



**CITY OF MARKHAM - 2020 OPERATING BUDGET**

(Incl. Library, excl. Planning & Design, Engineering, Building Standards and Waterworks)

<u>Description</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2020 Bud. vs. 2019 Bud.</u>	
			<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenues</b>				
TAX LEVIES	\$160,550,320	\$162,385,526	\$1,835,206	1.1%
<b>1.95% PROPERTY TAX RATE INCREASE</b>	<b>0</b>	<b>3,079,437</b>	<b>3,079,437</b>	<b>0.0%</b>
PAYMENTS-IN-LIEU OF TAXES	1,209,007	1,209,007	0	0.0%
GRANTS AND SUBSIDIES	1,956,197	1,935,197	(21,000)	-1.1%
LICENCES & PERMITS	2,247,135	2,237,287	(9,848)	-0.4%
PENALTY & INTEREST	4,158,000	4,276,428	118,428	2.8%
INCOME FROM INVESTMENTS	23,351,564	24,692,620	1,341,056	5.7%
FINES	3,251,174	3,350,018	98,844	3.0%
USER FEES & SERVICE CHARGES	20,552,075	21,324,026	771,951	3.8%
RENTALS	9,754,109	10,203,053	448,944	4.6%
SALES	635,180	645,202	10,022	1.6%
RECOVERIES & CONTRIBUTIONS	1,671,444	1,746,485	75,041	4.5%
OTHER INCOME	3,708,519	3,878,486	169,967	4.6%
<b>Total Revenues</b>	<b>\$233,044,724</b>	<b>\$240,962,772</b>	<b>\$7,918,048</b>	<b>3.4%</b>
<b>Expenses</b>				
SALARIES AND BENEFITS	\$136,029,404	\$140,687,507	\$4,658,103	3.4%
PRINTING & OFFICE SUPPLIES	432,273	437,120	4,847	1.1%
PURCHASES FOR RESALE	397,169	401,550	4,381	1.1%
OPERATING MATERIALS & SUPPLIES	2,733,754	2,764,029	30,275	1.1%
VEHICLE SUPPLIES	1,784,340	1,824,090	39,750	2.2%
BOTANICAL SUPPLIES	277,439	280,439	3,000	1.1%
CONSTRUCTION MATERIALS	1,946,159	2,245,139	298,980	15.4%
UTILITIES	9,033,318	8,707,810	(325,508)	-3.6%
COMMUNICATIONS	1,422,117	1,462,472	40,355	2.8%
TRAVEL EXPENSES	383,613	401,325	17,712	4.6%
TRAINING	805,309	796,809	(8,500)	-1.1%
CONTRACTS & SERVICE AGREEMENTS	6,836,697	7,206,646	369,949	5.4%
MAINTENANCE & REPAIRS	7,523,885	7,387,881	(136,004)	-1.8%
RENTAL/LEASE	737,808	785,472	47,664	6.5%
INSURANCE	2,632,919	2,712,619	79,700	3.0%
PROFESSIONAL SERVICES	3,039,036	3,043,698	4,662	0.2%
LICENCES, PERMITS, FEES	839,457	889,056	49,599	5.9%
CREDIT CARD SERVICE CHARGES	394,243	401,243	7,000	1.8%
PROMOTION & ADVERTISING	1,397,461	1,370,299	(27,162)	-1.9%
KEY COMMUNICATION PROGRAMS	428,875	445,375	16,500	3.8%
CONTRACTED MUNICIPAL SERVICES	12,036,838	12,006,984	(29,854)	-0.2%
OTHER PURCHASED SERVICES	1,532,568	1,462,102	(70,466)	-4.6%
PROPERTY TAX ADJUSTMENTS	1,176,000	1,301,000	125,000	10.6%
OTHER EXPENDITURES	2,689,552	2,715,837	26,285	1.0%
TRANSFERS TO RESERVES	36,534,490	39,226,270	2,691,780	7.4%
<b>Total Expenses</b>	<b>\$233,044,724</b>	<b>\$240,962,772</b>	<b>\$7,918,048</b>	<b>3.4%</b>
<b>Net Expenditures/(Revenues)</b>	-	-	-	



**CITY OF MARKHAM - 2020 OPERATING BUDGET**  
Library

<u>Description</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2020 Bud. vs. 2019 Bud.</u>	
			<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b>Revenues</b>				
GRANTS AND SUBSIDIES	\$228,778	\$228,778	\$0	0.0%
USER FEES & SERVICE CHARGES	747,883	756,082	8,199	1.1%
RENTALS	52,935	53,993	1,058	2.0%
SALES	102,836	102,836	0	0.0%
OTHER INCOME	0	0	0	0.0%
<b>Total Revenues</b>	<b>\$1,132,432</b>	<b>\$1,141,689</b>	<b>9,257</b>	<b>0.8%</b>
<b>Expenses</b>				
SALARIES AND BENEFITS (INCL. PERSONNEL RAMP-UPS)	\$12,736,239	\$13,180,447	\$444,208	3.5%
PRINTING & OFFICE SUPPLIES	38,975	35,957	(3,018)	-7.7%
OPERATING MATERIALS & SUPPLIES	112,210	112,210	0	0.0%
UTILITIES	165,851	168,008	2,157	1.3%
COMMUNICATIONS	121,386	121,386	0	0.0%
TRAVEL EXPENSES	43,720	43,720	0	0.0%
TRAINING	56,017	56,017	0	0.0%
CONTRACTS & SERVICE AGREEMENTS	240,313	237,386	(2,927)	-1.2%
MAINTENANCE & REPAIRS	221,215	218,139	(3,076)	-1.4%
RENTAL/LEASE	18,688	18,688	0	0.0%
INSURANCE	11,963	11,963	0	0.0%
PROFESSIONAL SERVICES	52,197	56,642	4,445	8.5%
LICENCES, PERMITS, FEES	13,900	21,900	8,000	57.6%
CREDIT CARD SERVICE CHARGES	6,500	6,500	0	0.0%
PROMOTION & ADVERTISING	33,147	31,000	(2,147)	-6.5%
OTHER PURCHASED SERVICES	913,308	913,308	0	0.0%
OTHER EXPENDITURES	8,934	7,934	(1,000)	-11.2%
<b>Total Expenses</b>	<b>\$14,794,563</b>	<b>\$15,241,205</b>	<b>446,642</b>	<b>3.0%</b>
<b>Net Expenditures</b>	<b>\$13,662,131</b>	<b>\$14,099,516</b>	<b>437,385</b>	<b>3.2%</b>

**CITY OF MARKHAM**  
**2020 CAPITAL AND OTHER PROGRAMS BUDGET**  
*by Department*

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other	Description of Other Funding
<b>Projects Under Consideration</b>								
<b>Development Services</b>								
<i>Economic Development</i>								
20001	Markham Economic Strategy	237,800					237,800	Non DC-Growth
	<b>TOTAL Economic Development</b>	<b>237,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>237,800</b>	
<i>Culture</i>								
20002	Culture Public Art Master Plan Implementation Phase 1 of 5	249,300	45,000				204,300	Public Art Acq. Res. Fund
	<b>TOTAL Culture</b>	<b>249,300</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>204,300</b>	
<i>Museum</i>								
20003	Museum - Strickler Barn Phase 2 of 2	83,400		83,400				
20004	Museum - Various Buildings	332,100		332,100				
20005	Museum Maintenance	83,500		83,500				
	<b>TOTAL Museum</b>	<b>499,000</b>	<b>-</b>	<b>499,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<i>Theatre</i>								
20006	Theatre-Building Maintenance	42,200		42,200				
20007	Theatre-Courtyard Replacement (Upper & Lower)	203,900		203,900				Note 1
20008	Theatre-Dressing Room Refurbishment	250,700		250,700				Note 2
20010	Theatre-Parking Lot Swing Gates	15,300		15,300				
20011	Theatre-Stage Equipment & Maintenance	20,000		20,000				
20012	Theatre-Theatrical Lighting Fixture Replacement	195,400		195,400				
	<b>TOTAL Theatre</b>	<b>727,500</b>	<b>-</b>	<b>727,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<i>Arts Centres</i>								
20013	Exhibition Galleries & Programs Maintenance	41,700		41,700				
	<b>TOTAL Arts Centres</b>	<b>41,700</b>	<b>-</b>	<b>41,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<i>Planning</i>								
20015	Consolidated Zoning By-Law - LPAT Defense and Refinement	521,200					521,200	80 % Build. Fees, 20% Dev. Fees
20016	Consultant Studies	92,000			82,800		9,200	Development Fees
20017	Designated Heritage Property Grant Program	30,000					30,000	Heritage Reserve
20018	Heritage Façade Improvements/Sign Replacement	20,000	20,000					
20019	Housing Summit	20,000			18,000		2,000	Development Fees
20020	Ontario Heritage Conference Host May 2020	20,400	20,400					
20021	Planning & Design Staff Salary Recovery	669,300			669,300			
20022	York Region Employment Survey	39,000			35,100		3,900	Development Fees
	<b>TOTAL Planning</b>	<b>1,411,900</b>	<b>40,400</b>	<b>-</b>	<b>805,200</b>	<b>-</b>	<b>566,300</b>	
<i>Design</i>								
20024	Box Grove Community Park - Construction	8,875,400			7,987,860		887,540	Park Cash-in-Lieu

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#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other	Description of Other Funding
20025	Cornell Community Park - Construction	9,329,100			8,396,190		932,910	Park Cash-in-Lieu
20026	Cornell Parkette - Design & Construction	375,000			337,500		37,500	Park Cash-in-Lieu
20027	Leitchcroft Building - Construction	664,600			598,140		66,460	Park Cash-in-Lieu
20028	Leitchcroft Townhouse Park - Design & Construction	836,800			753,120		83,680	Park Cash-in-Lieu
20029	Wismer McCowan Woodlot Park - Design & Construction	1,269,200			1,142,280		126,920	Park Cash-in-Lieu
20030	York Downs Park - Design & Construction	791,900			712,710		79,190	Park Cash-in-Lieu
	<b>TOTAL Design</b>	<b>22,142,000</b>	<b>-</b>	<b>-</b>	<b>19,927,800</b>	<b>-</b>	<b>2,214,200</b>	
<b>Engineering</b>								
20031	404 North District Water Supply (PD7) - EA	429,600			429,600			
20032	Active Transportation Awareness Program	86,500			56,225		30,275	Non-DC Growth
20033	Denison Street Extension Environmental Assessment	514,900			514,900			
20034	Downstream Improvements Program (Construction)	1,234,900		432,215	802,685			
20035	Downstream Improvements Program (Design)	319,100		111,685	207,415			
20037	Main Street Unionville Road Reconstruction (Design)	496,900					496,900	Non-DC Growth
20038	Markham Centre Trails - Phase 1 (Construction)	965,000			627,250		337,750	Section 37
20039	Markham Centre Trails - Phase 2 (Design)	230,500			149,825		80,675	Section 37
20041	Pedestrian Accessibility Improvements Program-Phase 6 of 7	601,200			390,780		210,420	Non-DC Growth
20042	Rouge Valley Trail (Kennedy Road North) – Design	156,600			101,790		54,810	Non- DC Growth
20043	Servicing & Environmental Study- Markville Secondary Plan	443,000			443,000			
20044	Sidewalk Program (Construction)	1,500,000			1,500,000			
20045	Sidewalk Program (Design)	446,500			446,500			
20046	Smart Commute Markham-Richmond Hill	76,300			76,300			
20047	Staff Salary Recovery	713,400			713,400			
20048	Streetlight Program (Construction)	764,800			764,800			
20049	Streetlighting Program (Design)	175,100			175,100			
20050	Traffic Asset Replacement	196,900		196,900				
20051	Traffic Operational Improvements	88,900	88,900					
20052	Transportation Study – Markville Secondary Plan	230,500			230,500			
	<b>TOTAL Engineering</b>	<b>9,670,600</b>	<b>88,900</b>	<b>740,800</b>	<b>7,630,070</b>	<b>-</b>	<b>1,210,830</b>	
	<b>TOTAL Development Services</b>	<b>34,979,800</b>	<b>174,300</b>	<b>2,009,000</b>	<b>28,363,070</b>	<b>-</b>	<b>4,433,430</b>	
<b>Corporate Services</b>								
<b>ITS</b>								
20054	Museum Mimsy Upgrade	18,600	18,600					
20055	ITS - Recreation Fitness Training Management Application	10,300	10,300					
20056	ITS - Recreation Facility Tablet Project	30,500	30,500					
20057	Digital Literacy Strategy Implementation – Phase 2 of 2	43,900		43,900				
20058	Library Online Registration & Mobile Printing	25,600	25,600					
20059	ITS-Backflow Prevention Program (Software Enhancements)	26,000					26,000	Waterworks Reserve
20061	ITS Life Cycle Asset Replacement	2,917,700		2,427,200			490,500	\$147k WW, \$343k Dev./Build. Fee
	<b>TOTAL ITS</b>	<b>3,072,600</b>	<b>85,000</b>	<b>2,471,100</b>	<b>-</b>	<b>-</b>	<b>516,500</b>	

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<b>Finance</b>								
20062	Bill 108 - Community Benefits Charge By-law	129,200			116,280		12,920	Non-DC Growth
20063	Internal Project Management	928,800			928,800			
	<b>TOTAL Finance</b>	<b>1,058,000</b>	-	-	<b>1,045,080</b>	-	<b>12,920</b>	
<b>Sustainability Office</b>								
20064	Facility Energy Management Program	337,800					337,800	MECO
	<b>TOTAL Sustainability Office</b>	<b>337,800</b>	-	-	-	-	<b>337,800</b>	
<b>Asset Management</b>								
20065	8100 Warden Facility Repair and/or Replacement Projects	337,800		337,800				
20066	Accessibility Retrofit Program	137,700		137,700				
20067	Building Condition Audit - Full Time Staff	144,000		144,000				
20068	Building Envelope/Structural Review	56,100		56,100				
20069	Civic Centre Repair and/or Replacement Projects	345,000		345,000				
20070	Corporate Security Operations & System Replacements	701,700		701,700				
20071	Designated Substances Management	69,400		69,400				
20072	Fire Facilities Repair and/or Replacement Projects	233,200		233,200				
20073	Fire Station Signs - Phase 2 of 2	121,400		121,400				
20074	Library Facilities Repair and/or Replacement Projects	127,700		127,700				
20075	Municipal Building Backflow Prevention Testing	20,400		20,400				
20076	Operations Facilities Repair and/or Replacement Projects	764,500		764,500				
20077	Operations Fuel Sites Monitoring	75,200		75,200				
20078	Other Facilities Repair and/or Replacement Projects	211,300		211,300				
20081	Recycling Depots Repair and/or Replacement Projects	31,300		31,300				
20082	Roofing Maintenance and Repair	143,400		143,400				
20083	Roofing Replacement Projects	410,700		410,700				
20084	Satellite Community Centre Repair and/or Replacement	143,200		143,200				
20085	Tennis Clubhouse Repair and/or Replacement Projects	38,600		23,780			14,820	Tennis Club
	<b>TOTAL Asset Management</b>	<b>4,112,600</b>	-	<b>4,097,780</b>	-	-	<b>14,820</b>	
	<b>TOTAL Corporate Services</b>	<b>8,581,000</b>	<b>85,000</b>	<b>6,568,880</b>	<b>1,045,080</b>	-	<b>882,040</b>	
<b>Community &amp; Fire Services</b>								
<b>Fire &amp; Emergency Services</b>								
20086	Air Cylinders 45+ Minutes Replacement	88,600		88,600				
20087	Bunker Gear Replacement	168,900		168,900				
20088	Defibrillator & Accessories Replacement	75,300		75,300				
20089	Firefighting Tools & Equipment Replacement	100,000		100,000				
20090	Hazardous Materials - Decontamination Tent	20,900		20,900				
20091	Hose Rolling Equipment Replacement	12,300		12,300				
20092	Rapid Intervention Rescue Packs Replacement	8,700		8,700				

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#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other	Description of Other Funding
20093	Replacement of Equipment due to Staff Retirements	95,300		95,300				
20094	Rescue Equipment - Powered Hydraulics Replacement	93,500		93,500				
20095	Rescue Equipment - Water Rescue Equipment Replacement	42,600		42,600				
<b><u>TOTAL Fire &amp; Emergency Services</u></b>		<b>706,100</b>	-	<b>706,100</b>	-	-	-	
<b><i>Recreation Services</i></b>								
20096	Angus Glen C.C. Arena Condenser Replacement	203,500		203,500				
20097	Angus Glen C.C. Flooring Replacement	75,700		75,700				
20098	Angus Glen C.C. Gym Curtain Replacement	34,600		34,600				
20099	Angus Glen C.C. Lifeguard Chair Replacement	9,300		9,300				
20100	Angus Glen C.C. Rooftop Condenser Replacement	132,300		132,300				
20101	Armadale C.C. Fire Prevention System Replacement	218,500		218,500				
20102	Armadale C.C. Millwork Replacement	132,200		132,200				
20103	Armadale C.C. Rooftop Unit Replacement	136,600		136,600				
20104	Centennial C.C. Gas Monitors Replacement	10,000		10,000				
20105	Centennial C.C. HVAC Replacement	56,000		56,000				
20106	Centennial C.C. Pool Equipment Replacement	21,500		21,500				
20107	Centennial C.C. Saunas Replacement	17,200		17,200				
20108	Centennial C.C. Surge Drum Replacement	37,000		37,000				
20109	Centennial C.C. Washroom Heater Replacement	6,400		6,400				
20110	Clatworthy Arena Brine Pump Replacement	23,400		23,400				
20111	Cornell C.C. Aerial Platform Replacement	19,700		19,700				
20112	Cornell C.C. CO2 Controller Replacement	9,300		9,300				
20113	Cornell C.C. Drinking Fountains Replacement	15,000		15,000				
20114	Cornell C.C. Floor Grates Replacement	8,000		8,000				
20115	Cornell C.C. Glass Grommets Replacement	21,400		21,400				
20116	Cornell C.C. Library Carpet Replacement	34,000		34,000				
20118	Cornell C.C. Power Washer Replacement	8,400		8,400				
20119	Cornell C.C. Pumps Replacement	84,000		84,000				
20120	Cornell C.C. Shower Valves Replacement	17,200		17,200				
20121	Crosby C.C. Garbage Fence Enclosure Replacement	8,000		8,000				
20122	Crosby C.C. Millwork Replacement	47,600		47,600				
20123	Crosby C.C. Pump Replacement	36,600		36,600				
20124	ECO Camp Chimo Equipment Replacement	35,700		35,700				
20125	Heintzman House Boiler Replacement	24,000		24,000				
20126	Heintzman House Fireplace Gas Insert	7,100		7,100				
20128	Heintzman House Stove Replacement	8,100		8,100				
20129	Markham Village C.C. Ceiling Tile Replacement	13,100		13,100				
20130	Markham Village C.C. Marquee Replacement	14,800		14,800				
20131	Markham Village C.C. Shower Tiles Replacement	36,300		36,300				
20132	Milliken Mills C.C. Arena Boards and Frame Replacement	203,500		203,500				
20133	Milliken Mills C.C. Arena Heat Exchanger Replacement	14,800		14,800				
20134	Milliken Mills C.C. Arena Heater Replacement	24,400		24,400				
20135	Milliken Mills C.C. Arena Pad Replacement	859,900		859,900				

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20136	Milliken Mills C.C. Arena Scoreboard Replacement	15,400		15,400				
20137	Milliken Mills C.C. Arena Spectator Seating Replacement	29,200		29,200				
20138	Milliken Mills C.C. Furnace Replacement	95,100		95,100				
20140	Milliken Mills C.C. Parking Lot Light Replacement	142,500		142,500				
20141	Milliken Mills Soccer Dome Door Replacement	34,100		34,100				
20142	Morgan Pool Equipment Replacement	24,600		24,600				
20143	Morgan Pool Mechanical Replacement	21,800		21,800				
20144	Mt. Joy C.C. Low Emissivity Ceiling Replacement	37,300		37,300				
20145	Mt. Joy C.C. Overhead Doors Replacement	9,800		9,800				
20146	Old Unionville Library Mechanical Replacement	22,400		22,400				
20147	Old Unionville Library Vinyl Tile Replacement	20,400		20,400				
20148	Pan Am Centre Lighting Automation	60,600		60,600				
20149	Pan Am Centre Vestibule	467,300					467,300	From Existing Pan Am Construction
20150	Pan Am Heat Exchanger Reconstruction	28,000		28,000				
20151	Pan Am Pool Equipment Replacement	16,300		16,300				
20152	Recreation AED Program Replacement	18,400		18,400				
20153	Recreation Aquatic Equipment Replacement	85,500		85,500				
20154	Recreation Aquatics Safety Audit	20,400		20,400				
20155	Recreation Autonomous Floor Scrubbers	62,300	38,300	24,000				
20156	Recreation Building Automation System (BAS) Replacement	374,300		374,300				
20157	Recreation Fitness Equipment Replacement	190,300		190,300				
20159	Recreation Painting Projects	134,900		134,900				
20160	Recreation Pool Grouting Replacement	51,900		51,900				
20161	Recreation Program Equipment Replacement	94,400		94,400				
20162	Recreation Rubber Floor Replacement	171,000		171,000				
20163	Recreation Security System Replacement	457,200		457,200				
20164	Recreation Sound System Replacement	50,000		50,000				
20165	Recreation Tables and Chairs Replacement	54,700		54,700				
20166	Rouge River C.C. Pump and Exhaust Fan Replacement	24,900		24,900				
20167	Thornhill C.C. Filter Spa Replacement	10,000		10,000				
20168	Thornhill C.C. Rink Board and Arena Netting Replacement	210,400		210,400				
20169	Thornlea and Clatworthy Shower Replacement	25,900		25,900				
20170	Thornlea Pool Deck Drain Piping Replacement	39,700		39,700				
20171	Unionville Train Station HVAC Replacement	11,000		11,000				
20172	Unionville Train Station Wood Floor Refurbishment	11,000		11,000				
20173	Water Street Senior Centre Facility Improvements	16,700		16,700				
<b>TOTAL Recreation Services</b>		<b>5,804,800</b>	<b>38,300</b>	<b>5,299,200</b>	<b>-</b>	<b>-</b>	<b>467,300</b>	
<b>Markham Public Library</b>								
20174	Customer Service Improvement (E-Resources)	55,000	55,000					
20175	Heritage Garbage Enclosure (Unionville Library)	19,300	19,300					
20176	Library Collections	1,198,400		1,198,400				Note 3
20177	Library Furniture, Equipment & Shelving Replacement	143,800		143,800				

**CITY OF MARKHAM**  
**2020 CAPITAL AND OTHER PROGRAMS BUDGET**  
*by Department*

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other	Description of Other Funding
20178	Markham Centre Library - Phase 1 of 2	71,200			64,080		7,120	Non-DC Growth
<b><u>TOTAL Markham Public Library</u></b>		<b>1,487,700</b>	<b>74,300</b>	<b>1,342,200</b>	<b>64,080</b>	<b>-</b>	<b>7,120</b>	
<b>Operations - Roads</b>								
20179	Asphalt Resurfacing	6,873,800					6,873,800	Gas Tax
20180	Boulevard Repairs	57,300		57,300				
20181	Bridge Structure Preventative Maintenance - Roads	25,300		25,300				
20182	City Owned Entrance Feature Rehabilitation/Replacement	280,800		280,800				
20183	City Owned Fence Replacement Program	128,800		128,800				
20184	Don Mills Storm Channel	15,000		15,000				
20185	Emergency Repairs	174,000		174,000				
20186	Guiderail- Install/Repair/Upgrade	114,800		114,800				
20187	Incremental Growth Related Winter Maintenance Vehicles	450,000			450,000			
20188	Localized Repairs - Curb & Sidewalk	859,200		859,200				
20189	Localized Repairs - Parking Lots	119,200		119,200				
20191	Parking Lots- Rehabilitation	208,600		208,600				
20192	Railway Crossing Rehabilitation -Castlemore	163,600		163,600				
20193	Retaining Wall Repair Program	78,700		78,700				
20194	Storm Water Retention Pond Maintenance Program	51,900		51,900				
<b><u>TOTAL Operations - Roads</u></b>		<b>9,601,000</b>	<b>-</b>	<b>2,277,200</b>	<b>450,000</b>	<b>-</b>	<b>6,873,800</b>	
<b>Operations - Parks</b>								
20195	Backstop and Outfield Fence Replacement at Armadale Pk	39,300		39,300				
20196	Bleachers (Metal) Replacement - Grandview Bleachers	11,200		11,200				
20198	Boulevard/Park Trees Replacement	352,300		352,300				
20199	Bridge Structure Preventative Maintenance in Parks	25,300		25,300				
20200	Cemetery Fence Repair at Thornhill Cemetery	44,100		44,100				
20201	City Park Furniture / Amenities	171,600		171,600				
20202	Court Resurfacing/Reconstruction/Maintenance	403,400		403,400				
20203	Cricket Pitch Outfield Screening Repl. at Yarl Cedarwood	82,400		82,400				
20204	Decorative Fountain Replacement at Swan Lake Pk	84,300		84,300				
20205	Goal Posts Replacement	20,200		20,200				
20206	Huntington Pk Floodlights, Poles & Cross Arms Replacem.	176,500		176,500				
20207	Markham Trees for Tomorrow	122,100	122,100					
20208	Parks Interpretative Signage Implementation - Phase 1 of 3	101,800	101,800					
20211	Recycling Containers Replacement (Yr 3 of 10)	16,600		16,600				
20212	Rejuvenation of Community Centres Landscapes-Year 3 of 3	63,700		63,700				
20213	Relamping & Fixtures Refurbishment	27,000		27,000				
20214	Shade Structure Refurbishment	78,500		78,500				
20215	Sportsfield Maintenance & Reconstruction	137,600		137,600				
20216	Stairway Repairs	247,200		247,200				
20217	Tennis Courts Fence Replacement at Armadale Pk	60,600		60,600				
20218	Tomlinson Waterplay Replacement	337,000		337,000				
<b><u>TOTAL Operations - Parks</u></b>		<b>2,602,700</b>	<b>223,900</b>	<b>2,378,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**CITY OF MARKHAM**  
**2020 CAPITAL AND OTHER PROGRAMS BUDGET**  
*by Department*

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other	Description of Other Funding
<b>Operations - Fleet</b>								
20219	Corporate Fleet Growth - Non-Fleet	10,200			10,200			
20220	Corporate Fleet Refurbishing	37,800		37,800				
20221	Corporate Fleet Replacement - Fire	918,800		918,800				
20222	Corporate Fleet Replacement - Ice Resurfacing Machine	100,200		100,200				
20223	Corporate Fleet Replacement - Non-Fire	710,500		710,500				
20224	Corporate Fleet Replacement - Waterworks	378,400					378,400	Waterworks
20225	New Fleet - Parks	98,900			98,900			
20226	New Fleet - Roads	296,600			296,600			
	<b>TOTAL Operations - Fleet</b>	<b>2,551,400</b>	<b>-</b>	<b>1,767,300</b>	<b>405,700</b>	<b>-</b>	<b>378,400</b>	
<b>Operations - Utility Inspection &amp; Survey</b>								
20227	German Mills Meadow - Equipment Maintenance	110,100		110,100				
20229	Survey Instrument Upgrade/Replacement	18,900		18,900				
20230	Survey Monument Replacement	27,700		27,700				
	<b>TOTAL Operations - Utility Inspection &amp; Survey</b>	<b>156,700</b>	<b>-</b>	<b>156,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Operations - Business &amp; Technical Services</b>								
20231	Growth Related Parks Improvements	438,800			394,920		43,880	Non-DC Growth
20232	Public Realm-Markham's Shared Places Our Spaces	221,600	221,600					
	<b>TOTAL Operations - Business &amp; Technical Services</b>	<b>660,400</b>	<b>221,600</b>	<b>-</b>	<b>394,920</b>	<b>-</b>	<b>43,880</b>	
<b>Environmental Services - Infrastructure</b>								
20233	Bridges and Culverts - Condition Inspection	68,800		68,800				
20234	Confined Space Assessment for Culverts	25,900		25,900				
20235	MNRF Monitoring for Capital Projects at Water Crossings	27,000		27,000				
20236	Storm Sewer Pipes - Rehabilitation	645,100		165,735			479,365	Gas Tax
20237	Storm/Sanitary Sewer & Sanitary Laterals CCTV Inspection	1,585,200		228,200			1,357,000	Waterworks Reserve
20238	Stormwater Pumping Stations - Maintenance	106,300		106,300				
20239	Streetlight Poles & Cable Replacement (Varley Village)	1,828,800		1,828,800				Note 4
20240	Streetlights - Miscellaneous Requests	152,600	152,600					
20241	Streetlights - Pole Condition Inspection Program	92,000		92,000				
20242	Streetlights - Poles Replacement Program	124,200		124,200				
20243	Streetlights - Underground Cable Condition Inspection	187,200		187,200				
20244	Structures Program-Full-time Staff	145,500		145,500				
20245	Structures Rehabilitation (5 Structures) - Design & Const.	457,200		457,200				Note 5
20246	Toogood Dam - Structural Inspection	20,100		20,100				
	<b>TOTAL Environmental Services - Infrastructure</b>	<b>5,465,900</b>	<b>152,600</b>	<b>3,476,935</b>	<b>-</b>	<b>-</b>	<b>1,836,365</b>	
<b>Environmental Services - Stormwater</b>								
20247	German Mills Settlers Park Erosion Protection-Cost Sharing	223,900		223,900				
20248	Oil Grit Separators (OGS) - Inspection and Cleaning	215,400		215,400				

**CITY OF MARKHAM**  
**2020 CAPITAL AND OTHER PROGRAMS BUDGET**  
**by Department**

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other	Description of Other Funding
20249	SWM Pond Cleaning - Ponds ID#25 & ID#67	1,094,200					1,094,200	Gas Tax
20250	Water Quality Improvements and Geese Control	27,600		27,600				
20251	Water Quality Monitoring	27,600		27,600				
<b>TOTAL Environmental Services - Stormwater</b>		<b>1,588,700</b>	<b>-</b>	<b>494,500</b>	<b>-</b>	<b>-</b>	<b>1,094,200</b>	
<b>Environmental Services - Waste</b>								
20253	Incremental Growth Related Waste Management Vehicles	100,000			100,000			
<b>TOTAL Environmental Services - Waste</b>		<b>100,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	
<b>Environmental Services - Waterworks</b>								
20254	Calibration of Water Quality Model	193,400					193,400	Waterworks Reserve
20255	Cathodic Protection of Cast Iron Watermains	378,900					378,900	Waterworks Reserve
20257	CI Watermain Replacement - Construction & CA	5,729,700					5,729,700	Waterworks Reserve
20259	Curb Box Inspection and Replacement Program	614,100					614,100	Waterworks Reserve
20260	I/I Investigation - Carlton Pump Station Catchment Area	101,800					101,800	Waterworks Reserve
20261	Sanitary Sewers - Rehabilitation	910,600					910,600	Waterworks Reserve
20262	Suspended Watermains - Condition Inspection	52,900					52,900	Waterworks Reserve
20263	Update of Wastewater System Hydraulic Model	213,700					213,700	Waterworks Reserve
20264	Wastewater Flow Monitoring - Annual Program	152,600					152,600	Waterworks Reserve
20266	Water Meters - Replacement Program	996,700					996,700	Waterworks Reserve
20267	Waterworks Equipment	73,200					73,200	Waterworks Reserve
20269	DI Watermain CIPP Lining - Construction	680,000					680,000	Waterworks Reserve
<b>TOTAL Environmental Services - Waterworks</b>		<b>10,097,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,097,600</b>	
<b>TOTAL Community &amp; Fire Services</b>		<b>40,823,000</b>	<b>710,700</b>	<b>17,898,935</b>	<b>1,414,700</b>	<b>-</b>	<b>20,798,665</b>	
<b>Corporate Wide</b>								
20268	Corporate Capital Contingency	2,530,200	18,460	419,265	1,746,150		346,325	Various Other Ext'l & Int'l, Note 6
<b>TOTAL Corporate Wide</b>		<b>2,530,200</b>	<b>18,460</b>	<b>419,265</b>	<b>1,746,150</b>	<b>-</b>	<b>346,325</b>	
<b>TOTAL Projects Under Consideration</b>		<b>86,914,000</b>	<b>988,460</b>	<b>26,896,080</b>	<b>32,569,000</b>	<b>-</b>	<b>26,460,460</b>	
<b>Pre-Approved Projects</b>								
<b>Development Services</b>								
<b>Theatre</b>								
20007	Theatre-Courtyard Replacement (Upper & Lower)	20,000		20,000				Note 1
20008	Theatre-Dressing Room Refurbishment	40,000		40,000				Note 2
20009	Theatre-HVAC Quantity Survey	10,200		10,200				
<b>TOTAL Theatre</b>		<b>70,200</b>	<b>-</b>	<b>70,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**CITY OF MARKHAM**  
**2020 CAPITAL AND OTHER PROGRAMS BUDGET**  
*by Department*

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other	Description of Other Funding
<b><u>TOTAL Development Services</u></b>		<b>70,200</b>	<b>-</b>	<b>70,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b><u>Corporate Services</u></b>								
<i>ITS</i>								
20053	E-Ticketing and Payment System Platform Replacement	750,200		750,200				
20060	Enterprise Scheduling Software Solution	183,200		183,200				
<b><u>TOTAL ITS</u></b>		<b>933,400</b>	<b>-</b>	<b>933,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<i>Asset Management</i>								
20079	Parking Lot Light Replacement	490,600		490,600				
20080	PVC Salt Dome Demolition	212,400		212,400				
<b><u>TOTAL Asset Management</u></b>		<b>703,000</b>	<b>-</b>	<b>703,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b><u>TOTAL Corporate Services</u></b>		<b>1,636,400</b>	<b>-</b>	<b>1,636,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b><u>Community &amp; Fire Services</u></b>								
<i>Recreation Services</i>								
20117	Cornell C.C. Parking Garage Rehabilitation Phase 1 of 2	248,900	248,900					
20127	Heintzman House Floor Refinishing	18,100		18,100				
20139	Milliken Mills C.C. Lobby Enhancement	597,100		70,500			526,600	Gas Tax
20158	Recreation Lighting Project Replacement	250,600		250,600				
<b><u>TOTAL Recreation Services</u></b>		<b>1,114,700</b>	<b>248,900</b>	<b>339,200</b>	<b>-</b>	<b>-</b>	<b>526,600</b>	
<i>Markham Public Library</i>								
20176	Library Collections	1,598,200		1,598,200				Note 3
<b><u>TOTAL Markham Public Library</u></b>		<b>1,598,200</b>	<b>-</b>	<b>1,598,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<i>Operations - Parks</i>								
20197	Block Pruning Initiative - Year 1 of 3	1,017,600	1,017,600					
20209	Pathways Resurfacing	139,800		139,800				
20210	Playstructure Replacement	841,900		841,900				
<b><u>TOTAL Operations - Parks</u></b>		<b>1,999,300</b>	<b>1,017,600</b>	<b>981,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<i>Operations - Utility Inspection &amp; Survey</i>								
20228	German Mills Meadow - Environmental Monitoring Program	330,400		330,400				
<b><u>TOTAL Operations - Utility Inspection &amp; Survey</u></b>		<b>330,400</b>	<b>-</b>	<b>330,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<i>ES - Infrastructure</i>								
20239	Streetlight Poles & Cable Replacement (Varley Village)	362,000		362,000				Note 4
20245	Structures Rehabilitation (5 Structures) - Design & Const.	150,000		150,000				Note 5

**CITY OF MARKHAM**  
**2020 CAPITAL AND OTHER PROGRAMS BUDGET**  
*by Department*

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other	Description of Other Funding
<b><u>TOTAL ES - Infrastructure</u></b>		<b>512,000</b>	<b>-</b>	<b>512,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>ES - Stormwater</b>								
20252	West Thornhill Flood Control Implementation - Ph 3A Cons.	10,868,900					10,868,900	Gas Tax and Stormwater Reserve
<b><u>TOTAL ES - Stormwater</u></b>		<b>10,868,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,868,900</b>	
<b>ES - Waterworks</b>								
20256	CI Watermain Rehabilitation - Design	437,100					437,100	Waterworks Reserve
20258	CI Watermain Replacement-West Thornhill Ph 3A	5,897,500					5,897,500	Waterworks Reserve
20265	Wastewater System Instruments - Replacement	15,300					15,300	Waterworks Reserve
<b><u>TOTAL ES - Waterworks</u></b>		<b>6,349,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,349,900</b>	
<b><u>TOTAL Community &amp; Fire Services</u></b>		<b>22,773,400</b>	<b>1,266,500</b>	<b>3,761,500</b>	<b>-</b>	<b>-</b>	<b>17,745,400</b>	
<b>Corporate Wide</b>								
<b>Corporate Wide</b>								
20268	Corporate Capital Contingency	94,000	11,000	31,400			51,600	Gas Tax; Note 6
<b><u>TOTAL Corporate Wide</u></b>		<b>94,000</b>	<b>11,000</b>	<b>31,400</b>	<b>-</b>	<b>-</b>	<b>51,600</b>	
<b><u>TOTAL Pre-Approval</u></b>		<b>24,574,000</b>	<b>1,277,500</b>	<b>5,499,500</b>	<b>-</b>	<b>-</b>	<b>17,797,000</b>	
<b><u>TOTAL Projects</u></b>		<b>111,488,000</b>	<b>2,265,960</b>	<b>32,395,580</b>	<b>32,569,000</b>	<b>-</b>	<b>44,257,460</b>	

**Notes:**

- 1) The overall project budget is \$223,900. The pre-approval request of \$20,000 is for consulting work only.
- 2) The overall project budget is \$290,700. The pre-approval request of \$40,000 is for consulting work only.
- 3) The overall project budget is \$2,796,600. The pre-approval request of \$1,598,200 is to ensure there is no gap in the supply of library materials in Q1, 2020.
- 4) The overall project budget is \$2,190,800. The pre-approval request of \$362,000 is for design work only.
- 5) The overall project budget is \$607,200. The pre-approval request of \$150,000 is for design work only.
- 6) The overall project budget is \$2,685,300. The pre-approval request of \$94,000 represents the contingency amounts required for all project pre-approval requests.

**CITY OF MARKHAM - 2020 OPERATING BUDGET**  
**Planning & Design**

<u>Description</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2020 Bud. vs. 2019 Bud.</u>	
			<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<b><u>Revenues</u></b>				
USER FEES & SERVICE CHARGES	\$11,863,445	\$10,568,647	(\$1,294,798)	-10.9%
<b>Total Revenues</b>	<b>\$11,863,445</b>	<b>\$10,568,647</b>	<b>(\$1,294,798)</b>	<b>-10.9%</b>
<b><u>Expenses</u></b>				
SALARIES AND BENEFITS	\$7,074,075	\$7,072,779	(\$1,296)	0.0%
PRINTING & OFFICE SUPPLIES	35,200	35,200	0	0.0%
OPERATING MATERIALS & SUPPLIES	5,500	5,500	0	0.0%
COMMUNICATIONS	12,000	12,000	0	0.0%
TRAVEL EXPENSES	35,800	35,800	0	0.0%
TRAINING	15,000	15,000	0	0.0%
CONTRACTS & SERVICE AGREEMENTS	2,527,248	2,689,778	162,530	6.4%
RENTAL/LEASE	500	500	0	0.0%
PROFESSIONAL SERVICES	16,637	16,637	0	0.0%
LICENCES, PERMITS, FEES	41,000	41,000	0	0.0%
CREDIT CARD SERVICE CHARGES	20,000	20,000	0	0.0%
PROMOTION & ADVERTISING	6,000	6,000	0	0.0%
OTHER EXPENSES	3,800	3,800	0	0.0%
<b>Total Expenses</b>	<b>\$9,792,760</b>	<b>\$9,953,994</b>	<b>\$161,234</b>	<b>1.6%</b>
<b>Surplus Before Transfer to Reserve</b>	<b>\$2,070,685</b>	<b>\$614,653</b>	<b>(\$1,456,032)</b>	<b>-70.3%</b>
TRANSFER TO RESERVE	(2,070,685)	(614,653)	1,456,032	-70.3%
<b>Net Expenditures/ (Revenues)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

**CITY OF MARKHAM - 2020 OPERATING BUDGET****Engineering**

<b>Description</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2020 Bud. vs. 2019 Bud.</b>	
			<b>\$ Incr./ (Decr.)</b>	<b>% Change</b>
<b>Revenues</b>				
USER FEES & SERVICE CHARGES	\$8,748,375	\$8,603,101	(\$145,274)	-1.7%
RECOVERIES & CONTRIBUTIONS	184,372	184,372	0	0.0%
<b>Total Revenues</b>	<b>\$8,932,747</b>	<b>\$8,787,473</b>	<b>(\$145,274)</b>	<b>-1.6%</b>
<b>Expenses</b>				
SALARIES AND BENEFITS	\$5,513,941	\$5,704,960	\$191,019	3.5%
PRINTING & OFFICE SUPPLIES	21,500	21,500	0	0.0%
OPERATING MATERIALS & SUPPLIES	11,800	11,800	0	0.0%
COMMUNICATIONS	22,100	22,100	0	0.0%
TRAVEL EXPENSES	15,000	15,000	0	0.0%
TRAINING	16,000	16,000	0	0.0%
CONTRACTS & SERVICE AGREEMENTS	2,583,811	2,795,678	211,867	8.2%
MAINTENANCE & REPAIR	500	500	0	0.0%
RENTAL/LEASE	5,000	5,000	0	0.0%
PROFESSIONAL SERVICES	18,600	18,600	0	0.0%
LICENCES, PERMITS, FEES	32,222	32,222	0	0.0%
CREDIT CARD SERVICE CHARGES	15,000	15,000	0	0.0%
PROMOTION & ADVERTISING	2,000	2,000	0	0.0%
OTHER EXPENSES	1,500	1,500	0	0.0%
<b>Total Expenses</b>	<b>\$8,258,974</b>	<b>\$8,661,860</b>	<b>\$402,886</b>	<b>4.9%</b>
<b>Surplus Before Transfer to Reserve</b>	<b>\$673,773</b>	<b>\$125,613</b>	<b>(\$548,160)</b>	<b>-81.4%</b>
TRANSFER TO RESERVE	(673,773)	(125,613)	548,160	-81.4%
<b>Net Expenditures/ (Revenues)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

**CITY OF MARKHAM - 2020 OPERATING BUDGET**  
**Building Standards**

<b>Description</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2020 Bud. vs. 2019 Bud.</b>	
			<b>\$ Incr./ (Decr.)</b>	<b>% Change</b>
<b>Revenues</b>				
LICENCES & PERMITS	\$7,920,336	\$7,070,456	(\$849,880)	-10.7%
USER FEES & SERVICE CHARGES	30,140	70,020	39,880	132.3%
<b>Total Revenues</b>	<b>\$7,950,476</b>	<b>\$7,140,476</b>	<b>(\$810,000)</b>	<b>-10.2%</b>
<b>Expenses</b>				
SALARIES AND BENEFITS	\$6,228,609	\$6,284,644	\$56,035	0.9%
PRINTING & OFFICE SUPPLIES	51,000	51,000	0	0.0%
OPERATING MATERIALS & SUPPLIES	20,000	20,000	0	0.0%
COMMUNICATIONS	30,550	30,550	0	0.0%
TRAVEL EXPENSES	6,000	6,000	0	0.0%
TRAINING	34,000	34,000	0	0.0%
CONTRACTS & SERVICE AGREEMENTS	2,861,716	3,008,361	146,645	5.1%
PROFESSIONAL SERVICES	8,500	8,500	0	0.0%
LICENCES, PERMITS, FEES	27,500	27,500	0	0.0%
CREDIT CARD SERVICE CHARGES	57,840	57,840	0	0.0%
PROMOTION & ADVERTISING	6,490	6,490	0	0.0%
<b>Total Expenses</b>	<b>\$9,332,205</b>	<b>\$9,534,885</b>	<b>\$202,680</b>	<b>2.2%</b>
<b>Deficit Before Draw From Reserve</b>	<b>(\$1,381,729)</b>	<b>(\$2,394,409)</b>	<b>(\$1,012,680)</b>	<b>73.3%</b>
DRAW FROM RESERVE	1,381,729	2,394,409	1,012,680	73.3%
<b>Net Expenditures/ (Revenues)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

**CITY OF MARKHAM - 2020 OPERATING BUDGET****Waterworks**

<b>Description</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2020 Bud. vs. 2019 Bud.</b>	
			<b>\$ Incr./ (Decr.)</b>	<b>% Change</b>
<b>Revenues</b>				
BILLINGS	\$130,507,201	\$139,256,619	\$8,749,418	6.7%
USER FEES & SERVICE CHARGES	533,050	533,050	0	0.0%
SALES	566,650	566,650	0	0.0%
RECOVERIES & CONTRIBUTIONS	299,655	299,655	0	0.0%
OTHER REVENUE	14,000	14,000	0	0.0%
<b>Total Revenues</b>	<b>\$131,920,556</b>	<b>\$140,669,974</b>	<b>\$8,749,418</b>	<b>6.6%</b>
<b>Expenses</b>				
SALARIES AND BENEFITS	\$7,855,584	\$8,019,917	\$164,333	2.1%
PRINTING & OFFICE SUPPLIES	33,800	33,800	0	0.0%
OPERATING MATERIALS & SUPPLIES	248,372	122,105	(126,267)	-50.8%
CONSTRUCTION MATERIALS	586,869	594,097	7,228	1.2%
UTILITIES	55,804	55,804	0	0.0%
COMMUNICATIONS	74,148	74,148	0	0.0%
TRAVEL EXPENSES	46,500	46,500	0	0.0%
TRAINING	60,483	60,483	0	0.0%
CONTRACTS & SERVICE AGREEMENTS	3,248,140	3,272,435	24,295	0.7%
MAINTENANCE & REPAIRS	486,576	486,640	64	0.0%
RENTAL/LEASE	5,600	5,600	0	0.0%
PROFESSIONAL SERVICES	116,500	116,500	0	0.0%
LICENCES, PERMITS, FEES	50,000	50,000	0	0.0%
CREDIT CARD SERVICE CHARGES	1,250	1,250	0	0.0%
CONTRACTED MUNICIPAL SERVICES	101,044,615	109,352,071	8,307,456	8.2%
OTHER PURCHASED SERVICES	2,720,449	2,754,636	34,187	1.3%
WRITE-OFFS	5,000	5,000	0	0.0%
<b>Total Expenses</b>	<b>\$116,639,690</b>	<b>\$125,050,986</b>	<b>\$8,411,296</b>	<b>7.2%</b>
<b>Surplus Before Transfer To Reserve</b>	<b>\$15,280,866</b>	<b>\$15,618,988</b>	<b>\$338,122</b>	<b>2.2%</b>
TRANSFER TO RESERVES	(15,280,866)	(15,618,988)	(338,122)	2.2%
<b>Net Expenditures/ (Revenues)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>