donation, Shinrin Yoku, Winter Storms, Electric Vehicles (EVs), Tree Carvings



6. 2020 Capital Budget Requests

See capital budget request forms (e-file)



Environmental Services

2020 Budget

Phoebe Fu



Agenda

1. Department Introduction
2. Organizational Chart
3. Operating Budget
4. Responsibilities
5. Summary
6. 2020 Capital Budget Requests

1. Department Introduction

Environmental Services provides leadership and expert advice in the development of environmental strategies related to water, wastewater, stormwater, structures, streetlighting infrastructure, waste management, and environmental stewardship initiatives in order to deliver high quality programs and services for a growing community with evolving maintenance and operational requirements.





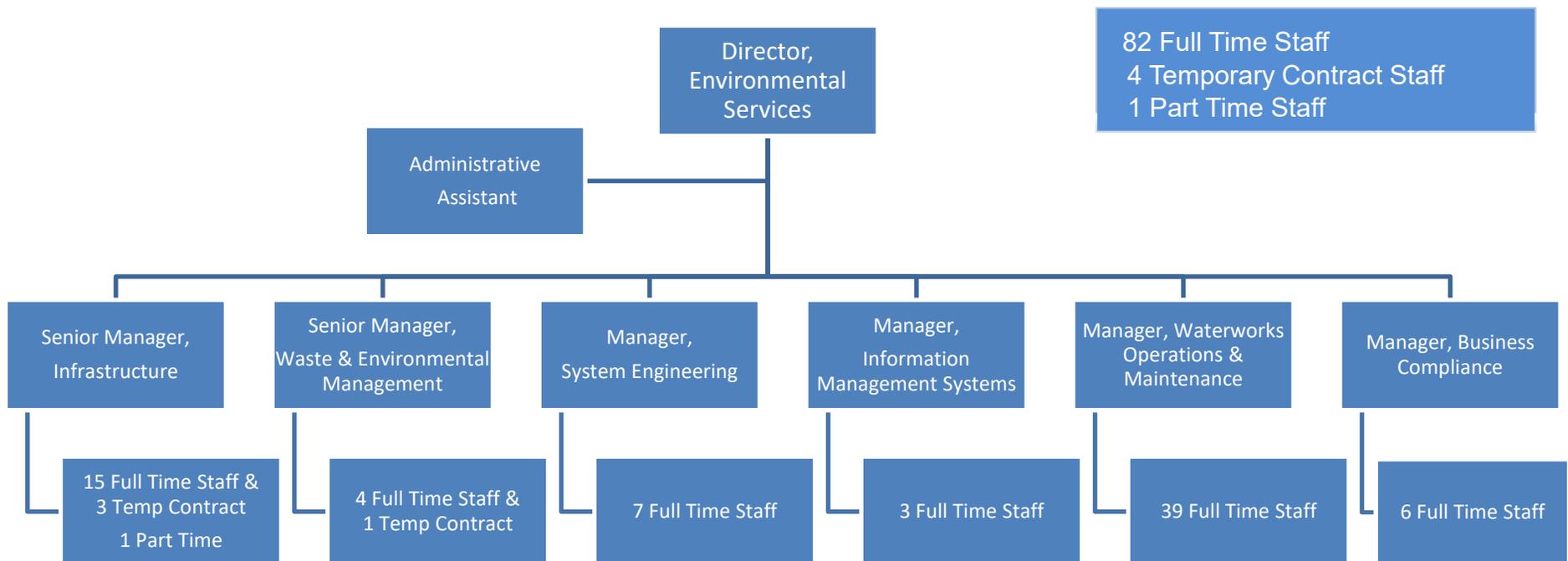
1. Department Introduction

The Department is comprised of the following divisions:

- a. Infrastructure
- b. Waste & Environmental Management
- c. Waterworks



2. Organizational Chart



3. Operating Budget Infrastructure

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
	\$	\$	\$	Increase/ (Decrease) \$	Change %
Revenues	1,680	0	0	0	0.0%
Expenses	<u>835,625</u>	<u>973,353</u>	<u>943,565</u>	<u>(29,788)</u>	<u>-3.1%</u>
Net Expenditures/(Revenues)	833,945	973,353	943,565	(29,788)	-3.1%

3. Operating Budget Infrastructure

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
<u>Revenues</u>					
GRANT & SUBSIDY REVENUES	<u>1,680</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
Total Revenues	1,680	0	0	0	0.0%
<u>Expenses</u>					
SALARIES & BENEFITS	790,159	898,201	864,646	(33,555)	-3.7%
MATERIALS & SUPPLIES	23,277	29,378	29,378	0	0.0%
PURCHASED SERVICES	<u>22,189</u>	<u>45,774</u>	<u>49,541</u>	<u>3,767</u>	<u>8.2%</u>
Total Expenses	835,625	973,353	943,565	(29,788)	-3.1%
Net Expenditures/(Revenues)	833,945	973,353	943,565	(29,788)	-3.1%

3. Operating Budget

Waste & Environmental Management

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues	1,573,195	1,629,835	1,633,141	3,306	0.2%
Expenses	<u>9,593,922</u>	<u>10,628,736</u>	<u>10,853,802</u>	<u>225,066</u>	<u>2.1%</u>
Net Expenditures/(Revenues)	8,020,727	8,998,901	9,220,661	221,760	2.5%

3. Operating Budget

Waste & Environmental Management

	2018 Actual	2019 Budget	Preliminary 2020 Budget	Budget 2020 vs. 2019	
				Increase/ (Decrease)	Change
	\$	\$	\$	\$	%
Revenues					
GRANT & SUBSIDY REVENUES	1,251,286	1,297,284	1,297,284	0	0.0%
USER FEES & CHARGES	150,371	139,002	144,568	5,566	4.0%
OTHER INCOME	<u>171,538</u>	<u>193,549</u>	<u>191,289</u>	<u>(2,260)</u>	<u>-1.2%</u>
Total Revenues	1,573,195	1,629,835	1,633,141	3,306	0.2%

3. Operating Budget

Waste & Environmental Management

<u>Expenses</u>	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
SALARIES & BENEFITS	676,263	620,431	573,701	(46,730)	-7.5%
MATERIALS & SUPPLIES					
- Purchased bins for resale					
- Public education supplies					
	270,253	298,806	290,987	(7,819)	-2.6%
PURCHASED SERVICES					
Waste collection costs	8,469,408	9,455,702	9,695,480	239,778	2.5%
Contracted services for depot operations	96,547	169,053	204,430	35,377	20.9%
Other purchased services	<u>81,451</u>	<u>84,744</u>	<u>89,204</u>	<u>4,460</u>	<u>5.3%</u>
Total Expenses	9,593,922	10,628,736	10,853,802	225,066	2.1%

3. Operating Budget Waterworks

	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
Water/Wastewater Sale	121,272,982	130,415,851	139,165,269	8,749,418	6.7%
Water/Wastewater Purchase	<u>92,695,785</u>	<u>101,044,615</u>	<u>109,352,071</u>	<u>8,307,456</u>	<u>8.2%</u>
Water/Wastewater Sale Net of Purchase	28,577,197	29,371,236	29,813,198	441,962	1.5%
Other Revenues	1,248,765	1,504,705	1,504,705	0	0.0%
Expenses	<u>14,031,884</u>	<u>15,595,075</u>	<u>15,698,915</u>	<u>103,840</u>	<u>0.7%</u>
Net Surplus	15,794,078	15,280,866	15,618,988	338,122	2.2%
Transfer to Reserve	<u>(15,794,078)</u>	<u>(15,280,866)</u>	<u>(15,618,988)</u>	<u>(338,122)</u>	<u>2.2%</u>
Surplus after Transfer to Reserve	0	0	0	0	0.0%

3. Operating Budget Waterworks

	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
<u>Water and Wastewater Sale Net of Purchase</u>					
Water and wastewater sale	121,272,982	130,415,851	139,165,269	8,749,418	6.7%
Water and wastewater purchase	<u>92,695,785</u>	<u>101,044,615</u>	<u>109,352,071</u>	<u>8,307,456</u>	<u>8.2%</u>
Water and wastewater sale net of purchase	28,577,197	29,371,236	29,813,198	441,962	1.5%
<u>Other Revenues</u>					
Developer revenues	589,958	568,525	568,525	0	0.0%
Bulk Water Sales	281,963	391,130	391,130	0	0.0%
Water Meter Sales	257,693	452,600	452,600	0	0.0%
Other revenues	<u>119,151</u>	<u>92,450</u>	<u>92,450</u>	<u>0</u>	<u>0.0%</u>
Total Other Revenues	1,248,765	1,504,705	1,504,705	0	0.0%

3. Operating Budget - Waterworks

Expenses	2018 Actual \$	2019 Budget \$	Preliminary 2020 Budget \$	Budget 2020 vs. 2019	
				Increase/ (Decrease) \$	Change %
SALARIES & BENEFITS	7,396,879	7,855,584	8,019,917	164,333	2.1%
MATERIALS & SUPPLIES					
Water and sewer material for repairs	130,064	300,110	306,110	6,000	2.0%
Water meter purchase and maintenance	260,930	281,759	288,987	7,228	2.6%
Other Material & Supplies	128,652	287,172	154,905	(132,267)	-46.1%
PURCHASED SERVICES					
Corporate support services chargeback	2,517,302	2,720,449	2,754,636	34,187	1.3%
Maintenance and repair	1,287,683	1,521,053	1,514,148	(6,905)	-0.5%
Water billing contracted cost	1,421,838	1,463,764	1,508,427	44,663	3.1%
Water meter installations	146,471	273,417	277,031	3,614	1.3%
Other purchased services	<u>742,065</u>	<u>891,767</u>	<u>874,754</u>	<u>(17,013)</u>	<u>-1.9%</u>
Total Expenses	14,031,884	15,595,075	15,698,915	103,840	0.7%
Net Surplus	15,794,078	15,280,866	15,618,988	338,122	2.2%
Transfer to Reserve	<u>(15,794,078)</u>	<u>(15,280,866)</u>	<u>(15,618,988)</u>	<u>(338,122)</u>	<u>2.2%</u>
Surplus After Transfer to Reserve	0	0	0	0	0.0%

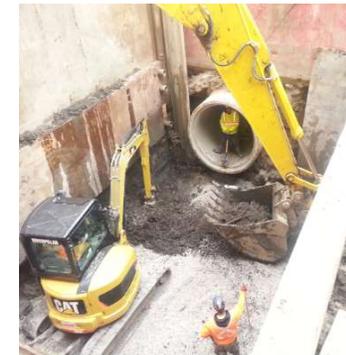


4. Responsibilities

4. Infrastructure

Major activities include:

- Conducts infrastructure planning and capital programs development
- Performs condition assessment and inventory of infrastructure assets
- Manages the rehabilitation and replacement of infrastructure assets
- Updates and implements Infrastructure Asset Management Plan
- Works with City Departments in relation to design and construction of major linear infrastructure components
- Implements Flood Control Program
- LED Street Light Conversion Program



Service Delivery is governed by:

- Ontario Water Resources Act
- O. Reg. 104/97 Standards for Bridges
- O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure



4. Waste and Environmental Management

Major services include:

- Collects materials from over 88,000 single detached homes and 120 multi-residential buildings
- Manage 4 public recycling depots
- School and Public education programs in water and waste

Service Delivery is governed by:

- The Regional Municipality of York Act R.S.O. 1990



4. Waterworks

Major services include:

- Ensure potable water is provided to consumers, conducts regulatory water quality samplings
- Ensure the Quality Management System (QMS) meets and exceeds the requirement for the Province's Drinking Water Quality Management Standard (DWQMS)
- Manages, maintains, rehabilitates, repairs and replaces the city's water distribution system, wastewater collection system and storm sewer pipes
- Provides customer service and emergency response, inspections and commissioning of new watermains
- Reviews water & wastewater capacity to support developments



Service Delivery is governed by:

- Safe Drinking Water Act (SDWA)
- Drinking Water Quality Management Standard (DWQMS)



5. Summary

- Manages 81% of the City's assets valued at \$6.45 billion including:

Watermains	Sanitary Sewers	Storm Sewers	Bridges	Culverts	Streetlights
1,079km	919km	923km	113	234	28,986



Downspout Disconnection



6. 2020 Capital Budget Requests

See capital budget request forms (e-file)