City of Markham

2026 Budget

Markham Racing Forward

MARKHAM

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Corporation of the City of Markham Ontario

For the Fiscal Year Beginning

January 01, 2025

Christopher P. Morrill

Executive Director

TABLE OF CONTENTS

Section	Page
Executive Summary	1
1. City Overview	
Markham Street Map	18
Markham Coat of Arms and Motto	19
Markham Council	20
Organizational Structure	21
2026 Budget Full Time Complement	22
History of Markham	25
Economic Profile	27
Financial Report Card	39
New Dwelling Units and Construction Values	40
2. Corporate Strategic Plan	
Strategic Plan and Initiatives – Building Markham's Future Together	41
Goal 1 – Exceptional Services by Exceptional People	47
Goal 2 – Engaged, Diverse, Thriving and Vibrant City	48
Goal 3 – Safe, Sustainable and Complete Community	50
Goal 4 – Stewardship of Money and Resources	52
3. 2026 Budget	
2026 Budgeting Process	56
2026 Budget Overview	58
2026 Operating Budget by Account	61
Relationship Between Functional Units, Major & Non-Major Funds	62
2026 Corporate-Wide Budget and Consolidated Budget by Department	64
3a. Funds Summary	
Summary of Funds	68
Reserves	
Description of Reserves	70
Continuity Schedule	72

Section	Page
Explanation of Changes	73
2024 to 2026 Summary of Reserve and Reserve Funds	74
Trust Funds & Description	75
3b. 2026 Operating Budget	
Operating Budget Overview	76
Operating Budget Revenues	77
Operating Budget Expenditures	79
2026 Operating Budget Schedule - Consolidated	80
2026 Operating Budget Summary - Revenues	81
2026 Operating Budget Summary - Expenditures	82
Long Term Operating Budget Forecast	83
3c. 2026 Capital Budget	
Capital Budget Overview	95
2026 Capital Budget by Department and by Funding Source	97
2026 Capital Budget Other Reserves Breakdown	98
2026 Capital Induced Operating Costs / Savings	99
Long Term Capital Budget Forecast	102
2026 Capital Budget Project Listing	104
Capital Project Requests for Projects Over $1 Million	110
3d. Building Standards, Planning & Design, Engineering and Waterworks Budget	
Building Standards Budget	164
Planning & Design Budget	167
Engineering Budget	170
Waterworks Budget	173
4. Budget Policies and Guidelines	
Financial Policies Summary	176

Section	Page
5. Commission Overview	
Business Plans Introduction	178
Mayor and Council	181
Office of the Chief Administrative Officer	182
Corporate Communications	188
Fire and Emergency Services	194
Legal Services	202
People Services	212
Economic Growth, Culture and Entrepreneurship	221
Corporate Services	238
By-law and Regulatory Services	243
Financial Services	255
Information Technology Services	269
Legislative Services	282
Sustainability and Asset Management	296
Development Services	310
Building Standards	316
Engineering	328
Planning and Urban Design	349
Traffic Operations	372
Community Services	373
Environmental Services - Infrastructure	380
Environmental Services – Waste Management and Waterworks	381
Markham Public Library	396
Operations	404
Recreation Services	425
6. Glossary	
Acronyms	438
Glossary of Terms	441

Section	Page
7. Appendices	
Appendix 1 – Financial Planning and Budgeting Policy	445
Appendix 2 – Capital Budget Control Policy	456
Appendix 3 – Investment Policy	465
Appendix 4 – Development Charge Borrowing Policy	479
Appendix 5 – Investment Interest Allocation Policy	482
Appendix 6 – Reserve Policy	487
Appendix 7 – Debt Policy	491
Appendix 8 – Expenditure Control Policy	493
Appendix 9 – Tangible Capital Assets Policy	505

Note: The City of Markham 2026 Budget Report has been revised to correct for all instances herein where the Operating Budget for Building Standards was previously misstated, and now correctly states the higher of Revenues and Expenses. All corresponding text, schedules, and figures have been updated to reflect this correction.

2026 EXECUTIVE SUMMARY

Markham Is More

The City of Markham is a thriving and vibrant city, located in the Region of York within the Greater Toronto Area (GTA). With a population of more than 370,000, Markham is the largest of nine communities in York Region and is home to over 650 company headquarters and more than 900 high tech and life science companies. Markham is a leader in attracting foreign direct investment, with more than 234 foreign companies located in the city. Founded in the 1790s, Markham is one of Canada's most diverse communities and enjoys a rich cultural heritage.

Budget 2026: Markham Racing Forward

The City of Markham knows how to get things across the finish line. Since 2022, Markham has invested $680M across 1,036 capital projects, with an average of 675 active projects underway each year. These range from road resurfacing and flood mitigation to new parks, refurbished playgrounds, and the construction of major community facilities. The majority of Markham's capital projects are significant initiatives, spanning multiple years and requiring extensive planning. Of the current active major projects, 67% of the budget is already spent, reflecting steady progress. Markham also has a strong track record of delivery, with 85% of annual or minor projects completed on time and within closure deadlines

Racing forward, Markham's 2026 Budget builds upon the 2025 Budget theme of achieving a Markham milestone, which celebrated the lowest 20-year average tax rate in the GTA, by extending this trend to 21 years. In 2025, Markham continued to deliver a full range of award-winning programs and services that residents and customers have come to expect and enjoy.

This included:

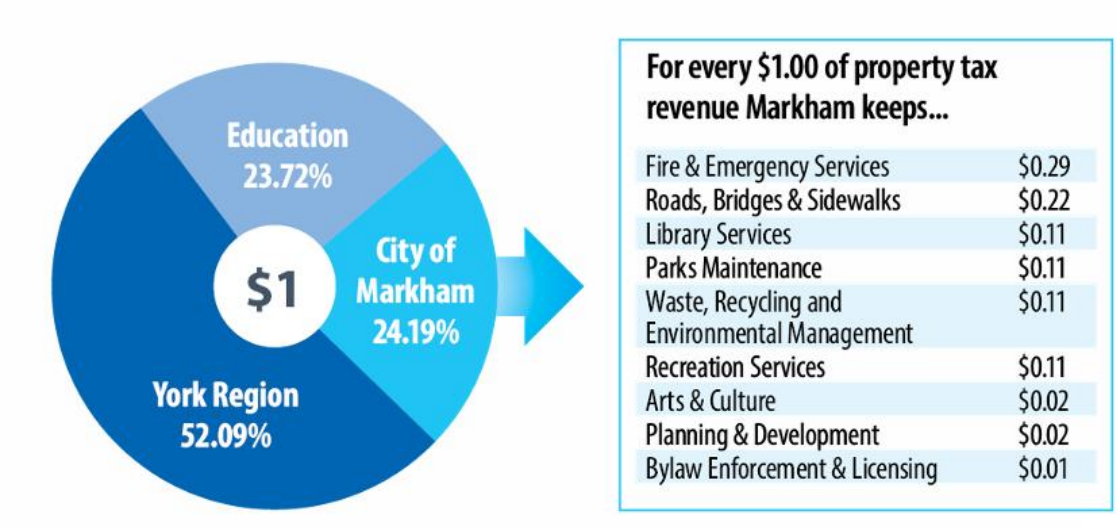
- Completion of three major community centre retrofit projects,
- Introduction of new innovative library programs,
- Continued road repair and rehabilitation of the City's road network,
- Ongoing Flood Control programs, New watermain design and construction,
- Issuance of more than 3,500 new residential building and occupancy permits,
- Construction of 17 new parks totaling 85 acres,
- Replacing and refurbishing 37 playgrounds,
- 3-year hosting agreement with the Little Native Hockey League (LNHL) Hockey tournament, and
- Successful delivery of 84 city-organized events and activities, including park openings, flag raisings, and media events.

As the City of Markham "revs up" to host the 2026 Ontario Honda Dealer's Indy, the largest sports and cultural celebration in York Region's history, the 2026 Mayor's Budget

TOC

is focused on addressing the diverse needs of our growing community during challenging times. The Operating Budget of $306.1M supports delivery of programs for Markham residents including recreation, libraries, waste collection, fire services and winter maintenance. Rising inflation, the increased threat of foreign tariffs, potential supply chain disruptions, a looming recession, and unprecedented legislative changes have created financial pressures and uncertainties. Through prudent financial planning, a focus on future oriented growth and development, and comprehensive Life Cycle asset management, the 2026 property tax rate increase is consistent with the City's historical average tax rate increases. This forward-thinking approach will ensure the continued delivery of high-quality City services that residents have come to expect, while maintaining fiscal responsibility.

Markham has maintained the lowest average tax rate increase in the GTA over the past 21 years. The tax rate increase for 2026 is 3.90%, including a 0.9% infrastructure investment. For the average home in Markham, this represents an increase of $54.99 on the City portion of the tax bill.



Allocation of Property Tax Dollars

In addition to delivering the above services, as Canada's most diverse city, Markham strives to be safe, accessible and inclusive. The 2026 Budget supports ongoing initiatives identified in Markham's Active Transportation Master Plan, the Multi-Year Accessibility Plan, as well as capital projects that are focused on improving safety and accessibility in City facilities and public spaces. Continuing the City's focus on celebrating cultural diversity, Markham substantially increased the 2026 budget for community events and programs through its Celebrate Markham Grant Program. The City takes pride in our resilient economy, award-winning planning, programs and services, and rich history and culture.

TOC

Markham is responsible, resilient, innovative, inclusive and managing growth.

The City continues to invest in infrastructure to support the Provincial target of building 44,000 homes in Markham over the next 8 years, while ensuring the City's $17.5B in collective assets continue to be in a state of good repair so that Markham remains a great place to live, work and play.

Markham shares a commitment with other levels of government in supporting the advancement of new housing. A new long-term permanent municipal funding framework will be needed to maintain service levels and fund critical infrastructure projects which support new growth. Markham supports the principle that "growth should pay for growth" with respect to new development.

Markham continues to make critical capital investments in the City's infrastructure, including improving the road and pedestrian network and building strong and resilient neigbourhoods. Funding has been earmarked for Markham's multi-year Flood Control Program, including the continuation of the storm sewer system upgrades.

In order to ensure that the City's assets are in a state of good repair, Markham makes prudent investments in the rehabilitation and replacement and of day-to-day assets such as fleet vehicles and community centre equipment. In response to community feedback and to enhance its services, Markham Public Library collections and e-resources are renewed each year to support Markham's diverse community and membership interests.

The 2025 Corporate Asset Management Plan highlights that Markham's Life Cycle Reserve requires additional funding to sustain current service levels. To address this, the City is ramping up to a 1% dedicated infrastructure investment, which will need to be increased further as infrastructure continues to age. This will ensure our assets remain in a state of good repair and continue to serve residents reliably into the future.

In addition to the 2026 Capital Budget of $160.4M, in the fall of 2025, Council proactively approved $4.3M for 11 key projects to ensure timely commencement, and completion in 2026, as applicable. These included Phase 2 Design of the Markham Village Flood Control project, Markham Theatre stage floor replacement, reforestation projects on City-owned natural areas, playground replacements, Accessibility for Ontarians with Disabilities Act (AODA) playground refurbishments, as well as roofing replacements, and the German Mills Meadow Environmental Monitoring Program.

The City of Markham is a leader in taking action against climate change, dedicating funding to improve energy efficiency, growing green spaces and reducing greenhouse gas (GHG) to meet its target of net-zero emissions by 2050. Markham is a recognized leader in innovation and will continue to prioritize technology initiatives that enhance customer experience, improve services and drive efficiencies. The 2026 Budget supports the City's green spaces by intensifying the tree canopy and enhancing playground

TOC

accessibility. New EV chargers have also been installed at various City facilities to support green fleet operations.

The City of Markham delivers exceptional services by exceptional people and the City has once again been recognized as one of Canada's top employers in Forbes' 2026 report. Markham has also been recognized for its transparent, informative and accessible budget process by the C.D. Howe Institute. C.D. Howe is a Canadian, non-partisan research institute covering areas of public policy, including public governance and accountability. The City scored strong marks in the C.D. Howe Institute's annual report card on municipal fiscal transparency, "Show Us Our Money: Fiscal Accountability in Canada's Cities, 2024." Markham's score places the City amongst the Top 5 large Canadian municipalities for municipal fiscal accountability and transparency.

The City of Markham also has the distinction of being consistently honoured with the GFOA Distinguished Budget Presentation Award and the Canadian Award for Financial Reporting, awards the City has won for 25 years consecutively since 2001.

The City of Markham received the 2025 Gold Hermes Creative Print Media/Publications/Book Award for the 2025 Budget book titled, "Budget 2025: A Markham Milestone". Hermes Creative awards is an international competition that receives thousands of entries each year. The Gold Award is presented to entries judged to be among the most outstanding entries in the competition, recognizing the award winners for their excellence in terms of quality, creativity and resourcefulness.

The City of Markham has been selected as a Finalist in the 2026 International Data Corporate (IDC) Smart Cities Awards Civic Engagement category, recognizing the City's investment in and development of the Heritage Application, the website Chatbot, and the newly launched website platform. This combination of investments has positioned Markham for enhanced engagement with its constituents, further strengthening the bond with residents, businesses, and visitors.

2026 BUDGET PROCESS

Overview: Strong Mayors, Building Homes Act, 2022

As of June 16, 2023, the Province of Ontario expanded the *Strong Mayors. Building Homes Act, 2022 Act* to the Mayors of twenty-six Ontario municipalities, including the City of Markham. Under these new powers, the Mayor of Markham made changes to the standardized budget process for the 2024 fiscal year. Specifically, the new process did not require a formal Budget Committee, as was the case in prior years. Consultations with Councillors and the public occurred in line with the established timeline.

The *Strong Mayors Act* sets out a framework within a fifty-five-day window after tabling of the Mayor's Budget. Once tabled, the first thirty days of this window are allocated for review and proposal of amendments to the tabled budget by Members of Council. This is followed by a ten-day period for the Head of Council to consider and potentially veto any of the proposed amendments. Following the veto period, the final fifteen days are for

TOC

Council to vote on any overrides to the Head of Council's veto through a majority vote (if necessary). If no amendments are raised during the first thirty-day period, the budget is deemed to be adopted.

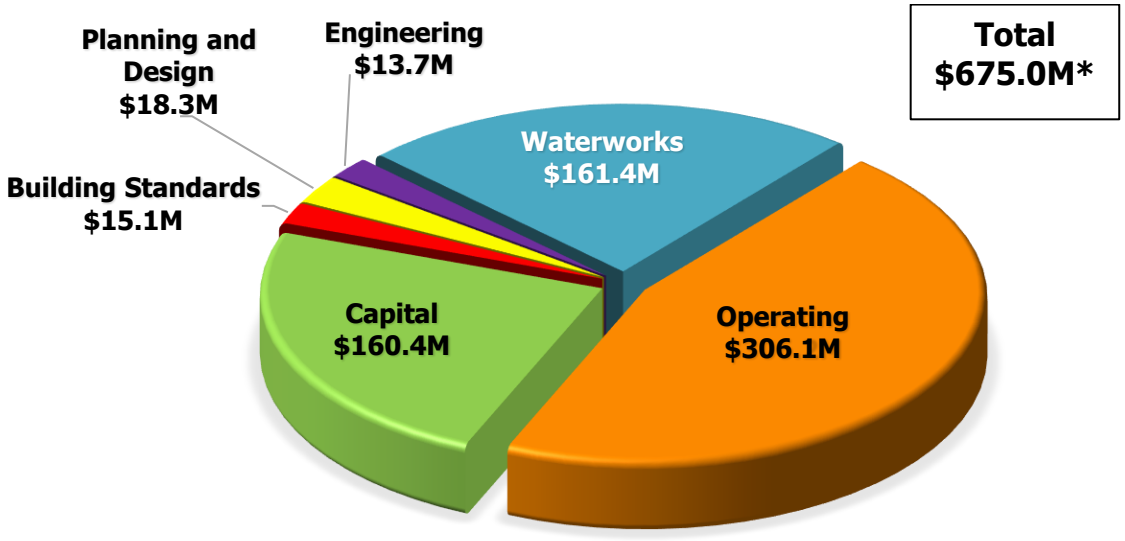
Markham's 2026 Budget Process Under The Strong Mayor Powers Act

The 2026 Budget process was initiated with a fiscal scan that identified economic pressures. Based on this and other considerations, a draft of budget pressures and mitigations was developed. Early in the process, priorities were set, aligning the City's corporate goals to departmental budget requests, as well as Markham's strategic plan.

These requests were submitted to senior staff for review and subsequently presented to the Commissioners, the CAO, and the Mayor. Although not required under the legislation, the Mayor held briefings with Members of Council to update them and solicit feedback on operating and capital funding requirements, for consideration prior to the tabling of the budget. Under the legislative framework, as a result of new authorities and responsibilities assigned to Heads of Council under the *Municipal Act,* the Mayor tabled the 2026 Budget Book and corresponding schedules on October 1, 2025. Thirty days were allocated for Council to review and propose changes, with a public meeting held on October 9, 2025.

Given there were no amendments raised during the first thirty days, there was no requirement for vetoes or overrides, and the 2026 budget of $675.0M* was deemed adopted on October 31, 2025 at a special Council meeting.

The major components of the 2026 budget are:



* The 2026 Budget Book identified the total 2026 Budget as $677.9M. Post budget tabling, offsetting adjustments were made to the 2025 and 2026 Operating Budgets ($3.2M) to account for the decrease in Hydro revenue (which was a flowthrough in the budget). In addition, post budget tabling, offsetting adjustments were made to Planning and Design ($0.5M), Building Standards ($0.4M) Engineering ($0.3M), and Waterworks (-$0.9M) budget in order to account for $0.3M in net indirect expenses related to salaries and benefits. In all cases, because the adjustments made had a corresponding offsetting adjustment, they did not impact the City's balanced budget or the adopted tax levy increase for 2026.

The 2026 budget maintains Markham's exceptional services by exceptional people. It also continues to provide investment in Council-approved priority areas and in our Life Cycle program, which ensures sufficient funds are available for the repair and replacement of City assets for the next 25 years.

Budget 2026 also provides for the expansion of our flood control program to Markham Village to protect our older neighborhoods. This comes after years of progress in the community of Thornhill.

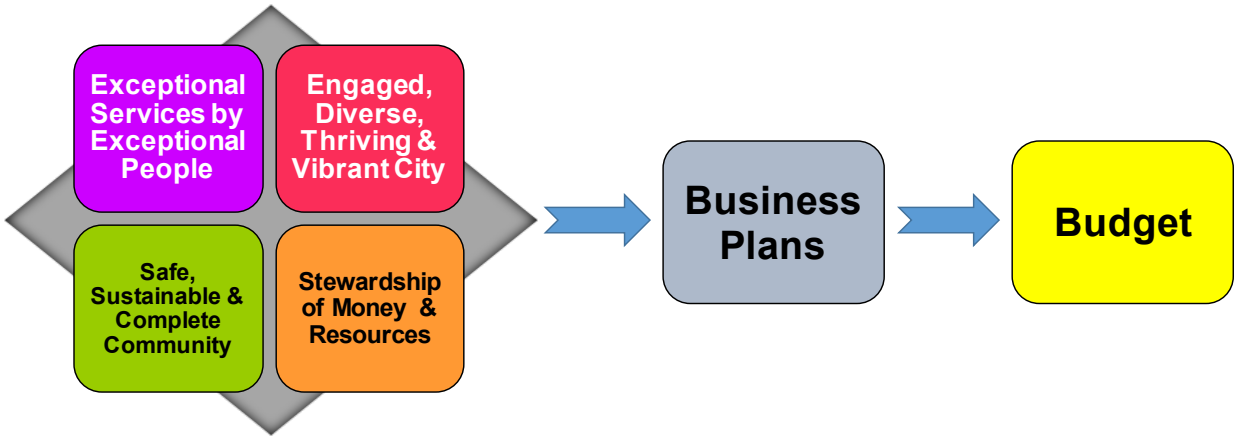
Markham is proactively managing growth and is steadfast on its investments for new infrastructure to build complete, safe and connected communities. Budget 2026 improves our roads to get people moving while also making important safety enhancements for pedestrians. Launched in May 2024, Markham's Vision Zero Road Safety Plan will study collision data and engage via public consultation with the goal of eliminating traffic fatalities and serious injuries on our roadways. The City has 79 designated pedestrian cross-overs (PXOs) with appropriate signage, and Budget 2026 will continue to invest in this important safety program.

Additional information on key 2026 Budget initiatives can be found in the 2026 Budget Book. Available online at: Markham Racing Forward, City of Markham Budget 2026, 2nd Edition

Building Markham's Future Together (BMFT)

Building Markham's Future Together 2020-2026 (BMFT), the City's Strategic Plan, is the blueprint for Council and Senior Management to make informed and strategic decisions about the City's future to ensure its success.

In the plan, there are four strategic goals, and the goals directly relate to all projects undertaken by staff. The annual budget is an action item under Stewardship of Money and Resources. The strategic plan guides the business planning process which takes place at the beginning of each year when departments develop their business plans. The business plans then form the basis for the budget.



Every year, the budget process includes a robust communication plan to reach out to the residents for their input. With regards to public engagement for Budget 2026, a public consultation meeting was held on October 9, 2025 to obtain feedback and views from residents about the proposed budget.

In addition to the public consultation, the website http://yourvoicemarkham.ca provided a centralized forum for members of the public to review capital projects details, contribute ideas, and provide feedback throughout the budget planning cycle.

Markham distinguishes itself from other municipalities with its Life Cycle Reserve Study and Waterworks Reserve Study. We are a growing city, building or assuming about $80M of new assets each year. Over the life of those assets, we will need to perform capital repairs, rehabilitation, replacements and preventive maintenance. Markham's ongoing annual investments ensures the required funds are available to maintain City assets. The adequacy of the Life Cycle reserve and Waterworks reserve is reviewed every year using a rolling 25-year planning horizon.

2026 Budget Pressures

As part of the 2026 fiscal analysis, City staff assessed key 2026 economic drivers, and identified approximately $13.2M in budgetary pressures made up of three components:

Operating Expenditure Impact

$13.2M

Equivalent to a gross tax rate increase of 7.0%.

1. **Personnel** budgetary pressures totaled $14.3M and resulted from collective agreements, cost of living adjustments, job evaluations, grid movements for full-time and part-time staff, and new staffing requests.

2. **Growth** budgetary pressures totaled $3.6M and resulted from:

   - New parks design and construction
   - Water system and water meter replacement and upgrade programs
   - Facility improvements for recreation, culture & library
   - Continuation of the flood control program in West Thornhill, and expansion into Markham Village

TOC

- Asphalt resurfacing
- Streetlight design /construction repair /replacement
- Increase to library collections and new sidewalks.

Contributions to the capital program and capital induced costs are also included in the budget to support growth.

3. **Municipal Contracts & Service Agreements** budgetary pressures, taking into account inflationary increases, totaled a net *decrease* of $4.7M and resulted primarily from the transfer of the Blue Box Recycling Program to an external entity.

Additional Budget Pressures: Infrastructure

Life Cycle and Waterworks reserve studies are updated annually to determine the adequacy of the reserves for future replacement of existing assets against projected inflows.

Infrastructure pressures were identified in the following areas:

A. Life Cycle Reserve Study
   - Replacement of existing and new assets
   - Identified need for a 0.9% infrastructure investment in 2026
   - Includes a Council approved phase-in of an additional 0.1% infrastructure investment each year to ramp up the annual incremental infrastructure investment to 1% per year by 2027.

B. Development Charges Background Study
   - Non-growth portion of City-wide hard and soft service capital programs

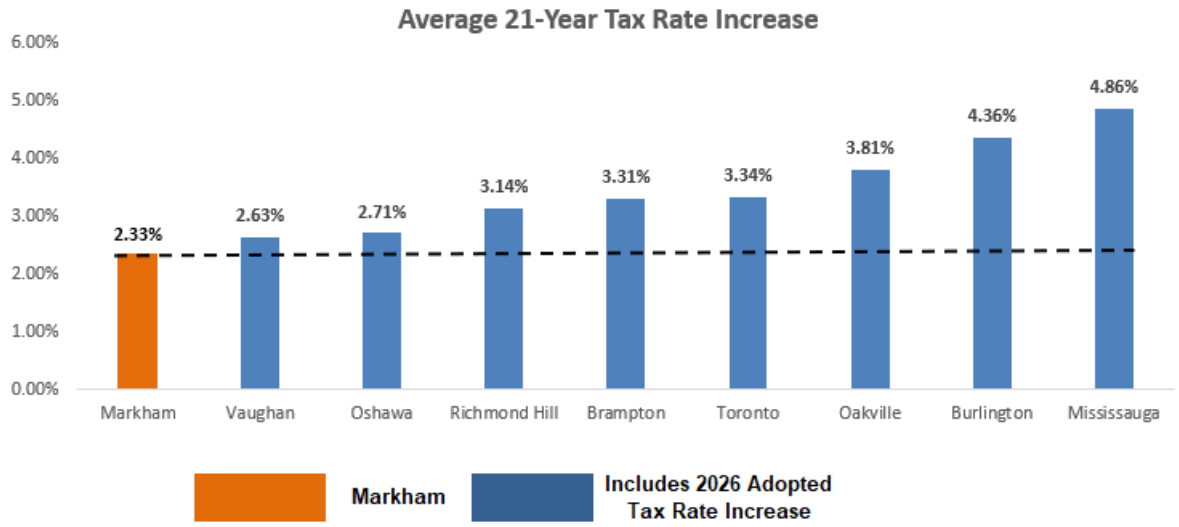
C. Water and Wastewater Reserve Study
   - Increases to the Region of York's water wholesale rate for the purchase of clean, filtered drinking water and wastewater treatment services
   - Sustainability of future water rates

During the budget development process, the City of Markham addressed the initial challenge of delivering a balanced budget with a reasonable tax rate increase in response to increased operating expenditures resulting from economic and growth pressures.

The City's "Excellence Through Efficiency and Effectiveness Program", or "E3", has been successful in mitigating tax rate increases. The program has been in place since 2009 and to date, a total savings of $37.2M has been achieved. This equates to a tax rate increase avoidance of over 29.0%, which would have been paid on an annual basis by Markham residents.

Markham has maintained low tax rate increases year over year, making it the benchmark for other municipalities to follow. Following approval of the 2026 Budget, Markham's 8-year (2019-2026) cumulative residential tax rate increase of 19.6% was below the cumulative rate of inflation of 22.7% during the same 8-year period. Markham's 21-year (2007-2026) average residential rate increase of 2.33% per year, is the lowest among Greater Toronto Area municipalities.

TOC

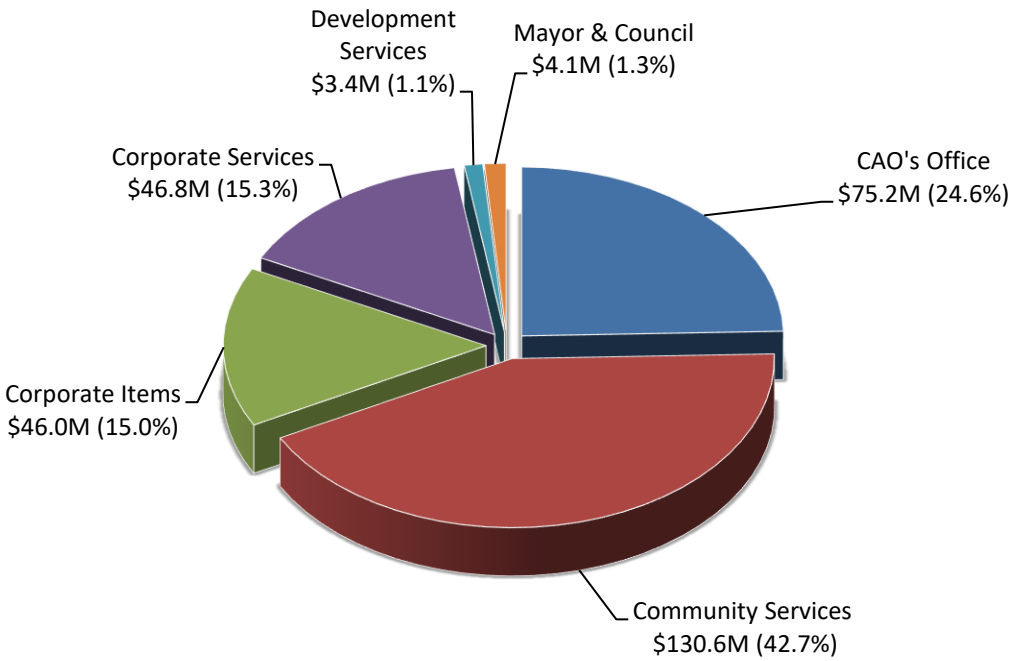


Notwithstanding a history of low tax rate increases, the City continues to operate a balanced budget, maintains key assets in a state of good condition, and invests tax dollars in programs and services to support residents and businesses.

2026 Operating Budget Highlights ($306.1M)

Operating Budget Expenditures by Commission

(Excluding Waterworks, Building Standards, Planning & Design, and Engineering)



The 2026 operating budget includes an increase in expenditures of $13.2M, partially offset by an increase in revenues of $8.2M, resulting in a net pressure of $5.0M. In addition to this operating shortfall, the City must include the fifth and final annual corporate rate stabilization repayment of $0.8M (Year 5 of 5 years), coupled with $1.74M in infrastructure investment for 2025. Accordingly, the net shortfall of $7.54M equates to a 3.90% tax rate increase.

The tax rate increase includes 2.59% for day-to-day operating costs, and a 0.9% infrastructure investment to ensure there are sufficient funds in the Life Cycle reserve to repair and replace assets for the next 25 years. This tax rate increase also incorporates the year 5 and final installment of the 5-year payback of the Corporate Rate Stabilization (equating to $0.8M in 2026). This stems from a one-time draw from the City's Corporate Rate Stabilization Reserve in 2021 of $3.6M to support Council's decision to implement a zero per cent tax increase amidst the challenges of the COVID-19 global pandemic

The 2026 operating budget plan meets the needs of Markham's growing community while maintaining exceptional services and affordability for property taxpayers.

TOC

2026 Capital Budget ($160.4M)

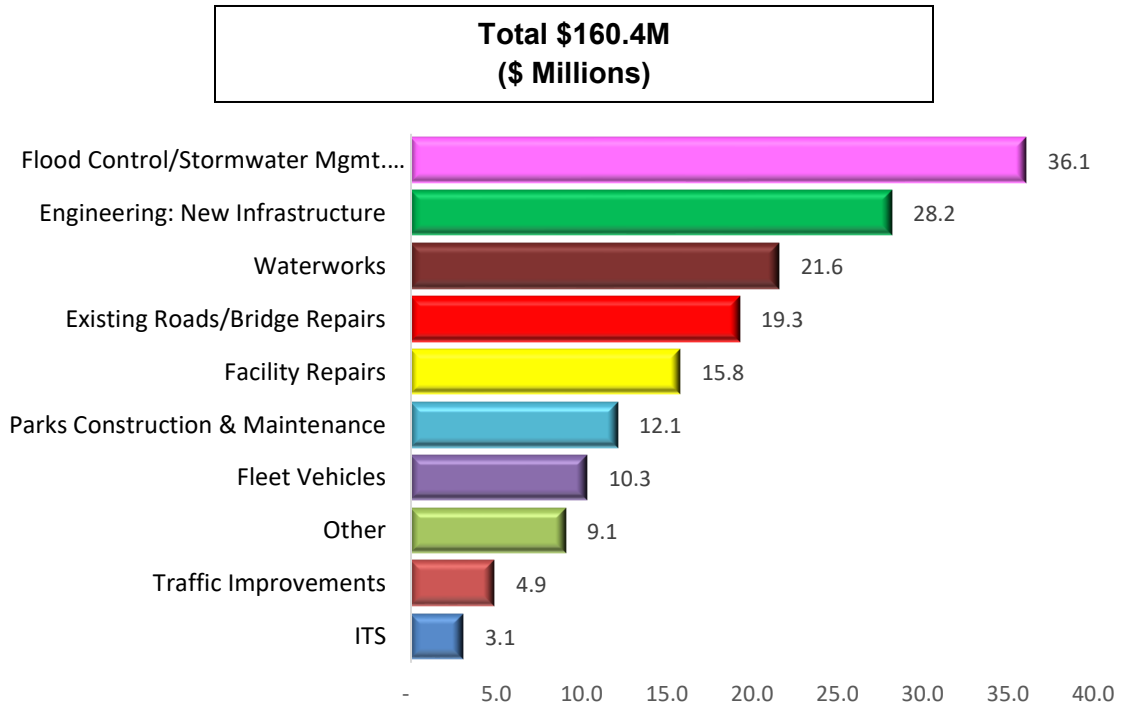
The total 2026 Capital Budget effectively addresses each of the City's strategic priorities. Incorporating longer-term thinking within the capital budget process provides assurance to residents that the existing infrastructure and community facilities are maintained, repaired, and replaced as required in accordance with the Life Cycle of the capital asset.

The capital budget demonstrates the City's commitment to the community by making the appropriate plans to invest in future needs. Staff undertook a comprehensive process to ensure capital requests were aligned with the City's strategic plan, City assets were being maintained and replaced effectively and efficiently, and that investment in new assets and infrastructure would meet our community's needs over the longer-term.

At a high level, the 2026 Budget invests $160.4M in capital funding to deliver 233 projects supporting a wide array of City programs and services. Approximately 44% or $71.1M of the capital budget is for projects to help support growth, including new storm sewer and watermain construction, road network construction, parks, green spaces, and pedestrian crossings and traffic signals. The remaining 56% or $89.3M has been allocated to maintaining existing infrastructure in a good state of repair. This includes projects to repair and refurbish existing roads, flood control related projects to prepare for climate impacts, vehicle fleet replacement, repairs, replacements, and facility upgrades, at recreation library and cultural facilities, expanding Markham's tree canopy, parks maintenance, and playground and court replacements/rehabilitation.

The 2026 Budget includes an incremental Life Cycle investment of 0.9% of the tax levy to support the repair and replacement of existing assets over a rolling 25-year period.

The chart below illustrates a breakdown of the 2026 Capital Budget by category type:



The 2026 Budget also includes $161.4M for waterworks. For 2026, a 4.98% water rate increase is included to support water and wastewater services, representing an annual increase of $52.99 for the average home in Markham. The majority of this increase results from the cost of purchasing water from the City of Toronto, through York Region.

The 2026 Budget continues to provide exceptional services and planning for the future—keeping Markham strong—while maintaining the lowest possible tax rate increase for our residents and businesses.

2026 Budget Highlights:

Building Markham

Markham will continue making strategic investments to expand and modernize the infrastructure that supports daily life, from roads and water systems to parks, trails, and community spaces. These projects not only help us manage growth responsibly but also ensure that Markham remains a safe, connected, and vibrant place for families, businesses, and future generations.

New infrastructure to manage growth investments include:

- $12.3M – Rouge Valley Trail Phase 4B (south of 14th Ave Parkway Trail Construction)
- $8.1M – Highway 404 North Ramp Extension and Collector Roads for the Markham Innovation Exchange (MiX) - Design
- $3.1M – 2026 Playground Replacements & Court Rebuild/Resurface – Construction
- $2.9M – New parks construction (York Downs Main Park and Unionville Home Society Parkette)
- $2.4M – Victoria Square Boulevard Phase 2 – Design

Resilient Markham

In 2026, 56% or $89.3M of the 2026 capital budget is dedicated to keeping our assets in a state of good repair, preparing for climate impacts, and ensuring residents continue to enjoy safe, reliable, and sustainable services for generations to come.

Key examples ($85.4M total) include:

- $43M – Flood Control Related Projects, comprised of:
  - $27.4M – Markham Village flood control construction & design
  - 12.3 M – Cast Iron Watermain Construction
  - $3.3M – Wet Storm Water Management Pond Sediment Cleaning

TOC

- $21.3M – Asphalt resurfacing, including curb, sidewalk and parking lot repairs
- $10.9M – Corporate fleet replacement
- $9.3M – Repair and replacement of existing assets at recreation, library, cultural facilities and amenities
- $5.1M – Facility upgrades at recreation, library, and cultural facilities
- $2.1M – Parks maintenance and playground and court replacements/rehabilitation
- $2.1M – Tree planting to increase Markham's tree canopy
- $1.8M – Roofing replacement projects at City facilities
- $0.4M – Corporate EV Charger Expansion

Inclusive Markham

The City of Markham is committed to ensuring all community members can contribute to our society free from barriers of racism, discrimination and access. We are taking targeted and intentional steps to improve access to our services, programs and facilities, while implementing actions identified in the City's own Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and Multi-year Accessibility Plan. Budget 2026 investments include:

- $2.5M – Active Transportation Master Plan Construction and programs, including Active School Travel Program, Smart Commute, and Markham Cycles
- $2.3M - Upgrades and accessibility improvements and refurbishments in parks and playgrounds to meet AODA requirements (year 4 of 4)
- $0.4M – IT upgrades to modernize and improve customer service, including a Building Permit Pre-Application AI Forms Reader and new Contract Administration Software
- $0.3M – Culture Public Art Master Plan Implementation

Markham is committed to fulfilling the Municipal Calls to Action from the Truth and Reconciliation Commission. In 2024, the City of Markham, in partnership with Destination Markham, hosted the 50th anniversary celebration of the Little Native Hockey League (LNHL) Cultural Festival and Gala Celebration. A record 245 teams and over 10,000 young Indigenous players and their families visited Markham during the six-day event. After a successful 50th anniversary celebration of the LNHL, the City, in partnership with Destination Markham Corporation, is happy to announce that it has secured a Three-Year Hosting Agreement with the LNHL from 2025 to 2027.

TOC

2026 Budget: Full Accrual Accounting Method

The adopted 2026 Budget was restated in full accrual accounting method as prescribed by the Public Sector Accounting Board is shown on page 17.

Looking Ahead: Building Markham's Future Together 2020-2026 Strategic Plan

The 2020 to 2023 Strategic Plan, Building Markham's Future Together, was developed to act as a blueprint for how Markham Council and Senior Staff make decisions about the City's future to ensure its success. The Plan incorporates a vision for the continued development of Markham as a vibrant and thriving city. The key 2025 accomplishments against each goal are listed in Section 2 (Corporate Strategic Plan) under Strategic Plan and Initiatives starting from page 41.

On May 3, 2023, Markham Council endorsed an extension of the current BMFT timeframe to 2026.

Building Markham's Future Together (BMFT): 2020 – 2026 Strategic Plan

Exceptional Services by Exceptional People	We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.
Safe, Sustainable & Complete Community	We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management and services.
Engaged, Diverse, Thriving & Vibrant Community	We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy; we proactively work to attract investment in our community and we effectively manage change to meet future needs.
Stewardship of Money & Resources	We demonstrate exceptional leadership using sound, transparent and responsible fiscal and resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.

Markham Racing Forward

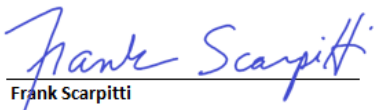
As the City of Markham prepares to host the inaugural *Ontario Honda Dealers Indy at Markham* in August 2026, the largest sports and cultural celebration in York Region's history, the adoption of the 2026 Budget concurrently embraces the City's spirit of racing forward. Solidifying the City's lowest average property tax rate increase in the GTA for the past 21 years, Budget 2026 encapsulates Markham's commitment to responsible financial management, strategic investment, and delivering the high-quality services that residents and businesses depend on every day.

Markham's 2026 Budget includes a capital investment of $160M supporting more than 200 projects across the city. Of this amount, $89M is dedicated to renewing and rehabilitating existing infrastructure, including roads, recreation centres, libraries, cultural facilities, parks, and trails. The remaining $71M supports growth-related projects such as transportation improvements, water infrastructure, and new community spaces. Since 2022, Markham has invested $680M across 1,036 capital projects, with close to 70 per cent of those funds already spent, reflecting our commitment to delivering projects efficiently and responsibly. Budget 2026 demonstrates that fiscal responsibility, quality service delivery, and long-term planning remain the focus of every decision we make. The City's 2026 Budget, totalling $675.0M, supports daily operations and projected growth, as well as key capital investment priorities, including flood protection initiatives, ongoing asphalt resurfacing programs, transportation improvements, and accessibility enhancements in parks and playgrounds across the city.

Markham continues to demonstrate prudent financial stewardship by planning for both current and future needs. Of the City's $17.5B in corporate assets, close to 90 per cent are in good condition. To protect these investments, we are increasing annual Life Cycle funding by $1.7M to support the repair and replacement of assets over the next 25 years. This proactive approach helps ensure critical infrastructure remains safe, reliable, and sustainable while minimizing future pressures on taxpayers.

Our motto, Leading While Remembering, reflects a commitment to balancing innovation with respect for our heritage. Through investments in community facilities, parks, trails, and cultural programs, Markham continues to foster a vibrant and connected city. In 2026, we will also welcome major events, including the Indy and the FIRA World Cup robotics competition, showcasing Markham's reputation as a dynamic and innovative community. These world-class events further strengthen our position as a destination of choice for visitors, businesses, and investment, attracting new opportunities while highlighting the talent, diversity, and vibrancy that define our city.

We remain focused on racing forward with responsible budgeting, disciplined financial stewardship, and strategic investments that support long-term prosperity. Together with Council, staff, and our community partners, we will continue delivering results for residents and ensuring Markham remains one of Canada's most vibrant, i



Frank Scarpitti
Mayor

2026 Budget Restated to Full Accrual Accounting Method

According to the Municipal Act, 2001 (the Act), municipalities may continue to prepare and present traditionally balanced budgets. However, under the Act, Ontario Regulation 284/09 (the Regulation) requires a restatement of the budget be provided to, and adopted by resolution by Council as part of the budget approval process. The restated version must be represented in full accrual accounting method format, as prescribed by the Public Sector Accounting Board.

In addition to the above, the Regulation states that municipalities may exclude from budgets, all or a portion of the estimated cost of certain expenses, but the impact of the exclusion(s) must be included in the budget report to Council. Expenses eligible for exclusion from budget are:

1. Amortization; and
2. Post-employment benefits
3. Solid waste landfill closure and post-closure expenses

The City's 2026 budget has been restated in accordance with Ontario Regulation 284/09 and was included for Council adoption as part of the 2026 budget approval process. The City does not have solid waste landfill closure and post-closure expenses and currently excludes amortization and post-employment benefits from its traditional, balanced budget. The restatement of the 2026 Budget in accordance with the full accrual method of accounting and Ontario Regulation 284/09 results in a projected deficit of ($17,257,808). Details of the restated budget are shown on the next page.

The Budget document has been bound in a re-usable binder containing 100% post-consumer recycled paper. The Paper is processed chlorine-free, is Environmental Choice certified and manufactured using biogas energy

City of Markham, Anthony Roman Centre, 101 Town Centre Boulevard, Markham, Ontario L3R 9W3
905-477-7000 ▪ Website: www.markham.ca
Alternate formats available upon request

Additional Financial Disclosure Requirements Pursuant to Ontario Regulation 284/09
Re-stated in Accordance with the Full Accrual Method of Accounting

				2026	2025
REVENUES					
- Operating (excl. Planning & Design, Engineering, Building Standards and Waterworks)			$306,151,484		$292,909,398
- Planning & Design			$18,285,143		$17,313,503
- Engineering			$13,696,197		$12,659,804
- Building Standards			$15,083,944		$15,794,216
- Waterworks			$161,391,200		$154,254,873
Total Revenues from Operations				**$514,607,968**	**$492,931,794**
Non-Tangible Capital		$	31,448,200.00		$31,724,300
Tangible Capital Assets		$	128,936,500.00		$151,540,600
Total Capital - Tangible & Non-Tangible		**$**	**160,384,700.00**		**$183,264,900**
Less: Transfer from Reserve / Reserve Funds	***(1)***		***($108,549,401)***		***($91,795,386)***
Net Revenues to fund Capital	***(2)***			**$51,835,299**	**$91,469,514**
TOTAL REVENUES				**$566,443,267**	**$584,401,308**
EXPENSES					
- Operating (excl. Planning & Design, Engineering, Building Standards and Waterworks)			$306,151,484		$292,909,398
- Planning & Design			$18,285,143		$17,313,503
- Engineering			$13,696,197		$12,659,804
- Building Standards			$15,083,944		$15,794,216
- Waterworks			$161,391,200		$154,254,873
Total Operating Expenses			**$514,607,968**		**$492,931,794**
Less: Transfer to Reserve / Reserve Funds	***(3)***		***($52,061,414)***		***($62,844,199)***
Add: TCA Amortization Expenses	***(4)***		***89,149,363***		***$86,362,799***
Add: Post-employment Benefit Expenses	***(5)***		***$556,958***		***$957,704***
Net Operating Expenses				**$552,252,875**	**$517,408,098**
Non-Tangible Capital	***(6)***	$	31,448,200.00		$31,724,300
Tangible Capital Assets		$	128,936,500.00		$151,540,600
Total Capital Expenses			**$160,384,700**		**$183,264,900**
Less: Tangible Capital Assets Capitalized		***$***	***(128,936,500.00)***		***($151,540,600)***
Net Capital Expenses - Not Capitalized	***(6)***			**$31,448,200**	**$31,724,300**
TOTAL EXPENSES				**$583,701,075**	**$549,132,398**
ADJUSTED BUDGET: 2026 FULL ACCRUAL ACCOUNTING BUDGET DEFICIT				**(7) ($17,257,808)**	**$35,268,910**

NOTES:

(1) Represents transfers from reserves and/or reserve funds to fund expenditures. These are not considered revenues under the full accrual method of accounting.

(2) Represents new revenues to fund the 2026 capital budget.

(3) Represents contributions to reserves and/or reserve funds. These are not considered expenditures under the full accrual method of accounting, but become part of the actual year end surplus (retained earnings).

(4) TCA Amortization Expenses are calculated based on actual amortization expenses from "in-service" assets as of

(5) Post-employment Benefit Expenses based on estimates provided by Nexus.

(6) Non-Tangible Capital are included in the 2026 capital budget, and they will be restated as operating expenses.

(7) Projected deficit is based on the restated 2026 budget. The City of Markham, as per the municipal act is running a balanced 2026 budget on a modified accrual accounting basis. On a bookkeeping basis of accrual accounting when factoring in non-cash elements, including scheduled TCA amortization expense, and the net new 2026 tangible assets capitalized (funded largely via reserve funds), there is a budget deficit under the full accrual accounting restatement.

(8) As per Ontario regulation 284/09, the City's annual Asset Retirement Obligation (ARO) Depreciation Expenses have been projected as $79,497.36 for 2026, netting an accumulated amortization expense of $18,441,671.

2026 City of Markham

CITY OF MARKHAM COAT OF ARMS AND MOTTO

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

Markham Council (2022–2026)

Frank Scarpitti
Mayor

Michael Chan
Deputy Mayor

Jim Jones
Regional Councillor

Joe Li
Regional Councillor

Alan Ho
Regional Councillor

Keith Irish
Ward 1 Councillor

Ritch Lau
Ward 2 Councillor

Reid McAlpine
Ward 3 Councillor

Karen Rea
Ward 4 Councillor

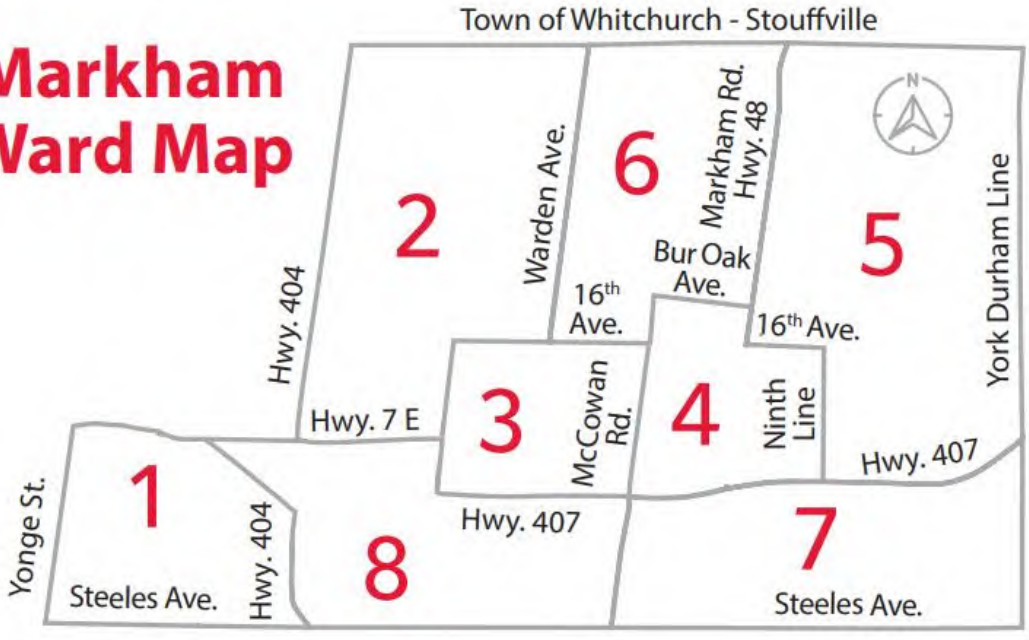
Andrew Keyes
Ward 5 Councillor

Amanda Yeung Collucci
Ward 6 Councillor

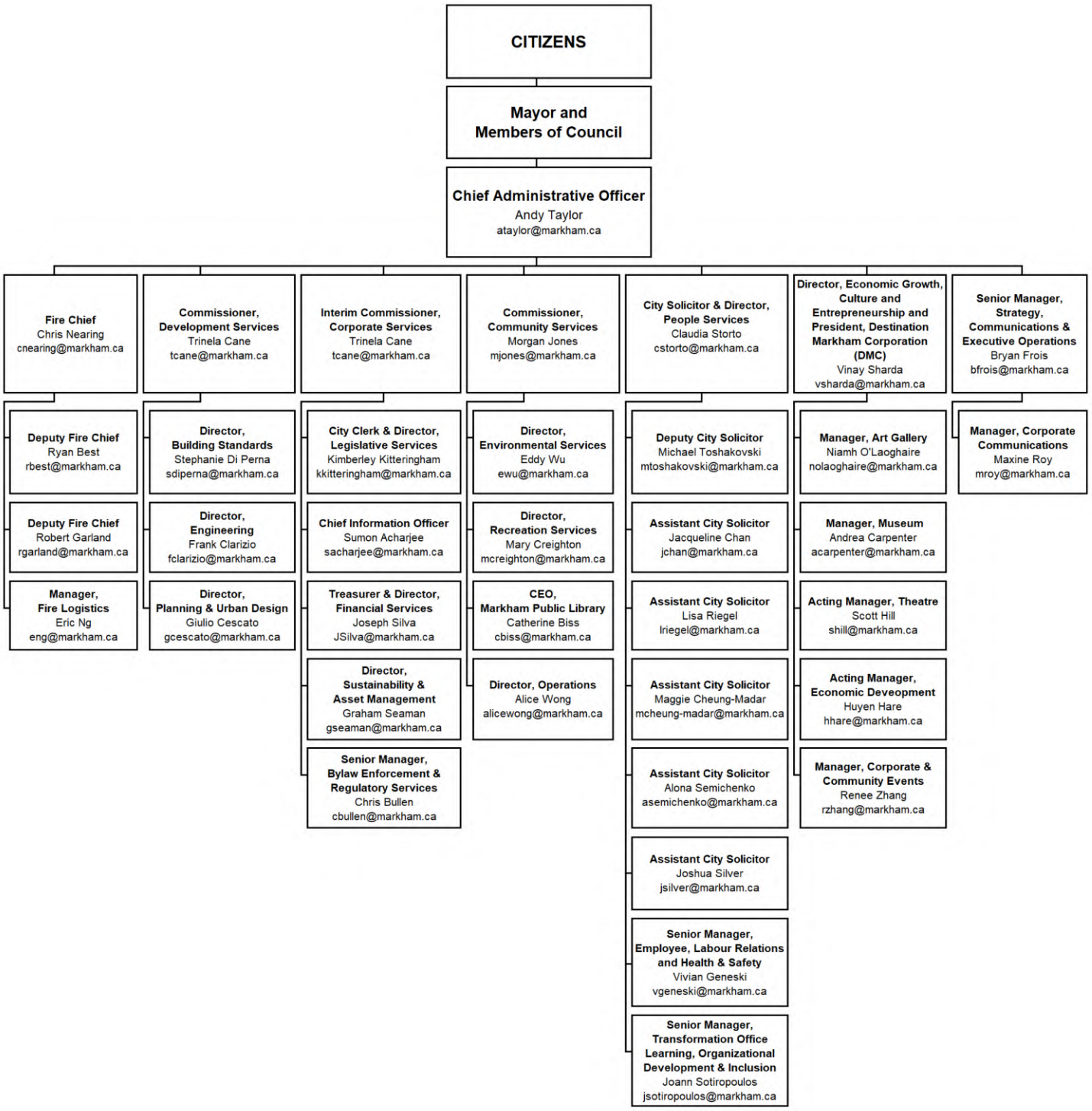
Nimisha Patel
Ward 7 Councillor

Isa Lee
Ward 8 Councillor

Markham Ward Map



ORGANIZATIONAL STRUCTURE



TOC

2026 Budget Head Count
APPROVED FULL TIME COMPLEMENT

Department / Commission	2022	2023	2024	2025	2026
Mayor & Council*	**3**	**3**	**5**	**5**	**5**
People Services	18	23	25	26	27
Legal Services	13	13	14	15	15
CAO's Office	4	4	3	3	3
Fire & Emergency Services**	269	285	285	286	303
Corporate Communications***	11	11	11	12	12
Economic Growth, Culture & Entrepreneurship****	29	32	33	34	35
Total CAO's Office	**344**	**368**	**371**	**376**	**395**
Financial Services	49	51	52	61	64
Information Technology Services	44	52	55	58	59
Legislative Services	30	35	37	39	40
Bylaw Services	41	42	41	41	41
Sustainability & Asset Management	19	22	22	23	28
Commissioner's Office	2	2	2	2	2
Total Corporate Services	**185**	**204**	**209**	**224**	**234**
Traffic Operations	5	5	5	5	5
Commissioner's Office	14	7	7	7	7
Building Services	54	62	64	66	71
Engineering	49	51	54	54	56
Planning & Design	60	70	73	74	74
Total Development Services	**182**	**195**	**203**	**206**	**213**
Environmental Services - Infrastructure	10	12	12	12	12
Environmental Services - Waste Management	4	4	4	4	4
Markham Public Library	78	78	78	78	78
Operations	122	124	126	131	142
Recreation Services	132	133	133	133	134
Commissioner's Office	2	2	3	3	3
Waterworks	68	69	72	72	78
Total Community Services	**416**	**422**	**428**	**433**	**451**
Corporate	**7**	**7**	**7**	**7**	**7**
Total Corporation	**1,137**	**1,199**	**1,223**	**1,251**	**1,305**

* Excludes Mayor & Council Members.

** In 2023, 16 Firefighters were added as the first tranche of a planned ramp-up for an additional fire station (Total of 32). In 2026 the additional 16 Firefighters will be added.

*** In 2023, Community & Corporate Events and Corporate Communications were moved from Legislative Services to Economic Growth, Culture & Entrepreneurship and the CAO's Commission, respectively.

**** In 2026, Economic Growth, Culture & Entrepreneurship was moved under the CAO's Commission from Development Services.

SUMMARY OF 2026 FTE CHANGES

2026 Budget

The approved 2026 full time complement of 1,305 represents a net increase of 54 positions from 2025.The details of the increase, as well as the transfer of positions among departments, is shown below.

Fire Services	Firefighter (2025 Ramp-up)	16
	Fire Prevention Officer	1
Legal Services	Assistant City Solicitor	1
	Articling Student Intern	(1)
People Services	Occupational Health and Safety Nurse	1
Economic Growth, Culture & Entrepreneurship	Event Coordinator	1
Corporate Services		
Finance	Analyst	3
Information Technology Services	IT Solution Developer	1
Legislative Services	AMPS Hearings and Appeals Coordinator	1
Sustainability & Asset Management	Project Manager - Asset Management	2
	Project Manager - Sustainability	2
	Community Engagement Coordinator	1
Development Services		
Building Services	Architectural Plans Examiner 1	1
	Building Inspector 1	2
	Application Administrator	1
	Zoning Technician	1
Engineering	Capital Works Engineer (Special Event- Markham MiX) (2025 In-Year)	1
	Engineer in Training	1
Community Services		
Environmental Services - Waterworks	Waterworks Operator II	4
	Waterworks Technician	1
	Water and Wastewater System Engineer	1
Operations	Truck Driver	2
	Operations Labourer/Driver (Parks)	8
	Gardener (Parks)	1
Recreation	Inclusion Specialist	1
Total		**54**

DETAILS OF 2026 FTE STAFF ADDITIONS/ (DELETIONS & TRANSFERS)

CAO's Office	2025 Approved FTE	2026 Approved FTE	Increase/ (Decrease)	Reason for Change
People Services	26	27	1	1 new position added
Legal Services	15	15	0	1 new position added; 1 existing position removed
CAO's Office	3	3	0	
Fire & Emergency Services	286	303	17	16 Ramp-up Firefighters added, 1 new position added
Corporate Communications	12	12	0	
Economic Growth, Culture & Entrepreneurship	34	35	1	1 new position added
Total - CAO's Office	**376**	**395**	**19**	

Corporate Services	2025 Approved FTE	2026 Approved FTE	Increase/ (Decrease)	Reason for Change
Financial Services	61	64	3	3 new positions added
Information Technology Services	58	59	1	1 new position added
Legislative Services	39	40	1	1 new position added
Bylaw Services	41	41	0	
Sustainability & Asset Management	23	28	5	5 new positions added
Commissioner's Office	2	2	0	
Total - Corporate Services	**224**	**234**	**10**	

Development Services	2025 Approved FTE	2026 Approved FTE	Increase/ (Decrease)	Reason for Change
Traffic Operations	5	5	0	
Commissioner's Office	7	7	0	
Building Services	66	71	5	5 new positions added
Engineering	54	56	2	2 new positions added
Planning & Design	74	74	0	
Total - Development Services	**206**	**213**	**7**	

Community Services	2025 Approved FTE	2026 Approved FTE	Increase/ (Decrease)	Reason for Change
Environmental Services - Infrastructure	12	12	0	
Environmental Services - Waste Management	4	4	0	
Markham Public Library	78	78	0	
Operations	131	142	11	11 new positions added
Recreation Services	133	134	1	1 new position added
Commissioner's Office	3	3	0	
Waterworks	72	78	6	7 new positions added
Total - Community Services	**433**	**451**	**18**	

Mayor	2025 Approved FTE	2026 Approved FTE	Increase/ (Decrease)	Reason for Change
Mayor & Council	5	5	0	
Total - Mayor & Council	**5**	**5**	**0**	

Other	2025 Approved FTE	2026 Approved FTE	Increase/ (Decrease)	Reason for Change
Corporate	7	7	0	
Grand Total	**1251**	**1305**	**54**	

HISTORY OF MARKHAM

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

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

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

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

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

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

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

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

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

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

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

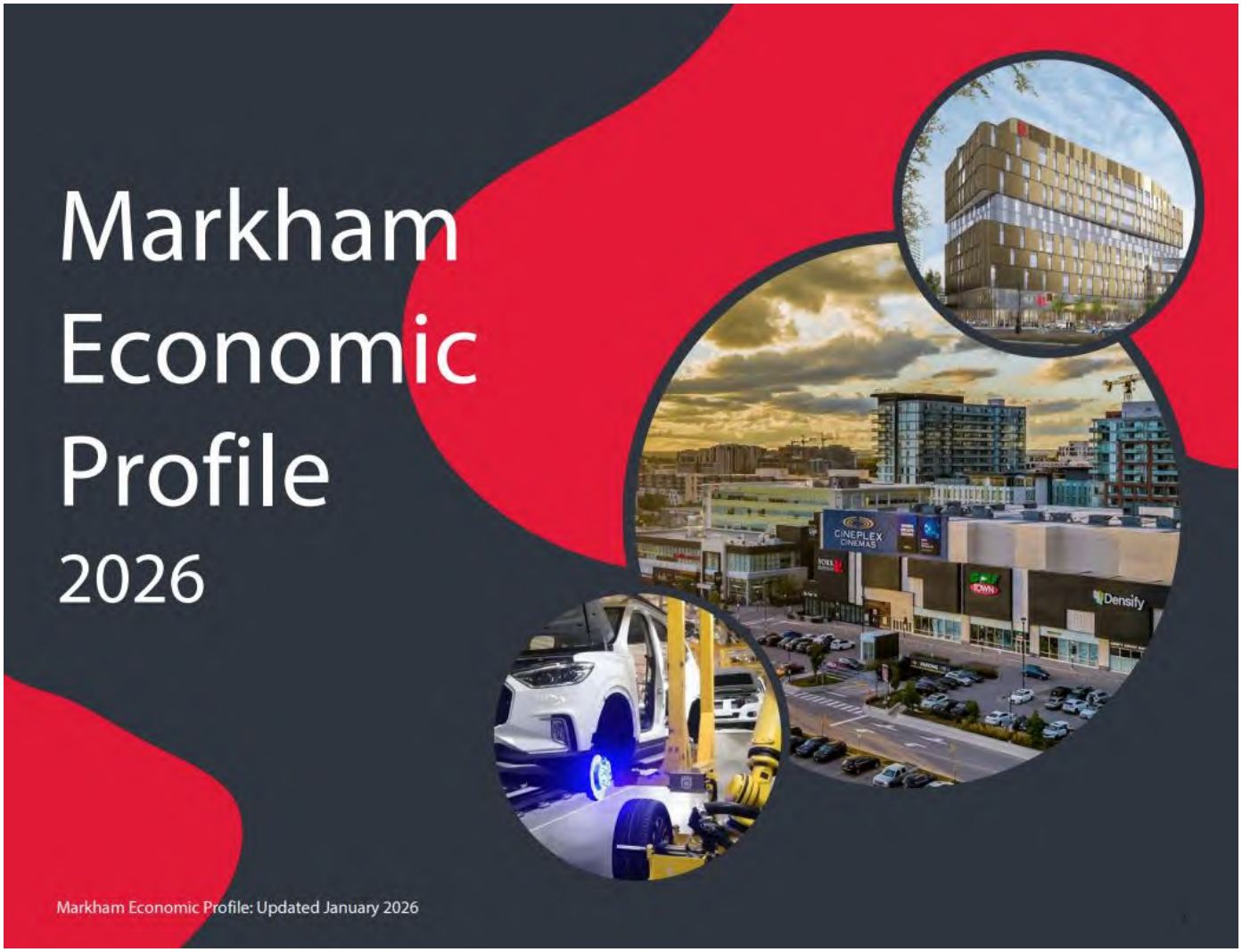
The increased communication with Toronto brought on by the railway and further enhanced by the development of the telegraph, the telephone and the automobile, ultimately led to the demise of the villages in the Township after the turn of the century. Local industries were simply unable to compete with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

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

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

In 1976, Markham's population was approximately 56,000. Since that time, the population has increased dramatically and is estimated to be over 370,000. Despite these changes and rapid growth, many reminders of Markham's roots endure. Still rich in fertile farmland, it stands as Canada's pre-eminent high technology centre, known worldwide for innovative products and services.

ECONOMIC PROFILE



Economic Overview

TOC

High Tech Cluster

Technology Cluster

Industrial Catrgories	Number of Companies
Computer System Design and Related Services	217
Engineering Services	101
Electronic and Precision Equipment Repair and Maintenance	52
Computer, Computer Peripheral and Pre-Packaged Software Wholesaler-Distributors	43
Electronic Components, Navigational and Communications Equipment and Supplies Wholesaler-Distributors	30
Graphic Design Services	29
Other Telecommunications	25
Research and Development in the Physical, Engineering and Life Sciences	22
Semiconductor and Other Electronic Component Manufacturing	18
Navigational, Measuring, Medical and Control Instruments Manufacturing	17
Management of Companies and Enterprises	17
Management Consulting Services	15
Other Scientific and Technical Consulting Services	15
Data Processing, Hosting, and Related Services	14
All Other Professional, Scientific and Technical Services	10
Environmental Consulting Services	8
Industrial Design Services	7
Computer and Peripheral Equipment Manufacturing	6
All Other Electrical Equipment and Component Manufacturing	4
Other Communications Equipment Manufacturing	3
Communication and Energy Wire and Cable Manufacturing	3
Geophysical Surveying and Mapping Services	3
Surveying and Mapping (Except Geophysical Services)	3
Telephone Apparatus Manufacturing	2
Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	2
Electrical Equipment Manufacturing	2
Wiring Device Manufacturing	2
Audio and Video Equipment Manufacturing	1
Total Number of Technology Companies	**671**

Source: 2024 York Region Employment Survey

Life Sciences Cluster

Life Sciences Cluster

Industrial Catrgories	Number of Companies
Professional Machinery, Equipment and Supplies Wholesaler-Distributors	64
Medical Equipment and Supplies Manufacturing	37
Medical and Diagnostic Laboratories	24
Navigational, Measuring, Medical and Control Instruments Manufacturing	17
Pharmaceuticals and Pharmacy Supplies Wholesaler-Distributors	17
Computer Systems Design and Related Services	17
Testing Laboratories	13
Home Health Care Services	10
Management of Companies and Enterprises	6
Office Administrative Services	6
Pharmaceutical and Medical Manufacturing	4
Toileteries Preparation manufacturing	4
Computer, Computer peripheral and Pre-packaged Software Merchant Wholesalers	2
Management Consulting Services	1
Total Number of Life Science Companies	**222**

Source: 2024 York Region Employment Survey

TOC

Industrial/Commercial Activity

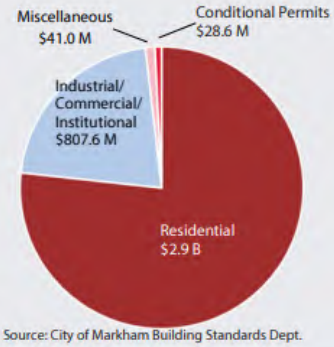
Development Activity

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

2025 Property Tax Rates (%)

Source: Municipality Websites

Value of Building Permits



Source: City of Markham Building Standards Dept.

Industrial and Commercial Office Inventory

	Industrial	Commercial
Total Inventory (sq. ft.)	38,595,486	13,833,342
Vacancy Rate	3.92%	10.70%
Average Net Rent (per sq. ft.)	$17.30	$19.28

Source: Colliers International Office and Industrial Market Report - Q4 2025

Industrial and Commericial Land Development

Vacant Employment Land Inventory and Average Land Prices

Land Use Designation Categories	Commercial Office	Commercial Retail	Commercial Mixed	Total Commercial	Total Industrial	Avg. Price of Vacant Land (per acre) - Industrial	Avg. Price of Vacant Land (per acre) - Retail Commercial	Avg. Price of Vacant Land (per acre) - Office Commercial
Serviced and Market Ready (acres)	25.3	7.83	19	52.14	102.12	$3.5M	$2.5M	$2.5M
Not Serviced (acres)	4.69	16.18	11.51	32.38	454.36	$1.5M	$0.8M	$1.0M

Source: City of Markham Planning and Urban Design Dept., January 2026

Residential Activity & Utilities

Quality of Life

Quality of Life

93% of Residents Satisfied with quality of life

5 Minute Walk — Home to closest neighborhood park

202.9 km of trails — Access to Rouge National Urban Park trails and more

4 Heritage Areas
- Buttonville Village
- Markham Village
- Thornhill Village
- Unionville Village

36 Community & Cultural Centres/Facilities
8 Public Libraries
1 Major Community Hospital
7 Universities (1 hour drive)
8 Community Colleges (1 hour drive)
71 Elementary schools
15 High schools

Markham Festivals
- Markham Village Music Festival
- Canada Day
- Taste of Asia
- Unionville Festival
- Markham Jazz Festival
- Markham-Milliken Children's Festival
- ScaryFest

Flato Markham Theatre

Markham Museum

Varley Art Gallery

3 Major Cultural Venues

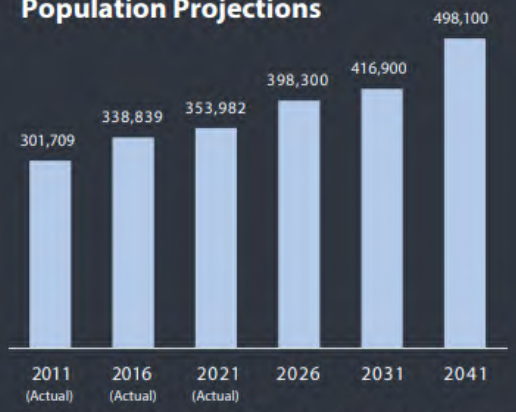
9

TOC

Demographic Profile

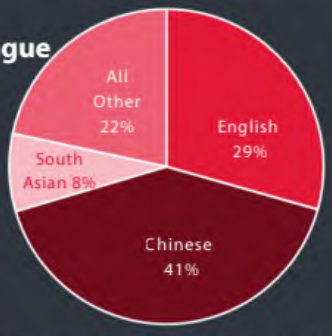
Demographic Profile

Population Projections



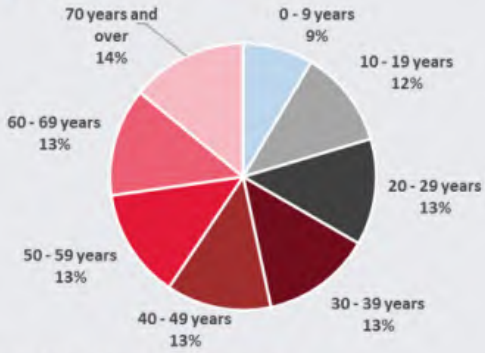
Source: York Region, Corporate Services, Long Range Planning Branch, based on Statistics Canada data and CMHC Housing Completion data (York Region Official Plan 2022)

Mother Tongue



Source: 2021 Census, Statistics Canada, Environics, 2026

Age Breakdown



Educational Attainment

Education Level	
University Degree / Diploma / Certificate	45.33%
Apprenticeships or College Certificate/Diploma	15.80%
High School Diploma	25.16%
No Certificate, Diploma or Degree	13.71%

Source: 2021 Census, Statistics Canada, Environics, 2026

10

Labour Force Profile

Talent

Labour Force Indicators

Toronto Census Metropolitan Area

Number of Persons Employed	3,762,800
Unemployment Rate	6.7%
Labour Force Participation Rate	65.3%

(Source: Statistics Canada Labor Force Survey, December 2025)

Markham

- Working age (15 to 64) - 65.2% of total population. Median age - 42.6 years
(Source: Environics, 2026)

- Highly educated population - 71.4% (25 to 64) with post-secondary education
(Source: 2021 Census, Statistics Canada)

York University Markham Campus

Located in Downtown Markham, offering future-focused programs in technology, business, biotech, communications & public policy. Programs focused on **Experiential Learning** in partnership with industry (co-op, internships, and/or capstone projects).

- 9 undergraduate degree programs
- 5 graduate programs
- Canada's first fully work-integrated degree program, in Digital Technologies

https://www.yorku.ca/markham/

Westcliff University Markham

Westcliff University launched in 2025 and offers career-focused, industry-aligned graduate education.

https://www.westcliff.edu/canada/

Small Business Resources

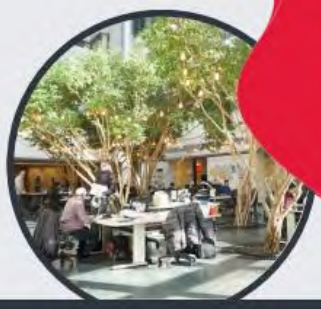
Vital Resources

Startup Resources

ventureLAB

ventureLAB is a leading Canadian founder community for hardware technology and enterprise software companies, led by experienced entrepreneurs and business leaders.

venturelab.ca



YSpace Markham

YSpace is York University's entrepreneurship hub supporting innovators and entrepreneurs through 15 programs, from ideation to scale, including ELLA and the Black Entrepreneurship Alliance.

yspace.yorku.ca

Seneca HELIX

HELIX is Seneca's innovation and entrepreneurship incubator supporting students and the community to develop entrepreneurial skills and launch scalable ventures. Since 2017, HELIX has supported over 650 ventures and engaged 30,000+ individuals.

senecacollege.ca/innovation/helix.html

Contacts

Contacts

City Council

Frank Scarpitti, Mayor
FScarpitti@markham.ca

Alan Ho, Regional Councillor
Chair of Culture and Economic Development Committee
Alan.Ho@markham.ca

Amanda Yeung Collucci, Ward 6 Councillor
Vice-Chair of Culture and Economic Development Committee
ACollucci@markham.ca

Economic Growth, Culture and Entrepreneurship Department

Vinay Sharda
President, Destination Markham Corporation
Director, Economic Development, Culture & Entrepreneurship
VSharda@markham.ca

Economic Development

Huyen Hare, Manager, Economic Development
HHare@markham.ca

Mislat Balogun, Sr. Business Development Officer
MBalogun@markham.ca

Markham Small Business Centre

Tiffany Mak, Manager, Markham Small Business Centre
TMak@markham.ca

Serena Tang, Small Business Advisor
SerenaTang@markham.ca

Anthong Fung, Small Business Assistant
AFung@markham.ca

2025 Financial Report Card

City of Markham plans, manages, deploys, and protects taxpayer funds according to its needs for growth, fiscal responsibility, and value creation.

To withstand the increased financial pressure on services and programs, we rely on the pillars of our Financial Strategy to ensure Markham remains financially sustainable, maximizes value for money, and mitigates risks that may impact our taxpayers.

By taking a measured approach, we ensure the responsible stewardship of money and resources, which is one of the City of Markham's key strategic goals.

2025 GTA Tax Rate Ranking

1	1	1	1
Residential	Multi-Residential	Commercial	Industrial

2.26%

Lowest 20-year average tax rate increase in the GTA inclusive of 2025

	2024	2025	Goal	Status
Planning For The Future				
Total Reserves and Reserve Funds excl. Land Acquisition Reserve (as a % of Operating Expenses)	135.4%	130.0%	>20%	✓
Adequacy of Lifecycle Reserve funding strategy to sustain future rehab/replace needs	25yrs	25yrs	25yrs	✓
Efficient Use Of Money				
General Portfolio Investment Rate of Return	7.57%	8.00%	>Inflation	✓
Net Financial Assets (as a % of annual revenue)	48.7%	78.3%	>-50%	✓
Debt Servicing (as a % of total operating revenue)	0.10%	0.10%	<5%	✓
Net Cost per Household to Operate Municipality	$1,884	$2,122	Within the Lowest 25% of GTA Municipalities	✓
Ensuring Growth Pays For Growth				
Tax Rate increase	3.88%	3.88%	<3%	
Non-Residential Property taxes (as a % of total property taxes levied)	15.7%	16.1%	>20%	
Safeguarding Of Money				
Total Taxes Receivable less Uncollectible allowance (as a % of total taxes levied)	6.1%	5.2%	<10%	✓
Liquidity: total cash and cash equivalents (as a % of Current Liabilities)	143.9%	106.7%	>5%	✓

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

Number of New Dwelling Units Issued in Year Ending December 31, 2025

Single Dwellings	261
Double Dwellings	0
Row Dwellings	841
Apartments	811
Accessory Dwellings	149
Total	**2,062**

Construction Value of Permits Issue in Year Ending December 31, 2025

(in $000's)

Residential	$ 2,890,353,098
Commercial	$ 807,550,835
Other	$ 69,516,542
Total	**$ 3,767,420,475**

STRATEGIC PLAN AND INITIATIVES

Building Markham's Future Together 2020 - 2026 Strategic Plan

All public and private sector organizations use strategic plans as blueprints for priority actions to guide decision makers to achieve the desired outcomes identified by their stakeholders.

Building Markham's Future Together (BMFT) is the blueprint which informs Council decisions and departmental business plans to assure the future success of the City. At the start of each new Council term, municipal Councils and Staff revisit the strategic plan to confirm City goals and objectives, and identify key priorities for the term.

In 2007, Mayor Scarpitti's first Council term, Council and Senior Staff developed Building Markham's Future Together Strategic Plan. The Plan has been reviewed at the beginning of each new term of Council, and a major update was undertaken in 2015. The Plan has served the City well to guide both strategic initiatives and service priorities. The next edition of Building Markham's Future Together is scheduled to be launched in Spring 2024 with an expiry at the end of 2026.

Plan Development

In April, May, July, September, and November 2019 Markham Council and Senior Staff participated in a number of training and education workshops, working together to refresh and re-focus the priorities of the City's Strategic Plan.

The sessions provided Council with an opportunity to discuss and refine the Goals and Goal Statements, Strategic Objectives, Key Actions and Initiatives, and identify measure of success for each Goal.

On September 16, 2019, General Committee received the consolidated summary of the training and education sessions work and endorsed the proposed approach to engage the community and obtain feedback on the refreshed strategic plan.

In April 2023, Markham recommended that the current strategic plan be extended by three years owing to an unexpected pandemic response that shifted council and staff priorities in 2020-2022, addition of new BMFT-aligned policy documents, as well as uncertainty in relation to provincial decisions on local and regional governance.

Markham Council supported a continuation of the strategic plan to 2026. Markham Council and staff conducted several workshops, including with community and stakeholders to review, modify and include new action items in the refreshed strategic plan. The refreshed strategic plan was adopted by Markham Council in April 2024.

Public Engagement Program – Going to Where the People Are

The September 16th General Committee decision included a direction to Staff to provide engagement opportunities across the City commencing with a kick-off event on September 23rd and concluding the engagement on November 1st. The Program's goal was to solicit feedback from a broad cross-section of residents, businesses and other stakeholders/ interested parties. The community engagement program was developed to inform, educate and provide opportunities for input on Building Markham's Future Together 2020 – 2023 Strategic Plan.

Public feedback to the original strategic plan was obtained through a leading community engagement platform (Bang the Table) used by many municipalities and government agencies across Canada and the United States. The City launched Your Voice Markham (YVM) in March 2019 and at the commencement of the BMFT engagement, the City had more than 900 subscribers and 9,300 visitors to the platform. At the conclusion of the engagement, these numbers had risen to 1,838 and 20,500 respectively. The platform, which provides a translation option asked visitors to prioritize key actions that will guide the work of the City from 2020 – 2023.

A robust communications plan was developed to drive all interested parties to Your Voice Markham. The aim of the communications plan was to expand awareness of the Strategic Plan across all our diverse communities. The communications plan included: detailed content on the City's website; email blasts to all recreation and culture program registrants, community/business organizations and library patrons; paid and organic social media; print and online ads, including Chinese and Tamil translations in community newspapers; City electronic information boards and marquees across all facilities and on one Metrolinx digital billboard on Highway 407; and shareable content for use by Council and Staff in newsletters and on social media.

A contest was also used to encourage visitors to sign up for the Your Voice Markham platform, and to complete the survey. The intent was to increase the number of subscribers to Your Voice Markham in order to expand our reach for future engagement initiatives, and to update survey participants with the BMFT consultation results.

The public feedback process for the revised strategic plan included a public meeting and Your Voice Markham campaign to solicit feedback. Following the public meeting, the online strategic plan survey was launched. Members of the public in attendance were provided a flyer assisting them in completing their survey. A large and robust communications campaign was to begin the following day involving the City's eNewsletter, mobile signage along the roadways, social media paid advertising, messaging in community centres and City facilities. Messaging requested the community to have a say in the future of their city by completing the Markham Strategic Plan survey. Members of Council were also provided content to include in their constituent communications. Over 900 residents completed the public survey and over 1 million advertising impressions were generated from various campaigns and tactics.

Long-term View and Resident Priorities

More than 1,800 residents, business owners and other stakeholders responded to the survey which confirmed that the refreshed Goals, Goal Statements, Objectives and Key Actions identified are consistent with what residents, business owners and other stakeholders believe is important for the City over the next four years.

Findings from the BMFT survey showed that neighbourhood partnership strategy, advocating for rapid transit and leveraging new technologies were key priorities.

Metrics have been identified for the four BMFT Goal Areas and will be reported out annually to show achievements and progress towards each Goal.

Below is a list of some major accomplishments from 2025:

Goal 1: Exceptional Services by Exceptional People:

Goal 2: Engaged, Diverse, Thriving and Vibrant City

Goal 3: Safe, Sustainable and Complete Community

Goal 4: Stewardship of Money and Resources:

Details of the 2020-2026 Strategic Goals, associated Strategic Objectives and corresponding Action Plans are laid out in the following four pages:

STRATEGIC PLAN SUMMARY

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objectives	Strategic Actions	Goal Metrics
1.1. Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) 1.1.2. Leverage technology and non-digital methods for direct two-way communications to effectively gather feedback on services and push information out to stakeholders.	Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years) % of transactional services that are provided and received on-line Overall customer satisfaction (Internal and External Services) from Department Surveys completed each year (annual) Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year)
1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.	1.2.1 Implement new technology to enhance business operations. 1.2.2 Streamline the development process to support the creation of complete communities and the building of more housing. 1.2.3 Advance Digital Markham: • Pilot test digital city technology • Expand digital access and literacy programs • Continue to embrace innovation and relevant technologies in delivery of service • Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies • Accelerate City's web portal modernization to create a better user experience.	
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1 Empower employees to continue to take risks and pursue innovation • Reduce barriers / bureaucracy • Clarify roles, accountabilities (including for Centres of Expertise) and authorities 1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities) 1.3.3 Provide staff access to technologies to improve service delivery 1.3.4 Continue to invest in staff training	

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statements: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*

We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objectives	Strategic Actions	Goal Metrics
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Explore opportunities to support community and neighbourhood initiatives 2.1.2 Expand community hub concept (currently at Aaniin CC) across the City 2.1.3 Celebrate and explore Markham's past and diverse communities 2.1.4 Support the growth and sustainability of community events across the city to bring residents and visitors together. 2.1.5 Plan for a major civic square with cultural amenities 2.1.6 Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission.	Overall quality of life in Markham (every 2 years) City services are accessible (every 2 years) City supports, celebrates and promotes diversity, equity & inclusion (every 2 years) # of visits to our municipal arts, recreation, library, sporting venues Number of cultural institutions and sporting facilities per 100K population (ISO data - annual) Gross sq. ft. of office space constructed in Centres, Corridors and Business Parks (annual) Total Employment in Markham (every 2 years) Number of businesses per 100K population (ISO data – annual)
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.1 Implement Public Arts Master Plan 2.2.2 Continue to implement the Public Realm strategy across all parts of the City 2.2.3 Enhance the Volunteer program and opportunities across the City 2.2.4 Implement Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and accessibility initiatives.	
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.3.1 Strengthen the City's brand strategy with a strong value proposition 2.3.2 Implement the Economic Development and Culture Strategy 2.3.3 Implement the Destination Markham Tourism Master Plan	

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objectives	Strategic Actions	Goal Metrics
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	3.1.1 Support implementation of the Yonge North Subway Extension and advocate for improved higher order transit such as BRT along Highway 7, GO Train improvements and 407 Transitway, while also planning for integrated comprehensive transit solutions with improved service levels. 3.1.2 Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit. 3.1.3 Identify and develop a plan to eliminate gaps in transportation network and leverage technology. 3.1.4 Finalize and implement Active Transportation Master Plan and first/last mile solutions. 3.1.5 Prepare a road safety plan and establish an annual program that includes road and trail safety education. 3.1.6 Revise Markham Transportation Master Plan, including • Citywide Complete Street Design Guidelines and Strategy • Micro-Mobility Strategy (eBikes, Scooters)	Maintain or Increase % of residents that rate Markham as a safe place to live (every 2 years) % of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk and cycle, other (every 5 years) Waste Diversion Rate (curbside and depots) (annual) Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual) % reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years) % of residents in agreement that Markham is a safe city (every 2 years) Average number of public transport trips per capita (ISO data – annual) KM of bicycle paths and lanes per 100K population (ISO data – annual)
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	3.2.1 Prioritize the implementation of the Affordable and Rental Housing Strategy. 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan 3.2.3 Continue to advance planning for major transit station areas and plan for infrastructure and development of employment zones (along 400 series highways), in particular for the Markham Innovation Exchange (MiX). 3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries and new communities. 3.2.5 Establish a City-wide parking strategy. 3.2.6 Continue to implement the priority cultural heritage designation program.	
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system) 3.3.2 Continue to implement the Flood Control Program 3.3.3 Continue to implement strategies to address impacts of extreme weather • Emergency preparedness • Proactive infrastructure protection	
3.4 Protect and enhance our natural environment and built form.	3.4.1 Develop a wildlife and biodiversity strategy. 3.4.2 Increase our tree canopy to mitigate climate change and add resiliency that support net-zero initiatives.	

TOC

	3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our target of Net Zero Emissions by 2050. 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2) 3.4.5 Complete the Markham Centre Rouge River trail system 3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy and look for new opportunities to offset the lack of parkland as prescribed by provincial legislation.	Transportation deaths per 100K population (ISO data – annual) % of population living within 0.5 KM of public transit running at least every 20 minutes during park periods (ISO data – annual) % of area designated for natural protection (ISO data – annual) Green area (hectares) per 100K population (ISO data – annual)

GOAL 4 - Stewardship of Money and Resources

Goal Statements: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objectives	Strategic Actions	Goal Metrics
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	4.1.1 Funding Strategy: Support development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions. 4.1.2 Revenue strategy: • Advocate to other levels of government for enhanced revenue tools • Consider alternate sources of revenue	% residents rating overall programs and services received as Very Good/Good value for tax dollar paid (every 2 years) Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual) Net City of Markham Operating Cost per Household (annual) Non-Residential Property taxes (as a % of total property taxes levied)
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	4.2.1 Continue to implement Asset Management Plan and ensure climate adaptation is integrated while also achieving Net Zero strategies for the City's own assets. 4.2.2 Develop a comprehensive risk management framework 4.2.3 Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	4.3.1 Establish public reporting aligned to BMFT, including key metrics 4.3.2 Implement a plan to communicate and make key City policies available and up to date on City website.	

BUILDING MARKHAM'S FUTURE TOGETHER 2020-2026 STRATEGIC PLAN 2025 ACCOMPLISHMENTS

Goal 1: Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

2025 Accomplishments:

- In coordination with Ontario Big City Mayor's (OBCM), planned and executed Annual General Meeting in Markham.
- In collaboration with the Mayor's Office, strategized and established list of priorities to advocate to the Federal and Provincial Governments. Accomplishments include $4.85M provincial Housing Enabling Water Systems Fund. Advocacy on widening of Steeles Ave E, changes to Parkland dedication and Building Faster Fund criteria.
- Through collaboration with Operations and Engineering, Environmental Services advocated to the Provincial Government to amend Provincial regulation on the Dedicated Locator (DL) policy. The amendment created a window to exempt municipalities from entering into DL Agreements—for the City, this results in a more efficient and cost-effective process.
- Corporate Communications supported the Exceptional Services by Exceptional People (ESxEP) Transformation in 2025 with all communications related to: launch of and rolling-out of the Road Map, supporting call for participants for focus groups to discuss Values, September 2025 Town Hall, roll-out of the Corporation's Core Values, and supporting other Transformation-related items throughout the year (e.g. CAO messages), as required.
- The City maintained robust coverage from media in 2025, including both mainstream and Asian media. Top news mentions of the year are the 2026 IndyCar (Total reach 112.4M), the Blue Jays viewing party (30.1M) and the Markham Fire and Emergency Services Partnership with Seneca College to improve diversity in fire protection (23M).
- 9968 emergencies responded to by Markham Fire and Emergency Services in 2025.
- People Services launched new modernized Markham Learning Centre, providing an easier user experience.
- People Services creation of 2026 learning catalogue. Emerging Talent and Managing at Markham Part 2 and refreshed Managing at Markham Part 1.
- Finance, in tandem with Corporate Communications, a new page on the Markham website now allows residents to file an insurance claim online. A new Claims Intake Form links with the City's Clear Risk software. This simplifies and streamlines the process and creates efficiencies for staff.
- In order to prepare enforcement/compliance officers for the non-parking module and use of the GTECHNA app, AMPS provided training specific to the AMPS process, which focused on the importance of proper investigative techniques, standardized approaches to evidence gathering, and the role officers play in the adjudication process (screening/hearing reviews).
- Animal Services expanded the Markham Cat Adoption and Education Centre to include all stray animals and not just cats. Rebranded the facility to host large scale monthly events and promoted the Reading Therapy Program.
- Updated Power BI version of Contact Centre reporting dashboard on the Checkmark Web Page to provide transparency and tracking. Use of Power BI to consolidate multiple data streams (Mitel, email, ACR, SharePoint, Excel), reducing manual upkeep of reports.
- Deployment of an advanced AI chatbot on the Portal to leverage the comprehensive data repository to provide citizens to improve access to information and services provided by the city, expand available services and enhance the user experience. The Access Markham mobile app has been enhanced with the integration of the Millie chatbot and a new Parks module, providing improved services and accessibility for Markham residents experience.

- Modernization of Automated Vehicle Locator (AVL) System. AVL provides vehicle location services and has been implemented for all City of Markham owned and contracted fleet vehicles (i.e., snowplows).
- Modernization of Markham Library Digital Media Lab. The popular Markham Library Digital Media Lab that includes maker spaces and digital design tools was refreshed across 5 library branches.
- Environmental Services Supervisory Control and Data Acquisition (SCADA) System Upgrade. With the completion of Phases II and III of the SCADA system upgrades, these enhancements significantly improve system-wide monitoring, automation, operational responsiveness, and cyber-security protection across water and wastewater services. The integration of the Enterprise Stormwater Pumping Station into the SCADA network brings real-time visibility and centralized control to one of the City's critical stormwater assets.
- Environmental Services Business Process Enhancements (EAM updates): Uploaded historical CCTV data into the system; Consolidated and added tie-in/field sketches to EAM map layer; Set up a process (new form) to track hand tools and parts stored in vehicles; Rolled out iPads to support field operations.
- Operations improvements to the corporate CVOR from Satisfactory Safety Rating to an Excellent Safety Rating. After comparing to other municipalities in York Region – Markham is ranked number 1 with its current CVOR safety rating and all-time best rating in the history.
- Urban Design refined and updated Markham's Sun and Shadow Study Terms of Reference to strengthen public realm outcomes through definitive evaluation methods and submission requirements that ensure safe and comfortable outdoor open spaces and inviting streetscapes.
- Urban Design completed first phase of AODA Document Remediation Project, encompassing a comprehensive review and inventory of documents on the Planning and Urban Design Department's website. This work advances the City's commitment to accessibility and inclusion by ensuring compliance with provincial standards and equitable access for all users. Phase 2, involving document remediation, is currently in progress.
- Building Standards maintained the MMAH approved Building Official Intern Program. Program will assist with attracting training new building official talent. Program underway with 4 interns for 2025-2026. In 2025 graduated the first intern from the program.

Goal 2: Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*
We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

2025 Accomplishments:

- Led the partnership efforts between the City of Markham and Eabametoong First Nation. Collaborated with Eabametoong on application intake for the federal government's Green and Inclusive Community Buildings (GICB) program (decision tbd). Produced collaboration agreement renewal (2025-2030) which was agreed upon by both parties. Next step is a formal signing ceremony scheduled for a date in 2026.
- City instituted a Long-term Rental DC Deferral Policy aimed at stimulating the development of rental housing. In 2025, over 1,000 rental units have been issued for developments that qualify for the deferral and there are more potential developments enquiring about the program.
- Leveraged existing e-ticketing software (GTECHNA) to begin enforcement of non-parking violations including Business Licensing, Animal Services, Fire Prevention, By-law Services, Environmental Services (Wastewater and Waste Management).

- To coincide with the launch of the non-parking module and enforcement of additional By-laws under the Consolidated AMPS By-law, we onboarded 2 additional Screening Officers and 4 additional Hearing Officers to handle the anticipated increase in screening/hearing reviews.
- Over 4.5 million library items borrowed by Markham readers – 12.4 items per capita. A first: Over 1,000,000 ebooks borrowed. Achieved a 9.2% year-over-year increase in active library users: 100,402 (median).
- Markham Public Library collaborated with ITS to upgrade public computers, self-service technology, digital media labs and public printing services (new feature: online printing), creating a modern, connected and sustainable tech environment, ensuring: Convenient and efficient digital services for residents, with 84.8% of library materials borrowed through self-service; Inclusive public access to modern innovative digital equipment.
- Markham Public Library supported understanding of Indigenous History through improved library webpage content related to Indigenous history, including Treaty information specific to Markham and booklists connecting readers to relevant library materials
- Recreation facilities hosted 2025 Little Native Hockey League tournament. The 2025 tournament saw 265 teams play over 700 games. Over 10,000 players and families visited Markham (4000 players). Over 700 games on 15 rinks in Markham & Stouffville. 1,700 hotel rooms in Markham & additional 500 rooms in York Region with additional Airbnb and hotel rooms booked outside of LNHL reservation system. Over $8M in economic impact for Markham– Destination Markham.
- Celebrated the 50th anniversary of Thornhill Community Centre and the 10th anniversary of the Markham Pam Am Centre.
- Successfully hosted 7 International Events, 8 National Events, 24 Provincial Events and 50 Invitational Events at the Markham Pan Am Centre. This significantly contributes to the Economic Impact through sport tourism.
- Completed World War I and Word War II monument and flag display at Veteran's Square and Cenotaph. Designed in collaboration with Markham District Veteran's Association. The installation of the WW1 and WW2 granite monument represents 70 fallen war veterans from The City of Markham and provides opportunity to honor future veterans.
- Completed Arboretum Interpretive/ Wayfinding Signage. Installed interpretive/ wayfinding signage at South Unionville Park Arboretum to educate residents on a range of tree related topics.
- Initiated the development of a standard operating procedure for early engagement with First Nations communities on City Initiated Planning studies (i.e. Secondary Plans, Official Plan Review) to respond to provincial policy.
- Presented an overview of the Heritage Program for all Urban Design Staff; and Archaeological Training Session for all Development Staff.
- Redesign of Markham Heritage Register. Working with a team from ITS, the web-based Heritage Register was completely updated adding new functionality and search capabilities.
- Organized and administered the Doors Open Markham event under the theme "Markham's Learning Landscape" with visitation of over 4,700 at 14 sites.
- Successfully delivered the 2025 Markham Cycling Day event that attracted over 1,600 participants with the support of over 60 community volunteers on June 15, 2025.
- Engineering and Legal negotiated multiple Field Liaison Agreements with Indigenous Communities on Capital Projects. Finalized agreements and establish a process for First Nation engagement required as part of Capital Project delivery.
- Economic Growth Business Attraction, Retention, Expansion (BR+E) & Business Support.
    - Completed 629 engagements with business to support queries related to business growth and expansion.
    - Implemented Markham Tariff Response Strategy to assist impacted businesses (outreach to 30+ impacted employers; 30 employers; Made in Markham campaign featured 20 businesses; 4 key business support topic seminars; Tariff web page to share relevant tariff related info + administered impact survey).
- Markham Small Business Services supported 3180 small businesses via delivery of 58 training sessions, events, consultations and responded to 637 inquiries.
- Varley Art Gallery 2025 annual attendance was the highest on record since the gallery opened in 1997: 66,998 visitors

- In 2025, Markham Museum focused on further diversifying and growing potential revenue streams through the exploration and development of new events, visitor experiences, programs and members benefits.
- Flato Markham Theatre celebrated its 40th Anniversary Season starting in the fall of 2025.
- Corporate & Community Events delivered 84 city-organized events and activities, including park openings, flag raisings, media events, Mayor's Business Address & Luncheon & Santa Claus Parade.
    - Delivered Canada Day Celebrations attracting over 30,000 attendees.
    - Delivered Children's Festival attracting over 15,000 attendees.
    - Delivered 60th Anniversary of Canadian Flag & 2026 Honda Dealership Indy Markham Event Announcement Press Conference
- Corporate & Community Events Supported 65 community festivals and third-party events, including BIA events, large-scale festivals, and events with road closures.
- City of Markham signs multi-year agreement to host the Ontario Honda Dealers Indy, a premier Nippon Telegraph and Telephone Corporation (NTT) INDYCAR SERIES event. Inaugural race scheduled for August 14-16, 2026, on a new street circuit in Markham Centre. The event is expected to bring significant economic benefits, attracting around 150,000 visitors and generating an estimated $50M annually for the region.

Goal 3: Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

2025 Accomplishments:

- The City completed construction on three major retrofit projects—Thornhill Community Centre, Clatworthy Arena, and Mount Joy Community Centre—representing a collective investment of nearly $8.6M, including $5.8M in grants from the Government of Canada's Green & Inclusive Community Buildings Program. These projects have achieved significant sustainability milestones, including an average reduction of over 65% in greenhouse gas (GHG) emissions and up to 35% in energy consumption across the facilities.
- By-Law, Engineering and Environmental Services ensured compliance with tree preservation regulations and protection measures during capital design and construction projects: East Don River Tributary Restoration, Green Lane Water Service Upgrades, Mill Street Slope Restoration, Stormwater Management Pond, Warden Avenue Widening to Major Mackenzie, and Torbay Road to Don Mills Channel.
- Received the Inaugural 2025 Ontario One Call's Innovation in Dig Safety Award on October 23, 2025. This award recognizes the City's efforts on underground advancements in excavation safety, underground infrastructure protection, and damage prevention.
- Reliability Improvement and Infrastructure Resilience.
    - Water Quality Assurance: Replaced drinking water sampling and testing stations at 84 locations across Markham to support consistent water quality monitoring and public health protection.
    - Meter Modernization: Replaced 3,402 residential water meters and 74 Industrial, Commercial & Institutional (ICI) meters by Q4 2024.
    - Ongoing installation of 400 residential and 70 ICI meters to further improve accuracy and service efficiency.
    - Pipeline Protection: By Q2 2025, 12 km of ductile iron (DI) watermains were safeguarded through cathodic protection, extending asset life and reducing future maintenance costs.
- Achieved 80% gross waste diversion rate from Markham households and municipal recycling depots.

TOC

- Received the Ontario Public Works Association (OPWA) 2024 Public Works Project of the Year Award (Emergency Construction / Repair Category) - John Street at Settlers Park – Erosion Restoration Project.
- Planted more than 30,000 native trees and shrubs to help create more than 14 hectares of new forest cover.
- Created 1.4 hectares (14,000 square metres) of new wetland habitat at Milne Dam Conservation Park.
- Improved on City and third-party special events traffic closure safety within the City right-of-way and implemented a traffic safety procedure to guide external event organizers. Implemented hostile vehicle mitigation strategies for all City organized special events.
- Completed two new buildings in Wismer Park. The new park washroom building and shade pavilion provide accessible washrooms for residents and a large shade pavilion with various seating opportunities adjacent to many existing park amenities.
- Completed 1 new Park totalling 0.75 acres of new parkland.
- Replaced or Refurbished 8 playgrounds, 17 shade structures, 1 backstop/ outfield fence and 13 tennis/ basketball facilities in existing parks to ensure public safety and optimal value of the assets within our existing parks.
- Completed year 3 of 4 of AODA Playground Refurbishment Program (2025). Completed the planning, procurement and construction of AODA-compliant playground refurbishments at 12 existing parks.
- 4.32 ha of Parkland Conveyed. 4.32 ha (10.67 ac) of future parkland conveyed through Planning Act provisions and negotiations.
- Housing Accelerator Fund – CMHC. Implementation of Markham's 7 Action Plan Initiatives, using $58.8M in funding secured to support the delivery of 1,641 residential units, to be completed by the end of 2026.
- Received the PlanON Award of Merit from the Ontario Professional Planners Institute and the Lee Symmes Municipal Award from Ontario Nature for the City's Natural Heritage Management Study and Natural Assets Study.
- Development Applications Received and Circulated for Review and Applications Approved.
    - Received and circulated a total of 291 development applications (pre-consultation, official plan amendment, zoning amendment, plan of subdivision, site plan control, plan of condominium, minor variance, consent).
    - Approved a total of 252 development applications (pre-consultation, plan of subdivision, site plan control, plan of condominium, minor variance, consent).
    - Approved a total of 113 residential units and 151,304.42 m^2 of non-residential development (site plan control).
    - Approved a total of 244 residential units (subdivision).
- Road Safety Plan Development.
    - Successful in obtaining a $326K grant for the Road Safety Plan Development project from the Federal Enhanced Road Safety Transfer Payment Program.
    - Worked collaboratively with York Region to ensure alignment with their Vision Zero Traveller Safety Plan.
- Completed Active Transportation Master Plan (ATMP) Design and Construction – 7 Locations, including Clegg Road, Allstate Parkway, Ferrier Street, and Carlton Road.
- Completed Rouge Valley Trail Highway 7 Underpass and Bullock Extension Design and Construction, within budget and ahead of schedule.
    - Completed construction of a 3.0 m asphalt multi-use pathway connecting the York Region Transit bus stop at Bullock Drive and Highway 7 to Austin Drive Park.
- Completion of Markham Centre Trail 3 Construction.
    - Completion of the Markham Centre Trail Phase 3 which includes a 3.0 m wide paved multi-use Pathway and is located south of the Rouge River and extends for approximately 350 m from Wardenview Park to the Verclaire Gate.
- Commencement, advancement and completion of major infrastructure components of Ontario Honda Dealers Indy at Markham Racetrack:

  - Led all infrastructure design and construction components of Honda Indy race event starting in Markham in 2026.
  - Aiming to complete the project within the committed timeline of spring 2026.
- Building Standards issued building permits for 2062 new residential dwelling units and occupancy permits for 1517 new residential dwelling units – 20% more building permits in 2025 than 2024.
- Issued building permits with a construction value of $3.76 billion. This is around 70% more than 2024 and a record for Markham Building Standards.
- Completed 40,038 (24% more than 2024) building inspections within 2 business days of the request.

Goal 4: Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

2025 Accomplishments:

- Celebrated the sixth year of World Council on City Data Platinum Certification for the City of Markham.
- Corporate Communications advertising grew 11.5% year-over-year, increasing to $91,750 in 2025. Sponsorship grew 32.6% year-over-year, increasing to $315,700 in 2025.
- Budget 2025: A Markham Milestone publication received a 2025 Hermes Creative Gold Award, recognizing its clear, creative and accessible financial communication publication for residents. This was the second consecutive year that the City won an award in this competition.
- For the twenty-fifth consecutive year, the City of Markham has been awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 2025 Budget.
- For the past twenty-four years, the City has received the Government Finance Officers Association (GFOA) 'Canadian Award for Financial Reporting.' The award provides recognition for excellence in governmental accounting and financial reporting.
- Amongst the Top 5 out of large Canadian municipalities for municipal fiscal accountability and transparency, as ranked by CD Howe Institute.
- Finance authored the Financial Strategy section of the 2025 Corporate Management Plan update, which was formally endorsed by Council. This Provincially legislated document was submitted to the Ministry of Infrastructure and provides an assessment of the financial forecast for the City's assets.
- Financial Planning implemented process improvements for the TCA Conveyed Asset acceptance workflow, enhancing efficiency and accuracy in asset management. Finance also conducted a comprehensive assessment of deferred revenue recognition approaches and ensured alignment with future ERP system integration to support streamlined financial operations.
- In 2025, Procurement achieved $1M in negotiated savings on projects prior to contract award and $1.1M in negotiated cost avoidance.
- Sustainability and Asset Management, as well as Finance completed 2025 Asset Management Plan update in compliance with Ontario Regulation 588/17, summarized as follows:
  - The City's assets have a combined current replacement value of $17.5B
  - The City's assets are in a GOOD state of performance (90%)
  - No assets are assessed as very high risk
- Environmental Services Flow Data/Rain Data Analyzing Tool: The in-house Flow and Rain Data Analysis Tool has transformed the management of millions of data points collected annually through monitoring programs. This innovation has delivered significant time and cost savings across multiple City projects, representing a major milestone in the City's commitment to smarter, data-driven wastewater system management.

- Operations procured 2 autonomous lawn mowers to pilot sports field grass cutting.
- Operations and SAM collaborated in development of a low-carbon fleet vehicle strategy to achieve significant Greenhouse Gas (GHG) emissions reductions for our City-owned fleet vehicles.
- Successful implementation of the City's award-winning AI Pavement Assessment program. This program utilizes AI to conduct pavement assessment of the City's road network. Recipient of the 2024 Public Works Project of the Year Award by Professional Engineers Ontario and 2025 IRF Global Road Achievement Award in Asset Management and Maintenance Management Category; further solidifying the City of Markham's continued leadership role in innovation.
- Varley Art Gallery – Grants/Support.
    - Received Ontario Arts Council annual operating grant,
    - Received a Canada Council for the Arts project grant for a 2026 exhibition.
    - Received an Ontario Seniors Community Grant to develop and implement a series of free workshops for older citizens, 2024-25 with the Markham Museum.
- Markham Museum – Increased Attendance & Revenue.
    - Markham Museum received over 54,000 visitors in 2025. This is the highest ever attendance for the Museum.
- Markham Museum – Grants/Support.
    - Received Canada Summer Jobs support for staff positions in various departments.
    - Received an Ontario Seniors Community Grant to develop and implement a series of free pottery workshops for older adults, 2024-25 with the Varley Art Gallery.
    - Received the York Region Greening Action Partnership to support environmental programming and related infrastructure.
    - Young Canada Works Grant support for curatorial staff positions.
    - Received Canadian Parts and Recreation Association – Green Jobs Initiative to support the redevelopment of our environmental based geocaching tour.
    - Increasing grant revenues by 77% from 2024.
- Flato Markham Theatre
    - Flato Markham Theatre hosted a fundraising gala to celebrate our 40th Anniversary.
    - Renovated the lobby of the theatre.

BUILDING MARKHAM'S FUTURE TOGETHER 2020-2026 STRATEGIC PLAN
2024 REPORTING METRICS – MEASURES OF SUCCESS

GOAL 1	Measure of Success	2024	2023	2022
Exceptional Services by Exceptional People **Goal Statement:** ***We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.***	Overall satisfaction with the delivery of all the services provided within the City of Markham: residents, businesses and other stakeholders - % of residents in agreement (2024).	88%	92%	92%
	Community facilities are in good condition - % of residents in agreement (2024).	93%	91%	91%
	Overall customer satisfaction	11 Surveys	7 Surveys	8 Surveys
	(Internal and External Services) from Department Surveys completed this year (annual)	71.40%	83.60%	832.00%
	# of transactional services that are provided and received on-line	110	80+	80+
	Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year – Conducted Spring 2021)	N/A	65.2%	65.2%

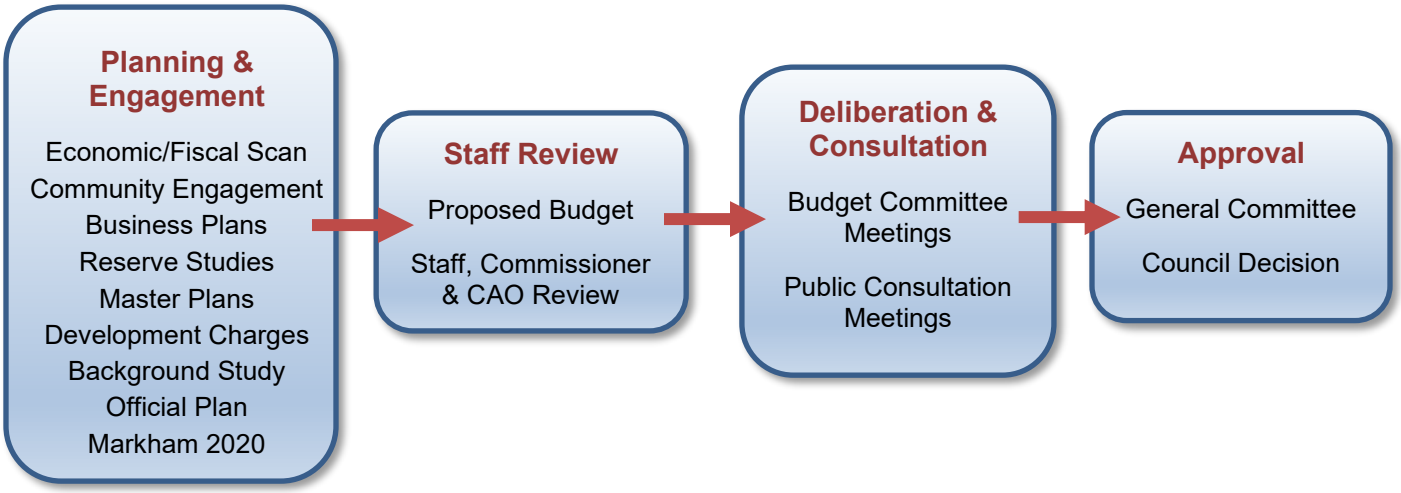
GOAL 2	Measure of Success	2024	2023	2022
Engaged, Diverse, Thriving and Vibrant City of Markham **Goal Statement: We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.**	Overall quality of life in Markham (2024) - % of residents in agreement.	93%	90%	90%
	City Services are accessible - % of residents in agreement (2024).	92%	89%	89%
	City supports, celebrates and promotes diversity, equity and inclusion - % of residents in agreement (2024).	90%	90%	90%
	# of visits to our municipal arts, recreation, library, sporting venues	9,200,000	7,700,000	3,853,938
	Community Centres	2,400,000	2,108,066	1,073,938
	Libraries	(Digital: 4.5M)	(Digital: 3.7M)	
	Cultural Venues	207,143	197,828	94,566
	Number of cultural institutions and sporting facilities per 100k population (ISO data 2023)	134.09	131	122.3
	Total Employment in Markham (biennial)	184,645	177,440	177,440
	Number of businesses per 100k population (ISO data 2023)	2,855	2,855	3,062.00

GOAL 3	Measure of Success	2024	2023	2022
Safe, Sustainable and Complete Community Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*	% of trips by mode of transportation for morning peak period to and from Markham:			
	Transit	6%	Not Available	Not Available
	Auto	78%	Not Available	Not Available
	Walk and Cycle	11%	Not Available	Not Available
	Other	4%		
	(2022 Transportation Tomorrow Survey, data released in 2024)	87%	90%	90%
	% of residents in agreement that Markham is a safe city (2024).	24.8	16.82	24.6
	Annual number of public transport trips per capita (ISO data 2023)	71.49	56.06	55.5
	KM of bicycle paths and lanes per 100k population (ISO data 2023)	1.38	1.4	1.1
	Transportation deaths per 100k population (ISO data 2023)	-	-	-
	% of population living within 0.5km of public transit running at least every 20 min during peak periods	70%	76.80%	76.90%
	Amount and % of new affordable ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (Annual)	2023 Data: 0% (0 Units)	2022 Data: 0% (0 Units)	2021 Data: 0% (0 Units)
	Amount and % of new affordable rental housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)	2023 Data: 100% (293 Units)	2022 Data: 100% (9 second units)	2021 Data: 100% (16 second units)
	Waste Diversion Rate (curbside and depots)	80%	79.70%	79.90%
	% of area designated for natural protection (ISO data 2023)	32.20%	32.20%	32.20%
	Green area (hectares) per 100k population (ISO data 2023)	1,448.77	1,456.77	1462.01
	% reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years). Markham staff expect to be able to report on results regularly starting in 2025.	0.76% decrease (2020-2023) mainly due to a reduction in natural gas emissions	Data available starting 2025	Data available starting 2025

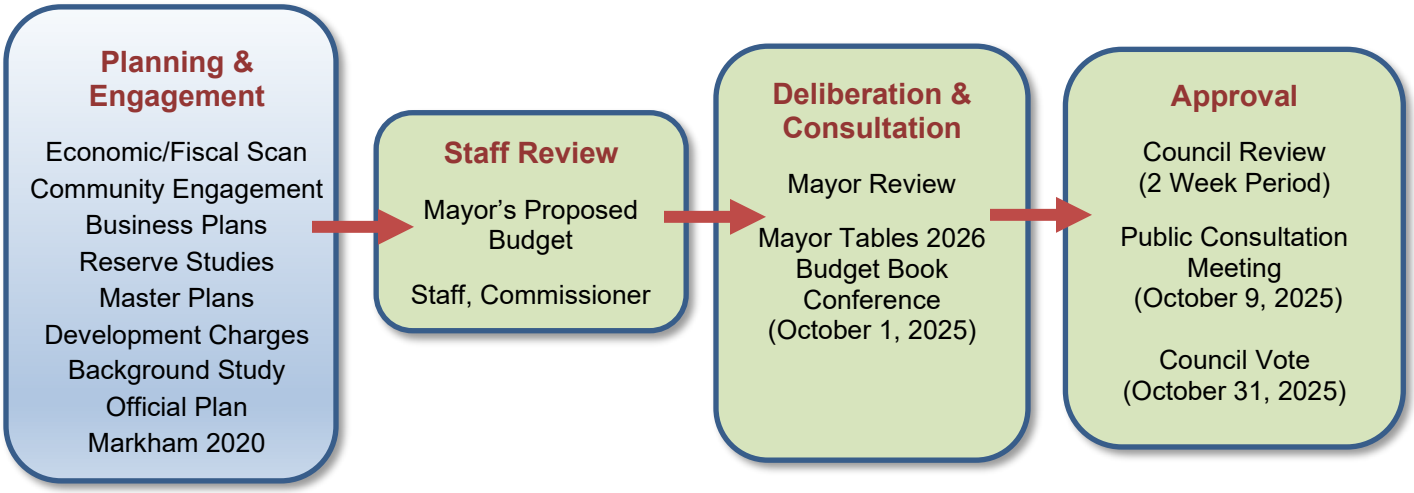
GOAL 4	Measure of Success	2024	2023	2022
Stewardship of Money and Resources Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*	Net City of Markham Operating Cost per Household (annual)	$1,428.79	$1,378.60	$1,327.33
	Non-Residential Property taxes (as a % of total property taxes levied)	16.40%	16.50%	16.80%
	Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)	25 years	25 years	25 years
	% of agreement that City services represent good value for tax dollar (2024).	71%	79%	79%

2026 Budgeting Process

Typical Budgeting Process – 2023 & Prior Years



2026 Budgeting Process – Impact of Strong Mayor Powers



2026 Budgeting Process Detailed Level

Timeline

Month	Business Plan (Managed by: Strategy Managers)	Budget (Managed by: Financial Services)
May-25	• Executive Leadership Team (ELT) authorized launch of annual preparation of Department Business Plans • Strategy Manager from each Commission communicated business plan process to Directors in their Commission	
Jun-25	• CAO or Commissioner review and approve Departmental Business Plan in their Commission	• Capital Budget database open for input of 2026 Capital Project requests
Jul-25		• Director review of Capital Budget reports with Commissioner including Commissioner sign-off
Aug-25		• CAO review of Capital Budget requests and follow-up
Sep-25		• CAO further review of Capital Budget • CAO review of Operating budgets
Oct-25 **Nov-25**		• Special Council Meeting #1: October 1 2025 ○ Mayor tables 2026 Budget Book & Schedules ○ Mayor holds press conference ○ Council review period of 2026 Budget begins • Special Council Meeting #2: October 9, 2025 ○ Public consultation meeting to address questions from public on 2026 Budget ○ Opportunity for Council to raise amendments for Mayor to review/consider • Special Council Meeting #3: October 31, 2025 ○ Opportunity for Council to vote on amendments (if any) to the Budget ○ Council vote on 2026 Budget – Capital & Operating
Dec-25		• Capital Budget database – Capital Projects are assigned numbers and GL codes, and all 2026 Capital Projects are opened in the system
Jan-26	• Director completed Departmental Business Plan	
Feb-26	• All approved Departmental Business Plans due to Strategy Manager	

2026 Budget Overview

Budget Framework

The Building Markham's Future Together Strategic Plan is the foundation for the City's annual budget process. The strategic objectives and associated action plans listed under Markham's Strategic Plan are incorporated and considered during the development of every Budget the City produces. For 2025, Council's strategic priorities address the following initiatives:

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

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

Overview: Strong Mayors, Building Homes Act, 2022

On November 23, 2022, the Province of Ontario enacted the *Strong Mayors, Building Homes Act, 2022*, which empowers heads of council the power to set budgets, veto bylaws, and pass bylaws with just one-third of their council's support, only if these bylaws deal with provincial priorities outlined in O. Reg. 580/22, including the province's goal to build 1.5 million homes by 2031.

As of June 16, 2023, the *Strong Mayors Act* was expanded to the Mayors of twenty-six Ontario municipalities, including the City of Markham. Under these new powers, the Mayor of Markham made changes to the standardized budget process for the 2024 fiscal year. Specifically, the new process did not require consultations with the formal Budget Committee, as was the case in prior years. Consultations with Councillors and the public occurred in adherence with a revised timeline.

The *Strong Mayors Act* set out a framework within a fifty-five-day window after tabling of the Mayor's Budget. Once tabled, the first thirty days of this period were allocated for review and proposal of amendments to the tabled budget by Members of Council. This was followed by a ten-day period for the Head of Council to consider and potentially veto any of the proposed amendments. Following the veto period, the final fifteen days were for Council to vote on any overrides to the Head of Council's veto through a majority (if necessary). If no amendments are raised during the first thirty-day period, the budget is deemed adopted by Council.

Markham's 2026 Budget Process Under the Strong Mayors Act

In 2025, each Business Unit developed a Business Plan that served as a single reference for identifying its 2026 proposed objectives in alignment to the corporate goals and Council priorities.

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

> *"We demonstrate exceptional leadership using sound, transparent and responsible fiscal and resource management, and policy development to mitigate risks while enabling efficient and effective service delivery."*

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

The 2026 Budget process was initiated with a fiscal scan that identified economic pressures. Based on this and other considerations, a preliminary budget was developed. Early in the process, priorities were set, aligning the City's corporate goals to departmental budget requests. These requests were submitted to senior staff for review and subsequently presented to the Commissioners, the CAO, and the Mayor. Although not required under the legislation, the Mayor held pre-consultation meetings with Members of Council to solicit feedback for consideration prior to the tabling of the budget.

Under the legislative framework, as a result of new authorities and responsibilities assigned to Heads of Council under the *Municipal Act*, the Mayor tabled the 2026 Budget Book and corresponding schedules on October 1, 2025. On this date, the Mayor officially presented Council with a fiscally responsible budget (formally printed as the 2026 Markham Budget Book) which included a property tax rate increase of 3.90% based on known information, factoring in a 2.59% provision for operating expenses, 0.41% for the payback of the Corporate Stabilization plan, and 0.9% in additional Life Cycle investment. For the average home in Markham, this represented an increase of $54.99 on the City portion the tax bill, the lowest average tax rate increase in the GTA over the past 21 years.

A press conference was held by the Mayor following the tabling of the 2026 Budget Book, wherein the public and media could request additional clarification and information on the 2026 Budget. Thirty days were allocated for Council to review and propose changes, with a public consultation meeting held on October 9, 2025. This meeting was an opportunity for the Mayor and Council to receive the public's feedback on the 2026 Budget, and all budget meetings were open to the public in-person as well as via live video-streaming through Markham's portal.

No revisions or amendments to the budget were proposed during the thirty-day window following the tabling of the budget. As a result, on October 31, 2025, during a Second Special Council Session, Council reviewed and adopted the proposed 2026 Budget of

$673.6M*, and unanimously approved a 3.90 per cent property tax rate increase for the Primary Operating Budget, which is below the rate of inflation. Council also reviewed and adopted the Capital Budget, as well as the Planning & Design, Engineering, Building Standards, and Waterworks Operating Budgets. The City of Markham may amend its budget in-year on as needed basis based on Council review and adoption.

Fiscal Prudence

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

- Minimize dependency on the use of one-time funding to balance the Operating Budget
- Prohibit the use of prior year surpluses to balance the Operating Budget
- Allocate available funding to the Life Cycle Reserve

Approved Budget

The total approved 2026 Budget is $675.0M, broken down as follows:

Budget Component	(in $ millions)
Operating	$306.1
Planning and Design	$18.3
Engineering	$13.7
Building Standards	$15.1
Waterworks	$161.4
Capital	$160.4
Total*	**$675.0**

The 2026 Budget aligns with the Council approved strategic priorities which address social, economic and environmental considerations. The budget maintains, and in some cases, increases current service levels. It also continues to provide investment in Council-approved priority areas and in our Life Cycle program, which ensures sufficient funds are available for the repair and replacement of City assets for the next 25 years.

* The 2026 Budget Book identified the total 2026 Budget as $677.9M. Post budget tabling, offsetting adjustments were made to the 2025 and 2026 Operating Budgets ($3.2M) to account for the decrease in Hydro revenue (which was a flowthrough in the budget). In addition, post budget tabling, offsetting adjustments were made to Planning and Design ($0.5M), Building Standards ($0.4M) Engineering ($0.3M), and Waterworks (-$0.9M) budget in order to account for $0.3M in net indirect expenses related to salaries and benefits. In all cases, because the adjustments made had a corresponding offsetting adjustment, they did not impact the City's balanced budget or the adopted tax levy increase for 2026.

2026 Operating Budget ($'000s)

Description	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change
Revenues				
TAX LEVIES	196,046,563	196,046,563	$0	0.0%
3.90% PROPERTY TAX RATE INCREASE		**9,136,175**	**9,136,175**	**0.0%**
PAYMENTS-IN-LIEU OF TAXES	1,329,007	1,329,007	0	0.0%
GRANTS AND SUBSIDIES	2,619,655	657,371	(1,962,284)	-74.9%
LICENCES & PERMITS	2,357,507	2,902,987	545,480	23.1%
INTEREST & PENALTIES	5,301,428	6,501,428	1,200,000	22.6%
INCOME FROM INVESTMENTS	33,338,106	38,711,620	5,373,514	16.1%
FINES	3,650,340	4,025,629	375,289	10.3%
USER FEES & SERVICE CHARGES	24,010,339	26,998,802	2,988,463	12.4%
RENTALS	12,829,587	13,809,618	980,031	7.6%
SALES	560,854	653,772	92,918	16.6%
RECOVERIES & CONTRIBUTIONS	1,848,835	1,804,647	(44,188)	-2.4%
OTHER INCOME	4,221,335	3,573,865	(647,470)	-15.3%
Total Revenues	**$292,909,398**	**$306,151,484**	**$13,242,086**	**4.5%**
Expenses				
SALARIES & BENEFITS	$173,043,359	$187,438,184	$14,394,825	8.3%
PRINTING & OFFICE SUPPLIES	502,294	510,138	7,844	1.6%
PURCHASES FOR RESALE	498,102	423,904	(74,198)	-14.9%
OPERATING MATERIALS & SUPPLIES	3,201,926	3,379,955	178,029	5.6%
VEHICLE SUPPLIES	2,290,492	2,374,317	83,825	3.7%
BOTANICAL SUPPLIES	352,947	359,547	6,600	1.9%
CONSTRUCTION MATERIALS	2,477,937	2,652,670	174,733	7.1%
UTILITIES	9,306,862	9,387,597	80,735	0.9%
COMMUNICATIONS	1,558,204	1,496,833	(61,371)	-3.9%
TRAVEL EXPENSES	462,999	479,024	16,025	3.5%
TRAINING	849,520	883,110	33,590	4.0%
CONTRACTS SERVICES AGREEMENTS	10,236,194	11,354,517	1,118,323	10.9%
MAINT. & REPAIR - TIME & MATERIAL	10,694,599	11,151,204	456,605	4.3%
RENTAL/LEASE	781,303	960,548	179,245	22.9%
INSURANCE	3,646,991	3,346,991	(300,000)	-8.2%
PROFESSIONAL SERVICES	3,113,729	3,155,060	41,331	1.3%
LICENCES, PERMITS, FEES	945,200	884,825	(60,375)	-6.4%
CREDIT CARD SERVICE CHARGES	507,493	608,957	101,464	20.0%
PROMOTION & ADVERTISING	1,320,199	1,276,882	(43,317)	-3.3%
CONTRACTED MUNICIPAL SERVICES	18,675,296	13,964,322	(4,710,974)	-25.2%
OTHER PURCHASED SERVICES	1,445,535	1,458,115	12,580	0.9%
PROPERTY TAX ADJUSTMENTS	1,579,000	1,579,000	0	0.0%
OTHER EXPENDITURES	1,936,935	1,933,935	(3,000)	-0.2%
TRANSFERS TO OWN FUNDS	43,283,082	44,915,130	1,632,048	3.8%
MISCELLANEOUS EXPENSES	199,200	176,719	(22,481)	-11.3%
Total Expenses	**$292,909,398**	**$306,151,484**	**$13,242,086**	**4.5%**
Net Expenditures/(Revenues)	**$0**	**$0**	**$0**	**0.0%**

RELATIONSHIP BETWEEN FUNCTIONAL UNITS AND FUNDS

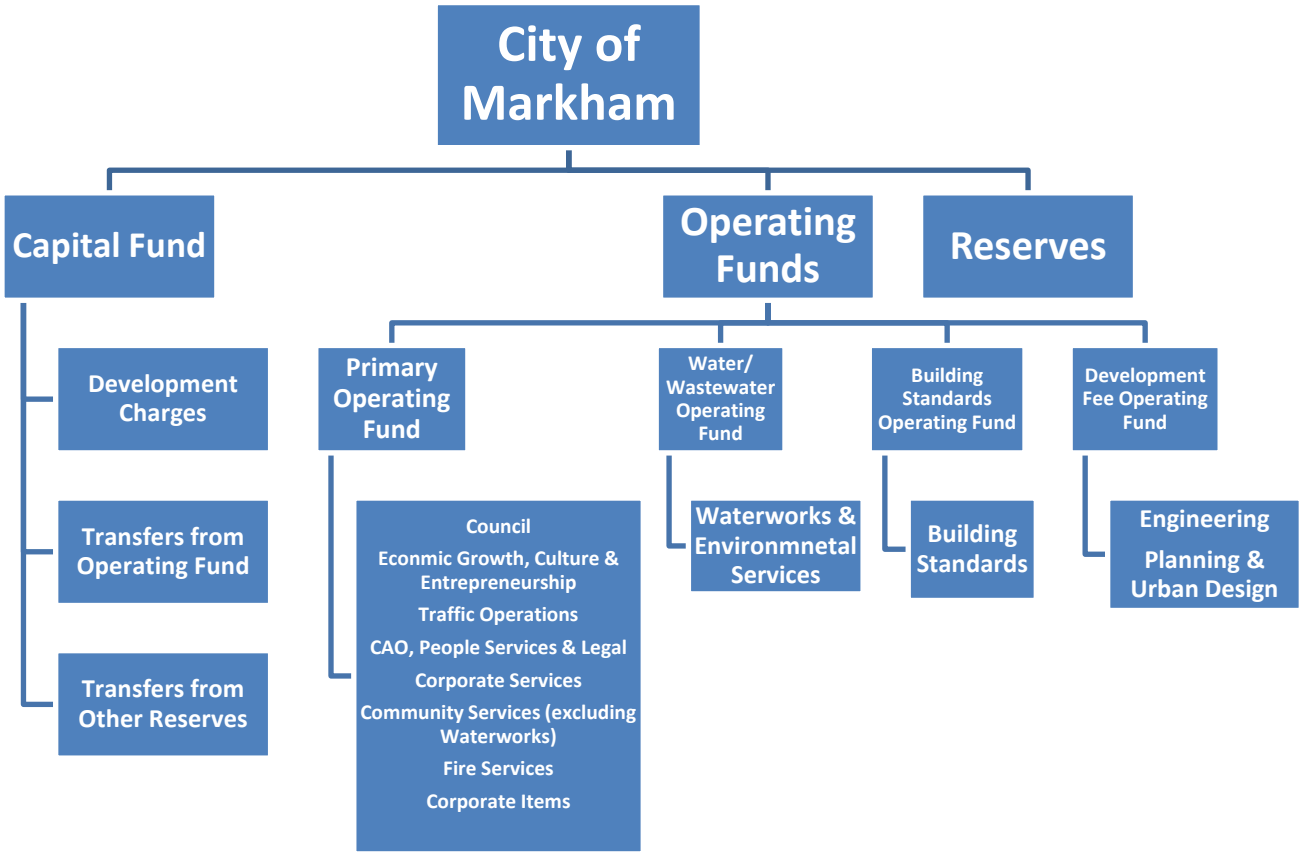
Department / Type of Fund	Operating Fund	Capital Development Fund	Development Fee	Building Fee	Waterworks Stabilization and Capital Fund
Council and Administration	X				
Development Services (DS)					
Building				X	
Engineering (including Traffic Operations)	X	X	X		
Planning and Urban Design		X	X		
Commissioner's Office, DS	X				
CAO, Legal, HR & Fire					
CAO's Office	X				
Corporate Communications	X				
People Services	X				
Legal Services	X				
Fire and Emergency Services	X	X			
Economic Growth, Culture & Entrepreneurship	X	X			
Corporate Services (CS)					
Financial Services	X	X			
Information Technology Services (ITS)	X	X			
Legislative Services	X				
Sustainability & Asset Management	X	X			
By-Law and Regulatory Services	X				
Commissioner's Office, CS	X				
Community Services (CommS)					
Markham Public Library	X	X			
Recreation Services	X	X			
Operations and Operations Admin	X	X			
Environmental Services - Infrastructure	X	X			
Waste and Environmental Management	X	X			
Waterworks		X			X
Commissioner's Office, CommS	X				
Corporate Items	X				

The table above describes funds used for the City's operations.

- Operating Fund
- Capital Development Fund
- Development Fee Fund (Planning & Design and Engineering departments)
- Building Fee Fund (Building Standards department)
- Waterworks Stabilization and Capital Fund

The Operating Fund is the primary operating fund of the City, used to account for all revenues and expenditures of the City not legally restricted as to use or required to be accounted for in another fund. The tables on the following pages show the departmental relationship by use of funding type and the total available resources and the use of these resources including revenues, expenditures, transfers in and transfers out.

DEPARTMENT/FUND RELATIONSHIP



2026 Corporate-wide Budget

Allocation Of Revenue & Expenditure By Fund

Fund (in $000's)	Operating Fund	Capital Development Fund	Planning & Design	Engineering	Building Fee	Waterworks Stabilization and Capital Reserve	Total 2026 Budget	2025 Budget
Revenues								
Property Tax	205,183	-	-	-	-	-	**205,183**	**196,047**
Other Taxes	1,329	-	-	-	-	-	**1,329**	**1,329**
Grants	657	-	-	-	-	-	**657**	**2,580**
Licences & Permits	2,903	-	-	-	13,196	-	**16,099**	**17,827**
Interest & Penalties	6,501	-	-	-	-	-	**6,501**	**5,901**
Investment Income	38,712	-	-	-	-	-	**38,712**	**34,712**
Fines	4,026	-	-	-	-	-	**4,026**	**3,903**
User Fees & Service Charges	26,999	-	10,042	9,993	536	545	**48,114**	**51,559**
Rental & Sales Income	14,463	-	-	-	-	578	**15,041**	**14,605**
Billings	-	-	-	-	-	159,945	**159,945**	**152,818**
Other Income	5,379	-	-	-	-	324	**5,702**	**6,144**
Capital Fund	-	160,385	-	-	-	-	**160,385**	**183,265**
Transfer from Reserves	-	-	8,244	3,703	1,353	-	**11,946**	**5,509**
	306,151	**160,385**	**18,285**	**13,696**	**15,084**	**161,391**	**674,993**	**676,198**
Expenditures								
Salaries & Benefits	187,438	-	12,794	9,931	10,611	10,832	**231,606**	**213,231**
Printing & Office Supplies	510	-	21	12	38	34	**615**	**628**
Operating Materials & Supplies	3,380	-	5	26	23	140	**3,574**	**3,351**
Vehicle Supplies	2,374	-	-	-	-	-	**2,374**	**2,290**
Construction Materials	2,653	-	-	-	-	311	**2,963**	**2,795**
Utilities	9,388	-	-	-	-	37	**9,425**	**9,346**
Communications	1,497	-	11	22	31	36	**1,596**	**1,642**
Travel & Training Expenses	1,362	-	58	81	83	216	**1,799**	**1,701**
Contracts & Service Agreements	11,355	-	5,226	3,541	4,110	4,569	**28,800**	**26,830**
Maintenance & Repair	11,151	-	-	-	-	621	**11,772**	**11,211**
Rental/Lease	961	-	0	6	-	5	**972**	**791**
Insurance	3,347	-	-	-	-	-	**3,347**	**3,647**
Professional Services	3,155	-	37	24	14	143	**3,372**	**3,293**
Licences, Permits & Credit Card Cl	1,494	-	96	44	172	94	**1,899**	**1,849**
Promotion & Advertising	1,277	-	25	5	3	-	**1,310**	**1,354**
Contracted Municipal Services	13,964	-	-	-	-	121,627	**135,592**	**136,313**
Other Purchased Services	1,458	-	-	-	-	4,319	**5,777**	**4,961**
Other Expenditures	4,473	-	13	6	-	3	**4,495**	**4,596**
Capital Expenditures	-	160,385	-	-	-	-	**160,385**	**183,265**
Transfers to Reserves[1]	44,915	-	-	-		18,406	**61,968**	**63,105**
	306,151	**160,385**	**18,285**	**13,696**	**15,084**	**161,391**	**674,993**	**676,198**

Note:

1. An additional $3.7M of Transfer to Reserves is funded through Salaries and Benefits as these funds are set aside for future anticipated staffing requirements.

2026 Consolidated Budget by Department and by Funding Source

(in $000's)	Operating Fund (Note 1)	Capital Fund (Note 2)	Development Fee	Building Fee	Waterworks/Stabilization Fee	Total 2026 Budget	2025 Budget
Council and Administration	**4,053**	**-**	**-**	**-**	**-**	**4,053**	**3,996**
Building	-	336	-	15,084	-	15,420	15,889
Engineering (including Traffic Operations)	2,094	31,852	13,696	-	-	47,642	84,622
Planning and Urban Design	-	10,228	18,285	-	-	28,513	26,598
Commissioner's Office, DS	1,355	-	-	-	-	1,355	1,340
Development Services (DS)	**3,449**	**42,415**	**31,981**	**15,084**	**-**	**92,929**	**128,449**
CAO's Office	943	-	-	-	-	943	940
Corporate Communications	1,960	-				1,960	1,935
People Services	5,458	-	-	-	-	5,458	5,065
Legal	3,519	750	-	-	-	4,269	3,764
Fire and Emergency Services	52,923	716	-	-	-	53,638	48,133
Economic Growth, Culture & Entrepreneurship	10,380	1,216	-	-	-	11,596	11,171
CAO, Legal, People Services and Fire	**75,183**	**2,682**	**-**	**-**	**-**	**77,865**	**71,007**
Financial Services	8,640	1,508	-	-	-	10,148	9,467
ITS	16,379	3,082	-	-	-	19,462	22,738
Legislative Services	7,274	-	-	-	-	7,274	6,618
Sustainability & Asset Management	7,353	9,540	-	-	-	16,893	13,167
By-law & Regulatory Services	5,877	-				5,877	5,443
Commissioner's Office, CS	492	-	-	-	-	492	509
Corporate Services (CS)	**46,015**	**14,131**	**-**	**-**	**-**	**60,146**	**57,942**
Markham Public Library	17,294	3,266	-	-	-	20,560	19,834
Recreation Services	45,624	5,968	-	-	-	51,592	48,887
Operations and Operations Admin	52,398	31,197	-	-	-	83,595	68,451
Environmental Assets	14,755	39,136	-	-	-	53,891	60,425
Waterworks	-	21,591	-	-	161,391	182,982	170,338
Commissioner's Office, CFS	550	-	-	-	-	550	619
Community Services	**130,620**	**101,158**	**-**	**-**	**161,391**	**393,169**	**368,553**
Corporate Items	**46,830**	**-**	**-**	**-**	**-**	**46,830**	**46,251**
	306,151	**160,385**	**31,981**	**15,084**	**161,391**	**674,993**	**676,198**

Operating Budget Summary

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

The fiscal scan conducted to forecast the 2026 Budget identified budgetary pressures made up of the following four components: personnel, managing growth, funding ongoing capital replacements, and municipal contracts. Particulars considered in the 2026 Budget were projected gross domestic product and consumer price index of Canada and Ontario, economic statistics on housing sales, fuel price projection, and collective agreement negotiations. The potential impacts of changes to legislation including Bill 23 were also evaluated.

Together, these fiscal pressures resulted in an increase in expenditures of $13.2M, partially offset by an increase in revenues of $8.2M, resulting in a net pressure of $5.0M. In addition to this operating shortfall, the City must include the fifth annual corporate rate stabilization repayment of $0.8M (Year 5 of 5 years), coupled with $1.74M in infrastructure investment for 2026. Recognizing continuing impact of inflationary economic conditions, along with the impact of tariffs, geopolitical instability, and potentially rising interest rates, on Markham residents in 2026, Budget Committee acknowledged it was important to minimize the tax rate increase while maintaining service levels. As a result, Council approved a 3.90 per cent property tax rate increase.

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

Capital Budget Summary

The adoption of the 2026 Capital Budget of $160.4M was achieved through a comprehensive process designed to effectively address each of the City's strategic priorities. In line with the City's Asset Management Plan, the City ensures that the existing community facilities are maintained in a state of good repair for years to come.

In September 2025, Council approved 11 in-year capital projects totalling $4.28M. These projects included corporate fleet replacement, fire bunker gear replacement, community centre repairs and refurbishment, reforestation projects on City-owned natural areas, playground replacements and refurbishments, and new storm sewer design. For each of these capital projects, approval was requested in order to:

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

The requested approvals ensure the timely commencement of the procurement process, limit delays in design and construction, and avoid operational interruptions. All in-year

capital projects for 2025 have been included in the restated 2025 Capital Budget tables herein.

On October 31, 2025, Council subsequently reviewed and adopted the proposed 233 capital projects, totalling $160.4M, as captured in the 2026 Capital Budget.

	# of Projects	$ (in millions)
2025 In-Year New Projects Approved on September 9, 2025	11	$ 4.28
2026 Projects Approved on October 31, 2025	233	$ 160.4
Total Projects - All Projects for 2026	244	164.68

The 2026 Capital Budget includes:

- Design and construction of new parks and trails;
- Parks maintenance and an increase to Markham's tree canopy;
- Upgrades and accessibility improvements in parks and playgrounds
- Water system and water meter replacement and upgrade programs;
- Facility improvements for recreation, culture & library;
- Food control program in Markham Village, and
- New road construction, asphalt resurfacing repairs and rehabilitation and traffic improvements, streetlight design /construction repair /replacement, and new sidewalks.

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

Waterworks Budget

Council approved the 2026 Waterworks Budget of $161.4M. This represents an increase of $7.1M from the 2025 Budget. The 2026 Water and Wastewater rate will be increased by $0.2548/$m^3$ from $5.1147/$m^3$ to $5.3694/$m^3$ effective April 1, 2026.

Planning & Urban Design Budget

The Planning & Design Budget is primarily funded through Planning Fees. For 2026, Council approved the Planning & Design Budget of $18.3M. This represents an increase of $1.0M from the 2025 Budget.

Engineering Budget

The Engineering Budget is primarily funded through Engineering Fees. For 2026, Council approved the Engineering Budget of $13.7M. This represents an increase of $1.1M from the 2025 Budget.

Building Standards Budget

The Building Budget is primarily funded through Building Licenses and Permits. For 2026, Council approved the Building Services Budget of $15.1M. This represents a decrease of $0.7M from the 2025 Budget.

SUMMARY OF FUNDS

The City's financial statements are made up of the following three funds:

1. Operating Funds – included in Consolidated Statements
2. Capital Fund – included in Consolidated Statements
3. Reserves – included in Consolidated Statements

The City also administers six trust funds for the benefit of others. The financial activities of those funds are not consolidated in the Financial Statements of the City of Markham, but are disclosed in a note to the statements.

Operating Funds

There are four operating funds that support the day-to-day operations of all City departments and services: Primary Operating Fund, Water/Wastewater Operating Fund, Building Standards Operating Fund and Development Fee Operating Fund. The main sources of funding for each of the Operating Funds are: property tax revenues, water/wastewater-rate revenues, building permit fees and engineering, planning and design development fees.

If property tax-supported operations result in a surplus balance at year end, the surplus is transferred to the appropriate reserve in the current year.

Capital Fund

The Capital Fund provides funding for all capital projects at the City of Markham, and is funded primarily by the following sources:

- Development charges (growth related)
- Transfers from Operating Fund (tax funded)
- Transfers from other reserves (various)

Reserves & Reserve Funds

The *Municipal Act* states that a municipality's Council may establish reserves and may utilize the funds at their discretion, for any purpose for which they have the authority to spend. To support the transparent governance of City funding, reserves are divided into the following two categories:

1. Reserves
2. Reserve Funds

Reserves are generally used to stabilize or mitigate the impact of fluctuations in operating costs and revenues. They are not bound by any specific purpose or asset; rather, they are unrestricted funds that are set aside at the discretion of Council.

Reserve Funds differ from Reserves in that each Fund is bound to a specific purpose or asset. They represent monies that have been received as a result of a provincial or federal legislated requirement, a legal agreement, a directed donation or a municipal by-law.

There are two types of Reserve Funds: “Discretionary” and “Obligatory”.

Discretionary Reserve Funds are established under the authority of the Municipal Act. They are created whenever a municipal council wishes to earmark revenues to finance a future expenditure and physically set aside a certain portion of any year's revenues so that the funds are available as required in subsequent years. Discretionary Reserve Funds are endorsed by way of a general by-law, allowing that revenues be set aside from the City’s own resources, and are to be held in reserve for a defined purpose or initiative.

Obligatory Reserve Funds are comprised of monies received as financial contributions for particular works to be undertaken by the City on behalf of the external contributor. The specified use of the Funds cannot be altered by Council, except in the case of monies derived from a municipal fee by-law.

Although Obligatory Reserve Funds are generally related to capital acquisition, repair or replacement, they are segregated based on the legislated requirement or by virtue of the legal agreement, fee by-law or donation through which the funds were established.

Environmental Land Acquisition Reserve Fund.

In 2002, Council approved the formation of the Environmental Land Acquisition Reserve Fund to provide a source of funding for the City to acquire or protect environmentally sensitive land. In 2005, Council approved that any year-end operating surplus will first be transferred to the Corporate Rate Stabilization Reserve to achieve a level equivalent to 15% of local tax revenues, secondly to replenish the expenditures in the Environmental Land Reserve Fund and finally transferred to the Life Cycle Replacement and Capital Reserve Fund. Council also approved the source of inflow for the Environmental Land Acquisition Reserve Fund. The reserve fund is currently funded annually through $250,000 of general interest earned from Alectra Inc., along with general interest earned on the reserve balance. Outflows include funding for eligible capital projects, such as capital project 16290 approved by Council in 2015, for the acquisition of 2.47 acres from the Tanner Estate to construct the Multi-Use Pathway east of Main St. Markham.

As of December 31, 2025, the Environmental Land Acquisition Reserve Fund has a balance of $14.7M, compared to $3.0M in 2005. Given the stable and consistent funding source and the growth in the Environmental Land Acquisition Reserve Fund since inception, the Reserve Fund is deemed to have sufficient funding at the end of 2025.

Description of Reserves & Reserve Funds

The maintenance of reserves and reserve funds is very important to the City of Markham, since the availability of these resources provides Council and Senior Management with flexibility in planning for the future, and in managing unforeseen circumstances. At December 31, 2025, the balance in the City's reserves and reserve funds was $201.1M.

Reserve	Description
Berczy Landscape Feature	To fund future repairs & replacements due to the shortened life span of cultured stone product used in landscape features in Berczy Park
Building Fee	To fund future capital or to mitigate operating pressures, as a draw from reserve, during years of downturn in the industry
Canada Community Building Fund	To fund projects or portions of projects deemed eligible for Canada Community Building Funding (formerly known as Gas Tax funding)
Capital Gains	To accumulate funds to be used to smooth year-to-year fluctuations in investment interest earned versus the investment interest revenue operating budget
Cemetery Operations	For the operational care and maintenance of cemetery assets
Community Benefits Charge (CBC)	Funds to be utilized to fund a wide range of capital costs of any public service that are related to the needs associated with new growth.
Corporate Rate Stabilization	To maintain the City's cash flow, minimize the need for short-term borrowing, fund urgent expenditure requirements, minimize changes in the tax or rate levy, and to smooth out fluctuations due to one-time expenditures
COVID-19 Reserve	To fund future operating impacts relating to the COVID-19 pandemic
Development Charges	To provide funding for capital expansion related to growth
Development Fee	To fund future capital or to mitigate operating pressures, as a draw from reserve, during years of downturn in the industry (Engineering and Planning & Urban Design departments)
Election Expenses	To accumulate, over the municipal election cycle, funds to cover the estimated costs associated with running the election
Election Rebate	To accumulate, over the municipal election cycle, funds to cover the costs associated with estimated value of rebates to election contributors
Environmental Land Acquisition	To accumulate funds for the acquisition of significant environmental lands
Environmental Sustainability	To accumulate funds to support corporate and community-based projects that promote environmental responsibility and innovation
Facility Ramp-Up	To incrementally ramp up for the estimated personnel expenses associated with the opening of a new facilities (e.g., community centre, library, fire station)
Firefighters' Sick Leave Benefits	For the accumulation of the value of MPFFA union members' sick leave credits and to insure against the future payment liability of vested sick-leave benefits as required by the collective agreement
Heritage Estates	To fund future investments in Heritage Estates.
Insurance	To provide a buffer for significant, unanticipated one-time insurance expenditures beyond the control of the City

Land Acquisition	To accumulate funds to finance strategic land acquisitions that are non-growth related and that are not environmentally sensitive
Library Building Program	To fund future Library capital projects not funded by development charges.
Life Cycle Replacement & Capital	To fund asset Life Cycle replacements and other major capital investments in future years
Long-term Disability Benefit	To accumulate funds required to self-insure against the future payment liability of long term disability benefits and associated administration expenses
Main Street Revitalization	One-time funding program for projects identified as eligible under the Agreement to participate in Ontario's Main Streets Revitalization Initiative: Main St. Markham, Main St. Unionville and the Yonge St. Heritage District
Markham Heritage Loans	As an assisted incentive, the City offers short term loans (5 years) to applicants at a reduced interest rate (the greater of 5% or 5% below the Bank of Canada Prime Lending Rate) to restore heritage features or replicate lost features on a designated property
Markham Heritage Preservation	To protect and preserve heritage buildings and facade throughout the City
Markham Heritage Property Grant	A grant program to encourage the preservation, restoration and enhancement of heritage buildings in Markham by providing a financial incentive to private owners of designated properties for the repair and restoration of existing heritage features and the restoration of missing heritage features
Markham Trees for Tomorrow	To encourage tree plantings and public awareness by community groups and non-government organizations
Museum Endowment	Established to receive funds dedicated to museum-related capital projects
Non-DC Growth	To fund the non-DC portion of growth-related projects identified in the DC Background Study
Parkland Cash in Lieu	Funds are to be to be used according to guidelines under section 42 of the Planning Act for the acquisition of new parkland, recreation facilities, and equipment
Post-employment Benefits	To accumulate funds required to self-insure against the future payment liability of post-employment benefits and associated administration expenses
Public Art Acquisition	A fund to receive cash contributions to fund projects in accordance with Markham Public Art Policies
Section 37 Allocation	All funds received under Section 37 of the **Planning Act** are spent only for facilities, services and other matters specified in the by-law
Stormwater Fee	To fund the Council approved long-term (30-year) flood control strategy
Theatre Capital Improvement	Dedicated to capital improvements and replacements for the Markham Theatre, other than those funded from the Life Cycle Replacement and Capital Reserve Fund
Theatre Endowment	To support major initiatives outlined in the Theatre Strategic Plan
Waterworks Stabilization and Capital	Funds to be utilized to offset fluctuations in gross profit on water sales to residents and to fund repairs and replacements of waterworks capital infrastructure
Workplace Safety and Insurance Board (WSIB)	To accumulate funds required to self-insure, as a 'Schedule 2 Employer', against the future payment liability of WSIB related claims and associated administration expenses
WSIB Excess Compensation	To fund WSIB operating costs associated with WSIB claims in excess of $1M, mirroring the City's previous WSIB stop loss insurance coverage.

RESERVE AND RESERVE FUNDS CONTINUITY SCHEDULE

($000's)

Description	Actual Balance December 31, 2024	Actual Balance December 31, 2025	2026 Budget			Estimated Balance December 31, 2026
			Developer and Other Contributions	Transfer from/(to) Operating Funds	Transfer to Capital Funds	
			$	$	$	$
Berczy Land Scape Feature	203	203				203
Building Fee	18,401	21,267		(753)	(530)	19,984
Capital Gain Reserve	22,352	41,204		13,705		54,909
Cemetery Operations	139	144				144
Corporate Rate Stabilization	30,046	30,046		-		30,046
Deginated Heritage Property Grant	65	173				173
Development Fee	62,238	47,823		(11,446)	(902)	35,475
Election Expenses	540	840				840
Election Rebate	658	721				721
Environmental Land Acquisition	13,969	14,707				14,707
Environmental Sustainability	62	64				64
Facility Ramp - Up	42,636	44,622		5,810	(2,377)	48,056
Firefighter's Sick Leave Benefits	7,760	8,024				8,024
Heritage Preservation	335	626			(186)	440
Heritage Estate	863	863				863
Insurance	5,651	6,684				6,684
Land Acquisition Reserve Fund	(398,622)	(418,533)				(418,533)
Library Building Program	7,374	7,627				7,627
Life Cycle Replacement & Capital	255,026	266,734		31,210	(55,583)	242,362
Long Term Disability Benefit	25,685	25,685				25,685
Markham Heritage Loans	85	57				57
Markham Trees for Tomorrow	439	369			(128)	241
Non DC Growth	23,536	25,755			(2,612)	23,143
Post-Employment Benefits	21,086	21,811				21,811
Public Art Acquisition	9,068	8,755			(252)	8,503
Stormwater Fee	(2,387)	(3,475)	11,500		(25,437)	(17,412)
Theatre Capital Improvement Fund	560	601				601
Theatre Endowment	588	630				630
Waterworks Stabilization / Capital	124,538	134,224		17,583	(23,048)	128,759
Workplace Safety Insurance Board	8,037	9,563				9,563
WSIB Excess Compensation	3,164	3,273				3,273
Municipal Accomodation Tax	-	2,543				
Reserves & Discretionary Reserve Funds	**284,096**	**303,633**	**11,500**	**56,110**	**(111,057)**	**257,642**
Canada Community Building Fund	16,957	9,441			(14,500)	(5,059)
Development Charges Reserve Funds			56,158		(33,949)	22,209
Community Benefits Charge	2,273	1,098			(524)	574
Main Street Revitalization	3	3				3
Parks Cash in Lieu	(121,439)	(122,157)				(122,157)
Section 37 Allocation	9,206	9,081			(356)	8,725
Obligatory Reserve Funds	**(93,000)**	**(102,534)**	**56,158**	**-**	**(49,328)**	**(95,705)**
Total Reserves & Reserve Funds	**191,096**	**201,098**	**67,658**	**56,110**	**(160,385)**	**161,938**

TOC

RESERVE AND RESERVE FUNDS CONTINUITY SCHEDULE
EXPLANATION OF BUDGET CHANGES

($000's)

Description	Transfer from/(to)	Transfer to Capital	Details
Building Fee			
Transfer to Operating Funds	(753)		Transfer to Building Operating Budget based on 2026 projected performance.
Transfer to fund Capital Projects		(530)	Funding of 2026 Building Services capital projects.
Capital Gain Reserve			
Transfer from Operating Funds	13,705		Transfer to Capital Gains based on 2026 projected performance.
Development Fee			
Transfer to Operating Funds	(11,446)		Transfer to Planning and Engineering Operating Budget based on 2026 projected performance.
Transfer to fund Capital Projects		(902)	Funding of 2026 Engineering and Planning capital projects.
Facility Ramp - Up			
Transfer from Operating Funds	5,810		Transfer to fund new facilities in the future.
Transfer to fund Capital Projects		(2,377)	Funding of 2026 capital projects.
Heritage Preservation			
Transfer to fund Capital Projects		(186)	Funding of 2026 Heritage Preservation capital projects.
Life Cycle Replacement & Capital			
Transfer from Operating Funds	31,210		Transfer from Operating Budget to fund asset life cycle replacements.
Transfer to fund Capital Projects		(55,583)	Funding of 2026 asset life cycle replacement capital projects.
Markham Trees for Tomorrow			
Transfer to fund Capital Projects		(128)	Funding of 2026 tree canopy growth projects.
Non DC Growth			
Transfer to fund Capital Projects		(2,612)	Funding of 2026 non-growth related capital projects.
Public Art Acquisition			
Transfer to fund Capital Projects		(252)	Funding of 2026 Public Art Acquisition projects.
Stormwater Fee			
Transfer from Operating Funds	11,500		2026 revenue from the stormwater management fee
Transfer to fund Capital Projects		(25,437)	Funding of 2026 stormwater management capital projects and infrastructure grant.
Waterworks Stabilization / Capital			
Transfer from Operating Funds	17,583		Transfer of Waterworks Operating Budget based on 2026 projected performance.
Transfer to fund Capital Projects		(23,048)	Funding of 2026 Waterworks capital projects.
Canada Community Building Fund			
Transfer to fund Capital Projects		(14,500)	Funding of 2026 eligible capital projects.
Community Benefits Charge			
Transfer to fund Capital Projects		(524)	Funding of 2026 eligible capital projects.
Development Charges Reserve Funds			
Transfer from Operating Funds	56,158		2026 revenue from Development Charges.
Transfer to fund Capital Projects		(33,949)	Funding of 2065 new infrastructure and facility projects.
Section 37 Allocation			
Transfer to fund Capital Projects		(356)	Funding of 2026 eligible capital projects.

2024 TO 2026 SUMMARY OF RESERVES

($000's)

	2024 Actual	2025 Actual	2026 Budget
Balance as of January 1	245,265	284,096	303,632
Other Revenue	14,078	14,677	11,500
Dividend from Markham Enterprises Corporation	14,821	14,821	14,821
Transfers from Operating Fund	92,102	66,015	38,745
Transfers to Capital Fund (net of unspent)	(82,171)	(75,976)	(111,057)
Balance as of December 31	284,096	303,632	257,642
Obligatory Reserve Funds	(93,000)	(102,534)	(95,705)
Total	**191,096**	**201,098**	**161,938**

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

Trust Funds

The City administers six trust funds for the benefit of others. The financial activities of those funds are not consolidated in the Financial Statements of the City of Markham, but are disclosed in a note to the statements. A brief description of each of the funds is provided below.

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

2026 Operating Budget

Operating Budget Overview

The development of the Operating Budget takes into account various factors that impact funding requirements such as growth, price increases, and new initiatives. As described in Section 3 – 2026 Budget Overview, the City of Markham uses a holistic approach in developing the Budget by collaborating with Council, obtaining input through community engagement, aligning with the Corporate Strategic Goals and Departmental Business Plans (BPs).

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

- Mitigating budget pressures such as growth, price increases, and new initiatives
- Exploring options for user fees and charges
- Increasing operational efficiency

These factors are weighed against the development of the final Operating Budget to align with the Building Markham's Future Together (BMFT) Strategic Plan as discussed in Section 2 – Corporate Strategic Plan and Section 3 – 2025 Budget.

The Operating Budget includes the following three components:

- Personnel Costs
- Non-personnel Costs
- Revenues

2026 Traditional Balanced Budget Details

The 2026 Operating Budget for City services totals $306.1M excluding, Waterworks, Building Standards, Planning & Design and Engineering. This represents an increase of $13.1M over the 2025 Operating Budget.

Budget Component	(in $ millions)
Operating	$306.1
Planning and Design	$18.3
Engineering	$13.7
Building Standards	$15.1
Waterworks	$161.4
Capital	$160.4
Total*	**$675.0**

* The 2026 Budget Book identified the total 2026 Budget as $677.9M. Post budget tabling, offsetting adjustments were made to the 2025 and 2026 Operating Budgets ($3.2M) to account for the decrease in Hydro revenue (which was a flowthrough in the budget). In addition, post budget tabling, offsetting adjustments were made to Planning and Design ($0.5M), Building Standards ($0.4M) Engineering ($0.3M), and Waterworks (-$0.9M) budget in order to account for $0.3M in net indirect expenses related to salaries and benefits. In all cases, because the adjustments made had a corresponding offsetting adjustment, they did not impact the City's balanced budget or the adopted tax levy increase for 2026.

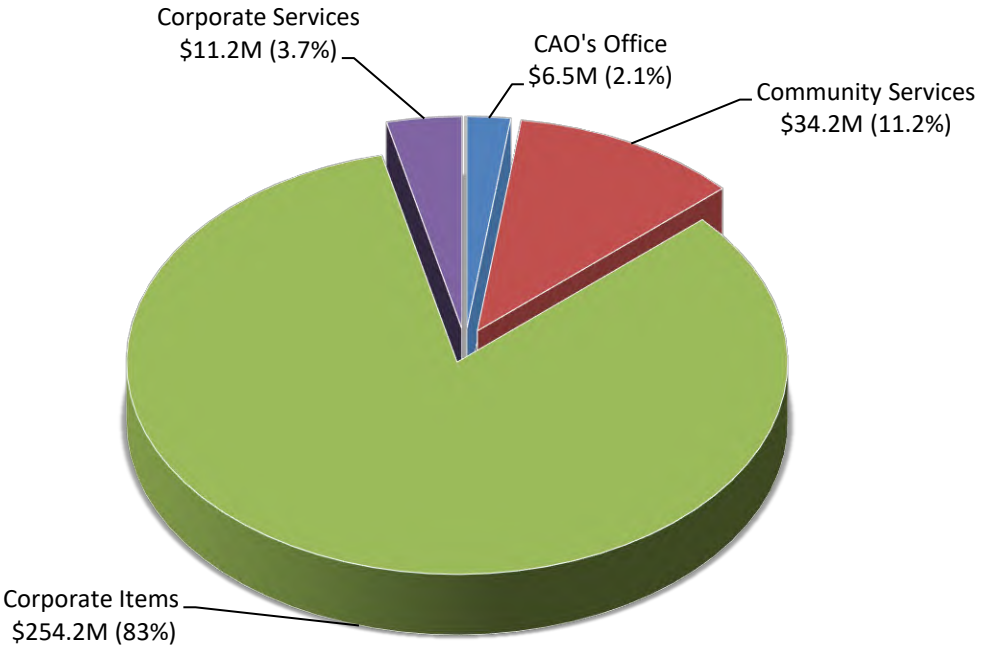
On a consolidated basis, Markham maintains a consistent level of revenues each year to partially offset increases in expenditures. The main drivers for the revenue increase are related to assessment growth, core services revenue strategies, and other operational revenues.

Revenues

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

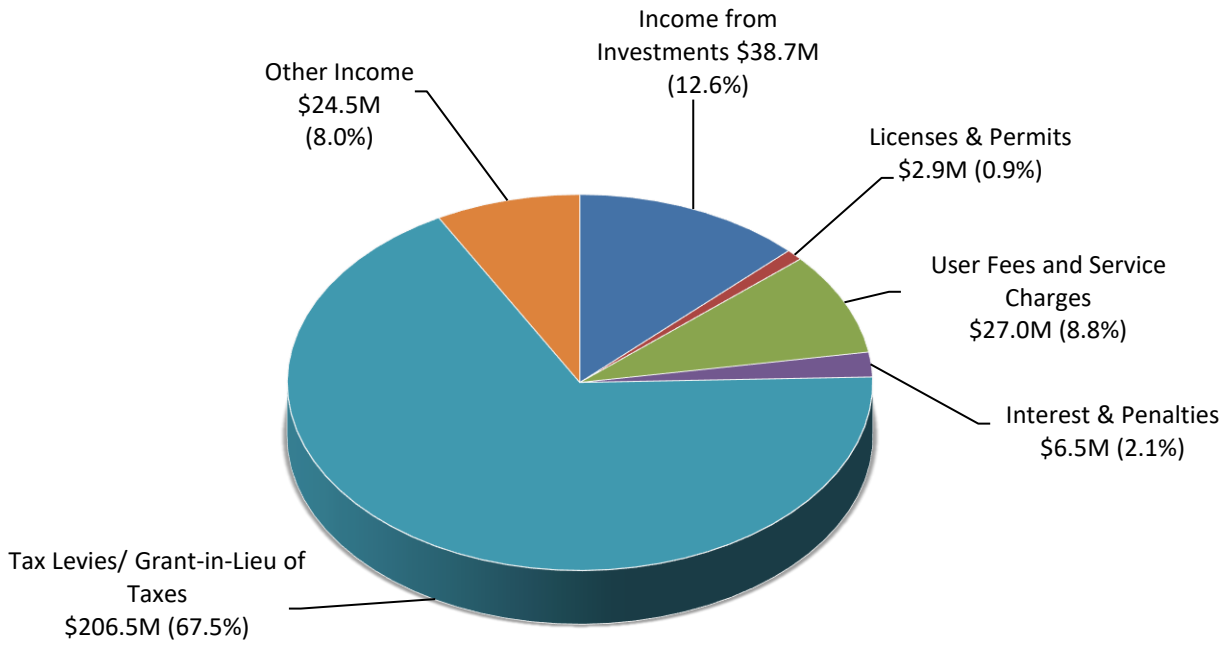
2026 Operating Budget Revenues by Commission

(excluding Waterworks, Building, Planning, & Engineering Departments) Total $306.1M



2026 Operating Budget Revenues by Component

(excluding Waterworks, Building, Planning, & Engineering Departments) Total $306.1M



The $306.1M Operating Budget is 79% funded through the following sources:

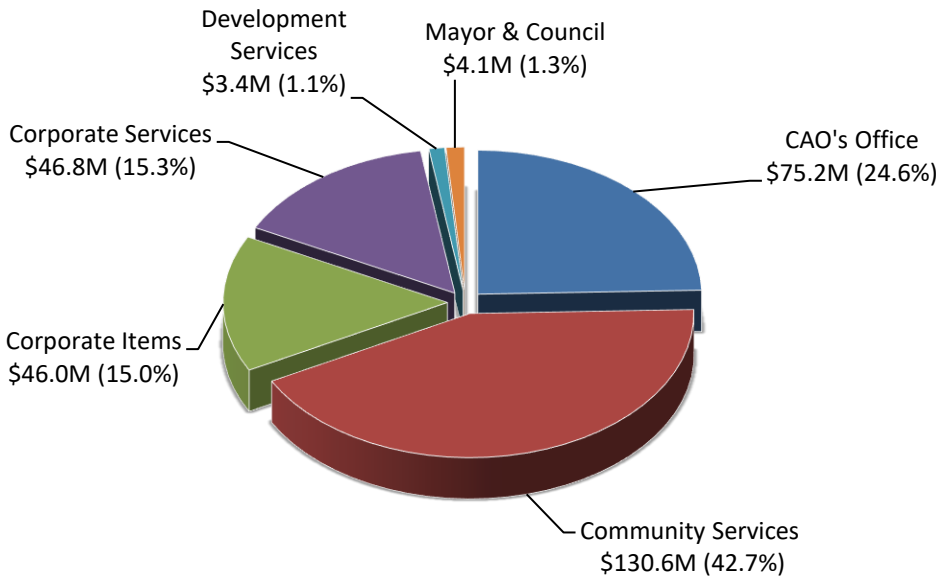
- Tax levies paid by the City's taxpayers
- User fees and service charges
- Interest and dividend income
- Rentals, licenses and permits

The remaining 21% of revenues is generated from fines and recoveries, property tax interest and penalties, grants and subsidies.

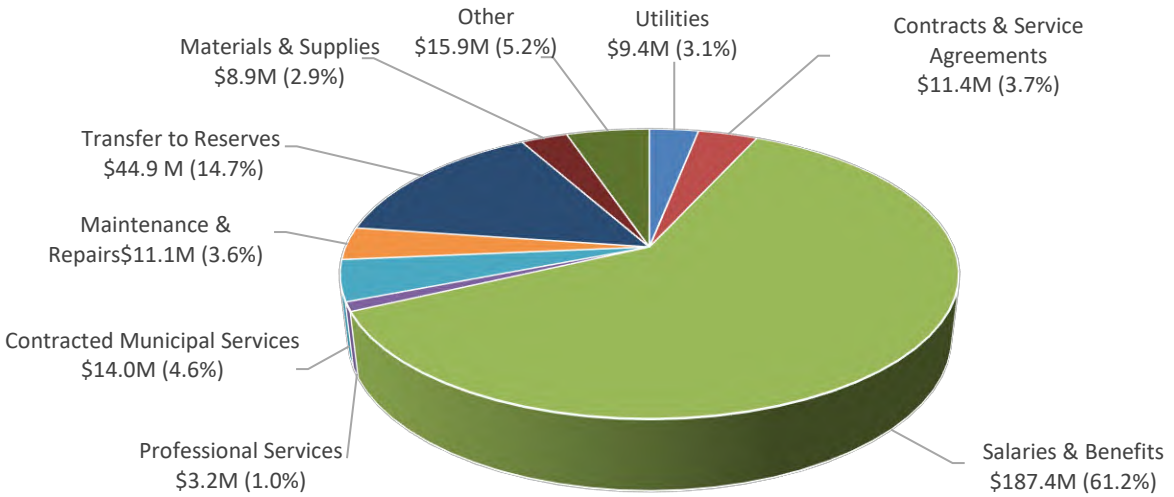
Expenditures

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

2026 Operating Budget Expenditures by Commission
(excluding Waterworks, Building, Planning & Design, and Engineering)
Total $306.1M



2026 Operating Budget Expenditures by Component
(excluding Waterworks, Building, Planning & Design, and Engineering)
Total $306.1M



2026 Operating Budget Schedule – Consolidated

(Excluding Waterworks, Building Standards, Planning & Design, & Engineering)

$000's

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

Department/Gommission (in $000's)	2025 Actual	2025 Budget	2026 Budget Approved	2026 Budget vs. 2025 Budget Incr(Decr.)	2026 Budget vs. 2025 Budget %Change	2026 Budget vs. 2025 Actual Incr.(Decr.)	2026 Budget vs. 2025 Actual % Change
Total Council	**3,264**	**3,946**	**4,053**	**107**	**2.7%**	**790**	**24.2%**
CAO's Office	1,415	941	943	2	0.3%	(472)	-33.4%
Corporate Communications	1,107	1,340	1,398	59	4.4%	291	26.3%
People Services	4,796	5,081	5,456	375	7.4%	660	13.8%
Legal Services	2,731	3,057	3,219	162	5.3%	488	17.9%
Fire Services	48,928	47,596	52,452	4,856	10.2%	3,524	7.2%
Economic Growth, Culture & Entrepreneurship[1]	4,575	4,895	5,197	302	6.2%	622	13.6%
Total CAO	**63,552**	**62,909**	**68,666**	**5,757**	**9.2%**	**5,114**	**8.0%**
Commissioner's Office	477	509	492	(17)	-3.4%	14	3.0%
Bylaw Enforcement & Regulatory Services	1,802	1,051	1,269	218	20.8%	(533)	-29.6%
Legislative Services	4,284	4,376	4,466	90	2.1%	182	4.3%
Financial Services	4,887	6,125	6,260	135	2.2%	1,372	28.1%
Information Technology Services	13,634	14,061	16,354	2,293	16.3%	2,721	20.0%
Sustainability & Asset Management	4,367	4,579	5,942	1,364	29.8%	1,576	36.1%
Total Corporate Services	**29,452**	**30,701**	**34,784**	**4,083**	**13.3%**	**5,332**	**18.1%**
Commissioner's Office	682	1,340	1,355	15	1.1%	672	98.6%
Traffic Operations	1,924	1,991	2,093	103	5.2%	169	8.8%
Total Development Services	**2,606**	**3,330**	**3,448**	**118**	**3.5%**	**842**	**32.3%**
Commissioner's Office	261	619	550	(69)	-11.2%	289	110.5%
Markham Public Libraries	16,058	16,104	16,364	259	1.6%		1.9%
Operations	49,119	47,469	50,379	2,909	6.1%	1,260	2.6%
Recreation Services	14,813	14,024	14,703	679	4.8%	(109)	-0.7%
Environmental Services[2]	15,241	16,446	14,402	(2,044)	-12.4%	(839)	-5.5%
Total Community Services	**95,492**	**94,663**	**96,398**	**1,735**	**1.8%**	**906**	**0.9%**
Corporate Items	**(201,972)**	**(195,550)**	**(207,349)**	**(11,799)**	**6.0%**	**(5,377)**	**2.7%**
Net (Surplus)/Deficit	**(7,606)**	**0**	**0**	**0**	**0.0%**	**7,606**	**-100.0%**

Notes:

1. 1. In 2026, Economic Growth, Culture and Entrepreneurship was moved under CAO's Office. Figures have been restated to reflect new structure.
2. Environmental Services includes Waste and Infrastructure.

2026 Operating Budget Summary – Revenues

(Excluding Waterworks, Building Standards, Planning & Design, & Engineering)

$000's

Department/Commission (in $000's)	2025 Actual	2025 Budget	2026 Budget Approved	2026 Budget vs. 2025 Budget		2026 Budget vs. 2025 Actual	
				Incr(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	0	0	0	0	0.0%	0	0.0%
Mayor & Councillors	0	0	0	0	0.0%	0	0.0%
Total Council	**0**	**0**	**0**	**0**	**0.0%**	**0**	**0.0%**
CAO's Office	0	0	0	0	0.0%	0	0.0%
Corporate Communications	513	595	561	(34)	-5.6%	48	9.4%
People Services	4	2	2	0	0.0%	(2)	-50.3%
Legal Services	342	300	300	0	0.0%	(42)	-12.2%
Fire Services	516	470	470	0	0.0%	(46)	-8.8%
Economic Growth, Culture & Entrepreneurship[1]	5,193	5,052	5,183	131	2.6%	(10)	-0.2%
Total CAO	**6,568**	**6,420**	**6,517**	**97**	**1.5%**	**(51)**	**0.0%**
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Bylaw Enforcement & Regulatory Services	3,607	4,392	4,608	216	4.9%	1,001	27.8%
Legislative Services	2,928	2,452	2,808	356	14.5%	(120)	-4.1%
Financial Services	2,565	2,156	2,380	224	10.4%	(185)	-7.2%
Information Technology Services	45	25	25	0	0.0%	(20)	-44.8%
Sustainability & Asset Management	1,493	1,356	1,411	55	4.1%	(83)	-5.5%
Total Corporate Services	**10,639**	**10,381**	**11,232**	**851**	**8.2%**	**593**	**5.6%**
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Traffic Operations	56	1	1	0	0.0%	(55)	-98.2%
Total Development Services	**56**	**1**	**1**	**0**	**0.0%**	**(55)**	**-0.1%**
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Markham Public Libraries	1,043	919	931	12	1.3%	(113)	-10.8%
Operations	2,559	1,965	2,019	54	2.8%	(539)	-21.1%
Operations Administration	0	0	0	0	0.0%	0	0.0%
Recreation Services	29,549	29,915	30,920	1,006	3.4%	1,372	4.6%
Environmental Services[2]	3,024	2,279	352	(1,926)	-84.5%	(2,672)	-88.3%
Total Community Services	**36,175**	**35,078**	**34,223**	**(855)**	**-2.4%**	**(1,952)**	**-5.4%**
Corporate Items	**275,488**	**241,030**	**254,179**	**13,149**	**5.5%**	**(21,309)**	**-7.7%**
Total Corporation	**328,926**	**292,909**	**306,151**	**13,242**	**4.5%**	**(22,775)**	**-6.9%**

Notes:

1. In 2026, Economic Growth, Culture and Entrepreneurship was moved under CAO's Office. Figures have been restated to reflect new structure.
2. Environmental Services includes Waste and Infrastructure.

2026 Operating Budget Summary – Expenditures

(Excluding Waterworks, Building Standards, Planning & Design, & Engineering)

$000's

Department/Commission (in $000's)	2025 Actual	2025 Budget	2026 Budget Approved	2026 Budget vs. 2025 Budget		2026 Budget vs. 2025 Actual	
				Incr(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	0	0	0	0	0.0%	0	0.0%
Mayor & Councillors	3,264	3,946	4,053	107,157	2.7%	789,667	24.2%
Total Council	**3,264**	**3,946**	**4,053**	**107**	**2.7%**	**789,667**	**24.2%**
CAO's Office	1,415	941	943	2	0.3%	(472)	-33.4%
Corporate Communications	1,620	1,935	1,960	25	1.3%	340	21.0%
People Services	4,800	5,083	5,458	375	7.4%	658	13.7%
Legal Services	3,073	3,357	3,519	162	4.8%	447	14.5%
Fire Services	49,444	48,067	52,923	4,856	10.1%	3,479	7.0%
Economic Growth, Culture & Entrepreneurship[1]	9,769	9,947	10,380	433	4.4%	612	6.3%
Total CAO	**70,121**	**69,329**	**75,183**	**5,854**	**8.4%**	**5,062**	**7.2%**
Commissioner's Office	477	509	492	(17)	-3.4%	14	3.0%
Bylaw Enforcement & Regulatory Services	5,409	5,443	5,877	434	8.0%	468	8.7%
Legislative Services	7,212	6,828	7,274	446	6.5%	62	0.9%
Financial Services	7,452	8,281	8,640	359	4.3%	1,187	15.9%
Information Technology Services	13,679	14,086	16,379	2,293	16.3%	2,700	19.7%
Sustainability & Asset Management	5,860	5,934	7,353	1,419	23.9%	1,493	25.5%
Total Corporate Services	**40,091**	**41,081**	**46,015**	**4,934**	**12.0%**	**5,925**	**14.8%**
Commissioner's Office	682	1,340	1,355	15	1.1%	672	98.6%
Traffic Operations	1,980	1,992	2,094	103	5.2%	115	5.8%
Total Development Services	**2,662**	**3,331**	**3,449**	**118**	**3.5%**	**787**	**29.6%**
Commissioner's Office	261	619	550	(69)	-11.2%	289	110.5%
Markham Public Libraries	17,101	17,023	17,294	271	1.6%	193	1.1%
Operations	51,678	49,435	52,398	2,963	6.0%	720	1.4%
Operations Administration	0	0	0	0	0.0%	0	0.0%
Recreation Services	44,361	43,939	45,624	1,685	3.8%	1,262	2.8%
Environmental Services[2]	18,265	18,725	14,755	(3,970)	-21.2%	(3,510)	-19.2%
Total Community Services	**131,667**	**129,741**	**130,620**	**880**	**0.7%**	**(1,046)**	**-0.8%**
Corporate Items	**73,517**	**45,481**	**46,830**	**1,349**	**3.0%**	**(26,687)**	**-36.3%**
Total Corporation	**321,321**	**292,909**	**306,151**	**13,242**	**4.5%**	**(15,169)**	**-4.7%**

Notes:

1. In 2026, Economic Growth, Culture and Entrepreneurship was moved under CAO's Office. Figures have been restated to reflect new structure.
2. Environmental Services includes Waste and Infrastructure.

LONG TERM OPERATING FORECAST

Multi-year forecasts are developed to align with the corporate goal of "Stewardship of Money and Resources." The multi-year approach benefits the City as it allows for the following:

- Alignment to departmental Business Plans and corporate objectives;
- Forecasting for future tax rate increases;
- Assurance that cost and revenue drivers are consistently applied across the organization;
- Increased precision of budgeting; and
- Explanation of budget variances when they occur.

The multi-year forecasting process allows the City to be more proactive in capitalizing on opportunities, and mitigating challenges.

Operating Budget Forecast Assumptions

The high-level operating budget forecast builds upon the incremental changes incorporated into the prior year operating budget while taking into account known and/or one-off impacts. With the ongoing economic uncertainty, including rising inflation, mounting tariffs, increasing likelihood of a recession, and changing legislation, the impact for the projected years is based on high-level projections produced by the relevant department which in turn reflects various scenarios, while also taking into account Provincial rules/regulations. For the period 2026 through 2028, the forecast includes an estimate for the impacts related to *More Homes Built Faster Act,* 2022 *(Bill 23)*. This legislation limits access to developer funding which may require identification of alternate funding sources to maintain service levels.

For personnel expenditures, the impact of the increase of cost of living is accounted for in each budget year, as well as pay increases arising from contract negotiations and any known increases in full-time headcount. Contract escalations for winter maintenance operations, waste collection services, insurance, forecasted utility cost increases and other major contracts are also accounted for. In addition to the impact on operating costs from capital projects, growth in Parks and Roads arising from new additions during the prior year is also incorporated into the forecast. Finally, any known one-off items are also included.

Key assumptions incorporated into developing a 2027-2029 Operating Forecast include the following:

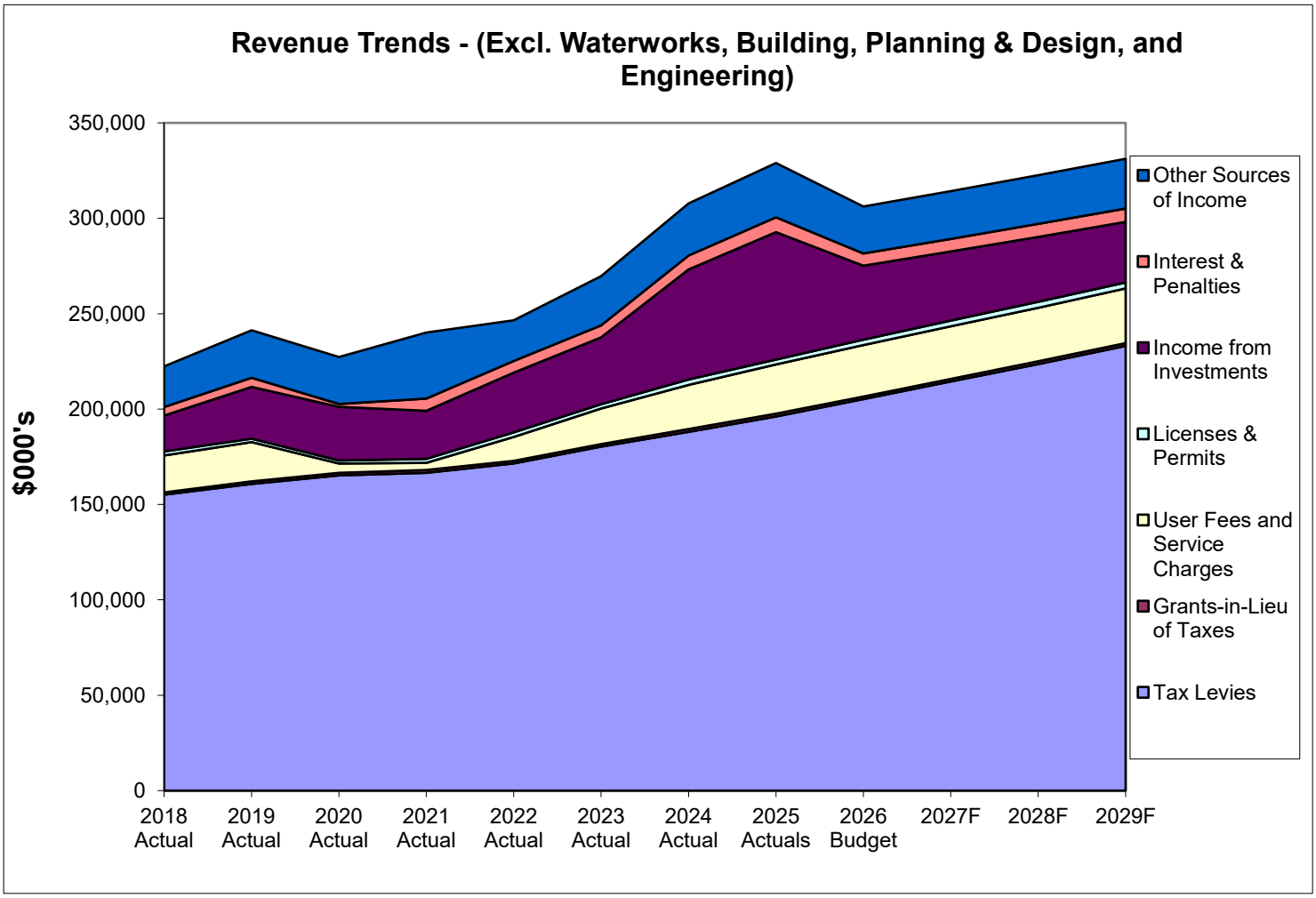
- Projected population Growth of 6.1% in 2026 over 2025, and a projected increase of 35% over the next 16 years.[1]
- 2027-2029 Annual Average CPI of 2.00% per year.[2]
- 2027 Cost of Living Adjustment (COLA) increase of 3.0%. 2028-2029 COLA increase as the higher of 3.0% or CPI per year, respectively.[3]
- 2027-2029 Average Annual Interest Rate of 2.25%.[4]

[1] City of Markham Economic Profile 2026. Link: Markham Economic Profile January 2026
[2] Long-Term Canadian Economic Outlook, Forecast by TD Economics, March 2025. Link: TD Economics - Latest Forecast Tables
[3] Informed by latest Collective Bargaining Agreements.
[4] Latest Forecast Tables. Long-Term Canadian Economic Outlook. Forecast by TD Economics. Link: TD Economics - Latest Forecast Tables

Based on the above underlying assumptions, revenues and expense are forecast to grow by 2.7% per year, from 2027 through 2029. Note: These projections are based on high level historical and economic trending, based on known estimated drivers.

Revenue Forecast

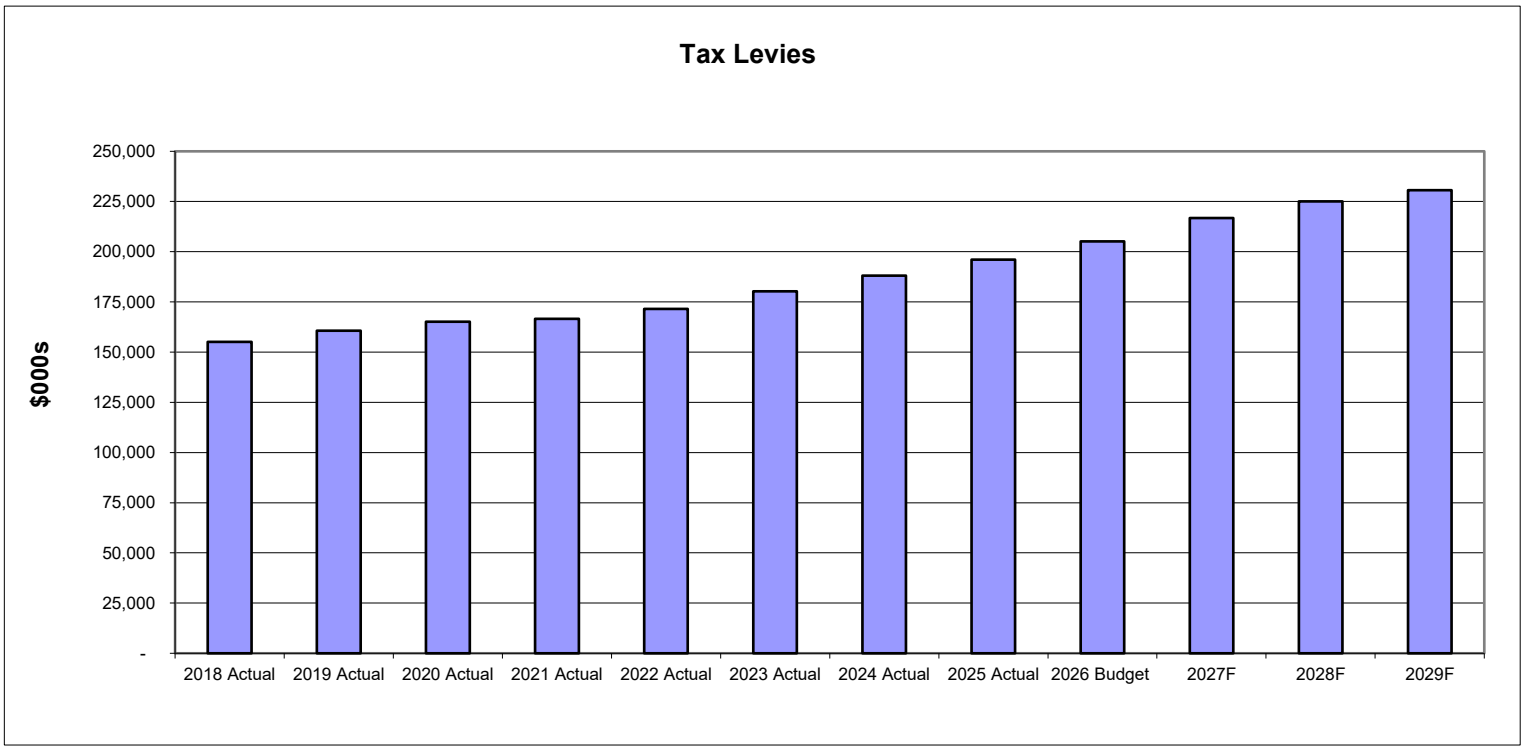
Revenues from Planning & Design, Engineering, Building, and Waterworks are reported separately in the respective department operating budgets.



Tax Levies

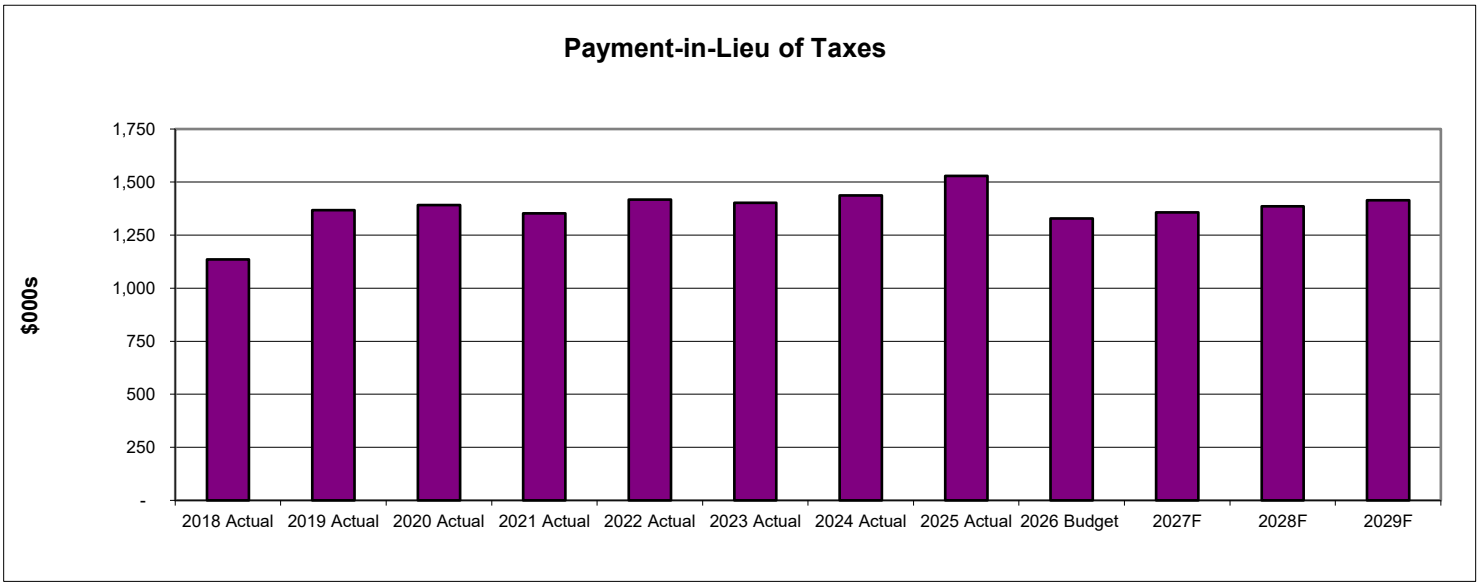
Tax levies are paid by the City residential and business property owners. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class. Budgeted 2026 tax levies is at $205.2M, an increase of $9.6M from 2025. The tax revenue has increased steadily in the past years due to assessment growth in the City and tax rate increases.

The forecasted tax levies for 2027, 2028, and 2029 as shown below are based on the planning assumptions noted above, including known estimates of financial drivers. These amounts are estimates for planning purposes only and are subject to change and confirmation as part of the annual budget process.



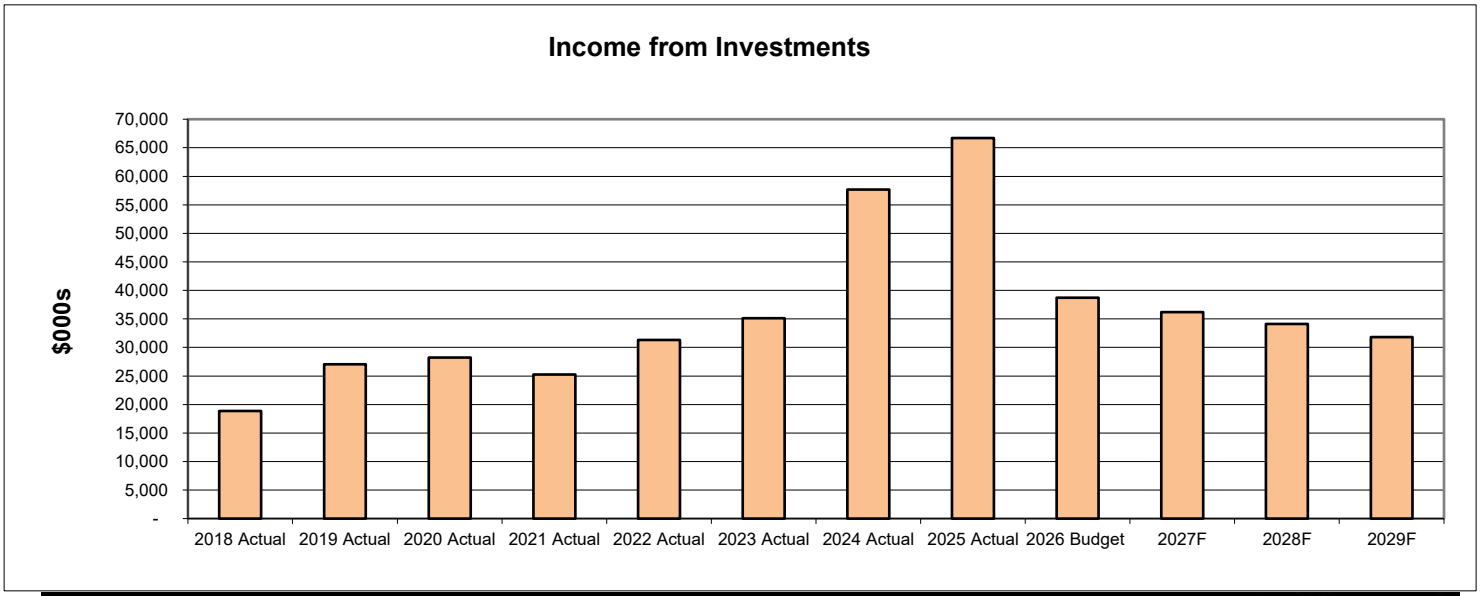
Grants-in-Lieu

Grants-in-Lieu are payments received in lieu of taxation on properties owned by other government bodies and government agencies. The 2026 Budget is $1.3M which is trending consistently with prior years. This trend is projected to continue through 2029.



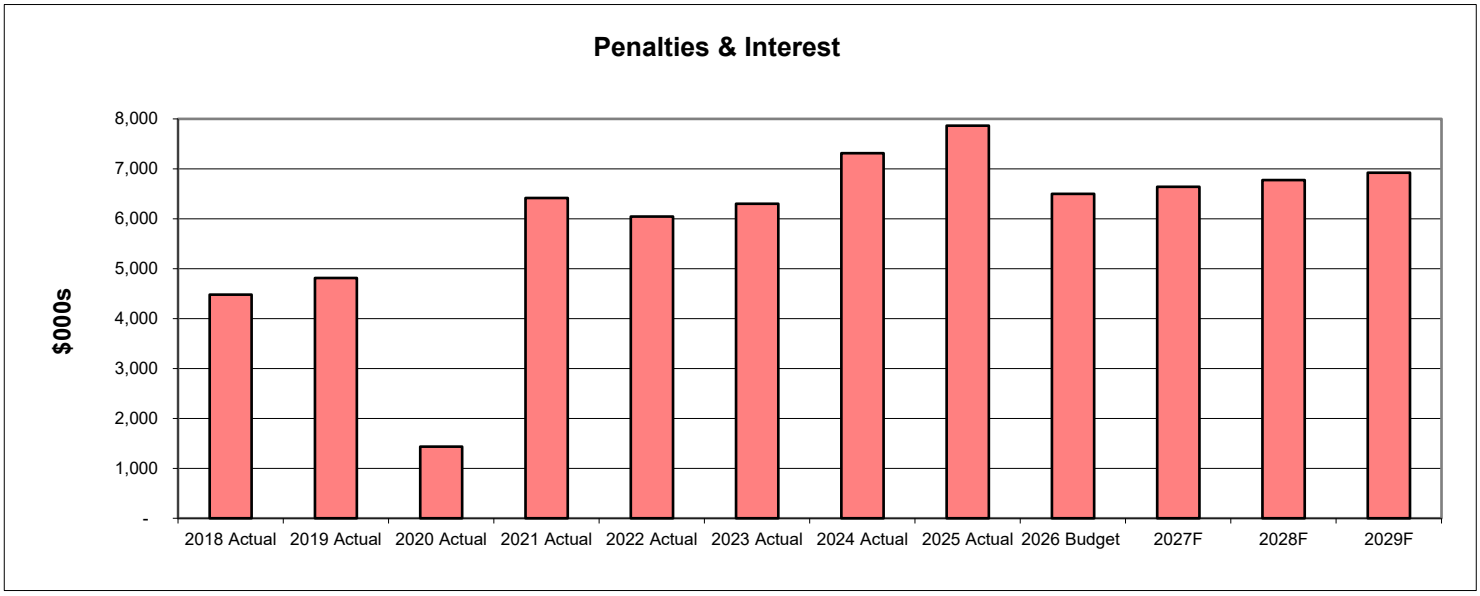
Investment Income

The City of Markham earns income on investments for all major City funds and reserves. Income from investments is budgeted at $38.7M; this amount includes interest and dividends from the City's holdings in Markham Enterprises Corporation and Markham District Energy Incorporated. 2025 actual investment income was higher than projected, with the 2027-2029 forecast to return to trend, as economic instability, moderate inflation, and stabilized lower average interest rates are expected to continue to exert pressure on the financial markets.



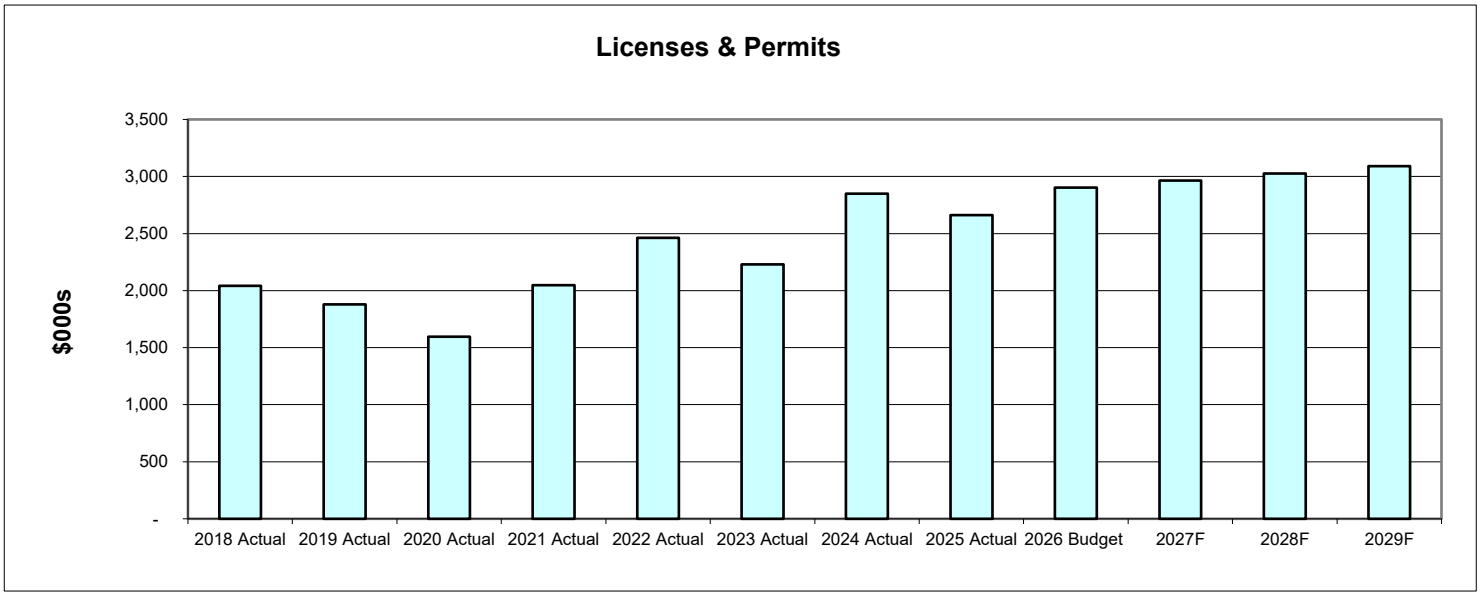
Penalties and Interest

Penalties and interest relate to late payment of property tax bills. For 2026, the budget for this account is $6.5M, a $0.6M increase over 2025, with similar gradual increases projected through 2029, tempered by the forecasted stabilized interest rate.



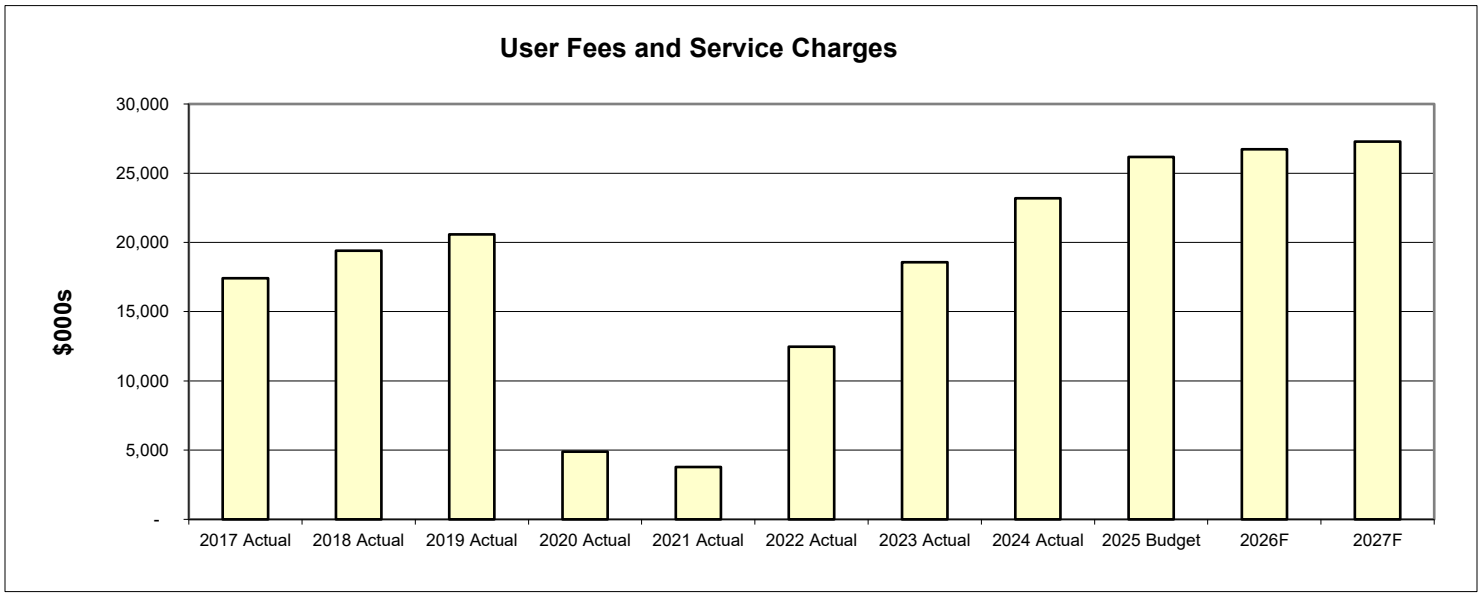
Licenses & Permits

Licenses and Permits revenues are generated by Legislative Services from the sale of business, marriage and other licenses. The 2026 Budget is $2.9M. Increases projected for 2027-2029 are primarily driven by anticipated population growth.



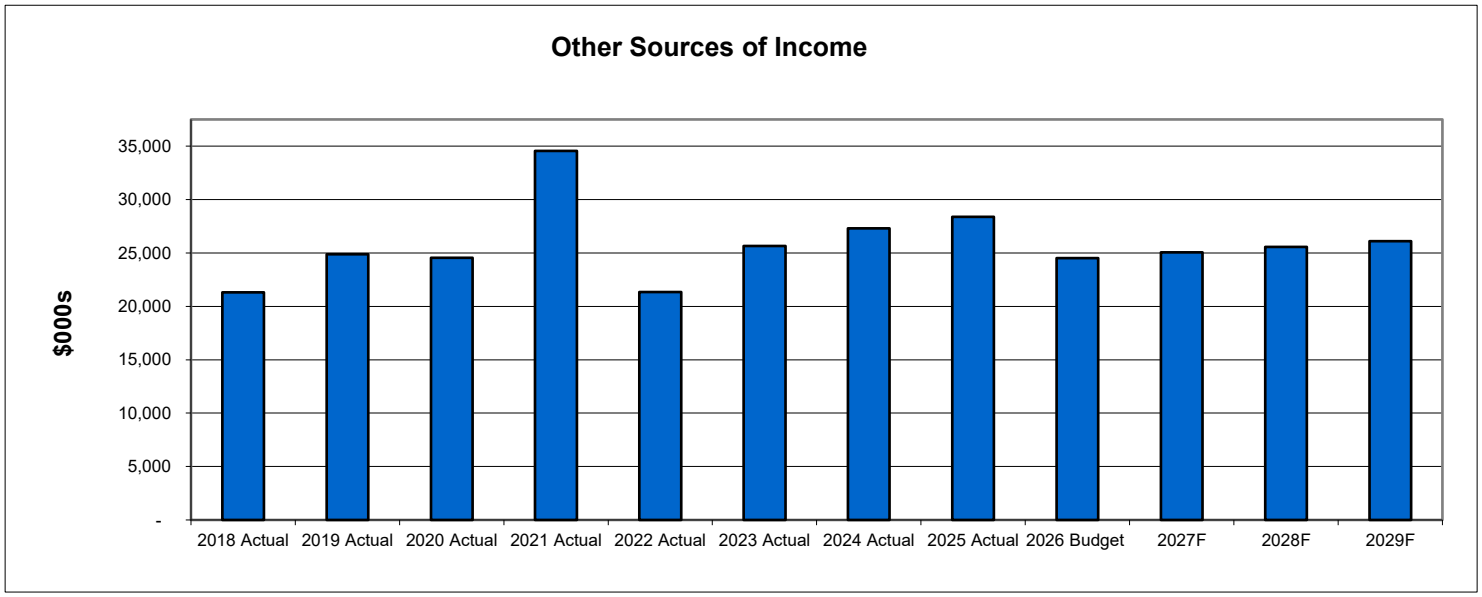
User Fees

User Fees and Service Charges are paid by individuals or organizations to the City for the use of City facilities. Such fees include recreation fees, program fees, and cultural venue ticket sales. The 2026 Budget of $26.9M represents a $0.7M increase from the 2025 budget. The COVID-19 pandemic had a significant impact on fee revenue in 2022 due to closure of City facilities for the most part of the year. For 2023 onwards, the City's recreation and programming gradually returned to pre-pandemic levels, with a forecasted upward trend forecasted for 2027-2028 in line with projected population growth.



Other Income

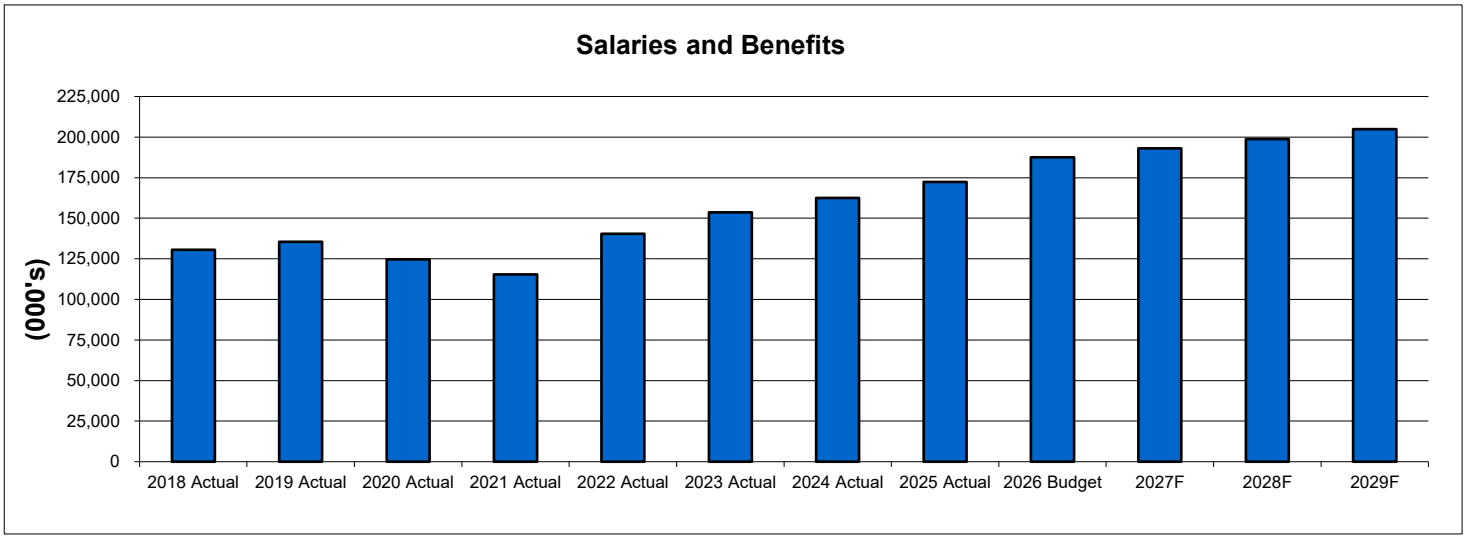
The Other Income Operating Budget of $24.5M represents a decrease of $1.8M from 2025, and includes fines and rental income. A gradual upward trend is forecasted for 2027-2029.



Expense Forecast

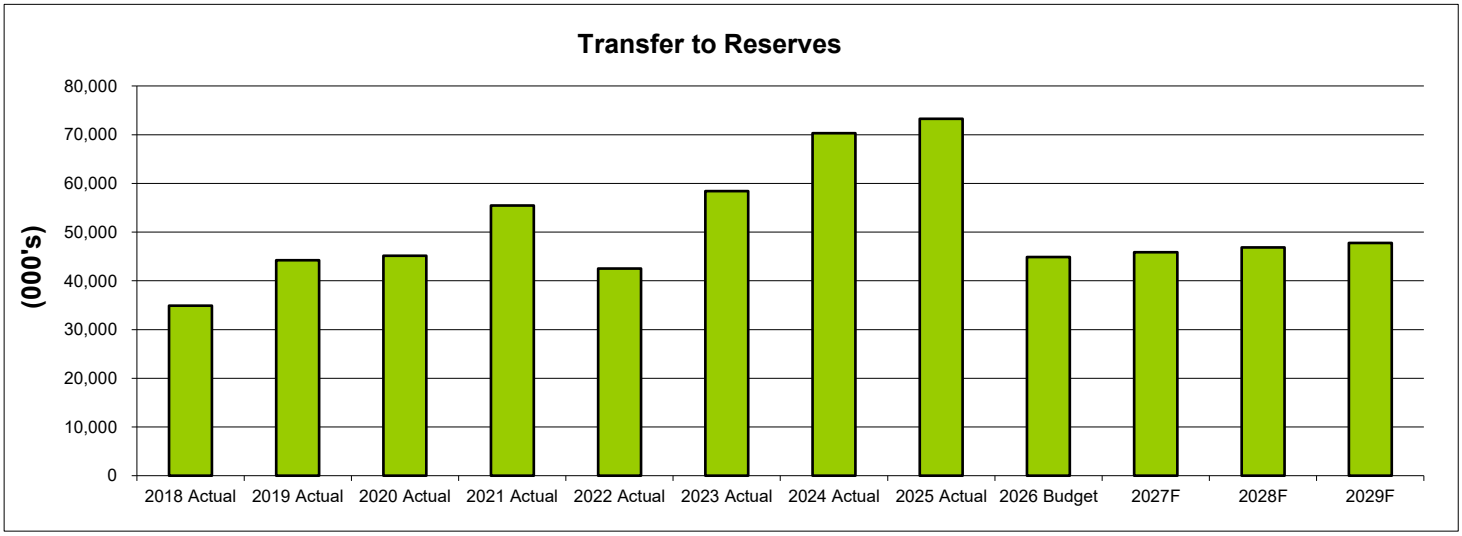
Personnel Costs

Approximately 61.2% of expenditures relates to salaries and benefits. Budgeted 2026 personnel is at $187.4, an increase of $14.4M from 2025. The cost increase is primarily due to collective agreements with Canadian Union of Public Employees (CUPE) and Markham Professional Fire Fighter's Association (MPFFA) and cost of living adjustments for non-union staff. There were also 54 net new positions approved for 2026, including the planned ramp-up addition of 16 Firefighters. The forecasted salaries and benefits for 2027-2029 as shown below are based on high level assumptions, including the greater of the assumed COLA rate of 3% and projected CPI.

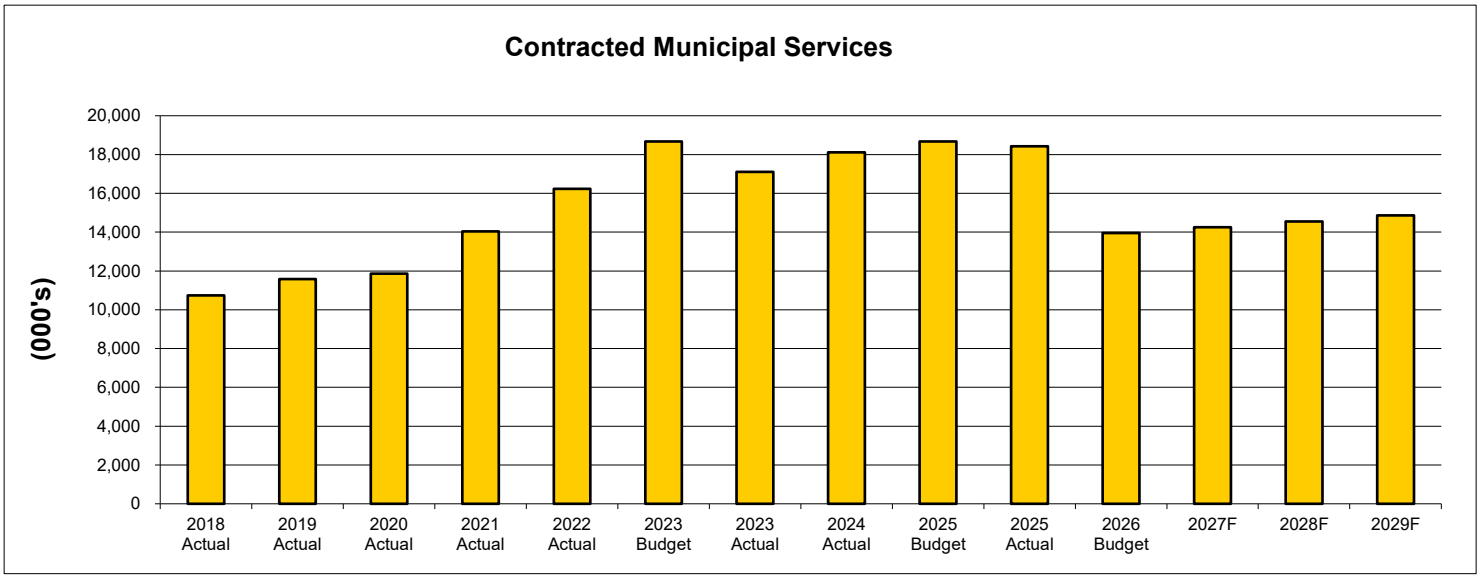


Non-personnel Costs

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



Contracted Municipal Services, which accounts for 5% of the Operating Budget, exhibits a continuous increasing trend year over year. This increase is a result of both growth and inflation related to City contracts, and is projected to steadily increase through 2029 as the population continues to grow.



The 'Other' category accounts for the remaining 20% of the Operating Budget, includes items such as communications, training, insurance, rentals/leases, promotion and advertising.
Business Units may reallocate base budget amounts among non-personnel accounts, provided the overall non-personnel budget is maintained. Business Units identify efficiencies, where feasible and sustainable, to minimize budget implications while maintaining service levels.
All non-personnel accounts are to be maintained at the previous year's base budget, except for budget changes as a result of the following:

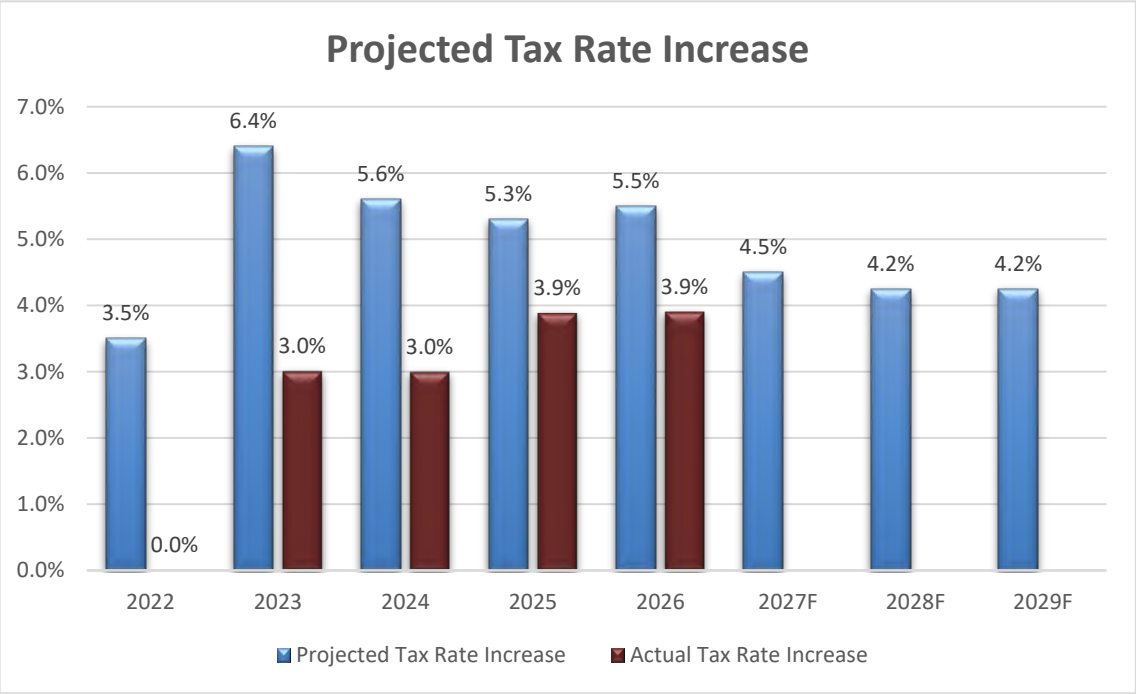
- Price adjustments - External service contract commitments
- Price adjustments - Commodity price increases/decreases
- Growth related requirements
- Council approved recommendations
- Annualization
- Capital induced operating costs
- Indirect cost recoveries

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

Projected Tax Rate Increase (2025-2027)

Based on the above operating forecasts, the City of Markham is projecting an annual 2.7% overall increase in operating revenues and expenses for 2027 through 2029. When coupled with the forecasted Capital and Life Cycle Expenditures over the same timeframe, the City is projecting unmitigated tax rate increases of 4.5% for 2027, 4.2% for 2028 and 4.2% for 2029. The forecasted tax levies for 2027 and 2028 as shown below are based on the planning assumptions noted above, including known estimates of financial drivers. These amounts are estimates for planning purposes only and are subject to change and confirmation as part of the annual budget process.

Below is a comparison of the projected versus approved tax rate increases for four years (2022 - 2026), followed by three forecasted years through 2029.



Debt Projection

On November 28, 2022, the Province of Ontario passed the *More Homes Built Faster Act, 2022* (Bill 23) which resulted in significant changes to the *Development Charges Act, 1997, as amended (DCA).* The legislation included changes such as a mandatory phase-in of development charge (DC) rates, the removal of studies as a DC eligible cost, exemption of DCs for non-profit, affordable/ attainable, and rental housing, and materially, the removal of land as an eligible capital cost for which the impacted services have not yet been prescribed. These changes have reduced both development charge revenues and cash flow and impacted the City's ability to fund infrastructure required to maintain the existing and established service levels. For 2023, the impact of the rate phase-in and non-profit housing exemption combined, resulted in an $9.7M loss in development charge revenues for the City.

On June 6, 2024, The Province of Ontario has recently enacted the *Cutting Red Tape to Build More Homes Act* (Bill 185) which includes amendments to eliminate the mandatory phase-in of development charge rates, as well as the reinstatement of studies as a development charge eligible cost. These amendments are projected to have a positive impact on development charge revenues.

Should the DC reserves go into a deficit position, the City will initiate its Council approved Development Charges Internal Borrowing Policy (refer to Appendix 4), which allows the City to loan the DC Reserves up to a cumulative maximum of 25% of the previous year's average general portfolio balance. Based on the 2025 General Portfolio balance, internal borrowing would be capped at $171.0M.

Bond Ratings

The City of Markham is a two-tier municipality and is part of the Region of York. In most instances, the City would consult with the Region in order to obtain funding for large and/or one-off projects. York Region has a broad range of investments and maintains a prudent approach to investing to ensure its obligations and responsibilities to residents, as well as municipal services are achieved. In December 2023, S&P Global Ratings and Moody's Investor Service announced a credit rating of AAA and Aaa, respectively, for York Region based on its strong governance and prudent fiscal management. The rating also reflects a large and diversified economy that supports the regional tax base and the Region's ability to generate predictable revenues. York's debt burden is elevated relative to many AAA-rated municipal peers, although the region's debt mitigation strategy has ensured a decline in the debt burden from 145% in 2016 to an estimated 87% in 2022. In their assessment, Moody's also indicated that in order to keep growth affordable and create complete communities, York Region must manage growth capital spending, aligning it with anticipated development charge revenue. Simultaneously, funding should be allocated to maintain existing infrastructure in good repair, a core attribute of the City of Markham's budgeting process.

Debt Obligations

On July 1, 2010 and April 14, 2014, the City received a loan of $12M from Canada Mortgage Housing Corporation (CMHC) and a $4M low-interest loan from Federation of Canadian Municipalities (FCM) respectively through York Region. As a lower tier municipality, the City does not have the ability to borrow long-term funds. As such, the borrowing was done through York Region.

The loan received on July 1, 2010 was used to fund the purchase of the Markham District Energy Birchmount plant. The plant was subsequently leased back to Markham District Energy (MDE), a wholly owned subsidiary of Markham Enterprises Corporation (MEC). The loan received on April 14, 2014 was used to partially fund the cost of Cornell Community Centre and Library.

The loan of $12M is to be amortized over a period of 20 years, at an interest rate of 4.04%. An annual payment to the Region of $886,111.33 consists of principal and interest. The $4M loan is to be amortized over a period of 20 years, at an interest rate of 2%. An annual payment to the Region of $243,649.74 consists of principal and interest.

CANADA MORTGAGE HOUSING CORPORATION (CMHC)
PRINCIPAL - $12 million
INTEREST RATE - 4.04% per annum
TERM - 20 years

YEAR	PRINCIPAL Bal b/fwd	PRINCIPAL PAID	INTEREST PAID	PRINCIPAL Bal c/fwd	TOTAL ANNUAL PAYMENT
2011	$ 12,000,000.00	$ 401,311.33	$ 484,800.00	$ 11,598,688.67	$ 886,111.33
2012	$ 11,598,688.67	$ 417,524.31	$ 468,587.02	$ 11,181,164.36	$ 886,111.33
2013	$ 11,181,164.36	$ 434,392.29	$ 451,719.04	$ 10,746,772.07	$ 886,111.33
2014	$ 10,746,772.07	$ 451,941.74	$ 434,169.59	$ 10,294,830.33	$ 886,111.33
2015	$ 10,294,830.33	$ 470,200.18	$ 415,911.15	$ 9,824,630.15	$ 886,111.33
2016	$ 9,824,630.15	$ 489,196.27	$ 396,915.06	$ 9,335,433.88	$ 886,111.33
2017	$ 9,335,433.88	$ 508,959.80	$ 377,151.53	$ 8,826,474.08	$ 886,111.33
2018	$ 8,826,474.08	$ 529,521.78	$ 356,589.55	$ 8,296,952.30	$ 886,111.33
2019	$ 8,296,952.30	$ 550,914.46	$ 335,196.87	$ 7,746,037.84	$ 886,111.33
2020	$ 7,746,037.84	$ 573,171.40	$ 312,939.93	$ 7,172,866.44	$ 886,111.33
2021	$ 7,172,866.44	$ 596,327.53	$ 289,783.80	$ 6,576,538.92	$ 886,111.33
2022	$ 6,576,538.92	$ 620,419.16	$ 265,692.17	$ 5,956,119.76	$ 886,111.33
2023	$ 5,956,119.76	$ 645,484.09	$ 240,627.24	$ 5,310,635.67	$ 886,111.33
2024	$ 5,310,635.67	$ 671,561.65	$ 214,549.68	$ 4,639,074.02	$ 886,111.33
2025	$ 4,639,074.02	$ 698,692.74	$ 187,418.59	$ 3,940,381.28	$ 886,111.33
2026	$ 3,940,381.28	$ 726,919.93	$ 159,191.40	$ 3,213,461.35	$ 886,111.33
2027	$ 3,213,461.35	$ 756,287.49	$ 129,823.84	$ 2,457,173.86	$ 886,111.33
2028	$ 2,457,173.86	$ 786,841.51	$ 99,269.82	$ 1,670,332.35	$ 886,111.33
2029	$ 1,670,332.35	$ 818,629.90	$ 67,481.43	$ 851,702.45	$ 886,111.33
2030	$ 851,702.45	$ 851,702.45	$ 34,408.78	$ (0.00)	$ 886,111.23
TOTAL		**$ 12,000,000.00**	**$ 5,722,226.50**		**$ 17,722,226.50**

FEDERATION OF CANADIAN MUNICIPALITIES (FCM)
PRINCIPAL - $4 million
INTEREST RATE - 2.0% per annum
TERM - 20 years

YEAR	PRINCIPAL Bal b/fwd	PRINCIPAL PAID	INTEREST PAID	PRINCIPAL Bal c/fwd	TOTAL ANNUAL PAYMENT
2014	$ 4,000,000.00	$ 81,715.28	$ 40,109.59	$ 3,918,284.72	$ 121,824.87
2015	$ 3,918,284.72	$ 166,113.80	$ 77,535.94	$ 3,752,170.92	$ 243,649.74
2016	$ 3,752,170.92	$ 169,398.86	$ 74,250.88	$ 3,582,772.06	$ 243,649.74
2017	$ 3,582,772.06	$ 172,905.83	$ 70,743.91	$ 3,409,866.23	$ 243,649.74
2018	$ 3,409,866.23	$ 176,333.02	$ 67,316.72	$ 3,233,533.21	$ 243,649.74
2019	$ 3,233,533.21	$ 179,877.31	$ 63,772.43	$ 3,053,655.90	$ 243,649.74
2020	$ 3,053,655.90	$ 183,448.41	$ 60,201.33	$ 2,870,207.49	$ 243,649.74
2021	$ 2,870,207.49	$ 187,218.78	$ 56,430.96	$ 2,682,988.71	$ 243,649.74
2022	$ 2,682,988.71	$ 190,943.26	$ 52,706.48	$ 2,492,045.45	$ 243,649.74
2023	$ 2,492,045.45	$ 194,781.21	$ 48,868.53	$ 2,297,264.24	$ 243,649.74
2024	$ 2,297,264.24	$ 198,662.06	$ 44,987.68	$ 2,098,602.18	$ 243,649.74
2025	$ 2,098,602.18	$ 202,717.67	$ 40,932.07	$ 1,895,884.51	$ 243,649.74
2026	$ 1,895,884.51	$ 206,764.05	$ 36,885.69	$ 1,689,120.46	$ 243,649.74
2027	$ 1,689,120.46	$ 210,920.00	$ 32,729.74	$ 1,478,200.46	$ 243,649.74
2028	$ 1,478,200.46	$ 215,136.27	$ 28,513.47	$ 1,263,064.19	$ 243,649.74
2029	$ 1,263,064.19	$ 219,500.73	$ 24,149.01	$ 1,043,563.46	$ 243,649.74
2030	$ 1,043,563.46	$ 223,895.71	$ 19,754.03	$ 819,667.75	$ 243,649.74
2031	$ 819,667.75	$ 228,396.01	$ 15,253.73	$ 591,271.74	$ 243,649.74
2032	$ 591,271.74	$ 232,975.47	$ 10,674.27	$ 358,296.27	$ 243,649.74
2033	$ 358,296.27	$ 237,674.40	$ 5,975.34	$ 120,621.87	$ 243,649.74
2034	$ 120,621.87	$ 120,621.87	$ 1,202.91	$ 0.00	$ 121,824.78
TOTAL		**$ 4,000,000.00**	**$ 872,994.71**		**$ 4,872,994.71**

2026 CAPITAL BUDGET

Capital Budget Overview

The City of Markham defines an expenditure as a capital expenditure when it meets the following three requirements:

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

Capital projects can be phased in over several years. A monthly report is provided to internal staff by the Finance Department on all open Capital Projects with information on each project's expenditures against budget for tracking purposes.

Approximately 53% of the 2026 Capital Budget is funded from the Development Charge Reserve (22%) and the Life Cycle Replacement and Capital Reserve Fund (31%). Each year, a portion of the Operating Budget is transferred to the Life Cycle Replacement and Capital Reserve Fund as a 'Transfer to Reserves' for the following purposes:

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

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

Under **Bill 23**, the Development Charges (DC) Background study is legislatively required to be conducted every ten years, and is made up of two components relating to growth:

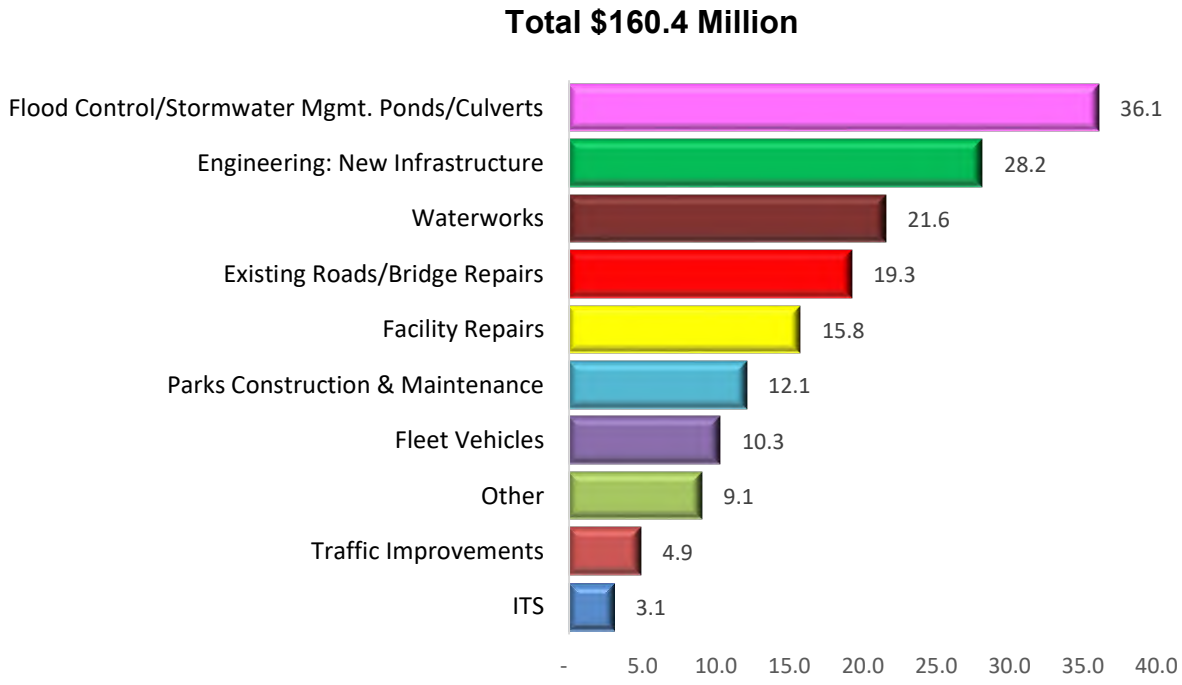
- City-Wide Hard Services; relating to cost recovery for major roads, sidewalks, streetlights and storm water management
- City-Wide Soft Services; relating to cost recovery for facilities, parking, parks development and public works.

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

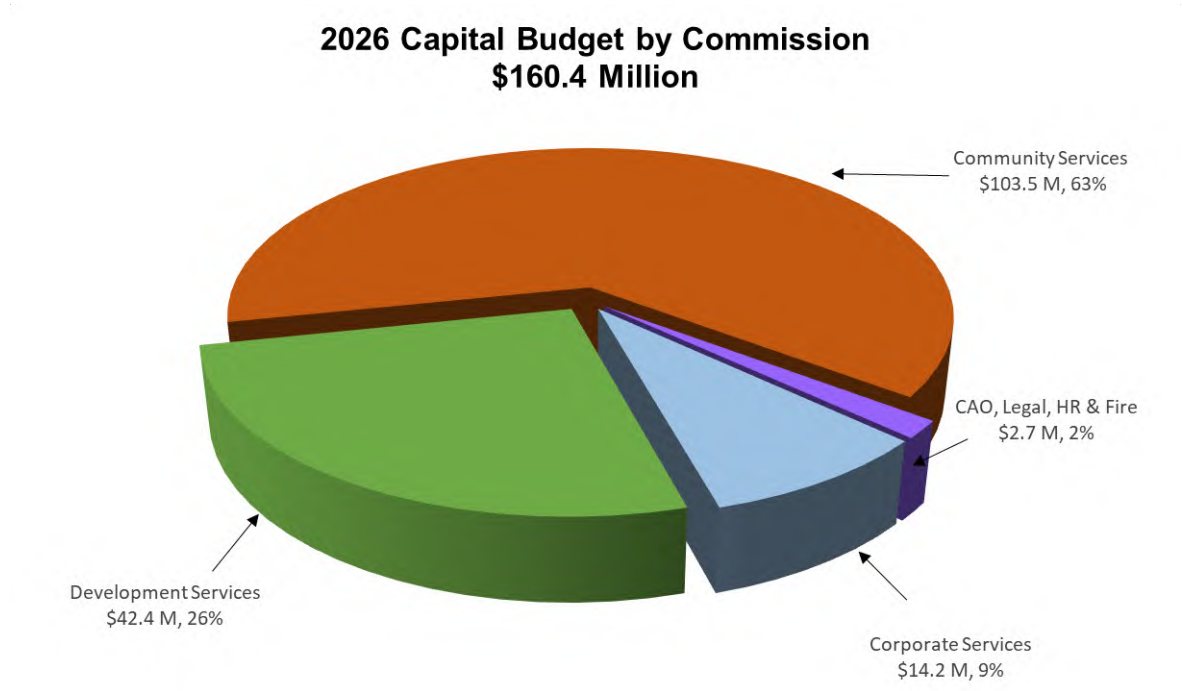
Both the Life Cycle and Waterworks Reserve studies are updated annually to determine if there are sufficient funds in the Life Cycle Replacement and Capital Reserve Fund and the Waterworks Stabilization and Capital Fund for the rehabilitation and replacement of the City's existing assets for the next 25 years based on known inflows and outflows.

Budget Details

Breakdown of the City of Markham's 2026 approved $160.4M Capital Budget is shown below, by type:



The Capital Budget is allocated by Commission as follows:



The 2026 Capital Budget of $160.4M is funded through a variety of sources. Approximately $85.3.M (53.2%) of the Capital Budget is funded through the Life Cycle Replacement and Capital Reserve Fund, and Development Charges Reserve, while the remaining $75.1M (46.8%) of the Capital Budget is made up of the Canada Community Building Fund Reserve and Other Reserves. The following schedule presents the allocation of the Capital Budget by Department according to funding source

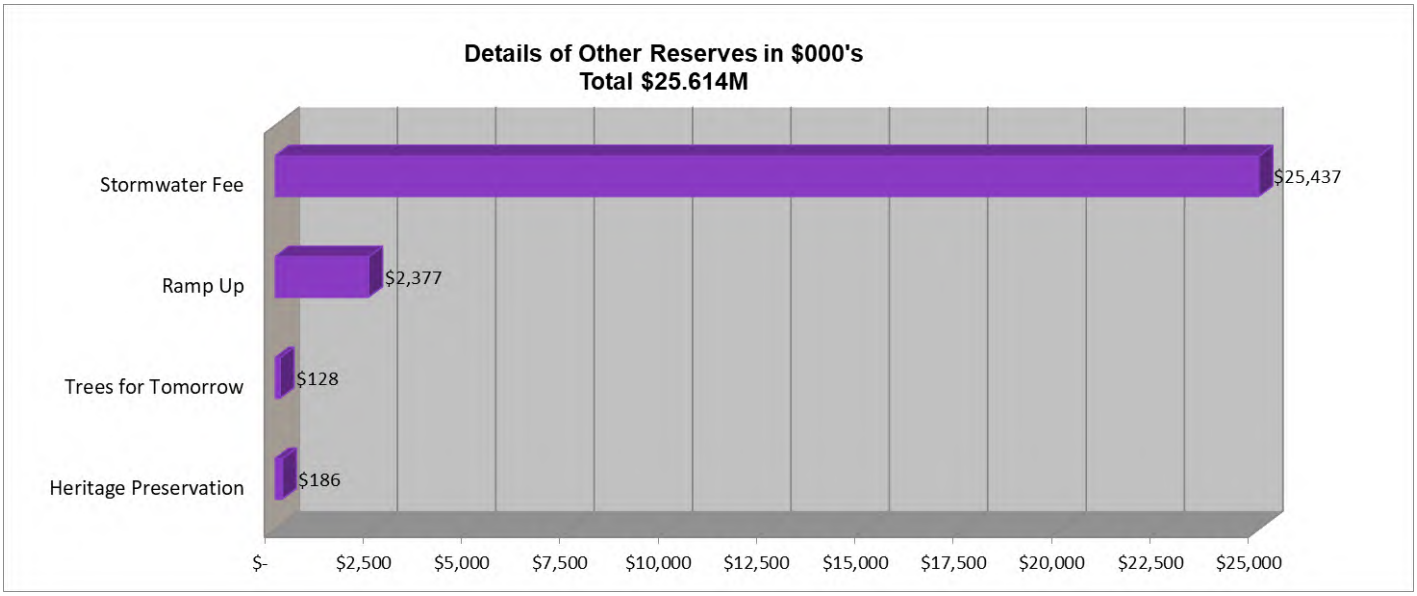
2026 Capital Budget by Department and by Funding Source

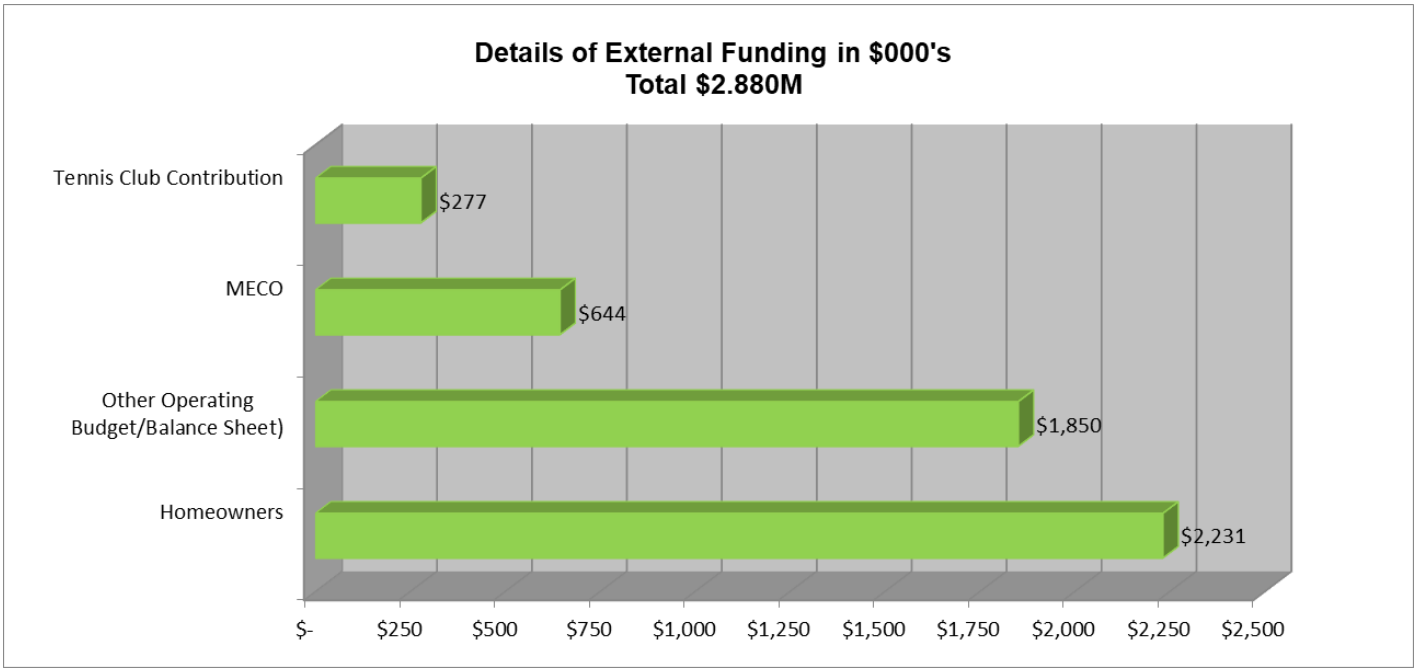
(in 000's)	Operating Budget (Tax Funded)	Life Cycle Replacement and Capital Reserve	Development Charges (DC Reserve)	Development & Building Fees	Canada Community Building Fund	Waterworks Stabilization and Capital Reserve	Non-DC Growth Reserve	Other Reserves	Total 2026 Budget	2025 Budget
Design	199	3,270	2,869	-	-	-	-	2,610	8,948	7,772
Building Services	-	-	-	336	-	-	-	-	336	95
Engineering	205	709	26,933	-	-	-	2,612	1,393	31,852	69,970
Planning	-	-	1,150	-	-	-	-	130	1,280	1,519
Development Services	**403**	**3,979**	**30,952**	**336**	**-**	**-**	**2,612**	**4,133**	**42,415**	**79,356**
Legal	-	-	-	750	-	-	-	-	750	407
People Services	-	-	-	-	-	-	-	-	-	-
Fire & Emergency Services	119	497	-	-	-	-	-	100	716	1,476
Arts Centres	-	175	-	-	-	-	-	-	175	-
Culture	-	-	-	-	-	-	-	252	252	-
Museum	127	105	-	-	-	-	-	-	232	96
Theatre	-	557	-	-	-	-	-	-	557	1,171
CAO, Legal, HR & Fire	**246**	**1,333**	**-**	**750**	**-**	**-**	**-**	**352**	**2,682**	**3,150**
Financial Services	-	-	1,508	-	-	-	-	-	1,508	1,412
Legislative Services	-	-	-	-	-	-	-	-	-	-
Sustainability & Asset Management	120	8,734	686	-	-	-	-	-	9,540	7,266
ITS	2,622	-	-	347	-	114	-	-	3,082	6,647
Corporate Services	**2,742**	**8,734**	**2,194**	**347**	**-**	**114**	**-**	**-**	**14,131**	**15,325**
Environmental Services - Stormwater	-	2,854	-	-	2,000	519	-	-	5,373	11,607
Environmental Services - Infrastructure	-	6,213	-	-	2,000	-	-	25,437	33,650	29,998
Environmental Services - Waste	-	-	113	-	-	-	-	-	113	110
Environmental Services - Waterworks	-	-	-	-	-	21,591	-	-	21,591	16,083
Markham Public Library	-	3,266	-	-	-	-	-	-	3,266	3,235
Operations - Fleet	16	8,320	1,165	-	-	824	-	-	10,325	4,257
Operations - Parks	13	3,019	-	-	-	-	-	128	3,160	2,930
Operations - Roads	-	6,569	507	-	10,500	-	-	-	17,576	12,174
Operations - Utility Inspection & Survey	-	137	-	-	-	-	-	-	137	498
Recreation Services	-	5,968	-	-	-	-	-	-	5,968	5,041
Community Services	**29**	**36,345**	**1,784**	**-**	**14,500**	**22,934**	**-**	**25,566**	**101,158**	**85,932**
Corporate Wide	-	-	-	-	-	-	-	-	-	-
Corporate Wide	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	3,420	**50,391**	**34,930**	**1,433**	**14,500**	**23,048**	**2,612**	**30,051**	**160,385**	**183,763**
	2%	**31%**	**22%**	**1%**	**9%**	**14%**	**2%**	**19%**		

A complete 2026 Capital project listing is included at the end of this section.

2026 Capital Budget Other Reserves Breakdown

Other Reserves refers to external funding and other sources of funding comprising of internal Capital Reserves not listed in the Capital Budget by Department schedule. The following two charts show a breakdown of the Capital Reserves and External Funding that are used to fund a portion of the approved 2026 Capital Projects:





2026 Capital Induced Operating Costs / Savings

Capital induced operating costs / savings are incorporated to the City's Operating Budget during the year of project completion. Projects with capital induced costs / savings that impact the City's Operating Budget are as follows:

Project #	Department/Capital Project Description	2026 Annualized Operating Impact costs/(savings) (in $000's)	Comments
	Building Services		
26008	Building Permit Pre-Application AI Forms Reader	$100	Annual Professional Fees
		$100	
	Engineering		
26033	Implementation of Contract Administration Software	**$8**	Annual Licensing Fee
		$8	
	ITS		
26059	ITS - Digital Building Codes	$12	
26063	ITS - Life Cycle Asset Replacement	$15	For Fire Suppression System Maintenance
		$27	
	Operations - Fleet		
26172	New Fleet - Animal Services	$15	License, AVL, Vehicle Parts, Maintenance, Fuel & Hwy Tolls
26173	New Fleet - Bylaw - Tree Preservation SUV	$15	License, AVL, Vehicle Parts, Maintenance, Fuel & Hwy Tolls
26174	New Fleet - Bylaws - Supervisor SUV	$15	License, AVL, Vehicle Parts, Maintenance, Fuel & Hwy Tolls
26175	New Fleet - Fire Services	$15	License, AVL, Vehicle Parts, Maintenance, Fuel & Hwy Tolls
26176	New Fleet - Parks - Compact SUV	$15	License, AVL, Vehicle Parts, Maintenance, Fuel & Hwy Tolls
26178	New Fleet - Parks - Compact Sweeper	$5	Vehicle Parts, Maintenance & Fuel
26179	New Fleet - Parks - GPS Pod Painters	$10	Vehicle Parts, Maintenance, Tablet Subscription & Data Plan
26180	New Fleet - Parks - Lift Gates	$2	Vehicle Parts & Maintenance
26181	New Fleet - Parks - Snow Blowers	$4	Vehicle Parts & External Charges
26182	New Fleet - Roads - Concrete Grinder	$2	Vehicle Parts & Maintenance
26183	New Fleet - Roads - Contract Services Maintenance	$30	License, AVL, Vehicle Parts, Maintenance, Fuel & Hwy Tolls
26184	New Fleet - Roads - Snow Blower	$10	Vehicle Parts & Maintenance
26185	New Fleet - Roads Snow Clearing Equipment	$11	AVL, Vehicle Parts, Maintenance & Fuel
26186	New Fleet - Roads - Angle Snow Plow	$10	Vehicle Parts & Maintenance
26187	New Fleet - Utility & ROW	$15	License, AVL, Vehicle Parts, Maintenance, Fuel & Hwy Tolls
26188	New Fleet - Waterworks	$60	License, AVL, Vehicle Parts, Maintenance, Fuel & Hwy Tolls
26189	New Fleet - Waterworks - Cargo Van	$15	License, AVL, Vehicle Parts, Maintenance, Fuel & Hwy Tolls
		$248	
	Total Capital Induced Operating Costs / (Savings)	**$383**	

BUILDING MARKHAM'S FUTURE TOGETHER STRATEGIC PLAN

As discussed in Section 2 – Corporate Strategic Plan and Section 3 – 2025 Budget, Department Business Plans are aligned to Corporate Strategic Goals and Capital project requests achieve the Departmental Objectives in the Business Plans.

The following section summarizes the 2026 Capital projects in relation to Council's 2020 – 2026 Strategic Plan:

Goal 1: Exceptional Services by Exceptional People

- **$9.2M for repairs and replacements at recreation, library and cultural facilities**
- **$6.0M for parks maintenance and playground and court replacements/rehabilitation***
- **$3.1M ITS asset replacements, initiatives, strategic enhancements upgrades**
- **$3.1M Library collections & e-resources**

Goal 2: Engaged, Diverse, Thriving and Vibrant City

- **$12.3M Rouge Valley Trail Phase 4B - Construction**
- **$8.1M Highway 404 Ramp Extension and North Collector Roads - Design**
- **$2.9M Park & Parkette – Design & Construction**
- **$2.4M Victoria Square Boulevard Phase 2 - Design**
- **$2.3M Active Transportation Master Plan – Design**
- **$2.1M Markham Village Flood Control Phase 2 - Design**
- **$0.5M Baseball Diamond Upgrades & Fencing Repair**
- **$0.4M Reforestation of City-owned natural areas***

Goal 3: Safe, Sustainable and Complete Community

- **$25.0M Markham Village Flood Control Phase 1C - Construction**
- **$12.5M Asphalt Resurfacing**
- **$12.9M Cast Iron Watermain Replacement – Design & Construction**
- **$10.3M Fleet Replacement & Refurbishment – Including fire and non-fire***
- **$3.5M Water treatment and SWM pond cleaning**
- **$3.2M Streetlights System, Poles, and Cable Inspection & Replacement**
- **$2.4M Localized Repairs – Curb & Sidewalk, Interlock, and Parking Lots**
- **$0.5M Angus Glen C.C. & Pingle House Fire Alarm Replacement**

Goal 4: Stewardship of Money and Resources

- Annual update of the Life Cycle Reserve Study in order to determine adequacy of the Life Cycle Replacement and Capital Reserve Fund to sustain the future replacement and rehabilitation requirements of existing assets over the next 25 years based on known inflows and outflows

* Includes 2025 In-Year Capital Projects.

LONG TERM CAPITAL BUDGET FORECAST

Growth Related Projects – Development Charges Reserve

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

Growth related capital is mainly funded from Development Charges (DC's) collected from Developers in the City of Markham. Development Charges are governed by the City's DC By-laws, which are updated within a 10 year period. The City of Markham updated its Development Charges Background Study (DC Study) and DC By-laws in June 2022.

A preliminary capital forecast based on the proposed 2022 DC Study information is included for the period 2027 to 2031:

2027 to 2031 Capital Budget Forecast

(in $000's - gross cost)

Category	2027	2028	2029	2030	2031	TOTAL
(A) General Government	2,165.0	2,165.0	2,165.0	2,165.0	2,165.0	**10,825.0**
(B) Library	-	-	-	38,602.1	-	**38,602.1**
(C) Fire Services	-	-	-	14,384.9	-	**14,384.9**
(D) Indoor Recreation	6,765.0	-	57,524.5	169,805.0	-	**234,094.5**
(E) Park Development & Facilities	37,124.4	42,656.9	14,605.8	11,924.0	7,731.0	**114,042.1**
(F) Public Works	817.9	1,294.8	809.3	982.0	-	**3,903.9**
(G) Waste Management	-	-	-	1,549.0	-	**1,549.0**
TOTAL	**46,872.4**	**46,116.6**	**75,104.5**	**239,412.0**	**9,896.0**	**417,401.6**

Notes: Listing of Growth Category Details

A. Growth-Related Studies
B. Buildings, Land, Furniture & Equipment, Materials
C. Buildings, Land, Furniture & Equipment, Firefighter Equipment, Fire Vehicles
D. Major Facilities, Land, Equipment
E. Park Development, Vehicles & Equipment, Buildings, Land
F. Buildings, Land, Furniture & Equipment, Fleet
G. Buildings, Land, Furniture & Equipment, Fleet
Forecast reflects total net capital program from the 2022 DC Background Study; previous forecast reflected limitations in the projected DC reserve balances.

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

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

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

2027 to 2031 Capital Budget Forecast
(in $000's - gross cost)

Category	2027	2028	2029	2030	2031	TOTAL
Facilities	31,874	21,364	15,585	27,647	15,449	**111,919**
Fire Fighter Equipment	1,044	906	758	1,155	899	**4,762**
ITS Infrastructure	1,075	2,527	5,201	1,930	4,618	**15,353**
Library Collections	3,359	3,426	3,494	3,564	3,636	**17,479**
Parks	4,451	4,752	6,103	3,937	7,163	**26,406**
Public Realm	20	93	79	37	58	**288**
Roads	17,932	18,164	21,126	18,667	17,855	**93,743**
Storm Sewers, Storm Water Mgmt & Landfill	8,503	4,572	13,111	8,867	2,568	**37,620**
Streetlights	2,180	2,004	2,154	1,901	2,240	**10,479**
Structures (Bridges & Culverts)	14,951	19,383	4,089	12,004	3,042	**53,468**
Traffic Signals	698	655	925	1,215	615	**4,108**
Utility Inspection and Business Technical	0	142	0	688	0	**830**
Vehicles	6,377	4,432	3,065	6,480	3,567	**23,921**
TOTAL	**92,462**	**82,419**	**75,690**	**88,093**	**61,711**	**400,375**

2026 CAPITAL BUDGET PROJECT LISTING

(in $ Dollars)

#	Project Description	Total	Tax	Operating Life Cycle	DC - Reserve	DC - Developer	Other
Development Services							
Building Services							
26008	Building Permit Pre-Application AI Forms Reader	335,800					335,800
	TOTAL Building Services	**335,800**	-	-	-	-	**335,800**
Planning							
26009	Community Improvement Plan - Affordable Housing	167,900			167,900		
26010	Designated Heritage Property Grant Program 2026	60,000					60,000
26011	Designated Heritage Property Plaques 2026	10,200					10,200
26012	Heritage Façade Improvement/Sign Replacement - 2026	60,000					60,000
26013	Markville Secondary Plan (Phase 3 of 3)	76,300			76,300		
26014	Planning & Urban Design Capital Growth Recovery	880,200			880,200		
26015	York Region Employment Survey	25,400			25,400		
	TOTAL Planning	**1,280,000**	-	-	**1,149,800**	-	**130,200**
Parks Design & Construction							
26016	2026 Baseball Backstop Fencing and Outfield Fencing	344,700		344,700			
26017	2026 Court Rebuild/Resurface & Fence - Construction	1,171,600		894,468			277,132
26018	2026 Playground Replacements - Construction	1,900,900		1,900,900			
26019	2026 Shade Structure Refurbishment	109,500		109,500			
26020	AODA Playground Refurbishments - Construction 2026	2,276,900					2,276,900
26021	Community Garden Maintenance	20,400		20,400			
26022	Milliken Mills Baseball Diamond Upgrades	198,500	198,500				
26023	Unionville Heritage Interpretation Wayfinding Signage	56,000					56,000
26024	Unionville Home Society Parkette - Design/Construction	1,140,100			1,140,100		
26025	York Downs Main Park	1,729,000			1,729,000		
	TOTAL Parks Design & Construction	**8,947,600**	**198,500**	**3,269,968**	**2,869,100**	-	**2,610,032**
Engineering							
26026	2026 Active Transportation Master Plan (Design)	2,251,500			1,463,476		788,024
26027	Active School Travel Program	41,300	41,300				
26028	Cycling and Pedestrian Advisory Committee (CPAC)	28,000	28,000				
26029	Engineering Capital Growth Recovery	674,600			674,600		
26030	Grandview Area Traffic Mitigation (Consultation)	42,600			42,600		
26031	Highway 404 Major Mackenzie Dr. Ramp Extension -Design	3,394,600			3,394,600		
26032	Highway 404 North Collector Roads (Design)	4,727,200			3,208,441		1,518,759
26033	Implementation of Contract Administration Software	44,300					44,300
26034	Intersection Improvement Design- Henderson & Doncaster	1,312,700			459,445		853,255
26035	Intersection Safety Reviews	255,900			166,336		89,564
26036	Intersection Traffic Calming Pilot	122,300			79,496		42,804
26037	Markham Cycles	36,900	36,900				
26038	Markham Cycling Day Event	22,400	22,400				
26039	Residential Infill Service Connections	2,231,300					2,231,300
26040	Rouge Valley Trail Phase 4B Trail - CA & SI	1,677,400			1,580,294		97,106
26041	Rouge Valley Trail Phase 4B Trail - Construction	10,614,100			9,999,646		614,454
26042	Rougeside Promenade Extension (Design)	764,100			564,100		200,000
26043	Smart Commute Markham-Richmond Hill	76,300	76,300				
26044	Streetlighting Peer Review	87,300					87,300
26045	Traffic Assets Replacement	708,900		708,900			
26046	Traffic Operational Improvements	62,000			40,300		21,700
26047	Tree Planting - Hwy 7 Underpass Requirements	300,500			195,326		105,174
26048	Victoria Square Boulevard Phase 2 - Design	2,375,500			2,375,500		
	TOTAL Engineering	**31,851,700**	**204,900**	**708,900**	**24,244,160**	-	**6,693,740**
	TOTAL Development Services	**42,415,100**	**403,400**	**3,978,868**	**28,263,060**	-	**9,769,772**

2026 CAPITAL BUDGET PROJECT LISTING

(in $ Dollars)

#	Project Description	Total	Tax	Operating Life Cycle	DC - Reserve	DC - Developer	Other
Chief Administrative Office							
	Legal Services						
26049	OLT - Growth Related Hearings	750,000					750,000
	TOTAL Legal Services	**750,000**	-	-	-	-	**750,000**
	Fire & Emergency Services						
26050	Bunker Gear Life Cycle Replacement	16,000		16,000			
26051	Design and Consulting - STN 95 and Training Centre	100,000					100,000
26052	Electric Vehicle Firefighting Training Equipment	118,700	118,700				
26053	Fire Hose Replacement	67,200		67,200			
26054	Firefighting Tools & Equipment Replacement	107,700		107,700			
26055	Hazardous Materials & TIC Replacement	64,600		64,600			
26056	Replacement of Equipment due to Staff Retirements	164,000		164,000			
26057	SCBA Maintenance and Face Fit Testing Equipment	77,300		77,300			
	TOTAL Fire & Emergency Services	**715,500**	**118,700**	**496,800**	-	-	**100,000**
	Culture						
26001	Culture Public Art Master Plan Implementation	252,400					252,400
	TOTAL Museum	**252,400**	-	-	-	-	**252,400**
	Museum						
26002	Museum - Community Exhibitions Fund	127,200	127,200				
26003	Museum - Program Equipment Replacement	104,500		104,500			
	TOTAL Museum	**231,700**	**127,200**	**104,500**	-	-	-
	Theatre						
26004	Theatre-Building Maintenance	89,500		89,500			
26005	Theatre-Stage & Technical Maintenance	75,100		75,100			
26006	Theatre-Stage Floor Replacement	392,700		392,700			
	TOTAL Theatre	**557,300**	-	**557,300**	-	-	-
	Arts Centres						
26007	Varley and McKay maintenance	174,600		174,600			
	TOTAL Arts Centres	**174,600**	-	**174,600**	-	-	-
	TOTAL Chief Administrative Officer	**2,681,500**	**245,900**	**1,333,200**	-	-	**1,102,400**
Corporate Services							
	IT Services						
26058	ITS - Avolve Upgrade (Pdox) 9.4 to 9.5	67,200					67,200
26059	ITS - Digital Building Codes	13,400					13,400
26060	ITS - Theatre Solution Consultancy	80,100	80,100				
26061	ITS - Ops-Pavement Deterioration Modelling Software	79,000	79,000				
26062	ITS - Cyber Strategic Enhancements	335,800	268,640				67,160
26063	ITS - Life Cycle Asset Replacement	2,506,900		2,193,834			313,066
	TOTAL IT Services	**3,082,400**	**427,740**	**2,193,834**	-	-	**460,826**
	Finance						
26064	Internal Project Management	1,508,400			1,508,400		
	TOTAL Finance	**1,508,400**	-	-	**1,508,400**	-	-
	Sustainability and Asset Management						
26065	8100 Warden Facility Repair and/or Replacement Project	360,500		360,500			
26066	BAS Operations and Replacement Program	81,400		20,400			61,000
26067	Building Envelope and Structural Review	57,800		57,800			
26068	Civic Centre Repair and/or Replacement Projects	2,498,000		2,498,000			
26069	Corporate Accommodations	306,000		306,000			
26070	Corporate Security Operations & System Upgrades	241,200		241,200			
26071	Designated Substances Management	10,200		10,200			
26072	East Yard Salt Storage	407,000		407,000			
26073	EV Chargers Maintenance & Expansion Project	400,600		135,600	42,400		222,600
26074	Facility Energy Management Program	152,600					152,600
26075	Fire Facilities Repair and/or Replacement Projects	277,400		277,400			
26076	Library Facilities Repair and/or Replacement Projects	266,000		266,000			

2026 CAPITAL BUDGET PROJECT LISTING

(in $ Dollars)

#	Project Description	Total	Tax	Operating Life Cycle	DC - Reserve	DC - Developer	Other
26077	Management of Unoccupied Buildings	497,500		497,500			
26078	Municipal Building Backflow Prevention -Annual Testing	35,700		35,700			
26079	Museum - Markham Little Theatre	45,800		45,800			
26080	Museum - Various Buildings	851,500		851,500			
26081	OFC Compliance Evaluation and Fire System Maintenance	140,400	120,000	20,400			
26082	Operations Facilities Repair and Replacement Projects	304,500		304,500			
26083	Other Facilities Repair and/or Replacement Projects	33,200		33,200			
26084	Parking Lot Light Pole Replacement	64,300		64,300			
26085	Recycling Depots Repair and/or Replacement Projects	65,200		65,200			
26086	Roofing Maintenance and Repair	183,600		183,600			
26087	Roofing Replacement Projects	1,783,700		1,783,700			
26088	Salary Recoveries for Staff	452,800		245,465			207,335
26089	Satellite Community Centre Repair and/or Replacement	22,900		22,900			
	TOTAL Sustainability and Asset Management	**9,539,800**	**120,000**	**8,733,865**	**42,400**	**-**	**643,535**
	TOTAL Corporate Services	**14,130,600**	**547,740**	**10,927,699**	**1,550,800**	**-**	**1,104,361**
	Community Services						
	Recreation Services						
26090	Aaniin C.C. Exterior Hardscape Replacement	442,000		442,000			
26091	Aaniin C.C. Stone Tile Inspection (Phase 1 of 2)	21,000		21,000			
26092	Angus Glen C.C. & Pingle House Exterior Refurbishment	749,500		749,500			
26093	Angus Glen C.C. Lower Desk Design (Phase 1 of 2)	18,000		18,000			
26094	Angus Glen Tennis Centre Wood Soffit Refinish	43,600		43,600			
26095	Camp Chimo First Aid Shed and Signage Replacement	13,000		13,000			
26096	Centennial C.C. Canopy Replacement	480,000		480,000			
26097	Centennial C.C. Flooring Replacement	152,300		152,300			
26098	Centennial C.C. Low Emissivity Ceiling Replacement	240,000		240,000			
26099	Clatworthy Arena Interior Door Replacement	20,000		20,000			
26100	Cornell C.C. Parking Structure Annual Maintenance	15,000		15,000			
26101	Crosby C.C. Dehumidifier Replacement	270,000		270,000			
26102	Crosby C.C. Flag Pole Replacement	8,500		8,500			
26103	Crosby C.C. Flooring Replacement	212,700		212,700			
26104	Crosby C.C. Lobby Bench Replacement	18,000		18,000			
26105	Heintzman House Structural Refurbishment	332,500		332,500			
26106	Markham Village C.C. Dividing Wall Replacement	60,000		60,000			
26107	Markham Village C.C. Vinyl Flooring Replacement	91,900		91,900			
26108	Milliken Mills C.C. Concrete Structural Repairs	150,000		150,000			
26109	Milliken Mills C.C. Door Replacement	110,000		110,000			
26110	Milliken Mills C.C. Mechanical Replacement	392,000		392,000			
26111	Milliken Mills C.C. Underwater Lights Refurbishment	52,600		52,600			
26112	Milliken Mills C.C. UV Pool System Replacement	87,400		87,400			
26113	Morgan Pool Marbelite Replacement	123,800		123,800			
26114	Mount Joy C.C. Soccer Safety Net Replacement	11,600		11,600			
26115	Mount Joy C.C. Turf Maintenance Equipment Replacement	35,000		35,000			
26116	Pan Am Centre Changeroom Refurbishment	448,100		448,100			
26117	Pan Am Centre Gymnasium Wood Floor Refinishing	39,500		39,500			
26118	Pan Am Centre Timing Equipment Replacement	20,000		20,000			
26119	Recreation AED Program Replacement	11,000		11,000			
26120	Recreation Aquatics Equipment Replacement	89,800		89,800			
26121	Recreation Ceiling Tile Replacement	54,000		54,000			
26122	Recreation Facility Condition Assessment Project	105,000		105,000			
26123	Recreation Fitness Equipment Replacement	219,100		219,100			
26124	Recreation Painting Project	40,600		40,600			
26125	Recreation Pool Grouting Replacement	75,500		75,500			
26126	Recreation Program Equipment Replacement	98,200		98,200			
26127	Recreation Tables and Chairs Replacement	56,600		56,600			
26128	Thornhill C.C. & Clatworthy Zamboni Driveway Repair	89,500		89,500			
26129	Thornhill C.C. Arena Lobby Washroom Refurbishment	81,300		81,300			
26130	Thornlea Pool Boiler Replacement	90,000		90,000			
26131	Thornlea Pool Filter Replacement	280,600		280,600			
26132	Thornlea Pool Lock Replacement/Security Upgrade	18,800		18,800			
	TOTAL Recreation Services	**5,968,000**	**-**	**5,968,000**	**-**	**-**	**-**

2026 Capital Budget Project Listing

(in $ Dollars)

#	Project Description	Total	Tax	Operating Life Cycle	DC - Reserve	DC - Developer	Other
26077	Management of Unoccupied Buildings	497,500		497,500			
26078	Municipal Building Backflow Prevention -Annual Testing	35,700		35,700			
26079	Museum - Markham Little Theatre	45,800		45,800			
26080	Museum - Various Buildings	851,500		851,500			
26081	OFC Compliance Evaluation and Fire System Maintenance	140,400	120,000	20,400			
26082	Operations Facilities Repair and Replacement Projects	304,500		304,500			
26083	Other Facilities Repair and/or Replacement Projects	33,200		33,200			
26084	Parking Lot Light Pole Replacement	64,300		64,300			
26085	Recycling Depots Repair and/or Replacement Projects	65,200		65,200			
26086	Roofing Maintenance and Repair	183,600		183,600			
26087	Roofing Replacement Projects	1,783,700		1,783,700			
26088	Salary Recoveries for Staff	452,800		245,465			207,335
26089	Satellite Community Centre Repair and/or Replacement	22,900		22,900			
	TOTAL Sustainability and Asset Management	**9,539,800**	**120,000**	**8,733,865**	**42,400**	**-**	**643,535**
	Markham Public Library						
26133	Library Collections	3,067,000		3,067,000			
26134	Library Furniture, Equipment & Shelving Replacement	198,800		198,800			
	TOTAL Markham Public Library	**3,265,800**	**-**	**3,265,800**	**-**	**-**	**-**
	Operations - Roads						
26135	Asphalt Resurfacing	12,469,500		1,969,500			10,500,000
26136	Boulevard Repairs	100,700		100,700			
26137	Bridge Structure Preventative Maintenance - Roads	27,500		27,500			
26138	City Owned Entrance Feature Rehabilitation/Replacement	169,200		169,200			
26139	City Owned Fence Replacement Program	133,300		133,300			
26140	Citywide Ditching Program	252,700		252,700			
26141	Emergency Repairs Right of Way	185,700		185,700			
26142	Guiderail - Install/Upgrade	179,700		179,700			
26143	Incremental Growth Related Winter Maintenance Vehicles	506,600			506,600		
26144	Localized Repairs - Curb & Sidewalk	2,098,200		2,098,200			
26145	Localized Repairs - Interlock	219,100		219,100			
26146	Localized Repairs - Parking Lots	126,000		126,000			
26147	Parking Lots - Rehabilitation	941,300		941,300			
26148	Retaining Wall Repair Program	90,000		90,000			
26149	Survey Monument Replacement	76,000		76,000			
	TOTAL Operations - Roads	**17,575,500**	**-**	**6,568,900**	**506,600**	**-**	**10,500,000**
	Operations - Parks						
26150	Beach Volleyball Drainage Improvements-Milliken Mills	23,800		23,800			
26151	Boulevard/Park Trees Replacement	962,100		962,100			
26152	Bridge Structure Preventative Maintenance in Parks	57,200		57,200			
26153	Cemetery Fence Repair/Replacement	26,000		26,000			
26154	City Park Furniture / Amenities	218,000		218,000			
26155	Clay Tennis Court Maintenance	9,200		9,200			
26156	Floodlights, Poles & Cross Arms Replacement	200,500		200,500			
26157	Goal Posts Replacement	5,000		5,000			
26158	Irrigation Refurbishment/Rehabilitation	7,800		7,800			
26159	Markham Trees for Tomorrow	128,300					128,300
26160	Pathways Resurfacing	173,200		173,200			
26161	Relamping & Fixtures Refurbishment	48,700		48,700			
26162	Replace Seasonal Containers	20,600		20,600			
26163	Sportsfield Maintenance & Reconstruction	195,400		195,400			
26164	St. Roberts Artificial Turf Replacement	1,071,000		1,071,000			
26165	Talc Cabinet Replacement	13,200		13,200			
	TOTAL Operations - Parks	**3,160,000**	**-**	**3,031,700**	**-**	**-**	**128,300**

2026 CAPITAL BUDGET PROJECT LISTING

(in $ Dollars)

#	Project Description	Total	Tax	Operating Life Cycle	DC - Reserve	DC - Developer	Other
	Operations - Fleet						
26166	Corporate Fleet Growth	19,100			19,100		
26167	Corporate Fleet Refurbishing	40,900		40,900			
26168	Corporate Fleet Replacement - Fire	6,088,700		6,088,700			
26169	Corporate Fleet Replacement - Non-Fire	2,077,800		2,077,800			
26170	Corporate Fleet Replacement - Waterworks	348,800					348,800
26171	Ice Resurfacing Machine Replacement	144,300		144,300			
26172	New Fleet - Animal Services	135,700			135,700		
26173	New Fleet - Bylaw - Tree Preservation SUV	77,700			77,700		
26174	New Fleet - Bylaws - Supervisor SUV	77,700			77,700		
26175	New Fleet - Fire Services	53,000			53,000		
26176	New Fleet - Parks - Compact SUV	53,000			53,000		
26178	New Fleet - Parks - Compact Sweeper	151,300			151,300		
26179	New Fleet - Parks - GPS Pod Painters	103,200			103,200		
26180	New Fleet - Parks - Lift Gates	15,900	15,900				
26181	New Fleet - Parks - Snow Blowers	40,300			40,300		
26182	New Fleet - Roads - Concrete Grinder	14,600			14,600		
26183	New Fleet - Roads - Contract Services Maintenance	112,400		112,400			
26184	New Fleet - Roads - Snow Blower	42,500			42,500		
26185	New Fleet - Roads Snow Clearing Equipment	67,800			67,800		
26186	New Fleet - Roads - Angle Snow Plow	127,200			127,200		
26187	New Fleet - Utility & ROW	57,400			57,400		
26188	New Fleet - Waterworks	375,600					375,600
26189	New Fleet - Waterworks - Cargo Van	99,700					99,700
	TOTAL Operations - Fleet	**10,324,600**	**15,900**	**8,464,100**	**1,020,500**	**-**	**824,100**
	Operations - Utility & ROW						
26190	German Mills Meadow - Equipment Maintenance	136,900		136,900			
	TOTAL Operations - Utility & ROW	**136,900**	**-**	**136,900**	**-**	**-**	**-**
	Environmental Services - Infrastructure						
26191	Bridges and Culverts - Condition Inspection	62,600		62,600			
26192	Culverts Rehabilitation (4 Structures)-Design +Const.	1,281,900		1,281,900			
26193	Hydraulic Study and Design for Small Culverts	207,600		207,600			
26194	Markham Village Flood Control Phase 1C (Cons. & CA	24,997,900					24,997,900
26195	Markham Village Flood Control Phase 3 Design	2,439,500					2,439,500
26196	Rehabilitation of Retaining Wall - Design	103,800		103,800			
26197	Storm Channels - Maintenance	22,300		22,300			
26198	Storm Culvert Rehab (SC15) - Design & Const.	218,000		218,000			
26199	Streetlight System Replacement	542,000		542,000			
26200	Streetlight System Replacement (Woodbine Ave.)	550,100		550,100			
26201	Streetlights - Miscellaneous Requests	101,900		101,900			
26202	Streetlights - Pole Condition Inspection	88,000		88,000			
26203	Streetlights - Poles Replacement	139,900		139,900			
26204	Streetlights Underground Cable Replacement	1,786,400		1,786,400			
26205	Structures Minor Rehabilitation	423,500		423,500			
26206	Structures Rehabilitation - Design & Constr.	685,000		685,000			
	TOTAL Environmental Services - Infrastructure	**33,650,400**	**-**	**6,213,000**	**-**	**-**	**27,437,400**
	Environmental Services - Stormwater						
26207	Enterprise Storm Station - Structural Improvements	211,300		192,400			18,900
26208	Fairtree Underground Tank - Condition Inspection	51,900		51,900			
26209	Major Overland Mapping Update	36,300		36,300			
26210	Oil Grit Separators (OGS) - Inspection and Cleaning	140,900		140,900			
26211	Storm and Sanitary Sewer CCTV Inspection	718,600		218,200			500,400
26212	Storm Sewer Pipes - Rehabilitation	434,100		434,100			
26213	Stormwater CLI-ECA Compliance	155,700		155,700			
26214	Stormwater Management (SWM) Pond - Maintenance	58,400		58,400			
26215	Stormwater Pipes Emergency Repairs	77,800		77,800			
26216	Water Quality Improvements	80,500		80,500			
26217	Water Quality Monitoring at Swan Lake	32,300		32,300			
26218	Wet SWM Pond Sediment Cleaning	3,271,400		1,271,400			2,000,000
26219	Wet SWM Pond Sediment Cleaning - Design	103,800		103,800			
	TOTAL Environmental Services - Stormwater	**5,373,000**	**-**	**2,853,700**	**-**	**-**	**2,519,300**

2026 CAPITAL BUDGET PROJECT LISTING

(in $ Dollars)

#	Project Description	Total	Tax	Operating Life Cycle	DC - Reserve	DC - Developer	Other
Environmental Services - Waste							
26220	Incremental Growth Related Waste Management Vehicles	112,600			112,600		
	TOTAL Environmental Services - Waste	**112,600**	-	-	**112,600**	-	-
Environmental Services - Waterworks							
26221	Calvert and Milliken Pump Station Upgrades	369,900					369,900
26222	Carlton and Kennedy Pump Stations Valve Chambers	2,795,200					2,795,200
26223	Cast Iron Watermain Replacement - Construction	12,315,200					12,315,200
26224	Cast Iron Watermain Replacement - Design	540,100					540,100
26225	Cathodic Protection of Ductile Iron Watermains	912,400					912,400
26226	Curb Box Inspection and Replacement Program	747,500					747,500
26227	Gravity Sewer -Vitrified Clay Pipe (Re-lining)	787,800					787,800
26228	Investigation and Reduction of Inflow and Infiltration	207,600					207,600
26229	Pressure Reducing Valve Chamber -Design & Construction	305,600					305,600
26230	Sanitary Sewers - Rehabilitation	1,044,800					1,044,800
26231	Wastewater Flow Monitoring	99,400					99,400
26232	Water Distribution - Mainline Valve Repairs	207,600					207,600
26233	Water Meters - Replacement Program	1,220,600					1,220,600
26234	Watermain Leak Detection Program (Metal Pipes)	37,000					37,000
	TOTAL Environmental Services - Waterworks	**21,590,700**	-	-	-	-	**21,590,700**
	TOTAL Community Services	**101,157,500**	**15,900**	**36,502,100**	**1,639,700**	-	**62,999,800**
	TOTAL Capital Budget Requests	**160,384,700**	**1,212,940**	**52,741,867**	**31,453,560**	-	**74,976,333**

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

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

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

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

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

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

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

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

Due to the impact of the execution of Strong Mayor Powers on the 2026 budgeting process, there were 11 In-Year Capital Projects requested, and approved in 2025. The capital budget amount for these 11 projects has been incorporated into the restated 2025 Capital Budget tables. There was 1 2025 In-Year Capital Project Request for a project greater than $1M, and has been included in this year's summary.

CAPITAL PROJECT REQUESTS FOR
Projects Over $1 Million Summary ($000's)

	Project #	Project Description	2026 Budget
Environmental Services - Infrastructure (2025 In-Year)			
	25511	Markham Village Flood Control Phase 2 Design	2,088
Parks Design & Construction			
	26017	2026 Court Rebuild/Resurface & Fence - Construction	1,172
	26018	2026 Playground Replacements - Construction	1,901
	26020	AODA Playground Refurbishments - Construction 2026	2,277
	26024	Unionville Home Society Parkette - Design/Construction	1,140
	26025	York Downs Main Park	1,729
Engineering			
	26026	2026 Active Transportation Master Plan (Design)	2,252
	26031	Highway 404 Major Mackenzie Dr. Ramp Extension -Design	3,395
	26032	Highway 404 North Collector Roads (Design)	4,727
	26034	Intersection Improvement Design- Henderson & Doncaster	1,313
	26039	Residential Infill Service Connections	2,231
	26040	Rouge Valley Trail Phase 4B Trail - CA & SI	1,677
	26041	Rouge Valley Trail Phase 4B Trail - Construction	10,614
	26048	Victoria Square Boulevard Phase 2 - Design	2,376
IT Services			
	26063	ITS - Life Cycle Asset Replacement	2,507
Finance			
	26064	Internal Project Management	1,508
Sustainability and Asset Management			
	26068	Civic Centre Repair and/or Replacement Projects	2,498
	26087	Roofing Replacement Projects	1,784
Markham Public Library			
	26133	Library Collections	3,067
Operations - Roads			
	26135	Asphalt Resurfacing	12,470
	26144	Localized Repairs - Curb & Sidewalk	2,098
Operations - Parks			
	26164	St. Roberts Artificial Turf Replacement	1,071
Operations - Fleet			
	26168	Corporate Fleet Replacement - Fire	6,089
	26169	Corporate Fleet Replacement - Non-Fire	2,078
Environmental Services - Infrastructure			
	26192	Culverts Rehabilitation (4 Structures)-Design +Const.	1,282
	26194	Markham Village Flood Control Phase 1C (Cons. & CA	24,998
	26195	Markham Village Flood Control Phase 3 Design	2,440
	26204	Streetlights Underground Cable Replacement	1,786
Environmental Services - Stormwater			
	26218	Wet SWM Pond Sediment Cleaning	3,271
Environmental Services - Waterworks			
	26222	Carlton and Kennedy Pump Stations Valve Chambers	2,795
	26223	Cast Iron Watermain Replacement - Construction	12,315
	26230	Sanitary Sewers - Rehabilitation	1,045
	26233	Water Meters - Replacement Program	1,221

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Markham Village Flood Control Phase 2 Design**

Project Number **25511 (In-Year Project)**

Estimated Total Cost of Project **2,087,600**

Commission Community Services

Department Environmental Services - Infrastructure

Project Description

This project is to design the storm sewers and cast iron watermains in Phase 2 area - Hallam Rd, Larkin Ave, Enos Gate, Daniel Crt., Fincham Ave., Brookfield Crt., Sir Constantine Dr., Ramona Blvd, Paramount Rd, Strathroy Cres., Talisman Cres., and Winlaw Pl. This request is for Phase 2 out of a total of 4 phases.

Location

Phase 2 area as indicated on the map below.

Work to be Performed

To continue with the flood remediation program in the Markham Village area based on the feasibility study recommendations. Refer to the location map below.

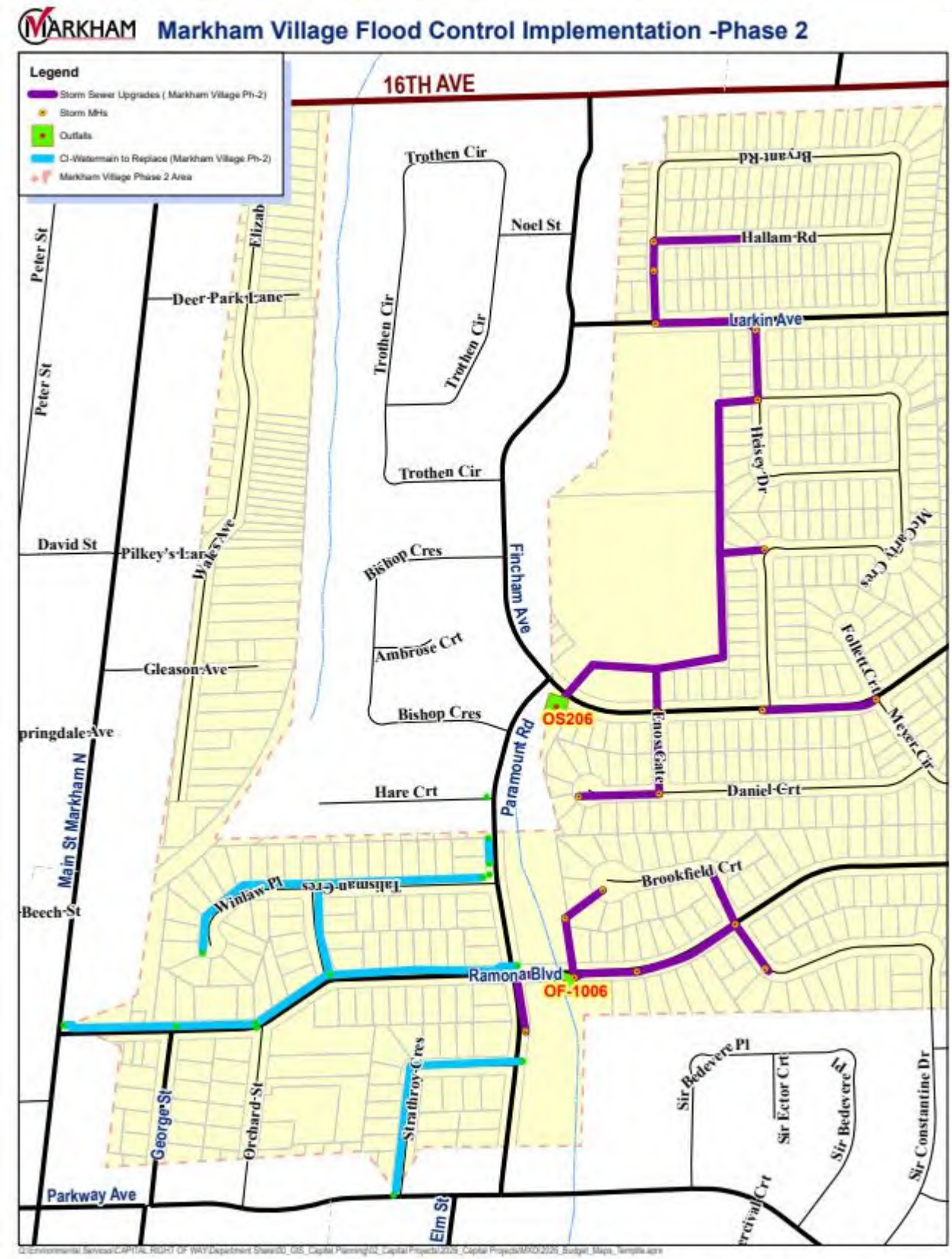
Reason for Work

Council direction to upgrade the storm sewer system in the Markham Village area to 100-year level of protection. Estimated program cost for Markham Village/ Unionville Area is $193M (as of June 2025).

Impact on Future Operating Budgets

No anticipated impact on future operating budgets. Previous budget approved (up to Phase 1B) represents 24% of program cost. External consulting includes contract administration.

Estimated Project Completion Date –December 2028 (2 Phases).


MARKHAM
Markham Village Flood Control Implementation -Phase 2
Legend
Storm Sewer Upgrades (Markham Village Ph-2)
Storm MHs
Outfalls
CI-Watermain to Replace (Markham Village Ph-2)
Markham Village Phase 2 Area
16TH AVE
Trothen Cir
Noel St
Bryant Rd
Hallam Rd
Larkin Ave
Heisey Dr
McCarty Cres
Folkett Crt
Meyer Cir
Daniel Crt
Brookfield Crt
Peter St
Elizab
Deer Park Lane
David St
Pilkey's Lane
Wales Ave
Gleason Ave
Bishop Cres
Ambrose Crt
Fincham Ave
Paramount Rd
OS206
Crossgate
Hare Crt
Springdale Ave
Main St Markham N
Beech St
Winlaw Pl
Talisman Cres
Ramona Blvd
OF-1006
George St
Orchard St
Strathroy Cres
Parkway Ave
Elm St
Sir Bedevere Pl
Sir Ector Crt
Sir Bedevere Rd
Sir Constantine Dr

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **2026 Court Rebuild/Resurface & Fence Construction**

Project Number **26017**

Estimated Total Cost of Project **1,171,600**

Commission Development Services

Department Parks Design and Construction

Project Description
This project is for rebuild and resurfacing of Basketball and Public/Tennis Club courts based on condition assessment.

Location
Locations include Bayview Glen, Ernest Wideman, Gordon Stollery, Grandview, Highgate, Pomona Mills and William Cantley.

Work to be Performed
The City owned locations for 2026 are Bayview Glen, Ernest Wideman, Gordon Stollery, Grandview, and William Cantley. William Cantley and Ernest Wideman are being rightsized into two regular play basketball courts, from a single basketball post in the centre of the playing court.

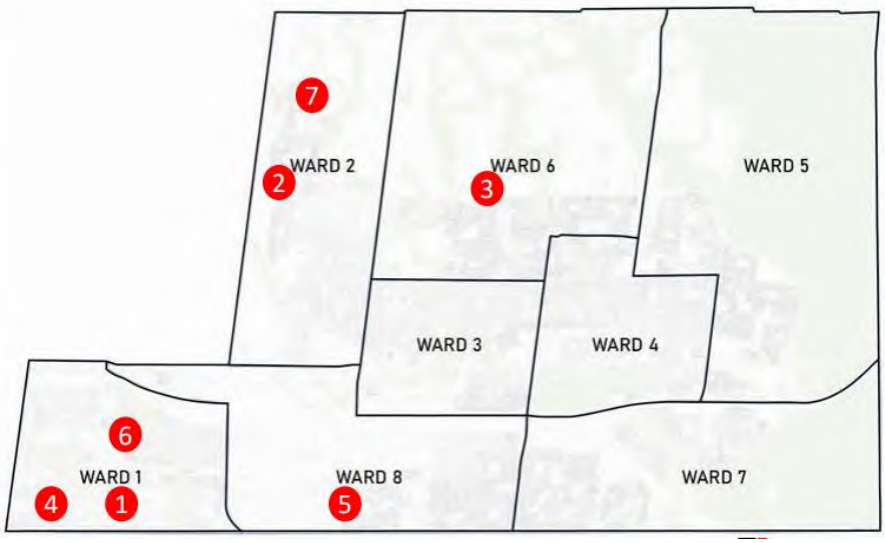
Reason for Work
To provide required recreation activities to area residents.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets. There is a $256,068 increase in the cost of the resurface/rebuild project due to an increase in recent tender results. The full budget was not selected from the LC because $89,500 was used for the Consultant request.

Estimated Project Completion Date – December 2027.

2026 Court Rebuild/Resurfacing & Fencing

1.1 Bayview Glen
1.2 Ernest Wideman
1.3 Gordon Stollery
1.4 Grandview
1.5 Highgate - Club
1.6 Pomona Mills - Club
1.7 William Cantley



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **2026 Playground Replacements - Construction**

Project Number **26018**

Estimated Total Cost of Project **1,900,900**

Commission Development Services

Department Parks Design and Construction

Project Description
This project is to hire a contractor for replacement of playground equipment, and safety surfacing as required, to maintain the current standards.

Location
Locations include the following playgrounds: George Couperwaite - West, Harold Humphreys, John Payne, Wismer Park - East, Wismer Park - West, and Yarl Cedarwood.

Work to be Performed
A contractor is required for this asset-based program, with all locations subject to condition assessment. There is no backlog of play structure equipment upon completion of the 2026 project and the assets are in a good state of repair. There are 6 play structure locations to be replaced in 2026, 2 have sand surfacing and will require EWF replacement, George Couperwaite West currently has rubber surfacing which will be replaced with EWF as it does not fit the criteria for rubber surfacing (i.e., community level park, or adjacent to a splash pad), there are 3 with rubber surfacing being replaced with rubber surfacing.

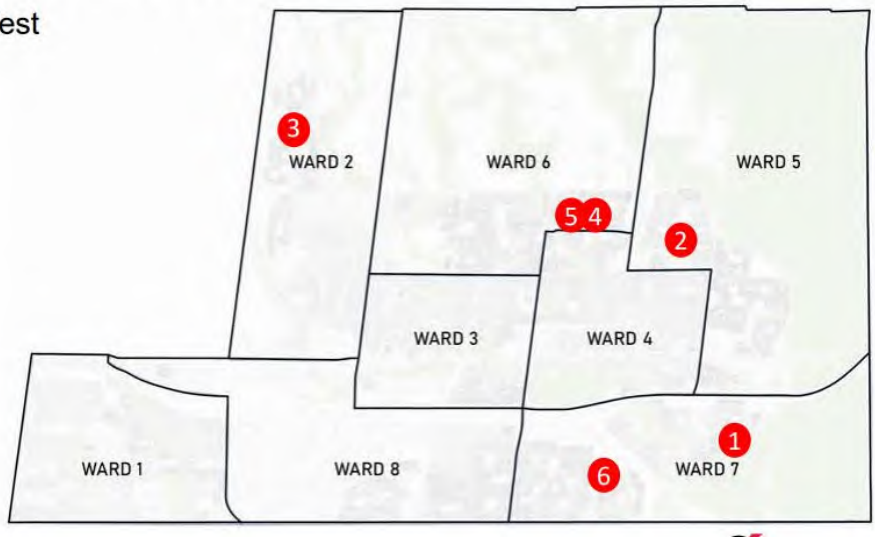
Reason for Work
Non-AODA compliant playgrounds will also require safety surface replacement from sand surfacing to Engineered Wood Fiber (EWF).

Impact on Future Operating Budgets
No anticipated impact on future operating budgets. This is an asset-based program with all locations subject to condition assessment. Funding changes annually based on Life Cycle replacement of specific play structures.

Estimated Project Completion Date – December 2026.

Playground Replacements

3.1 George Couperwaite - West
3.2 Harold Humphreys
3.3 John Payne
3.4 Wismer Park - East
3.5 Wismer Park - West
3.6 Yarl Cedarwood



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name	**AODA Playground Refurbishments Construction**
Project Number	**26020**
Estimated Total Cost of Project	**2,276,900**

Commission	Development Services
Department	Parks Design and Construction

Project Description

This project is for the *r*eplacement of safety surfacing and provision of curbs, ramps and drainage to make playgrounds AODA compliant. This 4-year project will address playgrounds currently with sand safety surfacing installed from 2016 and later. There are 28 locations in Year 4. The locations were selected based on current accessibility by ward.

Location

There are 28 locations in Year 4. Parks included in Year 4 are Angus Glen Village Green, Austin Drive, Beaupre, Benjamin Marr, Bianca, Briarwood, Carlton, Cedar Grove, Centennial, Central, Elson, Featherstone, Florence and Donald Deacon, German Mills Community Centre, Gertrude Heisy, Harmony, Ivan Reesor, John Canning, John Daniels, John Ferrara, Monarch, Paddock, Painted Turtle, Quantztown, Sprucewood, Stonefarm, Thomas Frisby Woodlot, and Windyhill.

Work to be Performed

This project requires removal of sand surfacing and replacement with Engineered Wood Fiber (EWF), in addition to installing drainage, curbs, entrance ramps, and paved pathways to access the playground. The locations were selected based on current accessibility by ward. There is currently a backlog of playgrounds which require refurbishment to be fully AODA complaint by 2026.

Reason for Work

Playground safety surfacing and associated elements are required to meet AODA guidelines, at the time of installation and throughout the useful life, meeting CSA guidelines (Z614-07 Children's Play spaces and Equipment).

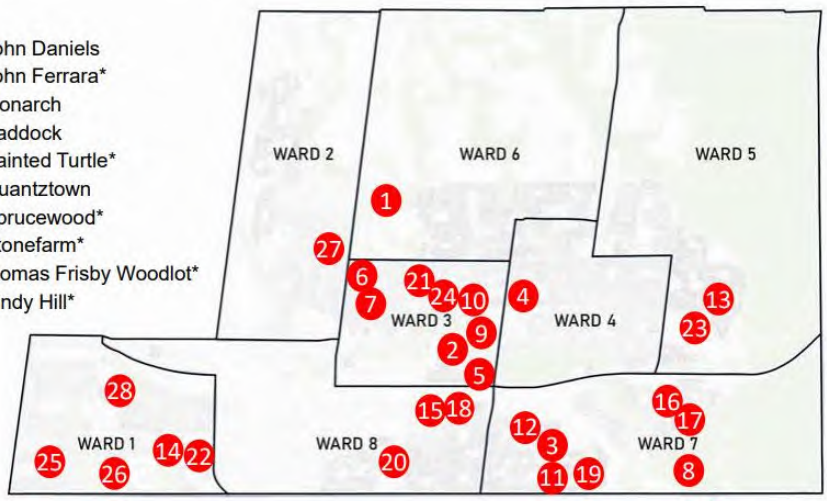
Impact on Future Operating Budgets

No anticipated impact on future operating budgets. Each element in the playground (concrete curbs and ramps, drainage and EWF) will be aligned to the Life Cycle asset category.

Estimated Project Completion Date – December 2026.

AODA Playground Refurbishments – Year 4 of 4

3.1 Angus Glen Village Green*
3.2 Austin Drive
3.3 Beaupre
3.4 Benjamin Marr*
3.5 Bianca*
3.6 Briarwood
3.7 Carlton
3.8 Cedar Grove
3.9 Centennial*
3.10 Central
3.11 Elson
3.12 Featherstone
3.13 Florence and Donald Deacon*
3.14 German Mills Community Centre*
3.15 Gertrude Heisy*
3.16 Harmony
3.17 Ivan Reesor
3.18 John Canning*
3.19 John Daniels
3.20 John Ferrara*
3.21 Monarch
3.22 Paddock
3.23 Painted Turtle*
3.24 Quantztown
3.25 Sprucewood*
3.26 Stonefarm*
3.27 Thomas Frisby Woodlot*
3.28 Windy Hill*



*Note: 14 additional playground identified by staff which require AODA update not originally identified as part of the program

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name	**Unionville Home Society Parkette – Design & Construction**
Project Number	**26024**
Estimated Total Cost of Project	**1,140,100**

Commission	Development Services
Department	Parks Design and Construction

Project Description
This project is for the design and construction of a 0.62 ha park.

Location
34 Eureka Street.

Work to be Performed

This project is for design and construction of a 0.62 ha (1.54 acre) park located at 34 Eureka Street. Anticipated Park amenities include a junior/ senior playground, shade structure, site furnishings, pathways and associated landscape works. The operation and maintenance cost of these parks will be determined after the tendering process.

Reason for Work
To provide required recreation activities to area residents.

Impact on Future Operating Budgets
The operation and maintenance cost of these parks will be determined after the tendering process. Park size in DC Background Study was 0.24ha, actual size of parcel is 0.62ha, additional funds required because of size of parcel conveyed to the City.

Estimated Project Completion Date – After December 2027.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **York Downs Main Park**

Project Number **26025**

Estimated Total Cost of Project **1,729,000**

Commission Development Services

Department Parks Design and Construction

Project Description
This project is for the design and construction of a 1.535 ha park.

Location
511 York Downs Boulevard.

Work to be Performed

This is a developer-built project to design and construct a 1.535 ha park, (3.79 acre) park located at 511 York Downs Boulevard. Anticipated Park amenities include a junior/ senior playground, shade structure, site furnishings, pathways and associated landscape works.

Reason for Work
To provide required recreation activities to area residents.

Impact on Future Operating Budgets
The operation and maintenance cost of these parks will be determined after the tendering process.

Estimated Project Completion Date – After December 2027.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **2026 Active Transportation Master Plan (Design)**

Project Number **26026**

Estimated Total Cost of Project **$2,251,500**

Commission Development Services

Department Engineering

Project Description

The project is for the design of active transportation facilities at nine locations identified from the ATMP 5-Year Capital Program.

Location

(1) Stone Mason Drive/Mingay Avenue, 16th Avenue to Major Mackenzie Drive East;
(2) Bridle Walk/Shorthill Drive,16th Avenue to Major Mackenzie Drive East;
(3) Edward Jeffreys Avenue, Roy Rainey Avenue to Markham Road;
(4) Green Lane,Guardsman Road to Leslie Street;
(5) Wilfred Murison Avenue/James Parrot Avenue,Castleglen Boulevard to Roy Rainey Avenue;
(6) Raymerville Drive,McCowan Road to Stone Mason Drive;
(7) Highglen Avenue,McCowan Road to Markham Road;
(8) Parkway Avenue,Main Street Markham North to Wootten Way North; and
(9) The Fairways,Prospectors Drive to Kennedy Road.

Work to be Performed

Detailed design of active transportation facilities at 9 locations identified from the ATMP 5-Year Capital Program.

Reason for Work

As per the Active Transportation Master Plan (ATMP), nine locations have been identified for 2026, with design planned for 2026 and construction expected to commence in 2027.

Impact on Future Operating Budgets

There will be O&M impacts as a result of this construction, the O&M costs will be estimated and included in tender award report.

Estimated Project Completion Date – After December 2027.

ATMP 2026 Locations
The Bridal Walk, Major MackKenzie Dr to 16th Ave
Wilfred Murison Ave / James Parrott Ave, Castleglen Blvd to Roy Rainey Ave
Stone Mason Dr/ Mingey Ave, 16th Ave to Raymerville Dr
Edwards Jeffreys Ave, Roy Rainey Ave to Markham Rd
The Fairways, Prospector's Dr to Kennedy Rd
Parkway Ave, Main St Markham N to Wootten Way N
Raymereville Dr, McCowan Rd to Stone Mason Dr
Highlen Ave, McCowan Rd to Markham Rd
Green Ln, Guardsman Rd to Leslie St
Google Earth
Image © 2025 Airbus
3 mi
N

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name	**Highway 404 Major Mackenzie Dr. Ramp Extension - Design**
Project Number	**26031**
Estimated Total Cost of Project	**$3,394,600**

Commission	Development Services
Department	Engineering

Project Description
The project involves the extension of the road at the intersection of Highway 404 northbound exit ramp and Major Mackenzie Drive.

Locations
The intersection of Highway 404 northbound exit ramp and Major Mackenzie Drive East, extending north from the exit ramp terminal to Markland Street.

Work to be Performed
The proposed extension will run north from the exit ramp terminal to Markland Street and may include retaining walls, a realignment of the east-to-north (E-N) ramp further north, and a grade separation between the E-N on-ramp and the new extension.

Reason for Work
This capital project has been identified as part of the City's Growth and Safe & Sustainable Community Plan.

Impact on Future Operating Budgets
There is no anticipated impact on future operating budgets. The budget request is based on a preliminary cost estimate from the Environmental Assessment (EA) Addendum and includes a provisional allowance for a retaining wall, which has yet to be finalized.

Estimated Project Completion Date – Design work is anticipated to begin in Q3 2026 and be completed by the end of 2028, pending approvals from various permitting agencies.

MARKLAND STREET
STAGLIN COURT
HIGHWAY 404
City of Richmond Hill
City of Markham
MAJOR MACKENZIE DRIVE EAST
City of Markham
Highway 404 Ramp Extension
at Major Mackenzie Drive
Study Area
Proposed Road Extension
Study Area
Municipal Boundary
0 25 50
Metres
1:2,500
MARKHAM
GANNETT FLEMING

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Highway 404 North Collector Roads (Design)**

Project Number **26032**

Estimated Total Cost of Project **$4,727,200**

Commission Development Services

Department Engineering

Project Description

This project is to design the Highway 404 North Collector Roads, comprising four new planned collector roads identified in the EA Study as Collector Roads A, C, D and E.

Locations

- Road A – 19th Avenue to Woodbine Avenue;
- Road C – 19th Avenue to Road D;
- Road D – East of Highway 404 to Woodbine Avenue; and
- Road E – Road D to Woodbine Avenue.

Work to be Performed

Design of the Highway 404 North Collector Roads, comprised of four new planned collector roads identified in the EA Study as Collector Roads A, C, D and E (as listed above).

Reason for Work

The City completed a Schedule "C" Municipal Class Environmental Assessment (EA) Study in 2021 for the Highway 404 North Collector Roads to identify a preferred road network within the Highway 404 North Planning District. A budget of $1.6M was obtained in 2021 for the design; however, the RFP was not issued at the time due to pending development discussions. This Capital Project has been identified as part of the City's Growth and Safe & Sustainable Community Plan.

Impact on Future Operating Budgets

No anticipated impact on future operating budgets. A new budget request is being submitted for 2026 to reflect increased consultant fees and overall cost increases due to inflation since 2021. The 2021 budget will be transferred to the 2026 budget account.

Estimated Project Completion Date – Design work is anticipated to begin in Q3 2026 and be completed by Q2 2029, pending approvals from various permitting agencies.

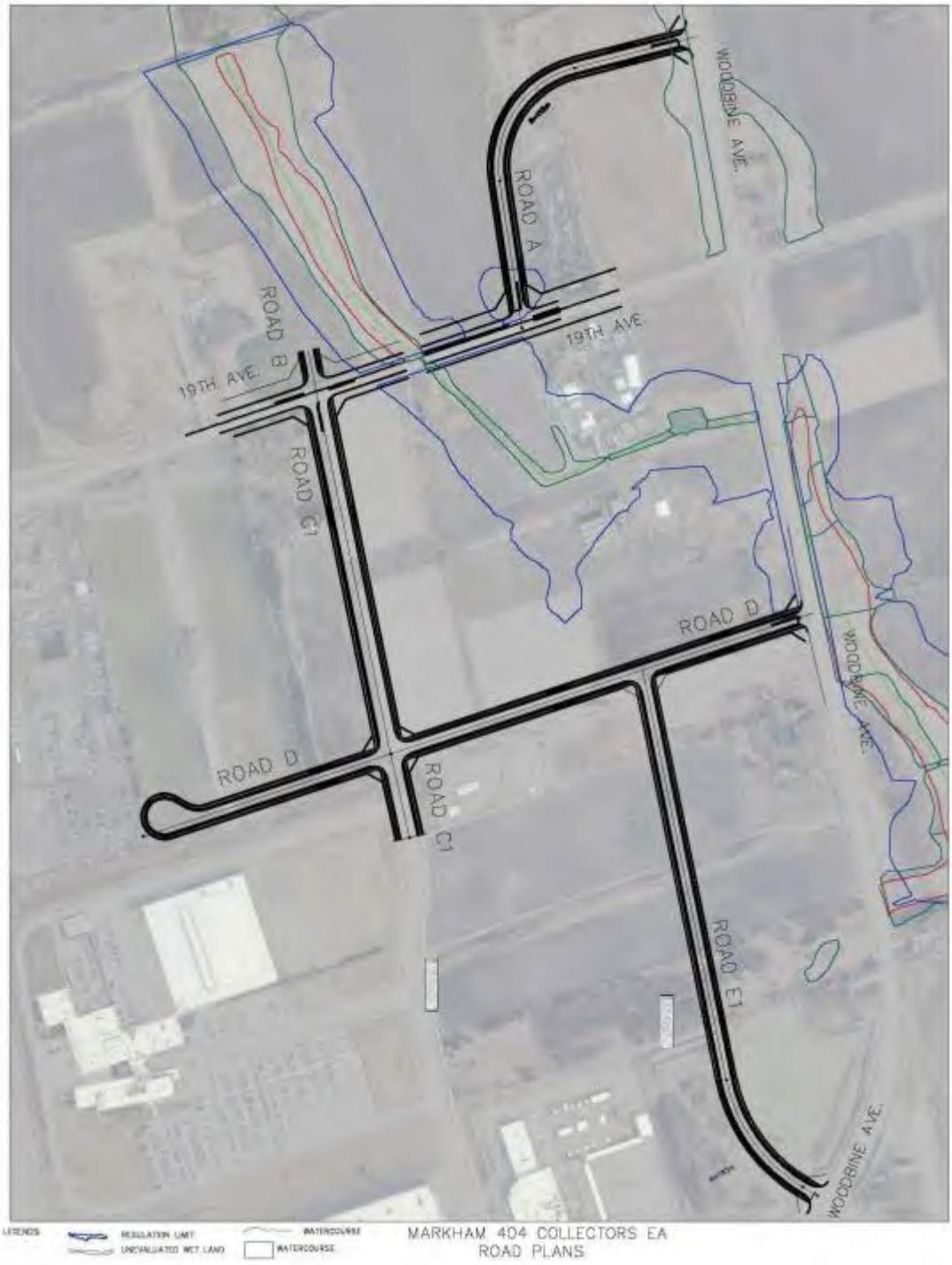


Exhibit 6-11: Recommended Collector Road Alignments

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name	**Intersection Improvement Design – Henderson & Doncaster**
Project Number	**26034**
Estimated Total Cost of Project	**$1,312,700**

Commission	Development Services
Department	Engineering

Project Description

This project is for the design of the intersection improvements at Henderson Avenue and Doncaster Avenue and the implementation of an active transportation facility along Doncaster Avenue from Henderson Avenue to 600 m East of Yonge Street.

Locations

Henderson Avenue and Doncaster Avenue and Doncaster Avenue from Henderson Avenue to 600 m East of Yonge Street.

Work to be Performed

The work includes the pre-design and detailed design of an AODA compliant intersection, with potential geometric and alignment improvements, as well as new traffic signals and street lighting. The project will also incorporate the Doncaster Avenue improvements identified in the Active Transportation Master Plan (ATMP).

Reason for Work

This capital project has been identified as part of the City's Growth and Safe & Sustainable Community Plan.

Impact on Future Operating Budgets

There will be O&M costs associated with the construction, which will be included in the construction budget. This budget assumes that no property acquisition is required.

Estimated Project Completion Date – Design work is anticipated to begin in Q3 2026 and be completed by Q3 2027, pending approvals from various permitting agencies.

Figure 1 - Location Map
Henderson Avenue and Doncaster Avenue Intersection

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Residential Infill Service Connections**

Project Number **26039**

Estimated Total Cost of Project **2,231,300**

Commission Development Services

Department Engineering

Project Description

This project is for the installation of new water, sanitary, and storm service connections required when homeowners apply for residential infill permits or when upgrades or repairs are needed for existing service connections, in accordance with the City's Sewer Use By-Law. This includes the upgrades or modifications to the existing service connections.

Locations

Variable depending on application. All servicing work is within the City of Markham's rights-of-way. The City processes approximately 100 requests for new service connections per year.

Work to be Performed

The installation of new water, sanitary, and storm connections are required during most new residential infill home construction projects since most of these projects are larger than the existing homes. The condition of the existing service connections is assessed during the application process and are typically deemed to be either too small or in need of replacement.

Reason for Work

The installation/modification of water, sanitary and storm service connections is to ensure that viable services are available within the City's right-of-way up to the property line. This includes upgrades, repairs, and decommissioning of existing service connections as required.

Impact on Future Operating Budgets

No anticipated impact on future operating budgets. The unit rates were based on the estimated 2026 per unit prices, based on a year-over-year increase of 3%. The budgeted amount is fully recoverable from homeowners/builder on infill developments.

Estimated Project Completion Date – Work is completed as required based on applications/requests received. The construction works shall be completed by October 31, 2026, and the project completion date is December 2026.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Rouge Valley Trail Phase 4B – CA & SI**

Project Number **26040**

Estimated Total Cost of Project **$1,677,400**

Commission Development Services

Department Engineering

Project Description
This project involves retaining a consultant to provide contract administration (CA), site inspection (SI), and post-construction services for Phase 4B of the Rouge River Trail.

Locations
Extending from 14th Avenue (Tomlinson Park) to Donald Cousens Parkway.

Work to be Performed
Identified in the City's Pathways and Trails Master Plan, this capital project includes approximately 1,520 metres of trail construction, one pedestrian bridge over the Rouge River, and 253 metres boardwalks.

Reason for Work
This capital project has been identified as part of the City's Growth and Safe & Sustainable Community Plan.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets.

Estimated Project Completion Date – Detailed design was completed in December 2025. The tender is expected to be issued in Spring 2026, with construction starting in Summer 2026 and completed by the end of 2027.

Rouge River Trail Phase 4B
Construction, CA and SI
Proposed Trail
Alignment
14th AVE
9th LINE
Donald Cousins Parkway
Box Grove
Community Centre
Rouge River
Total Home Renovations
Matrix Mortgage Global
Atlantis Limousine
The Chimney
Company Inc
Boxwood
Technologies Inc
Taos Technology
GAO Consulting
Associates Painting
Ninth Line
Coakwell Dr
Duckett Ave
Berger Ave
Starmount Ave
Terrance Dr
Ridgevale Dr
Rouge River Cir
River Forest St
Lemsford Dr
Sanders Dr
Donald Cousins Pkwy

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Rouge Valley Trail Phase 4B – Construction**

Project Number **26041**

Estimated Total Cost of Project **$10,614,100**

Commission Development Services

Department Engineering

Project Description

This project is for the construction of Phase 4B of the Rouge River Trail, extending from 14th Avenue (Tomlinson Park) to Donald Cousens Parkway.

Locations

Rouge River Trail, extending from 14th Avenue (Tomlinson Park) to Donald Cousens Parkway.

Work to be Performed

This request is for the construction of Phase 4B of the Rouge River Trail, extending from 14th Avenue to Donald Cousens Parkway, with a total length of 1,520 metres. The project includes the construction of one pedestrian bridge over the Rouge River and 253 metres of boardwalk.

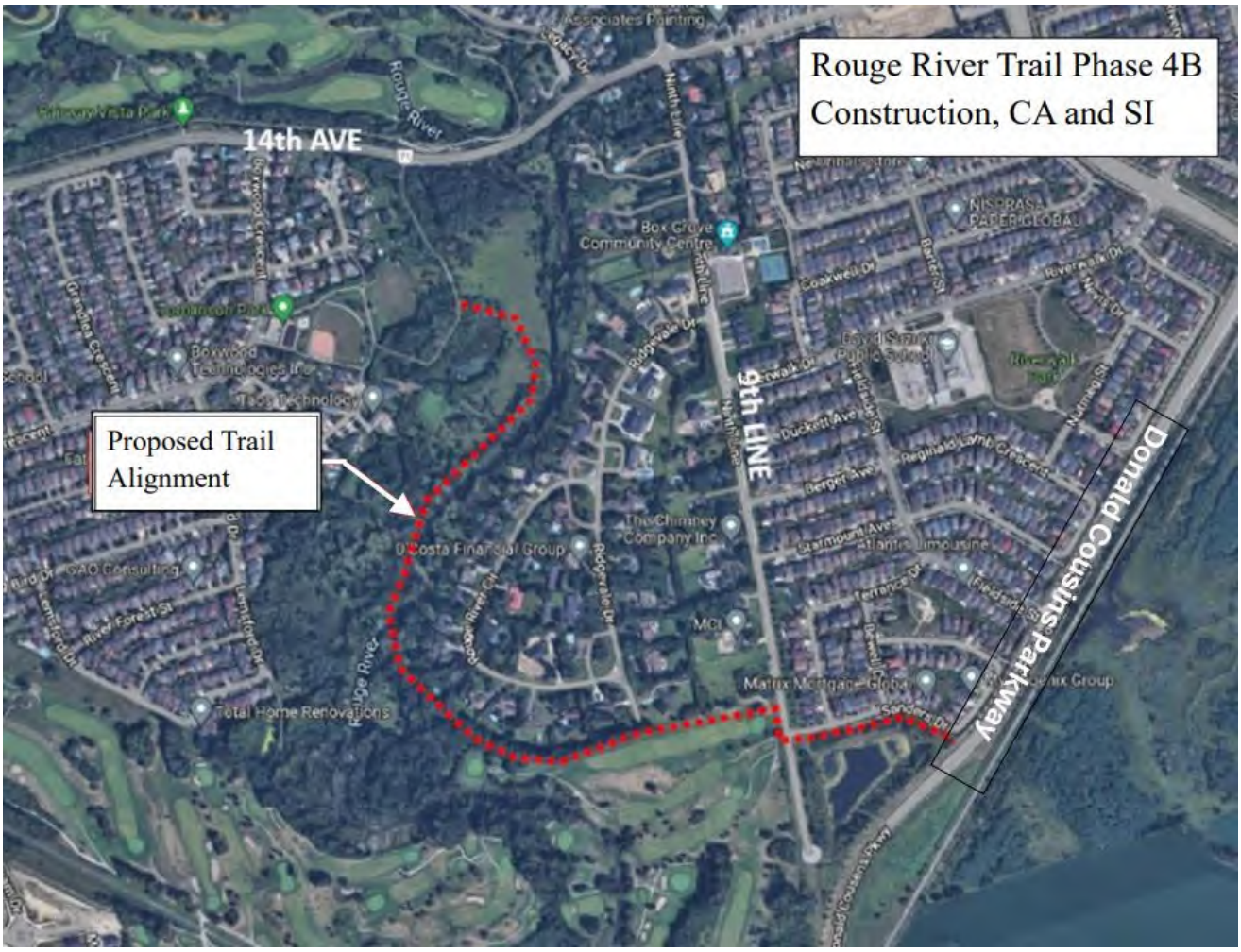
Reason for Work

Identified in the City's Pathways and Trails Master Plan, this capital project has been identified as part of the City's Growth and Safe & Sustainable Community Plan.

Impact on Future Operating Budgets

There will be O&M impacts as a result of this construction, the O&M costs will be estimated and included in tender award report.

Estimated Project Completion Date – Detailed design was completed in December 2025. The tender is expected to be issued in Spring 2026, with construction starting in Summer 2026 and completed by the end of 2027, pending agreement with Hydro One/Infrastructure Ontario.


Rouge River Trail Phase 4B
Construction, CA and SI
Proposed Trail
Alignment
14th AVE
9th LINE
Donald Cousins Parkway
Rouge River
Box Grove
Community Centre
Boxwood
Technologies Inc
Taos Technology
The Chimney
Company Inc
D'Costa Financial Group
GAO Consulting
Total Home Renovations
Matrix Mortgage Global
Atlantis Limousine
Coakwell Dr
Berger Ave
Starmount Ave
Terrance Dr
Ridgevale Dr
Ninth Line
Sanders Dr
Reginald Lamb Crescent
Riverwalk Dr
Nisprasa
Paper Global

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Victoria Square Boulevard Phase 2 - Design**

Project Number **26048**

Estimated Total Cost of Project **2,375,500**

Commission Development Services

Department Engineering

Project Description
This project is for designing phase two of Victoria Square Boulevard (VSB).

Locations
The VSB project is split into 2 phases: Phase 1 from Woodbine Ave South to Elgin Mills Rd, and Phase 2 from Elgin Mills Rd to Woodbine Ave North.

Work to be Performed
The project's scope is to transform the VSB corridor into a fully urbanized section, complete with active transportation facilities for both pedestrian and cyclist use (in the form of a sidewalk and separate cycle track), as well as to construct storm sewers and watermains.

Reason for Work
This capital project has been identified as per the City's Growth and Safe & Sustainable Community Plan. Victoria Square Boul**e**vard Phase 1 and Phase 2 was awarded to Ainley Group Ltd. as part of the RFP process in 2019. Currently Phase 1 has reached the Issued for Tender stage. Since 2019 the City has expanded on it's RFP requirements and will be requesting a new budget for the Phase 2 works to ensure the Phase 2 design meets current standards.

Impact on Future Operating Budgets
All remaining amounts on the original Purchase Order of the VSB Phase 1 and 2 project, will be returned to source through a vendor termination. This budget is only for the detailed design. A separate request will be made for the construction.

Estimated Project Completion Date – After December 2027.

Mobis Parts Canada Corp
VSB Phase 2
Victoria Square Public School
VICTORIA SQUARE
Costco Wholesale
Elgin Mills Rd E
404

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **ITS - Life Cycle Asset Replacement**

Project Number **26063**

Estimated Total Cost of Project **2,506,900**

Commission Corporate Services

Department IT Services

Project Description
This project is to replace IT hardware and software assets that are due for replacement based on condition assessment.

Location
Corporate, City-wide.

Work to be Performed
The request includes replacement of the following aging hardware:

- 8+ year old Library bibliotheca equipment - includes sorters;
- Current discontinued telephone hardware and software system;
- Computing devices for new Council members and new staff;
- Current 10-year-old fire suppression system;
- Uninterruptible Power Supplies (UPS) across various city-wide network closets; and
- Smart phone devices that are 3-4 years old.

Reason for Work
Some of the assets have been discontinued by manufacturer and replacement is required in order to avoid any service disruption.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets.

Estimated Project Completion Date – December 2026.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Internal Project Management**

Project Number **26064**

Estimated Total Cost of Project **1,508,400**

Commission Corporate Services

Department Finance

Project Description
This project to allocate internal resource costs to Development Charges associated with the administration and procurement management aspects of capital growth.

Location
Corporate.

Work to be Performed
The project represents the internal resource costs of 11 positions associated with capital growth (development charges) projects. Costs are based on the budgeted salary grid of each position.

Reason for Work
Allocation of internal resource costs to DC.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets.

Estimated Project Completion Date – December 2026.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name	**Civic Centre Repair and/or Replacement Projects**
Project Number	**26068**
Estimated Total Cost of Project	**2,498,000**

Commission	Corporate Services
Department	Sustainability and Asset Management

Project Description
This project includes lighting, garage roof, carpeting, door and kitchen equipment for cafeteria, and wall drainage as part of Life Cycle work to maintain the Civic Centre facility in a state of good repair and in alignment with the Asset Management Plan.

Location
Civic Centre, located at 101 Town Centre Boulevard.

Work to be Performed
The list of projects is:

- Replacing Kitchen Equipment, Carpet and Door;
- Exterior Lighting replacement;
- Garage Roof waterproofing replacement, Garage Ramp thru-wall drainage improvements;
- Consultant Review.

Reason for Work
This project addresses various deficiencies in the parking garage including leaking and deterioration of the 36-year-old structure as well as aging exterior lighting infrastructure around the property .As such, it has been identified as Part of Life Cycle work to maintain the Civic Centre facility in a state of good repair and in alignment with the Asset Management Plan.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets. Note that this amount excludes internal charges which will be requested separately from the “Salary Recovery by Staff” Project Amount is validated and consistent with the Life Cycle Reserve Study and based on the prior year annual condition assessment and cost estimation.

Estimated Project Completion Date – Spring 2027.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Roofing Replacement Projects**

Project Number **26087**

Estimated Total Cost of Project **1,783,700**

Commission Corporate Services

Department Sustainability and Asset Management

Project Description

This project is for roofing replacement at various locations throughout the City to ensure that all roofs are kept in a state of good repair.

Locations

The locations include: Centennial Community Centre, Fire Station 95, and Rouge River Community Centre.

Work to be Performed

- Centennial Community Centre: Replacement of Roof Strip between the Arena Roof and Bocce/Gymnasium Roof, Pool Roof, and Lobby Roof.
- Fire Station 95: Replacement of roof and associated components; and
- Rouge River Community Centre: Service Corridor and Kitchen Roof.

Reason for Work

The work is to ensure that all roofs at various locations throughout the City remain in a state of good repair.

Impact on Future Operating Budgets

No anticipated impact on future operating budgets. Amount is validated and consistent with the Life Cycle Reserve Study and based on the prior year annual condition assessment and cost estimation.

Estimated Project Completion Date – After December 2027.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Library Collections**

Project Number **26133**

Estimated Total Cost of Project **3,067,000**

Commission Community Services

Department Markham Public Library

Project Description
The public expects currency in collections, which requires ongoing acquisition of new materials, including those in print and non-print formats and non-English language materials, which are in high demand in Markham. In a recent Collections survey of 2,500 residents, 94% indicated that it was important that MPL provides books & valued borrowing materials as the #1 Library service. A constant stream of new material is required to keep up with customer interest & demand.

Location
Markham Public Library.

Work to be Performed
Purchase new collections for library branches, including physical collections and electronic collections to replace existing resources including books and subscriptions, audio-visual, French materials, multilingual materials, microfilms, periodicals, digital/electronic resources, and processing supplies. 25% of funding is devoted to Multilingual/ French materials.

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

Impact on Future Operating Budgets
Negligible.

Estimated Project Completion Date – December 2026.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Asphalt Resurfacing**

Project Number **26135**

Estimated Total Cost of Project **12,469,500**

Commission Community Services

Department Operations - Roads

Project Description
This project is for the road rehabilitation of various roads throughout the City utilizing a pavement management program to select rehabilitation candidates. Properly paved and well-maintained roads help prolong the life of roadway assets, reduce accidents and, promote safe and efficient movement of traffic reducing traveling time and vehicle operating costs.

Location
Various locations throughout the City as selected by the pavement management program.

Work to be Performed
Asphalt resurfacing, inclusive of associated concrete works to sidewalk and curb & gutter as required, of approximately 20.06 km of two and four lane roads, and 16.06 km of two and four lane roads of pavement preservation. Other work includes interlock, material testing, route and seal, steel, and AC index premiums as applicable based on MTO published rates. Various strategies are utilized on a site-specific basis to reach overall program goals.

Reason for Work
The overall goal is to maintain an acceptable pavement condition index and user satisfaction by implementing cost effective strategies designed to extend pavement life and reduce overall maintenance costs of the road network. All work will be undertaken starting in 2026. There are 2,174 lane km of roads in the City. The 2025 pavement laser condition survey, conducted biannually, identifies 85.5% of the road network as good or better for each individual road classification category (long term target 75%).

Impact on Future Operating Budgets
Positive - The project will lead to reduced operating costs or afford a future cost avoidance as a result reduced ongoing maintenance. As part of the Corporate Asset Management Plan (CAM), additional resourcing was identified and provisioned for in the 2025 Life Cycle update.

Estimated Project Completion Date – December 2027.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Localized Repairs - Curb & Sidewalk**

Project Number **26144**

Estimated Total Cost of Project **2,098,200**

Commission Community Services

Department Operations - Roads

Project Description

Maintenance repairs to sidewalks, curbs, multi-use paths (MUP) and catch basins throughout the City as identified by staff through road patrol. Ensure that deficient sections are repaired to minimize trip and fall incidents, ponding/drainage issues, and reduce associated liability to the City. The purpose of conducting repairs to our concrete curbs are to remove damaged sections (hit by vehicles) and to ensure the channelization of storm water into the storm sewer system.

Location

Specific locations to be determined upon completion of condition assessment in spring 2026. Total km of sidewalk citywide is 1,395 km.

Work to be Performed

Maintenance repairs to sidewalks, curbs, multi-use paths (MUP) and catch basins throughout the City as identified by staff through inspection.

Reason for Work

Ensure that deficient sections are repaired to minimize trip and fall incidents and reduce associated liability to the City. The purpose of the concrete curb is to channel storm water into the storm sewer system. Addresses minor repair locations of curb, sidewalk, multi-use paths (MUP) failures in order to reduce the City's liability, protect against claims of negligence and extend the Life Cycle. Identified in the Life Cycle Reserve Study.

Impact on Future Operating Budgets

The City's engineering department will continue to construct and improve intersections every year based on the budget available. Operating and Maintenance cost of the intersection will be determined by Operations.

Estimated Project Completion Date – Various Locations City Wide - November 2026.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **St. Roberts Artificial Turf Replacement**

Project Number **26164**

Estimated Total Cost of Project **1,071,000**

Commission Community Services

Department Operations - Park

Project Description
This program is for the replacement of the heavily worn artificial turf soccer field which is used year-round by both the York Catholic District School Board (YCDSB) and the City.

Location
St. Roberts.

Work to be Performed
The replacement of the field is contingent upon the YCDSB agreement to Consulting/project management will be required due to the complexity of the engineering of this project. Shared funding with the YCDSB is not defined within the shared use agreement and requires clarification for roles and responsibilities, however, some subsidization is anticipated. The scope of the project may change to align with the completed project at Mt Joy CC to allow a year round dome structure in addition to an outdoor field. Should the scope be expanded the funding will require adjustment.

Reason for Work
The current artificial turf at St. Roberts is heavily worn especially and especially on the portion of the field where the winter air support structure is erected every year.

Impact on Future Operating Budgets
Operating and Maintenance cost will be determined by Operations. Projected cost is more than Life Cycle due to increasing the contingency to 25% for potential tariffs.

Estimated Project Completion Date – December 2027.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Corporate Fleet Replacement - Fire**

Project Number **26168**

Estimated Total Cost of Project **6,088,700**

Commission Community Services

Department Operations - Fleet

Project Description
This project is for the 2026 Annual Fleet Replacement Program based on the Council adopted Corporate Fleet Policy Guidelines. Life Cycle costing targets optimal replacement intervals (ORI) which identifies the most cost-effective time period for replacement. All vehicles and equipment contained in this program have reached or surpassed the ORI. User Departments were consulted with respect to the units in this program.

Location
City-wide, Operations.

Work to be Performed
This project is for the replacement of 3 units - including Pumper, Aerial, and Cargo Van.

Reason for Work
Useful life varies from 5-10 years based on vehicle/equipment unit types. Life Cycle costing targets optimal replacement intervals (ORI), which identifies the most cost-effective time period for replacement. Requirements are validated via condition assessment, vehicle reliability & down time, & operating costs. Units specified in this program will be purchased with the most recent technology available at time of purchase providing maximized fuel economy with minimal emissions.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets. Contingency for potential tariff impact.

Estimated Project Completion Date – December 2027.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Corporate Fleet Replacement - Non-Fire**

Project Number **26169**

Estimated Total Cost of Project **2,077,800**

Commission Community Services

Department Operations - Fleet

Project Description

This project is for the 2026 Annual Fleet Replacement Program based on the Council adopted Corporate Fleet Policy Guidelines. Life Cycle costing targets optimal replacement intervals (ORI) which identifies the most cost-effective time period for replacement. All vehicles and equipment contained in this program have reached or surpassed the ORI. User Departments were consulted with respect to the units in this program.

Location

City-wide, Operations.

Work to be Performed

Replacement of 8 Licensed and 22 Non-Licensed vehicles. Includes replacement of 6 Pick-ups/ Compact SUVs, 2 Flatbeds, 1 Vacuum Excavator, 6 Mowers, 1 Brush Chipper, 4 Tractor/Utility Vehicles, 11 Parks equipment (i.e., overseeder, snow blower, and fertilizer spreader), and 1 stump grinder.

Reason for Work

Useful life varies from 4-12 years based on vehicle/equipment unit types. Life Cycle costing targets optimal replacement intervals (ORI), which identifies the most cost-effective time period for replacement. Cost Validation involves the most recent purchase of similar unit type. Requirements are validated via condition assessment, vehicle reliability & down time, & operating costs. Units specified in this program will be purchased with the most recent technology available at time of purchase providing maximized fuel economy with minimal emissions.

Impact on Future Operating Budgets

No anticipated impact on future operating budgets. Contingency for potential tariff impact.

Estimated Project Completion Date – December 2027.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name	**Culverts Rehabilitation (4 Structures) Design & Construction**
Project Number	**26192**
Estimated Total Cost of Project	**1,281,900**

Commission	Community Services
Department	Environmental Services - Infrastructure

Project Description
This project is for the design and construction for four culverts.

Location
City-wide, four storm sewer culverts at Northwest of 70 Denison St (SC14), East of 3190 Steeles Ave (SC19), Unionville Gate 100m West of Kennedy (C050), and Allstate Pkwy 300m North of Hwy 7(C033), as indicated on the location maps below.

Work to be Performed
This project includes rehabilitation of 4 storm sewer culverts as indicated on the location maps below.

Reason for Work
Design and rehabilitation of four storm sewer culverts as indicated on the location maps below.

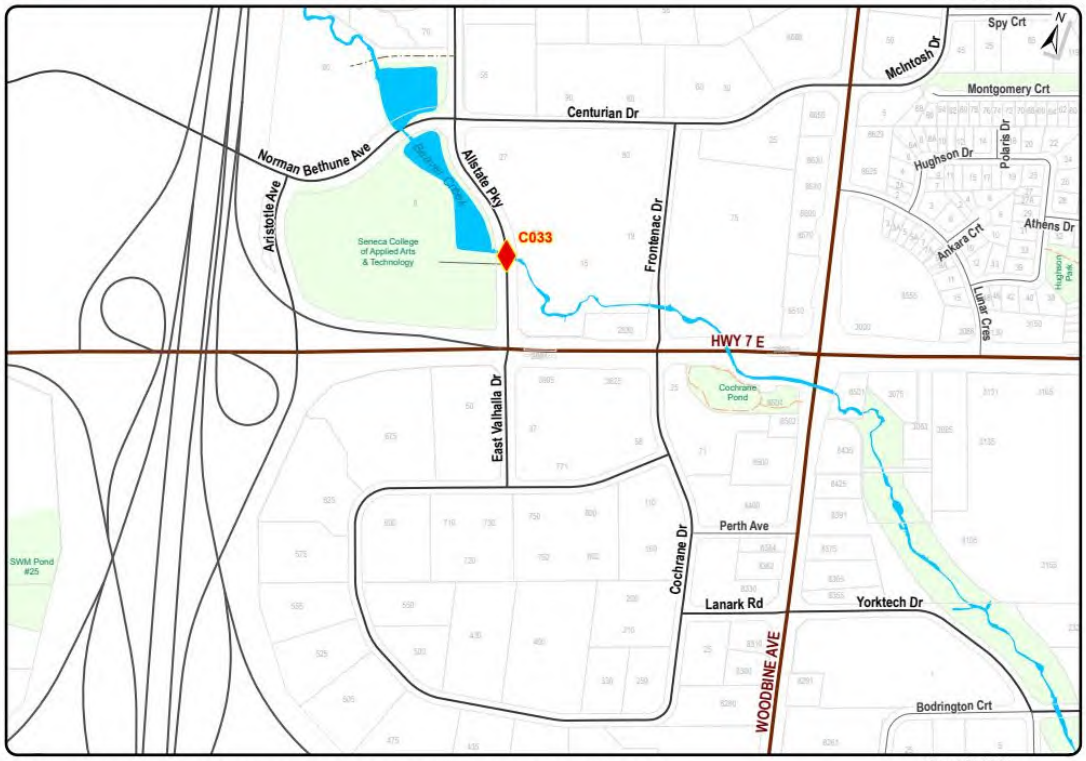
Impact on Future Operating Budgets
No anticipated impact on future operating budgets. Amount requested is consistent with 2025 Life Cycle Reserve Study update.

Estimated Project Completion Date – After December 2027.

Culverts Rehabilitation (4 Structures)

Location Map : Culvert - C033

Page 1 of 3



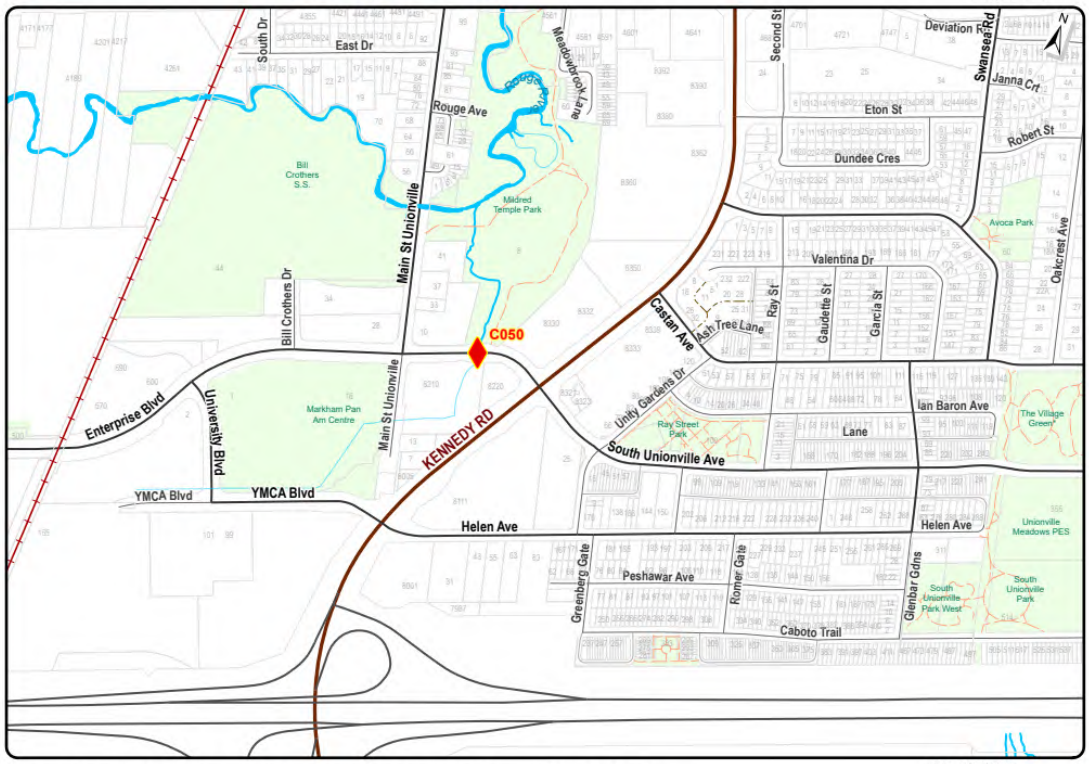
Q:\Environmental Services\CAPITAL RIGHT OF WAY\Department Share\00_GIS_Capital Planning\02_Capital Projects\2026_Capital Projects\MXD\2026_Budget_Maps_Temp_v1.aprx

Date: 5/27/2025

Culverts Rehabilitation (4 Structures)

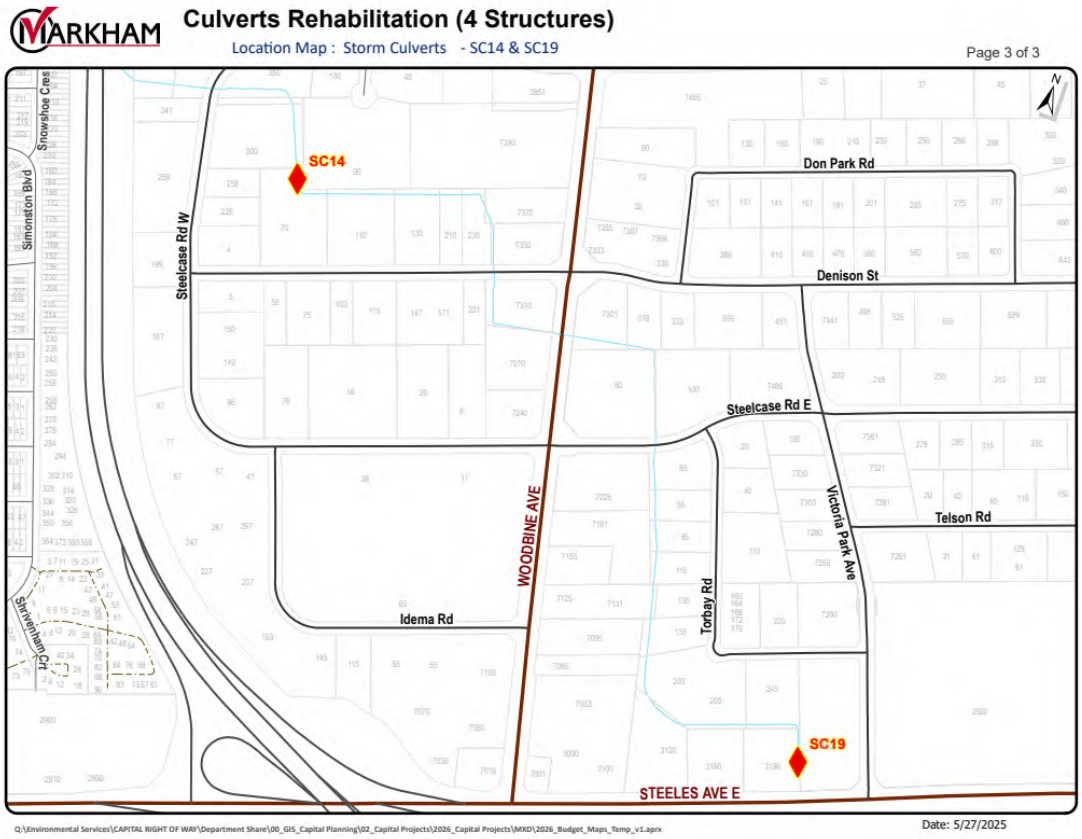
Location Map : Culvert - C050

Page 2 of 3



Q:\Environmental Services\CAPITAL RIGHT OF WAY\Department Share\00_GIS_Capital Planning\02_Capital Projects\2026_Capital Projects\MXD\2026_Budget_Maps_Temp_v1.aprx

Date: 5/27/2025


MARKHAM
Culverts Rehabilitation (4 Structures)
Location Map : Storm Culverts - SC14 & SC19
Page 3 of 3
SC14
SC19
Don Park Rd
Denison St
Steelcase Rd E
Steelcase Rd W
WOODBINE AVE
Victoria Park Ave
Telson Rd
Torbay Rd
Idema Rd
STEELES AVE E
Snowshoe Cres
Simonston Blvd
Shrivenham Ct
Q:\Environmental Services\CAPITAL RIGHT OF WAY\Department Share\00_GIS_Capital Planning\02_Capital Projects\2026_Capital Projects\MXD\2026_Budget_Maps_Temp_v1.aprx
Date: 5/27/2025

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name	**Markham Village Flood Control Phase 1C – Construction & CA**
Project Number	**26194**
Estimated Total Cost of Project	**24,997,900**

Commission	Community Services
Department	Environmental Services - Infrastructure

Project Description
This project includes construction and contract administration to upgrade the storm sewers and replace sanitary sewers and cast iron watermains in Phase 1C area - Parkway Ave, Sir Constantine Dr., Sir Claradoc Pl., and Sir Bodwin Pl. This request is for Phase 1C out of a total of 4 phases.

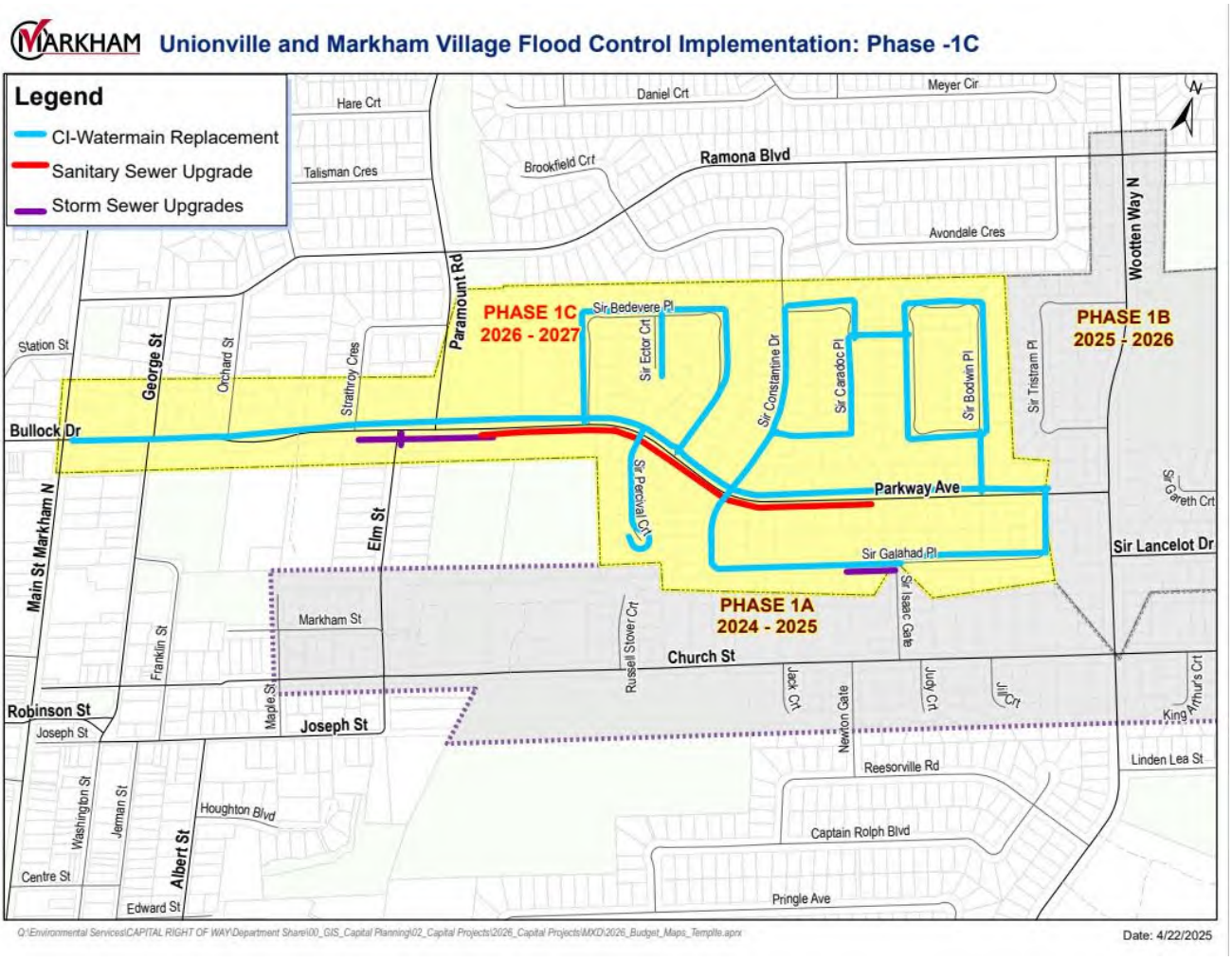
Location
Phase 1C area as indicated on the map below.

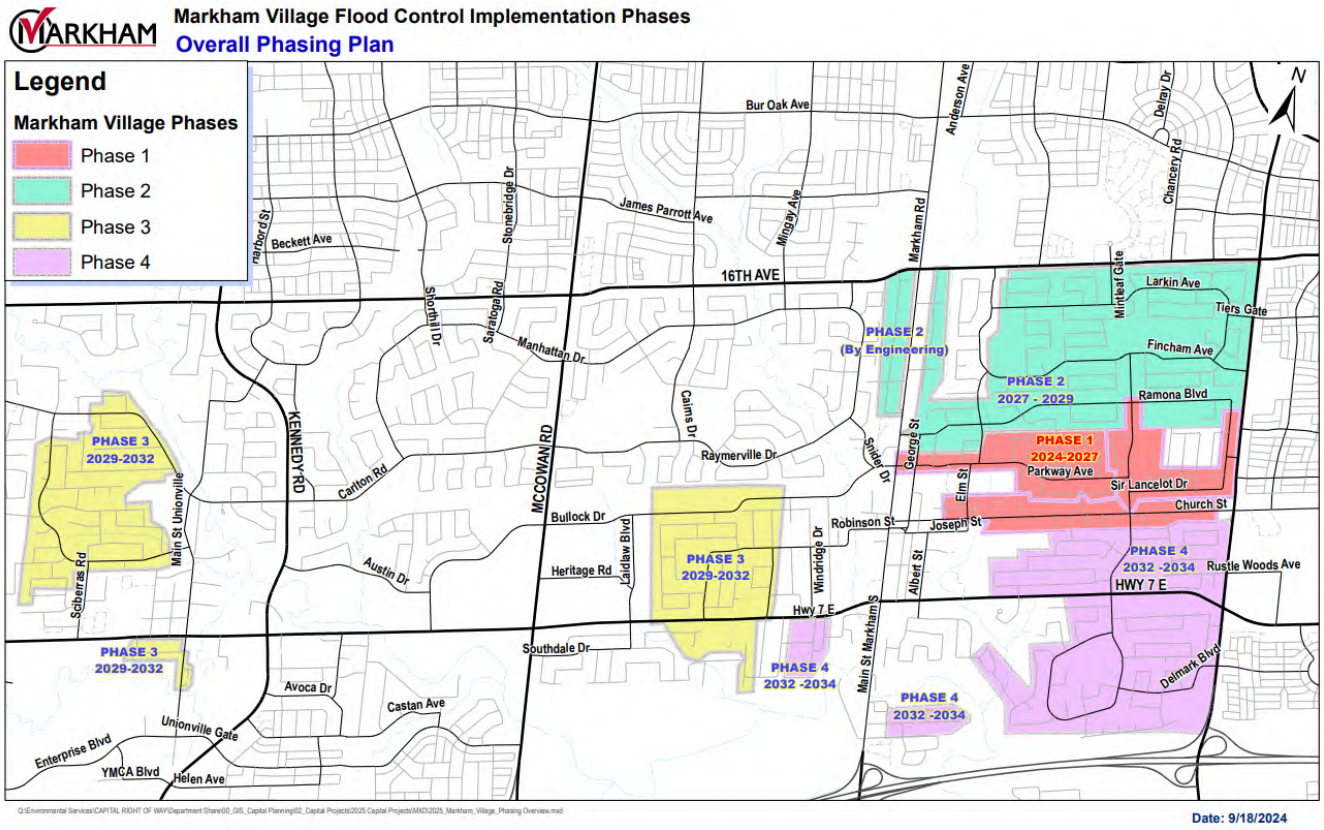
Work to be Performed
To continue with the flood remediation program in the Markham Village area based on the feasibility study recommendations.

Reason for Work
Council direction to upgrade the storm sewer system in the Markham Village area to 100-year level of protection. Estimated program cost for Markham Village/ Unionville Area is $193M (as of June 2025).

Impact on Future Operating Budgets
No anticipated impact on future operating budgets. Previous budget approved (up to Phase 1B) represents 24% of program cost. External consulting includes contract administration.

Estimated Project Completion Date – After December 2027.


MARKHAM Unionville and Markham Village Flood Control Implementation: Phase -1C
Legend
CI-Watermain Replacement
Sanitary Sewer Upgrade
Storm Sewer Upgrades
PHASE 1C
2026 - 2027
PHASE 1B
2025 - 2026
PHASE 1A
2024 - 2025
Hare Crt
Daniel Crt
Meyer Cir
Talisman Cres
Brookfield Crt
Ramona Blvd
Avondale Cres
Woolten Way N
Paramount Rd
Sir Bedevere Pl
Sir Ector Crt
Sir Constantine Dr
Sir Caradoc Pl
Sir Bodwin Pl
Sir Tristram Pl
Station St
George St
Orchard St
Strathroy Cres
Bullock Dr
Sir Percivale Crt
Parkway Ave
Sir Galahad Pl
Sir Lancelot Dr
Main St Markham N
Elm St
Markham St
Franklin St
Russell Stover Crt
Church St
Sir Isaac Gate
Robinson St
Joseph St
Maple St
Jack Crt
Newton Gate
July Crt
Jill Crt
King Arthur's Crt
Reesorville Rd
Linden Lea St
Washington St
Jerman St
Houghton Blvd
Albert St
Captain Rolph Blvd
Centre St
Edward St
Pringle Ave
Q:\Environmental Services\CAPITAL RIGHT OF WAY\Department Share\00_GIS_Capital Planning\02_Capital Projects\2026_Capital Projects\MXD\2026_Budget_Maps_Template.aprx
Date: 4/22/2025


Markham Village Flood Control Implementation Phases
Overall Phasing Plan
Legend
Markham Village Phases
Phase 1
Phase 2
Phase 3
Phase 4
PHASE 1
2024-2027
PHASE 2
2027 - 2029
PHASE 2
(By Engineering)
PHASE 3
2029-2032
PHASE 4
2032 -2034
16TH AVE
HWY 7 E
KENNEDY RD
MCCOWAN RD
Bur Oak Ave
James Parrott Ave
Beckett Ave
Manhattan Dr
Carlton Rd
Raymerville Dr
Bullock Dr
Heritage Rd
Austin Dr
Southdale Dr
Avoca Dr
Castan Ave
Unionville Gate
Enterprise Blvd
YMCA Blvd
Helen Ave
Larkin Ave
Tiers Gate
Fincham Ave
Ramona Blvd
Parkway Ave
Sir Lancelot Dr
Church St
Robinson St
Joseph St
Rustle Woods Ave
Delmark Blvd
Main St Unionville
Main St Markham S
Markham Rd
Anderson Ave
Delray Dr
Chancery Rd
Mingay Ave
Stonebridge Dr
Saratoga Rd
Shorthill Dr
Caims Dr
Laidlaw Blvd
Windridge Dr
Snider Dr
George St
Elm St
Albert St
Minteaf Gate
Sciberras Rd
Q:\Environmental Services\CAPITAL RIGHT OF WAY\Department Share\00_GIS_Capital Planning\02_Capital Projects\2025 Capital Projects\MXD\2025_Markham_Village_Phasing Overview.mxd
Date: 9/18/2024

TOC

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Markham Village Flood Control Phase 3 Design**

Project Number **26195**

Estimated Total Cost of Project **2,439,500**

Commission Community Services

Department Environmental Services - Infrastructure

Project Description
This project will upgrade the storm sewers and cast iron watermains in Phase 3 area - Fred Varley Dr., Sciberras Rd, Carlton Rd, Main St. Unionville, and Bullock Dr., Robinson St., Galsworthy Dr., and Hwy 7 E. This request is for Phase 1C out of a total of 4 phases.

Location
Phase 1C area as indicated on the map below.

Work to be Performed
To continue with the flood remediation program in the Markham Village area based on the feasibility study recommendations. Refer to the location map below.

Reason for Work
Council direction to upgrade the storm sewer system in the Markham Village area to 100-year level of protection. Estimated program cost for Markham Village/ Unionville Area is $193M (as of June 2025).

Impact on Future Operating Budgets
No anticipated impact on future operating budgets.

Estimated Project Completion Date – After December 2028 (Multiple Phases).

Markham Village -Ph3

Markham Village Flood Control Program Phase 3A: Markham Village Area

Markham Village Flood Control Program Phase 3B: Unionville Area

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Streetlights Underground Cable Replacement**

Project Number **26204**

Estimated Total Cost of Project **1,786,400**

Commission Community Services

Department Environmental Services - Infrastructure

Project Description
This project is for replacement of 11 km underground streetlight cables in older areas.

Location
Hollingham Rd, Commerce Valley Dr, and Boynton Cir Area based on condition assessment. Refer to the attached map.

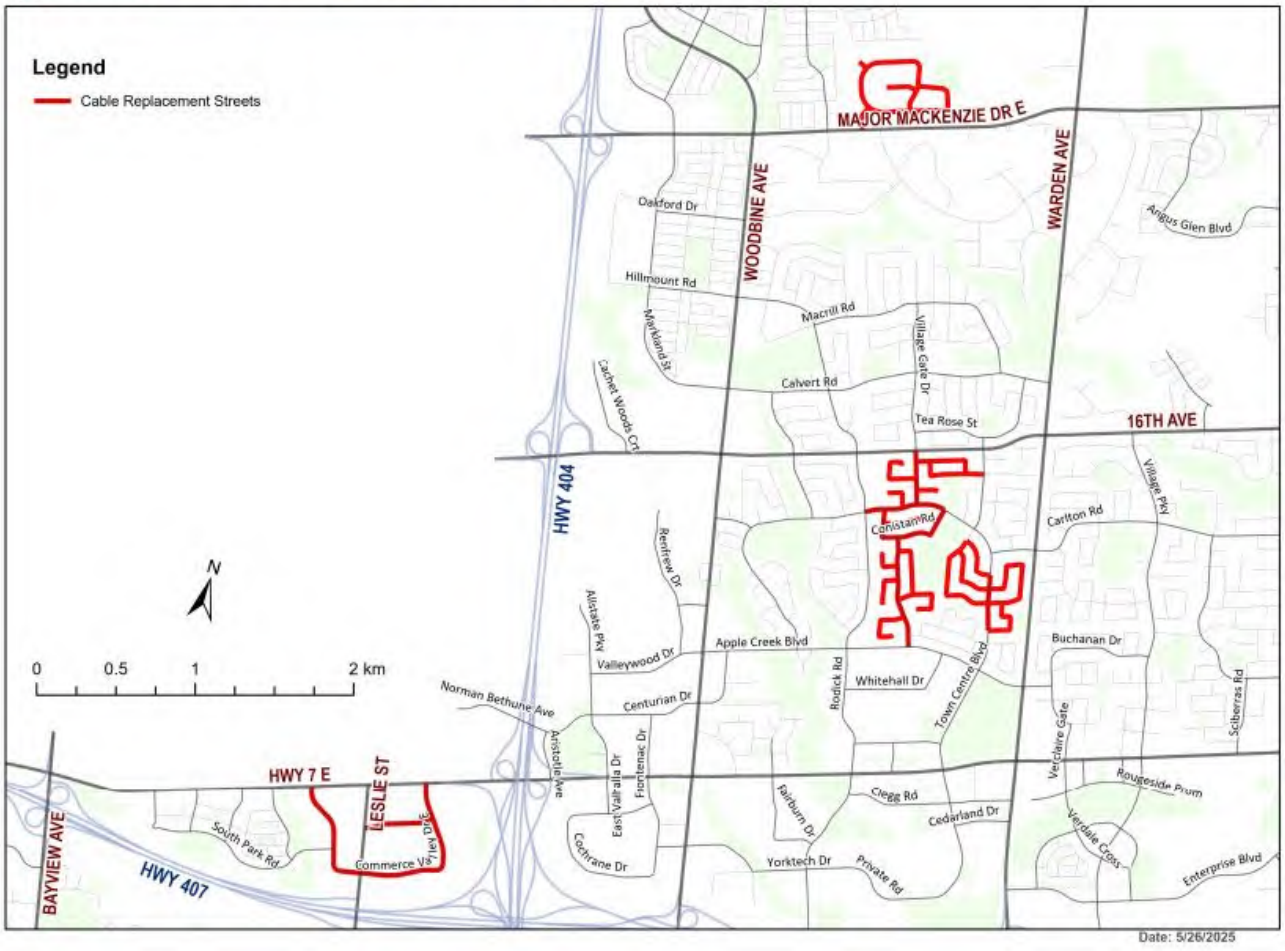
Work to be Performed
Replacement of 11 km underground streetlight cables in older areas as per condition inspection report.

Reason for Work
The service life of existing streetlight underground cable is estimated to be 55 years. Approximately, 8% of underground cables have been replaced as part of the 2024 Capital Budget Request. 100 km of streetlight cable was inspected in 2020. The recommendation from this condition inspection report was to replace 25 km cable within next 5 years. 14 km was replaced as part of 2024 capital budget request (#24239), and 11km of cable will be replaced through this request.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets. Cost is consistent with recent award plus inflation.

Estimated Project Completion Date – December 2026.

MARKHAM Underground Streetlight Cable Replacement



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Wet SWM Pond Sediment Cleaning**

Project Number **26218**

Estimated Total Cost of Project **3,271,400**

Commission Community Services

Department Environmental Services - Stormwater

Project Description
This project is for sediment cleaning and contract administration of three stormwater management ponds. Refer to the attached map.

Location
(1) Pond #102: Avida Pond (Ward 5, sediment level of 48%);
(2) Pond #83: Panorama Pond (Ward 2, sediment level of 43%); and
(3) Pond #58: Heisey Trail Pond (Ward 6, sediment level of 49%).

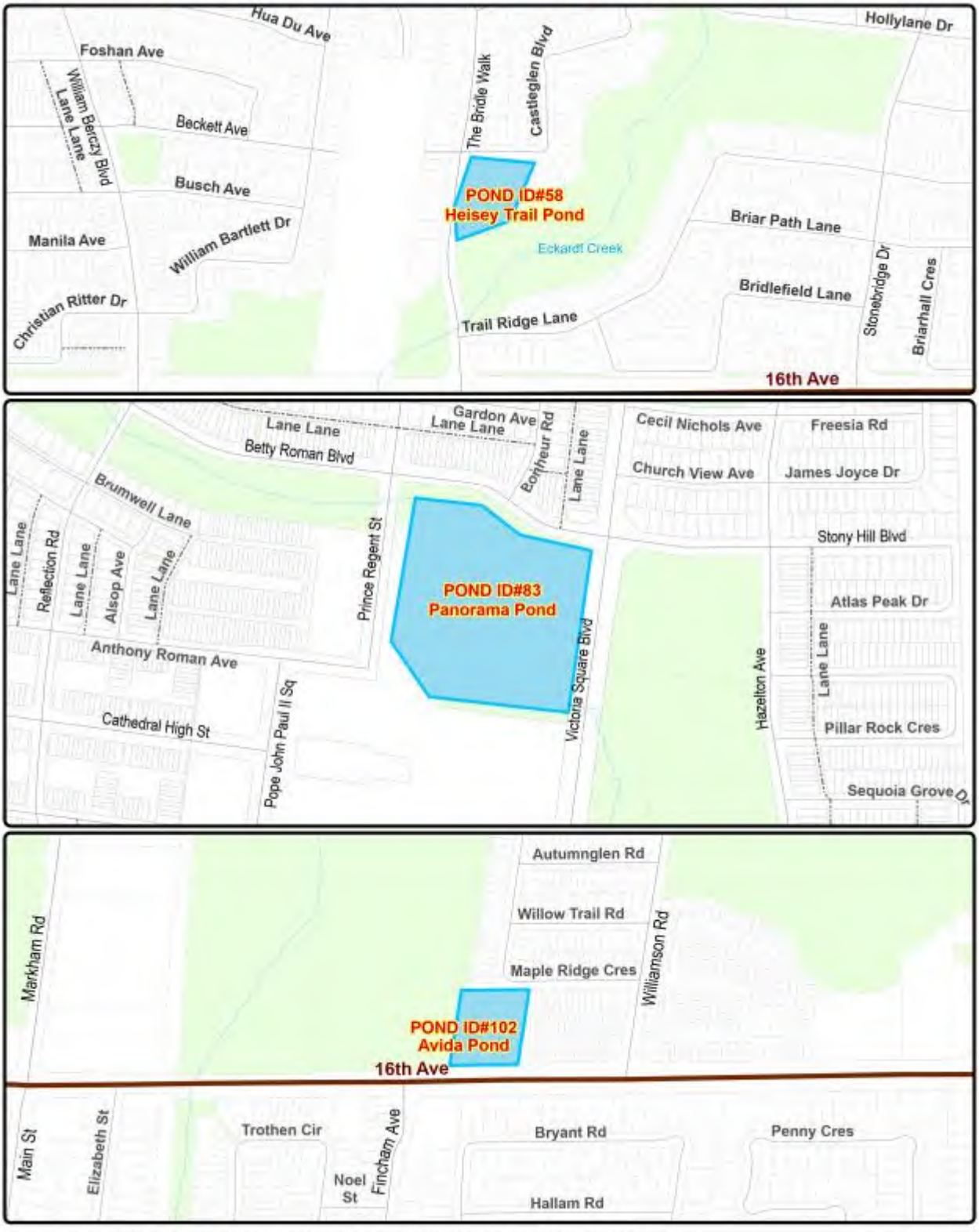
Work to be Performed
Pond sediment cleaning and contract administration of three stormwater management (SWM) ponds in accordance with condition assessment & Legislative compliance (Section 53, Ontario Water Resources Act). Operations is responsible for minor above ground maintenance on ponds while Environmental Services is responsible for inspection, sediment cleaning, rehabilitation and flood control strategies.

Reason for Work
SWM Ponds require maintenance to function efficiently. Sediment levels need to be monitored and when the percentage of accumulated sediment is above regulatory limits (varies depending on the pond design), ponds need to be cleaned to ensure that the approved quality control function of the pond is maintained.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets. Unit cost is consistent with recent award plus inflation. This request is for construction and contract administration. Design budget was requested in 2025.

Estimated Project Completion Date – November 2026.

MARKHAM Wet SWM Pond Sediment Cleaning (#58, 83, 102) - Construction



Q:\Environmental Services\CAPITAL RIGHT OF WAY\Department Share\00_GIS_Capital Planning\02_Capital Projects\2026_Capital Projects\MXD\

Date: 5/28/2025

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Carlton & Kennedy Pump Stations Valve Chambers**

Project Number **26222**

Estimated Total Cost of Project **2,795,200**

Commission Community Services

Department Environmental Services - Waterworks

Project Description
This project is for the upgrade of the Carlton and Kennedy sanitary pump stations including the construction of two new valve chambers at each location to meet the new City's 2023 Pump Station Design Standards.

Location
Carlton and Kennedy sanitary pump stations.

Work to be Performed
This project involves the construction of new valve chambers and upgrades to the configuration of the wet well at the Kennedy and Carlton pumping stations. Configuration upgrades involves new valves, piping and couplings.

Reason for Work
The new valve chambers are required to meet the City's 2023 SPS design standard and industry best management practices. Kennedy PS was built in 1988 and Carlton PS was built in 1997.

Impact on Future Operating Budgets
Any budget increases will be requested as part of future capital budget processes.

Estimated Project Completion Date – December 2028.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name	**Cast Iron Watermain Replacement - Construction**
Project Number	**26223**
Estimated Total Cost of Project	**12,315,200**

Commission	Community Services
Department	Environmental Services - Waterworks

Project Description
This project is for construction and contract administration for replacement of approx. 4 km cast iron (CI) watermain.

Location
This request includes approx. of 4.0 km of iron watermain on Kirk Dr., Paul St, Marie Crt., Proctor Ave, Sprucewood Dr., Thomlea Crt., Elm Ridge Acres area, and other streets. Refer to the attached map.

Work to be Performed
As part of the cast iron watermain replacement/ rehabilitation program, aged cast iron watermain will be systematically replaced with the PVC or will be rehabilitated with CIPP lining.

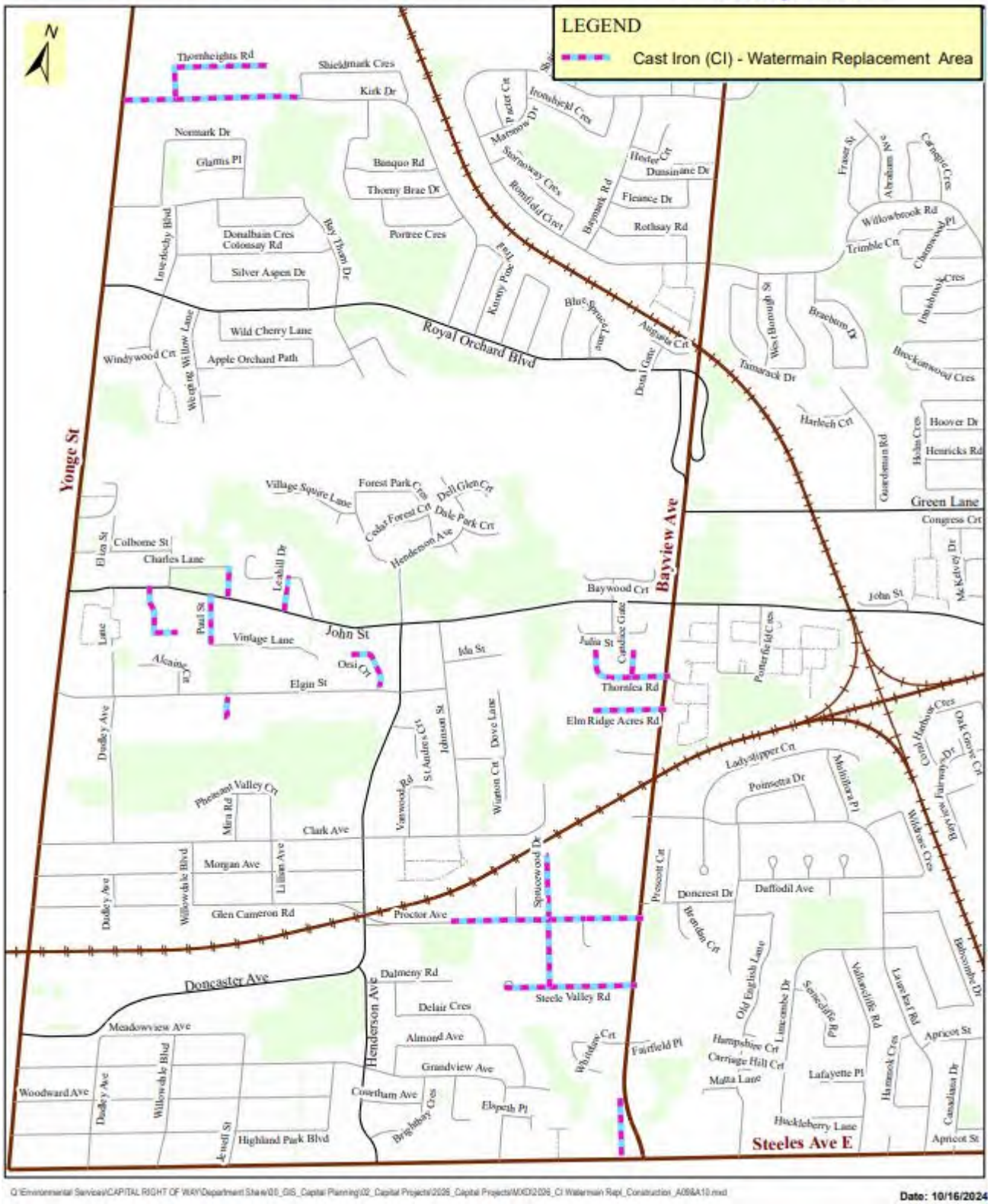
Reason for Work
As part of the CI watermain replacement program, 87% of aged CI watermain will be replaced with PVC and 13% will be rehabilitated with CIPP liner. This request includes construction of 4 km cast iron watermain. Design component is underway as part of project #25219.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets. Total program cost has been revised to reflect the current market rates and is consistent with 2024 Life Cycle Reserve Study Update.

Estimated Project Completion Date – This is an annual program (Phase 8a & 8b out of 15; ending in 2032). Total CI Watermain: 55.6 km.

MARKHAM CI Watermain Replacement - Construction (2026)

Krik Dr/ Paul St/Marie Crt Proctor/ Sprucewood /Thomlea Crt / Elm Ridge Acres Area



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Sanitary Sewers - Rehabilitation**

Project Number **26230**

Estimated Total Cost of Project **1,044,800**

Commission Community Services

Department Environmental Services - Waterworks

Project Description
This project relates to an annual program to rehabilitate the sanitary sewer and service laterals, including manhole repairs, up to the property line.

Location
City-wide.

Work to be Performed
Program is to rehabilitate the main sanitary sewer, service laterals using structural liner and repairs to manholes identified through CCTV inspection.

Reason for Work
To ensure that the City's sanitary sewers are in a state of good repair.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets. This request includes 0.5 full time position (Project Engineer).

Estimated Project Completion Date – December 2026.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER $1 MILLION

Project Name **Water Meters - Replacement Program**

Project Number **26233**

Estimated Total Cost of Project **1,220,600**

Commission Community Services

Department Environmental Services - Waterworks

Project Description
This project is an annual program to replace water meters that have reached the end of their service life (20 years). This project will replace approximately 4,260 water meters (60 large meters >1" and 4,200 small meters <=1").

Location
City-wide.

Work to be Performed
Of a total inventory of 85,691, replace approximately 4,260 water meters (60 large meters >1" and 4,200 small meters <=1") and perform random testing of approx. 5% of meters for accuracy per AWWA C700 (Recommendation #1 for Improvement on Metering Practices, 2015 by Region of York). There is no substantial backlog and water meters are in a state of good repair.

Reason for Work
This is an annual program to replace existing water meters that have reached end of service life.

Impact on Future Operating Budgets
No anticipated impact on future operating budgets. Unit cost is consistent with recent award plus inflation.

Estimated Project Completion Date – December 2026.

BUILDING STANDARDS BUDGET

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

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

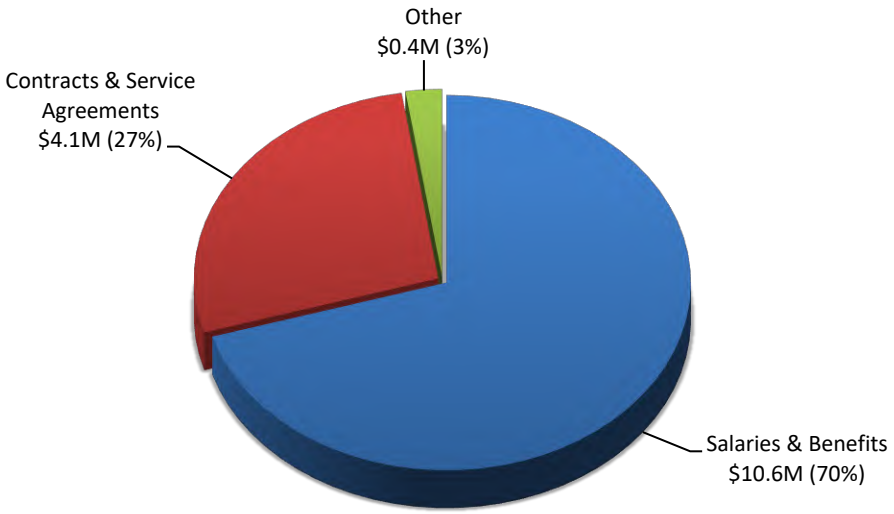
Building Standards Operating Budget

The 2026 Operating Budget for Building totals $15.1M before transfer from reserves. This marks a decrease of approximately $0.7M from the 2025 Operating Budget due to a projected decrease in revenues.

Expenditures

The figure below indicates that the major portion of budgeted expenditures is salaries and benefits, which accounts for 70% of the Operating Budget. Contracts & service agreement represents 27% of the Operating Budget which include indirect costs such as ITS equipment, other department's services, and overhead costs. Other expenditures accounts for 3% of the Operating Budget.

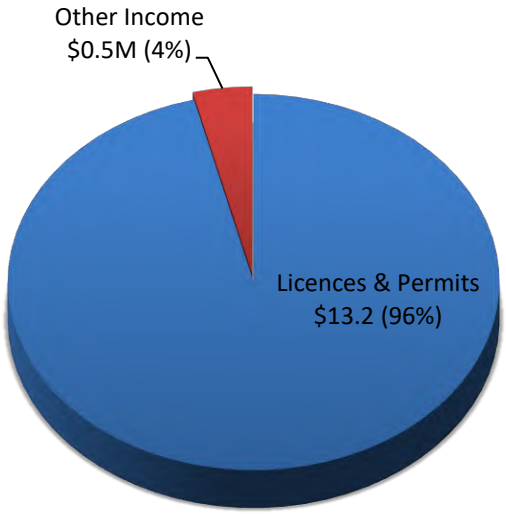
Building Standards Operating Budget Expenditures by Account (excluding Transfer to Reserve) Total $15.1M



Revenues

The Operating Budget is primarily funded through revenues from licences and permits related to building permit applications.

Building Standards Operating Budget Revenues by Account
Total $13.7M



Building Standards Capital Budget

The 2026 Building Standards Capital Budget totals $335.8K which is primarily funded from Building Fees. The capital project pertains to the procurement of a building permit pre-application AI forms reader.

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

BUILDING STANDARDS CONSOLIDATED
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
LICENCES & PERMITS	14,242	16,053	15,409	13,196	(2,213)	-14.4%	(2,858)	-17.8%
USER FEES & SERVICE CHARGES	451	525	331	481	150	45.4%	(44)	-8.4%
RECOVERIES & CONTRIBUTIONS	0	135	55	55	0	0.0%	(80)	-59.3%
Total Revenues	**$14,693**	**$16,713**	**$15,794**	**$13,731**	**($2,063)**	**-13.1%**	**($2,982)**	**-17.8%**
Expenses								
SALARIES & BENEFITS	$8,067	$9,939	$9,422	$10,611	$1,189	12.6%	$672	6.8%
PRINTING & OFFICE SUPPLIES	30	$11	38	$38	0	0.0%	27	248.5%
OPERATING MATERIALS & SUPPLIES	17	$23	23	$23	0	0.0%	(0)	-1.2%
COMMUNICATIONS	17	$14	31	$31	0	0.0%	17	121.2%
TRAVEL EXPENSES	21	$19	16	$16	0	0.0%	(3)	-15.0%
TRAINING	38	$24	67	$67	0	0.0%	43	177.6%
CONTRACTS SERVICES AGREEMENTS	3,653	$4,037	4,014	$4,110	96	2.4%	73	1.8%
RENTAL/LEASE	1	$1	0	$0	0	0.0%	(1)	-100.0%
PROFESSIONAL SERVICES	11	$7	9	$14	5	58.8%	6	89.4%
LICENCES, PERMITS, FEES	17	$22	46	$46	0	0.0%	23	102.4%
CREDIT CARD SERVICE CHARGES	94	$197	126	$126	0	0.0%	(71)	-35.9%
PROMOTION & ADVERTISING	0	$0	3	$3	0	0.0%	3	0.0%
Total Expenses	**$11,965**	**$14,293**	**$13,794**	**$15,084**	**$1,290**	**9.4%**	**$791**	**5.5%**
Net Expenditures/(Revenues)	**($2,728)**	**($2,420)**	**($2,000)**	**$1,353**	**$3,353**	**-167.6%**	**$3,773**	**-155.9%**
TRANSFERS TO/(DRAW FROM) RESERVES	$2,728	$2,420	$2,101	($1,353)	($3,453)	-164.4%	($3,773)	-155.9%
Full Time Complement	**61**	**65**	**66**	**71**				

Major changes in the 2026 Budget from the 2025 Budget:

Licences & Permits: Decrease due to projected decrease in permit activities.

User Fees & Services Charges: Projected increase fee activities.

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 5 FTE.

Transfers to/(draw from) Reserves: Represents a draw from the Reserve to balance the budget deficit.

PLANNING & DESIGN BUDGET

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

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

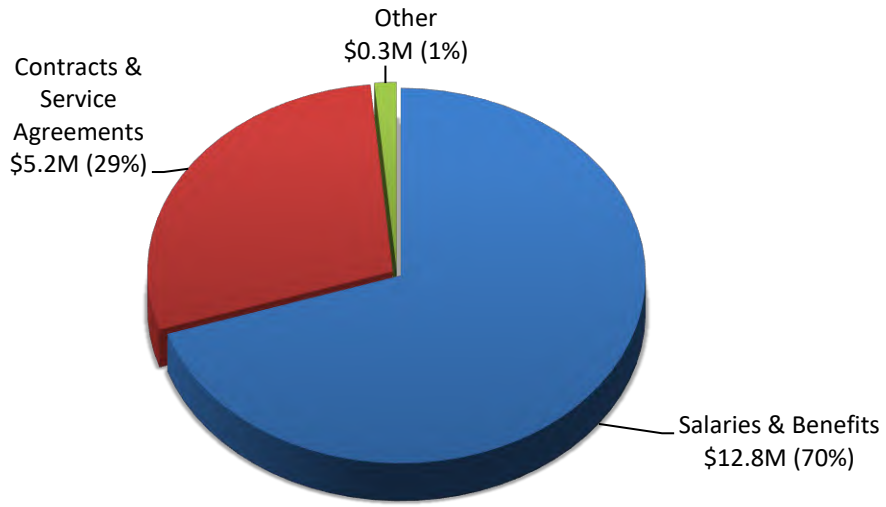
Planning & Design Operating Budget

Expenditures

The 2026 Operating Budget for Planning & Design totals $18.3M before transfers to reserves, which represents an increase of $1.0M from 2025 due to operational staffing requirements.

The figure below indicates that the major portion of budgeted expenditures is salaries and benefits, which accounts for 70% of the Operating Budget. Contracts & service agreement represents 29% which include indirect costs such as IT support, other department's services and overhead costs. Other expenditures accounts for 1% of the Operating Budget.

Planning & Design Operating Budget Expenditures by Account (excluding Transfer to Reserve) Total $18.3M



Revenues

The Planning & Design Operating Budget is 100% funded through revenues from user fees & service charges related to Planning Fees, which is anticipated to total $10.0M for 2026, a $3.8M decrease over 2025.

Capital Budget

The 2026 Planning Capital Budget totals $1.3M which is primarily funded from Development Charges. The capital projects include secondary plan studies/reviews, employment surveys, and capital growth recovery.

The 2026 Design Capital Budget totals $8.9M which is primarily funded from Development Charges and the Operating Life Cycle. The capital projects include the design and construction of new parks in various areas in Markham, in addition to playground replacements and refurbishments.

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

PLANNING & DESIGN CONSOLIDATED
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
USER FEES & SERVICE CHARGES	10,749	5,636	13,823	9,676	(4,146)	-30.0%	4,041	71.7%
RENTALS	4	3	0	0	0	0.0%	(3)	-100.0%
RECOVERIES & CONTRIBUTIONS	47	(18)	365	365	0	0.0%	383	-2117.6%
Total Revenues	**$10,800**	**$5,621**	**$14,188**	**$10,042**	**($4,146)**	**-29.2%**	**$4,420**	**78.6%**
Expenses								
SALARIES & BENEFITS	$8,893	$9,975	$11,912	$12,794	$883	7.4%	$2,819	28.3%
PRINTING & OFFICE SUPPLIES	15	13	32	21	(11)	-34.8%	8	59.6%
OPERATING MATERIALS & SUPPLIES	(4)	2	5	5	0	0.0%	3	158.4%
COMMUNICATIONS	10	8	11	11	0	0.0%	3	36.7%
TRAVEL EXPENSES	14	26	33	33	0	0.0%	7	27.6%
TRAINING	3	29	14	25	11	82.1%	(4)	-14.7%
CONTRACTS SERVICES AGREEMENTS	4,614	5,142	5,142	5,226	84	1.6%	84	1.6%
RENTAL/LEASE	0	0	0	0	0	0.0%	0	0.0%
PROFESSIONAL SERVICES	34	49	32	37	5	15.7%	(12)	-24.4%
LICENCES, PERMITS, FEES	86	48	76	76	0	0.0%	28	57.6%
CREDIT CARD SERVICE CHARGES	25	39	20	20	0	0.0%	(19)	-48.5%
PROMOTION & ADVERTISING	6	3	25	25	0	0.0%	22	764.8%
STATUTORY COMMUNICATIONS	0	0	0	0	0	0.0%	0	0.0%
OFFICE FURNISHING & EQUIPMENT	0	0	1	1	0	0.0%	1	0.0%
MISCELLANEOUS EXPENSES	1	4	11	11	0	0.0%	7	155.0%
Total Expenses	**$13,699**	**$15,338**	**$17,314**	**$18,285**	**$972**	**5.6%**	**$2,947**	**19.2%**
Net Expenditures/(Revenues)	**$2,899**	**$9,717**	**$3,126**	**$8,244**	**$5,118**	**163.7%**	**($1,473)**	**-15.2%**
TRANSFERS TO/(DRAW FROM) RESERVES	($2,899)	($9,717)	($3,126)	($8,244)	($5,118)	163.7%	$1,473	-15.2%
Full Time Complement	**70**	**66**	**74**	**78**				

Major changes in the 2026 Budget from the 2025 Budget:

User Fees & Service Charges: Decrease due to lower development activity forecasted for 2026.

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 4 FTE.

Transfers to/(draw from) Reserves: Represents a draw from the Reserve to balance the budget deficit.

ENGINEERING BUDGET

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

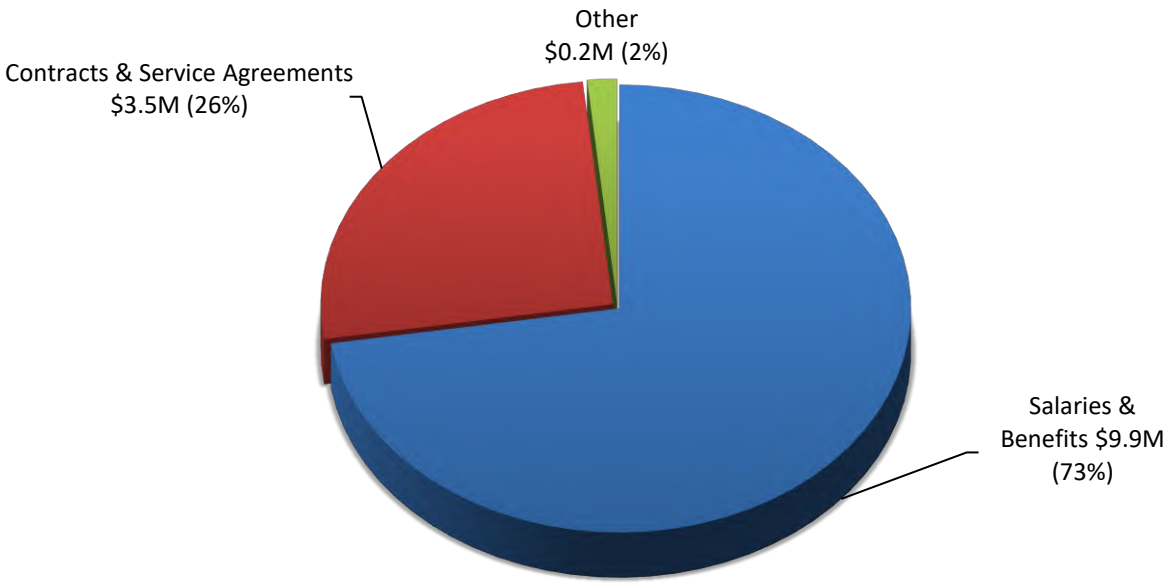
Engineering Operating Budget

Expenditures

The 2026 Operating Budget for Engineering totals $13.7M before transfer to reserves. This marks an increase of $1.1M from the 2025 Operating Budget.

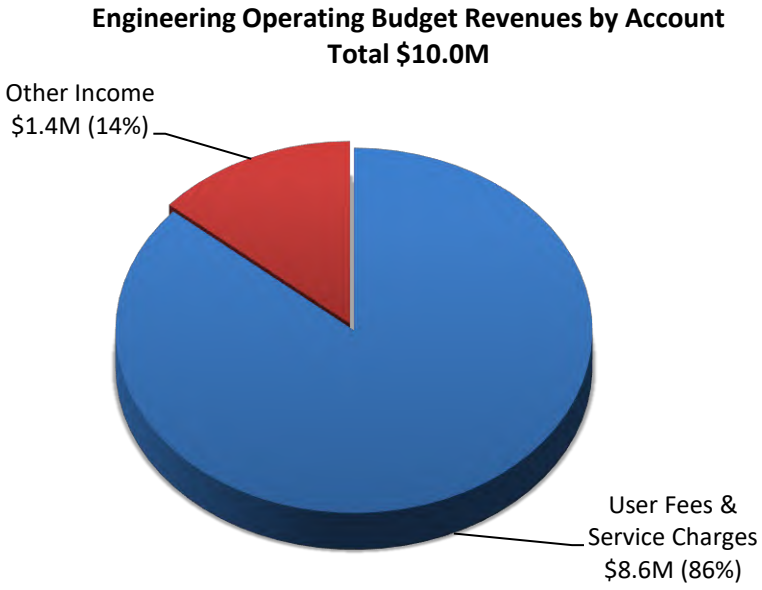
The figure below indicates that the major portion of budgeted expenditures is salaries and benefits, which accounts for 73% of the Operating Budget. Contracts & service agreements represent 26% of the Operating Budget which include indirect costs such as ITS support, other department's services and overhead costs. Other expenditures accounts for 2% of the Operating Budget.

Engineering Operating Budget Expenditures by Account (excluding Transfer to Reserve) Total $13.7M



Revenues

The Operating Budget is funded mainly through revenues from user fees & service charges related to Engineering Fees.



Capital Budget

The 2026 Engineering Capital Budget totals $31.9.0M which is primarily funded from Development Charges. The capital projects include road design and construction, intersection improvement, traffic assets replacement, sidewalk and streetlight programs, and active transportation programs.

For further details on Engineering Capital projects, refer to Section 3b – Capital Budget.

ENGINEERING CONSOLIDATED
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
USER FEES & SERVICE CHARGES	12,800	4,782	9,780	8,624	(1,156)	-11.8%	3,842	80.4%
RECOVERIES & CONTRIBUTIONS	1,380	1,504	490	1,369	879	179.6%	(135)	-9.0%
Total Revenues	**$14,180**	**$6,286**	**$10,270**	**$9,993**	**($277)**	**-2.7%**	**$3,707**	**59.0%**
Expenses								
SALARIES & BENEFITS	$7,749	$9,093	$8,958	$9,931	$972	10.9%	$838	9.2%
PRINTING & OFFICE SUPPLIES	$2	$1	$22	$12	(10)	-46.5%	10	888.0%
OPERATING MATERIALS & SUPPLIES	$16	$15	$20	$26	6	32.2%	12	80.7%
COMMUNICATIONS	$11	$10	$22	$22	0	0.0%	12	120.2%
TRAVEL EXPENSES	$6	$8	$20	$25	5	25.0%	17	196.4%
TRAINING	$30	$5	$61	$56	(5)	-8.1%	51	1129.8%
CONTRACTS SERVICES AGREEMENTS	$3,037	$3,483	$3,482	$3,541	59	1.7%	59	1.7%
RENTAL/LEASE	$0	$0	$6	$6	0	0.0%	6	0.0%
PROFESSIONAL SERVICES	$108	$12	$19	$24	5	26.9%	12	95.5%
LICENCES, PERMITS, FEES	$23	$27	$37	$42	5	13.7%	14	53.0%
CREDIT CARD SERVICE CHARGES	$2	$6	$4	$2	(2)	-42.9%	(4)	-66.1%
PROMOTION & ADVERTISING	$0	$0	$5	$5	0	0.0%	5	0.0%
OFFICE FURNISHING & EQUIPMENT	$0	$3	$6	$6	0	0.0%	3	116.2%
Total Expenses	**$10,986**	**$12,662**	**$12,660**	**$13,696**	**$1,036**	**8.2%**	**$1,034**	**8.2%**
Net Expenditures/(Revenues)	**($3,194)**	**$6,376**	**$2,390**	**$3,703**	**$1,313**	**55.0%**	**($2,674)**	**-41.9%**
TRANSFERS TO/(DRAW FROM) RESERVES	$3,194	($6,376)	($2,390)	($3,703)	($1,313)	55.0%	$2,674	-41.9%
Full Time Complement	**51**	**53**	**54**	**56**				

Major changes in the 2026 Budget from the 2025 Budget:

User Fees & Service Charges: Decrease due to lower development activity forecasted for 2026.

Recoveries & Contributions: Projected increase due to anticipated recoveries for the YNSE project in 2026.

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 2 FTE.

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

Transfers to/(draw from) Reserves: Represents a draw from the Reserve to balance the budget deficit.

WATERWORKS BUDGET

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

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

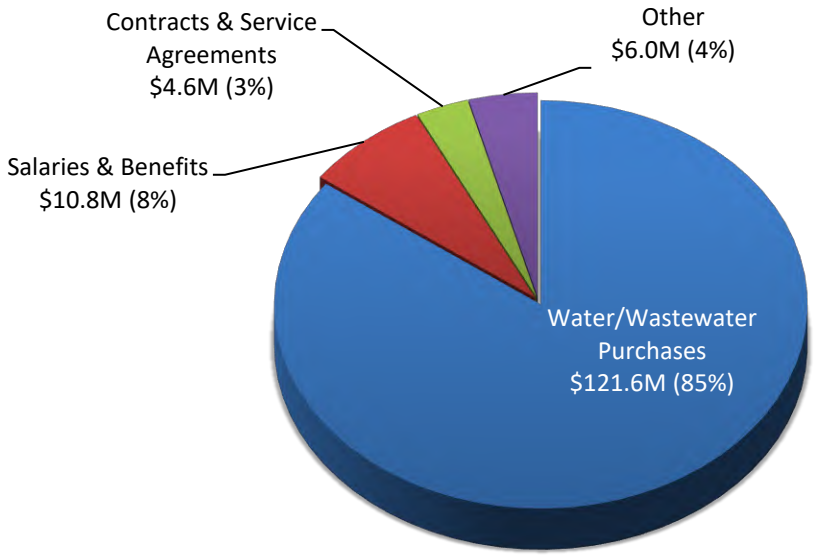
Operating Budget

The 2025 Operating Budget for Waterworks totals $161.4 (excluding prior year's surplus). This marks an increase of $7.1M over the 2025 Operating Budget.

Expenditures

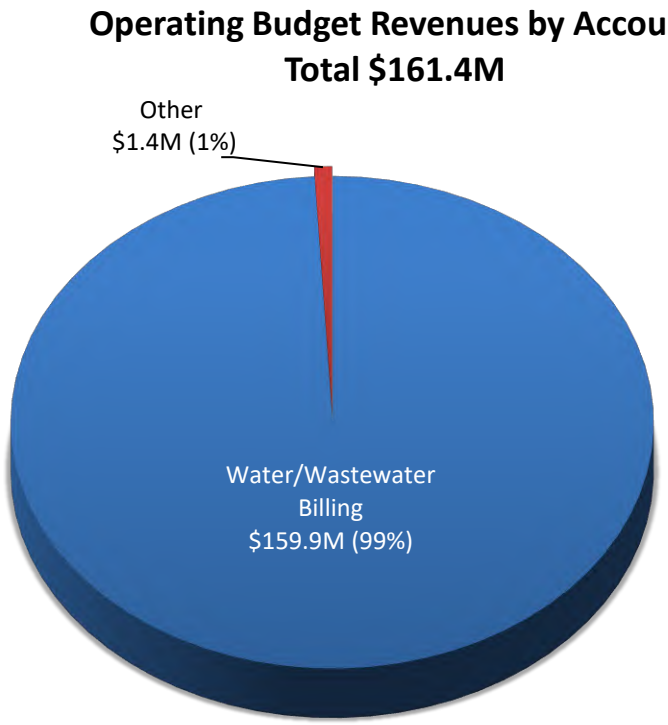
The figure below indicates that the major portion of budgeted expenditures is purchase of water from the Region of York for 85%. Salary & benefits account for 8% of total expenses. Contract & service agreements accounts for 3% of the Operating Budget, which includes items such as inspection & cleaning of the sewer line, maintenance & repair of the water & sewer system, water sampling & testing, installation & maintenance of meters, and water/wastewater reading & billing.

Waterworks Operating Budget Expenditures by Account
(excluding Transfer to Reserve)
Total $143.0M



Revenues

The Operating Budget is funded mainly through revenues associated with billings related to the sale of water. In October 2025, Council approved a total rate increase of 3.05% for 2026, which includes year 4 of a 4-year phase-in, which commenced in 2023 at $0.0196/m^3, resulting from maintaining the 2020 and 2021 rate at the 2019 level. The 2026 approved water rate is $5.3694/m^3, which represents an increase of $0.2548/ m^3 over the 2025 approved rate.



Capital Budget

The 2026 Waterworks Capital Budget totals $23.0M and is primarily funded from the Waterworks Reserve. The capital projects include annual programs for watermains construction/replacement, relining of watermains, water meter replacement, and upgrades to water and sewer system. The Waterworks reserve also funds capital projects managed by other departments (such as ITS, Sustainability & Asset Management, Infrastructure and Finance).

WATERWORKS CONSOLIDATED
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Sales & Purchase of Water Revenue								
FINES/ BILLINGS	148,995	157,326	152,818	159,945	7,126	4.7%	2,619	1.7%
CONTRACTED MUNICIPAL SERVICES	(109,946)	(119,373)	(117,637)	(121,627)	(3,990)	3.4%	(2,254)	1.9%
Total Sales & Purchase of Water Revenue	**$39,049**	**$37,953**	**$35,181**	**$38,317**	**$3,136**	**8.1%**	**$365**	**3.6%**
Other Revenues								
FINES	0	0	0	10	10	0.0%	10	0.0%
USER FEES & SERVICE CHARGES	669	728	545	545	0	0.0%	(183)	-25.2%
SALES	890	637	578	578	0	0.0%	(59)	-9.3%
RECOVERIES & CONTRIBUTIONS	641	65	300	300	0	0.0%	235	360.3%
OTHER REVENUE	0	0	14	14	0	0.0%	14	0.0%
Total Other Revenues	**$2,200**	**$1,430**	**$1,436**	**$1,446**	**$10**	**0.7%**	**$16**	**1.1%**
Other Expenses								
SALARIES & BENEFITS	$8,008	$9,374	$10,003	$10,832	$828	8.3%	$1,458	15.6%
PRINTING & OFFICE SUPPLIES	10	18	34	34	0	0.0%	16	87.9%
OPERATING MATERIALS & SUPPLIES	92	134	130	140	10	7.4%	6	4.5%
CONSTRUCTION MATERIALS	443	252	317	311	(7)	-2.0%	59	23.4%
UTILITIES	36	38	39	37	(2)	-5.1%	(1)	-2.7%
COMMUNICATIONS	34	30	47	36	(12)	-24.4%	6	19.0%
TRAVEL EXPENSES	47	53	53	68	15	27.3%	15	28.7%
TRAINING	94	85	125	148	23	18.5%	62	73.3%
CONTRACTS SERVICES AGREEMENTS	3,674	4,107	3,814	4,569	754	19.8%	461	11.2%
MAINT. & REPAIR - TIME & MATERIAL	816	506	619	621	2	0.4%	115	22.8%
RENTAL/LEASE	1	2	4	5	1	22.5%	3	128.9%
PROFESSIONAL SERVICES	26	123	141	143	2	1.1%	20	16.0%
LICENCES, PERMITS, FEES	85	122	88	88	0	0.0%	(34)	-27.9%
CREDIT CARD SERVICE CHARGES	2	7	1	6	5	400.0%	(1)	-13.7%
OTHER PURCHASED SERVICES	3,004	3,614	3,614	4,319	704	19.5%	704	19.5%
WRITE-OFFS	44	0	3	3	0	0.0%	3	0.0%
Total Other Expenses	**$16,416**	**$18,465**	**$19,034**	**$21,358**	**$2,324**	**12.2%**	**$2,893**	**15.7%**
Net Expenditures/(Revenues)	**($24,832)**	**($20,918)**	**($17,583)**	**($18,406)**	**($822)**	**4.7%**	**$2,512**	**-12.0%**
TRANSFERS TO/(DRAW FROM) RESERVES	$24,832	$20,918	$17,583	$18,406	$822	4.7%	($2,512)	-12.0%
Full Time Complement	**69**	**70**	**72**	**74**				

Major changes in the 2026 Budget from the 2025 Budget:

Fines/Billings: Increased due to higher projected consumption volumes.

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 2 new FTE.

Travel Expenses & Training: Increased due to requirements for staff to attend more conferences and training courses, largely due to legislative changes.

Contracted Municipal Services: Increased due to higher billings from Region of York impacted by higher consumption volume.

Transfers to Reserves: Represents a transfer of the budgeted surplus to Reserve in order to fund capital projects required to maintain the water and wastewater infrastructure.

FINANCIAL POLICIES

POLICY NAME	POLICY SUMMARY	APPENDIX NO.
Financial Planning and Budgeting Policy	Covers the principles of the annual Budget process, long-term Budget Planning process, and guidance on use of revenues from a Financial Planning perspective. Includes the following supplemental process guidelines: • Operating Budget process guideline • Capital Budget process guideline	1
Capital Budget Control Policy	Provides the guiding principles to improve the management, administration, and reporting of Capital Projects by defining: • Project categories • Standardized percentages for Capital Budgeting funding • Return of surplus funds • Process for requesting: new Projects after the annual budget has been approved, consolidation & changes to Projects, additional funds, and closure of Capital Projects • Process to address non-compliant Capital Projects • Reporting requirements to Council	2
Investment Policy	Covers investment objectives of the City related to: • Legality of Investments • Preservation of Principal • Maintenance of Liquidity • Competitive Rate of Return	3
Development Charge Borrowing Policy	Provides a framework with respect to borrowing funds to complete Development Charge (DC) related capital projects.	4
Investment Interest Allocation Policy	Provides a framework with regard to the recording and allocation methods of the City's	5

Policy Name	Policy Summary	Appendix No.
	investment interest income (including bonds, money market, interest earned on bank balances, etc).	
Reserve Policy	Provides details on the City's Council approved Reserve Study and policies to: • Determine the adequacy of the City's Reserves to meet known future expenditures • Determine the adequate level for the City's corporate rate stabilization/contingency reserve • Review, consolidate and refine policies for the City's various reserves and reserve funds	**6**
Debt Policy	Describes debt issuance and Provincial guidelines	**7**
Expenditure Control Policy	Establishes internal controls over the authorization of expenses.	**8**
Tangible Capital Assets Policy	Provides direction to ensure the City's assets are recorded in a fixed asset register, at historic values and amortized over their useful lives, in a consistent manner in accordance with the guidelines established in PSAB 3150.	**9**

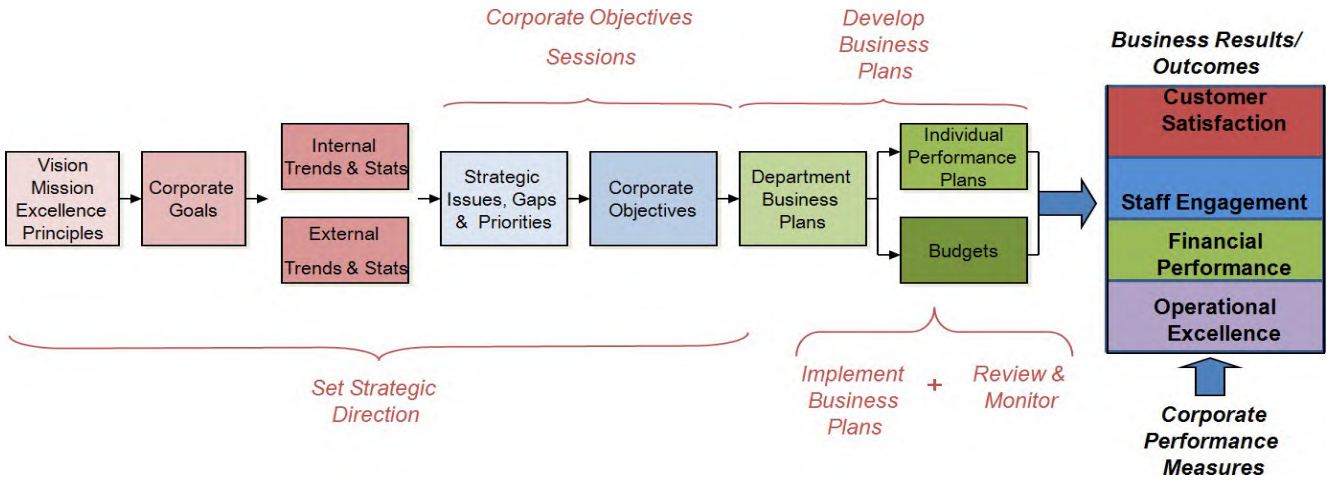
Business Plan Introduction

Each City of Markham Department reports to one of the following Commissions:

- Office of the Chief Administrative Officer;
- Corporate Services;
- Development Services; or
- Community Services.

This section outlines the annual business planning process, provides an overview of each Commission, and includes the Departmental Business Plans and Operating Budgets.

Annual Business Planning Process



The Annual Business Planning Process delivers on the goals and objectives of the Council approved "Building Markham's Future Together Strategic Plan" (BMFT), and aligns with the Excellence Markham Framework.

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

The BMFT document identifies:

- Corporate Goals that the organization is pursuing during the duration of the plan
- Corporate Objectives that further each of the Corporate Goals
- Corporate Actions to achieve the Corporate Objectives
- Performance Measures that are identified for each Corporate Goal

The annual Departmental Business Plan identifies:

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

The Corporate Goals were created specifically to define overall success in a balanced manner. The annual Departmental Actions and Performance Measures ensure a Department is aligned to the overarching Corporate Goals.

The Department Business Plans are developed in advance of the year in question and prior to the annual budgeting process. Therefore, the most current full-year performance data that can be included for the 2026 plans is 2025, as the Departmental Business Plans were due to be completed in January 2026. Completing the business planning process allows resource requirements, such as funding and staffing, to be addressed in the annual budgeting process.

In April 2023, Markham Council endorsed an extension of the BMFT timeframe through 2026.

2026 Departmental Business Plan Summary

As highlighted in the Executive Summary, and detailed in Section 2 - Corporate Strategic Plan, the Departmental Business Plans align with the BMFT Strategic Goals:

The following pages contain a brief overview of each Commission along with a summary of each department. Also included are departmental Operating Budgets, Business Plans, Key Performance Measures, and Long-term Business Plans, where applicable. Following the 2022 municipal election and recent changes to legislation, the City continues to review its long-term plans for certain departments as necessary.

Departmental Business Plan Table of Contents

Mayor and Council	**181**
Office of the Chief Administrative Officer	**182**
Corporate Communications	188
Fire and Emergency Services	194
Legal Services	202
People Services	212
Economic Growth, Culture, and Entrepreneurship	221
Corporate Services	**238**
By-law and Regulatory Services	243
Financial Services	255
Information Technology Services	269
Legislative Services	282
Sustainability and Asset Management	296
Development Services	**310**
Building Standards	316
Engineering	328
Planning and Urban Design	349
Traffic Operations	372
Community Services	**373**
Environmental Services - Infrastructure	380
Environmental Services – Waste Management and Waterworks	381
Markham Public Library	396
Operations	404
Recreation Services	425

MAYOR AND COUNCIL
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
Expenses								
SALARIES & BENEFITS	$2,617	$2,863	$3,683	$3,790	$107	2.9%	$926	32.3%
PRINTING & OFFICE SUPPLIES	52	51	27	27	$0	0.0%	(25)	-47.8%
OPERATING MATERIALS & SUPPLIES	24	17	17	17	$0	0.0%	0	1.0%
VEHICLE SUPPLIES	4	4	3	3	$0	0.0%	(1)	-26.1%
COMMUNICATIONS	1	6	16	16	$0	0.0%	10	167.1%
TRAVEL EXPENSES	13	13	60	60	$0	0.0%	47	357.9%
TRAINING	0	0	3	3	$0	0.0%	3	0.0%
CONTRACTS SERVICES AGREEMENTS	9	9	24	24	0	0.0%	15	152.9%
RENTAL/LEASE	1	2	14	14	0	0.0%	12	616.1%
PROFESSIONAL SERVICES	131	156	7	7	0	0.0%	(150)	-95.8%
LICENCES, PERMITS, FEES	2	4	5	5	0	0.0%	1	17.6%
PROMOTION & ADVERTISING	125	125	44	44	0	0.0%	(81)	-64.8%
OTHER EXPENDITURES	12	12	44	44				
Total Expenses	**$2,992**	**$3,264**	**$3,946**	**$4,053**	**$107**	**2.7%**	**$790**	**24.2%**
Net Expenditures/(Revenues)	**$2,992**	**$3,264**	**$3,946**	**$4,053**	**$107**	**2.7%**	**$790**	**24.2%**
Full Time Complement	**1**	**1**	**5**	**5**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)

The Chief Administrative Officer provides leadership to a full-time staff of 1,305 and approximately 2,140 part-time/seasonal staff who provide superior services to residents, businesses and visitors and respond to issues of the growing City. The responsibilities of the CAO include management of a $677.9 million budget, oversight of municipal operations and ensuring Council's priorities and strategic directions are achieved. Direct reports to the Chief Administrative Officer include the Commissioners of Corporate Services, Community Services, and Development Services, as well as the Director of Human Resources, the City Solicitor, Chief of Markham Fire and Emergency Services, Director of Economic Development, Culture, Entrepreneurship and President of Destination Markham, Senior Manager of Strategy, Communications and Executive Operations, Coordinator of Strategy and Executive Operations.

The Executive Leadership Team (ELT) supports the management of the City's operations and is comprised of the CAO, the Commissioners of Corporate Services, Community Services, and Development Services, as well as the Director of Human Resources, the City Solicitor, and the Senior Manager, Strategy, Communications and Executive Operations. The ELT meets weekly, or more frequently, as required, is chaired by the CAO, and addresses City operations and issues.

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

- Legal Services
- People Services
- Corporate Communications
- Fire & Emergency Services
- Economic Development, Culture and Entrepreneurship

Legal Services

Reporting to the Chief Administrative Officer, the Legal Services Department provides a full range of legal advice and support to Council, its committees and City staff. As a municipal corporation, the City is subject to all laws of the Federal and Provincial governments.

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

- Legal advice to Council and its committees regarding legal issues, liability and applicability of provincial legislation; and
- Representation at all Local Planning Appeal Tribunal (formerly Ontario Municipal Board) and other tribunal hearings; and
- Carriage of legal actions commenced by or against the City in all levels of the Ontario court system; and
- Preparation and review of all development agreements (subdivision, site plan) and other contracts/agreements; and
- Negotiation, preparation, review and registration of documents required for the acquisition, disposition and lease of real property; and
- Drafting and review of by-laws; and
- Provision of legal advice and direction to all municipal departments; and
- Meetings with other government agencies, including provincial ministries and York Region, to resolve issues and advance the interests of the City; and further
- Assistance to the By-law Enforcement Department in the enforcement and prosecution of City regulatory and zoning by-laws, including representation of the Licensing Manager at Licensing hearings.

People Services

The People Services department supports the achievement of the City of Markham's goals by providing a full range of strategic human resources management solutions in the areas of labour and employee relations, health and safety, staffing and succession planning, workforce planning and analytics, compensation and benefits, learning and development, business transformation and change, wellness, and diversity and inclusion. The department is also the corporate sponsor and champion of City's People Plan. Within People Services is the Diversity, Equity and Inclusion program.

Diversity and inclusion are one of the City of Markham's key strategic priorities, embedded in the City's strategic plan, Building Markham's Future Together. The City of Markham stands against all forms of racism, stereotyping, prejudice and discrimination. This includes, but is not limited to, anti-Black, anti-Asian and anti-Indigenous racism, Islamophobia and anti-Semitism, amongst other forms of racism. We also stand against discrimination based on, gender identity and expression, age, sexual orientation, religious affiliation and ability, and all other grounds referenced in the Human Rights Code.

As part of the City's diversity strategy, regular and ongoing training and education about diversity, racism and bias are also provided to staff. The City supports a variety of measures to inform our communities, have respectful conversations and to break down barriers.

Corporate Communications

Corporate Communications is part of the CAO's Office, reporting to the Senior Manager, Strategy, Communications and Executive Operations and provides a variety of services to support the City of Markham and all of its business units (both internally and externally) to align with corporate priorities. Communications services include but are not limited to strategic guidance and counsel in the areas of communications, marketing, brand reputation, public/media relations, advertising, crisis management, digital and social media services, graphic design, and more.

Fire & Emergency Services

Markham's Fire & Emergency Services (MFES) Department has a mission to "*provide the highest level of life safety and property protection to those who live, work, or play in our community.*" MFES core functions are to provide high-quality and effective fire prevention education, emergency response, and fire safety services in a professional, sensitive and caring manner, supported by Training, Mechanical, Communications, and Administration divisions. Services are delivered from nine fire stations, a training centre, and an administrative office.

Fire Prevention is a key component in fire protection. Existing buildings in Markham are inspected on receipt of a request or complaint. Vulnerable sector occupancies are inspected annually to ensure they comply with provincial legislation. Fire Prevention Officers work with property owners to achieve compliance with fire regulations. Plans for new buildings are reviewed prior to construction to ensure they meet the most current fire regulations.

Approximately 80,000 incoming and outgoing emergency and non-emergency service requests were handled in the past year. MFES responded to 6,912 emergencies and fires throughout Markham in 2021, which translated into 19 incidents per day.

Markham Fire & Emergency Services is modernizing all aspects of fire protection and service delivery. Recently, Council approved a new deployment model that will redistribute existing resources, introduce new suppression innovations such as Canadian-made Drago Cannon, and incrementally control future staffing increases. The new deployment model meets the benchmarks set out in the master fire plan for residential fires, will improve response times and provide an all-hazards capacity. Additionally, the modernization of fire dispatch through a partnership with Barrie Fire will result in service level improvements while reducing staff and avoiding NG911 costs. Markham Fires modernization journey maximizes existing resources, leverages technology and equipment innovation resulting in improved fire protection service delivery and substantial long-term savings.

Along with Fire Prevention, Public Education is one of the most cost-effective and successful means of providing fire protection to Markham residents and businesses. MFES delivers its public education programs to Markham's ethnically diverse community by offering materials in various languages and partnering with local media to get the messages out. On average, we provide close to 1,500 school visits each year and attend in excess of 400 community events. Additionally, MFES actively supports the corporate Emergency Preparedness program.

Economic Development, Culture and Entrepreneurship

The Economic Growth, Culture and Entrepreneurship Department provides vision and leadership for the City's economic strategy and investment attraction programs, and its cultural institutions, strategies, and activities to address the growing requirements of a diverse, multicultural municipality.

The department fosters economic prosperity for the City and its residents by aggressively marketing Markham to attract, retain, and grow innovative companies and skilled talent. Markham's resilient economy and business success is accomplished through the motivated staff, timely and insightful research, strategic partnerships, targeted marketing, enabling strategies, and outstanding "one-stop service". Some of the services provided include:

- Business attraction (domestic & Foreign Direct Investments; marketing & research)
- Business retention and expansion (corporate employer support, site selection, Industrial Commercial Institutional and land development support)
- Small business/entrepreneurship support (business startup services)
- Key industry sector development, Innovation and commercialization services
- Ecosystem and strategic stakeholder partnership engagement

The department is responsible for the programming and operation of the Flato Markham Theatre, the Markham Museum and the Varley Art Gallery. It also delivers all City of Markham events, such as Canada Day and the Children's Festival, while supporting over 200 community events. The department advances Markham's rich and diverse cultural capacity through the implementation of the Public Art Master Plan. The department is also responsible for the delivery of Markham's tourism mandate through Destination Markham Corporation (DMC). DMC's mission is to promote Markham as a remarkable destination for visitors, including tourists, sport and festival attendees, meeting and conference delegates, and business travelers.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER CONSOLIDATED 2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
LICENCES & PERMITS	$2	$2	$4	$4	0	0.0%	2	84.5%
FINES	0	0	74	74	0	0.0%	74	0.0%
USER FEES & SERVICE CHARGES	4,091	4,259	4,430	4,539	109	2.5%	280	6.6%
RECOVERIES & CONTRIBUTIONS	554	666	695	662	(34)	-4.8%	(4)	-0.6%
OTHER REVENUE	114	119	129	130	0	0.3%	10	8.5%
Total Revenues	**$6,078**	**$6,282**	**$6,420**	**$6,517**	**$97**	**1.5%**	**$235**	**3.7%**
Expenses								
SALARIES & BENEFITS	$56,122	$62,723	$62,419	$68,070	$5,651	9.1%	$5,347	8.5%
PRINTING & OFFICE SUPPLIES	107	134	159	161	3	1.7%	27	20.5%
PURCHASES FOR RESALE	92	66	69	70	1	0.7%	3	5.3%
OPERATING MATERIALS & SUPPLIES	1,154	1,212	822	829	8	1.0%	(383)	-31.6%
VEHICLE SUPPLIES	269	265	170	210	40	23.4%	(55)	-20.7%
UTILITIES	622	624	756	739	(17)	-2.3%	115	18.4%
COMMUNICATIONS	65	68	78	66	(12)	-15.4%	(2)	-3.6%
TRAVEL EXPENSES	117	157	169	169	(0)	0.0%	12	7.8%
TRAINING	245	338	380	388	7	2.0%	49	14.5%
CONTRACTS SERVICES AGREEMENTS	1,971	1,791	1,215	1,123	(92)	-7.5%	(668)	-37.3%
MAINT. & REPAIR - TIME & MATERIAL	468	269	278	290	13	4.5%	21	7.8%
RENTAL/LEASE	19	20	31	31	0	0.0%	11	56.5%
PROFESSIONAL SERVICES	2,439	3,062	1,691	1,692	1	0.0%	(1,370)	-44.8%
LICENCES, PERMITS, FEES	158	219	161	168	7	4.2%	(51)	-23.4%
CREDIT CARD SERVICE CHARGES	49	70	15	15	0	0.0%	(55)	-78.1%
PROMOTION & ADVERTISING	837	818	1,100	1,067	(33)	-3.0%	248	30.3%
MISCELLANEOUS EXPENSES	0	0	0	0	0	0.0%	(0)	-30.0%
TRANSFER TO/(FROM) RESERVE	(441)	84	82	82	0	0.0%	(2)	-2.5%
Total Expenses	**$64,319**	**$71,931**	**$69,606**	**$75,183**	**$5,577**	**8.0%**	**$3,252**	**4.5%**
Net Expenditures/(Revenues)	**$58,241**	**$65,649**	**$63,187**	**$68,666**	**$5,480**	**8.7%**	**$3,017**	**4.6%**
TRANSFERS TO/(DRAW FROM) RESERVES	($441)	$84	$82	$82	$0	0.0%	($2)	-2.5%
Full Time Complement	**316**	**320**	**376**	**395**				

Note: In 2026, Economic Growth, Culture & Entrepreneurship was moved under the CAO's Commission from Development Services.

CAO'S OFFICE – COMMISSION SUPPORT
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
Expenses								
SALARIES & BENEFITS	$924	$1,019	$817	$823	$5	0.6%	($196)	-19.2%
PRINTING & OFFICE SUPPLIES	4	4	4	4	0	0.0%	0	5.7%
OPERATING MATERIALS & SUPPLIES	12	5	5	5	0	0.0%	(0)	-1.3%
VEHICLE SUPPLIES	11	8	9	9	0	0.0%	1	16.1%
COMMUNICATIONS	2	2	2	2	0	0.0%	0	21.7%
TRAVEL EXPENSES	24	27	24	26	2	8.0%	(1)	-4.0%
TRAINING	0	0	2	0	(2)	-95.1%	0	0.0%
CONTRACTS SERVICES AGREEMENTS	11	24	25	23	(3)	-11.4%	(2)	-7.0%
RENTAL/LEASE	0	0	0	0	0	0.0%	0	0.0%
PROFESSIONAL SERVICES	168	299	31	31	0	0.0%	(268)	-89.7%
LICENCES, PERMITS, FEES	25	27	20	20	0	0.0%	(7)	-26.9%
PROMOTION & ADVERTISING	1	0	0	0	0	0.0%	0	0.0%
TRANSFERS FROM OWN FUNDS	0	0	0	0	0	0.0%	0	0.0%
Total Expenses	**$1,183**	**$1,415**	**$941**	**$943**	**$2**	**0.3%**	**($472)**	**-33.4%**
Net Expenditures/(Revenues)	**$1,183**	**$1,415**	**$941**	**$943**	**$2**	**0.3%**	**($472)**	**-33.4%**
Full Time Complement	**3**	**3**	**3**	**3**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase.

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

CORPORATE COMMUNICATIONS
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
USER FEES & SERVICE CHARGES	340	363	299	299	0	0.0%	(64)	-17.7%
RECOVERIES & CONTRIBUTIONS	155	150	296	262	(34)	-11.3%	113	75.3%
Total Revenues	**$496**	**$513**	**$595**	**$561**	**($34)**	**-5.6%**	**$48**	**9.4%**
Expenses								
SALARIES & BENEFITS	$1,296	$1,585	$1,761	$1,843	$82	4.6%	$258	16.3%
PRINTING & OFFICE SUPPLIES	2	5	5	5	0	0.0%	0	10.3%
OPERATING MATERIALS & SUPPLIES	16	17	28	28	0	0.0%	11	62.7%
COMMUNICATIONS	2	3	3	3	0	0.0%	0	18.2%
TRAVEL EXPENSES	7	7	10	10	0	0.0%	3	35.4%
TRAINING	0	3	6	6	0	0.0%	3	87.8%
CONTRACTS SERVICES AGREEMENTS	(87)	(83)	(83)	(106)	(23)	27.9%	(23)	27.9%
RENTAL/LEASE	0	0	0	0	0	0.0%	0	19.8%
PROFESSIONAL SERVICES	42	47	102	102	0	0.0%	55	118.0%
LICENCES, PERMITS, FEES	1	0	2	2	0	0.0%	1	390.2%
PROMOTION & ADVERTISING	(9)	35	100	66	(34)	-33.7%	31	90.7%
Total Expenses	**$1,269**	**$1,620**	**$1,935**	**$1,960**	**$25**	**1.3%**	**$340**	**21.0%**
Net Expenditures/(Revenues)	**$773**	**$1,107**	**$1,340**	**$1,398**	**$59**	**4.4%**	**$291**	**26.3%**
Full Time Complement	**10**	**10**	**12**	**12**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 1 FTE.

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

Promotion & Advertising: Decrease in promotion and advertising spend.

OFFICE OF THE CAO STRATEGY & CORPORATE COMMUNICATIONS BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Provide exceptional customer service for internal and external clients and align with the Customer Experience Strategy.	Provide annual progress report to Members of Council and community on Building Markham's Future Together (BMFT).
		Facilitate the planning and development of corporate surveys (internal and external) to better understand our services and plan for improvements and opportunities to enact change. Coordinate and manage results of all corporate customer surveys.
		Prepare and Launch 2026 Citizen Satisfaction Survey in Summer.
		Prepare and Launch Communicating for Diverse Communities Guide across organization.
		Modernize corporate Social Media Policy, Staff Social Media Usage Policy & Media Relations Guidelines to adjust to new realities and communications trends, including the use of artificial intelligence tools.
		Develop new corporate email signature template.
		Develop content (PPT and in-person presentations between Advisors and client contacts) for a mini Corp Comm Road Show -- to showcase new trends in comms and digital, and so we can help better support our business units with their communications goals.
		Plan and execute 2026 Citizen Satisfaction Survey. Prepare 2028-2031 Strategic Plan project plan, timeline & supporting data.
		Revamp news page on markham.ca/News, so we clearly identify how media can get in touch with us, and access resources.

1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Use technology in a manner that will increase productivity, meet customer requirements, generate performance data, and provide efficiencies in the duties we carry out on a daily basis.	Continue execution of revised City communications brand and style guidelines, including print and web materials. Significantly grow Markham Now eNews readership base with robust marketing campaign.
		Launch second and third phases of electronic information screen project plan including the full integration of all existing and new EIBs to one centrally controlled dashboard. Facilitate training for all users. Prepare and share EIB governance document/roles and responsibilities. Third phase to include the introduction of corporate EIBs (internal & external facing) in Markham Public Library and Cultural Venues.
		Continue to make system and customer experience improvements to City's corporate virtual assistant (chatbot) in collaboration with Corporate Services Commission.
		Advance AODA compliance efforts in City communications. Streamline process in collaboration with ITS for departments to make portal updates and bring documents into compliance.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.		Support Transformation initiatives and use tools provided to support staff development. Reinforce corporate values and behaviours. Celebrate staff and team successes through new rewards and recognition program.
		Media training refresh for staff (department heads/designated spokespersons).

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Deliver initiatives, campaigns and programs that promote and support diversity, equity and inclusion.	Execute yearly action items from Diversity Action Plan and eliminating Anti-Black Racism Action Plan in collaboration with corporate partners.
		Seek opportunities to showcase corporate initiatives through paid and earned media. Enhance civic pride and expand communications beyond mainstream publications into cultural communities & neighbourhood groups.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.		Corporate Communications to support events and other community initiatives through communications products and promotion.
		Collaborate with City divisions in the execution of large corporate events, including Little NHL, FIRA and the Ontario Honda Dealers Indy at Markham.
		Engage with local cultural community stakeholders to understand how to better support their communications needs.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.		Work collaboratively cross commission to promote, expand and investigate opportunities that support the economic and cultural growth and vitality of the City of Markham. Seek opportunities to collaborate with existing Markham stakeholders on cultural and diversity initiatives.
		Continue Markham is More brand campaign with new banner program & focus on celebrating the richness of individual neighbourhoods. Launch communications to support the reopening of Main Street Unionville following 2-year reconstruction effort.
		Investigate opportunities to use corporate assets (fleet, billboards, water tower) to promote Markham and its brand.

		Develop new audio-visual assets to incorporate into City's media library. Investigate production of customer-focused videos that showcase City programs and services (educational shorts), and that can be featured on the new EIB screens.

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Facilitate and participate conversation as needed to complement, enhance and support City's strategic objective.	Lead, advocate, support and collaborate on intergovernmental relations to support the City's strategic interests in building transportation networks.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Ensure facilities, programs, services are appropriate to the new urban form and keep pace with growth.	Lead, advocate, support and collaborate on intergovernmental relations to support the City's strategic interests in building more housing and transit.
		Develop government relations advocacy priorities document/booklet for submission in provincial and federal pre-budget submissions and to use at FCM and AMO.
		Advocate and prepare intergovernmental funding request/priorities documents for upcoming provincial and federal elections.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.		Provide effective communications tools for residents about community emergencies & significant service issues through EOC. Corporate Communications continues to add new templates, EIB videos, social and print content to advise Markham residents on a variety of emergency scenarios. The team continues to expand emergency information/scenarios on portal.
3.4 Protect and enhance natural environment and built form.		

TOC

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Conduct proactive stakeholder management and opportunity assessments to ensure the City is leveraging and realizing strategic opportunities.	Work collaboratively across commission to promote, expand and investigate opportunities that support the economic and cultural growth and vitality of the City of Markham.
		Work collaboratively across commission to execute customer service enhancements identified in the 2026 Budget.
		Investigate additional funding and sponsorship opportunities to enhance revenue utilizing existing assets including monetizing assets for marketing/advertising opportunities. Explore IndyCar race as opportunity to expand sponsorship and advertising revenue for the City.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Monitor and evaluate departmental assets to ensure proactive management of assets	Use data-driven decision-making to investigate whether to expand digital communications and with less reliance on print as part of digital transformation and Green Markham.
		Investigate and seek out non-traditional sponsorship opportunities to increase revenues (non-property tax) & maintain or lower operating costs in a growing Markham. Launch new second community centre café model partnership. New advertising opportunities in community centres/facilities.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Comply with all financial policies and Auditor General recommendations	Ensure Auditor General recommendations are actioned.
		Complete integration of new Strategic Plan online reporting tool and launch in early 2026. Provide public first Strategic Plan tracking report in Spring/Summer 2026 using the new Cascade software.
		Map and align additional WCCD metrics with Strategic Plan.

FIRE & EMERGENCY SERVICES
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
LICENCES & PERMITS	2	2	4	4	0	0.0%	2	84.5%
FINES	0	0	74	74	0	0.0%	74	0.0%
USER FEES & SERVICE CHARGES	33	44	25	25	0	0.0%	(19)	-43.2%
RECOVERIES & CONTRIBUTIONS	382	452	331	331	0	0.0%	(121)	-26.7%
OTHER REVENUE	19	18	36	36	0	0.0%	18	97.8%
Total Revenues	**$436**	**$516**	**$470**	**$470**	**$0**	**0.0%**	**($46)**	**-8.8%**
Expenses								
SALARIES & BENEFITS	$42,651	$46,841	$45,721	$50,426	$4,705	10.3%	$3,586	7.7%
PRINTING & OFFICE SUPPLIES	16	29	16	16	0	0.0%	(13)	-44.2%
PURCHASES FOR RESALE	21	11	0	0	0	0.0%	(11)	-100.0%
OPERATING MATERIALS & SUPPLIES	586	609	427	440	12	2.9%	(170)	-27.9%
VEHICLE SUPPLIES	258	257	161	200	40	24.8%	(56)	-21.9%
UTILITIES	289	309	323	328	5	1.5%	19	6.2%
COMMUNICATIONS	17	17	31	18	(12)	-40.3%	2	8.9%
TRAVEL EXPENSES	24	39	26	26	0	0.0%	(12)	-31.8%
TRAINING	47	71	54	62	8	14.6%	(9)	-12.9%
CONTRACTS SERVICES AGREEMENTS	1,095	1,021	1,073	1,161	88	8.2%	141	13.8%
MAINT. & REPAIR - TIME & MATERIAL	319	163	170	180	10	5.9%	17	10.7%
RENTAL/LEASE	3	3	3	3	0	0.0%	1	27.1%
PROFESSIONAL SERVICES	29	30	14	14	0	0.0%	(16)	-52.7%
LICENCES, PERMITS, FEES	5	4	5	5	0	0.0%	1	29.4%
CREDIT CARD SERVICE CHARGES	1	1	0	0	0	0.0%	(1)	-100.0%
TRANSFER TO OWN FUNDS	41	41	41	41	0	0.0%	0	0.0%
Total Expenses	**$45,400**	**$49,444**	**$48,067**	**$52,923**	**$4,856**	**10.1%**	**$3,479**	**7.0%**
Net Expenditures/(Revenues)	**$44,964**	**$48,928**	**$47,596**	**$52,452**	**$4,856**	**10.2%**	**$3,524**	**7.2%**
TRANSFERS TO/(DRAW FROM) RESERVES	$41	$41	$0	$41	$41	0.0%	$0	0.0%
Full Time Complement	**268**	**270**	**286**	**303**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 17 FTE.

Vehicle Supplies: Increase in vehicle supply expenses related to increase in vehicles and macroeconomic pressures.

Contracts and Service Agreements: Communications contract escalation.

FIRE & EMERGENCY SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Provide exceptional customer service for internal and external clients.	Develop opportunities to engage and inform the public and other departments about service levels, including response times, while gathering input on public expectations and needs.
		Demonstrate and educate the public on how the delivery of fire services are being adapted and enhanced to effectively support a growing city.
	Update key performance indicators to reflect culture and business transformation.	KPI review to determine suitability.
	Expand extensive public education engagements to include other city departments.	Conduct an enterprise survey for legislated and desired public education. Highlight joint education opportunities available throughout the year for advanced planning and participation.
	Prioritization of health and well-being of fire staff.	Conduct one formal customer satisfaction survey to measure and inform on the effectiveness of our services and processes – Post Fire *(BMFT Action 1.1.1).* In partnership with the City/MPFFA, at risk fire staff will undergo comprehensive diagnostic health screening for early detection of cancer and cardiovascular disease. SOLGEN - Mental Health Supports for public Safety Personnel Grant (Trauma Resilience Training - Building Operational Success). SOLGEN – Cancer Prevention Grant (construction of two on-scene decontamination modules). Implement the Cadre Program for first year firefighters assigned to the Suppression and Prevention Division.

		Continue to build on York University partnership – utilizing science-based decision making and policy writing for firefighter decontamination.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Increase productivity through the strategic use of technology to meet customer requirements, generate meaningful performance data, and improve efficiency in the delivery of daily operations.	Seek and support implementation of new technology to enhance business operations *(BMFT Action 1.2.1).*
		Implement station planning software to proactively identify optimal fire station locations. Seek co-location partnerships at these locations.
		Continue to monitor the transition of the alarm room operations to an external strategic partner. Ensure partnership aligns effectively with Next Generation 911 compliance.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Strengthen staff engagement by establishing management/ staff committees that support a healthy, safe workplace and ensure alignment with corporate initiatives, policies, and applicable legislation.	Prioritize health and wellness, focusing on mental and physical wellbeing.
		Evaluating, developing and enhancing policies and procedures related to firefighter decontamination after fire incidents. (York University Partnership) Demonstrate commitment to provide safe working conditions in a profession that is inherently dangerous.
		Maintain annual succession planning opportunities through secondments, conferences, seminars, and educational assistance *(BMFT Action 1.3.2).* Create a Values Based Rewards and Recognition Program through a joint management/staff committee.

Departmental Performance Measures in Support of Goal	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
National Fire Protection Association (NFPA) 1221 for Dispatch Processing Time (60 sec)	90%	98%	98%	90%	90%	2020
National Fire Protection Association (NFPA) 1710 firefighter turn out time Medical Incidents (60 seconds)	33%	36%	35%	50%	90%	2027
National Fire Protection Association (NFPA) 1710 firefighter turn out time Structure Fires (80 seconds)	28%	27%	30%	50%	90%	2027
National Fire Protection Association (NFPA) 1710 1st Apparatus in 4 min (structure Fire)	44%	50%	49%	55%	90%	2028
National Fire Protection Association (NFPA) 1710 - 2nd apparatus 6 mins (structure fire)	57%	65%	65%	70%	90%	2028
National Fire Protection Association (NFPA) 1710 – 4 apparatus- may include a Battalion Chief (480 seconds) Structure Fire	50%	59%	62%	70%	90%	2028
Fire Prevention & Public Education CARE requests meeting established timelines of ≤5 days	100%	100%	100%	100%	100%	2015
% of vulnerable occupancies inspections completed	100%	100%	100%	100%	100%	2015

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Deliver AODA compliant programs that promote fire safety and healthy living to those that live, work and play in our community.	Promote data informed, community-based fire safety programs designed to effectively meet the needs of fire prevention and education.
	Public Education and Prevention Programs that are inclusive, accessible and provide enjoyable learning.	Continue to expand public education programs delivered by on-duty fire suppression crews and firefighters on modified duties/return to work programs.
		Community RISK assessment to identify risk and target groups for Fire Prevention, Emergency Management & education programs.
		Create and distribute feedback from a Public Education Program Feedback Survey, supporting cross department cooperation and continuous organizational improvement.
2.2 Support arts, culture, recreation and sport to	Coordinate and oversee the delivery of emergency services and emergency	Fire representation at the Indy Governance Table and a Fire led Emergency Services Working Group.

enrich the fabric of our community.	management during the 2026 Honda Indy in Markham.	Partnership with Markham Museum to feature the 1936 Rugby fire truck and other historic firefighting gear/equipment to the museum site for public display. (Everyday Superhero display).
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Celebrate the city's vibrant cultural diversity.	Participation by fire staff and fire management in multiple community cultural events in 2026.
		Offer fire safety education, injury prevention programs, and emergency preparedness training tailored to different ages, cultures, and languages.
	Strengthen community ties. Build trust, safety and inclusion.	Build strong relationships with our diverse community through outreach events, school programs, open houses, and partnerships with cultural and community organizations.
		Foster a respectful, inclusive workforce that reflects the community.

Departmental Performance Measures in Support of Goal	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Annual Pre-Recruitment Information/Outreach Sessions	1	1	1	3	3	2026
School Educational Program – Suppression Division (# visits)	380	380	380	380	100%	2023
Public Education Events (Public Education/Fire Suppression Divisions)	110	181	255	200	200	2025

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Continue participation in existing and future road network planning and decisions that may affect fire traveling time and access.	Identify impediments to emergency response that increase travel time, including new and existing road networks, traffic congestion, traffic signal devices and access.
		Inform Transportation Engineering on emergency response considerations, such as traffic calming measures and the advantages synchronized traffic signals and Opticom use.
	Participation in City of Markham Road Safety Plan working group and steering committee.	Fire Chief and Deputy Chief participation in Working Groups.
		Expand Road Safety education into classrooms through firefighter school program.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Ensure that facilities, programs, services, equipment, and staff training are aligned with the evolving urban form and keep pace with community growth and AODA requirements.	Implementation of Phase 2 of the deployment modernization strategy. 2 auxiliary units and specialized modules to be placed in service by year end.
		Use station planning software to plan for future fire station placement.
		Continue to explore opportunities for shared Services with Vaughan, Richmond Hill and other York Region communities.
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Support community emergency preparedness and response efforts.	Revamp/restructure of the City Emergency Preparedness Plan to reflect changes at the Ministry level.
		Conduct citywide annual exercise and training.
	Support and lead updated business continuity practices citywide.	Explore and update business continuity planning citywide with new Manager of Emergency Preparedness Brent Abell.

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	In compliance with city policy and By-Laws, maintain or increase service levels in a transparent and fiscally responsible manner.	Leverage response data, growth projections, asset-management tools, and performance metrics to forecast future costs, staffing needs, and capital investments.
		Regularly review deployment models, schedules, and technology to improve efficiency while maintaining service quality and safety.
		Seek grants, partnerships, cost-sharing initiatives, and regional collaborations where appropriate.
		Link budgets directly to the department's strategic goals, service levels, and risk-based needs so funding decisions clearly support community priorities.
	Business and Cultural Transformation.	Implement monthly meetings across all departments.
		Through staff engagement in monthly meetings, incorporate Continuous Improvement as a standing item on meeting agendas as a way to implement/review changes in an ongoing manner. SLT/ Schulich participation - Fire Chief and Deputy Fire Chiefs.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Establish strong corporate alignment between City and MFES.	Maintain a comprehensive list and update the lifecycle of facilities, vehicles, equipment, and technology to avoid unexpected costs and support long-term sustainability.
		City messaging content included on all Fire Department Electronic Information Boards.
4.3 Increase transparency and accountability of our stewardship of services, policies,	Comply with all financial policies and Auditor General recommendations.	Publish an Annual Fire Report in 2026, outlining division reporting of key statistics.

TOC

processes, money and resources.	Multi platform accessibility to department information.	Use multiple social media platforms to keep the community informed during incidents, share public safety education, support emergency management, and highlight department accomplishments.
	Openly sharing information, clearly measuring performance, responsibly managing funds, and consistently communicating how public resources are used to protect lives and property.	Maintain and update department policy and standard operating procedures through joint management/staff committee.
		Responsively communicate major incidents to the Mayor, Council and senior staff.
		Maintain confidential information related to staff and incidents.
	Meet mandatory firefighter certification deadline of July 2026.	Maintain the extensive personal development catalogue of courses offered in house that meet the criteria for mandatory firefighter certifications in Ontario.

LEGAL SERVICES
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
USER FEES & SERVICE CHARGES	$537	$301	$300	$300	0	0.0%	(1)	-0.2%
RECOVERIES & CONTRIBUTIONS	0	41	0	0	0	0.0%	(41)	-100.0%
Total Revenues	**$537**	**$342**	**$300**	**$300**	**$0**	**0.0%**	**($42)**	**-12.2%**
Expenses								
SALARIES & BENEFITS	$2,526	$2,867	$3,155	$3,360	$205	6.5%	$493	17.2%
PRINTING & OFFICE SUPPLIES	2	2	6	6	0	0.0%	4	213.9%
OPERATING MATERIALS & SUPPLIES	24	27	22	22	0	0.0%	(6)	-21.7%
COMMUNICATIONS	12	12	9	10	0	4.6%	(2)	-19.3%
TRAVEL EXPENSES	9	18	16	16	0	0.0%	(3)	-13.8%
TRAINING	8	6	6	7	2	25.1%	1	16.1%
CONTRACTS SERVICES AGREEMENTS	(101)	(153)	(153)	(200)	(48)	31.2%	(48)	31.2%
RENTAL/LEASE	1	0	3	3	0	0.0%	2	468.3%
PROFESSIONAL SERVICES	354	222	242	242	0	0.0%	20	8.9%
LICENCES, PERMITS, FEES	50	70	53	55	3	4.7%	(15)	-21.1%
Total Expenses	**$2,883**	**$3,073**	**$3,357**	**$3,519**	**$162**	**4.8%**	**$447**	**14.5%**
Net Expenditures/(Revenues)	**$2,346**	**$2,731**	**$3,057**	**$3,219**	**$162**	**5.3%**	**$488**	**17.9%**
Full Time Complement	**12**	**13**	**15**	**15**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase.

LEGAL SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Continuous improvement of internal customer services and business process efficiencies.	Undertake a customer satisfaction survey for internal customers.
	Ensure that Council directions are implemented legally and in a manner that protects the City's legal, financial and other interests.	Provide strategic legal and business advice in support of development/planning, real property, litigation/Ontario Land Tribunal appeals, prosecutions, general municipal, corporate and commercial, municipal finance, licensing and other legal, policy and regulatory matters.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Advance Digital Markham/"Frictionless City".	Provide advice to the Corporate Policy Committee with respect to the revision of existing policies and drafting of new policies.
	Completion and implementation of Development Review Process.	Support the implementation of consultant recommendations regarding streamlining the City's development application process and finalize SOPS for development agreements.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Empower employees to continue to take risks and pursue innovation.	Support implementation of delegation of authority by-law.
	Continuous improvement of Legal Services staff satisfaction and engagement.	Identify and deliver a staff satisfaction improvement project within the department.
		Continue to support continuing professional development.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Subdivision Agreements – (New) [Completed]	n/a	(8) [6]	(7) [7]	(4) [0]			Annual
Site Plan Agreements – (New) [Completed)	n/a	(30) [24]	(25) [22]	(8) [9]			Annual
Misc. Development Agreements	n/a	34	38	17			Annual
Plan Registrations	n/a	3	9	4			Annual
Number of development agreements completed	64	n/a	n/a	n/a			Annual
New Ontario Land Tribunal appeals	24	14	31	14			Annual
Resolved Ontario Land Tribunal appeals	11	11	7	5			Annual

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support the approval and implementation of various Secondary Plans and other Development Services initiatives.	Represent the City before the Ontario Land Tribunal (including in connection with the following secondary plans: Mount Joy, Yonge Corridor, Markham Centre, and Cornell and the Parkland Conveyance By-law), engage in associated negotiations, and report to Council as required.
		Review and provide up-to-date advice concerning provincial housing legislation (ex. *Development Charges Act*, Community Benefits Charges, *Planning Act* amendments, *More Homes Built Faster Act*, etc.). Support Langstaff/Bridge Station TOC and YNSE projects.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure that the City's Real Property needs for acquisition and disposition are met in a timely way – maximizing benefit to the City.	Keep current with changing market conditions/intelligence and work with key City departments to identify and capitalize on opportune real estate transactions that create value for the City, with an emphasis on arts, culture, recreation, sport uses and infrastructure.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Provide support to investigation into the creation of development corporation to manage development and infrastructure in targeted growth areas.	Provide legal advice during investigation stage; implement recommendations through agreements, by-laws, and corporate filings.
		Provide strategic real estate advice on potential Business Plans and governance structure to leverage the vehicle of a development corporation.
	Support the development of the York University Markham campus.	Assist with the implementation of conditions/obligations in foundational agreements, including need for PTEs, parking lot development, and establishing shared maintenance obligations.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Number of Real Property Acquisitions/Dispositions completed	4	3	5	7			Annual
Number of Permissions to Enter completed	20	59	62	120			Annual
Number of Leases/Licenses completed	20	24	26	74			Annual
Number of Real Property circulations	25	36	35	22			Annual
Easements	n/a	5	2	21			Annual
Cash-in-Lieu of Parkland Appraisals	n/a	50	74	74			Annual

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Participate in the establishment of a City-wide parking strategy.	Implement recommendations through agreements, By-laws and/or potential Parking Authority.
	Support provincial transportation projects.	Draft/review and negotiate applicable agreements and related real estate transactions with other governmental and private sector entities.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Acquisition of strategic parcels for City purposes.	Through strategic positioning, acquire land/facilities to meet the current and future needs of the City at fair market value or through partnerships or creative, alternative arrangements.
	Disposition of surplus City assets to generate new revenue opportunities.	Identify surplus City assets and develop a strategic approach to unlock value.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Ensure that the Legal Services Department has sound emergency planning strategies and procedures in place.	Participate in Emergency Management Exercise and Training.
3.4 Protect and enhance natural environment and built form.	Support the acquisition of lands for parks.	Support the acquisition (and future development) of potential park sites.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Number of Provincial Offences Act prosecutions conducted	60	46	65	55			Annual
Number of Administrative Monetary Penalty Hearings Conducted	150	118	189	321			Annual
Small Claims Court claims – (New) [Resolved]	n/a	0	(1) [0]	(0) [1]			Annual
Other Claims – (New) [Resolved]	n/a	(3) [3]	(0) [1]	(6) [4]			Annual

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Provide strategic advice and services in support of City initiatives as required including expert advice in support of City's compliance with legislation and applicable laws.	Provide advice and support to growth-related initiatives.
		Participate in the defence of the City's comprehensive zoning by-law by representing the City at the OLT. Monitor, engage, and seek out real property investment opportunities to satisfy corporate strategy and strategic initiatives. Conduct appraisal analysis and provide advice on land values for the purposes of collecting cash-in-lieu of parkland.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Participate in the development of a comprehensive risk management framework.	Provide legal advice (i.e. proactively identifying risks and mitigation measures) during development process.
	Ensure that Markham Enterprise Corporation operates effectively and in compliance with the Legislation.	Provide timely and strategic legal advice to MEC.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources	Ensure efficient use of resources.	Collaborate with City departments to clearly identify roles and responsibilities for issues affecting real property, including leases and licences.

		Support expansion of non-parking Administrative Monetary Penalties, including providing advice on streamlining processes.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Council Reports/Memos/Presentations/Resolutions	n/a	48	40	43			Annual
General Agreements	n/a	68	81	110			Annual
City Policies/Applications/Forms/Terms and Conditions	n/a	19	25	22			Annual
Construction Liens	n/a	2	4	9			Annual
Contests	n/a	7	2	5			Annual
ITS Agreements	n/a	19	16	9			Annual
Funding Agreements	n/a	6	10	24			Annual
Confidentiality Agreements	n/a	6	12	22			Annual

LEGAL SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Continuous improvement of internal customer services and business process efficiencies Ensure that Council directions are implemented legally and in a manner that protects the City's legal, financial and other interests.	Undertake a customer satisfaction survey for internal customers.	Ongoing
		Provide strategic legal and business advice in support of development/planning, real property, litigation/Land Planning Appeals Tribunal, municipal finance, enforcement, and licensing and other legal, policy and regulatory matters.	Ongoing
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Advance Digital Markham/"Frictionless City".	Provide advice to the Corporate Policy Committee with respect to the revision of existing policies and drafting of new policies.	Ongoing
	Completion and implementation of Development Review Process.	Support the implementation of consultant recommendations regarding streamlining the City's development application process.	Ongoing
		Maintain and monitor use of development agreements tracking tool.	Ongoing
		Support implementation of delegation of authority by-law.	Ongoing
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Empower employees to continue to take risks and pursue innovation.	Provide opportunities for growth through collaboration on files and cross-departmental projects.	
	Continuous improvement of Legal Services staff satisfaction and engagement.	Identify and deliver a staff satisfaction improvement project within the department.	Ongoing

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Procurement Related Documents and Contracts	n/a	16	22	37			Annual
Vendor/Supplier Disputes – (New) [Resolved]	n/a	(6) [0]	(9) [1]	(6) [0]			Annual
Vendor Performance Evaluations/Performance Notices	n/a	6	6	8			Annual

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support the approval and implementation of various Secondary Plans, growth related development proposals and other Development Services initiatives.	Represent the City before the Ontario Land Tribunal (including in connection with the following secondary plans: Mount Joy, Yonge Corridor, Markham Centre, and Cornell), engage in associated negotiations, and report to Council as required.	Ongoing
		Review and provide up-to-date advice concerning provincial housing legislation (ex. *Development Charges Act*, Community Benefits Charges, *Planning Act* amendments, *More Homes Built Faster Act*, etc.). Support the review and update of the Parkland Dedication By-law (No. 2022-102).	
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure that the City's Real Property needs for acquisition and disposition are met in a timely way – maximizing benefit to the City.	Keep current with changing market conditions/intelligence and work with key City departments to identify and capitalize on opportune real estate transactions that create value for the City, with an emphasis on arts, culture, recreation, and sport uses and infrastructure.	Ongoing
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Provide support to investigation into the creation of development corporation to manage development and infrastructure in targeted growth areas.	Provide legal advice during investigation stage; implement recommendations through agreements, by-laws, and corporate filings.	Ongoing
		Provide strategic real estate advice on potential Business Plans and governance structure to leverage the vehicle of a development corporation.	

	Support the development of the York University Markham campus.	Implement and support site plan agreement requirements, including need for PTEs, parking lot development, and establishing shared maintenance obligations.	Ongoing
		Implement the Memorandum of Agreement with York University.	Ongoing

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Participate in the establishment of a City-wide parking strategy.	Implement recommendations through agreements, By-laws and/or potential Parking Authority.	Ongoing
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Acquisition of strategic parcels for City purposes.	Through strategic positioning, acquire land/facilities to meet the current and future needs of the City at fair market value or through partnerships or creative, alternative arrangements.	Ongoing
	Disposition of surplus City assets to generate new revenue opportunities.	Identify surplus City assets and develop a strategic approach to unlock value.	Ongoing
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Ensure that the Legal Services Department has sound emergency planning strategies and procedures in place.	Participate in Emergency Management Exercise and Training.	Ongoing
3.4 Protect and enhance our natural environment and built form.	Support the acquisition of lands for parks.	Support the acquisition (and future development) of potential park sites.	Ongoing

TOC

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Provide strategic advice and services in support of City initiatives as required including expert advice in support of City's compliance with legislation and applicable laws.	Provide advice and support to growth-related initiatives.	Ongoing
		Participate in the City's comprehensive zoning by-law appeals and other appeals arising from implementation of new planning legislation.	Ongoing
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Participate in the development of a comprehensive risk management framework.	Provide legal advice (i.e. proactively identifying risks and mitigation measures) during development process.	Ongoing
	Ensure that Markham Enterprise Corporation operates effectively and in compliance with the Legislation.	Provide timely and strategic legal advice to MEC.	Ongoing
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Ensure efficient use of resources.	Collaborate with City departments to clearly identify roles and responsibilities for issues affecting real property, including leases and licences.	Ongoing

PEOPLE SERVICES
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
OTHER REVENUE	$0	$2	$2	$2	0	0.0%	0	23.9%
Total Revenues	**$1**	**$4**	**$2**	**$2**	**$0**	**0.0%**	**($2)**	**-50.3%**
Expenses								
SALARIES & BENEFITS	$2,975	$4,142	$4,336	$4,786	$450	10.4%	$644	15.5%
PRINTING & OFFICE SUPPLIES	9	19	14	14	0	0.0%	(6)	-28.9%
OPERATING MATERIALS & SUPPLIES	38	50	76	76	0	0.0%	26	51.5%
COMMUNICATIONS	5	7	6	6	0	0.0%	(1)	-14.1%
TRAVEL EXPENSES	6	26	9	9	0	0.0%	(17)	-66.9%
TRAINING	184	255	296	296	0	0.0%	42	16.4%
CONTRACTS SERVICES AGREEMENTS	(48)	(193)	(173)	(248)	(75)	43.2%	(54)	28.1%
RENTAL/LEASE	1	1	3	3	0	0.0%	2	238.7%
PROFESSIONAL SERVICES	165	324	294	294	0	0.0%	(30)	-9.3%
LICENCES, PERMITS, FEES	7	11	10	10	0	0.0%	(1)	-8.1%
PROMOTION & ADVERTISING	177	158	212	212	0	0.0%	54	34.0%
MISCELLANEOUS EXPENSES	0	0	0	0	0	0.0%	(0)	-30.0%
Total Expenses	**$3,519**	**$4,800**	**$5,083**	**$5,458**	**$375**	**7.4%**	**$658**	**13.7%**
Net Expenditures/(Revenues)	**$3,518**	**$4,796**	**$5,081**	**$5,456**	**$375**	**7.4%**	**$660**	**13.8%**
Full Time Complement	**23**	**24**	**26**	**27**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 1 FTE.

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

PEOPLE SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Implement the action items identified on our Culture & Business Transformation Roadmap.	Execute the PS related items with regards to the Transformation journey including the Inclusion survey, MYAP, DAP and EABR, among other initiatives.
		Execute PS continuous quality improvement initiatives.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support City to implement new technology to enhance business operations.	Support the City-wide ERP Project.
		Digitize performance management process.
		Digitize paper documents and filing systems in support of electronic document management.
		Support digital literacy skill building.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Execute the cultural Transformation Journey to help attract and retain the right talent.	Execute the DEIA plans as outlined on the transformation roadmap.
		Enhance targeted recruitment strategies and Talent Management initiatives.
	Rewards & Recognition.	Modernize current Rewards & Recognition program.
	Labour Relations.	Strengthen Labour and Employee Relations training programs.
	Inclusion.	Implement action items identified in the AODA, DAP, EABR and MYAP plans.

Departmental Performance Measures in Support of Goal	2021	2022	2023	2024	2025 Target	Long-term Target	LT Target Year
Completion of Exceptional Services department objectives and actions							
Values based Survey	-	-	-	80%	NA	80%	Every 2 years
Inclusion Survey	-	-	-	59.6	NA	80%	Every 2 years
Number of corporate learning hours per HR employee	8.8	14	5.6	3	5.5	14	Annual
Number of days absent per HR employee	0.6	2-3	.9	2.4	2	<5	Annual
Days lost due to injury	0	0	0	0	0	0	Annual

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.		
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support City's Inclusion Initiatives.	Expand training programs and offerings to Council, employees, volunteers and contractors as appropriate.
		Continued support of Mayor's Black Youth Liaison committee and Race Relations committee, and corporate wide inclusion events.
	Support City compliance with AODA legislation.	Continued support of Markham Accessibility Advisory committee and develop a Staff Accessibility Advisory committee to support AODA compliance and other accessibility initiatives.
		Facilitating New Inclusion Events.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support and align as needed.	

Departmental Performance Measures in Support of Goal	2021	2022	2023	2024 Target	2025 Target	Long-term Target	LT Target Year
Updated Diversity Action Plan – target objectives met	Delayed	On Target	On Target	On Target	On Target	On Target	Annual
Ensure compliance with AODA/IASR requirements	On Target	On Target	On Target	On Target	On Target	On Target	Annual

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support and align as needed.	
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support and align as needed.	
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support and align as needed.	
3.4 Protect and enhance natural environment and built form.	Support and align as needed.	

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Support and align as needed.	
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Support and align as needed.	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Develop corporate workforce and department metrics framework.	Continue to refine and update current workforce and department metrics framework (including reporting) and develop action plans to address metrics as appropriate.
		Review and update PS policies and processes to streamline and improve efficiency and clarity.

Departmental Performance Measures in Support of Goal	2021	2022	2023	2024 Target	2025 Target	Long-term Target	LT Target Year
Workforce and department metrics framework and updates in place		On Target	On Target	On Target	On Target		

PEOPLE SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Implement the action items identified on our Culture & Business Transformation Roadmap.	Continue to execute the PS related items with regards to the Transformation journey including the Inclusion survey, MYAP, DAP and EABR, among other initiatives.	
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support City to implement new technology to enhance business operations.	Investigate opportunities to identify potential modernization of the HRIS /HCM system improvements through various means including ERP.	
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Execute the cultural Transformation Journey to help attract and retain the right talent.	Continue to execute the DEIA plan, update leadership development programming, and implement employee rewards and recognition program as outlined on the transformation roadmap.	
		Continue to enhance recruitment practices to ensure and promote inclusive hiring practices.	
		Implement “Cognitive Bias” training for all interview panels.	

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.			
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support City's DAP, EABR and MYAP implementation plans.	Expand Inclusive training programs and offerings to Council, employees, volunteers and contractors, as appropriate.	
	Support City compliance with AODA legislation.	Follow legislated requirements, to ensure compliance.	
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support and align as needed.	Host information and recruitment fairs that include supporting community members and / or future employees with disabilities.	
		Continue to expand recruitment efforts by advertising job vacancies to the broader community.	
		Modernize the disability management process for employees.	
		Enhance wellness programs to support a psychological safe workplace including improved Mental Health Training.	

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support and align as needed.		
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.			
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support and align as needed.		
3.4 Protect and enhance our natural environment and built form.	Support and align as needed.		

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Support and align as needed.		
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Support and align as needed.		
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Develop corporate workforce and department metrics framework.	Continue to refine and update current workforce and department metrics framework (including reporting and develop action plans to address metrics as appropriate).	

ECONOMIC GROWTH, CULTURE & ENTREPRENEURSHIP
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
GRANTS AND SUBSIDIES	625	526	387	387	0	0.0%	(139)	-26.5%
LICENCES & PERMITS	0	0	0	0	0	0.0%	0	0.0%
USER FEES & SERVICE CHARGES	3,180	3,551	3,806	3,915	109	2.9%	364	10.3%
RENTALS	392	428	498	520	21	4.3%	92	21.4%
SALES	300	279	202	202	0	0.0%	(78)	-27.7%
RECOVERIES & CONTRIBUTIONS	17	23	68	68	0	0.0%	45	193.7%
OTHER REVENUE	95	100	91	91	0	0.5%	(8)	-8.1%
Total Revenues	**$4,608**	**$4,907**	**$5,052**	**$5,183**	**$131**	**2.6%**	**$276**	**5.6%**
Expenses								
SALARIES & BENEFITS	$5,750	$6,219	$6,428	$6,833	$405	6.3%	$614	9.9%
PRINTING & OFFICE SUPPLIES	74	75	114	116	3	2.4%	41	55.4%
PURCHASES FOR RESALE	71	55	69	70	1	0.7%	14	25.9%
OPERATING MATERIALS & SUPPLIES	254	245	251	260	9	3.6%	14	5.8%
VEHICLE SUPPLIES	0	0	0	0	0	0.0%	0	0.0%
SMALL EQUIPMENT SUPPLIES	0	0	0	0				
UTILITIES	332	316	433	411	(22)	-5.2%	96	30.3%
COMMUNICATIONS	27	29	27	27	0	0.0%	(2)	-5.5%
TRAVEL EXPENSES	48	40	85	83	(2)	-2.4%	43	107.4%
TRAINING	6	3	16	16	0	0.0%	13	370.2%
CONTRACTS SERVICES AGREEMENTS	483	481	462	493	31	6.7%	12	2.5%
MAINT. & REPAIR - TIME & MATERIAL	149	106	107	110	3	2.3%	4	3.4%
RENTAL/LEASE	15	15	21	21	0	0.0%	6	36.7%
PROFESSIONAL SERVICES	1,028	1,046	1,008	1,009	1	0.0%	(37)	-3.6%
LICENCES, PERMITS, FEES	70	106	71	76	4	6.0%	(31)	-28.8%
CREDIT CARD SERVICE CHARGES	49	69	15	15	0	0.0%	(54)	-77.6%
PROMOTION & ADVERTISING	667	625	788	788	0	0.0%	163	26.1%
OTHER PURCHASED SERVICES	9	8	10	12	2	19.4%	4	44.9%
TRANSFER TO/(FROM) RESERVE	(482)	43	41	41	0	0.0%	(2)	-4.8%
Total Expenses	**$8,568**	**$9,482**	**$9,947**	**$10,380**	**$433**	**4.4%**	**$898**	**9.5%**
Net Expenditures/(Revenues)	**$3,960**	**$4,575**	**$4,895**	**$5,197**	**$302**	**6.2%**	**$622**	**13.6%**
TRANSFERS TO/(DRAW FROM) RESERVES	($482)	$43	$41	$41	$0	0.0%	($2)	-4.8%
Full Time Complement	**32**	**32**	**34**	**35**				

Major changes in the 2026 Budget from the 2025 Budget:

User Fees: Increased to offset increase to CUPE/COLA and minimum wage.

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 1 FTE.

ECONOMIC GROWTH, CULTURE & ENTREPRENEURSHIP BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Undertake market research and surveys to understand client needs and service adjustments.	Undertake annual market research review using Environics Analytics data of culture facility users to determine alignment with community needs.
		Undertake regular surveys of small business clients to determine their needs and success.
		Undertake regular surveys of program & event participants for cultural venues to ensure satisfaction levels are met and to guide decision making with regards to future program & event offerings. These surveys are created by each business unit and are separate from the corporate surveys.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Embrace Digital Markham as a Frictionless City and use technology to support and enhance business practices.	Continue to expand the use of the CRM system for economic development and culture teams. Currently the department is using Zoho but would like to keep informed on any corporate CRM initiatives.
		Work with IT to implement the collections database replacement project (MIMSY) to protect the City's cultural assets and make information about Markham's history and cultural assets accessible to the community.
		Continue to support an interactive map tool to promote Markham business data markhambusiness.ca.
		Continue to support Markham business directory and participate in York Regional Employment Survey (YRES) annually for the collection of updated Markham employment and sector data.
		Work with IT to implement the new collections database Axiell Solutions to protect the City's cultural assets and make information about Markham's history and cultural assets accessible to the community.

		Work with ITS to implement modern audio-visual infrastructure into key rental meeting and event space at Markham Museum. Expanding rental offerings, attracting new revenue streams, and enhance the City's profile as premier tourism and event destination.
		Implement site wide Wi-Fi at Markham Museum.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Continue to invest in staff.	Encourage staff to leverage professional development opportunities.
		Encourage PS to complete a review and update job descriptions to ensure the complexity of development and knowledge is adequately reflected.
		Require additional funding for proper staffing levels and compensation levels for part-time and full-time staff whose jobs still need to be evaluated.
		Review and update job descriptions to ensure the complexity of development and knowledge is adequately reflected.
		Fill all position vacancies – bring department back up to full staff compliment. Consideration should be given to full-time contract employees.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 Target	2026 Target	Long-term Target	LT Target Year
Overall economic development client satisfaction rate (% very or extremely satisfied)	96	96,5	95	96	96	96	2030
Overall culture client satisfaction rate (% very or extremely satisfied)	NA	NA	NA	95	95	95	2030
Total number of Culture clients served	27,774	190,039	110,900	200,000	200,000	225,000	2030
Total number of Economic Development clients served	3,868	4,619	6334	5,000	5,000	5,000	2030
Events: Total number of attendees at City-Delivered community events	28,200	30,900	36,000	30,000	30,000	30,000	2030
Average number of sick days per full-time employee	4.5	3.1	6.4	6	6	6	2030
Average corporate training hours per full-time employee	2.3	2.3	1.9	3	3	4	2030
% Staff turnover rate	9.4	3.4	15.2	7.5	7.5	7.5	2030

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Foster foreign direct investment opportunities that support the growth of Markham's target sectors.	Develop sector-specific business attraction marketing campaigns.
		Encourage investments that position Markham as Canada's hub for the semiconductor industry and related supply chain.
	Support community-based business formation and healthy commercial Centres.	Promote neighbourhood success through local ownership and a healthy mix of retail.
		Economic Development and Destination Markham Corporation (DMC) will continue to promote Main Street Unionville and Main Street Markham as a destination for public and private events.
		Advocate with Metrolinx to provide business support to those affected by the Yonge Street North Subway Extension as appropriate from a timing perspective.
		Provide digital adoption support to traditional small businesses.
	Promote and support cultural facilities and assets in creating stronger neighbourhoods and communities.	Invest in and raise the profile of the cultural facilities.
	Promote and support entrepreneurs who are representative of Markham's diversity.	Support the health and success of Markham's unique cultural communities. Community outreach with cultural groups and institutions.
		DMC will continue to promote Markham's culinary diversity through tourism marketing.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Increase visibility and density of arts and culture in Markham.	Raise the profile of public art and continue to implement a range of public art types across the city, including permanent, temporary, stand alone, and integrated public art along with activations and events.
		Culture venues will continue to participate in local community events including Canada Day, Unionville Festival, Children's Festival, Indy etc.

	Build a sense of community and joint mission in Markham's arts and culture sector.	Support and deliver artist-focused networking events.
	Renew and reinvigorate Markham Museum's role and reimagine it as a community and cultural destination.	Continue developing core programming and education areas.
		Actively work towards growing relationships with the community through exhibitions, events, programs and creative partnerships.
		Engage professional consultants to update the outdated 2017 Markham Museums 5-year strategic plan and blend it with the work completed in 2023 on the Economic Development & Culture Strategy. The updated document will serve as a road map for capital work and on-site operations for the next five years, while adding a tourism an economic impact lens to operations.
		Continue to actively work towards growing relationships with the community through exhibitions, events, programs and creative partnerships.
		Continue developing core programming and education areas.
	Grow and expand live theatre opportunities in Markham.	Expand theatre programming to meet community demand.
	Maximize the Varley Art Gallery's capacity as an arts hub.	Continue developing core programming and education areas.
	Programming with a focus on reflecting Markham's cultural diversity.	Maintain programming that support cultural diversity.
		Complete the installation of the Unionville Public Art project.
	Support community arts and culture programming that contributes to Markham's quality of life and celebrates its diversity.	Deliver Celebrate Markham Program.
		Develop a Markham Special Events Policy and By-Law that provides clear processes and direction for event organizers.
		Continue discussions on a new theatre arts centre in Downtown Markham.

		Work with community partners to develop, deliver and grow new and signature events at Markham Museum.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support the development of infrastructure and incentives to encourage investment attraction.	Develop and promote a Premier Site Program for Markham Innovation Exchange (MiX).
		Support soft-landing space for international start-ups and SMEs.
	Support business growth through the facilitation of export and trade opportunities.	Organize international trade missions to support trade and investments development. Support the hosting of international delegations (business focus) to Markham.
	Support business networking and community building.	Deliver, sponsor and promote business events.
	Realize Markham Centre's potential as a creative innovation district.	Advocate and support bringing together a critical mass of creators, entrepreneurs, businesses, residents and activities to Markham Centre.
		Identify and partner on opportunities to support in events and activities that draw people and innovators to Markham Centre.
	Increase capacity and invest in resources for a more formalized BR&E approach.	Position 'sector leadership teams' to promote the Markham brand and investment decisions for strategic growth sectors.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2024 Target	2025 Target	Long-term Target	LT Target Year
Number of Culture clients served	NA	190,039	110,900	200,000	200,000	220,000	2030
Number of Economic Development clients served	3,868	4,619	6334	3,706	3,000	4,000	2030
Number of small business seminars/workshops delivered	74	49	56	48	40	45	2030
Number of new small business jobs supported	176	267	114	250	196	220	2030
Number of new or expanded small businesses supported	144	145	110	145	101	120	2030
Number of attendees at City-Delivered community events	NA	30,900	36,000	25,000	25,000	25,000	2030
Events: Number of City delivered events	52	75	80	75	75	75	2030
Events: Number of 3rd party events supported	30	68	71	68	68	68	2030

TOC

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Establish the Markham Innovation Exchange (MiX) as Canada's premier destination for hardware manufacturing.	Support the City's investment in expediting servicing for the MiX lands.
		Develop and launch a targeted marketing effort focused on attracting, connecting and growing diverse and synergistic hardware and technology companies.
		Support City's completion of a Secondary Plan to ensure end users align with the vision of the MiX.
	Spur the development of employment lands and business parks.	Support Secondary Plans for employment nodes in the City – ongoing engagement form Economic Development.
	Support business growth through enhanced approvals processes and infrastructure investment.	Support the expedition of industrial and targeted commercial development applications through working directly on the City's Development Facilitation Office (DFO) to help drive job growth.
	Support development of culture in new communities.	Support the implementation of the Foundation for the Performing Arts and obtain staff resource funding.
		Provide ongoing support to the Foundations of the Museum and the Gallery.
		Support City planning to ensure the inclusion of cultural infrastructure as a key component of outstanding community amenities (e.g. Public Art Interdepartmental Working Group).
		Encourage Planning to identify culture as a complete community.

		Collaborate with other departments to include special events spaces in Markham Centre.
		Collaborate with other departments to create a dedicated event space - the potential “celebration square" that serves as a designated venue for the City and community groups to host public events.
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Maintain a current Business Continuity Plan (BCP).	Continue to update and maintain a current Business Continuity Plan (BCP) as required.
		Provide department training on the contents and actions required within the BCP.
		Museum to continue pilot program with Sustainability and Asset Management assuming responsibility for facility assets and maintenance.
3.4 Protect and enhance natural environment and built form.		

Departmental Performance Measures in Support of Goal	2022	2023	2024	2024 Target	2025 Target	Long-term Target	LT Target Year
Number of investment leads supported	30	34	36	34	37	40	2030
Number of investment leads won	5	7	5	5	7	7	2030

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Review of staffing and service levels.	Review staffing levels and types to ensure alignment with BMFT implementation and align with our values-based leadership.
	Collaborate on programming and delivery across City cultural facilities with a focus on reflecting Markham's cultural diversity.	Develop a sponsorship strategy that encompasses all three cultural venues.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.		
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		

Departmental Performance Measures in Support of Goal	2022	2023	2024	2024 Target	2025 Target	Long-term Target	LT Target Year
ED: Annual non-tax revenue generated as % total annual operating cost	16	25	37	25	25	25	2030
Th: Ann. non-tax revenue generated as % total annual operating cost	75	78.8	77	78	78	78	2030
Mu: Ann. non-tax revenue generated as % total annual operating cost	41	50.8	51	50	50	50	2030
Ga: Ann. non-tax revenue generated as % total annual operating cost	54	43	37	40	40	40	2030

ECONOMIC GROWTH, CULTURE AND ENTREPRENEURSHIP LONG TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Undertake market research and surveys to understand client needs and service adjustments.	Undertake annual market research review using Environics Analytics data of culture facility users to determine alignment with community needs.	Annual
		Undertake regular surveys of small business clients to determine their needs and success.	Annual
		Undertake regular surveys of program & event participants to ensure satisfaction levels are met and to guide decision making with regards to future program & event offerings.	Annual
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Embrace Digital Markham as a Frictionless City and use technology to support and enhance business practices.	Expand functionality of CRM to meet evolving departmental needs.	Annual
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Continue to invest in staff.	Encourage staff to leverage professional development opportunities.	Annual

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Foster foreign direct investment opportunities that support the growth of Markham's target sectors.	Encourage investments that positions Markham as Canada's hub for the semiconductor industry and other strategic growth sectors including related local supply chains.	Annual
		Building on Markham's existing automotive technologies cluster, enable opportunities for continued growth through foreign direct investment.	Annual
		Pursue established and emerging global markets for foreign direct investment with a focus on semiconductor, automotive, hardware, technology, business services and creative industries.	Annual
	Support community-based business formation and healthy commercial Centres.	Support the establishment and growth of traditional small businesses.	Annual
	Promote and support entrepreneurs who are representative of Markham's diversity.	Promote and support entrepreneurs and small businesses of diverse backgrounds.	Annual
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Increase visibility and density of arts and culture in Markham.	Raise the profile of public art. Continue to implement a range of public art types across the City, including permanent, temporary, stand alone, and integrated public art along with activations and events.	Annual
		Develop opportunities for more local art and contemporary history at City facilities.	2027
		Identify opportunities for co-location for artists/arts space in commercial or City-run facilities.	2027

TOC

		Compile a full list of performing arts facilities and specifications.	2027
	Build a sense of community and joint mission in Markham's arts and culture sector.	Advocate for City Council to recognize arts and culture as a priority formally.	2027
		Develop an artist advisory group to grow long-term relationships with local artists and arts programming partners.	2028
		Facilitate a peer-to-peer program and artist mentorship program.	2028
		Support and deliver artist-focused networking events.	Annual
	Grow awareness of Markham's arts and culture through improved marketing and collaboration.	Develop an arts and culture brand for Markham.	2027
		Develop an integrated marketing strategy that focuses on promoting collaboratively Markham's cultural facilities and community events.	2027
		Develop a central arts and culture promotion, directory and communications hub.	2028
		Build a dedicated e-newsletter to promote all arts and culture activities in Markham.	2027
	Renew and reinvigorate Markham Museum's role and reimagine it as a community and cultural destination.	Develop a dedicated website to support promoting the Markham Museum.	2028
		Continue developing core programming and education areas.	Annual
		Invest in the stewardship of the Museum's collection.	Annual
		Develop and implement a Museum Site Master Plan.	2028
		Establish a long-term exhibition plan that supports the Museum's growth and engagement with the community.	2027

TOC

		Design and implement new visitor & program experiences.	Annual
		Develop a plan for specialized knowledge preservation and succession planning.	2027
	Grow and expand live theatre opportunities in Markham.	Expand theatre programming to meet demand in the community.	Annual
		Prepare business case and plan to build a new theatre complex to meet future destination opportunities.	2027
		Develop partnerships with York University to expand learning and presentation opportunities.	2027
		Evaluate space needs of the Flato Markham Theatre to meet future opportunities.	2028
	Maximize the Varley Art Gallery's capacity as an arts hub.	Continue developing core programming and education areas.	Annual
		Continue to build joint exhibition collaborations.	Annual
		Develop a sustainable plan for the animation of the Varley courtyard.	2027
		Implement facility improvements that increase programming capacity and accessibility.	2028
	Support community arts and culture programming that contributes to Markham's quality of life and celebrates its diversity.	Deliver Celebrate Markham Program.	Annual
		Increase resources for City-delivered events to support growth.	2027
		Set targets and develop program criteria around funding allocations and programming for equity-deserving.	2028
	Promote and support entrepreneurs who are representative of Markham's diversity.	Build capacity to develop and launch a marketing plan focused on attracting film productions. Create a Film Office.	2029

2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support the development of infrastructure and incentives to encourage investment attraction.	Develop targeted office-commercial incentive programs in Markham Centre and the Yonge Street Transit Corridor.	2028
	Support business growth through the facilitation international investment and trade opportunities aligning with key industry clusters.	Support trade channels and supply chain integration.	Annual
		Organize international investment and trade missions to support key industrial sectors to promote Markham and attract investments.	Annual
	Increase capacity and invest in resources for a more formalized BR&E approach.	Implement sector-specific BR&E visitation programs to connect with and understand issues faced by local businesses in the community.	2027
	Support business networking and community building.	Deliver, sponsor and promote business events to attract business interests in Markham and foster growth opportunities amongst businesses.	Annual
	Realize Markham Centre's potential as a creative innovation district.	Advocate and support bringing together a critical mass of creators, entrepreneurs, businesses, residents and activities to Markham Centre.	Annual
		Support the ongoing growth and expansion of York University in Markham Centre.	Annual
		Partner with York University Markham Campus to build local talent pipeline and connecting employers to talent opportunities.	Annual
		Support the growth of YSpace within Markham Centre.	Annual
		Support the relocation of ventureLAB to Markham Centre.	2029
		Support office demand by working with local incubator and accelerator programs in Markham Centre.	Annual
		Support and invest in events and activities that draw people and innovators to Markham Centre.	Annual

		Establish a cultural and visitor hub in Markham Centre.	2029
		Investigate development of a multi-use event facility in Markham Centre.	On-going
	Work with local and regional bodies to enable innovation and entrepreneurship in Markham.	Strengthen Markham's entrepreneurship eco-system with investments in accelerator and incubator programming that drives Markham strategic growth sectors.	On-going
		Support collaborations with local, regional and international incubators and accelerators.	On-going

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

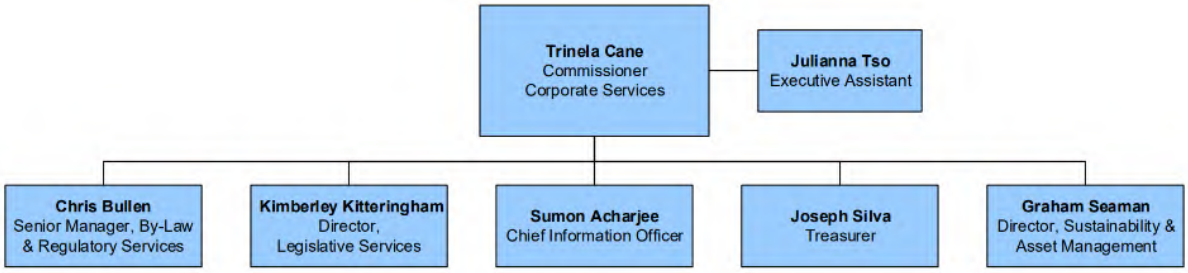
Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.			
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Establish the Markham Innovation Exchange (MiX) as Canada's premier destination for hardware manufacturing.	Establish the MiX on a foundation of sustainability.	2028
		Work to attract an anchor innovation space to support collaboration and business support in the MiX.	2028
	Support development of culture in new communities.	Explore staffing plans for the Foundations (gallery, theatre, museum) and develop a business case to support them.	2028
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Maintain a current Business Continuity Plan (BCP).	Continue to update and maintain a current Business Continuity Plan (BCP) as required.	Annual
		Provide department training on the contents and actions required within the BCP.	Annual
3.4 Protect and enhance our natural environment and built form.			

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Review of staffing and service levels.	Review staffing levels and types to ensure alignment with BMFT implementation.	Annual
	Collaborate on programming and delivery across City cultural facilities with a focus on reflecting Markham's cultural diversity.	Review the need for three separate culture foundations and explore potential merging or efficiencies.	2028
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.			
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.			

CORPORATE SERVICES



The Corporate Services Commission is responsible for the delivery of financial, administrative, technical and facility services that enhance the performance of our customers and partners. This is accomplished through the fulfillment of fiduciary and legislative responsibilities of the Corporation, timely, accurate, and complete analysis, strategic advice and information, project implementation and support, asset management and front-line services to customers.

The Commission has a full-time complement of 234 positions across four departments, and one division, each with their own areas of expertise and responsibility:

- Bylaw and Regulatory Services Division
- Financial Services Department
- Information Technology Services Department
- Legislative Services Department
- Sustainability and Asset Management Department

By-Law Enforcement & Regulatory Services

The City of Markham's By-Law Enforcement & Regulatory Services Division is responsible for administering and enforcing municipal by-laws that help keep our neighbourhoods safe, orderly, and well maintained. This includes enforcement related to parking regulations, property standards, tree preservation, parks, zoning, road occupancy, noise, swimming pools, fences, and the *Keep Markham Beautiful* Bylaw.

The Division operates in compliance with applicable provincial and federal legislation, including the *Criminal Code of Canada*, *Canada Evidence Act*, *Community Safety and Policing Act, 2019* (as amended April 1, 2024), *Provincial Offences Act*, *Municipal Act*, *Ontario Heritage Act*, *Planning Act*, and *Building Code* Act.

In addition to direct enforcement activities, the Division supports other City departments by providing guidance and compliance oversight related to engineering works, zoning and construction matters, winter maintenance operations, and tree protection by-laws.

The Division is committed to community engagement and proactive education, working to increase awareness and understanding of by-law requirements among residents and businesses across City of Markham.

The division is comprised of three main units:

- Property Standards Unit
- Parking Operations Unit
- Tree Preservation Unit

Financial Services

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

The Department is comprised of four divisions:

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

Information Technology Services

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

The Department is comprised of four divisions:

- Technology Infrastructure (Data Centre, Network, Endpoints, and Collaboration support)
- Client Delivery (Service Desk, Project Delivery, and IT Operations)
- Enterprise Solutions (Applications, Web, and Cybersecurity Support)
- Data Analytics, Management and GIS (Geographic Information System Services, and Database Support)

Legislative Services

The Legislative Services Department delivers a wide range of services designed to support accessibility, transparency and public confidence in Markham's local government. It's primary services include multi-channel customer service; corporate information management and municipal cemeteries; preparation of by-laws, agendas, minutes, and meeting notices for Markham City Council, Standing Committee, and Advisory Committee meetings; processing of requests for information and records; Commissioner of Oaths services; animal and business licensing; and delivering municipal and school board elections, by-elections and referendums.

The Department is also responsible for the City's Administrative Monetary Penalty System (AMPS), including the processing, screening, and adjudication of parking tickets and other municipal infractions, which is delivered through a dedicated Administrative Monetary Penalty Unit.

In addition, the Department coordinates the City's compliance with accountability and transparency requirements under *Ontario's Municipal Act, Municipal Conflict of Interest Act,* and Markham City Council's Code of Conduct through the Municipal Ombudsman, Closed Meeting Investigator, and Integrity Commissioner.

Legislative Services is comprised of seven Divisions:

- Access, Privacy & Information Management (including Cemeteries and Print & Mail Services)
- Administrative Monetary Penalty Unit
- Animal Services
- Business Licensing & Standards
- Contact Centre
- Elections Markham
- Secretariat Services

Sustainability & Asset Management

The Sustainability and Asset Management department is comprised of three divisions:

The Asset Management Division coordinates the City's activities to realize value from its assets by balancing costs, risks, opportunities and performance in a sustainable manner. This division ensures the City's infrastructure is maintained in a state of good repair through the City's Corporate Asset Management Program. This includes developing and implementing the City's Asset Management Strategy and Asset Management Plan, which align the City's strategic goals with work plans and asset lifecycle activities to achieve desired levels of service.

The Sustainability Division focuses on delivering sustainability and home energy retrofit programs, education, and outreach for the community. Guided by the Greenprint Community Sustainability Plan and Markham's Municipal Energy Plan - Getting to Zero, the sustainability division is undertaking steps to guide residents towards the City-wide goal of net zero energy emissions by 2050.

Facility Assets Division ensures the effective operation, maintenance and optimal Life Cycle planning, as well as delivery of new facilities and large capital renewal projects for 200+ facilities. These facilities include but are not limited to: administrative buildings, fire stations, operation yards, libraries, culture venues, recycling depots, satellite facilities, pumping stations.

CORPORATE SERVICES CONSOLIDATED
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
LICENCES & PERMITS	2,758	2,551	2,085	2,570	484	23.2%	19	0.7%
INCOME FROM INVESTMENTS	28	32	28	28				
FINES	3,358	3,338	3,829	3,951	123	3.2%	614	18.4%
USER FEES & SERVICE CHARGES	1,936	2,927	2,614	2,667	53	2.0%	(260)	-8.9%
RENTALS	1,084	1,189	1,091	1,146	55	5.1%	(43)	-3.6%
SALES	52	51	54	32	(22)	-41.1%	(19)	-37.6%
RECOVERIES & CONTRIBUTIONS	220	234	354	324	(30)	-8.5%	90	38.7%
OTHER REVENUE	1	16	38	226	187	491.1%	209	1289.4%
SOLAR REVENUE	305	300	289	289				
ELECTRIC VEHICLE CHARGING STATION RE\	3	2	0	0				
Total Revenues	**$9,744**	**$10,639**	**$10,381**	**$11,232**	**$851**	**8.2%**	**$593**	**5.6%**
Expenses								
SALARIES & BENEFITS	$24,911	$29,411	$30,748	$35,342	$4,594	14.9%	$5,931	20.2%
PRINTING & OFFICE SUPPLIES	146	224	149	156	7	4.8%	(68)	-30.4%
PURCHASES FOR RESALE	48	48	72	72	0	0.0%	24	50.0%
OPERATING MATERIALS & SUPPLIES	439	171	214	198	(16)	-7.3%	27	15.9%
UTILITIES	657	775	789	799	10	1.3%	24	3.1%
COMMUNICATIONS	1,063	1,371	1,094	1,151	57	5.2%	(220)	-16.0%
TRAVEL EXPENSES	99	129	95	95	0	0.0%	(34)	-26.5%
TRAINING	146	188	196	182	(14)	-7.2%	(7)	-3.5%
CONTRACTS SERVICES AGREEMENTS	11,035	15,034	4,088	4,349	261	6.4%	(10,685)	-71.1%
MAINT. & REPAIR - TIME & MATERIAL	2,349	2,660	2,595	2,814	219	8.4%	154	5.8%
RENTAL/LEASE	60	88	78	78	0	0.0%	(10)	-10.9%
PROFESSIONAL SERVICES	2,796	3,027	327	341	14	4.3%	(2,686)	-88.7%
LICENCES, PERMITS, FEES	123	143	151	153	2	1.2%	10	7.1%
CREDIT CARD SERVICE CHARGES	92	167	42	83	41	98.2%	(84)	-50.1%
PROMOTION & ADVERTISING	37	25	40	40	0	0.0%	15	60.5%
PMTS. TO CITIZENS/LOCAL GROUPS	0	0	4	4	0	0.0%	4	0.0%
TRANSFER TO/(FROM) RESERVE	213	214	157	157	0	0.0%	(57)	-26.6%
Total Expenses	**$44,214**	**$53,675**	**$40,840**	**$46,015**	**$5,175**	**12.7%**	**($7,660)**	**-14.3%**
Net Expenditures/(Revenues)	**$34,471**	**$43,036**	**$30,460**	**$34,784**	**$4,324**	**14.2%**	**($8,252)**	**-19.2%**
TRANSFERS TO/(DRAW FROM) RESERVES	$213	$214	$157	$157	$0	0.0%	($57)	-26.6%
Full Time Complement	**193**	**207**	**224**	**234**				

BY-LAW AND REGULATORY SERVICES
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
LICENCES & PERMITS	142	153	189	396	207	109.4%	243	159.2%
FINES	3,356	3,264	3,688	3,732	44	1.2%	468	14.3%
USER FEES & SERVICE CHARGES	14	32	199	194	(5)	-2.5%	162	501.4%
RECOVERIES & CONTRIBUTIONS	158	158	316	286	(30)	-9.5%	129	81.6%
Total Revenues	**$3,670**	**$3,607**	**$4,392**	**$4,608**	**$216**	**4.9%**	**$1,001**	**27.8%**
Expenses								
SALARIES & BENEFITS	$4,268	$4,731	$4,918	$5,228	$310	6.3%	$497	10.5%
PRINTING & OFFICE SUPPLIES	23	36	38	38	0	0.0%	2	5.3%
OPERATING MATERIALS & SUPPLIES	112	100	191	161	(30)	-15.7%	62	62.1%
COMMUNICATIONS	23	23	25	25	0	0.0%	1	6.0%
TRAVEL EXPENSES	15	23	22	22	0	0.0%	(1)	-3.4%
TRAINING	61	102	81	63	(18)	-22.2%	(39)	-38.4%
CONTRACTS SERVICES AGREEMENTS	266	268	141	272	131	92.4%	4	1.6%
MAINT. & REPAIR - TIME & MATERIAL	0	2	0	0	0	0.0%	(2)	-86.8%
RENTAL/LEASE	0	0	2	2	0	0.0%	2	0.0%
LICENCES, PERMITS, FEES	7	25	8	8	0	0.0%	(17)	-66.6%
CREDIT CARD SERVICE CHARGES	58	100	17	58	41	248.3%	(42)	-42.3%
Total Expenses	**$4,833**	**$5,409**	**$5,443**	**$5,877**	**$434**	**8.0%**	**$468**	**8.7%**
Net Expenditures/(Revenues)	**$1,162**	**$1,802**	**$1,051**	**$1,269**	**$218**	**20.8%**	**($533)**	**-29.6%**
Full Time Complement	**37**	**37**	**41**	**41**				

Major changes in the 2026 Budget from the 2025 Budget:

Licences & Permits: Projected increase in licences and permits.

Fines: Projected increase in parking fines.

User Fees & Services Charges: Projected decrease is user fees and services charges.

Salaries & Benefits: Projected salary and benefit rate increase.

Contracts Services Agreements: Projected increase is related to a decrease in water admin recovery and an increase in MTO payment budget as a result of volume of parking tickets issued.

Credit Card Service Charges: Increased use of Corporate credit card for procurement expenses, instead of cheque payment.

BY-LAW AND REGULATORY SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Strengthening community engagement.	• Strengthen bylaw services profile in the community by implementing measures, including on site presence at City facilities as part of regular duties and continued engagement with ratepayers and other community groups. • Implement strategy to improve file resolution times to enhance customer satisfaction and better manage workload. • Review and Implement changes arising from the advance business transformation through support of the Administrative Monetary Penalty System (AMPS) Program to infractions beyond parking – with key partners.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support Digital Strategy and leverage technology solutions to improve efficiencies and user experience.	• Explore new digital tools, in partnership with ITS, the Public Safety Forum and the broader bylaw community to enhance operational efficiency and effectiveness. • Examine options through GTechna to implement a pilot project of Private Security companies as a new efficiency process to reduce voided penalty notices due to error and poor penmanship. • Increase Property Standards, Tree Preservation charges and penalty notices supported by training and reporting tools. • Operations Department is currently enhancing their AVL technology system. Bylaw Services is providing real-time and expert advice in terms of business requirements for the implementation of this new updated AVL technology.

TOC

1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Build performance culture and Improve staff satisfaction.	• Utilize the People Services Metrics System to attract and retain the right talent to meet current and future bylaw needs. • Provide support to Operations, to implement improvements related to multi-year fleet planning, fleet acquisition, maintenance and reporting. • In conjunction with People Services, work with divisional Training Committee to develop basic core, and advanced training plans for Officers, administrative staff, and supervisors. • Opportunities to create shared training programs with other municipal partners and the Public Safety Forum will be pursued. • Establish performance metrics and reporting framework for business functions and update performance measures used in the annual Departmental Business Plan and start reporting out on the data in the 2026 cycle. • Implement a merit –based learning program, in addition to core training, to enhance officer skills. • Implement staff development plans to support succession planning for key roles. • Leverage secondment opportunities to expand skills and experience of staff and enhance diversity of workforce.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Parking Ticket Efficiencies	33,956	45,345	48,480	50,826	52,000	55,000	2027
Caution Notices Issued	349	398	664	637	550	500	2027
Number of actual charges laid*	15	16	10	20	25	25	2027
Number of Non-Parking Penalty Notices Issued (AMPS)	N/A	N/A	N/A	97	115	150	2027
Officer Response and Resolution Times within the Allotted Timelines	77%	81%	80%	80%	80%	80%	2027
Parking Ticket Collection Rate	85%	85%	85%	85%	85%	85%	2027
Screening Resolutions/Volumes **(This line will be removed for Bylaw 2026 Business Plan)**	3,336	4,417	7,791	AMPS Unit	AMPS Unit	AMPS Unit	2027
Number of bag signs removed	4,700	5,381	15,385	10,610	10,700	16,000	2027
Tree Preservation Activities/Files investigated	1481	1165	1135	1490	1500	1575	2027
Tree Preservation Charges/Orders**	89 3 Charges 86 Orders	92 3 Charges 89 Orders	240 1 Charges 239 Orders	235 0 Charges 235 Orders	Ongoing	Ongoing	2027
Tree Preservation - Cash-in-lieu (Includes Tax Rolling)***	$78,400	$457,630	$799,884	$496,248	$400,000	$400,000	2027
Tree Preservation Permit fees collected****	N/A	N/A	$11,484	$31,635	Ongoing	Ongoing	2027

Note: Tree Preservation Bylaw passed January of 2024 – implementation of CIL and Fees collected
*Number of actual charges laid are any property standards cases with "Legal Resolution" on them.
**For Tree Preservation Charges/Orders was not accurately tracked until 2023. 2022 and prior Orders stats was pulled from *occurrences*
***Tax rolling did not start until 2024, after bylaw 2023-164 was passed, Tax rolling was halted November 15th due to Canada post strike.
****Tree Preservation permit fees only includes review/appeal fees.

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Enhance community awareness of key city by-laws.	• With support of corporate communications, continue to enhance the seasonal calendar and public campaigns to strengthen regulatory awareness and compliance, including School Safety Programs, Winter Safety Programs, and a citywide Anti-Dumping campaign.
		• Update bylaw content on the portal and develop self service options for the public to access relevant bylaw information. Conduct communication campaign.
		• Support work efforts on homelessness, and unhoused individuals with the YRP Mental Health Team, York Region and key Markham departments.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.		• Support the Diversity, Accessibility and Eliminating Anti-Black Racism Action Plans *(BMFT Action 2.2.4).*
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Develop Bylaw capabilities and enhance professional image.	• Develop community engagement plan to leverage opportunities to promote awareness of bylaw services and enhance bylaw profile through participation in community events, local meetings and public sessions. • Continue with partnership with Corporate Communications to deliver our quarterly By-law newsletter and public campaigns.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Number of Community Engagement Activity	96	106	185	190	195	200	2027

Note: Community Engagement Activity – started tracking November 2021

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Identify problem parking areas that impact transit and transportation.	• Participate in the implementation of the City-wide Parking Strategy led by Development Services Commission and assist with transportation issues as needed. • In partnership with Engineering – Transportation staff, implement a pilot project for a **municipally operated parking model** that can serve as a template for future City-run parking assets, supporting broader mobility, compliance, and revenue strategies.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Identify innovative opportunities to improve compliance with by-laws while enhancing community safety and addressing resident and business needs.	• Continue to support the execution of the integrated infill management program led by DSC and assist with implementation of new policies and approaches. • Support the work of the Public Safety Forum and provide leadership to new initiatives to promote service integration with compliance and enforcement units.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Ensure emergency readiness.	• Participate in Emergency Management Exercises and Training, as required. • Ensure staff receive training in Emergency Management Courses (Levels 1 and 2).
	Explore the use of radio technology to enhance our effectiveness dealing with emergency management and employee safety.	• Identify options to partner with relevant parties on agreements (i.e. Police, Universities, Colleges and training entities). • Increase number of radios purchased to provide full coverage for all staff and support the development of a dispatch radio communication system/protocol. • Leverage Civic Centre security staff to enhance after hours support for field staff.

		• Develop a Radio Use Policy, including Radio Etiquette.
3.4 Protect and enhance natural environment and built form.	Provide opportunities to protect the built and natural environment.	• During bylaw investigations related to spills and other environmental infractions, we will continue to collaborate with Environmental Services and the Operations Department, leveraging their subject matter expertise.
	Joint Inspection Procedures.	• Partner with the Fire & Emergency Services and Building Standards departments to create joint inspection procedures to address enforcement of rooming houses and unauthorized accessory dwelling units. • Develop and implement proactive enforcement strategy.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Number of lost days due to injury – PS to calculate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of orders issued (includes zoning standards, by-law standards, & property standards)	465	848	768	892	895	900	2027

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure efficient delivery of services.	• Work with Legislative Services to fully implement AMPS to an expanded range of Bylaw infractions to enhance efficiency and meet revenue targets. • Assess impact of AMPS on Standard Operating Procedures and revise accordingly. • Review and revise Standard Operating Procedures for all Bylaw functions. • Leverage the Bylaw Services Review to strengthen organizational alignment and locate business transformation opportunities.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Support corporate objective to manage accountability & transparency.	• Identify revenue tools, continue to review processes, and actively monitor performance against budget to maintain / increase non-property tax revenues, lower operating costs, and achieve full self-sufficiency.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Support corporate objective to increase accountability & transparency.	• Prioritize and continue corporate-wide review and update of existing policies and procedures. • Develop new reporting framework to track KPIs and impacts of business changes.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Average dollar value for parking penalty notices	$59.98	$58.50	$58.50	$58.50	$58.50	Ongoing	2027
Number of parking penalty notices issued	35,288	47,289	50,914	53,971	52,000	55,000	2027
Number of parking penalty notices voided*	1,332	1,944	2,434	2,564	2,450	1,500	2027
Dollar value of parking penalty notices voided	$91,015	$151,725	$188,585	$201,240	$180,000	Ongoing	2027

Parking ticket efficiencies = Issued – Void
* In 2024, we have included void penalty notices for security/police agencies.
* In 2025, we had multiple Canada Post disruptions that resulted in an increase in voided penalty notices.
* AMPS unit voids/cancellation are captured in these statistics - parking penalty notices voids.

BY-LAW AND REGULATORY SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Continue to enhance awareness and perception of By-law Services in the community.	• Undertake annual customer survey of up to 3 by-law service areas based on outcomes of By-law Services Review (BMFT Action 1.1.1).	2027-2029
		• Continue implementation of key recommendations of By-law Services Review.	2027-2029
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.		• Continue to explore opportunities to support the Digital Strategy including innovative pilots to increase efficiency and modernize services.	2027-2029
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve operational performance and staff satisfaction.	• Continue succession planning for future staffing needs.	2027-2029
		• Ensure development and training plans are in place for all staff.	2027-2029
		• Establish performance metrics and reporting framework for business functions.	2027-2029

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Continue to enhance professional image of by-law law services and its role in the community.	• Implement community engagement plan. • Continue to enhance and promote self-service options to access relevant bylaw information on the portal.	2027-2029
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.		• Support the Diversity, Accessibility and Eliminating Anti-Black Racism Action Plans (BMFT Action 2.2.4).	2027-2029
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Develop By-law capabilities.	• Enhance by-law presence and visibility in the community through proactive measures with specific stakeholder groups and active participation in key events and meetings and with advisory groups.	2027-2029
		• Research new and emerging trends and best practices in by-law services.	2027-2029
		• Implement strategy to provide pro-active by-law Enforcement and Actions.	2027-2029

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		• Support implementation of the city-wide Parking Strategy and explore digital tools to ensure process efficiency.	2027-2029
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.			2027-2029
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Ensure departmental business continuity and preparation for emergencies.	• Participate in Emergency Management Exercises & Training, as required.	2027-2029
		• Update Business Continuity plans on a semi-annual basis.	2027-2029
		• Explore potential for mutual aid or shared services across enforcement groups.	2027-2029
3.4 Protect and enhance our natural environment and built form.		• Meet established response times for spills and other environmental impacts.	2027-2029

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.		• Leverage the By-law Service Review and Consultation Workshop with Council members to strengthen organizational alignment and locate business transformation opportunities.	2027-2029
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.		• Identify revenue tools, continue to review processes, and actively monitor performance against budget to maintain/increase non-property tax revenues, lower operating costs, and achieve full self-sufficiency.	2027-2029
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.			

FINANCIAL SERVICES
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
USER FEES & SERVICE CHARGES	1,623	2,565	2,156	2,193	36	1.7%	(372)	-14.5%
OTHER REVENUE	0	0	0	187	187	0.0%	187	585546.9%
Total Revenues	**$1,623**	**$2,565**	**$2,156**	**$2,380**	**$224**	**10.4%**	**($185)**	**-7.2%**
Expenses								
SALARIES & BENEFITS	$5,959	$6,937	$7,879	$8,546	$667	8.5%	$1,609	23.2%
PRINTING & OFFICE SUPPLIES	76	80	98	96	(2)	-1.9%	16	19.9%
OPERATING MATERIALS & SUPPLIES	(71)	(78)	(119)	(119)	0	0.0%	(41)	52.5%
COMMUNICATIONS	6	5	5	5	0	0.0%	0	1.5%
TRAVEL EXPENSES	10	14	3	3	0	0.0%	(10)	-74.6%
TRAINING	8	19	17	17	0	0.0%	(2)	-10.1%
CONTRACTS SERVICES AGREEMENTS	314	246	173	(150)	(323)	-186.8%	(396)	-161.0%
MAINT. & REPAIR - TIME & MATERIAL	1	1	3	3	0	0.0%	2	211.4%
RENTAL/LEASE	3	3	4	4	0	0.0%	1	41.4%
PROFESSIONAL SERVICES	59	109	119	133	14	11.8%	23	21.4%
LICENCES, PERMITS, FEES	65	69	88	90	2	2.2%	20	29.5%
CREDIT CARD SERVICE CHARGES	25	48	13	13	0	0.0%	(35)	-73.0%
Total Expenses	**$6,456**	**$7,452**	**$8,281**	**$8,640**	**$359**	**4.3%**	**$1,187**	**15.9%**
Net Expenditures/(Revenues)	**$4,833**	**$4,887**	**$6,125**	**$6,260**	**$135**	**2.2%**	**$1,372**	**28.1%**
Full Time Complement	**48**	**55**	**61**	**64**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 3 FTE.

Contracts Services Agreements: Decrease is mainly related to a projected increase in water admin recovery as a result of internal personnel changes.

FINANCIAL SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Improve customer service and business process efficiencies through technology.	<u>Complete Customer Service Survey</u> Complete survey among internal and external customers to evaluate satisfaction with the new corporate Cash Management System (Xplor), gathering insights on functionality, ease of use, and benefit to operations. External survey related to the letter of credit.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology solutions to improve efficiencies.	<u>Property Tax System (TXM)</u> Partner with City of Mississauga with the process of evaluating the TXM system's future direction of the property tax modernization journey to ensure it meets the needs of the City; options include a rebuild of current application or the selection of a new off-the-shelf software solution 2026-2028. <u>Financial System (Enterprise Resource Planning - (ERP)</u> Phase 1 - Selection of vendor and implementation of new ERP system. The scope includes Core Financial (GL, AP, AR, Procurement & Vendor management), Budgeting (features to including multi-year budgeting & eliminate need for operating, capital database, and modelling), Asset Accounting (enhance) & AP automation. Phase 2 - To enhance the ERP system by integrating comprehensive modules for Human Resources (HR), Talent Acquisition, Learning and Development (L&D), and Payroll to streamline operations, improve data visibility, and drive efficiencies across People Services functions, ensuring alignment with organizational growth, compliance requirements, and employee development.

		Electronic Fund Transfer (EFT) Roll out EFT to a small selection of vendors **(20%).** Once the new ERP system has been implemented, a more detailed roll out plan for all City vendors will be developed.
		Capital Database Partner with ITS to implement an enhancement to the existing capital budget database (move to web-based application until ERP implementation is complete). This will include the rollout of the new application and additional functionality in reporting.
		Standard Operating Procedures As part of the ERP journey, develop Standard Operating Procedures (SOPs) for major financial functions.
		Municipal Accommodation Tax (MAT) Partner with ITS to investigate / design / select an automated web solution which will enable Hotel Accommodation providers to remit monthly MAT Tax and supporting documentation. Lead the roll-out of the MAT increase in 2026. Investigate the feasibility of implementing a MAT on short term accommodations.
		Support the implementation of the Digital Markham technology roadmap and the Markham Centre Smart City initiative (*BMFT 4.2.5).*
		Water Billing Transition Project Partner with Alectra to develop and establish a long-term commercial agreement that incorporates financial, operational, and system upgrades to ensure seamless customer experience through integrated billing. • Q1 2026: Extend existing service contracts under a full cost recovery model.

		• Q3 2026: Develop a new utility billing framework which would align with a post-2028 billing system upgrade implementation.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve Staff Satisfaction.	Support the recommendations of the City's People Plan.

Departmental Performance Measures in Support of Goal	2021	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
% of Property Accounts enrolled in TaxView	28.8%	32.2%	35.3%	38.4%	41.8%	45%	50.2%	2028
% of Property Accounts enrolled in eBilling	22.8%	25.6%	25.3%	31.2%	33.1%	35%	40.0%	2028
% Vendor Performance Evaluations completed within 60 days post project completion (2021 target was 30 days)	16%	52%	50%	60%	90%	90%	90%	2025
% of Procurement bids meeting the established Project Process Workflow timelines	68.0%	81%	85.0%	85%	85%	85%	85%	Ongoing
Average # AP transaction processed per AP FTE	10,780	11,100	11,500	12,000	12,500	14,500	14,500	2026
% of invoices attaining the early payment discount	91.0%	95%	100.0%	95%	91%	95%	100.0%	Ongoing
Overall customer satisfaction with Finance (annual divisional surveys)	64.0%	%	80.0%	n/a	80%	80%	80%	Ongoing
Staff Satisfaction survey response rate	95.7%	n/a	n/a	n/a	100%	100%	100.0%	Ongoing
Departmental Satisfaction	77.5%	n/a	80.0%	n/a	80%	80%	80.0%	Ongoing
Organizational Engagement from Staff satisfaction survey	78.1%	n/a	80.0%	n/a	80%	80%	80.0%	Ongoing
Job Engagement from Staff satisfaction survey	83.2%	n/a	75.0%	n/a	75%	75%	75.0%	Ongoing
Staff Absenteeism (days)	2.8		≤8.4	≤8.4	≤8.4	≤8.4	≤8.4	Ongoing
Staff Turnover	8.2%		≤7.5%	≤7.5%	≤7.5%	≤7.5%	≤7.5%	Ongoing
Number of learning hours per regular full time employee	2.3		20.0	20.0	20.0	20.0	20.0	Ongoing
Number of lost days due to injury	0	0	0	0	0	0	0	Ongoing

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support the City's Community Engagement Plan.	Support the City's Community Engagement Plan, as required.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support the delivery of the City's arts, culture, recreation services.	Support the Diversity, Accessibility and Eliminating Anti-Black Racism Action Plans (*BMFT Action 2.2.4)*.
	Support the delivery of the Ontario Honda Dealers Indy race in 2026.	Develop and implement financial strategy for the Indy and lead the Revenue Management Committee and related financial monitoring support.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Create an environment to attract new development.	<u>Destination Markham Corporation (DMC)</u> Provide support with the annual Destination Markham Tourism Strategy and all financial related matters. Support the integration of DMC staff into the City including the facilitation of staffing and corresponding funding from approved sources.

Departmental Performance Measures in Support of Goal	2021	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
% point differential between tax rate increase & CPI (December, Toronto All Items) - A negative figure reflects a tax rate increase that is less than CPI.	-0.30	-2.39	=CPI	=CPI	=CPI	=CPI	=CPI	Ongoing

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Work with Development Services Commission (DSC) and other commission, as required, to support planning and implementation of the transportation network".	Work with Development Services Commission and other commission, as required, to support planning and implementation of the transportation network".
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support the development of Sustainable and Integrated Growth Plans.	Implement new Area Specific Development Charge(s) for new growth areas with Markham.
		Partner with Development Services Commission to develop a plan for the Markham Innovation Exchange (MIX).
		Provide support and strategic advice on the Future Growth Areas.
		Partner with Planning to help secure additional parkland where possible.
		Continue to implement and analyze regulatory changes to the Development Charge regime.
		Participate in implementation of a city-wide parking strategy *(BMFT 3.2.5) as required.*
		ILMP – Support development/review of updated ILMP strategy including financial implications and funding strategies.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support the Business Continuity and Emergency Management Programs.	Participate as required in the Emergency Management Exercises and Training.
		Review / refine business continuity plans, as required.

3.4 Protect and enhance natural environment and built form.	Increase Markham's Leadership role in the area of green procurement while promoting environmental leadership.	Support the Greenprint Strategy.
		Support the development of an urban parks strategy *(BMFT 3.4.6).*

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure the financial integrity of the City.	Continue to pursue E3 opportunities.
		Work with S&AM steering committee to update the corporate asset management plan info and ensure financial strategy to support funding requirements for city assets. Explore the utilization of the Enterprise Asset Management as the single source of data for Life Cycle updates, with appropriate integration to ERP.
	Ensure successful rollout of the 2027 Budget.	<u>2027 Budget</u> Deliver the 2027 Annual budget under SMP guidelines within the prescribed timelines. Draft a multi-year budget plan / outlook that aligns with new Council term to be used for internal planning and for consideration by Mayor / Council.
	Support of the 2026 Municipal Election.	Provide financial support and resources where required to support the 2026 municipal election through monitoring budgets and expenditures to ensure fiscally responsible administration.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Ensure adequate funding for City Assets.	Establish process for evaluating public and private sector partnerships and business opportunities *(BMFT 4.2.1).*
		Enhance Insurance reporting by providing departments with information that highlights key risk areas.

4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Ensure accountability of the Financial Services processes and polices.	Review, identify and update policies/processes and procedures, as part and supportive of broader corporate transformation agenda and as (as BAU) aligned with the 5-year review requirement.
		<u>Payroll/People Services Transformation Review</u> In conjunction with People Services, a review of existing processes was completed to determine how to best utilize our resources. The feasible options, including aligning pay cycles, will be explored in 2026, while implementing new ERP system.
		<u>Financial Strategy</u> Review the financial strategy of the corporation and develop / refine / implement approaches to continue to ensure financial sustainability of the city, including addressing financial pressures and optimizing reserves.
		<u>Revenue Strategy</u> Develop a revenue strategy to support a structured approach to make informed projections, align resources with strategic priorities, and better address future funding needs. These could include MAT, AMP's, STR's and external service partnerships as part of 2027 Budget considerations and future budgets.
		<u>Centralize Grant Funding Process</u> Develop a standardized, end-to-end grants process—including opportunity investigation, application development, and cross-functional coordination—to ensure grant pursuits are strategically prioritized, consistently executed, and fully aligned with corporate objectives and business unit plans.
		<u>Centralize Corporate AR</u> Develop and implement a centralize corporate account receivables (AR) function to improve consistency, accuracy, and control across all business units through standardized processes and unified a policy.

		With Clerks and other corporate partners, support the procurement of the City's Auditor General.

Departmental Performance Measures in Support of Goal	2021	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Approved vs. prior year forecast of Life Cycle budget	80.0%		90.0%	90.0%	90.0%	90.0%	90.0%	Ongoing
Average annual budget variance (%) of all closed capital projects to initial approved budget	16.2%		<10.0%	<10.0%	<10.0%	<10.0%	<10.0%	Ongoing
Adequacy of funding in the reserve based on known inflows to sustain future rehabilitation and replacement requirements for the next 25 years	25 yrs.	25 yrs.	25 yrs.	25 yrs.	25 yrs.		25 yrs.	Ongoing
Average cost per AP transaction processed	$7.00	$6.30	$5.50	$5.25	$5.10	$5.00	$4.50	Ongoing
% of invoices paid through P Card	45.0%	48.0%	60.0%	60.0%	65%	70%	70.0%	2026
Annual P Card Charge Dollar Volume	$6.6M	$8.8M	$12.M	$12.M	$13.0M	$15.0M	$15.0M	2026
Average # of bids per procurement call	6.2	6.1	6.0	6.4	6.2	6.0	6.0	Ongoing
Total Taxes Receivable less Allowance for Uncollectible as a % of Total Taxes Levied	4.5%	4.4%	4.9%	>-5.0%	>-5.0%	>-5.0%	>-5.0%	Ongoing
Operating cost per property tax account	$10.55	$10.34	$10.50			TBC	$10.50	Ongoing
Net Financial Assets or Net Debt as a % of Own Purpose Taxation Plus User Fees	129.4%	124.80%	104.9%	>-50.0%	>-50.0	TBC	>-50.0%	Ongoing
Total Reserves and Discretionary Reserve Funds as a % of Operating Expenses	45.8%	43.00%	50.6%	>20.0%		TBC	>20.0%	Ongoing
Total Cash and Cash Equivalents as a % of Current Liabilities	153.0%	97.10%	84.7%	>5.0%		TBC	>5.0%	Ongoing
Debt Servicing Cost as a % of Total Operating Revenue	0.2%	0.20%	0.20%	<5.0%		TBC	<5.0%	Ongoing
Asset Consumption Ratio	20.7%	20.90%	20.5%	<50.0%		TBC	<50.0%	Ongoing
Operating Surplus Ratio	21.20%	34.50%	11.1%	>=0%		TBC	>=0%	Ongoing
Properties with overdue tax levies as % of total properties	6.9%	7.2%	7.3%	<10.0%	<10.0%	TBC	<10.0%	Ongoing
Net Cost per household to operate municipality	$1,309	$1,327	$1,378	$1,428	Within the Lowest 25% of GTA Municipalities	TBC	Within the Lowest 25% of GTA Municipalities	Ongoing
% of Letters of Credit processed within 5 days	93.6%	100%	100.0%	95%	95%	TBC	95.0%	Ongoing

FINANCIAL SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	To improve customer service and business process efficiencies through technology.	Complete customer service survey for Letters of Credit/Surety Bond.	2026
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology solutions to improve efficiencies.	Implement a new ERP software system.	2027
		Leverage ERP to explore introduction of multi-year budget.	2027
		Investigate the feasibility of incorporating financial insights into the new corporate dashboard.	2026
		Partner with Environmental Services to explore the feasibility of implementing AMI / AMR smart meters.	2026
		Complete customer service survey for AP automation of staff expense management (within new ERP system).	2027
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve Staff Satisfaction.	Support the recommendations of the People Plan/Transformation Plan.	2027

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support the City's Community Engagement Plan.	Support the City's Community Engagement Plan as required.	2026
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support the delivery of the City's arts, culture, recreation services.	Support the Diversity, Accessibility and Eliminating Anti-Black Racism Action Plans *(BMFT Action 2.2.4).*	2026
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Create an environment to attract new development.	Pending updates to master servicing plans, staff will undertake a draft Development Charge Background Study analysis to determine the optimal time to update Markham's DC By-laws.	2028

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Work with DSC and other commission, as required, to support planning and implementation of the transportation network".	Work with DSC and other commissions, as required, to support planning and implementation of the transportation network.	2026
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support the development of Sustainable and Integrated Growth Plans.	Provide support and strategic advice on the Future Growth Area (e.g. North District).	2026
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support the Business Continuity and Emergency Management Programs.	Participate as required in the Emergency Management Exercises and Training.	2026
3.4 Protect and enhance our natural environment and built form.	To increase Markham's Leadership role in the area of green procurement while promoting environmental leadership.		2026

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure the financial integrity of the City.	Continue to pursue E3 opportunities and other revenue options.	2026
		Community of Practice (Expertise standardization, development and placement). ERP solution and TCA streamlining will be major deliverables involving standardization of processes across the organization.	2026
		Develop a Financial Services calendar of major deliverables and milestones pertaining to Financial Planning, Accounts Payable, Reporting and other key dates for Financial Services.	2026
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Ensure adequate funding for City Assets.	Support this objective through the annual budget, lifecycle planning, and asset management processes.	2026
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Ensure the accountability of the Financial Services processes and polices.	Continue to review and update Financial Services policies as required and as part of ongoing transformation agenda.	2026
		Support all audits identified by the Auditor General to take place in 2025-26, as required.	
		Support onboarding / implementation of new external auditor, as required.	
		Finance Insights - ELT Dashboard Investigate the feasibility of incorporating finance-related insights into the corporate (ELT) dashboard.	2026

		Markham Development Corporation Support the investigation of a development corporation to manage development and infrastructure in targeted growth areas (*BMFT 2.3.3).*	2027

INFORMATION TECHNOLOGY SERVICES
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
SALES	49	45	25	25	0	0.0%	(20)	-44.8%
Total Revenues	**$49**	**$45**	**$25**	**$25**	**$0**	**0.0%**	**($20)**	**-44.8%**
Expenses								
SALARIES & BENEFITS	$6,983	$8,343	$8,494	$10,169	$1,674	19.7%	$1,826	21.9%
PRINTING & OFFICE SUPPLIES	$2	9	6	6	0	0.0%	(3)	-30.4%
OPERATING MATERIALS & SUPPLIES	$3	2	13	13	0	0.0%	11	621.5%
COMMUNICATIONS	$675	885	667	674	6	0.9%	(211)	-23.9%
TRAVEL EXPENSES	$32	48	18	18	0	0.0%	(30)	-62.7%
TRAINING	$56	33	50	50	0	0.0%	17	52.3%
CONTRACTS SERVICES AGREEMENTS	$2,321	2,352	2,688	3,085	396	14.7%	733	31.2%
MAINT. & REPAIR - TIME & MATERIAL	$1,675	1,832	1,966	2,183	216	11.0%	350	19.1%
RENTAL/LEASE	$1	0	1	1	0	0.0%	1	690.5%
PROFESSIONAL SERVICES	$326	172	179	179	0	0.0%	7	4.1%
LICENCES, PERMITS, FEES	$7	3	3	3	0	0.0%	(1)	-25.8%
Total Expenses	**$12,081**	**$13,679**	**$14,086**	**$16,379**	**$2,293**	**16.3%**	**$2,700**	**19.7%**
Net Expenditures/(Revenues)	**$12,032**	**$13,634**	**$14,061**	**$16,354**	**$2,293**	**16.3%**	**$2,721**	**20.0%**
Full Time Complement	**50**	**55**	**58**	**59**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 1 FTE.

Contracts Services Agreements: Increase in software licenses contracts.

Maintenance & Repair – Time & Material: Increase in hardware and software maintenance costs.

INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Enable the Business Units across the corporation to provide high quality services to their clients through robust and reliable information and communication technology solutions.	Maintain our customer survey program and complete a formal customer satisfaction survey with service area(s) to be selected to be pertinent and timely at date of survey distribution.
		Continue to improve/modernize the Markham.ca website (Portal) and Access Markham Mobile App to improve access to information and services provided by the city, expand available services and enhance the user experience.
		Continue project to replace the CRM/ACR System – Planned implementation of new solution in 2027.
		Support the Customer Experience Strategy.
		Enable enhancements to ePlan to leverage technology for direct two-way communication for improved handling of compliance enforcement matters.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Implement optimized and innovative technology solutions that mitigate business risks and are cost effective.	Implement new technology platforms, application and hardware upgrades and replacements, as identified: • Utility Billing Automation System – Identification of comprehensive solution for meter reading, data collection and billing – **Integrated into multi-year ERP replacement initiative. Cross reference with the finance initiative to ensure consistency.**
		• Library Digital Media Lab expansion – ongoing.
		• Completion of Road Occupancy Permit Mapping for Operations.

		• Implement Library Staff Scheduling software solution.
		• AutoCAD Licensing - Investigate available solutions.
		• ArchiStar building plan compliance software implementation enabling AI enabled permit processing in ePlan.
		• Implementation of Government Frameworks for BMFT/Business plan strategic plan/initiative management solution.
		• Investigate available solutions for Performance Management module (People Services) – Including leveraging of new ERP solution.
		• Data Analytics/KPIs (for People Services) - identify opportunities to leverage Power BI tools and new ERP solution.
		• Implement Electronic Plan Review System (ePlan) enhancements, including completion of ePlan workflow updates.
		• Provide the necessary technology preparation and support for the 2026 municipal election.
		• Continue to implement M365 office productivity solutions across the organization using a phased approach – including document management, collaboration and BI tools.
		• Continue to implement Digital Strategy recommendations, as defined in the Digital Strategy technology roadmap, including Mobile strategy, to leverage Intelligent City technologies.
		• Continue to Implement Cyber Security program tool enhancements to safeguard City technology infrastructure.

		• Implement Data Privacy, Information Trust, and Security management tools, including a PII (Personal Identifiable Information) obfuscation tool and a Data Catalogue.
		• Establish a refreshed Digital Markham Strategy, including GIS and Data & Analytics strategies as components. Compare to accomplishments document which had the same title.
		• Replace MIMSY (On-Premises) with AXIELL Collections (Cloud) for Museum, Art Gallery and Public Art Web-Based Collections Management System.
		• Implement the Xplor Recreation online facility booking enhancement. This enhancement will provide City of Markham residents with another online booking tool available through markham.ca.
		• Migrate the IT Service Desk on-premises tool to the Cloud. This will provide ITS with real time Asset information, staff with a more powerful Self-Serve portal and many cutting-edge Service Desk features.
		• Enhance the existing MappiT application by addressing usability gaps and expanding functionality. Focusing on mobile compatibility and administrative needs, as well as strategic goals for improving user experience and data quality.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.		Continue to support the recommendations of the corporate People Plan and Exceptional Services x Exceptional People Transformation Program.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
# of formal customer satisfaction surveys completed	0	1	0	1		1 a year	Ongoing
Overall satisfaction (satisfied and above) for formal survey(s) completed (%)	n/a	85%	n/a	≥ 80%	≥ 80%	≥ 80%	Ongoing
Average extremely/very satisfied for formal survey(s) completed (%)	n/a	53%	n/a	≥ 35%	≥ 35%	≥ 35%	Ongoing
# of informal satisfaction surveys completed	4	4	4	4	4	4	Ongoing
Average customer satisfaction % (satisfied/very satisfied) – informal surveys	94%	92%	82%	≥ 75%	≥ 75%	≥ 75%	Ongoing
Call abandonment at Service Desk	12%	15%	16%	10%	10%	10%	Ongoing
Average number of answered calls by Service Desk/month	496	625	741	N/A	N/A	N/A	Ongoing
Calls resolved on first contact at Service Desk	70%	65%	63%	50%	50%	50%	Ongoing
Incidents resolved within severity-based set targets	92%	89%	92%	85%	85%	85%	Ongoing
Administrative requests resolved within severity-based set targets	95%	93%	93%	85%	85%	85%	Ongoing
Staff absenteeism	3.9	TBD	TBD	<8.4	<8.4	<8.4	Ongoing
Number of learning hours per regular full-time employee	1.7	TBD	TBD	20	20	20	Ongoing
Staff satisfaction	81.4%	N/A	N/A	≥ 80%	≥ 80%	≥ 80%	Ongoing
Organizational Outcome Index from Staff satisfaction survey	77.2%	N/A	N/A	≥ 80%	≥ 80%	≥ 80%	Ongoing
Staff Turnover	4.7%	TBD %	TBD	≤ 7.5%	≤ 7.5%	≤ 7.5%	Ongoing
Technology Changes implemented successfully (%)	99.5%	99.6%		90%	90%	90%	Ongoing

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Enable and support Business Units with information and communication technology solutions that facilitate community engagement and services to diverse population.	Implement a complete WAN redundancy solution with diverse connectivity paths for major city sites.
		Continue to support the Corporate Content Management Strategy and Framework to ensure common content governance on all city communication platforms including Portal.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure City technology is compliant with accessibility standards.	Continue to support the Diversity, Accessibility and Eliminating Anti-Black Racism Action Plans *(BMFT Action 2.2.4)* by ensuring the City's citizen-facing technology services remain AODA compliant, with a focus on Portal platform upgrade and ongoing governance. Introduced Self-Service AODA compliance tool for Content Authors in 2025.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.		Continue to develop and leverage external partnerships with York University, venture LAB, Region of York and additional private sector organizations to promote the goals of the Digital Markham strategy.

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support and ensure effective implementation of digital strategies in new development.	Review and execute key approved deliverables in support of the Digital Strategy for the Markham Centre Secondary Plan.
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Implement and maintain secured, efficient and reliable information technology infrastructure.	Support business continuity and disaster recovery efforts by continuing to enhance and refine the IT Disaster Recovery Plan.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Number of lost days due to injury	0	0	0	0	0	0	Ongoing
Business continuity service achievement (%)	99.99%	99.98%	99.92%	99.96%	99.95%	99.95%	Ongoing

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Pursue responsible financial and resource management practices.	Complete analysis and commence implementation of the new Enterprise Resource Planning System for finance and human resources. Continue to pursue E3 opportunities.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Maintain the life cycle of technology assets in line with corporate objectives and to ensure reliability and sustainability.	Complete/continue to replace Hardware Lifecycle items, as identified. • Wireless access point replacement **Phase 3.** • Complete monitor replacement across the city. • Complete replacement of the secondary Internet service provider (ISP) with a cost-effective provider offering 10Gbps bandwidth. The solution should support load balancing and failover in case the primary service provider experiences downtime. • Implement Audio Visual Technology upgrade. Infrastructure System upgrades including: • Cyber Security tool enhancements. • Complete City-wide closet Network Switch replacement. • Complete Tier 1 and Tier 2 Firewall installation for Disaster Recovery site. • Replace three large-format printers, (one of which includes a scanner).
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Develop and implement methods to provide greater public access to government data and information.	Establish and enhance processes and governance to provide and monitor the use of selected City datasets by the public as part of the Open Data program and develop 3D modelling for the Markham Secondary Plan. Continue to implement required changes to enhance the Cyber Security protection and stewardship of the City's ITS infrastructure.

INFORMATION TECHNOLOGY SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Enable the Business Units across the corporation to provide high quality services to their clients through robust and reliable information and communication technology solutions.	Maintain our customer survey program and complete a formal customer satisfaction survey with service area(s) to be selected to be pertinent and timely at date of survey distribution.	2027-2029
		Continue to redesign/modernize the Markham.ca website (Portal) and Access Markham Mobile App to improve access to information and services provided by the city, expand available services and enhance the user experience.	2027-2029
		Continue to replace the CRM/ACR System by implementing the selected solution.	2027-2029
		Support the Customer Experience Strategy.	2027-2029
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Implement optimized and innovative technology solutions that mitigate business risks and are cost effective.	Undertake implementation of new technology platforms, system application and hardware upgrades and replacements, as identified: • Implement Utility Billing Automation System – consideration to leverage ERP replacement project solution to fulfil this requirement (2026). • TXM (Taxation) replacement solution – consideration to leverage ERP replacement project solution to fulfil this requirement (2026-27). • Library Digital Media Lab expansion (ongoing).	2027-2029

		Investigate, identify and implement Master Data Management System (MDM) to synchronize data from systems such as AMANDA, CRM, Enterprise Asset Management. After initial CRM implementation is completed.	2027-2029
		Review and update the Digital Markham Strategy and continue implementation of the related revised priorities on the technology roadmap.	2027-2029
		Implement future phases of the Enterprise Asset Management system - Phase 4: Decision Support tool (2026-27).	2026-2027
		Continue implementation of M365 office productivity solution across the organization using a phased approach.	2026-2027
		Continue Electronic Plan Review System (ePlan) enhancements.	2027-2029
		Provide the necessary technology preparation and support for the 2026 municipal election, working with selected vendor.	2026
		Continue implementation of Data Privacy, Information Trust, and Security management tools, including a PII (Personal Identifiable Information) obfuscation tool and a Data Catalogue.	2026-2027
		Enable refreshed DigitalMarkham Strategy.	2027-2029
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.		Implement improvements to address the results of the corporate-wide 2025 Staff Satisfaction Survey.	2026-2027
		Continue to support the recommendations of the corporate People Plan.	2027-2029

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Enable and support Business Units with information and communication technology solutions that facilitate community engagement and services to diverse population.	Continue to support the Corporate Content Management Strategy and Framework to ensure common content governance on all City communication platforms.	2027-2029
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure City technology is compliant with accessibility standards.	Support the Diversity, Accessibility and Eliminating Anti-Black Racism Action Plans *(BMFT Action 2.2.4).*	2027-2029
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Partner with internal and external parties to promote the economic development objectives through technology.	Continue to develop and leverage external partnerships with York University, venture LAB, Region of York and additional private sector organizations, in conjunction with Eco-Dev team, to promote the goals of the Digital Markham strategy.	2027 - 2029

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.			
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support and ensure effective implementation of digital strategies in new development.	Review and execute key approved deliverables in support of the Digital Strategy for the Markham Centre Secondary.	2027-2029
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Implement and maintain secured, efficient and reliable information technology infrastructure.	Support business continuity and disaster recovery efforts by continuing to enhance and refine the IT Disaster Recovery Plan.	2027-2029

GOAL 4 – Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Pursue responsible financial and resource management practices.	Continue to implement modernization of financial management system – ERP (Financial System) replacement, Phase 1 implementation target Q1 2026.	2027-2029
		Continue to pursue E3 opportunities.	
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Maintain the life cycle of technology assets in line with corporate objectives and to ensure reliability and sustainability.	Complete the replacement of Hardware Lifecycle items, as identified: • Continue upgrade to a cloud-based technology infrastructure via the implementation of a hyper converged infrastructure (HCI) solution (multi-year project to migrate on premise applications).	2027-2029
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Develop and implement methods to provide greater public access to government data and information.	Establish and enhance processes and governance to provide and monitor the use of select City datasets by the public as part of the Open Data program.	2027-2029
		Continue to implement required changes to enhance the Cyber Security protection and stewardship of the information technology infrastructure for the City of Markham.	2027-2029

LEGISLATIVE SERVICES
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
LICENCES & PERMITS	2,616	2,398	1,896	2,174	278	14.6%	(224)	-9.3%
INCOME FROM INVESTMENTS	28	32	28	28				
FINES	1	73	141	219	78	55.7%	146	198.8%
USER FEES & SERVICE CHARGES	299	329	258	280	22	8.5%	(49)	-14.9%
RENTALS	36	86	96	96	0	0.0%	10	12.0%
SALES	2	4	29	7	(22)	-77.1%	2	60.9%
OTHER REVENUE	4	5	4	4	0	0.0%	(1)	-22.0%
Total Revenues	**$2,988**	**$2,928**	**$2,452**	**$2,808**	**$356**	**14.5%**	**($120)**	**-4.1%**
Expenses								
SALARIES & BENEFITS	$5,128	$6,112	$5,833	$6,307	$473	8.1%	$194	3.2%
PRINTING & OFFICE SUPPLIES	43	99	5	10	5	117.6%	(89)	-89.9%
PURCHASES FOR RESALE	48	48	72	72	0	0.0%	24	50.0%
OPERATING MATERIALS & SUPPLIES	17	13	23	23	0	0.0%	10	72.1%
COMMUNICATIONS	329	435	376	427	51	13.4%	(8)	-1.9%
TRAVEL EXPENSES	22	24	29	29	0	0.0%	5	22.2%
TRAINING	20	19	24	28	4	16.8%	9	49.2%
CONTRACTS SERVICES AGREEMENTS	179	219	250	163	(87)	-34.8%	(57)	-25.8%
MAINT. & REPAIR - TIME & MATERIAL	18	30	35	35	0	0.0%	5	15.5%
RENTAL/LEASE	56	85	70	70	0	0.0%	(15)	-17.3%
PROFESSIONAL SERVICES	69	49	22	22	0	0.0%	(27)	-55.6%
LICENCES, PERMITS, FEES	33	36	38	38	0	0.0%	2	4.5%
CREDIT CARD SERVICE CHARGES	8	18	12	12	0	0.0%	(6)	-32.7%
PROMOTION & ADVERTISING	37	25	40	40	0	0.0%	15	58.5%
Total Expenses	**$6,008**	**$7,212**	**$6,828**	**$7,274**	**$446**	**6.5%**	**$62**	**0.9%**
Net Expenditures/(Revenues)	**$3,020**	**$4,284**	**$4,376**	**$4,466**	**$90**	**2.1%**	**$182**	**4.3%**
Full Time Complement	**36**	**38**	**39**	**40**				

Major changes in the 2026 Budget from the 2025 Budget:

Licences & Permits: Increase in projected licences and permits.

Other Revenue: Adjustment to align with historical forecast.

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 1 FTE.

Contracts Services Agreements: Decrease is mainly related to a projected increase in water admin recovery and lower requirements for animal-related service agreements.

LEGISLATIVE SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Provide excellent resident & business customer service.	• Expand the Contact Centre Customer Service Outreach strategy through participation in various engagement opportunities. • Broaden the use of the Language Line service currently utilized in the Contact Centre in order to support and enhance customer service delivery across all City Departments. • As part of the business transformation journey, develop a customer service strategy for the City of Markham. • Apply lessons learned and feedback from post-2022 Municipal Election and 2025 Ward 7 By-Election assessments to business planning for 2026 Municipal Election. • Monitor best practices as they relate to municipal AMPS programs across Ontario. • Undertake a formal customer satisfaction survey in the following areas: *(BMFT Action 1.1.1).* - Ongoing telephone service survey for PTC companies. - Ongoing telephone survey for Animal Services via Contact Centre. - Secretariat Services survey of meeting deputants via Contact Centre.
	Leverage technology solutions to improve efficiencies.	• Continue to partner with ITS on the selection/implementation of the CRM software – this is a significant business transformation exercise that will require process changes across most Departments. • Partner with ITS to further improve the Chatbot functionality to more fully address customer requests with

		improved accuracy. Continue to explore the use of artificial intelligence in the Contact Centre and the broader Department. • Collaborate with Operations and ITS to develop a fillable form on the Markham portal to transition the Windrow Application online. • Continue to partner with ITS to evaluate the current Mitel system and prepare Contact Centre and other departmental requirements for use to procure a new phone system. • Continue to improve and enhance the effectiveness of the Report a Problem online process for City Departments. • Improve and expand the Contact Centre BI Dashboard capabilities to provide a greater scope of information to City Departments to inform decision making. • Enhance tracking of emails and customer service responses in the Contact Centre for the purpose of reporting and supporting data-driven decision making. • Actively assist and support Departments to make better use of the available statistics to aid in departmental decision making. • Improve the visibility of Contact Centre contact information and services across the Markham portal for both residents and staff. • Continue to digitize online stationary/mobile business licence applications and payments to provide fully virtual process on portal. • Continue to partner with ITS on the establishment of a Secretariat Services Database and the implementation of the Abeyance List on Sharepoint.
1.2 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve staff satisfaction.	• Continue to provide opportunities for co-op students from Markham high schools and Career Edge interns.

		• Detail succession plan for future staffing needs and develop knowledge transfer strategies. • Review training for Departmental staff and address gaps. • Provide e-Learning training module on Council/Staff Relations Policy to staff and Council. • Evaluate and enhance the impact and awareness of the new Councillor Liaison position amongst Councillors and City staff. • Empower staff to try new ideas. • Encourage cross-Departmental collaboration to reduce silos. • Reinforce shared corporate values (Service Excellence, Accountability, People Focused, Trust, Innovation).

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 *as of Oct. 31	2026 Target	Long-term Target	LT Target Year
Accountability & Transparency							
Number of formal Code of Conduct complaints received	1	1	1	0	N/A	N/A	Ongoing
Number of formal Code of Conduct investigations undertaken by IC	N/A	1	1	0	N/A	N/A	Ongoing
Number of closed meetings investigations	0	0	0	0	N/A	N/A	Ongoing
Access & Privacy							
Number of FOI requests responded to	224	174	181	153	N/A	Ongoing	Ongoing
Number of FOI appeals received	4	0	0	11	N/A	Ongoing	Ongoing
Number of FOI decision letters issued	-	-	135	162	N/A	Ongoing	Ongoing
Number of Privacy breaches reported to IPC			0	0	N/A	Ongoing	Ongoing
AMPs							
Number of parking AMPs tickets issued			42,855	40,766	N/A	Ongoing	Ongoing
Number of AMPs tickets issued (BL)			6	56	N/A	Ongoing	Ongoing
Number of AMPs tickets issued (AL)			-	41	N/A	Ongoing	Ongoing
Number of parking AMPs screenings (in person)			6754	1,690	N/A	Ongoing	Ongoing
Number of parking AMPs screenings (online)				5,383	N/A	Ongoing	Ongoing
Number of parking AMPs hearings			210	224	N/A	Ongoing	Ongoing
Number of non-parking AMPs screenings			6755	106	N/A	Ongoing	Ongoing
Number of non-parking AMPs hearings			1	6	N/A	Ongoing	Ongoing

Number of voided AMPs tickets			1,852	2,326	N/A	Ongoing	Ongoing
Number of voided non-parking AMPs tickets			0	18	N/A	Ongoing	Ongoing
Animal Services							
Number of domestic animal related complaints responded to			1,427	1,326	N/A	Ongoing	Ongoing
Number of wildlife related complaints responded to			1,800	1,334	N/A	Ongoing	Ongoing
Number of new animal licences issued	2,414	7,695	7,911	525	N/A	Ongoing	Ongoing
Number of off-leash park complaints received			91	61	N/A	Ongoing	Ongoing
Number of dog bite complaints received			91	78	N/A	Ongoing	Ongoing
Number of dog off leash complaints received			129	83	N/A	Ongoing	Ongoing
Number of adoption events held			8	71	N/A	Ongoing	Ongoing
Number of adoption events held at MAEC			1	9	N/A	Ongoing	Ongoing
Number of cats adopted			5	132	N/A	Ongoing	Ongoing
Number of dogs adopted			1	47	N/A	Ongoing	Ongoing
Number of other animals adopted			1	23	N/A	Ongoing	Ongoing
Number of muzzle orders issued			3	4	N/A	Ongoing	Ongoing
Number of muzzle hearings			1	0	N/A	Ongoing	Ongoing
Number of cats euthanized			0	5	N/A	Ongoing	Ongoing
Number of dogs euthanized			0	6	N/A	Ongoing	Ongoing
Number of wildlife euthanized			0	47	N/A	Ongoing	Ongoing
Number of POA charges issued			9	8	N/A	Ongoing	Ongoing
Business Licencing & Standards							
Number of mobile business inspections	0	90	379	381	N/A	N/A	Ongoing
Number of stationary business inspections	<200	493	2342	695	N/A	N/A	Ongoing
Number of business licencing complaints			22	15	N/A	N/A	Ongoing
Number of caution notices issued (mobile/stationary)			200	219	N/A	N/A	Ongoing
Number of business and licencing standards enforcement initiatives			21	10	N/A	N/A	Ongoing
Number of general business licencing and standards inquires responded to			1,332	1,157	N/A	N/A	Ongoing
Number of business applications submitted/reviewed/processed			2,145	1,303	N/A	N/A	Ongoing
Number of stationary business licences issued			2,309	2,222	N/A	N/A	Ongoing
Number of mobile business licences issued			429	402	N/A	N/A	Ongoing
Number of sign permits issued			129	222	N/A	N/A	Ongoing
Number of mobile sign inspections			-	186	N/A	N/A	Ongoing
Contact Centre							
Number of calls received and responded	274,018	156,559	120,578	117,393	200,000	200,000	Ongoing
Number of emails received and responded	127,982	66,750	48,192	39,148	130,000	130,000	Ongoing

Number of web chats received and responded	20,206	12,058	10,066	9,316	21,000	21,000	Ongoing
Number of ACR's opened	48,076	36,204	45,100	43,432	45,000	45,000	Ongoing
Number of ACR's closed	47,683	38,278	27,520	31,419	45,000	45,000	Ongoing
Number of staff created ACR's	-	32,520	29,198	33,119	30,000	30,000	Ongoing
Number of total cases handled	-	235,367	178,836	174,388	200,000	200,000	Ongoing
Percentage of customer call-backs (follow up on cases)	20%	20%	20%	20%	20%	20%	Ongoing
Percentage of calls answered in the Contact Centre within 30 seconds (excluding switchboard)	70%	70%	70%	70%	70%	70%	Ongoing
Percentage of calls resolved on the first call	86%	86%	86%	86%	86%	86%	Ongoing
Public Services							
Number of burial permits issued	3,052	2,695	2,179	2,718	N/A	N/A	Ongoing
Number of marriage licences issued	1,243	1,098	1,042	1,047	N/A	N/A	Ongoing
Number of commissionings issued	160	183	179	151	N/A	N/A	Ongoing
Number of compliance letters issued	25	23	13	22	N/A	N/A	Ongoing
Number of civil weddings in the Wedding room	0	0	58	135	N/A	N/A	Ongoing
Number of civil weddings in the Chapel	0	0	43	137	N/A	N/A	Ongoing
Number of wedding photo permits issued			24	44	N/A	N/A	Ongoing
Number of lottery licences issued			4	1	N/A	N/A	Ongoing
Secretariat Services							
Number of Standing Committee and Council meeting agendas prepared	109	111	109	78	N/A	N/A	Ongoing
Number of Advisory Committee meeting agendas prepared	61	36	20	39	N/A	N/A	Ongoing
Number of Public Meeting Applications mailed	10,373	11,066	6,044	7,479	N/A	N/A	Ongoing
Number of Public Meetings Applications received	26	41	27	21	N/A	N/A	Ongoing
Number of Public Meetings held	-	-	3	10	N/A	N/A	Ongoing
Number of Public Meeting notices mailed	-	-	-	8,883	N/A	N/A	Ongoing
Number of Notice of Passing – Zoning	17	2	4	0	N/A	N/A	Ongoing
Number of Zoning By-laws passed	15	33	41	9	N/A	N/A	Ongoing
Number of complete application notices mailed	11,510	7,213	1,542	7,479	N/A	N/A	Ongoing
Number of complete applications	28	23	7	15	N/A	N/A	Ongoing
Number of OPA adoption	5	14	17	8	N/A	N/A	Ongoing
Number of Notice of draft plan of subdivision	9	2	8	4	N/A	N/A	Ongoing
Number of subdivision mailed	100	0	19	0	N/A	N/A	Ongoing
Number of draft plan of condo	6	6	7	10	N/A	N/A	Ongoing
Number of draft plan condo mailed	6	8	0	0	N/A	N/A	Ongoing
Number of ABC recruitments conducted	-	-	-	3	N/A	N/A	Ongoing

Number of ABC vacancies filled	-	-	-	43	N/A	N/A	Ongoing
Number of Community Recognition events held	-	-	3	0	N/A	N/A	Ongoing
Number of Heritage By-laws passed	6	7	12	7	N/A	N/A	Ongoing
Appeals	14	14	17	7	N/A	N/A	Ongoing
Clerk's affidavits	0	3	48	14	N/A	N/A	Ongoing

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Expand the Corporate Community Engagement Toolkit.	• Leverage existing opportunities to partner with local school boards to educate students on important Legislative Services topics. • Provide support on the Neighbourhood Partnership strategy. • Host multiple public education sessions at the Markham Animal Adoption and Education Centre, including Speaking of Wildlife, and Coyote Education Sessions.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support Everyone Welcome Program.	• Support the Diversity and Eliminating Anti-Black Racism Action Plans (*BMFT Action 2.2.4)* and the Multi-Year Accessibility Plan. • Continue to consult with key City Committees and external partners on inclusive and accessible service delivery within Legislative Services. • Continue to consult with our Indigenous Peoples of Canada relative to Legislative Services functions.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support Markham York University campus and Destination Markham Strategy.	• Promote Markham's brand through research & related promotional strategies in support of a Destination Markham Strategy. • Support Honda Markham Indy through participation on working groups and ensuring necessary work is completed.

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support the road safety program.	• Continue to conduct audit of taxi brokerage operational structure.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Improve safety in communities.	• Continue to review the City's Animal Services and Business Licence requirements to ensure they adequately address safety and consumer protection. • Continue to review mandatory training for PTC and Taxi drivers operating in Markham.
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Improve safety in communities.	• Collaborate with Police and Fire Services to assist with animal-related emergencies and public safety incidents. • Continued disease monitoring programs for avian influenza and rabies. • Manage and investigate dog bites, off-leash park issues, and other public safety concerns to protect both residents and animals. • Increase social media engagement and public education posts on animal welfare and safety topics. • Participate in Emergency Management Exercises & Training as required. • Update Business Continuity Plan to minimize Legislative Services' disruptions in case of an emergency. • Continue to work with the enforcement/compliance units to refine processes and procedures related to the use of AMPS. • Assist compliance and enforcement units with policy updates to reflect AMPS.

3.4 Protect and enhance natural environment and built form.	Improve safety in communities.	• Develop community engagement plan and participate in key community events to strengthen community partnerships and promote responsible pet ownership.

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure efficient delivery of services.	• In collaboration with ITS, implement the Docupet licensing system for Animal Services. • Continue to review processes to increase non-property tax revenues and maintain or lower operating costs in a growing Markham. • Research, and prepare staff report on Short-Term Rental Accommodation.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop a Risk Management Strategy.	• Conduct annual monument inspections at City Cemeteries to identify deficiencies and minimize risks to public safety.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Support corporate objective to increase accountability & transparency.	• Update Procedural By-law to better reflect current meeting practices and legislative changes. • Collaborate with the City's Open Data program to publish election-related datasets. • Provide open access to Departmental policies and procedures, where possible. • Work with Finance on the further develop a revenue strategy for AMPS to make informed projections, align resources and better address future funding needs.

TOC

		• With Finance and other corporate partners, on the procurement of the City's Auditor General. • Investigate the feasibility of incorporating Legislative Services related insights into the corporate (ELT) dashboard.

LEGISLATIVE SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Provide excellent Council & Committee administration.	• Explore additional opportunities for digital business transformation based on legislative and technological changes etc.	2027-2030
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology solutions to improve efficiencies.	• Continue to explore the expansion of the City's Artificial Intelligence (AI) program. • Work with ITS to support the orderly migration of digital corporate records to MS SharePoint.	2027-2030
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve staff satisfaction.	• Continue succession planning for future staffing needs	2027-2030

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Ensure an integrated approach to communications & marketing consistent with BMFT – Phase II & City's Brand.	• Post-election work. • New councillor orientation. • Provide support on the Neighbourhood Partnership project. • Provide support and raise awareness on the Destination Markham initiative. • Provide assistance with the plan for a major civic square with cultural amenities.	2027-2030
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure all services are fully accessible.	• Identify opportunities to become a centre of excellence for accessible content. • Support the Diversity, Accessibility and Eliminating Anti-Black Racism Action Plans *(BMFT Action 2.2.4)* • Continue to provide support on volunteer programs.	2027-2030
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support Markham York University campus and Destination Markham Strategy.	• Support the operation and success of the York University campus in Markham.	2027-2030

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support the road safety program.	• Continue to conduct audit of taxi brokerage's operational structure.	2027-2030
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Improve safety in communities.	• Continue to provide support on the affordable housing strategy.	2027-2030
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Improve safety in communities.	• Continue with Business Continuity Plan implementation to minimize Legislative Services' disruptions in case of an emergency. • Continue to provide effective communications tools to residents about community emergencies and significant service issues.	2027-2030
3.4 Protect and enhance our natural environment and built form.	Improve safety in communities.	• Continue to collaborate with internal City Departments on reducing human/wildlife conflicts.	2027-2030

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure efficient delivery of services.	• Continue to evaluate all division services to ensure cost-effective and efficient service delivery.	2027-2030
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Ensure efficient delivery of services.	• Continue to review processes to increase non-property tax revenues and maintain or lower operating costs in a growing Markham.	2027-2030
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Ensure efficient delivery of services.	• Continue to evaluate Legislative Services practices to enhance accountability and transparency based on prevailing business practices.	2027-2030

SUSTAINABILITY AND ASSET MANAGEMENT
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
RENTALS	1,048	1,103	995	1,050	55	5.5%	(53)	-4.8%
SALES	0	1	0	0	0	0.0%	(1)	-100.0%
RECOVERIES & CONTRIBUTIONS	60	76	38	38	0	0.0%	(38)	-50.1%
OTHER REVENUE	(3)	11	34	34	0	0.0%	23	208.5%
SOLAR REVENUE	305	300	289	289				
ELECTRIC VEHICLE CHARGING STATION RE\	3	2	0	0				
Total Revenues	**$1,413**	**$1,493**	**$1,356**	**$1,411**	**$55**	**4.1%**	**($83)**	**-5.5%**
Expenses								
SALARIES & BENEFITS	$2,158	$2,820	$3,292	$4,615	$1,323	40.2%	$1,795	63.7%
PRINTING & OFFICE SUPPLIES	1	2	4	4	0	0.0%	2	106.7%
OPERATING MATERIALS & SUPPLIES	85	115	119	120	1	0.7%	5	4.2%
UTILITIES	657	775	789	799	10	1.3%	24	3.1%
COMMUNICATIONS	29	22	19	19	0	0.0%	(3)	-14.4%
TRAVEL EXPENSES	9	5	7	7	0	0.0%	2	46.0%
TRAINING	2	16	21	21	0	0.0%	6	36.2%
CONTRACTS SERVICES AGREEMENTS	962	1,073	909	991	82	9.0%	(82)	-7.7%
MAINT. & REPAIR - TIME & MATERIAL	655	794	591	594	3	0.5%	(201)	-25.3%
RENTAL/LEASE	0	0	1	1	0	0.0%	1	0.0%
PROFESSIONAL SERVICES	1	16	9	9	0	0.0%	(7)	-46.5%
LICENCES, PERMITS, FEES	10	8	12	12	0	0.0%	5	60.5%
CREDIT CARD SERVICE CHARGES	0	1	0	0	0	0.0%	(0)	-37.1%
PMTS. TO CITIZENS/LOCAL GROUPS	0	0	4	4	0	0.0%	4	0.0%
TRANSFER TO/(FROM) RESERVE	213	214	157	157	0	0.0%	(57)	-26.6%
Total Expenses	**$4,783**	**$5,860**	**$5,934**	**$7,353**	**$1,419**	**23.9%**	**$1,493**	**25.5%**
Net Expenditures/(Revenues)	**$3,370**	**$4,367**	**$4,579**	**$5,942**	**$1,364**	**29.8%**	**$1,576**	**36.1%**
TRANSFERS TO/(DRAW FROM) RESERVES	$213	$214	$157	$157	$0	0.0%	($57)	-26.6%
Full Time Complement	**20**	**20**	**23**	**28**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 5 FTE.

Maintenance & Repair – Time & Material: Projected increased in material costs.

SUSTAINABILITY AND ASSET MANAGEMENT BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Deliver service excellence.	Use annual citizen satisfaction survey to inform sustainability programming to ensure we are meeting expectations of our community.
		Implement engagement and outreach strategies (i.e., surveys, social media tools, etc.) to collect feedback from residents across varying demographics and socio-economic statuses during sustainability and home energy-focused community engagements.
		In anticipation of more changes toward a centralized facility management model, develop baseline data set (customer satisfaction, ACR clearance rate) to ensure quality service is maintained as model evolves.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Embrace innovation and relevant technologies in delivery of service.	Continue to leverage technology to streamline and improve business processes: • Complete first set of Facility Reserve Study within Lucity/ EAM. • Investigate feasibility of FCI Automation within Lucity/ EAM.
		Assess opportunities to adopt facility 3D imaging or AI tools to improve data quality and/or reduce costs.
		Implement pilot for up to 5 facilities using 3D imaging to validate square footage through updated plans generated through this technology.
		Complete BAS Program implementation in six facilities. Enhance central support and accessibility of BAS systems and related data.

1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Support the Cultural & Business Transformation (ESxEP) Initiatives.	Lead the development and implementation of a new facility management model as part of business transformation under ESxEP.
		Actively participate in and support the Organizational Review of Asset Management, Facility Management and Capital Delivery identified on the ESxEP roadmap.
		In collaboration with Finance and Legal, procure a new high quality and cost-conscious food and beverage services provider for staff, visitors and meetings in a clean and welcoming space where staff can dine and collaborate.

Departmental Performance Measures in Support of Goal	2021	2022	2023	2024	2025 Target	2026 Target	Long-term Target	LT Target Year
Number of learning hours per regular full-time employee	9.7	5.4	5	2.3	20.0	20.0	20.0	Ongoing
Staff Absenteeism (Average # of days per employee)	9.3	9.2	5.8	5.6	≤ 8.4	≤ 8.4	≤ 8.4	Ongoing
Staff Turnover (%)	0	1 or 5%	9.1%	9.1	≤ 7.5%	≤ 7.5%	≤ 7.5%	Ongoing
% of Work Orders (ACRs) Completed within 7 days	91.43%	86.04%	85.28%		90%	90%	90%	Ongoing
Third party recognition for excellence	0	0		1 award	1 award	1 award	1 award	Ongoing
Organizational Outcome Index from Staff satisfaction survey	72.9%	n/a			90%	90%	90%	Ongoing

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Increase broader community and youth engagement to accelerate our transition to net zero emissions by 2050.	Continue to engage youth in sustainability leadership opportunities in partnership with local organizations (i.e. Youth Challenge International – YCI, York Region Science and Tech fair, Threading Change, UnearthD) and provide the municipal context to empower youth to find solutions for local emissions reductions, sustainability and climate change related challenges aligned to the MEP net zero 2050 goals and Greenprint: Markham's Community Sustainability Plan.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Continue to recognize and celebrate the diversity of our team and strive to ensure inclusivity in our work.	Contribute to making the Honda Markham Indy in 2026 a world class event by providing superior security and facility support services.
		Continue to support the City's Diversity, Equity and Inclusion strategies and programs.
		Continue to expand the facility services SAM provides to Culture venues to allow them to focus on programming.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Continue to maintain public facilities in a state of good repair.	Continue to advance accessibility retrofits at City facilities.
		Develop strategy to sensitively and cost effectively protect heritage buildings on City property in partnership with Heritage Planning, Buildings and Real Property and Finance.

Departmental Performance Measures in Support of Goal	2023	2024	2025 Target	2026 Target	Long-term Target	LT Target Year
Total community engagement numbers combined with social media and webpage impressions, clicks, unique page views, event impressions and attendance, and sustainability program participation	979,081	*503,560	525,000	550,000	600,000	2026

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Champion transportation initiatives that reduce GHG emissions.	Continue to promote the expansion of electric vehicle (EV) charging infrastructure across the City in partnership with other departments and external partners.
		Broaden the scope of Alectra @Work program for Markham employees who drive electric vehicles and encourage more to transition to zero emission vehicles.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	n/a	n/a
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Develop and maintain a Business Continuity Plan that identifies essential services and resources.	Complete update of planning documents to ensure business continuity of our services and infrastructure and enable community resiliency and community safety.
		Participate in Emergency Management Exercises and Training as planned by Emergency Planning Coordinator.
3.4 Protect and enhance natural environment and built form.	Continue to implement Markham's Corporate Energy Management Plan and Net-Zero strategies to reduce energy and emissions via conservation, efficiency and investment in renewable energy.	Undertake operational and capital Corporate Energy Management projects and finalize corporate Net Zero 2050 plan.
		Develop and present Net Zero 2050 plan for Council review and endorsement.
		Collaborate with Operations and other departments to roll-out the Fleet Low Carbon Strategy to inform cost-effective deployment of low-carbon vehicles and refueling infrastructure that will provide community leadership and achieve significant emission reductions within the City's fleet.

TOC

	Support the implementation of the Municipal Energy Plan to achieve net zero 2050.	Update the Municipal Energy Plan and strengthen engagement with key stakeholders (e.g. homeowners, renters, and businesses) to examine strategies for reducing carbon emissions to achieve net zero by 2050. Integrate findings from FCM Feasibility Study to enhance recommendations for emissions reductions in the residential sector.
		Collaborate with Planning and Urban Design to ensure the Community Energy Plans continue to advance toward net zero emissions well before 2050 and that they are aligned with the Sustainability Metrics. Define CEP roles and responsibilities.
	Develop a feasibility study for a home retrofit program.	Complete Community Efficiency Financing Program feasibility study in partnership with the City of Richmond Hill and FCM for deep home retrofit financing options to increase residential uptake and engagement.
		Continue to offer Home Efficiency Retrofit Orientation (HERO) programs, in partnership with Humber College and Enbridge Gas, to enhance homeowner knowledge on home energy retrofits and inform the FCM feasibility Study.
	In support of GreenMarkham, partner with departments to promote and communicate sustainability and environmental initiatives and events for Earth Month and throughout the whole year.	Align sustainability and environmental programs in collaboration with other departments with City's climate change mitigation objectives.
		Strengthen and develop Markham's Sustainability narrative to highlight the achievements and ongoing projects to educate the community about the City's objective of net zero emissions by 2050: • Engage and empower MEAC by partnering with other departments to increase community engagement for Markham's ecological integrity and encouraging sustainable lifestyles. • Engage and empower the Environmental & Sustainability Committee of Council to increase sustainability education and engagement in the community.

		• Provide cohesive sustainability messaging and online resources for residents to enhance their understanding of sustainability.

Departmental Performance Measures in Support of Goal	2021	2022	2023	2024	2024 Target	2026 Target	Long-term Target	LT Target Year
Municipal Operations GHG Emissions per resident (tCO2/capita)	25.0	29	30	TBD	33.0	32.3 (5%)	32.3 (5%)	ongoing
Number of community EV charging points at City facilities	2	24	23	23	44	50	50	ongoing

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Lead Markham's compliance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.	Work with the Asset Management Steering Committee to confirm scope of the *"Annual review of asset management planning progress"* and seek Council's endorsement by July 1, 2026.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Leverage the findings from the Exceptional People (ESxEP) transformation project, CAM Strategy & Governance Framework, 2024 & 2025 Asset Management Plans, to inform and prioritize AM system and process improvements and develop better integrated decision-making capabilities organization wide.	**Note: subject to the assessment and outcomes from the Exceptional People (ESxEP) transformation project.** In partnership with AMSC, determine priority improvements and best practices to focus on.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Building upon the asset management maturity assessment findings, develop a robust asset management internal governance structure that appropriately addresses accountabilities, roles and responsibilities, as well as leading the implementation of improvement strategies and actions.	**Note: subject to the assessment and outcomes from the Exceptional People (ESxEP) transformation project.** Proposed work activities include: • Re-start and/or wrap up the Corporate Asset Management Strategy & Governance Framework project.

Departmental Performance Measures in Support of Goal	2021	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
% capital projects that adheres to Financial Policies	89%	88%	90%	92%	92%	90%	90%	Ongoing
Average FCI's for "Administrative Buildings" to be maintained between 0% to 2.5% i.e. "Very Good" condition **	1.60%	1.18%	1.28%	2.06%	1.91%	TBD	TBD	Ongoing
Average FCI's for "Culture Facilities" to be maintained between 0% to 2.5% i.e. "Very Good" condition **	3.32%	1.88%	1.75%	2.19%	3.12%			Ongoing
Average FCI's for "Fire Stations" to be maintained between 0% to 2.5% i.e. "Very Good" condition **	0.74%	1.63%	1.57%	1.44%	1.09%			Ongoing
Average FCI's for "Industrial Type Facilities" to be maintained between 5% to 7.5% i.e. "Fair" condition **	2.52%	4.42%	1.58%	2.82%	2.17%			Ongoing
Average FCI's for "Library Buildings" to be maintained between 0% to 2.5% i.e. "Very Good" condition **	1.07%	0.74%	1.92%	1.60%	1.19%			Ongoing
Average FCI's for "Recreation Facilities" to be maintained between 0% to 2.5% i.e. "Very Good" condition – SAM in supporting role to Recreation **	1.28%	1.91%	1.52%	1.36%	1.77%			Ongoing
Average FCI's for "Residential Type Buildings" to be maintained between 2.5% to 5% i.e. "Good" condition**	0.91%	1.95%	2.71%	2.71%	3.34%			Ongoing
Average FCI's for "School Type Buildings" to be maintained between 2.5% to 5% i.e. "Good" condition**	0.02%	8.86%	2.71%	2.72%	1.13%			Ongoing

Note: FCI calculation methodology modified for 2023 onwards. Average FCI's are calculated based on the annual average of 3 Year FCI calculated from the subsequent 3 year facility needs by the facility replacement value.

SUSTAINABILITY & ASSET MANAGEMENT LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Align to City-wide Customer Experience Strategy and provide satisfied customer service for internal and external clients.	Continue to survey community energy program participants (i.e. HERO, EVs, PHH, MPH) to evaluate and improve services for the community.	2026-2028
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Enhance statistical reporting and evaluation.	Continuous improvement and update to Facility data in Lucity/ EAM.	2026-2029
		Continue to implement BAS program, completing 6 upgrades.	2026
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Continue to champion the development of a culture of sustainability for City Staff.	In collaboration with People Services, examine opportunities to develop new training and culture tools to re-inforce and enhance sustainability for City staff.	2026-2028

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Increase broader community and youth engagement to accelerate our transition to net zero.	Continue to engage youth in sustainability leadership opportunities in partnership with local organizations (i.e. Youth Challenge International - YCI) and provide the municipal context to empower youth to find solutions for local emissions reductions, aligned to the MEP net zero 2050 goals.	2026-2028
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Continue to recognize and celebrate the diversity of our team and strive to ensure inclusivity in our work.	Continue to support the City's Diversity, Inclusion and Equity strategies and programs.	2026-2028
		Continue to support the Culture department by providing excellence facility services that allow them to focus on delivering culture programs that enrich our community.	2026-2028
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Continue to maintain public facilities in a state of good repair.	Continue to advance accessibility retrofits at City facilities.	2026-2028
		Continue to sensitively and cost effectively protect heritage buildings on City properties in partnership with Heritage Planning, Buildings and Real Property.	2026-2028

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Champion transportation initiatives that reduce GHG emissions.	Continue to promote the expansion of electric vehicle (EV) charging infrastructure across the City in partnership with other departments and external partners.	2026-2028
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.			
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.			
3.4 Protect and enhance our natural environment and built form.	Continue to implement Markham's Corporate Energy Management Plan and Net-Zero strategies to reduce energy and emissions via conservation, efficiency and investment in renewable energy.	Continue to undertake operational and capital Corporate Energy Management projects and advance these projects in support of the endorsed net zero strategies for fleet and facilities.	2026-2028

GOAL 4 - Stewardship of Money and Resources

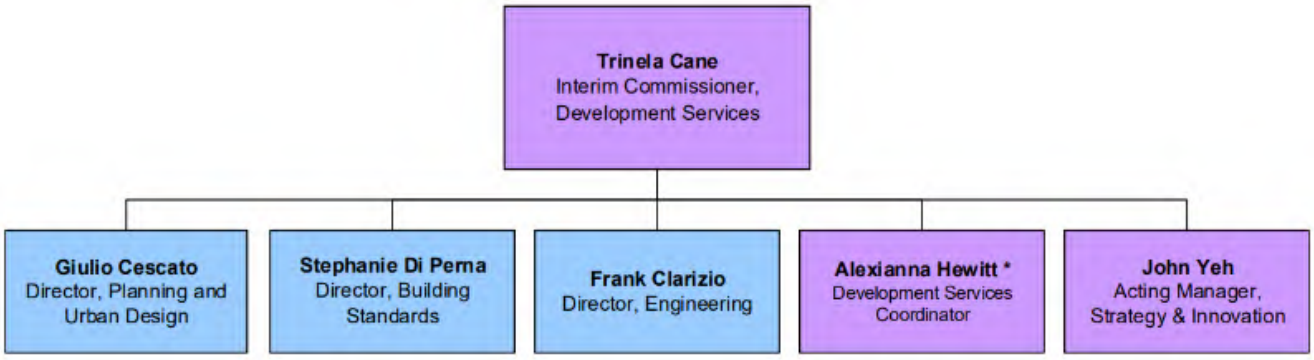
Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Lead Markham's compliance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.	In service to AMSC: • Confirm scope of the "Annual review of asset management planning progress" and seek Council's endorsement by July 1 in each calendar year. • Update the City's Asset Management Plan and seek Council's endorsement by July 1, 2030. • Update the City's growth model and outputs.	2027-2029

4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Leverage the findings from the Exceptional People (ESxEP) transformation project, CAM Strategy & Governance Framework, 2024 & 2025 Asset Management Plans, to inform and prioritize AM system and process improvements and develop better integrated decision-making capabilities organization wide.	**Note: subject to the assessment and outcomes from the Exceptional People (ESxEP) transformation project.**
		In partnership with AMSC, determine priority improvements and best practices to focus on.
		• Better alignment between departmental and CAM related AM practices.
		• Consistent AM training.
		• Data and information.
		• Missing asset inventories.
		• Condition assessment standards.
		• Proposed levels of service and key business metrics:
		  ○ Current performance metrics and appropriate targets.
		  ○ Lifecycle Reserve Study funding gaps (if any).
		  ○ Management strategies for high-risk assets.
			2026-2029

		○ Impact of growth and climate change demand drivers.	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Building upon the asset management maturity assessment findings, develop a robust asset management internal governance structure that appropriately addresses accountabilities, roles and responsibilities, as well as leading the implementation of improvement strategies and actions.	**Note: subject to the assessment and outcomes from the Exceptional People (ESxEP) transformation project.** Support and participate in Transformation initiatives as required.	2026-2029

DEVELOPMENT SERVICES



Commission Mission Statement and Overview

To create a vibrant and healthy city that enables our diverse communities to thrive.

The Commission works with our partners to create and deliver livable and healthy communities in the City of Markham. The Commission is responsible for making significant contributions to city-building in Markham by facilitating economic growth and planning for complete and vibrant communities through community and master plans. The Commission manages the development process and facilitates development of major infrastructure initiatives to ensure that the City is healthy, aesthetically pleasing, safe and environmentally sensitive in its urban form. Our goal is to continue managing growth in a manner that will promote an attractive, ecologically sustainable community in which to live, work, invest and play. The Commission is responsible for continuing to place Markham as a prosperous urban centre in a global context, and ensuring that great development and a vibrant business community are recognized as strengths of the City.

Our work aligns to and supports the four goals of the City's Strategic Plan, Building Markham's Future Together four goals (Exceptional Services by Exceptional People; Engaged, Diverse, Thriving and Vibrant City; Safe, Sustainable and Complete Community; and Stewardship of Money and Resources).

The following Business Units are included under the Development Services Commission:

- Building Standards Department
- Engineering Department
- Planning & Urban Design Department
- Strategy & Innovation Unit

There are over 250 employees who are responsible for the day-to-day operations of the four business units.

TOC

Building Standards

The mission of the Building Standards Department is to enhance the quality of community life with particular emphasis on environmental, health, accessibility, and life safety issues related to building construction. This is accomplished by delivering the optimum level of service achievable in a timely, cost-effective and consistent manner within a corporate climate that is open, responsive, progressive and fair.

The department is a leader in using technologies and practices that facilitate sustainable development, prevent building failures and effect reasonable compliance with building regulations. To that end, Building Standards has fully implemented a digital permitting system called ePLAN that provides complete end to end processing, payment and issuance of building permits including the scheduling and administration of inspections.

The Building Standards Department issues building permits and conducts building inspections for all new or renovated buildings within Markham's borders. The Department is responsible for the administration and enforcement of all aspects of the Ontario Building Code including fire and life safety systems, accessibility structural systems, mechanical, plumbing and electrical systems, energy efficiency and fire protection systems. Through Department process they also ensure buildings and land use complies with other applicable laws including the City's zoning by-laws.

Engineering

The Engineering Department ensures development and municipal infrastructure are planned and built to high standards with an emphasis on safety and long-term sustainability. This department carries out its major functions through the following sections:

- Engineering Review
- Infrastructure and Capital Projects
- Transportation

Engineering Review

The Engineering Review section is responsible for the review and approval of municipal infrastructure and engineering matters related to land development applications and consists of the following areas:

- **Development Engineering**
  - Review and approval of all engineering matters related to Planning Act applications including Official Plan Amendments, Zoning By-Law Amendments, Secondary Plans, Plan of Subdivision, Site Plan Control, Minor Variance, etc.
  - Preparation of subdivision and construction agreements pursuant to the Planning Act to secure the landowners' obligations as they relate to their developments.
  - Administration of various agreements between the City and landowners to ensure the requirements related to municipal infrastructure are fulfilled as part of land development.
  - Review, approval, and contract administration of grading and servicing matters for residential infill development.

- **Environmental Engineering**
  - Review and approval, and/or preparation of sub-watershed studies, master environmental studies, stormwater management and water resources studies.
  - Provide and administer technical support on environmental site assessments and remediation of brownfield sites.

- **Municipal Inspections**
  - Ensures that all municipal infrastructure constructed by landowners, related to land development, is constructed as per approved plans and in accordance with the City's standards and best practices.

Infrastructure and Capital Projects

This section is responsible for the implementation of municipal infrastructure design and construction projects undertaken by the City in support of growth and community connectivity. These projects consist of capital projects such as roads, bridge and culvert structures, sidewalks, trails, streetlights, intersection improvements, active transportation facilities, and erosion control works. The section provides the necessary project management and technical oversight to ensure effective project delivery by consultants and contractors during the detailed design and construction for these projects. This includes ensuring compliance with City standards, financial controls, regulatory requirements, and approved schedules and budgets.

This section is also responsible for the project management and oversight of third-party projects, e.g. Regional Environmental Assessment, detailed design and construction projects, Metrolinx network improvements, ensuring that the City's infrastructure is not negatively impacted and/or properly constructed.

Transportation

The Transportation section consists of three main areas: Traffic Engineering, Transportation Planning, and Transportation Policy & Strategy. The teams work closely together, internally with various Markham departments, and externally with all levels of government and other municipalities.

Traffic Engineering is responsible for planning, design, and operating the City's Roads to ensure a safer and more efficient mobility network. Examples of works include operations and maintenance of traffic signals, investigating and responding to traffic safety concerns, administering various traffic safety programs, conducting parking and traffic surveys, and performing safety studies. Traffic Engineering is also responsible for the review and justification of new traffic control measures such as all way stops, traffic signals and pedestrian cross-overs.

Transportation Planning reviews and approves development planning transportation studies and functional designs for streets, and through that process works to develop a transportation system that increases mobility options for all users, including pedestrians, cyclists, and transit riders.

Transportation Policy & Strategy develops, reviews and recommends policies and strategies to enhance the City's transportation system and provide mobility options for all uses. This involves the development of Transportation Master Plan, City-wide Parking Strategy, School Zone Safety Guide, and other transportation policies, strategies, coordination, promotional programs and infrastructure plans for all modes of transportation, especially walking, cycling, micromobility, and transit.

Yonge North Subway Extension (YNSE)

Transportation/Engineering is leading the coordination of YNSE project which is a shared objective of the City of Markham and the Province to facilitate and accelerate the implementation of the Yonge North Subway Extension that will unlock the significant benefits and opportunities for the community, as well as the broader region and Greater Toronto Area. The YNSE will not only transform the daily commute but will catalyze the growth and land use integration within the corridor with the 8 kilometre length with five (5) stations to serve Markham and York Region.

Planning & Urban Design

The Planning & Urban Design Department works to create the built form in the community and sustain its 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. This Department's primary focus is contributing to city building and placemaking through managing growth and ensuring the development of safe, walkable, and sustainable communities. The Department creates civic pride through excellence in community planning and sustainable development. The Department participates in community outreach including liaison with the public and external agencies and organizations. The Department carries out its major functions through four primary sections:

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

Policy & Research

Policy & Research activities relate to long range planning primarily associated with developing and updating the City's Official Plan and secondary plans to guide growth and develop as a sustainable and complete community. Other areas of focus include community planning to support the Yonge North Subway Extension and related transit-oriented development, Affordable and Rental Housing Strategy implementation, protection of the natural environment, and implementing provincial and regional land use policy. The section is also responsible for data analysis including population and employment forecasts, tracking and reporting on development application activity, supporting York Region's servicing allocation and capacity assignment program, and Official Plan monitoring indicators.

Development Control

The Development Control section's activities relate to development review through evaluation and processing of development applications under the Planning Act and includes official plan and zoning amendments, site plans, subdivision and condominium proposals and applications to the Committee of Adjustment. As part of application processing, this section carries out extensive liaison with both internal and external departments and agencies, stakeholder groups and the public, the development community, and City politicians. This section is also responsible for the protection and preservation of the City's cultural heritage resources, under the Ontario Heritage Act.

The section is also responsible for maintaining the Comprehensive Zoning By-law and facilitating industrial and office development proposals by coordinating development review processes, infrastructure planning, and economic development issues.

Urban Design

The Urban Design section coordinates with the Development Control section and other City departments to evolve Markham's development context and achieve excellence in urban design. This section also champions the public realm, built form matters and place-making. It undertakes design guidelines work, special projects, and other key initiatives to implement the City's Official Plan and city building efforts.

Parks Planning, Design & Construction

The Parks Planning, Design, & Construction section is responsible for the planning, design, consultation, and construction of all new City parks and major park renovations as well as the majority of the annual park asset Life Cycle replacement programs. In addition to capital planning and construction, the team develops, and updates park specific strategies and policies and contributes to the review, development and approval of all development applications, secondary plans and the Official Plan. The section's goal is excellence in park planning, design and construction that contributes to healthy, complete and equitable communities with timely construction and regard for assigned budgets.

Strategy and Innovation

This section is within the Commissioner's office and is responsible for developing and implementing strategies resulting in innovative and effective approaches for the Commission. The section coordinates implementation of the Commission's actions of Building Markham's Future Together Strategic Plan, facilitates commission-wide issues to build consensus and complete projects, supports the operation of the digital development application review system called ePLAN that provides complete end to end review and processing, payment, approvals, and data gathering and monitoring. The section also coordinates and improves internal business processes such as budgeting, business planning, development application processes, and project management.

DEVELOPMENT SERVICES CONSOLIDATED
(EXCLUDING BUILDING, PLANNING & DESIGN AND ENGINEERING)
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
OTHER REVENUE	2	56	1	1	0	0.0%	(55)	-98.2%
Total Revenues	**$2**	**$56**	**$1**	**$1**	**$0**	**0.0%**	**($55)**	**-98.2%**
Expenses								
SALARIES & BENEFITS	$1,634	$1,531	$2,104	$2,161	$57	2.7%	$631	41.2%
PRINTING & OFFICE SUPPLIES	0	1	1	1	0	0.0%	(0)	-36.8%
OPERATING MATERIALS & SUPPLIES	3	1	1	1	0	0.0%	0	49.1%
UTILITIES	87	85	71	73	1	1.8%	(13)	-14.7%
COMMUNICATIONS	1	0	1	1	0	0.0%	0	19.0%
TRAVEL EXPENSES	22	5	35	35	0	0.0%	30	600.3%
TRAINING	0	0	4	4	0	0.0%	4	0.0%
CONTRACTS SERVICES AGREEMENTS	275	346	387	447	59	15.3%	101	29.2%
MAINT. & REPAIR - TIME & MATERIAL	5	5	0	0	0	0.0%	(5)	-100.0%
RENTAL/LEASE	2	2	0	0	0	0.0%	(2)	-100.0%
PROFESSIONAL SERVICES	735	683	719	719	0	0.0%	36	5.3%
LICENCES, PERMITS, FEES	8	3	9	9	0	0.0%	6	218.4%
Total Expenses	**$2,772**	**$2,662**	**$3,331**	**$3,449**	**$118**	**3.5%**	**$787**	**29.6%**
Net Expenditures/(Revenues)	**$2,770**	**$2,606**	**$3,330**	**$3,448**	**$118**	**3.5%**	**$842**	**32.3%**
Full Time Complement	**10**	**9**	**12**	**12**				

Note: In 2026, Economic Growth, Culture & Entrepreneurship was moved under the CAO's Commission from Development Services.

BUILDING STANDARDS
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
LICENCES & PERMITS	14,242	16,053	15,409	13,196	(2,213)	-14.4%	(2,858)	-17.8%
USER FEES & SERVICE CHARGES	451	525	331	481	150	45.4%	(44)	-8.4%
RECOVERIES & CONTRIBUTIONS	0	135	55	55	0	0.0%	(80)	-59.3%
Total Revenues	**$14,693**	**$16,713**	**$15,794**	**$13,731**	**($2,063)**	**-13.1%**	**($2,982)**	**-17.8%**
Expenses								
SALARIES & BENEFITS	$8,067	$9,939	$9,422	$10,611	$1,189	12.6%	$672	6.8%
PRINTING & OFFICE SUPPLIES	30	$11	38	$38	0	0.0%	27	248.5%
OPERATING MATERIALS & SUPPLIES	17	$23	23	$23	0	0.0%	(0)	-1.2%
COMMUNICATIONS	17	$14	31	$31	0	0.0%	17	121.2%
TRAVEL EXPENSES	21	$19	16	$16	0	0.0%	(3)	-15.0%
TRAINING	38	$24	67	$67	0	0.0%	43	177.6%
CONTRACTS SERVICES AGREEMENTS	3,653	$4,037	4,014	$4,110	96	2.4%	73	1.8%
RENTAL/LEASE	1	$1	0	$0	0	0.0%	(1)	-100.0%
PROFESSIONAL SERVICES	11	$7	9	$14	5	58.8%	6	89.4%
LICENCES, PERMITS, FEES	17	$22	46	$46	0	0.0%	23	102.4%
CREDIT CARD SERVICE CHARGES	94	$197	126	$126	0	0.0%	(71)	-35.9%
PROMOTION & ADVERTISING	0	$0	3	$3	0	0.0%	3	0.0%
Total Expenses	**$11,965**	**$14,293**	**$13,794**	**$15,084**	**$1,290**	**9.4%**	**$791**	**5.5%**
Net Expenditures/(Revenues)	**($2,728)**	**($2,420)**	**($2,000)**	**$1,353**	**$3,353**	**-167.6%**	**$3,773**	**-155.9%**
TRANSFERS TO/(DRAW FROM) RESERVES	$2,728	$2,420	$2,101	($1,353)	($3,453)	-164.4%	($3,773)	-155.9%
Full Time Complement	**61**	**65**	**66**	**71**				

Major changes in the 2026 Budget from the 2025 Budget:

Licences & Permits: Decrease due to projected decrease in permit activities.

User Fees & Services Charges: Projected increase fee activities.

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 5 FTE.

Transfers to/(draw from) Reserves: Represents a draw from the Reserve to balance the budget deficit.

BUILDING STANDARDS BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Migrate department services from City web portal to ePlan portal, providing consistency and transparency to customers.	Migrate department services (zoning, information request, investigation request, Liquor license, Daycare license etc.) from City portal to the ePlan portal. 2025 Capital project approved. Liquor license, Daycare license - 2026 • Transfer Zoning Search to portal • Transfer Compliance Report to portal • Transfer Completion Certificate to portal • Transfer Request to Access Permit Drawings to portal Applicant/Owner Change Request • (Application or Issued Permit) - Process should generate our applicant change form • Permit extension request - Process should generate our extension request form • Revocation (Cancellation of Issued Permit)/Cancel Request to portal - Process should generate our cancellation request form and email it to supervisor of administration • Inspection Upload Attachment Notification – Can't be done through AMANDA • Email requestor of inspections confirmation email

1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Explore options for internal department information channels related to infill construction.	Explore technology advancements to improve mobile connectivity and information capture. Part of the portal project includes online building code violations map.
	Inspection Module.	Configure automatic filing of GRCC's (General Review Commitment Certificates) by professional consultants directly into the AMANDA permit file for the Building Inspector.
	Pre-Application AI Technology.	2026 Capital Project approved to implement AI in the pre-application phase for building permits.
	Digital Building Code App Conversion.	Convert building official copies of the building code to digital APP technology. 2026 Capital project approved.
	Explore Power BI options.	Explore Power BI options to automate department dashboard reporting.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Support HR's THRIVE@theCITY, new employee onboard training, succession planning and Leadership training.	Continue with the Building Official Internship Program to assist in internal succession planning and attracting/training new talent. Liaison with industry partners.
		Attend OBOA (Ontario Building Officials Association), LMCBO (Large Municipality Chief Building Officials Association), PDOX (ePlan) and AMANDA conferences and network with our municipal partners with the goal of consistency.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Services provided within timeframe (all posted service level standards)	82%	74%	78%	76%	80%	90%	2027
Median processing time in working days for housing (MPMP)*	10	10	10	9	10*	Met	Met
Median processing time in working days for small buildings (MPMP)*	12	13	15	12	15	Met	Met
Median processing time in working days for large buildings (MPMP)*	10	12	12	12	20	Met	Met
Median processing time in working days for complex buildings (MPMP)*	11	16	11	13	30	Met	Met
Percentage of applications filed as complete (MPMP)	87%	84%	70%	82%	80%	85%	2027
Permits applied for in calendar year that are issued in six month or less	62%	75%	72%	78%	78%	80%	2027
Annual job specific and technical training hours per full-time employee	35	35	20	22	35	35	2027
Lost days due to workplace injury	0	0	0	0	0	Met	Met

Annual hours of health and safety training per inspector	n/a	2.35	3.88		4	6	2027
Average corporate training hours per full-time employee	2.8	7.9	3.4		n/a	n/a	n/a
Average number of sick days per full-time employee	5.9	7.3	5.3		n/a	n/a	n/a
% Staff turnover rate	7.3%	1.5%	12.5%		n/a	n/a	n/a

*Median Process Times (MPMP) 2026 targets are the Ontario Building Code legislated review timeframes for complete building permit applications. This means that complete building permit applications must be issued or the applicant must be notified that the permit is being refused and the reasons for refusal (code deficiencies). Building departments are required to report performance of these metrics through the Municipal Performance Measurement Program (MPMP).

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support economic development growth.	Support economic development growth and small business development through analytics, industry training and collaboration.
		Support the Honda Indy 2026.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Public Education.	Deliver external online industry workshop-Accessory Dwelling units to support the Housing Accelerator Fund.
		Support Markham's Special Event Advisory Committee.
		Update and create new application specific permit guides to address the needs of customers and the community.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support the implementation of the consolidated Zoning By-law.	Support the public in understanding and navigating the new zoning by-laws.
		Implement digital AI technology to automate zoning compliance for small residential projects in support of the Housing Pledge and Housing Accelerator funding.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Conditional permit agreement compliance rates	0%	0%	0%	0%	5%	10%	2027
Conditional permits issued as a percentage of permits requiring site plan approval	100%	100%	100%	98%	90%	50%	2028
Average days to determination for ICI alteration permits	15	13.5	13	12	15	15	Met
Median Processing time (days) Secondary Suites	n/a	n/a	17	16	15	10	2028

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Develop consistent policy & procedure for the processing of applications for transit stations.	Liaison with City of Vaughan and City of Richmond Hill and Toronto Building Standards to develop points of consistency for the Yonge North Subway.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	In Support of the Housing Accelerator Fund- Encourage second suites and purpose built development.	Support accessory dwelling units with enhanced guides.
		Create specific dwelling unit reporting required as documentation for the Housing Accelerator Fund.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Maintain a current Business Continuity Plan (BCP).	Update and maintain a current Business Continuity Plan (BCP) as required in 2025.
		Provide department training (yearly) and for all new staff on the contents and actions required within the BCP.
	Standard Operating Procedure review and clean up – *Values Transformation Project.*	Review all department standard operating procedures for consistency, accuracy and rescind, amend as required.
3.4 Protect and enhance natural environment and built form.	Public Safety Committee – *Values Transformation Project.*	Together with the Fire Department and By-law Department, continue the Public Safety Committee.
	Joint Inspection Procedures – *Values Transformation Project*	Together with the Fire Department and By-Law Department create joint inspection procedures where required.
	Enforce the Ontario Building Code and the Building By-Law.	Update and create standard practices and public information documents related to building code enforcement.

TOC

		Review current service level review standards for the department and create Cursory Review Standard Operating procedures and checklist detailing in scope review functions.
		Provide staff training on technical building code training and construction technology.
		Provide legal training related to evidence collection, charges. Arrange mock trial for staff.
	Building Code Septic Maintenance Program.	Review the risk and implement Septic System Maintenance Program for the City of Markham.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Code inspections conducted within timeframes * 48 hours- 100% 7 inspections per inspector per day	35671	37223	31595	38732	n/a	n/a	n/a
Permits Closed as a result of Pre Dormant Notices Sent	1837	2765	2069	1673	2000	2200	2027
Illegal building orders issued annually	298	294	321	304	n/a	n/a	n/a
Unsafe buildings – Response % within target time frame of <24 hrs	100%	100%	100%	100%	n/a	n/a	n/a
Number of Building Code Deficiencies Cited before permit issuance. ePlan has supported the reduction in deficiencies through clarity of initial comments and a reduction in review cycles.	21014	13415	19201	25000	N/A	N/A	N/A

*Legislated timeframe for conducting a requested inspection is within 2 business days after the request. 38,732 inspections is 9 inspections per inspector per business day.

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Support Finance Department in forecasting assessment and multi year growth projections.	Provide occupancy data and support Finance in Supplementary Assessment and Multi-Year Growth Projections.
	Reporting building code related data.	Provide Building Permit application and issuance data to support Development Services reporting metrics.
		Provide Building Permit application and issuance data to external agencies.
	New Unit Projections.	Together with Development Services fine tune new development unit projections for future years.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Research proposed Ministry of Municipal housing and Affairs changes to building code enforcement.	Remain up to date on legislative changes and how they may affect Building Standards at Markham.
		Support and implement the audits conducted by the Auditor Genera.
	Maintain a cost recovery business model and Building Fee Model.	Review historic issued building violations for compliance and outstanding fee balances. Implement program for recovery of outstanding fees - Phase 1 and 2 completed. Phase 3 in 2026.
	Support ITS in delivery of Cyber Security Training.	Support ITS in training of department staff on the risk of Cyber Security along with the important role of staff in protecting assets.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Continue with Building Standards Quality Assurance Program.	Complete the random sampling audit program for all major functions within building standards. Audits to be performed by management on randomly selected applications to ensure policies and standards operating procedures are being followed.

	Review departments car allowance practice.	Review departments car allowance practice along with the cost of switching to fleet for the short term and long term.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Year end reserve balance as a % of current years' total operating cost	146%	134%	147%		115%	150%	2028
Revenue average over 3 years, compared to total operating cost	108	131	109		120	100	Met
Annual user fee increases	3%	5%	5%	1.98%	CPI	5%	Met
Number of new staff positions	0	8	2	2	2	N/A	N/A
Department operating cost $ per $1000 of construction value averaged over three years (MPMP)	4.12	5.75	6.0		6.5	10	2027

BUILDING STANDARDS LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Explore options to streamline Sign Permits.	Review scope and service levels standards related to the review and administration of sign permits pursuant to the Municipal Act.	2027
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Explore options for internal department information channels related to infill construction.	Develop document and inspection requirements in E-plan and AMANDA to ensure consistency and support move to AMPS. If AMPS become available in the Building Code.	2027
	Explore AI technology for limited building code review.	Explore AI technology for the review of building code items for simple construction (decks, sheds, etc).	2027
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Support HR's THRIVE@theCITY, new employee onboard training, succession planning and Leadership training.	Maintain Building Official intern program to assist internal succession planning and attracting/training new talent by expanding to post secondary institutions and high schools.	2027-2029

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support economic development growth.	Support economic development growth and small business development through analytics, industry training and collaboration.	2027-2029
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Public Education (including internal departments) regarding corporate construction projects, temporary event structures and the requirements for permits.	Support Markham's Special Event Advisory Committee.	2027-2029
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support the City's DAP and EABR Action Plans.	Research viability of internship program aimed at increasing diversity of department and providing opportunity to at risk youth through High School or Post Secondary outreach- intern program.	2027

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Develop consistent policy & procedure for the processing of applications for transit stations.	Liaison with City of Vaughan and City of Richmond Hill and Toronto Building Standards to develop points of consistency for the Yonge North Subway.	2027-2029
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.			
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Standard Operating Procedure review and clean up - *Values Transformation Project.*	Review all department standard operating procedures for consistency, accuracy and rescind, amend as required.	2027-2029
3.4 Protect and enhance our natural environment and built form.	Enforce the Ontario Building Code and the Building By-Law.	Support the Ministry of Municipal Housing and Affairs with the National and Ontario Building code harmonization.	2027-2029

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.			
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.			
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Continue with Building Standards Quality Assurance Program.	Review AMANDA fee look up tables as a standardized solution for unit fee multipliers (2027).	2027

ENGINEERING
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
USER FEES & SERVICE CHARGES	12,800	4,782	9,780	8,624	(1,156)	-11.8%	3,842	80.4%
RECOVERIES & CONTRIBUTIONS	1,380	1,504	490	1,369	879	179.6%	(135)	-9.0%
Total Revenues	**$14,180**	**$6,286**	**$10,270**	**$9,993**	**($277)**	**-2.7%**	**$3,707**	**59.0%**
Expenses								
SALARIES & BENEFITS	$7,749	$9,093	$8,958	$9,931	$972	10.9%	$838	9.2%
PRINTING & OFFICE SUPPLIES	$2	$1	$22	$12	(10)	-46.5%	10	888.0%
OPERATING MATERIALS & SUPPLIES	$16	$15	$20	$26	6	32.2%	12	80.7%
COMMUNICATIONS	$11	$10	$22	$22	0	0.0%	12	120.2%
TRAVEL EXPENSES	$6	$8	$20	$25	5	25.0%	17	196.4%
TRAINING	$30	$5	$61	$56	(5)	-8.1%	51	1129.8%
CONTRACTS SERVICES AGREEMENTS	$3,037	$3,483	$3,482	$3,541	59	1.7%	59	1.7%
RENTAL/LEASE	$0	$0	$6	$6	0	0.0%	6	0.0%
PROFESSIONAL SERVICES	$108	$12	$19	$24	5	26.9%	12	95.5%
LICENCES, PERMITS, FEES	$23	$27	$37	$42	5	13.7%	14	53.0%
CREDIT CARD SERVICE CHARGES	$2	$6	$4	$2	(2)	-42.9%	(4)	-66.1%
PROMOTION & ADVERTISING	$0	$0	$5	$5	0	0.0%	5	0.0%
OFFICE FURNISHING & EQUIPMENT	$0	$3	$6	$6	0	0.0%	3	116.2%
Total Expenses	**$10,986**	**$12,662**	**$12,660**	**$13,696**	**$1,036**	**8.2%**	**$1,034**	**8.2%**
Net Expenditures/(Revenues)	**($3,194)**	**$6,376**	**$2,390**	**$3,703**	**$1,313**	**55.0%**	**($2,674)**	**-41.9%**
TRANSFERS TO/(DRAW FROM) RESERVES	$3,194	($6,376)	($2,390)	($3,703)	($1,313)	55.0%	$2,674	-41.9%
Full Time Complement	**51**	**53**	**54**	**56**				

Major changes in the 2026 Budget from the 2025 Budget:

User Fees & Service Charges: Decrease due to lower development activity forecasted for 2026.

Recoveries & Contributions: Projected increase due to anticipated recoveries for the YNSE project in 2026.

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 2 FTE.

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

Transfers to/(draw from) Reserves: Represents a draw from the Reserve to balance the budget deficit.

ENGINEERING BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Enhance the department engagement and feedback mechanisms to better understand existing and future community priorities, operational challenges, and stakeholder needs, ensuring that infrastructure projects are planned and delivered in alignment with what residents and stakeholders value most.	• Conduct early and ongoing engagement with residents, Councillors, and affected stakeholders for key capital projects to better understand community expectations and address concerns proactively during design process. • Plan for intensive public engagement on major capital projects where residents are heavily impacted from the project through property acquisitions. • Update Your Voice Markham website for Major Capital projects to keep the public updated about project milestones, next steps, and to receive their feedback. • Strengthen collaboration with all relevant departments to integrate lessons learned from past activities and functions. • Use data from public consultation/engagement sessions, post-project surveys, and project dashboards to identify areas for service delivery improvement and inform future capital projects. • Maintain regular coordination meetings with utility companies, developers, and regional partners (e.g., TRCA, York Region, Alectra) to anticipate issues and align project delivery timelines. • Facilitate meetings with residents/applicants to review feedback and concerns, ensuring clear and effective communication. • Develop/maintain an engagement framework to ensure consistency in the outreach approach, professionality in engagement, and definition of success.

1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Advance the use of digital tools and data-driven processes to improve project delivery and support the City's broader Transformation.	• Continue developing and refining the Capital Projects Dashboard to centralize project information, track progress, and provide timely updates to senior management and stakeholders. • Collaborate with GIS and Asset Management teams to expand mapping integration for capital projects, improving coordination and long-term asset tracking. • In addition, support York Region in creating a centralized map which will contain all the municipalities work for better coordination. • Encourage the use of AI (Microsoft Copilot) to enhance report writing and presentation decks. • Implementation of Builterra software for construction projects (pending budget approval). • Implement standardized electronic review and approval workflows for RFPs, tenders, invoices and design submissions to reduce administrative delays and improve traceability. • Continue to explore the potentials of current traffic and transportation databases (e.g. TES, GIS, TTS) with integrated information from York Region and its municipalities, and their analytical and communication applications using advanced computation programs (e.g. modelling). A.I. technology could be explored for efficiency and accuracy (e.g. research on traffic signal optimization, understand travel pattern using cellphone data).
	Continue to automate processes and use various corporate software such as Amanda, ePlan and Eclipse to monitor progress of projects and provide relevant metrics for KPIs.	• Developing or updating Standard Operating Procedures to include steps for inputting relevant data for timely and accurate reporting.

1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Leveraging from the Transformational Roadmap, foster a high-performing, motivated, and innovative Engineering team by strengthening recruitment, onboarding, professional development, and succession planning to ensure the office continues to deliver efficiently.	• Implement a structured mentorship and coaching program for the department to support staff growth, knowledge transfer, and leadership development. • Continue enhancing the onboarding to accelerate integration of new hires and reinforce consistency in standards and processes. • Partner with People Services/Transformation Office to identify and promote targeted training programs focused on project management, leadership, and technical trainings and non-technical training such as negotiation, facilitation, conflict management, etc. • Develop career progression pathways to recognize staff achievements, strengthen retention, and encourage advancement within the department. • Foster a culture of empowerment by providing staff opportunities to lead process improvement initiatives, present lessons learned and represent the office in interdepartmental working groups. • Conduct regular team engagement sessions to maintain open communication, support morale, and ensure workload balance. • Continue with the Engineering Development Program (EDP) by hiring the second EIT in 2026.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Staff satisfaction and retention	N/A	N/A	N/A	78%	80%	82%	2027
Average corporate training courses per FTE in Eng. Dept	10	3.7	10.2	5	5	6	2027
Average number of sick days per full-time employee	4	4.3	4.3	<8	<8	<8	2027

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Deliver infrastructure projects that support safe, accessible, and connected neighbourhoods.	• Engage the public early during the design phase through community meetings and open houses to gather input and build support for neighbourhood improvements. • Continue working on the Trail Implementation Plan to enhance active transportation within the City and provide better connectivity between the communities.
	Raise community awareness and increase engagement in the work of the Department.	• Provide more active participation within industry associations (Markham Builders Association, TARBA, GTSWCA, etc.) • Continue to host Markham Cycling Day to raise awareness of the benefits and safety of cycling.
	Plan/build a robust transportation network through capital program and Development Charge By-law.	• Continue to provide justification on the programming of roadway improvements in the annual budget process. • Work with Finance on the upcoming DC Background Studies, to ensure newly identified road network from the ongoing secondary plans are included.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Deliver linear municipal infrastructure that supports cultural, recreational, and community activities by ensuring programs and projects contribute to safe, inclusive, and accessible public spaces that enhance quality of life for residents.	Continue design or advance current design projects to construction that promote active transportation: • Start design of the next phase of Active Transportation Master Plan. • Start design of the next phase of Sidewalk Gapping projects. • Start construction of the 2026 Sidewalk Gapping projects. • Start construction of the Rouge Valley Trail Phase 4B.

TOC

		• Complete the current in-house feasibility study for the sidewalk gapping program which will lead to a 5-10 year capital program. • Continue design and start construction for various budget approved Traffic signal and PXO projects. • Advance the design of Markham Centre Trail Phase 4. • Complete the Trail Implementation Strategy and develop a capital trail program. Complete all the necessary infrastructure improvement work to host the Honda Indy event in Markham starting in 2026. Provide support for the necessary working groups to annually host the Honda Indy event.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Prioritize the provision of municipal infrastructure to advance opportunities for development across Markham.	• Ensuring developer groups are examining the larger picture outside of their subdivision to ensure that a larger geographic area is encompassed in certain studies such as MESPs and Water modelling. • Undertake the development of a City-wide Water Servicing Master Plan and City-wide Wastewater Master Plan to support future growth and the Official Plan Review.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Km or sidewalks designed/constructed	0.2	1.0	6.4	13.99	10.3	30	2031
Km of Cycle tracks, MUP, trails designed/constructed	0.5	1.0	3.36	5.35	3	15	2031
Number of Public notifications issued by the Eng. Dept	2	3	26	35	40	40	2031
Number of participants in cycling events (Markham Cycling Day)	168	984	829	1717	2000	2200	2027

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Advance the implementation of upgrades and new road systems.	• Continue supporting York Region in the delivery of Highway 404 Midblock Crossing, North of 16th Avenue Project. • Continue supporting YR on their on-going major road projects; Kennedy Rd (YMCA to Highway 7), Kennedy Rd (Major Mackenzie to Elgin Mills), Warden Ave (Major Mackenzie to Elgin Mills), McCowan Rd (14th Ave to Hwy 7), 16th Ave (Leslie St to Kennedy Rd), Cedar Ave Extension and McCowan Trunk sewer and North Markham Water/Wastewater Servicing EA. • Advance the detailed design for the widening of Elgin Mills Rd from Woodbine Ave to Warden Ave. • Start construction of Victoria Square Blvd road improvement project from Woodbine Ave South to Elgin Mills Rd • Start detailed design of Victoria Square Blvd from Elgin Mills to Woodbine Ave N. • Advance detailed design of Main St Markham from Bullock to 16th Ave. • Advance detailed design of Rodick Rd widening from 14th Ave to Miller Ave. • Start detailed design of Highway 404 Collector Roads. • Start detailed design of Rougeside Promenade Rd extension. • Continue advocacy with Toronto, York Region and MTO on Steeles widening east of Ninth Line, interchange improvements on Highway 404 @ 19th Ave and @ 16th Ave, the ownership of Highway 48, and other widening projects on Elgin Mills Rd, 14th Ave, etc.

	Advance the implementation of rapid transit, through partnership, advocacy, and coordination.	• Continue to advance the Yonge North Subway Extension (YNSE), with collaboration with Metrolinx, York Region, and Cities of Vaughan, Richmond Hill and Toronto, on the 8 km subway track extension from Line 1, with 5 stations, to service projected approx. 100,000 daily riders. • Continue to advance the planning for the Denison and Major Mackenzie GO Stations with collaboration with Metrolinx. • Continue to work with the developers and MTO to advance for the need to realign 407 Transitway through Markham Centre and acceleration of its implementation as per the GGH Transportation Plan. • Work with York Region and other stakeholders on the potential realignment of the Viva BRT rapidway through Markham Centre, on the extension to Markville and to Cornell Centre. • Continue collaboration with York Region, the Province and Federal government to advocate for a High-Speed Rail Station in Markham.
	Pursue the integration of transit-oriented design in development.	• Collaborate with MOI, MTO, Metrolinx and York Region to advocate and prioritize the planning and design of transit improvements that integrates with developments in Markham. • Implement the Parking and TDM Standard Update to support housing growth through the introduction of parking maximum requirements in the Major Transit Station Area while improving travel options such as transit/AT friendly infrastructure and promotion/incentives.
	Advocate and explore options to advance Safe School Transportation Initiatives.	• Partnership with the School Boards to implement Active School Travel programs at selected schools to promote active ways for students to get to/from school.

		• Manage the School Crossing Guard contract to support active school travel initiatives such as the Safe Routes to School. • Initiate the implementation of the School Zone Safety Guide.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Advance the implementation of the Active Transportation Master Plan (ATMP).	• Start design of the next phase of the ATMP.
	Encourage development proposals to permit and allow for different modes of transportation.	• Work with developers and their transportation consultants to prepare supporting transportation plans that include supports for different modes of transportation, and the necessary transportation improvements as one of the stage-gates for development phasing.
	Finalize the City-Wide Parking Strategy (CWPS) and implement its phasing action plan.	• Initiate the implementation of the CWPS that establishes key policies with an implementation and monitoring plan to guide the evolution of parking management in alignment with city-building objectives.
	Finalize the Markham Transportation Master Plan (TMP), and to prepare for ongoing work such as Official Plan Review and DC Background Studies.	• Continue toward completion of Markham TMP to support growth to 2051 and beyond, including: 1. Micro-mobility strategy and complete street guidelines 2. Network recommendation 3. Capital implementation program
	Implement traffic calming measures to improve corridor safety for pedestrians and cyclists.	• Continue to undertake studies to review priority road safety improvements such as Apple Creek Blvd and 19th Ave through Almira and Rodick Rd (north of 16th Ave) etc.
	Advance development enabling projects.	• Start construction of Woodbine Ave Watermain project required for Markham MiX. • Start detailed design for the Highway 404 Collector Project supporting Markham MiX.

TOC

3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Implement traffic engineering measures to enhance mobility safety and efficiency.	• Design traffic signals, all-way stops and pedestrian cross-overs (PXOs) where warranted and approved. • Initiate the implementation of the recommendations in the Markham Vision Zero Road Safety Plan and School Zone Safety Guide.
	Implement additional traffic control measures to improve crossing opportunities.	• Design and Construction of traffic signals and PXOs at various crossing locations. • Updating the City's SWM guidelines to best reflect the most up to date studies across the study, which includes flood protection assessments. The new guidelines will aim to better and more proactively protect the City infrastructure for future sustainable development.
3.4 Protect and enhance natural environment and built form.	Require new developments to manage urban run-off to protect the natural environment and downstream communities. Using Innovative techniques for runoff control under the post-development conditions. Developing and updating SWM Guidelines.	• Finalize and submit the Mt. Joy Creek and Trib 5 EA Class EAs to relocate the creeks to address local flooding issues. This includes community public information sessions and reaching out to various stakeholders. • Finalizing acceptance procedures, standards, and design guidelines for SWM tanks for managing stormwater runoff in consultation with stakeholders.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
No. of stormwater management ponds	0	2	7	02	05	07	2028
Total volume of stormwater retention reviewed and approved	0	26,083	280637	122415	240000	300000	2028
No. of stormwater management underground Tanks approved in subdivision	N/A	N/A	N/A	02	02	02	2028
Total volume of stormwater retention reviewed and approved for SWM Tanks	N/A	N/A	N/A	16625	17000	17000	2028
KM of new roads approved	12.20	3.91	7	7	10	20	2028
Km of new sewers approved (storm & sanitary)	21.37	7.72	13	13	16	32	2028
Km of watermains approved	11.44	4.38	7	7	10	20	2028

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Strengthen financial planning, forecasting, and resource management to ensure capital investments are strategically prioritized, fiscally responsible, and aligned with the City's BMFT.	• Continue refining the capital budgeting and forecasting process to improve cost accuracy and alignment with available funding sources and staff capacity. • Maintain and enhance the cost estimating tools and standardized templates used for design, contract administration, and construction to ensure consistency.
	Ensure that all Engineering fees collected address the City's financial sustainability strategy of full cost recovery.	• Continue to monitor engineering fees collected (and projected for the future) based on required resources and services that engineering staff provide.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Manage the City's Traffic Assets.	• Identify and implement new traffic assets.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Enhance transparency and accountability in the planning, design, and delivery of capital infrastructure by strengthening documentation, reporting, and governance processes that ensure alignment with City standards.	• Streamlining procurement processes, and reducing administrative redundancies, aligned with City's Transformation goals. • Standardize and enhance documentation for capital project change orders, POAFs, invoices and payment certificates. • Incorporate lessons learned and post-project cost reviews into future budget development to improve forecasting accuracy. • Implement periodic reviews of project contingency and risk management practices.

	Enhance the efficiency, effectiveness, and customer responsiveness for the development review processes.	• Continuously improving and streamlining processes through development of process documentation, including Standard Operating Procedures, templates, and checklists made available on the website.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 YTD	2026 Target	Long-term Target	LT Target Year
Compliance with review timelines (%) per site plan submission	86	91	90	92	70	75	2030
Compliance with review timelines (%) per draft plan submission	74	83	86	90	70	75	2030
Compliance with review timelines (%) per rezoning submission	74	83	86	90	70	75	2030
Compliance with review timelines (%) per TEC submission	74	84	89	90	70	75	2030

ENGINEERING LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Enhance the department engagement and feedback mechanisms to better understand existing and future community priorities, operational challenges, and stakeholder needs, ensuring that infrastructure projects are planned and delivered in alignment with what residents and stakeholders value most.	• Conduct early and ongoing engagement with residents, Councillors, and affected stakeholders for key capital projects to better understand community expectations and address concerns proactively during design process. • Strengthen collaboration with all relevant departments to integrate lessons learned from past activities and functions. • Use data from public consultation/engagement sessions, post-project surveys, and project dashboards to identify areas for service delivery improvement and inform future capital projects. • Maintain regular coordination meetings with utility companies, developers, and regional partners (e.g., TRCA, York Region, Alectra) to anticipate issues and align project delivery timelines.	2026
		• Develop/maintain an engagement framework to ensure consistency in the outreach approach, professionality in engagement, and definition of success	2027 - ongoing
1.2 Leverage leading technologies to enable city building and evolution /	Advance the use of digital tools and data-driven processes to improve project delivery and support the City's broader Transformation.	• Continue developing and refining the Capital Projects Dashboard to centralize project information, track progress, and provide timely updates to senior management and stakeholders.	2026

transformation of our services.		• Collaborate with GIS and Asset Management teams to expand mapping integration for capital projects, improving coordination and long-term asset tracking. • Implementation of Builterra software for construction projects (pending budget approval). • Implement standardized electronic review and approval workflows for RFPs, tenders, invoices and design submissions to reduce administrative delays and improve traceability.	
		• Enhance and expand the current traffic and transportation databases, with integration with advanced analytical programs and technologies, to develop innovative applications (such as Big Data analytics, automation in analytics) for mobility safety, efficiency, and transit and land use integration.	2027
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Leveraging from the Transformational Roadmap, foster a high-performing, motivated, and innovative Engineering team by strengthening recruitment, onboarding, professional development, and succession planning to ensure the office continues to deliver efficiently.	• Implement a structured mentorship and coaching program for the department to support staff growth, knowledge transfer, and leadership development. • Continue enhancing the onboarding to accelerate integration of new hires and reinforce consistency in standards and processes. • Partner with People Services/Transformation Office to identify and promote targeted training programs focused on project management, leadership, technical trainings and non-technical training such as negotiation, facilitation, conflict management, etc.	2026 2026 2026

		• Develop career progression pathways to recognize staff achievements, strengthen retention, and encourage advancement within the department.	2026-2030
		• Foster a culture of empowerment by providing staff opportunities to lead process improvement initiatives, present lessons learned and represent the office in interdepartmental working groups.	2026-2030
		• Conduct regular team engagement sessions to maintain open communication, support morale, and ensure workload balance.	2026
		• Continue with the Engineering Development Program (EDP) by hiring the second EIT in 2026	
		• Leverage on the corporate-wide mentorship program to advance career development from within organization	2027

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Deliver infrastructure projects that support safe, accessible, and connected neighbourhoods.	• Engage the public early during the design phase through community meetings and open houses to gather input and build support for neighbourhood improvements.	2026-2030
		• Continue to explore and project initiation of Traffic Congestion Management Plan, an undertaking to seek strategies/actions/ collaboration/technologies to optimize road network efficiency.	2027
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Deliver linear municipal infrastructure that supports cultural, recreational, and community activities by ensuring programs and projects contribute to safe, inclusive, and accessible public spaces that enhance quality of life for residents.	Continue design or advance current design projects to construction that promote active transportation: • Start design of the next phase of Active Transportation Master Plan. • Start design of the next phase of Sidewalk Gapping projects. • Start construction of the 2026 Sidewalk Gapping projects. • Start construction of the Rouge Valley Trail Phase 4B. • Complete the current in-house feasibility study for the Sidewalk Gapping program which will lead to a 5-10 year capital program. • Continue design and start construction for various budget approved Traffic signal and PXO projects. • Advance the design of Markham Centre Trail Phase 4.	2026-2030

TOC

		• Complete the Trail Implementation Strategy and develop a capital trail program. Complete all the necessary infrastructure improvement work to host the Honda Indy event in Markham starting in 2026.	
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Prioritize the provision of municipal infrastructure to advance opportunities for development across Markham.	Ensuring developer groups are examining the larger picture outside of their subdivision to ensure that a larger geographic area is encompassed in certain studies such as MESPs and Water modelling. Undertake the development of a City-wide Water Servicing Master Plan and City-wide Wastewater Master Plan to support future growth and the Official Plan Review.	2027
		Continue the implementation of the City-wide Parking Strategy, Vision Zero Road Safety Plan, School Zone Safety Guide, Active Transportation Master Plan, and Transportation Master Plan (including the Micromobility Strategy).	Ongoing

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Advance the implementation of upgrades and new road systems.	• Continue supporting York Region in the delivery of Highway 404 Midblock Crossing, North of 16th Ave Project.	2026
		• Continue supporting YR on their on-going major road projects; Kennedy Rd (YMCA to Highway 7), Kennedy Rd (Major Mackenzie to Elgin Mills), Warden Ave (Major Mackenzie to Elgin Mills), McCowan Rd (14th Ave to Hwy 7), 16th Ave (Leslie St to Kennedy Rd), Cedar Ave Extension, McCowan Trunk Sewer and North Markham Water and Wastewater EA.	2026-2030
		• Advance the detailed design for the widening of Elgin Mills Rd from Woodbine Ave to Warden Ave.	2026-2029
		• Start construction of Victoria Square Blvd road improvement project from Woodbine Ave South to Elgin Mills Rd.	2026-2028
		• Start Detailed Design of Victoria Square Blvd from Elgin Mills to Woodbine Ave N.	2026-2028
		• Advance detailed design of Main Street Markham from Bullock to 16th Ave.	2026-2028
		• Advance detailed design of Rodick Rd widening from 14th Ave to Miller Ave.	2026-2028
		• Start detailed design of Highway 404 Collector Roads.	2026-2029

		• Start detailed design of Rougeside Promenade road extension.	2026-2027
		• Strengthen the collaboration with transit agencies, all levels of government, and neighbouring municipalities, on the integration of land use and transportation (transit, AT, capacity for vehicles), transitioning incrementally from advocacy efforts to jurisdictional-based solutions (explicitly define roles and responsibilities) to customer-based solutions (infrastructure/land use integration and incentives).	Ongoing
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Advance the implementation of the Active Transportation Master Plan (ATMP).	• Start design of the next phase of the ATMP.	2026-2027
	Advance development enabling projects.	• Start construction of Woodbine Ave Watermain project required for Markham MiX. • Start detailed design for the Highway 404 Collector Project supporting Markham MiX.	2026-2029
	Advance the implementation of the Complete Street guideline.	• Develop design guideline, rationalize Right-of-Way requirements, interdepartmental collaboration to plan/design/build the right fit of Complete Streets (e.g. harmonize with Streetscaping Guideline, utility requirements, accessibility, etc).	2027-2030
	Implement Micromobility Strategy by phased implementation plan.	• Education, by-law amendment, prioritize all-ages-all-abilities infrastructure improvements, prepare for shared mobility system.	2026-2030

TOC

3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Implement traffic engineering measures to enhance mobility safety and efficiency.	• Design traffic signals, all-way stops and pedestrian cross-overs (PXOs) where warranted and approved. • Implement the recommendations in the approved Markham Vision Zero Road Safety Plan.	Ongoing
		• Update of TMP and VZRSP in 2030.	2028-2030
	Promote/educate/incentivize sustainable transportation through Travel Demand Management (TDM) programs.	• Incorporate TDM in new development and existing neighbourhood and business clusters.	Ongoing
3.4 Protect and enhance our natural environment and built form.		• Advance the detailed design and construction of the Mt. Joy Creek and Trib 5 Class EAs to relocate both the creeks to address local flooding issues.	2026-2030

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

	Strategic Objective	Departmental Objective	Departmental Action	Year
4.1	Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Strengthen financial planning, forecasting, and resource management to ensure capital investments are strategically prioritized, fiscally responsible, and aligned with the City's BMFT.	• Continue refining the capital budgeting and forecasting process to improve cost accuracy and alignment with available funding sources and staff capacity. • Maintain and enhance the cost estimating tools and standardized templates used for design, contract administration, and construction to ensure consistency.	2026-2030 2026-2030
4.2	Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Manage the City's Traffic Assets.	• Identify and implement new traffic assets.	Ongoing
4.3	Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Enhance transparency and accountability in the planning, design, and delivery of capital infrastructure by strengthening documentation, reporting, and governance processes that ensure alignment with City standards.	• Streamlining procurement processes, and reducing administrative redundancies, aligned with City's Transformation goals. • Incorporate lessons learned and post-project cost reviews into future budget development to improve forecasting accuracy. • Implement periodic reviews of project contingency and risk management practices. • Continuously improving and streamlining processes through development of process documentation, including SOPs, templates, and checklists made available on the website.	2026-2030

PLANNING AND URBAN DESIGN
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
USER FEES & SERVICE CHARGES	10,749	5,636	13,823	9,676	(4,146)	-30.0%	4,041	71.7%
RENTALS	4	3	0	0	0	0.0%	(3)	-100.0%
RECOVERIES & CONTRIBUTIONS	47	(18)	365	365	0	0.0%	383	-2117.6%
Total Revenues	**$10,800**	**$5,621**	**$14,188**	**$10,042**	**($4,146)**	**-29.2%**	**$4,420**	**78.6%**
Expenses								
SALARIES & BENEFITS	$8,893	$9,975	$11,912	$12,794	$883	7.4%	$2,819	28.3%
PRINTING & OFFICE SUPPLIES	15	13	32	21	(11)	-34.8%	8	59.6%
OPERATING MATERIALS & SUPPLIES	(4)	2	5	5	0	0.0%	3	158.4%
COMMUNICATIONS	10	8	11	11	0	0.0%	3	36.7%
TRAVEL EXPENSES	14	26	33	33	0	0.0%	7	27.6%
TRAINING	3	29	14	25	11	82.1%	(4)	-14.7%
CONTRACTS SERVICES AGREEMENTS	4,614	5,142	5,142	5,226	84	1.6%	84	1.6%
RENTAL/LEASE	0	0	0	0	0	0.0%	0	0.0%
PROFESSIONAL SERVICES	34	49	32	37	5	15.7%	(12)	-24.4%
LICENCES, PERMITS, FEES	86	48	76	76	0	0.0%	28	57.6%
CREDIT CARD SERVICE CHARGES	25	39	20	20	0	0.0%	(19)	-48.5%
PROMOTION & ADVERTISING	6	3	25	25	0	0.0%	22	764.8%
STATUTORY COMMUNICATIONS	0	0	0	0	0	0.0%	0	0.0%
OFFICE FURNISHING & EQUIPMENT	0	0	1	1	0	0.0%	1	0.0%
MISCELLANEOUS EXPENSES	1	4	11	11	0	0.0%	7	155.0%
Total Expenses	**$13,699**	**$15,338**	**$17,314**	**$18,285**	**$972**	**5.6%**	**$2,947**	**19.2%**
Net Expenditures/(Revenues)	**$2,899**	**$9,717**	**$3,126**	**$8,244**	**$5,118**	**163.7%**	**($1,473)**	**-15.2%**
TRANSFERS TO/(DRAW FROM) RESERVES	($2,899)	($9,717)	($3,126)	($8,244)	($5,118)	163.7%	$1,473	-15.2%
Full Time Complement	**70**	**66**	**74**	**78**				

Major changes in the 2026 Budget from the 2025 Budget:

User Fees & Service Charges: Decrease due to lower development activity forecasted for 2026.

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 4 FTE.

Transfers to/(draw from) Reserves: Represents a draw from the Reserve to balance the budget deficit.

PLANNING AND URBAN DESIGN BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Continue to implement LEAN Review and identified process improvement opportunities while ensuring excellence in the public realm and built environment.	• Meet statutory timelines for development applications and track through Key Performance Indicators. • Continued data and file tracking improvements. • Continue to implement recommendations from Streamline Development Approval Fund Lean review undertaken in 2022/2023). Recommendation areas targeted for implementation include: Fee Calculator for Applicants, Standard Operating Procedures, Submission Standards Templates for Drawings. • Implement Parkland Conveyance, Cash-in-Lieu, processes as a result of changes to the site plan process from Bill 109. • Review and update Subdivision and TEC processes to streamline review functions. • Complete updates of the Park Naming Policy and Street Naming Policy and implement. • Develop and implement process to include 3D modelling as part of a complete application process submission by applicant. • Review processes and statuses of the Legal Agreement folder that integrates with all application types and processes. • Conduct education training, in conjunction with People Services and Clerks, to the Markham Accessibility Advisory Committee on Site Plan reviews.

		• Review the Site Plan Process, in collaboration with key development stakeholders, to assess Post-Bill 109 processes and determine improvements that result in quicker review timelines. • Implement the integration of mandatory applicant/Staff meetings to advance the early resolution of site plan review matters with the intent to reduce the number of review cycles for a streamlined process.
	Undertake remediation for departmental documents on the City's website to ensure content meets AODA and Web Content Accessibility Guidelines and Standards.	Move forward with remediation efforts to ensure all documents on Planning and Design Department website are accessible and AODA compliant with provincial requirements. Future phase to develop department-wide AODA compliant templates.
	Continue to build a strong relationship with the development industry and respond to identified concerns.	Meet with developers through the City Builders Forum on key issues and projects.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technologies for improved project management and customer service contributing to a more efficient application review system.	As a result of continuous improvement initiatives complete the remaining Project Dox workflow for identified application types (funded through Housing Accelerator Fund).
		Initiate a new process through AMANDA for the improved tracking of affordable housing unit commitments.
		Develop an approach in AMANDA to connect development applications with building permits to track development for servicing allocation and monitoring upcoming housing supply.
		Explore AI decision making tools for the review of development applications and infrastructure projects.
		Support IT with implementation and procurement of enterprise software.

		Explore and deliver capital delivery training for City owned project management software (Eclipse).
		Explore online booking portal for customers to engage Staff at available times.
	Improve staff capacity and knowledge regarding use of ePLAN (Project Dox and AMANDA), including performance monitoring, analysis and reporting.	Ensure input of development data into AMANDA system to enable a good foundation of data for the future and is included in staff performance plans.
		Complete ePLAN procedures and standard operating manual for development and heritage applications.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Build departmental resiliency while investing in staff and supporting a positive work environment.	• Evaluate and monitor department needs as a result of provincial legislation. • Provide Staff with clear direction on the required info codes that must be updated, build the updates into their daily work program to ensure confidence in all data, and track with key performance indicators. • Empower, coach and support staff to make decisions as part of their role and responsibilities. • Implement Ontario Land Tribunal preparedness strategy: - Ongoing OLT Training for staff - Negotiation, Mediation and hearing protocols • Review and modernize job descriptions, as appropriate. • Optimize department organizational structure, roles, functions and responsibilities. • Provide communications, project management and media training to staff and identify leadership opportunities for future leaders.

	Improve staff satisfaction.	• Investigate and implement opportunities for office modernization, as appropriate. • Implement a staff recognition program. • Support the department social committee for team building and staff cohesion.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 Target	2026 Target	Long-term Target	LT Target Year
ePLAN % site plan approvals completed within targeted timeframes	27%	33%	35%	85%	85%	85%	2029
ePLAN % minor variance approvals completed within targeted timeframes	77%	67%	75%	85%	85%	85%	2029
ePLAN consent application approvals completed within targeted timeframes	86%	88%	72%	85%	85%	85%	2029
Average corporate training hours per full-time employee	8.3	3.6	2.6	5	5	5	2029
Average number of sick days per full-time employee	1.9	3.7	3.2	3	3	3	2029
% Staff turnover rate	15%	14%	18%	8	8	8	2029

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Vision for a major civic square in Markham Centre.	Continue in conjunction with the Mayor's office to develop a vision for Civic Square in Markham Centre aligned with Markham Centre Secondary Plan update.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure excellence in the Public Realm.	Review CBC By-law for opportunities for in kind contributions.
		As part of the Official Plan Review consider policies to support diversity, equity and inclusion and anti-black racism strategies.
		Support citywide Streetpole Banner Program.
		Lead Utility Box Artwork Program.
	Complete Parks and Open Space Amenities.	Develop enhanced park vision for Rougeside Promenade Parks between Sheridan and Warden.

		Complete South Cornell Park.
		Complete Ada Mackenzie Park – Phase 3 (all amenities except washroom to be completed 2027).
		Complete Franklin Carmichael Multi-Use Court.
		Complete Berczy Glen Phase 2 – Park & Parkette.
		Complete Villages of Fairtree East Neighbourhood Park.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Improve public engagement.	Engage in inclusive and interactive public consultation and outreach practices including indigenous engagement opportunities to support public and stakeholder engagement on city building initiatives such as the official plan review, secondary plans, and undertaking studies to obtain input and inform the process.
		Modernize notification processes for development applications and city-wide strategic initiatives.
	Attract and facilitate economic investment.	Support prioritized review of industrial, commercial, and institutional applications.
	Continue to explore potential improvements with respect to Social Equity and anti-Racism.	Promote an environment and ensure that diversity, equity and inclusion and anti-black racism strategies are integrated across the department work program.
		Support the internship program in partnership with the Mentorship Initiative for Indigenous and Planners of Colour.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Number of employment related development applications supported		15	42	40	35	30	2028
Total square feet of employment uses being constructed		N/A	1.7 Million	1 Million	500,000	500,000	2028

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Pursue the integration of transit-oriented design in development.	Prioritize comfortable ground level pedestrian realms with the focus on progressive TDM measures and enabling grade related spaces that offer mix of uses, particularly in centres and corridors.
		Develop a streetscape manual with technical details for intensification areas to support walkability and transit supportiveness.
	Support delivery of the Yonge North Subway Extension Project.	Support the coordination, review and technical input across the department into the Yonge North Subway Extension to ensure that City interests are heard and addressed.
	Support York Region Rapid Transit Corp with the Canada Public Transit Fund for the Hwy.7 East BRT extension from Markham Centre to Cornell Centre.	Implement actions in Markham's Housing Supply and Affordability Policy Framework for the Hwy. 7 East BRT Corridor.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Implement the Housing Accelerator Fund (HAF) Initiatives and Affordable and Rental Housing Strategy.	Implement the 7 initiatives in the HAF application and prioritize an incentive program for affordable and rental housing and public partnership opportunities.
		Support and foster partnerships with York Region, private and non-profit organizations to oversee affordable housing long-term and undertake a broader strategy to explore options to secure affordable housing units.
		Promote affordable and purpose-built rental housing, including additional residential units early in the development review process, and missing-middle built forms.
	Encourage the development of seniors housing.	Continue to implement and administer the Age-Friendly Design Guidelines which promote seniors' accommodation (primary bedrooms on main floor, elevators, design features to support accessibility, etc.) and supporting uses (sensory parks, medical uses, places to congregate, etc.) through the

TOC

		development process.
	Ensure that from a built form perspective, Markham is accessible and inclusive.	Ensure new city-wide urban design guidelines on built form, incorporate Age Friendly considerations including accessibility and inclusivity in new development.
		Undertake 2024 Park Asset Lifecycle Replacement Programs.
		Complete 4th and final year of AODA Playground Refurbishment Program.
		Undertake 2025 Park Asset Lifecyle Replacement Programs.
		Initiate 2026 Park Asset Lifecycle Replacement Programs.
		Continue to deliver the Annual Community Garden Program.
		Initiate Park Redevelopment Strategy.
	Facilitate student housing.	As York University's campus in Markham Centre opened in 2024, work with industry partners to facilitate student housing to support the university and the local businesses in Markham Centre.
	Advance Secondary Plan Program	Complete Markham Centre, Markville, Cornell Centre and Yonge Corridor Secondary Plans.
		Initiate the 404 North/FUA "MIX" and Markham Village Heritage Centre Secondary Plans.
	Undertake an Official Plan Review to support the delivery of housing and guide the sustainable growth and development of the City.	Continue to advance the City's Official Plan Review including visioning and the preparation of discussion papers.
	Support Parking Master Plan study being undertaken by Engineering.	Encourage on-street parking and, where possible, reduce or eliminate parking requirements to support affordable housing and purpose built secondary-suites.

	Provide Off-Leash Dog Area's for resident's across the City.	Continue Off-Leash Dog Area Policy and Implementation Plan to inform future Capital Budget requests for design and construction of permanent Off-Leash Dog Area's. Obtain approval of Off-Leash Dog Area Implementation Plan by council in 2026.
	Zoning By-laws.	Resolve appeals to the City's Comprehensive Zoning By-law 2024-19. Evaluate possible revisions, updates, and housekeeping amendments to by-law 2024-19. Develop implementing zoning for adopted secondary plan areas.
	Develop City-wide Urban Design Guidelines.	Continue to generate and develop built form and public realm design guidelines to support attractive, healthy and pedestrian friendly urban environments in Markham.
	Create Streetscape Guidelines for Intensification Areas.	Develop streetscape guidelines in the City's intensification areas to provide a consistent streetscape design approach. Through collaboration with various city departments, external agencies, utility companies and Accessibility Advisory Committee, the guidelines will include streetscape details, street furniture policy and tree planting details to ensure healthy tree growth.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Update and Modernize Department Continuity of Business Plan.	Update and Modernize Department Continuity of Business Plan by Q1 2026.
	Complete 2024-2025 Park Asset Lifecycle Replacement Program.	Complete 2024 Playground Replacement Lifecycle Program.
		Complete 2024 Court Resurfacing Lifecycle Program.
		Complete 2025 Playground Replacement Lifecycle Program.
		Complete 2025 Court Resurfacing Lifecycle Program.

		Complete 2025 Backstop and Outfield Fencing Lifecyle Program.
		Complete 2025 Shade Structure Restoration Lifecyle Program.
	Initiate 2026 Park Asset Lifecycle Replacement Program.	Initiate 2026 Playground Replacement Lifecycle Program.
		Initiate 2025 Court Resurfacing Lifecycle Program.
		Initiate 2026 Backstop and Outfield Fencing Lifecycle Program.
		Initiate 2026 Shade Structure Restoration Lifecycle Program.
	Develop a strategy for park redevelopment.	Initiate Park Redevelopment Strategy.
3.4 Protect and enhance natural environment and built form.	Increase the City's tree canopy to mitigate climate change.	Seek opportunities to maximize the preservation of trees during the development approval process and support the planting of new trees utilizing tree compensation funds.
		Support the implementation of the newly adopted Tree Preservation By-law.
	Improve the sustainability of private developments in support of complete communities.	Promote the use of the Sustainability Metrics early in the review of development applications (pre-application consultation stage), among staff and development industry stakeholders, and continue to monitor and refine implementation of Metrics.
	Improve capacity to support and improve the ecological health of the community.	Complete Phases 1 and 2 of the Rouge River Watershed Plan Update in collaboration with the TRCA, other watershed municipalities and First Nations.
		Engage stakeholders and residents on the importance of biodiversity and initiate development of a Biodiversity Strategy for the City.
		Continue to implement the short-term actions recommended in the Natural Heritage Management Study including completing the reforestation guidelines and continuing the invasive species survey pilot project.

	Restore natural areas on City-owned properties to offset loss of natural features and improve the ecological function and integrity of the City's Greenway System.	Utilize funds from the natural features compensation accounts for annual ecological restoration projects.
	Undertake the Update to the Markham Village Heritage Conservation District Plan.	Complete a revised District Plan to comply with current standards and objectives including Bill 23 and Bill 200 changes.
	Update Thornhill Heritage Conservation District Plan (Yonge St Heights).	Undertake an amendment to THCD Plan to address maximum heights for Yonge Street properties as per Council direction (Sept 2024).
	Update City's tree preservation, compensation and planting requirements to ensure healthy urban tree canopy.	Update the City's Trees for Tomorrow-Streetscape Manual to support tree preservation and enhance canopy cover with updated tree planning specifications, standards and details, and best practices.
	Ensure buildings and landscapes are designed to be bird-friendly across all developments in Markham.	Implement the updated Bird Friendly Guidelines to align with the latest guidance prepared by the Canadian Standards Association (CSA).
		Implement training for staff.
		Increase education and awareness for stakeholders.
	Provide incentives to assist with the conservation and use of cultural heritage resources.	Facilitate and administer the Heritage Property Tax Reduction Program, the Designated Heritage Property Grant (DHPG) Program and the Commercial Facade Improvement Grant Program. Review the potential combination of the two grant programs into one Heritage Grant Program.
		Review and finalize the process mapping of the Heritage Property Tax Reduction Program to delineate roles and responsibilities.
		Investigate the termination of the 1980 Heritage Loan Fund program including a potential transfer of remaining assets to the existing grant programs.

	Respond to the legislative changes that will affect listed properties on the Heritage Register.	Complete the Priority Designation Program in 2026 Recommend the designation of all high and medium priority properties to Council bringing 7-8 properties forward per month. Investigate the creation of a new Markham Heritage Inventory for those properties that must be removed from the official Register (OHA) at the end of 2026 (work with ITS to see if this can be integrated with existing Register platform).
		Update the Markham Register as properties are designated changing the status from Listed to Part IV Designation and including the Designation By-law link.
		Review Heritage Official Plan policies in response to changes introduced in the Provincial Planning Statement (2024).
	Ensure the heritage planning material available to the public is accurate and reflects current practices.	Review and update the guidance materials on the City website regarding revised application processing for heritage properties and materials reflecting legislation amendments to the Ontario Heritage Act.
		Review all existing “Heritage Matters in Markham” educational brochures and revise as necessary to reflect current practices/processes and introduce new brochures in this series on matters relevant to heritage property owners.
	Support and introduce heritage programs and initiatives that promote and advocate for greater heritage awareness.	Secure funding, produce and distribute Heritage District News (newsletter for those residing in heritage districts) with the assistance of Corporate Communications staff.
		Develop and implement a Markham heritage display, social media presence or event for Heritage Day/Heritage Week (third week in February).
		Co-administer the implementation of the Doors Open Markham (DOM) 2026 through participating on the DOM Steering Committee (co-administration with Corp Comm).

		Investigate the feasibility of providing individual property bronze designation plaques to owners given the number of recent designations, the costs involved and installation issues.
		Provide research on potential new park heritage-related names and assistance to the Park Naming Staff Committee under the direction of Parks Planning.
		Introduce a wayfinding program for the Unionville HCD commercial core as part of Unionville Streetscape Implementation as well as an interpretive component as part of the wayfinding program.
	Support the Heritage Markham Committee.	Participate in the recruitment of new members, ongoing training and preparation of an annual budget.
		Provide professional, technical and administrative advice and recommendations to the Heritage Markham Committee.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 Target	2026 Target	Long-term Target	LT Target Year
% annual residential development within the built-up area	82%	56%	87%	>60%	>60%	>60%	N/A
# and % of residential units within 800 metres of higher order transit stations	25,200 and 21%	25,700 and 21%	28,600 and 23%	>23%	> 23%	>25%	2027
% Tree Canopy Cover	20.6%[1]	N/A	N/A	N/A	N/A	30%	2051
# of trees and shrubs planted annually for restoration of natural areas	10,760	11,770	10,900	11,180	10,000	10,000	2051

Notes
[1] Canopy cover data is from Markham Forest Study Report published in 2022. Data for assessment of canopy cover was collected in 2021.

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Develop an Urban Park Strategy that responds to the impacts of Bill 23.	Following the Urban Park Strategy Background Analysis, support the development of a strategy to address the emerging need to develop a comprehensive approach to define, acquire, plan, design, build, and maintain urban parks in Markham, particularly with alternative park typologies, such as stratified parks, parks encumbered with SWM facilities, and POPS. *Awaiting release of Provincial Regulations to advance.
		Consult with Real Property, Finance, Operations and other key stakeholders to establish a policy to finance and acquire lands for parks to serve intensification areas.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop a strategy for Park Redevelopment.	Initiate Park Redevelopment Strategy.
	Improve business processes and capacity for managing the City's natural assets.	Use results of the Natural Heritage and Natural Assets Studies to inform implementation of the City's Asset Management Framework and annual Plan for non-core natural assets to ensure decisions regarding current and proposed levels of service consider risk and impact to community benefits.
	Divesting City Cultural Heritage Resource.	Work with Manager of Real Property to initiate the divestiture of city heritage properties that are not required for civic purposes.
4.3 Increase transparency and accountability of our stewardship of services, policies,	Implement LEAN Review, and identified process improvements.	Meet statutory timelines for development applications and track through Key Performance Indicators.
		Undertake data and file tracking improvements.

TOC

processes, money and resources.		Prepare work plan and implement recommendations from Streamline Development Approval Fund Lean review undertaken in 2022/2023). Recommendation areas targeted for implementation include: Fee Calculator for Applicants, Standardization of Commenting and Circulation, and Application Review Sequence and Timelines.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
% of parks construction projects completed in agreed upon timeframes	100%	80%	80%	83%	90%	90%	2028
% of capital parks design budget approved in a particular year and is initiated in that year	100%	83%	83%	100%	90%	90%	2028
% of capital parks construction budget approved in a particular year and is initiated in that year	80%	75%	80%	100%	90%	90%	2028

PLANNING AND URBAN DESIGN LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Continue to meet with City Builders Forum.	Continue the ongoing collaboration with our industry partners including Developers and Consultants through mutual understanding of concerns and actions to resolve.	2027-2029
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Continue to improve the ePlan process and streamline the development process.	Continue the ongoing review of ePlan to respond to process changes, improve customer interface, and streamline staff review.	2027-2029
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Continue to undertake succession planning and talent management.	Continue to provide training to managers and staff to increase capacity and knowledge transfer. Identify and seek out opportunities to develop potential leaders. Foster an empowered work environment where staff are recognized and supported to excel in their projects.	2027-2029

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Vision for a major civic square in Markham Centre.	Continue to develop the vision for the Civic Square undertaking further analysis and a business case to assess feasibility.	2026
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support the Implementation of the Public Arts Master Plan.	Support the Corporate Public Art Program by seeking opportunities in the early review of development planning proposals.	2028-2029
	Complete Parks and Open Space Amenities.	Following approval of vision, initiate Design process for Rougeside Promenade Parks in 2027 for construction to begin in 2028/2029.	2027-2029
		Complete Ada Mackenzie Park – Phase 3 – washroom building.	2027
		Complete Villages of Fairtree East Neighbourhood Park construction.	2027
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Continue to explore potential improvements with respect to Social Equity and anti-Racism.	Continue to implement the Diversity Action Plan to proactively advance social equity and anti-racism.	2027-2029

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Pursue the integration of transit-oriented design in development.	Prioritize comfortable ground level pedestrian realms with the focus on progressive TDM measures and enabling grade related spaces that offer mix of uses, particularly in centres and corridors.	2026-2028
		Advance the use of updated green development standard, the Sustainability Metrics (Council endorsed May 2022), that includes measures to improve mobility options and promote active transportation. Hold additional staff training sessions as needed and continue to monitor and refine implementation of Metrics.	2026-2028
	Support the Yonge North Subway Extension Project.	Support the coordination, review, and technical input across the department into the Yonge North Subway Extension to ensure that City interests are heard and addressed.	2028-2029
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Complete implementation of the Housing Accelerator Fund Initiatives.	Complete initiatives and meet funding obligations under the Housing Accelerator Fund.	2025-2027
	Continue to implement Affordable & Rental Housing Strategy.	Continue to implement actions from the Housing Strategy and promote affordable and purpose-built rental housing, including second suites and seniors accommodations through the development review process.	2025-2027
	Complete Markham Official Plan Review.	Continue to advance the Official Plan Review and update Markham's Official Plans in accordance with provincial legislation.	2026-2029
	Complete Secondary Plans.	Complete Markville, Markham Centre, Cornell Centre, 404 North/FUA "MIX", Markham Village and Unionville Heritage Centres and Yonge Corridor Secondary Plans.	2026-2028

TOC

	Provide Off-Leash Dog Area's for residents across the City.	Obtain Council approval of the Off Leash Dog Area Implementation Plan following adoption of the Off Leash Dog Area Policy in 2025.	2026
		Request Capital budgets for design and construction of permanent Off Leash Dog Area's as identified in the Off-Leash Dog Area Implementation Plan.	2027-2029
		Construct Permanent Off-leash Dog Area's as identified in the Off-Leash Dog Area Implementation Plan.	2025-2030
	Encourage the development of seniors housing.	Promote seniors' accommodation (primary bedrooms on main floor, elevators, design features to support accessibility etc.) through the development process.	2024-2027
	Continue to Develop City-wide Urban Design Guidelines.	Continue to generate and develop built form and public realm guidelines to support attractive, healthy and pedestrian friendly urban environments in Markham.	2026-2027
	Continue to pursue design excellence in our new communities.	Update the City's Architectural Design Control Guidelines to address latest building typologies applicable to FUAs and smaller plans of subdivisions.	2026-2027
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Complete Park Asset Lifecycle Replacement Programs.	• Complete 2026 Playground Replacement Lifecycle Program. • Initiate 2027 Playground Replacement Lifecycle Program. • Complete 2026 Court Resurfacing Lifecycle Program. • Initiate 2027 Court Resurfacing Lifecycle Program. • Complete 2026 Backstop and Outfield Fencing Lifecycle Program.	2027 2027 2027 2027 2027

		• Initiate 2027 Backstop and Outfield Fencing Lifecycle Program.	2027
		• Complete 2026 Shade Structure Restoration Lifecycle Program.	2027
		• Initiate 2027 Shade Structure Restoration Lifecycle Program.	2027
		*All above Lifecycle programs repeat for 2028 & 2029.	2028-2029
	Develop a strategy for park redevelopment.	Obtain Council approval of the Park Redevelopment Strategy Implementation Plan.	2027
3.4 Protect and enhance our natural environment and built form.	Improve the sustainability of private developments in support of complete communities.	Advance the use of updated green development standards, the Sustainability Metrics (Council endorsed May 2022), in the review of development applications. Hold additional staff training sessions as needed and continue to monitor and refine implementation of Metrics.	2027-2030
	Restore natural areas on City-owned properties to offset loss of natural features and improve the ecological function and integrity of the City's Greenway System.	Continue to utilize funds from the natural features compensation accounts for annual ecological restoration projects.	2027-2030
	Improve capacity to support and improve the ecological health of the community.	Complete the Rouge River Watershed Plan Update and seek Council direction to implement Watershed Plan recommendations.	2027-2030
		Complete Biodiversity Strategy and initiate implementation actions to build capacity and partner with community stakeholders on initiatives to support and enhance biodiversity.	2027-2030

		Develop City-wide Restoration Master Plan and detailed Greenlands Master Plan for Markham Centre to implement directions in the Markham Official Plan and prioritize restoration investments.	2027-2030
	Resurrect the City's Urban Design Excellence Awards.	Hold the Urban Design Excellence Awards to recognize and celebrate notable developments in Markham that have been completed since last awards program.	2026-2028
	Update Unionville Heritage Conservation District Plan 1997).	Retain a consultant to work with staff and complete a revised District Plan for Unionville to comply with current standards and objectives.	2026-2027
	Introduce necessary updates to the Thornhill and Buttonville Heritage Conservation District Plans.	Review each plan to determine if updates are necessary based on changes to other HCD plans.	2028
	Provide incentives to assist with the conservation and use of cultural heritage resources.	Facilitate and administer the Heritage Property Tax Reduction Program, the Designated Heritage Property Grant (DHPG) Program and the Commercial Facade Improvement Grant Program (or a new combined program).	2026-2030
	Respond to the legislative changes that will affect listed properties on the Heritage Register.	Consider implementing a new inventory for unprotected non-designated properties that will be removed from Heritage Register at end of 2026.	2027
		Update the Markham Register as properties are designated changing the status from Listed to Part IV Designation and including the Designation By-law link.	2027
	Ensure the heritage planning material available to the public is accurate and reflects current practices.	Continue to review and update the guidance materials on the City website regarding revised application processing for heritage properties and materials reflecting legislation.	2027-2030

		Continue to update the Heritage Master Directory of services and trades skilled in heritage conservation and preservation for the City webpage.	2027-2030
	Continue to support and introduce heritage programs and initiatives that promote and advocate for greater heritage awareness.	Develop and implement a Markham heritage display, social media presence or event for Heritage Day/Heritage Week (third week in February).	2027-2030
		Continue to assist in the implementation of the Doors Open Markham (DOM) event through participating on the DOM Steering Committee (co-administration with Corp Comm).	2027-2030
		Hold Heritage Markham Awards of Excellence in 2027.	2027-2030
		Continue to provide research on potential new park heritage-related names and assistance to the Park Naming Staff Committee under the direction of Parks Planning.	2027-2030
		Secure funding, produce and distribute Heritage District News (newsletter for those residing in heritage districts).	2027-2030
	Support the Heritage Markham Committee.	Continue to participate in the recruitment of new members, ongoing training and preparation of an annual budget.	2027-2030
		Continue to provide professional, technical and administrative advice and recommendations to the Heritage Markham Committee.	2027-2030

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Develop an Urban Park Strategy that responds to the impacts of Bill 23.	Obtain Council approval of Urban Park Strategy, pending release of Provincial Regulations being released in 2026.	2027-2028
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop an Urban Park Strategy that responds to the impacts of Bill 23.	Obtain Council approval of Urban Park Strategy, pending release of Provincial Regulations being released in 2026.	2028-2029
	Improve business processes and capacity for managing the City's natural assets.	Use results of the Natural Heritage and Natural Assets Studies to inform implementation of the City's Asset Management Framework and annual Plan for non-core natural assets to ensure decisions regarding current and proposed levels of service consider risk and impact to community benefits.	2026-2028
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.			

TRAFFIC OPERATIONS
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
OTHER REVENUE	2	56	1	1	0	0.0%	(55)	-98.2%
Total Revenues	**$2**	**$56**	**$1**	**$1**	**$0**	**0.0%**	**($55)**	**-98.2%**
Expenses								
SALARIES & BENEFITS	$667	$861	$810	$852	$42	5.2%	($9)	-1.0%
UTILITIES	87	85	71	73	1	1.8%	(13)	-14.7%
COMMUNICATIONS	0	0	0	0	0	0.0%	(0)	-100.0%
TRAVEL EXPENSES	0	0	1	1	0	0.0%	1	0.0%
TRAINING	0	0	2	2	0	0.0%	2	0.0%
CONTRACTS SERVICES AGREEMENTS	275	346	387	447	59	15.3%	101	29.2%
MAINT. & REPAIR - TIME & MATERIAL	5	5	0	0	0	0.0%	(5)	-100.0%
PROFESSIONAL SERVICES	688	683	719	719	0	0.0%	36	5.3%
LICENCES, PERMITS, FEES	0	0	2	2	0	0.0%	2	0.0%
Total Expenses	**$1,722**	**$1,980**	**$1,992**	**$2,094**	**$103**	**5.2%**	**$115**	**5.8%**
Net Expenditures/(Revenues)	**$1,720**	**$1,924**	**$1,991**	**$2,093**	**$103**	**5.2%**	**$169**	**8.8%**
Full Time Complement	**4**	**5**	**5**	**5**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase.

Community Services Commission

The following summary provides an overview of the Commission, including a brief introduction, alignment to organizational direction, community impact, and an overview of each department that makes up the Community Services Commission.

Introduction

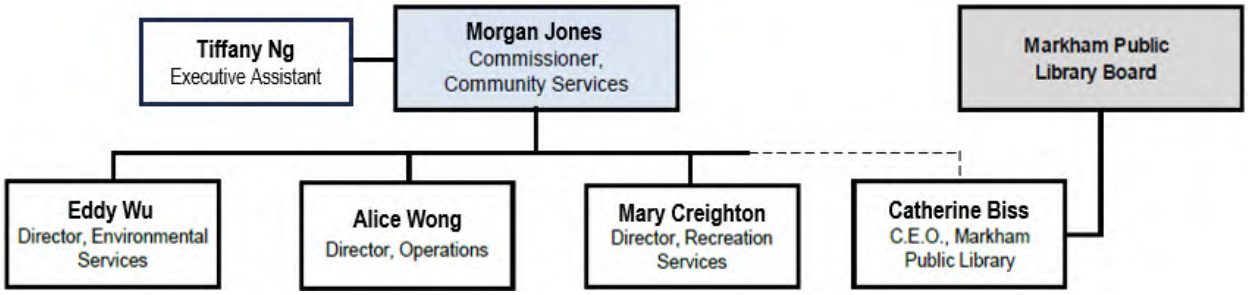
"**Working with the community to make Markham a vibrant place to live, work and play**," is the mission statement of the Community Services Commission. It is the largest in the organization in terms of budget, staffing complement, and the number of public-facing services and facilities operated. The following four departments, as coordinated by the Commissioner's Office, deliver services the public has come to expect and rely upon:

- Environmental Services
- Operations
- Recreation Services
- Markham Public Library

Examples of services delivered to the public include drinking water, parks and forestry, public libraries, recreation programs and facilities, right-of-way assets management (e.g. bridges, culverts, and streetlights), roads and sidewalk maintenance, and waste and recycling collection.

The Commissioner's Office is responsible for the overall coordination of business operations and strategic activities at the Commission level, special initiatives, and coordination with other Commissions and the Executive Leadership Team.

The current organizational structure of the Commission is as shown below:



Environmental Services

The Environmental Services Department brings together Infrastructure, Waste & Environmental Management, and Waterworks, as supported by the Business Administration function.

- **Business Administration** ensures compliance with corporate financial procedures, legislative requirements for technical and health and safety training, Ministry of Environment, Conservation and Parks (MECP) regulations for the Drinking Water Quality Management Standard (DWQMS), and oversees the water meter supply and servicing across the City.
- **Infrastructure** is responsible for capital budget planning, lifecycle and data management, condition assessments, manages rehabilitation / replacement of 50% of the City's infrastructure including underground pipelines (watermains and sanitary/storm sewers), structures, culverts, and streetlights. They are also responsible for development review regarding infrastructure maintenance, flood control upgrades and erosion protection in existing developments, and overall stormwater infrastructure maintenance.
- **Waste & Environmental Management** oversees Markham's residential waste collection programs and recycling depots, manage service contracts and customer service resolutions; develops and implements waste diversion strategies, ensures compliance with municipal refuse by-laws, and delivers public education initiatives, including water conservation programs.
- **Waterworks** is responsible for operating and maintaining the City's water distribution, wastewater collection, and stormwater pipe systems; providing locating services for all underground City assets; managing instrumentation and automation control systems; overseeing rehabilitation and replacement of vertical infrastructure, including sewage and storm pump stations; conducting hydraulic modelling for water and wastewater systems; supporting development activities; auditing regional water bills; and managing compliance programs such as water quality sampling, cross connection control, backflow prevention, and sewer discharge.

Operations

The Operations Department is responsible for municipal roads, parks, and forestry services in the City of Markham, and is supported by the Business, Fleet & Supplies, and Utility & Right-of-Way Divisions.

- **Roads & Survey Division** is responsible for the maintenance of the City's municipal road and sidewalk network. Core services include winter maintenance of City-owned roads, complete road rehabilitation and preservation, as well as concrete, asphalt, and interlock maintenance. The Division also conducts sidewalk inspections, maintains signs, guide rails, pavement markings, and stormwater infrastructure such as catch basins, stormwater ditches, and driveway culverts within the City's right-of-way. Additional responsibilities include street sweeping, rural roadside grass cutting, pothole repair, and the removal of roadside debris and dead animals. The Division also supports special events by coordinating road closures and providing temporary traffic control. In addition, the Survey team provides surveying services to support various internal departments across the organization.
- **Parks, Horticulture and Forestry Division** is responsible for turf maintenance of parks and boulevards, urban forestry, and maintenance of park amenities such as play structures, sports field structures, irrigation systems, baseball diamonds, soccer fields, cricket and rugby pitches, and tennis courts. Other services include horticulture (flower and plant barrels, hanging baskets, park gardens and entrance features to the municipality), special events support, winter maintenance of parking lots, municipal sidewalks, multi-use pathways, walkways of city-owned facilities, and monitoring of natural areas and valley lands.
- **Business Operations Division** is responsible for providing support to the department. Business Operations handle the coordination and management of administration and accounting functions, including providing customer service, new staff onboarding set-up, capital and operating budget management, contract coordination, processing of invoices, ensuring compliance with the City's Finance and Procurement policies.
- **Fleet & Supplies Division** is responsible for the maintenance, repair, acquisition, parts inventory management, and safe operation of the diverse municipal fleet and equipment assets, including Fire & Emergency vehicles and apparatus. It partners with user departments to ensure the city fleet is maintained and operated safely and cost-effectively, supported by equipment specifications, operator training programs, and repair and maintenance procedures.
- **Utility & Right-of-Way Division** is responsible for the administration, technical review and approval of all types of road and utility permits within the City's right-of-way. It liaises with utility companies and internal departments to ensure the safe and efficient use of public Right-of-Way. This division also manages the environmental monitoring of the closed landfill (German Mills Meadow and Natural Habitat), reviews engineering submissions for capital and development projects on behalf of Operations Department, and oversees the maintenance of the City's streetlighting system, including lighting within parks and parking lots.

Recreation Services

The Recreation Services Department advocates health, wellness, as well as creating a sense of community, belonging, and enjoyment.

The department is committed to improving the quality of life for Markham residents through the provision of quality leisure programming in well-maintained and welcoming municipal recreation facilities. We deliver programs and services through the following avenues:

- **Community Centres:** Through its 6 major community centres and 17 satellite facilities, Recreation Services is the proud provider of sport and leisure amenities to our community. Our state-of-the-art fitness centres, ice rinks, gymnasiums, and pools provide spaces for residents of all ages to develop important life skills. All of which aim to nurture a healthier and engaged active community for now and into the future.
- **Leisure Programming:** Recreation Services provides over 10,000 program offerings for the community. Program offerings include, but are not limited to, leisure activities for all age groups, summer camps for children, swimming lessons, and drop-in opportunities. Recreation Services also partnered with five local senior clubs, which deliver programming for 4,500+ registered members. The department enhances its programming through creative partnerships with schools, parks, and other community stakeholders.
- **Community Partnerships:** Recreation Services has established partnerships with over 160 minor sports organizations, community groups, and not-for-profit organizations. We work with our partners to provide indoor and outdoor facility rentals, enabling our community organizations to deliver sports programming that benefits our Markham residents.

  The Recreation Services Department extends beyond the walls of city-owned and operated facilities. The Community Hub at the Aaniin Community Centre and Library was established to help make the programs of local and regional community and social services organizations more accessible to our residents. While the Hub continues to grow, it has partnered with over 25 organizations, such as the Markham Stouffville Hospital, Canadian Mental Health Association, Heartfulness Meditation, Senior Services Centre, YMCA Employment Services, and The Housing Help Centre.
- **Sports Development:** The Markham Pan Am Centre is a multi-purpose sports facility for training, competition, and hosting local, provincial, national, and international sports competitions. The Markham Pan Am Centre has been identified as the 10th best sport facility hosting location in Canada. Sports tourism is the fastest growing tourism sector, and Markham has the capacity to host local, regional, provincial, national, and international events. A unique partnership that has been fostered is the City of Markham hosting the Little Native Hockey League (LNHL) from 2024-2027. This is a hockey tournament that welcomes over 5,000 First Nations Youth to our community to participate in a 600+ game tournament.
- **Volunteers:** Volunteers provide energy, new ideas, and talent and are a valuable resource in the delivery of our programs and events. It is a fundamental act of good citizenship, offering people of all ages a sense of community, confidence, and skills development.

- **Access and Engagement**: Recreation Service is committed to ensuring that programs and facilities are accessible, welcoming and equitable for all residents of all abilities. The department removes participant barriers by providing integration services, delivering adapted leisure activities, and maintaining facilities that meet or exceed the requirements of the Accessibility for Ontarians with Disabilities Act (AODA). The commitment to accessibility is reinforced by community outreach opportunities to bridge the gap between municipal resources and the diverse communities we serve. To further support our residents, Recreation Services works with regional partners and charitable organizations to provide financial assistance and subsidies to minimize economic barriers to participation.

Markham Public Library

Markham Public Library (MPL) is responsible for the delivery of library services through eight branches and its website. Administratively, it reports to the Markham Public Library Board, and the Commissioner of Community Services. The Library's Vision is to be "*the place where Markham comes together to imagine, create, learn and grow*."

As one of the most innovative and most efficiently operated public libraries in Canada, MPL has a strategy of digital and in-person service channels, allowing it to respond to changes in the operating environment.

The Library is currently updating its departmental Strategic Plan to respond to social and economic trends, align with municipal priorities, and to advance its core mission and following strategies:

- **Innovative Business Models:** MPL provides exceptional library services through innovative business models that respond to resident needs and priorities, use resources efficiently, and maximize return on investment (ROI) for tax dollars. Through over 60 partnerships, the Library is able to deliver a broad range of educational programs to Markham residents. MPL is also a library sector leader in RFID-based self-service technology to improve customer service while enhancing efficient material flow.
- **Welcoming Community Hubs:** Markham's library branches serve as welcoming community hubs, places of interaction, and social inclusion, designed to strengthen neighbourhoods, foster social connections, engage newcomers in community life, celebrate diversity, support local innovation and creativity, and advance Markham's competitive position as an engaged, literate, and livable city.
- **Education and Literacy Focus:** MPL services, collections, and programs are focused on lifelong self-directed education and the development of critical 21st century literacies - early literacy, digital literacy, scientific and numerical literacy, civic literacy, health literacy, environmental literacy, and financial and economic literacy – as the basis of every individual's ability to participate fully in the economy, their community, and wider society.
- **Digital Literacy Mandate:** Pursuant to the Digital Markham Strategy and the library's mandate to serve as "Markham's centre for excellence in digital literacy, MPL is strengthening its focus on digital literacy and STEAM (Science, Technology, Engineering, Arts, Mathematics) education. Delivering on this mandate includes an expanding curriculum of digital and STEAM educational programs for all ages, inclusive public access to current technology (Internet, wifi, scanners and computers), and emerging technologies (such as 3D printing, graphic design hardware and software), along with the training services needed to develop digital skills.

COMMUNITY SERVICES CONSOLIDATED
(EXCLUDING WATERWORKS)
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
GRANTS AND SUBSIDIES	2,754	2,960	2,193	271	(1,922)	-87.7%	(2,689)	-90.9%
LICENCES & PERMITS	89	110	329	329	0	0.0%	220	200.6%
USER FEES & SERVICE CHARGES	17,161	18,519	19,126	19,793	666	3.5%	1,274	6.9%
RENTALS	9,878	10,848	11,101	11,471	370	3.3%	623	5.7%
SALES	531	615	408	420	12	2.9%	(195)	-31.7%
RECOVERIES & CONTRIBUTIONS	1,448	1,742	681	701	19	2.8%	(1,042)	-59.8%
OTHER REVENUE	348	468	325	192	(133)	-41.0%	(276)	-59.0%
INTER-DEPARTMENTAL RECOVERIES	913	913	913	913	0	0.0%	0	0.0%
Total Revenues	**$33,123**	**$36,175**	**$35,078**	**$34,090**	**($988)**	**-2.8%**	**($2,085)**	**-5.8%**
Expenses								
SALARIES & BENEFITS	$60,441	$67,070	$66,779	$70,679	$3,900	5.8%	$3,608	5.4%
PRINTING & OFFICE SUPPLIES	117	131	164	165	2	1.0%	34	25.9%
PURCHASES FOR RESALE	321	458	357	282	(75)	-20.9%	(176)	-38.3%
OPERATING MATERIALS & SUPPLIES	2,296	2,731	2,149	2,334	186	8.6%	(396)	-14.5%
VEHICLE SUPPLIES	2,086	2,058	2,117	2,161	44	2.1%	103	5.0%
BOTANICAL SUPPLIES	283	288	353	360	7	1.9%	71	24.7%
CONSTRUCTION MATERIALS	1,342	2,731	2,478	2,653	175	7.1%	(78)	-2.9%
UTILITIES	6,187	6,831	7,318	7,100	(218)	-3.0%	269	3.9%
COMMUNICATIONS	285	206	320	264	(56)	-17.5%	58	28.0%
TRAVEL EXPENSES	72	68	74	91	16	21.6%	23	33.3%
TRAINING	283	329	266	307	40	15.1%	(22)	-6.8%
CONTRACTS SERVICES AGREEMENTS	19,123	22,062	17,118	18,389	1,271	7.4%	(3,674)	-16.7%
MAINT. & REPAIR - TIME & MATERIAL	6,501	8,753	7,966	8,191	225	2.8%	(563)	-6.4%
RENTAL/LEASE	651	850	671	850	179	26.7%	0	0.0%
INSURANCE	12	12	12	12	0	0.0%	0	0.0%
PROFESSIONAL SERVICES	476	693	172	199	27	15.6%	(494)	-71.3%
LICENCES, PERMITS, FEES	616	478	606	537	(69)	-11.4%	60	12.5%
CREDIT CARD SERVICE CHARGES	643	828	450	510	60	13.4%	(318)	-38.4%
PROMOTION & ADVERTISING	79	110	126	126	(0)	-0.2%	16	14.5%
CONTRACTED MUNICIPAL SERVICES	18,115	18,419	18,675	13,964	(4,711)	-25.2%	(4,455)	-24.2%
OTHER PURCHASED SERVICES	969	980	980	991	11	1.1%	11	1.1%
OFFICE FURNISHING & EQUIPMENT	4	2	3	3	0	0.0%	1	33.8%
PMTS. TO CITIZENS/LOCAL GROUPS	48	56	53	53	0	0.0%	(3)	-5.9%
MISCELLANEOUS EXPENSES	26	49	25	32	7	27.7%	(17)	-34.5%
TRANSFER TO/(FROM) RESERVE	(1,035)	408	408	369	(38)	-9.4%	(38)	-9.4%
Total Expenses	**$119,942**	**$136,602**	**$129,640**	**$130,620**	**$981**	**0.8%**	**($5,981)**	**-4.4%**
Net Expenditures/(Revenues)	**$86,819**	**$100,427**	**$94,562**	**$96,531**	**$1,968**	**2.1%**	**($3,896)**	**-3.9%**
TRANSFERS TO/(DRAW FROM) RESERVES	($1,035)	$408	$408	$369	($38)	-9.4%	($38)	-9.4%
Full Time Complement	**346**	**342**	**361**	**373**				

ENVIRONMENTAL SERVICES – INFRASTRUCTURE
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
Expenses								
SALARIES & BENEFITS	$840	$917	$1,069	$1,207	$137	12.8%	$289	31.5%
PRINTING & OFFICE SUPPLIES	3	2	4	4	0	0.0%	2	106.0%
OPERATING MATERIALS & SUPPLIES	27	22	28	28	0	0.0%	6	28.5%
COMMUNICATIONS	3	2	1	4	3	230.4%	1	55.1%
TRAVEL EXPENSES	9	11	10	17	7	76.0%	6	55.4%
TRAINING	0	5	9	9	0	0.0%	3	65.8%
MAINT. & REPAIR - TIME & MATERIAL	0	0	0	20	20	0.0%	20	0.0%
RENTAL/LEASE	0	0	0	0	0	0.0%	(0)	-100.0%
LICENCES, PERMITS, FEES	5	3	12	12	0	0.0%	9	354.4%
OTHER PURCHASED SERVICES	23	34	34	39	5	15.8%	5	15.8%
Total Expenses	**$910**	**$996**	**$1,166**	**$1,338**	**$172**	**14.8%**	**$342**	**34.3%**
Net Expenditures/(Revenues)	**$910**	**$996**	**$1,166**	**$1,338**	**$172**	**14.8%**	**$342**	**34.3%**
Full Time Complement	**11**	**9**	**12**	**12**				

Major changes in the 2026 Budget from the 2025 Budget:

No significant changes.

ENVIRONMENTAL SERVICES – WASTE
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
GRANTS AND SUBSIDIES	2,464	2,644	1,922	0	(1,922)	-100.0%	(2,644)	-100.0%
USER FEES & SERVICE CHARGES	40	46	37	26	(11)	-29.4%	(20)	-42.7%
SALES	121	164	110	117	7	6.4%	(46)	-28.4%
RECOVERIES & CONTRIBUTIONS	381	(1)	62	62	0	0.0%	62	-10019.5%
OTHER REVENUE	129	171	147	147	0	0.0%	(24)	-14.1%
Total Revenues	**$3,135**	**$3,024**	**$2,279**	**$352**	**($1,926)**	**-84.5%**	**($2,672)**	**-88.3%**
Expenses								
SALARIES & BENEFITS	$440	$663	$659	$690	$31	4.6%	$27	4.0%
PRINTING & OFFICE SUPPLIES	$5	$2	$6	$6	0	0.0%	4	210.9%
PURCHASES FOR RESALE	$190	$328	$266	$191	(75)	-28.1%	(137)	-41.8%
OPERATING MATERIALS & SUPPLIES	$88	$113	$115	$289	175	152.6%	177	157.1%
UTILITIES	$3	$3	$2	$2	0	1.8%	(1)	-25.4%
COMMUNICATIONS	$5	$5	$4	$4	0	0.0%	(0)	-3.2%
TRAVEL EXPENSES	$3	$7	$4	$13	9	240.4%	5	70.5%
CONTRACTS SERVICES AGREEMENTS	$258	$262	$122	$542	420	342.7%	280	107.1%
MAINT. & REPAIR - TIME & MATERIAL	$26	$24	$25	$25	0	0.1%	1	4.3%
PROFESSIONAL SERVICES	$0	$10	$12	$12	0	0.0%	2	21.7%
LICENCES, PERMITS, FEES	$3	$3	$2	$2	0	0.0%	(1)	-24.7%
CREDIT CARD SERVICE CHARGES	$8	$13	$4	$4	0	0.0%	(9)	-71.5%
CONTRACTED MUNICIPAL SERVICES	$15,504	$15,803	$16,305	$11,598	(4,707)	-28.9%	(4,205)	-26.6%
OTHER PURCHASED SERVICES	$33	$34	$34	$39	5	15.8%	5	15.8%
Total Expenses	**$16,565**	**$17,269**	**$17,559**	**$13,416**	**($4,143)**	**-23.6%**	**($3,853)**	**-22.3%**
Net Expenditures/(Revenues)	**$13,430**	**$14,245**	**$15,280**	**$13,064**	**($2,216)**	**-14.5%**	**($1,181)**	**-8.3%**
Full Time Complement	**4**	**4**	**4**	**4**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase.

User Fees & Service Charges: Projected decrease in revenue from user fees and service charges.

Operating Materials & Supplies: Projected increase in quantity and cost of materials and supplies.

***Contracts & Service Agreements*:** Increase due to higher waste collection contract.

ENVIRONMENTAL SERVICES – WATERWORKS
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Sales & Purchase of Water Revenue								
FINES/ BILLINGS	148,995	157,326	152,818	159,945	7,126	4.7%	2,619	1.7%
CONTRACTED MUNICIPAL SERVICES	(109,946)	(119,373)	(117,637)	(121,627)	(3,990)	3.4%	(2,254)	1.9%
Total Sales & Purchase of Water Revenue	**$39,049**	**$37,953**	**$35,181**	**$38,317**	**$3,136**	**8.1%**	**$365**	**3.6%**
Other Revenues								
FINES	0	0	0	10	10	0.0%	10	0.0%
USER FEES & SERVICE CHARGES	669	728	545	545	0	0.0%	(183)	-25.2%
SALES	890	637	578	578	0	0.0%	(59)	-9.3%
RECOVERIES & CONTRIBUTIONS	641	65	300	300	0	0.0%	235	360.3%
OTHER REVENUE	0	0	14	14	0	0.0%	14	0.0%
Total Other Revenues	**$2,200**	**$1,430**	**$1,436**	**$1,446**	**$10**	**0.7%**	**$16**	**1.1%**
Other Expenses								
SALARIES & BENEFITS	$8,008	$9,374	$10,003	$10,832	$828	8.3%	$1,458	15.6%
PRINTING & OFFICE SUPPLIES	10	18	34	34	0	0.0%	16	87.9%
OPERATING MATERIALS & SUPPLIES	92	134	130	140	10	7.4%	6	4.5%
CONSTRUCTION MATERIALS	443	252	317	311	(7)	-2.0%	59	23.4%
UTILITIES	36	38	39	37	(2)	-5.1%	(1)	-2.7%
COMMUNICATIONS	34	30	47	36	(12)	-24.4%	6	19.0%
TRAVEL EXPENSES	47	53	53	68	15	27.3%	15	28.7%
TRAINING	94	85	125	148	23	18.5%	62	73.3%
CONTRACTS SERVICES AGREEMENTS	3,674	4,107	3,814	4,569	754	19.8%	461	11.2%
MAINT. & REPAIR - TIME & MATERIAL	816	506	619	621	2	0.4%	115	22.8%
RENTAL/LEASE	1	2	4	5	1	22.5%	3	128.9%
PROFESSIONAL SERVICES	26	123	141	143	2	1.1%	20	16.0%
LICENCES, PERMITS, FEES	85	122	88	88	0	0.0%	(34)	-27.9%
CREDIT CARD SERVICE CHARGES	2	7	1	6	5	400.0%	(1)	-13.7%
OTHER PURCHASED SERVICES	3,004	3,614	3,614	4,319	704	19.5%	704	19.5%
WRITE-OFFS	44	0	3	3	0	0.0%	3	0.0%
Total Other Expenses	**$16,416**	**$18,465**	**$19,034**	**$21,358**	**$2,324**	**12.2%**	**$2,893**	**15.7%**
Net Expenditures/(Revenues)	**($24,832)**	**($20,918)**	**($17,583)**	**($18,406)**	**($822)**	**4.7%**	**$2,512**	**-12.0%**
TRANSFERS TO/(DRAW FROM) RESERVES	$24,832	$20,918	$17,583	$18,406	$822	4.7%	($2,512)	-12.0%
Full Time Complement	**69**	**70**	**72**	**74**				

Major changes in the 2026 Budget from the 2025 Budget:

Fines/Billings: Increased due to higher projected consumption volumes.

Contracted Municipal Services: Increased due to higher billings from Region of York impacted by higher consumption volume.

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 2 FTE.

Travel Expenses & Training: Increased due to requirements for staff to attend more conferences and training courses, largely due to legislative changes.

Transfers to Reserves: Represents a transfer of the budgeted surplus to Reserve in order to fund capital projects required to maintain the water and wastewater infrastructure.

ENVIRONMENTAL SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Ensure: 1. Timely response to customer inquiries. 2. Appointments are on-time. 3. Customers are treated with fairness and respect. 4. Minimize the number and duration of service interruptions.	Conduct one formal customer satisfaction survey to measure and inform on the effectiveness of our services and processes. The online survey results are rolled into Customer Satisfaction Dashboard that helps to prepare the data for DWQMS Management Review twice per year.
		Support Corporate customer experience strategy and undertake completion of Service Standards: Continue to work on Roles & Responsibilities with internal departments such as ITS, S&AM, Engineering, Corporate Communications, Finance and Operations. Review existing SLAs where applicable and introduce new SLAs as required.
		Fine tune the transfer of Water Billing function from Environmental Services to Finance. Continue to work on establishing SOPs/SLAs with Finance to clarify Roles and Responsibilities for water billing function.
		Review waste diversion opportunities in multi residential buildings as part of the Best of the Best 2 program: Effective January 1, 2026, responsibility transitions to Circular Material (private sector) management. The City continue to monitor new build transition (2026-2031).
		Hand-over of Blue Box recycling program and transition to the revised waste collection contract under the Circular Materials framework effective January 1, 2026. Department will maintain continuous customer service and public education efforts to keep residents informed, gather feedback, and better understand community

		expectations.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology, where necessary and feasible, to improve process workflow, data capture, and decision-making.	Support Implementation of cross departmental IT projects, such as: 1. CRM /ACR System 2. MLC 3. Capital Budget Tool 4. Cyber Security Strategy 5. OneDrive Migration 6. GIS QA/QC
		Support the advancement of Digital Markham / "Frictionless City".
		Research available Artificial Intelligence (AI) technologies to improve efficiencies in managing the City's water, wastewater and stormwater systems, implement as appropriate.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Develop a collegial and supportive work environment that provides opportunities for employees to grow and contribute to the overall direction and directives of the Department.	Encourage staff to be innovative and actively seek for recognitions with industry organizations and associations.
		Continue to undertake succession management, implementation of protocol/procedure for knowledge transfer and to support staff retention.
		Provide appropriate learning opportunities to staff to enhance leadership and other soft skills.
		Recognize staff excellence by utilizing Corporate and Departmental Recognition Programs.
		Support the implementation of the Culture and Business transformation which includes implementation of the Values based Leadership Development Program.
		Hybrid Work Policy to be reviewed and continued in 2026.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
# of Formal Customer Satisfaction Surveys Completed	1	1	1	N/A	1	1	Ongoing
Overall rating on specific services surveys (informal door hangers, phone call follow-ups)	99.8%	99.8%	100%	N/A	80%	80%	Ongoing
# of Hours of Training per employee – PS data	6.1	14.3	4.9	N/A	8.0	8.0	2026

Staff Absenteeism (average # of days per employee) – PS data	9	11.1	8.2	N/A	<=8.4	<=8.4	Ongoing
# of days lost due to injury – PS data	0	95	2	N/A	0	0	Ongoing
% of Three Stream Waste Collection provided on scheduled day	90%	99%	100%	N/A	100%	100%	2026

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Provide better knowledge to the community regarding services provided by Environmental Services, and to support community engagement initiatives.	Continue to develop and deliver educational and promotional videos to showcase various departmental services, with a focus on tap water, single-use plastics, e-Waste recycling, battery recycling, and storm water management.
		Continue to work on inclusive environmental education and explore outreach opportunities to increase public awareness of ES programs and enhance community engagement.
		Advocate for Zero Waste events in the City and provide advice to the development of Special Events Strategy.
		Participate in Good Neighbourhood Partnership Strategy, as required.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support the City with the Markham Indy event by providing core ES functions.	Provide input to the organizing committee and support the event by providing waste management functions and secure of ES assets within the racetrack.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Participate in various benchmarking activities and strive to be the best of the best.	Continue to support Markham's World Council on City Data certification by providing annual departmental data.
		Continue to participate in the CIBI (Canadian Infrastructure Benchmarking Initiatives) initiative for water and wastewater systems.
		Provide input for water, wastewater and storm water servicing strategies in targeted growth area of the City.
	Apply the diversity lenses during recruitment as applicable.	Continue to support the Diversity and Eliminating Anti-Black Racism Action Plans, including the use of diversity lenses in the recruitment of talent.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
# of promotional videos/materials developed and delivered to showcase and promote ES activities	4	8	8	N/A	4	4	Ongoing

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support the Yonge North Subway Extension (YNSE) project.	Continue to participate in the YNSE project, as required.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Manage Growth Impact on Service Delivery – provide input and review resources requirements to support future growth.	Monitor and participate in community intensification projects and initiatives from the Development Services Commission to ensure departmental service mandates are maintained and advanced.
		Support City wide Water and Wastewater Master Servicing Plan: Supports sustainable infrastructure by retaining consultants, preparing Terms of Reference (TOR), reviewing deliverables, and coordinating meetings to ensure effective project delivery.
		Act as the Technical subject matter expert: Assessing current systems and planning for future growth to support expanding communities.
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Involve in emergency preparedness corporately, as well as ensuring Business Continuity.	Participate in Emergency Management Program Committee, ensure training of staff, and participate in mock emergency exercises at all levels.
		Ensure departmental Business Continuity Plan (BCP) is up-to-date, executable, and staff are trained in its implementation.
	Provide quality drinking water and wastewater services to the residents and businesses	Ensure water systems operate efficiently and are maintained in compliance with DWQMS and any other applicable regulatory requirements.

	that meets, if not exceed, legislative requirements.	Continue to develop and implement components of the wastewater management system and the Municipal Consolidated Linear Infrastructure Environmental Compliance Approvals (CLI-ECA).
	Implement performance metrics to track work and support resource planning / management strategy.	Review and update Key Performance Indicators (KPIs) to ensure alignment with departmental goals and service delivery standards.
		Utilize the data from the Enterprise Asset Management (EAM) system to monitor operational performance, inform resource planning, and guide management strategies for continuous improvement.
		Continue to implement Inflow & Infiltration (I&I) Reduction strategies.
		Continue with the implementation and enforcement of the ICI Backflow Prevention program.
	Adopt Asset Management practices to manage City assets and protect City infrastructure to address impacts of extreme weather.	Continue with the Implementation of West Thornhill Flood Control Remediation Program - Phase 4C & 4D design on hold pending completion of Yonge Street Corridor Master Servicing Study.
		Continue with the Implementation of Flood Control Remediation Program in Markham Village and Unionville Area.
		Continue with Don Mills Channel Flood Control Facility and Culvert Upgrades.
		Review design standards for all capital projects to ensure climate change considerations are incorporated.
		Bylaw update of Industrial, Commercial, and Institutional (ICI) FOG compliance program (to prevent blockage caused by fat, oil- and grease).
		Develop water system pressure monitoring program to support future development and monitor system performance.
	Provide opportunities to protect the built and natural	Continue with the long-term plan to improve Swan Lake Water Quality.

3.4 Protect and enhance natural environment and built form.	environment.	Continue to work with Engineering Department to develop the City's guideline and standards for Underground Stormwater Management Tanks and Lifecycle costing to support Alternative Infrastructure Policy.
		Reduce landfill waste by increasing diversion rates and exploring innovative recycling and reuse opportunities.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
# of days Markham is under a partial or full Boil Water Advisory	0	0	0	0	0	0	Ongoing
MECP Inspection Rating	100%	95.07%	100%	N/A	100%	100%	Ongoing
# of water quality customer complaints per 1000 people served	0.048	0.138	0.490	N/A	0.50	0.50	Ongoing
# of watermain break per 100km of watermain	0.91	1.0	1.13	N/A	<5.00	<5.00	Ongoing
Waste diversion rate (Curbside and Depots)	79.7%	80%	80%	N/A	85%	85%	2026
Compliance rate of drinking water quality	99.8%	99.8%	99.8%	N/A	99%	99%	Ongoing

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Complete multi-year budget per City's financial policies/practices.	Complete approved capital projects in accordance to policy, specifically annual projects within the budget year, minor projects within 1 year of initiation, and major projects per project schedule.
	Seek available Federal/Provincial funding sources to support City projects to loosen the financial burden to taxpayers.	Actively research and apply to any applicable external funding opportunities such as DMAF, HEWSF to fund City projects.
	Initiate water audit program within city facilities, for proper water usage and management.	Perform water audit in City facilities with the goal to reduce water consumption and seek further opportunities to increase water revenue.
	Increase focus on direct revenue generating models for specific materials recycling.	Investigate and implement potential revenue generating recycling programs such as batteries and electronic recycling partnership with external agencies.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Efficiently manage life cycle reserve, condition assessment, capital budget requests and databases.	Complete life cycle reserve study and capital budget requests in accordance to budget calendar.
	Develop Asset Management Plans for city-owned assets that considers accountability, risk of ownership, and fiscal stewardship.	Continue to support the update of the Corporate Asset Management Plan as per legislative requirements.
	Water Meter Maintenance program.	Continue life cycle replacement program for water meters to ensure meter accuracy for billing.
		Evaluate Automated Meter Reading (AMR) / Advanced Metering Infrastructure (AMI) and determine next steps with Finance.

	Support interdepartmental collaboration in addressing community issues.	Participate in interdepartmental strategy to address illegal dumping in Parks and ROWs.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Being financially responsible for water and storm rates collected, provide efficient services to the City.	Right size of departmental budgets to ensure no waste of resources.
		Continue to provide financial assistance to eligible homeowners by the 5P program to mitigate private side flooding issues.
		Review and right size the Water Rate and Storm Fee with Finance.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Residential water consumption (litres per capita per day)	202.54	193.3	178.0	N/A	150	150	2040
Gross non-revenue water (% of volume)	10.3%	9.0%	8.0%	N/A	<11.0%	<11.0%	Ongoing
Net Operating Cost to Provide Water & Wastewater Services per Population Served	$38.88	$38.85	$37.88	N/A	<$40.00	<$40.00	Ongoing
Project Completion Rate – Environmental Services	100%	93%	92%	N/A	>=80%	>=80%	Ongoing
Number of applications for 5P program received	29	46	45	N/A	43	43	Ongoing

ENVIRONMENTAL SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Ensure: 1. Timely response to customer inquiries. 2. Appointments are on-time. 3. Customers are treated with fairness and respect. 4. Minimize the number and duration of service interruptions.	Conduct one formal customer satisfaction survey to measure and inform on the effectiveness of our services and processes. The online survey results are rolled into Customer Satisfaction Dashboard that helps to prepare the data for DWQMS Management Review twice per year.	2026+
		Support Corporate customer experience strategy and undertake completion of Service Standards: Continue to work on Roles & Responsibilities with internal departments such as ITS, S&AM, Engineering, Corporate Communications, Finance and Operations. Review existing SLAs (documented in 2025 AMP) and introduce new SLAs if required.	2026+
		Water Meter customer service / maintenance / repair / Lifecycle replacement resides with Environmental Services. Continue to work on establishing SOPs/SLA with Finance to clarify Roles and Responsibilities.	2026+
		Customer service and public education around waste management will remain an ongoing focus for Environmental Services, ensuring residents are continuously informed and engaged in efforts to reduce waste, increase diversion, and protect the natural environment.	2026+

1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology, where necessary and feasible, to improve workflow, data capture, and decision-making.	The department will continue to explore and adopt new technologies with the emphasis in Artificial Intelligence (AI), to enhance operational efficiency, meet evolving service needs, and support strategic goals. All technology initiatives will be implemented with cybersecurity best practices in mind to ensure secure, resilient, and future-ready systems.	2026+
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Develop a supportive work environment that provides opportunities for employees to grow and contribute to the overall direction and directives of the Department.	Continue succession planning for department.	2026+
		Continue to participate in the Culture and Business Transformation.	2026+
		Continue to provide training to staff to enhance soft and hard skills, together with potential growth.	2026+
		Continue to recognize staff for excellence work.	2026+

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support community engagement initiatives.	Continue to deliver public education and engagement on water, waste, and infrastructure through promotional videos, school outreach, the City's website, and social media—helping to build informed, connected, and environmentally responsible neighbourhoods.	2026+
		Advocate for Zero Waste events in the city and provide advice in the development of Special Events Strategy.	2026+
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support corporate arts, culture, recreation and sports events as required.	Support Markham Indy and LNHL by providing departmental support as required.	2026+
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Participate in various benchmarking activities and strive to be the best of the best.	Continue to support Markham's World Council on City Data certification by providing annual departmental data.	2026+
		Continue to participate in external benchmarking initiatives.	2026+
	Apply the diversity lenses during recruitment as applicable.	Continue to support the Diversity and Eliminating Anti-Black Racism Action Plans, including the use of diversity lenses in the recruitment of talent.	2026+

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support the Yonge North Subway Extension (YNSE) project.	Continue to support the YNSE project, as required.	2026+
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Manage Growth Impact on Service Delivery – provide input and review resources requirements to support future growth.	Provide sound technical comments on development application proposals to advance environmental services mandate and considerations	2026+
		Support City wide water and wastewater master servicing plan.	2026+
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Involve in emergency preparedness corporately, as well as ensuring Business Continuity.	Continue to conduct mock exercises to test department's DOC (Department Operation Centres) and business continuity plan and participate in mock corporate emergency exercise as required	2026+
	Provide quality drinking water and wastewater services to the residents and businesses in Markham that meet, if not exceed, legislative requirements.	Continue to ensure all legislative requirements are met to provide safe drinking water.	2026+
		Continue to implement I&I Reduction.	2026+
	Implement performance metrics to track work and support resource planning / management strategy.	Use data from the Enterprise Asset Management (EAM) system to monitor performance, guide resource planning, and inform management strategies that support continuity and resiliency.	2026+

3.4 Protect and enhance our natural environment and built form.	Provide opportunities for our residents to divert as much waste resources from landfill as possible.	Environmental Services is committed to protecting the natural environment by reducing landfill waste, increasing diversion rates, and exploring innovative recycling and reuse opportunities.	2026+

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Complete multi-year budget per City's financial policies/practices.	Complete approved capital projects accordingly to policy, specifically annual projects within the budget year, minor projects within 1 year of initiation, and major projects per project schedule.	2026+
	Efficiently manage life cycle reserve, condition assessment, capital budget requests and databases.	Continue to complete annual review of life cycle reserves and make capital project requests.	2026+
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop Asset Management Plans for city-owned assets that considers accountability, risk of ownership, and fiscal stewardship.	Support the update of the Corporate Asset Management Plan as per legislative requirements.	2026+
		Ensure Life Cycles of all Environmental Services owned assets are reviewed and updated annually.	2026+
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Being financially responsible for water and storm rates collected, provide efficient services to the City.	Continue to review the water and storm rates with Finance annually.	2026+

MARKHAM PUBLIC LIBRARY
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
GRANTS AND SUBSIDIES	241	248	229	229	0	0.0%	(19)	-7.8%
USER FEES & SERVICE CHARGES	563	593	527	544	17	3.3%	(49)	-8.2%
RENTALS	28	30	30	20	(11)	-35.0%	(10)	-34.3%
SALES	140	162	133	138	5	3.7%	(24)	-14.8%
RECOVERIES & CONTRIBUTIONS	12	10	0	0	0	0.0%	(10)	-100.0%
Total Revenues	**$986**	**$1,043**	**$919**	**$931**	**$12**	**1.3%**	**($113)**	**-10.8%**
Expenses								
SALARIES & BENEFITS	$13,624	$14,919	$14,858	$15,101	$243	1.6%	$182	1.2%
PRINTING & OFFICE SUPPLIES	26	24	26	27	1	2.4%	2	10.1%
PURCHASES FOR RESALE	4	5	0	0	0	0.0%	(5)	-100.0%
OPERATING MATERIALS & SUPPLIES	105	120	114	117	3	2.3%	(3)	-2.6%
UTILITIES	152	171	176	175	(1)	-0.7%	3	1.9%
COMMUNICATIONS	154	97	169	124	(46)	-26.9%	27	28.0%
TRAVEL EXPENSES	29	24	35	30	(5)	-13.3%	6	25.4%
TRAINING	50	58	54	58	5	8.6%	0	0.7%
CONTRACTS SERVICES AGREEMENTS	252	264	269	285	16	5.9%	21	7.9%
MAINT. & REPAIR - TIME & MATERIAL	194	216	216	234	17	8.0%	18	8.3%
RENTAL/LEASE	14	17	14	20	6	44.5%	2	12.2%
INSURANCE	12	12	12	12	0	0.0%	0	0.0%
PROFESSIONAL SERVICES	108	164	83	110	27	32.3%	(54)	-33.0%
LICENCES, PERMITS, FEES	30	28	29	29	0	0.0%	1	4.3%
CREDIT CARD SERVICE CHARGES	15	24	11	11	0	0.0%	(12)	-51.1%
PROMOTION & ADVERTISING	22	38	36	35	(0)	-0.7%	(2)	-5.8%
OTHER PURCHASED SERVICES	913	913	913	913	0	0.0%	0	0.0%
OFFICE FURNISHING & EQUIPMENT	4	2	3	3	0	0.0%	1	33.8%
MISCELLANEOUS EXPENSES	1	5	4	10	6	148.5%	4	82.3%
Total Expenses	**$15,710**	**$17,101**	**$17,023**	**$17,294**	**$271**	**1.6%**	**$193**	**1.1%**
Net Expenditures/(Revenues)	**$14,724**	**$16,058**	**$16,104**	**$16,364**	**$259**	**1.6%**	**$306**	**1.9%**
Full Time Complement	**77**	**74**	**78**	**78**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase.

MARKHAM PUBLIC LIBRARY BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Complete community and stakeholder consultations related to updating Library strategic plan, to deepen our understanding of the communities we serve.	Pursuant to new Strategic Plan, and based on our understanding of community values / priorities as evidenced through our consultations: • Review existing services for potential innovation and improvement, as well as for strategic alignment with what the community values, and with municipal and Library Board priorities.
		Launch updated Library strategic plan. Update 2026 workplan and business plan accordingly.
	Support the City's Culture and Business transformation: Customer Service.	Support the City's work, utilizing the Library's Customer Service Experience policies, procedures, and training.
	Refresh the Customer Experience as part of continuously improving departmental services.	Complete customer journey mapping to determine optimal service delivery in each branch based on user needs (Q2).
	Support the City's Culture and Business transformation: Customer Service Organizational Improvements.	Support the City's work, utilizing the Library's Customer Service Experience policies, procedures, and training.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Develop Library Technology Roadmap to support the transformation of library services.	Based on community consultations, work with ITS to develop and implement a roadmap that would outline the needs and priorities for the Library in the upcoming years.
	Leverage leading technologies through expansion of makerspace technologies.	Install laser cutter at Cornell Library and expand makerspace programming and instructional offerings.
		Reopen new expanded makerspace in the former MSH medical library area of the branch.

	Expand Digital Literacy Services to enable city-building and exceptional services.	Complete business case for mobile makerspace/digital lab (Q1).
		Review service model for makerspaces to expand operational/instructional capacity (Q1).
		Expand AI user empowerment educational programming by introducing specialized workshops on AI and digital literacy. (Q4)
	Introduce Scheduling Software to streamline staff scheduling practices and empower excellent services.	Complete implementation by Q1 2026.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Enhance departmental Talent Strategy through improved upskilling, internal mobility, and engagement.	Invest in and empower staff through learning and development advances: • Launch refreshed Onboarding Program which will include a new peer-mentorship component (Q1). • Launch new orientation training for student pages to support their transition to paid employment (Q1). • Launch "Emerging Leaders: Leading from Every Position" staff development program to support individual contributors in building leadership capacity (Q1). • Implement situational leadership at the front-line supervisor level to enhance organizational capacity (Q2). Update recruitment strategy to align with evolving needs.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
# of formal customer surveys* completed	1	0	1	6	4	2	2028
Overall customer satisfaction from Counting Opinions online survey	8.31	8.4	8.8	8.7	8.9	9	2028
# of learning hours per staff FTE (includes part-time)	10.3	6.19	4.42	24	20	20	2028
Bridge Toolkit/Library Impact Ontario Access scores – "Access to Technology you would not have otherwise had"	61.5%	60%	78.5%	88.9%	90%	90%	2028
Service Performance scores for Satisfaction with Equipment and Technology	--	8.17 (422 responses)	8.16 (2077 responses)	8.05 (1014 responses)	8.5	9.0	2028

TOC

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Strengthen library branches and services as places for community cohesion, inclusion and social connection.	Complete space use audits to assess library branch use patterns for children, teens, older adults and individuals with disabilities (Q4).
	Strengthen library content and collections, based on the 2025 content survey and current demographics to engage the community in building a strong, liveable, caring [empathetic] and culturally vibrant community.	Expand juvenile multilingual content in high-demand languages (e.g., Tamil, Korean, Hindi, Urdu, Chinese).
		Support academic success for all ages by enhancing collections for students and developing targeted resources for adult learners, and newcomers.
		Provide resources for parents and caregivers to support early literacy and numeracy.
	Promote benefits of reading and access to library materials.	Strengthen family and community connections through shared reading experiences by developing family reading kits/programs to extend the engagement beyond the library.
	Foster a reading culture that inspires community-wide engagement with books supporting positive literacy outcomes at all ages.	Increase events, reading programs and initiatives, including multilingual opportunities to make reading a visible, celebrated and accessible part of daily life for all.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	MM Activity Room Redesign.	Implement services in the MM activity room that support hands-on STEAM exploration for children.
	Expand platforms for the expression and sharing of cultural activities.	Develop service model for expanded textile and digital media labs at AL (Q2).
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Contribute to the economic vitality of Markham through Recreation and Sport.	Support the Indy Race coming to Markham 2026-2031.
	Advance Markham as the best place to live through our new strategic plan and the “best” library.	To be developed through the new departmental strategic plan.

	Older Adult Inclusion.	Launch digital storytelling programming as intergenerational digital literacy initiative.
		Review and expand accessible services to individuals experiencing mobility issues that prevent them from accessing MPL's physical branches (Q4).
	Accessibility.	Host accessible makerspace open house (Q2) and promote inclusive technologies and services as part of MPL's MYAP (Q2).
	Older Adult Engagement Programs.	Based on feedback from Community Focus Groups. Provide in-person opportunities for older adults to engage in social activities.
	Accessibility and Inclusion for Neurodiverse communities.	Expand sensory inclusive spaces and services to support neuro-inclusion (Q2).

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
# Library materials borrowed (physical and digital) ('000s)	3,716	4,275	4,500	4,500	5,000	5,000	2028
# Library materials borrowed (physical and digital) per capita*	10.48	12.25	12.38	12	16	25	2028
Physical visits to library branches (000s)	1,073	2,108	2,418	2,454	2,600	2,700	2028
# views reading lists, blogs (staff-created web content)			167,237	135,000	160,000	170,000	2028
Satisfaction with Collections	--	8.1	8.15	8.25	8.3	9.0	2028
Likelihood to Recommend to Others	--	8.54 (422 responses)	9.04 (2077 responses)	8.88 (1014 responses)	9.2	9.5	2028
Overall Satisfaction	--	8.4	8.89	8.75	8.9	9.0	2028
Attendance for Programs - Books & Reading	12,851	33,593	29,890	25,000	26,000	30,000	2028
Attendance for Programs - Older Adults	1,170	1,560	1,233	1,863	2,000	3,000	2028
Attendance for Programs - Newcomers	2,088	2,449	4,251	2,500	3,000	4,000	2028

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		Support targets for transportation modal split through Markham Cycles partnership to promote cycling as a preferred mode of transportation.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Implement the Integrated Leisure Master Plan.	Update the 2019 ILMP recommendations including: • Identify a new Community Centre in proximity to Ward 2 • Identify a new Community Centre serving future residents within Upper Markham Village Support the implementation of the ILMP recommendations in various Secondary Plans including: • Bridge TOC, Unionville TOC & Milliken TOC • Langstaff East • Markham Centre • Markville • Markham Road • Yonge Steeles Corridor (Clark and Royal Orchard) • Robinson Glen
	Conduct a future-ready library facility planning approach to ensure the provision of delivering future library amenities that support an excellent quality of life.	Review and document relevant trends in recent library design projects in the GTA.
		Develop scalable and flexible templates for future building programs.
	Continue to support Planning in developing complete communities that support an excellent quality of life with outstanding community amenities.	Participate in secondary plan processes, development applications, etc. as opportunities for comments and input regarding the role of library facilities and services within the concept/policy of “complete communities”.

3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Continue to ensure business continuity and enable community resiliency and safety.	Continue to participate in emergency planning program and responses.
		Promote community resiliency and community safety through branches and information resources.
		Continue working with ITS to implement recommended actions from the KPMG Cybersecurity Risk Assessment report.
	Work with the City to roll-out the province's Basic Emergency (BEM) training for staff in all areas.	Include all Library staff in the BEM training.
3.4 Protect and enhance natural environment and built form.	From 2025: Promote Environmental Literacy in the community.	2025: Continue to implement the MPL Sustainable Library Strategy.
		Continue and expand programming to support the community in adopting sustainable practices (nature and trail walks, seed library, bike lending, climate change and sustainable living workshops).

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 Target	2025 Actual (EST)	2026 Target	Long-term Target	LT Target Year
Sq.ft. of library space per capita*	0.46	0.46	0.46	0.46	0.46	0.46	0.5	2030
Physical visits to library branches (000s)	1,073	2,108	2,418	2,600	2,454	2,600	2,700	2028
Physical visits to library branches per capita*	3.03	7.22	6.65	7.0	6.72	7.0	7.1	2028
Attendance for Sustainable Programming	--	--	217	--	650	700	800	2028

*2024 per capita KPIs are based on a 2024 year-end population of 363,622.
*2025 per capita KPIs are based on Environics Analytics population of 365,081.

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Coordinate annual budgeting with Finance staff to align with corporate direction regarding responsible fiscal management.	Continue to work with Finance staff to build annual budget.
		Increase efficiencies and alignment with the City of Markham by going cashless for library payment transactions as of 2026.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Enhance self-service capacity at all branches through lifecycle replacement and upgrades.	Upgrade self-service equipment at Aaniin and Markham Village to enable efficient and effective service delivery.
	Ensure quality of investment of taxpayer dollars into facilities is maintained.	Incorporate principles of universal design into library spaces to ensure accessibility and maintain the quality of investment.
		Streamline FF&E procurement process.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Increase public access to library performance metrics, policies, etc.	Continue to support Strategic Dashboard through provision of metrics to GIS.
		Support BMFT reporting, and corporate list of annual achievements,
		Continue to update Library policies as per their review schedule.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 Target	2025 Actual (EST)	2026 Target	Long-term Target	LT Target Year
% completion of capital projects (Finance data)	N/A	N/A		100%		100%	100%	
Library Operating Budget per Capita*	38.4	39.52	40.52	40.7	45.5	TBD	TBD	TBD
% of material borrowing through self-service	83.30%	83.20%	85%	86%	86%	87%	90%	2026

*2024 per capita KPIs are based on a 2024 year-end population of 363,622.
*2025 per capita KPIs are based on Environics Analytics population of 365,081.

OPERATIONS
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
LICENCES & PERMITS	89	110	329	329	0	0.0%	220	200.6%
USER FEES & SERVICE CHARGES	278	126	433	433	0	0.0%	307	242.9%
RENTALS	586	673	586	628	42	7.1%	(45)	-6.7%
SALES	146	180	86	86	0	0.0%	(95)	-52.6%
RECOVERIES & CONTRIBUTIONS	947	1,470	531	544	12	2.3%	(926)	-63.0%
OTHER REVENUE	0	0	0	0	0	0.0%	0	0.0%
Total Revenues	**$2,046**	**$2,559**	**$1,965**	**$2,019**	**$54**	**2.8%**	**($539)**	**-21.1%**
Expenses								
SALARIES & BENEFITS	$17,923	$20,171	$19,955	$21,637	$1,681	8.4%	$1,465	7.3%
PRINTING & OFFICE SUPPLIES	18	28	23	23	0	0.0%	(5)	-18.0%
OPERATING MATERIALS & SUPPLIES	306	308	327	344	17	5.2%	36	11.7%
VEHICLE SUPPLIES	2,043	2,020	2,066	2,127	61	3.0%	108	5.3%
BOTANICAL SUPPLIES	283	288	353	360	7	1.9%	71	24.7%
CONSTRUCTION MATERIALS	1,342	2,731	2,478	2,653	175	7.1%	(78)	-2.9%
UTILITIES	374	415	365	353	(12)	-3.4%	(62)	-15.0%
COMMUNICATIONS	70	50	88	76	(12)	-14.1%	26	51.3%
TRAVEL EXPENSES	15	5	6	6	0	0.0%	1	25.7%
TRAINING	48	68	64	90	26	39.8%	22	32.6%
CONTRACTS SERVICES AGREEMENTS	11,697	15,570	14,661	15,499	838	5.7%	(71)	-0.5%
MAINT. & REPAIR - TIME & MATERIAL	3,772	6,205	5,609	5,718	108	1.9%	(487)	-7.8%
RENTAL/LEASE	530	722	527	708	181	34.3%	(13)	-1.9%
PROFESSIONAL SERVICES	0	5	12	12	0	0.0%	7	156.1%
LICENCES, PERMITS, FEES	522	394	509	440	(69)	-13.5%	46	11.7%
CREDIT CARD SERVICE CHARGES	3	23	2	2	0	0.0%	(21)	-91.1%
PROMOTION & ADVERTISING	0	0	2	2	0	0.0%	2	0.0%
CONTRACTED MUNICIPAL SERVICES	2,611	2,616	2,349	2,350	1	0.0%	(266)	-10.2%
MISCELLANEOUS EXPENSES	13	22	0	0	0	0.0%	(22)	-100.0%
TRANSFER TO/(FROM) RESERVE	38	38	38	0	(38)	-100.0%	(38)	-100.0%
Total Expenses	**$41,611**	**$51,678**	**$49,435**	**$52,398**	**$2,963**	**6.0%**	**$720**	**1.4%**
Net Expenditures/(Revenues)	**$39,565**	**$49,119**	**$47,469**	**$50,379**	**$2,909**	**6.1%**	**$1,260**	**2.6%**
TRANSFERS TO/(DRAW FROM) RESERVES	$38	$38	$38	$0	($38)	-100.0%	($38)	-100.0%
Full Time Complement	**121**	**122**	**131**	**142**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 11 FTE.

Rentals: Projected increase in rentals revenue.

Contract Services Agreements: Increase related to growth in City infrastructure and contract escalations.

Maintenance & Repair – Time & Material: Increase in repairs and materials cost.

Rental/Lease: Projected increase in lease expense.

OPERATIONS BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Align with the corporate Customer Experience Strategy to ensure exceptional service delivery, including effective mechanisms for ongoing feedback.	Undertake resident/user-group customer satisfaction survey for the departmental service monitoring and improvement (BMFT Action 1.1.1): 1) Road Rehabilitation Survey 2) Sports field/court User Group Survey
		Broadcast Operations' key messages to stakeholders by using tools such as social media and tax slip (BMFT Action 1.1.2).
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support multi-year roll-out of corporate technology roadmap and maximize benefits for department.	Deployment and implementation of a new AVL contract.
		Continue to partner with Visual Defense to pilot AI in Operations such as pothole detection, pavement condition assessment, potential forestry and streetlight deficiencies detection.
		Continued integration of cross departmental IT projects (CRM, EAM, Tree Plotter, POS, staff scheduling), continue to operationalize EAM within the department (BMFT Action 1.2.1).
		Devise a cross-departmental approach within our Commission to support collaboration and to maximize the coordination and effectiveness of communication opportunities (BMFT Action 1.1.2).
		Support the advancement of Digital Markham / Frictionless City (BMFT Action 1.2.3).
		Continue the implementation of autonomous zero turn mowers to determine application and impacts to the greater parks network.
		Support the City's Enterprise Resource Planning (ERP) transformation journey, through participation as a stakeholder, providing contribution towards business and functional priorities and requirements.

		Work with IT to digitize permit processing and mapping system by developing a new Road Occupancy Municipal Consent (ROMC) application, to further improve permit processing efficiency for internal and external stakeholders and enhancing public visibility of permitted works in the public right- of-way.
		Work with IT to develop a digital platform in Arc GIS Field Map for site inspections and related findings across various unit task (Utility and Road permits, subdivision inspections, ACRs, Streetlight Inspections) to enhance efficiency, streamline workflows, and improve site deficiency tracking.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Increase staff satisfaction and engagement and program effectiveness within the department.	Further refine the succession plan through identifying and mentoring of emerging leaders and skilled individuals within the Department (BMFT Action 1.3.2).
		Supported People Services (PS) in the completion of a full time and part time staff wage review in 2025.
		Complete improvement projects arising from the 2024 Culture and Business Transformation Survey, share the result and implementation plan with staff.
		Continue to enhance and implement knowledge transfer strategies (BMFT Action 1.3.2).
		Enhance existing Standard Operating Procedures (SOPs) to ensure clear guidance, seamless processes, and effective training and knowledge transfer across all unit tasks. Identify gaps and opportunities for improvement through regular monthly meetings to develop or enhance existing Standard Operating Procedures (SOPs) within the unit and across departments, ensuring clear guidance, streamlined processes, and effective training and knowledge transfer across all tasks.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 Target	2026 Target	Long-term Target	LT Target Year
# of formal customer surveys completed	2	2	2	2	2	2	2027
# of ACR work orders/requests (Parks, Roads, Utility)	16,158	14,275	15699	<15,000	<15000	<14,000	2027
# of utility permits processed (Approved, Additional submission, Declined, Cancelled)	2,850	3,210	2860	2350	2500	2500	2027
Average # of health & safety training hours per full-time employee	8.7	7	3.8	8	8	8	2027
# of work-related injury incidents resulting in lost time (PS)	4	5	9	YTD 6	0	0	2027
Recognition Rating (from staff satisfaction survey) *	N/A	N/A	N/A	N/A	N/A	68%	2027
Staff Satisfaction rating (from staff survey) *	N/A	N/A	N/A	N/A	N/A	70%	2027
Completion rate for performance management	96%	90.4%	100%	100%	100%	100%	2027
Staff absenteeism (average # of days per full-time employee) (PS)	8.1	8.7	7.8	<10	<10	<10	2027
Employee turn-over rate (PS)	16.8%	14.3%	14%	12%	12%	10%	2027

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Ensure services are inclusive, accessible and engaging for the Markham population.	Support development of a major civic square (BMFT Action 2.1.5).
		Support development and implementation of AODA guidelines for parks amenities, trails, and roadways.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Promote the identity of our community through the celebration, beautification, and enhancement of our public spaces.	Support Public Art Master Plan (BMFT Action 2.2.1).
		Continue to participate in the review and update of the Integrated Leisure Master Plan.
		Continue to deliver annual landscape and streetscape horticulture features, continue to deliver strong cultural practices for various sport user groups.
		Complete design and capital construction of the Mount Joy Artificial Turf replacement and onsite dome relocation.
		Continue to support the development and implementation of the Diversity Action Plan Update and related corporate initiatives (BMFT Action 2.2.4).
		Support the design, construction and implementation of Honda Indy project through close collaboration with other departments and stakeholders, reviewing design and facilitating timely permit processing.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Facilitate improved partnerships with other departments to assist with the promotion of the City.	Continue partnership between Parks Operations and Parks Planning (Development Services) to optimize cost effectiveness and create engaging parks for our community, in alignment with targets identified in the Integrated Leisure Master Plan.

		Continue the assessment and improvement of current approval processes and enforcement tools within Building Standards, By-Law Enforcement, and Engineering (Development Services) to streamline review, inspection and approval processes related to the development application, capital projects and overall infill strategy to ensure compliance to City standards and guidelines.
		Continued collaboration between Road Operations, Environmental Services and Engineering to ensure efficient planning of projects, clear understanding of departmental goals and objectives, and capturing total cost of ownership of new assets.
		Support Building Broadband Faster Act (BBFA) initiatives by collaboration with telecommunication companies by timely processing a high volume of permit applications across the City.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 Target	2026 Target	Long-term Target	LT Target Year
# of parks maintained	275	280	285	295	297	See Note *	n/a
No.# of community volunteer initiatives supported (TFT, volunteer ice-rinks, etc.)	33	38	42	48	50	55	2028

Note: * The Long-term Target continues to be the maintenance of 100% of all parks assumed. As a growing municipality, the number of parks maintained will increase in the foreseeable future.

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Promote a safe and efficient transportation system that balances needs for all users.	Participate in the design aspects of various transit, road, and streetscape projects (BMFT Action 3.1.2) such as Yonge North Subway Extension.
		Participate in the optimization of local and regional roads plan through the Engineering Department (BMFT Action 3.1.4).
		Participate in the development and implementation of the Active Transportation Master Plan recommendations (BMFT Action 3.1.5).
		Participate in Engineering's road safety program and Transportation Master Plan (BMFT 3.1.6).
		Provide integral support to the Honda Indy event through timely collaboration with all City Departments, active participation in working groups, and professionally executed services for event day.
		Collaborate with Engineering and Environmental Services departments to coordinate capital/ operational work with third party utility companies via an annual Public Utility Coordination Committee meeting.
		Enhance the third-party utility permitting and construction compliance process by expanding the current Municipal Consent Checklist into comprehensive Municipal Consent Guidelines, improving internal and external work efficiency, ensuring stronger compliance with City requirements, and safeguarding City infrastructure.
		Support the implementation of major Metrolinx transportation, project including Yonge North Subway Extension, Transit Oriented-Community TOC and road expansion project within the City by reviewing design and facilitating timely permit processing.

3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Align departmental services and resources to effectively manage growth.	Support the design/build of a future phase of the East Operations Yard, snow dump/decant site and improve Miller yard to achieve service efficiencies and resource optimization.
		Implement Year 7 of 8 of the Council Approved City-wide Block Pruning initiative to maintain a healthy and robust urban forest. • Complete the review of forestry services and implementation of the Urban Forestry Plan and Urban Forestry Strategy.
		Support the implementation of the ILMP recommendations (BMFT Action 3.2.4), particularly; • Support the development of a 5-year rolling new parks capital plan with Planning & Urban Design – Parks Construction. • Support the implementation of pilot outdoor fitness as outlined in the ILMP Section 6.8. Support work on a city-wide parking strategy (BMFT Action 3.2.5).
		Monitor community intensification projects and initiatives from the Development Services Commission and participate in them to ensure service mandates inclusive of provision for tree planting are maintained and advanced (BMFT Action 3.2).
		Work with the Development Services to modify and update Engineering Design Guidelines for new community planning to incorporate maintenance considerations into designs, ensure efficient and sustainable service delivery with the perspective of best asset management practice with the total cost of ownership in mind and provision to meet the city's tree canopy goals.
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Ensure the deployment of resources, programs, and services are reliable.	Continued implementation of Council Approved winter service under the new modernized winter contract for 2025/2026 season. Communicate, educate and orientate residents and Councillors on the new winter maintenance program.

		Participate in developing and implementing strategies to address extreme weather impacts by enhancing operational best practices (new winter maintenance model) and integration of the use of real-time data and forecasting (new AVL program). (BMFT Action 3.3.3).
		Ensure departmental Business Continuity Plan is executable and current and staff trained in its implementation.
		Participate in all required Emergency Preparedness Plan (EPP) exercises, training, enhance monitoring including a departmental EOC exercise.
		Further roll-out Provincial Basic Emergency Management (BEM) training for staff at all levels.
		Participate and support the development of a Special Event Policy within special event road closures.
3.4 Protect and enhance natural environment and built form.	Protect natural and built infrastructure and enhance their resilience.	Continue to monitor existing and emerging invasive species to identify risk factors, projected impacts, and responses.
		Participate in the development of a wildlife biodiversity strategy (BMFT Action 3.4.1).
		Lead initiatives to increase tree canopy to mitigate climate change through the Council approved Block Pruning Program, Trees for Tomorrow Program, departmental agreements related to green infrastructure, and tree compensation planting (BMFT Action 3.4.2).
		Explore new partnership opportunities of the Trees for Tomorrow Program.
		Support BMFT projects – Waste Diversion, Earth Month, Markham Centre Rouge River Trail, and Urban Parks Strategy (BMFT Actions 3.4.4, 3.4.5, 3.4.6).

		Lead the development and presentation to Council of a comprehensive Urban Forestry Management Plan and Urban Forestry Management Strategy to provide the framework for a 10-year strategy for Markham's urban forest.
		Participate in the planning and implementation of Rouge National Urban Park (BMFT Action 3.4.7).
		Participate in the review and development of a Natural Asset Inventory with Planning and Urban Design.
		Participate in the review and development of and Invasive Species Strategy for the city.
		Continue to support Environmental Services water quality improvement initiatives at Swan Lake Park.
		Support development of a Green Fleet Strategy for licensed equipment and vehicles and vehicle optimization strategy.
		Continue to lead and manage the Gas and Environmental Monitoring Program at the German Mills Meadow and Natural Habitat (former Sabiston closed landfill) to ensure compliance with Ministry of the Environment, Conservation and Parks (MECP) regulations and guidelines, while safeguarding public safety and the protection of adjacent properties.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 Target	2026 Target	Long-term Target	LT Target Year
% of paved lane kms where condition is rated good or above	80%	80%	80%	80%	75%	75%	2028
% of winter responses that meet/exceed road maintenance standards	100%	100%	100%	100%	100%*	100%	2028
% of fleet utilizing hybrid technology (light duty vehicles under 10,000 lb GVW)	10%	15%	16%	17%	17%	20%	2028
Licensed fleet availability (in service rate in %)	95%	95%	95%	95%	95%	95%	2028
% Operations Management and Administration Staff that have received BEM training	72%	62%	54%	70%	85%	100%	2027

*Future AVL Completion tracking is under development

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Maintain fiscally cost-effective service provisions which addresses the City's growth needs.	Monitor and update fee schedule for permits and services to offset operating costs through benchmarking exercises.
		Implementing the recommendation from the MNP Value-for-money Audit for Fleet Services.
		Amended the Road Occupancy By-law, associated policies, and related fee by-law to streamline requirements and enable the City to recover incurred costs.
		Review and update policies and procedures to ensure alignment with the latest by-law amendment and City requirements.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Address impacts of growth on programs, services, and the bottom line.	Continue to implement effective life cycle strategies, including optimal replacement interval review and maintenance assessment.
		Document City assets through EAM and meet legislative requirements on the Asset Management Plan strategy (BMFT Action 4.2.3).
		Continue to manage the largest asset group on behalf of the City by strength department Asset Management understanding, practice & reporting.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		Review the Fleet Management and Maintenance Policy and the associated staff training material.
		Update the Roads Winter & Summer Maintenance Policies and the associated staff training material including salt management plan.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025 Target	2026 Target	Long-term Target	LT Target Year
Total costs for paved roads per lane kilometre	$3,464	$3,696	$3630	$4,280	$4280	See Note*	n/a
Operating costs of road winter maintenance per lane kilometre maintained	$6,308	$6,195	$5834	$6500	$6500	See Note*	n/a
Average annual operating cost per licensed unit in Fleet under 10,000 lb GVW	$4,751	$5,390	$5560	YTD $3861	<$6,000	<$7,000	2028
Total Electricity consumption of public street lighting per year (kwh/year)	12,674,794	12,702,146	12,847,228	12,953,364	13,084,378	See Note*	n/a
Project Completion Rate (Projects Managed by Operations)	80%	79%	78%	80%	85%	90%	2026

Note: * The Long-term Target is to have the costs increased by the rate of inflation only, as determined by Financial Services.

OPERATIONS LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Align with the corporate Customer Experience Strategy to ensure exceptional service delivery.	Undertake resident/user-group customer satisfaction survey for the departmental service monitoring and improvement (BMFT Action 1.1.1). 1) Road Rehabilitation Survey 2) Sports field/court User Group Survey	2027-2029
		Broadcast Operations' key messages to stakeholders by using tools such as social media and tax slip (BMFT Action 1.1.2).	2027-2029
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support multi-year roll-out of corporate technology roadmap and maximize benefits for department.	Deployment and implementation of a new AVL contract.	2027-2029
		Continue to partner with Visual Defense to pilot AI in Operations such as pothole detection, pavement condition assessment, potential forestry and streetlight deficiencies detection.	2027-2029
		Continued implementation of cross departmental IT projects (CRM, EAM, Tree Plotter, POS, staff scheduling), continue to operationalize EAM within the department (BMFT Action 1.2.1).	2027-2029
		Support advancement of Digital Markham / Frictionless City and advocate for projects that will create effective and efficient service delivery (BMFT Action 1.2.3).	2027-2029
		Support the City's Enterprise Resource Planning (ERP) system, participating in the user acceptance testing and eventual implementation.	2027-2029
		Monitor autonomous zero turn mowers and explore opportunities for additional autonomous and battery maintenance tools to enhance the parks network.	2027-2029

		Digitize permit processing and mapping system by developing a new Road Occupancy Municipal Consent (ROMC) application to further improve permit processing efficiency for internal and external stakeholders enhancing public visibility of permitted works in the public right-of-way.	2027-2029
		Enhance the Road Permit invoice payment process by transitioning to an online payment system or through ROMC application under development.	2027-2029
		Work with IT to develop a digital platform in Arc GIS Field Map for site inspections and related findings across various unit task (Utility and Road permits, subdivision inspections, ACRs, Streetlight Inspections) to enhance efficiency, streamline workflows, and improve site deficiency tracking.	2027-2029
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Increase staff satisfaction and engagement and program effectiveness within the department.	Continue to complete improvement projects arising from the 2024 Culture and Business Transformation Survey, share the result and implementation plan with staff.	2027-2029
		Further refine the succession plan through identifying and mentoring of emerging leaders and skilled individuals within the Department (BMFT Action 1.3.2).	2027-2029
		Continue to enhance and implement knowledge transfer strategies (BMFT Action 1.3.2).	2027-2029
		Continue to enhance existing Standard Operating Procedures (SOPs) to ensure clear guidance, seamless processes, and effective training and knowledge transfer across all unit tasks.	2027-2029
		Identify gaps and opportunities for improvement through regular monthly meetings to develop or enhance existing Standard Operating Procedures (SOPs) within the unit and across departments, ensuring clear guidance, streamlined processes, and effective training and knowledge transfer across all tasks.	2027-2029

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Ensure services are inclusive, accessible and engaging for the Markham population.	Support development of a major civic square (BMFT Action 2.1.5).	2027-2029
		Continue to support development and implementation of AODA guidelines for parks amenities, trails, and roadways.	2027-2029
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Promote the identity of our community through the celebration, beautification, and enhancement of our public spaces.	Support Public Art Master Plan (BMFT Action 2.2.1).	2027-2029
		Continue to participate in the review and update of the Integrated Leisure Master Plan.	2027-2029
		Continue to deliver annual landscape and streetscape horticulture feature, continue to deliver strong culture practice for various sport user groups.	2027-2029
		Continue to support the development and implementation of the Diversity Action Plan Update and related corporate initiatives (BMFT Action 2.2.4).	2027-2029
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Facilitate improved partnerships with other departments to assist with the promotion of the City.	Research and explore grants or other funding opportunities to enhance City-wide gateways, in alignment with the Gateway Master Plan.	2027-2029
		Continue the assessment and improvement of current approval processes and enforcement tools within Building Standards, By-Law Enforcement, and Engineering (Development Services) to streamline review, inspection and approval processes related to the development application, capital projects and overall infill strategy to ensure compliance to City standards and guidelines.	2027-2029

TOC

		Continued collaboration between Road Operations, Environmental Services and Engineering to ensure efficient planning of projects, clear understanding of departmental goals and objectives, and capturing total cost of ownership of new assets.	2027-2029
		Continue partnership between Parks Operations and Parks Planning (Development Services) to optimize cost effectiveness and create engaging parks for our community, in alignment with targets identified in the ILMP and budgets established by Finance.	2027-2029
		Support Building Broadband Faster Act (BBFA) initiatives by collaboration with telecommunication companies through timely processing a volume of permit applications across the City.	2027-2029

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Promote a safe and efficient transportation system that balances needs for all users.	Participate in the design aspects of various transit, road and streetscape projects (BMFT Action 3.1.2) such as Yonge North Subway Extension.	2027-2029
		Participate in the optimization of local and regional roads plan through the Engineering Department (BMFT Action 3.1.4).	2027-2029
		Participate in the implementation of the Active Transportation Master Plan recommendations (BMFT Action 3.1.5).	2027-2029
		Support the implementation of the sidewalk and Active Transportation and relevant policies in the City through review of design and providing operational input with respect to cost, location and standards.	2027-2029
		Collaborate with Engineering and Environmental Services departments to coordinate capital/operational work with utility companies via an annual Public Utility Coordination Committee meeting.	2027-2029
		Support the implementation of Metrolinx transportation expansion project in the City by reviewing design and facilitating timely permit processing.	2027-2029
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Align departmental services and resources to effectively manage growth.	Support the implementation of the ILMP recommendations (BMFT Action 3.2.4).	2027-2029
		Support the design/build of a possible future phase of the East Operations Yard, snow dump site and improve the Miller yard to achieve service efficiencies and resource optimization.	2027-2029
		Support the implementation of the ILMP recommendations (BMFT Action 3.2.4), particularly; • Support the development of a 5-year rolling new parks capital	2027-2029

		plan with Planning & Urban Design – Parks Construction. • Support the implementation of pilot outdoor fitness as outlined in the ILMP Section 6.8.	
		Monitor community intensification projects and initiatives from the Development Services Commission and participate in them to ensure service mandates inclusive of provision for tree planting are maintained and advanced (BMFT Action 3.2).	2027-2029
		Support the establishment of a city-wide parking strategy (BMFT Action 3.2.5).	2027-2029
		Continue to action the Council approved City-wide Block Pruning initiative, and review of forestry services through implementation of the Urban Forestry Management Plan and Urban Forestry Management Strategy.	2027-2029
		Work with the Development Services with the Engineering Design Guidelines modification in the planning of new communities to ensure efficient and satisfactory service levels with the perspective of the total cost of ownership.	2027-2029
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Ensure the deployment of resources, programs, and services are reliable.	Continued implementation of Council Approved winter service under the new modernized winter contract for 2025/2026 season. Communicate, educate and orientate residents and Councillors on the new winter maintenance program.	2027-2029
		Continue to participate in developing and implementing strategies to address extreme weather impacts by enhancing operational best practices (new winter maintenance model) and integration of the use of real-time data and forecasting (new AVL program). (BMFT Action 3.3.3).	2027-2029

		Develop and undertake a tabletop emergency preparedness exercise within the department, in conjunction with the Emergency Preparedness Coordinator (BMFT Action 3.3.3).	2027-2029
		Continue to participate in all required Emergency Preparedness Plan (EPP) exercises, training, enhance monitoring including a departmental EOC exercise.	2027-2029
		Further roll-out Provincial Basic Emergency Management (BEM) training for staff at all levels.	2027-2029
		Continue to ensure departmental Business Continuity Plan is executable and current and staff trained in its implementation.	2027-2029
		Participate and support the development of a Special Event Policy within special event road closures.	2027-2029
3.4 Protect and enhance our natural environment and built form.	Protect natural and built infrastructure and enhance their resilience.	Lead initiatives to increase tree canopy to mitigate climate change through the Council approved Block Pruning Program, Trees for Tomorrow Program, departmental agreements related to green infrastructure, and tree compensation planting (BMFT Action 3.4.2).	2027-2029
		Support BMFT projects – Waste Diversion, Earth Month, and Markham Centre Rouge River Trail (BMFT Actions 3.4.4, 3.4.5).	2027-2029
		Implement the comprehensive Urban Forestry Management Plan and Urban Forestry Management Strategy to provide guidance for the management of the urban forest through a framework utilizing a 10-year strategy.	2027-2029
		Participate in the planning and implementation of Rouge National Urban Park (BMFT Action 3.4.7).	2027-2029
		Participate in the review and development of a Natural Asset Inventory with Planning and Urban Design.	2027-2029

TOC

		Participate in the review and development of an Invasive Species Strategy.	2027-2029
		Review, update Corporate Salt Management Plan.	2027-2029
		Implementation of the Green Fleet Strategy focused on transitioning City-owned vehicles and equipment based on lifecycle replacement and market opportunities for sustainable technologies.	2027-2029
		Continue to support Environmental Services water quality improvement initiatives at Swan Lake Park.	2027-2029
		Continue to lead and manage the Gas and Environmental Monitoring Program at the German Mills Meadow and Natural Habitat (former Sabiston closed landfill) to ensure compliance with Ministry of the Environment, Conservation and Parks (MECP) regulations and guidelines, while safeguarding public safety and the protection of adjacent properties.	2027-2029

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Maintain fiscally cost-effective service provisions which addresses the City's growth needs.	Consider alternate sources of revenue (BMFT Action 4.1.2).	2027-2029
		Continue to monitor and update fee schedule for permits and services to offset operating costs through benchmarking exercises.	2027-2029
		Continue to implement the recommendation from the MNP Value-for-money Audit for Fleet Services.	2027-2029
		Implement the amended Road Occupancy By-law, associated policies, and related fee by-law to streamline requirements and enable the City to recover incurred costs.	2027-2029
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Address impacts of growth on programs, services, and the bottom line.	Continue to implement effective life cycle strategies, including optimal replacement interval review and maintenance assessment.	2027-2029
		Document City assets through EAM and meet legislative requirements on Asset Management Plan strategy (BMFT Action 4.2.3).	2027-2029
		Continue to manage the largest asset group on behalf of the City by strength department Asset Management understanding, practice and reporting.	2027-2029
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		Support the establishment of public reporting aligned to BMFT, including key metrics (BMFT Action 4.3.1).	2027-2029
		Update the Fleet Management and Maintenance Policy and the associated staff training material.	2027-2029

RECREATION SERVICES
2026 OPERATING BUDGET

Description (in $000's)	2024 Actuals	2025 Actuals	2025 Budget	2026 Budget	2026 Bud. vs. 2025 Bud. $ Incr./(Decr.)	2026 Bud. vs. 2025 Bud. % Change	2026 Bud. vs. 2025 Act. $ Incr./(Decr.)	2026 Bud. vs. 2025 Act. % Change
Revenues								
GRANTS AND SUBSIDIES	48	68	42	42	0	0.0%	(26)	-37.8%
USER FEES & SERVICE CHARGES	16,280	17,753	18,129	18,789	660	3.6%	1,036	5.8%
RENTALS	9,264	10,145	10,484	10,823	339	3.2%	678	6.7%
SALES	124	110	80	80	0	0.0%	(30)	-27.3%
RECOVERIES & CONTRIBUTIONS	107	263	88	95	7	7.9%	(168)	-63.7%
OTHER REVENUE	219	296	178	178	0	0.0%	(119)	-40.1%
INTER-DEPARTMENTAL RECOVERIES	913	913	913	913	0	0.0%	0	0.0%
Total Revenues	**$26,955**	**$29,549**	**$29,915**	**$30,920**	**$1,006**	**3.4%**	**$1,372**	**4.6%**
Expenses								
SALARIES & BENEFITS	$27,300	$30,014	$29,520	$31,335	$1,815	6.1%	$1,321	4.4%
PRINTING & OFFICE SUPPLIES	64	75	102	103	1	1.0%	28	37.8%
PURCHASES FOR RESALE	128	125	91	91	0	0.0%	(34)	-26.8%
OPERATING MATERIALS & SUPPLIES	1,517	1,518	1,564	1,555	(9)	-0.6%	37	2.4%
VEHICLE SUPPLIES	43	38	51	34	(17)	-33.9%	(5)	-12.3%
UTILITIES	5,658	6,241	6,775	6,570	(204)	-3.0%	329	5.3%
COMMUNICATIONS	53	52	56	56	(1)	-1.1%	3	6.1%
TRAVEL EXPENSES	13	15	6	11	5	70.7%	(4)	-26.5%
TRAINING	183	197	129	139	10	7.7%	(57)	-29.2%
CONTRACTS SERVICES AGREEMENTS	2,153	2,288	2,212	2,270	59	2.7%	(18)	-0.8%
MAINT. & REPAIR - TIME & MATERIAL	2,509	2,309	2,115	2,195	79	3.8%	(115)	-5.0%
RENTAL/LEASE	106	110	130	122	(8)	-5.8%	12	10.4%
PROFESSIONAL SERVICES	23	53	47	47	0	0.0%	(6)	-10.7%
LICENCES, PERMITS, FEES	44	37	54	53	(1)	-0.9%	16	43.7%
CREDIT CARD SERVICE CHARGES	617	769	433	493	60	13.9%	(276)	-35.9%
PROMOTION & ADVERTISING	57	72	88	88	0	0.0%	16	22.3%
CONTRACTED MUNICIPAL SERVICES	0	0	22	17	(5)	-23.2%	17	0.0%
PMTS. TO CITIZENS/LOCAL GROUPS	48	56	53	53	0	0.0%	(3)	-5.9%
MISCELLANEOUS EXPENSES	12	22	21	22	1	5.0%	0	1.6%
TRANSFER TO/(FROM) RESERVE	(1,074)	369	369	369	0	0.0%	0	0.0%
Total Expenses	**$39,454**	**$44,361**	**$43,838**	**$45,624**	**$1,785**	**4.1%**	**$1,262**	**2.8%**
Net Expenditures/(Revenues)	**$12,499**	**$14,813**	**$13,923**	**$14,703**	**$780**	**5.6%**	**($109)**	**-0.7%**
TRANSFERS TO/(DRAW FROM) RESERVES	($1,074)	$369	$369	$369	$0	0.0%	$0	0.0%
Full Time Complement	**131**	**131**	**133**	**134**				

Major changes in the 2026 Budget from the 2025 Budget:

Salaries & Benefits: Projected salary and benefit rate increase. Addition of 1 FTE.

User Fees & Service Charges: Increased to offset increase to CUPE/COLA and minimum wage.

Rentals: Increased to offset increase to CUPE/COLA and minimum wage.

Credit Card Service Charges: Increased use of Corporate credit card for procurement expenses, instead of cheque payment.

RECREATION SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Align with the corporate customer experience strategy.	Complete a Customer Satisfaction Survey Q3 – Fitness *(BMFT Action 1.1.1).*
		Continue to Implement Recreation's Standardized Guest Service program.
		Ongoing Implementation of Quarterly Training for all staff.
		Revamp weekly camp survey.
		Participate in the ESxEP Transformation Continuous Improvement project – Customer Service.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Use technology to support the enhancement of business practices.	Continue to Support implementation of Phase 2 – Birthday party packages and pool rentals online booking *(BMFT Action 1.2.1).*
		Develop and Implement Tennis Centre booking process through new and enhanced features on XPlor system.
		Support the implementation of the new financial management system – Enterprise Resource Planning.
		Continue to support the implementation of EAM (BMFT Action 1.2.1).
		Continue to use of Environics Analytics data to understand emerging community needs to influence new program opportunities.
		Continue in the development of the City's Customer relation management software (CRM).
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Increase staff Satisfaction and engagement in the department.	Support PS in part time staff wage review (Aquatics, ISA, Fitness, etc.).
		Support the implementation of the Culture and Business transformation which includes implementation of the Values based Leadership Development Program.

		Support staff training and professional development, as part of succession planning and knowledge transfer strategies.
		Recreation Academy and implementation of Knowledge Progression program.
		Continue to support the Critical Incident Stress Management Team.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Overall satisfaction by program, facility and sport group users	93%	73%	0		85%	85%	
# of annual visits at recreation facilities (in millions)	8.3	9.2	9.1		9.4	9.4	
# of annual direct program registrations	79,220	94,873	90,640		94,000	94,000	
# of annual drop-in programs	782,696	834,998	700,277		850,000	850,000	
Completion of project within established framework	91%	92%	95%		95%	95%	
Healthy Work Environment Index (Staff Survey) [1]	-	64.50%	N/A		68%	70%	
Organizational Engagement Index (Staff Survey) [1]	-	66%	N/A		69%	70%	
# of loss days due to injury (HR)	0	3	46		0	0	
# of corporate learning hours per regular full-time employees (HR)	3.8	3.6	3.4		3.8	4	

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Deliver services that will promote active living and wellness to Markham residents.	Continue implementation of Older Adult Strategy Plan.
		Where there is identified need lead the development and implementation of Neighbourhood Partnership Plan, *(BMFT Action 2.1.1).*
		Support development of a major civic square *(BMFT 2.1.5).*
		Review of Environics Analytics segmentation data and PRIZM profiles that support Recreation programming in community neighbourhoods.
		Continue to provide barrier free programs to allow free access to activities which include Park and Play, and Fitness in the Square.
	Deliver leisure services that are inclusive, accessible, and safe and to provide enjoyable and sustainable leisure, learning, sport and cultural opportunities essential to vibrant places.	Develop a scalable Community Hub Model based on the successes of the Aaniin Community Hub and create a new framework for expanding the model city-wide *(BMFT Action 2.1.2).*
		Continued implementation of the Aquatic recruitment Strategy.
		Continued implementation of the Facility Operations Training Program to enhance the quality of new hires.
		Identify and work with potential para sport organizations to host events at the Markham Pan Am Centre *(BMFT Action 2.1.3).*
		Continue to implement an Inclusion Community Service Strategy aimed at supporting families and participants with special needs.

2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure fair and equitable access to programs and facilities that continue to support the growth of sport in our community.	Lead the corporate volunteer program *(BMFT Action 2.2.3).*
		Support the Diversity & Inclusion Action Plan and Anti-black Racism strategy *(BMFT Action 2.2.4)*.
		Investigate opportunities to continue to support public art installations in our facilities *(BMFT Action 2.2.1).*
		Support Honda Indy race event through programs and outreach.
		Lead the hosting the Little Native Hockey League (LNHL) in partnership with Destination Markham.
		Initiate the process to review and update the Cricket Allocation Policies.
		Provide support to Mayor's Black Youth Liaison Committee.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Contribute to the Economic vitality of Markham through recreation and sport.	Work with York University to develop program opportunities for their students at the Pan Am Centre.
		Support Markham's World Council of City Data initiative by providing annual data on Recreation assets.
		Support the Indy race coming to Markham 2026 – 2031.
	Partnership with Destination Markham.	Partner with Destination Markham in the development and implementation of a local sport tourism strategy.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Annual volunteers involved in Recreation Programs	447	447	590		600	700	
Total participant hours for recreation programs per capita	-	4.59	3.93		3.9	4	
Unique resident participation in registered programs per capita (includes Culture programs previously to 2017)	73,183	91,663	94,640		95,000	95,000	
Retention rate of Fitness Centre members	62%	57%	55%		60%	60%	
# of annual provincial level and above events hosted	33	48	22		50	50	

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		Support the Markham Cycling and Pedestrian Advisory Committee; Cycling HUB at Milliken Mills Community Centre and Centennial Community Centre (*BMFT Action 3.1.5).*
		Support the City-wide parking strategy Metrolinx.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Implement Integrated Leisure Master Plan.	Update the 2019 ILMP recommendations including: - Identification of a new community centre in proximity to Ward 2 - Identification of a new community centre serving future residents within Upper Markham Village - Support the implementation of ILMP requirements in various secondary plans including: o Bridge TOC, Unionville TOC, Milliken TOC o Langstaff East o Markham Centre o Markville o Markham Road o Yonge Steeles Corridor (Clark & Royal Orchard) o Robinson Glen SP o Berczy Glen SP
	Participate in all Growth Management projects.	Lead the project on development of the operational and financial model that will determine most effective way(s) to provide community services in intensified areas – Phase 2 ILMP Update.
		Look for partnerships and co-location opportunities for the provision of recreation services in new communities – ILMP.
3.3 Ensure business continuity of our services and infrastructure, and enable community	Ensure the deployment of resources, programs, and services are reliable.	Update and keep current departmental business continuity plan.
		Continue to ensure that all aquatic facilities are safety accredited.

resiliency and community safety.		Further roll-out Provincial Basic Emergency Management (BEM) training for staff at all levels.
		Participate and support the development of a Special Event Policy within special event road closures.
3.4 Protect and enhance natural environment and built form.		Support BMFT projects – Net Zero Plan *(BMFT Action 3.4.3),* Waste Diversion *(BMFT Action 3.4.4)*, Urban Parks Strategy *(BMFT Action 3.4.6)*, Parks Redevelopment Strategy and Rouge National Urban Park partnerships *(BMFT Action 3.4.7) Parks Redevelopment Strategy.*
		Support the implementation Net Zero Energy Efficiency (NZEE) program at Mount Joy CC, Centennial CC, Clatworthy Arena, and Thornhill CC.
		Implement SanEcoTech as a pilot program to advance water quality monitoring and enhance management of chemicals and energy consumption within City pools.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Kilowatt usage per square foot facility*		N/A	N/A		TBD	TBD	TBD

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Provide accessible and affordable recreation and leisure opportunities that are fiscally responsible.	Support of E3 through identification of alternative revenue opportunities (Municipal comparator analysis).
		Continue to support the administration of YR Play Program and Canadian Tire Jump Start.
		Develop and implement programs that are focussed on engaging local corporations to participate in Recreation opportunities - Fitness memberships and Challenge course at Chimo, Corporate Fitness membership.
4.2 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Maintain the quality and investment made to our facilities and equipment in a fiscally prudent manner.	Support the implementation of the Corporate Enterprise Asset Management (EAM) tool.
		Ensure that Recreation service meets completion rate targets for all capital projects.
		Continue to support Peer Review program to ensure ongoing facility standards are maintained.
		Continued to support the implementation of the City's Asset Management Plan (AMP).
		Review items within our annual capital program to ensure funding is available as replacement is required.
	Comply with all financial and corporate policies.	Complete and implement training on corporate policies for staff.
		Support Audits as required.

Departmental Performance Measures in Support of Goal	2022	2023	2024	2025	2026 Target	Long-term Target	LT Target Year
Revenue as % of total gross Recreation operating expenditures	68%	64%	64.40%			70%	
Completion rate on approved capital projects	91%	87%	95%			90%	

RECREATION SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Align with the corporate customer experience strategy Use technology to support the enhancement of business practices.	Complete a Customer Satisfaction Survey *(BMFT Action 1.1.1).*	2026-2028
		Support corporate customer experience strategy.	2026-2028
		Continue to Implement Recreation's Standardized Customer Service program. • Implementation of Quarterly Training for Information Service Attendants	2026-2028
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Use technology to support the enhancement of business practices.	Continue to Support implementation of existing registration and online booking system – Xplor Recreation: Gift cards & Facility Rentals *(BMFT Action 1.2.1).*	2026 - 2028
		Support the implementation of the new financial management system – Enterprise Resource Planning.	2026 - 2028
		Participate in the implementation of EAM *(BMFT Action 1.2.1).*	2026
		Through use of Environic data introduce new program opportunities.	2026 - 2028
		Continue in the development of the City's Customer relation management software (CRM).	2026
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.		Support PS in part time staff wage review (Aquatics, ISA, Fitness, etc.).	2026
		Support the implementation of Values based Leadership.	2026-2028
		Support staff training and professional development, as part of succession planning and knowledge transfer strategies. - Recreation Academy.	2026-2028

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.		Continue implementation of Older Adult Strategy Plan.	2026-2028
		Lead the development and implementation of Neighbourhood Partnership Plan, *(BMFT Action 2.1.1).*	2026
		Support York Region Community Service and Housing York Inc. in the development of the new Seniors Hub at Unionville and Unionville Homes Society.	2026-2028
		Support development of a major civic square *(BMFT 2.1.5).*	2026-2028
		Design and implement programs and services specific for individuals with special needs.	2026-2028
		Review of Environics Analytics segmentation data and PRIZM profiles that support Recreation programming in community neighbourhoods.	2026-2028
	Deliver leisure services that are inclusive, accessible, and safe and to provide enjoyable and sustainable leisure, learning, sport and cultural opportunities essential to vibrant places.	Develop a scalable Community Hub Model based on the successes of the Aaniin Community Hub and create a new framework for expanding the model city-wide *(BMFT Action 2.1.2).*	2026
		Continued implementation of the Aquatic recruitment Strategy.	2026-2028
		Continued implementation of the Facility Operations Training Program to enhance the quality of new hires.	2026-2028

		Identify and work with potential para sport organizations to host events at the Markham Pan Am Centre *(BMFT Action 2.1.3).*	2026-2028
		Develop an Inclusion Community Service Strategy aimed at supporting families and participants with special needs, including the identification of key resources needed to meet community requirements.	2026-2028
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure fair and equitable access to programs and facilities that continue to support the growth of sport in our community.	Support the Diversity & Inclusion Action Plan and Anti-black Racism strategy *(BMFT Action 2.2.4).*	2026-2028
		Provide support to Mayor's Black Youth Liaison Committee.	2026-2028
		Working with Destination Markham, host the Little Native Hockey League (LNHL).	2026-2027
		Lead the corporate volunteer program *(BMFT Action 2.2.3).*	2026-2028
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Contribute to the Economic vitality of Markham through recreation and sport.	Investigate partnerships to enhance sport opportunities in our community.	2026-2028
		Work with York University to develop program opportunities for their students at the Pan Am Centre.	2026-2028
		Support Markham's World Council of City Data initiative by providing annual data on Recreation assets.	2026-2028
	Partnership with Destination Markham.	Partner with Destination Markham in the development and implementation of a local sport tourism strategy that includes inventory of our sport assets.	2026-2028

GOAL 3 - Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		Support the Markham Cycling and Pedestrian Advisory Committee; Cycling HUB at Milliken Mills Community Centre and Centennial Community Centre *(BMFT Action 3.1.5).*	2026-2028
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Implement Integrated Leisure Master Plan.	Support implementation of the ILMP recommendations (BMFT Action 3.2.4), including: • Langstaff Secondary Plan • Development of a Sport Park • Markham Centre Secondary Plan • Robinson Glen Secondary Plan • Develop of new Centre in Ward 2 Markville Mall	2026-2028
	Participate in all Growth Management projects.	Lead the project on development of the operational and financial model that will determine most effective way(s) to provide community services in intensified areas.	2026-2028
3.3 Ensure business continuity of our services and infrastructure and enable community resiliency and community safety.	Ensure the deployment of resources, programs, and services are reliable.	Look for partnerships and co-location opportunities for the provision of recreation services in new communities.	2026-2028
		Update and keep current departmental business continuity plan.	2026-2028
		Continued to ensure that all aquatic facilities are safety accredited.	2026-2028
3.4 Protect and enhance our natural environment and built form.		Support BMFT projects – Net Zero Plan *(BMFT Action 3.4.3),* Waste Diversion *(BMFT Action 3.4.4)*, Urban Parks Strategy *(BMFT Action 3.4.6)*, and Rouge National Urban Park partnerships *(BMFT Action 3.4.7) Parks Renaissance Program.*	2026-2028

		Support the implementation Net Zero Energy Efficiency (NZEE) program at Mount Joy CC, Centennial CC, Clatworthy Arena, and Thornhill CC.	2026-2028

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Provide accessible and affordable recreation and leisure opportunities that are fiscally responsible.	Support of E3 through identification of alternative revenue opportunities (Municipal comparator analysis).	2026-2028
		Continue to support the administration of YR Play Program and Canadian Tire Jump Start.	2026-2028
		Develop and implement programs that are focused on engaging local corporation to participate in Recreation opportunities.	2026-2028
		Support the development and the implementation of the Corporate Enterprise Asset Management (EAM) tool.	2026
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Maintain the quality and investment made to our facilities and equipment in a fiscally prudent manner.	Ensure that Recreation Services meets completion rate targets for all capital projects.	2026-2028
		Continue to support Peer Review program to ensure ongoing facility standards are maintained.	2026-2028
		Continued to support the implementation of the City's Asset Management Plan (AMP).	2026
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Comply with all financial and corporate policies.	Complete and implement training on corporate policies for staff.	2026-2028
		Support Audits as required.	2026-2028

ACRONYMS

BAU	Business As Usual
BIA	A Business Improvement Area (BIA) is an association of business people within a specified district who join together with official approval of the City in a self-help program aimed at stimulating business.
BMFT	Building Markham's Future Together
BP	Business Plan
CAO	Chief Administrative Officer
COLA	Cost of Living Adjustment
CPI	Consumer Price Index – A statistical description of price levels provided by Statistics Canada. The index is used as a measure of the increase in the cost of living (i.e. economic inflation)
CUPE	Canadian Union of Public Employees – An association formed for protecting the rights of its members, usually employees in the public sector.
DBRS	Dominion Bond Rating Service
DCA	Development Charges Act – Provides guidelines on funding of identified growth-related projects in the City from developers.
DF	Director's Forum
ELT	Executive Leadership Team
GAAP	Generally Accepted Accounting Principles – Uniform minimum standards for financial accounting a recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
CCBF (CANADA COMMUNITY-BUILDING FUND)	Formerly referred to as the Gas Tax Rebate. This is the funding provided by the Government of Canada as part of the New Deal for Cities and Communities. This Federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions: economic, environmental, social and cultural.

	The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions.
GFOA	Government Finance Officers Association of the United States and Canada
GTHA	Greater Toronto and Hamilton Area
HST	Harmonized Sales Tax (13%)
ILMP	Integrated Leisure Master Plan
ITS	Information Technology Services
KPI	Key Performance Indicators (Performance Measures)
LEED	Leadership in Energy and Environmental Design
MAT	Municipal Accommodation Tax
MEC	Markham Enterprises Corporation is a wholly owned subsidiary of the Corporation of the City of Markham. Markham Enterprises Corporation has a wholly owned subsidiary, Markham District Energy Incorporated, and a 15% shareholding in Alectra Inc. effective January 1, 2019. The principal activity of the Corporation and its subsidiaries is to distribute electricity in the areas of Alliston, Aurora, Barrie, Beeton, Bradford, Mississauga, Brampton, Hamilton, St.Catharines, West Gwillimbury, Markham, Penetanguishene, Richmond Hill, Thornton, Tottenham, Guelph and Vaughan in the Province of Ontario, under the licenses issued by the Ontario Energy Board ("OEB"). Other activities of the Corporation and its subsidiaries include street lighting services, water and sewage billing services, power generation, and to provide hot and chilled water to commercial and residential customers.
MECO	Markham Energy Conservation Office was established in 2005, with funding support from the City of Markham and Alectra Inc. (formerly PowerStream) and is responsible for leading, developing and implementing energy conservation programs
MESF	Markham Environmental Sustainability Fund

MPFFA	Markham Professional Firefighter's Association – An association of Firefighter's formed for protecting the rights of its members in their workplace environment.
MTO	The Ontario Ministry of Transport
OMERS	Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits for the City's full-time employees. Employees and employers normally make equal contributions to the plan.
PSAB	Public Sector Accounting Board. The body of the Canadian Institute of Chartered Accountants (CICA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision makers and other users of the information. The City of Markham adheres to PSAB's Public Sector Standards for Municipal Financial Reporting.
RPRA	The Resource Productivity and Recovery Authority was created in November 2016 by the Government of Ontario to support the transition to a circular economy and a waste-free Ontario. We receive our authority from the Resource Recovery and Circular Economy Act, 2016 (RRCEA) and the Waste Diversion Transition Act, 2016 (WDTA). Under the WDTA, we oversee three waste diversion programs- Blue Box, Municipal Hazardous or Special Waste (MHSW), and Waste Electrical and Electronic Equipment (WEEE) – and their eventual wind up. Under the RRCEA, we enforce individual producer responsibility (IPR) requirements for managing waste associated with products and packaging.
SWM	Storm Water Management
TRCA	Toronto and Region Conservation Authority is an organization that prepares and delivers programs for the management of the renewable natural resources within its watersheds.
WCCD	World Council on City Data
YRDSB	York Region District School Board

GLOSSARY OF TERMS

Accrual Basis	A method of accounting that recognizes revenue as they are earned and expenditure when they are incurred rather than waiting until cash is exchanged.
Accumulated Depreciation	The total amount recorded, during a specified period of time, to reduce the value of a long-term tangible asset.
Administrative Expenses	Expenses incurred for the day-to-day operations e.g. Salaries, building rental, office expenses etc.,
Amortized	To gradually write off the initial cost of (an asset) over a period
Appropriation	A sum of money or total of assets devoted to a special purpose.
Assessment	The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario. In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value, or the amount the property would sell for in an arms length, open market sale between a willing buyer and willing seller.
Audit	An objective examination and evaluation of the financial statements of an organization to make sure that the financial records are a fair and accurate representation of the transactions they claim to represent.
Bill 148	Legislation includes increases to the minimum wage, emergency leave, vacation pay, statutory holiday pay, equal pay for equal work and stand-by pay that impacts part-time, casual, temporary and seasonal employees.
Bill 175	Legislation requiring mandatory adherence by municipalities to assess and report on the full costs of providing water and sewage services, and then to prepare and implement plans for recovering those costs.
Bill 195	Legislation to safeguard health and prevention of drinking water health hazards through the control and regulation of drinking water systems and drinking water testing.
Balanced Budget	When total revenues equal total expenses in a fiscal year.
Budget	A financial plan for a given fiscal year showing revenues and expenditures for different funds of the City.

Capital Budget	The budget that provides for the funding of the City's expenditures on capital assets, i.e. assets which provide benefits to the City over several years.
Capital Assets	Represents non-financial assets having a useful life greater than 1 year. Examples: Land, Building, Machinery, etc.
Capital Receipts	Receipt of funds specifically for the creation of a Trust account.
Capital Expenditure	Money spent for replacement, purchase, construction or betterment of tangible capital assets.
Capital Projects	Projects whose value is more than $5,000 with benefits of expenditure lasting several years.
Chargebacks	Represents allocating a portion of costs incurred by a department on behalf of the benefitting department.
Deficit	The excess of expenditures or liabilities over income or assets in a given period.
Depreciation	An accounting and finance term for the method of attributing the cost of an asset across the useful life of the asset in order to match expenses with revenues.
Development Charges	A fee charged to new development to finance the cost of new growth-related capital facilities and infrastructure required to satisfy increased servicing needs.
Donations in Kind	Represents the value of a commercial service received from external customers without any payment for the same.
Fixed Assets	A long-term tangible asset used in the delivery of Municipal services that is not expected to be consumed or converted into cash any sooner than at least one year's time.
Fund	A sum of money set aside and earmarked for a specified purpose.
Grants in Lieu	Grants in lieu of taxes (also known as payments-in-lieu of taxes) are payments received in lieu of taxation on properties owned by government and government agencies.
Infrastructure	The system of public works in the City, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, and lighting).

Levy	The amount of property tax, in dollars, which is paid by the City's taxpayers. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class.
Line Item	General Ledger account code
Municipal Act	Sections referenced: Section 326 of the Municipal Act, 2001 allows a municipality to enact a by-law to impose a special service charge to raise the cost of providing a water system. Such bylaw has to identify the service, determine the costs and designate the area where the charge would apply. Section 391 of the Municipal Act, 2001 allows a municipality to pass a by-law to impose a fee for capital costs related to sewage or water services on a class of persons that will receive a benefit from such services. Unlike a local improvement charge or special service charge, a fee imposed pursuant to section 391 does not have to be based on frontage or assessed value. This provision would enable the City to impose a fixed charge on each of the lots in question.
New Urbanism	New Urbanism community planning creates more attractive, efficient and liveable neighbourhoods. These neighbourhoods are comprised of a compact built form, designed to promote pedestrian activity and social interaction. They have a mix of residential, commercial and community uses and activities. Special attention is paid to creating quality streetscapes, public buildings and spaces, and protecting the public realm.
Non-routine Capital Expenditures	Capital projects that do not occur every year / frequently or capital expenditures that are not normally purchased by municipalities.
Operating Budget	The budget that provides the various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.
Reserve	Reserves represent the means by which the City keeps track of monetary resources set aside by Council for specific future purposes. The inflows into these funds are generally from the operating budgets and the outflows are to fund capital projects and other initiatives approved by Council.

Surplus	The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year are transferred to the appropriate reserve, based on Council direction.
Supplementary Taxes	Property taxes collected on new assessment not previously identified by Municipal Property Assessment Corporation (MPAC).
Tax Rate	A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the City. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Tax rates are established by a Council bylaw.
User Fees & Service Charges	Fees paid by individuals or organizations to the City for the use of City's facilities (e.g. recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. planning, engineering & design fees).

MARKHAM	Appendix 1: Financial Planning & Budgeting Policy	
	Policy Category: Finance	
	Policy No.:	**Implementing Procedure No.:**

Approving Authority: Treasurer	**Effective Date:** 2017
Approved or Last Reviewed Date: February 2025	**Next Review Year:** 2030 (or earlier as required and approved by the Approving Authority)
Area this policy applies to: City-wide	**Owner Department:** Financial Services

Related Policies:

- Capital Budget Control Policy
- Expenditure Control Policy
- Ontario Regulation 284/09
- Section 391 – Fee and/or Charges By-Law of the Municipal Act, 2001
- Section 326 – Special Service Charge By-law of the Municipal Act, 2001

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

The intent of this policy is to ensure that all City Staff responsible for their respective budgets, or in a position to impact budgets, understand the principles and guidelines that are the basis of budgets.

2. Applicability and Scope Statement

This policy applies to all City Staff involved in the development, review or evaluation of any of the six budget segments:

1. Primary Operating Budget
2. Building Standards Operating Budget
3. Engineering Operating Budget
4. Planning and Design Operating Budget
5. Waterworks Operating Budget
6. Capital Budget

3. Background

Each year the City develops balanced budgets such that total revenues are equal to total expenses.

In 2009, accounting standards and reporting requirements changed with the introduction of tangible capital asset accounting (PSAB 3150). The new standards, however, do not require budgets to be prepared on the same basis. The City, like most municipalities, prepares budgets in the traditional basis of budgeting, and then restates it in PSAB 3150 format.

In 2009, Ontario Regulation 284/09 also came into effect stating that municipalities may exclude from budget, all or a portion of the estimated costs of amortization, post-employment benefits and solid waste landfill closure & post-closure expenses. However, the Regulation states that the impact of any of those expenses that are excluded from the budget, must be reported to Council under the new financial disclosure requirements.

4. Definitions

N/A

5. Policy Statements

OVERVIEW

All City of Markham (City) departments, on an annual basis, will collaborate with Financial Planning in the preparation of operating and capital budgets.

Budgets will be developed following all applicable guidelines and restrictions set out by the Municipal Act and other relevant legislation, and with consideration to Chartered Professional Accountants of Canada (CPAC) standards as recommended by the Public Sector Accounting Board (PSAB). Accordingly, the City's financial statements are prepared, following the accrual method of accounting.

In July 2023, the City was granted Strong Mayor powers by the Province under O. Reg. 530/22: Part VI.1 of the Municipal Act, 2001. Under Strong Mayor powers, the head of council is required to propose the budget for the municipality each year by February 1. The head of council must share the proposed budget with each Member of Council and the municipal clerk, and make it available to the public. If the head of council does not propose the budget by February 1, council must prepare and adopt the budget.

After tabling of the proposed budget by the head of council, council can amend the proposed budget by passing a resolution within a 30-day review period. The head of council has 10 days from the end of the council review period to veto any council amendment. Council then can override the head of council's veto of a council amendment with a two-thirds majority vote, within a 15-day period, after the head of council's veto period.

Council could pass a resolution to shorten their review and override period, and the head of council could provide written documentation to members of council and the municipal clerk to shorten the veto period.

At the end of this process, the resulting budget is deemed to be adopted by the municipality.

The Mayor is prohibited from exercising Strong Mayor powers over matters for which they have a conflict of interest. Regulations under the Municipal Act include provisions to address instances where there is a declared conflict of interest.

Based on legislative interpretation of "Strong Mayor" powers and as implemented in the City's operational practice, the responsibility for formal approval of the tax levy by-law (and other fee by-laws) remains with Council, and as such Staff continue to bring forward any required new by-law or by-law amendment as an administrative process The by-laws reflect / incorporate the financial requirements as noted in the adopted budget.

To enable the annual budget process, the Mayor, as head of council, provides a direction to the Treasurer to prepare the proposed budget on their behalf and as per the process set out in legislation.

BUDGETING PRINCIPLES

No New Debt - The City will not make a provision for the issuance of debt in the Budget. The City's share of any work to be done under section 391 of the Municipal Act – Fee and/or Charges bylaw will not constitute debt as defined here.

Use of One-Time Revenues - One-time revenues shall not be used for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures or services that can be completed within a specific amount of time without significant disruption to the City provided it is duly approved by Council.

Sales Taxes - Municipalities are entitled to a 78% rebate on the PST component of HST, or 6.24%, and 100% federal GST rebate, or 5%. The total rebate is 11.24%. For example, a $100 purchase that is subject to $8.00 of PST will receive a rebate of $6.24 (78% of the 8%); therefore, the net impact to the City is $1.76 ($8.00 - $6.24).
HST also impacts the City's revenues from recreation programs such as ice rentals, facility rentals, fitness memberships and program registrations relating to participants aged 14 and above, as these services are subject to HST.

BUDGET SEGMENTS

1. **Primary Operating Budget**
   This includes all City operations except for Building Standards, Engineering, Planning & Urban Design and Waterworks. Tax revenue is the main source of funding.

   Any surplus realized at the end of a budget period will be transferred to reserves as approved by Council, in the following order:

   - Corporate Rate Stabilization Reserve: to top up to a level equivalent to 15% of the current year local tax levy,
   - Environmental Land Acquisition Reserve: to replenish in-year or prior years' spending,
   - Life Cycle Replacement and Capital Reserve Fund: any remaining surplus funds

   In the event of a deficit, the amount will be drawn from the Corporate Rate Stabilization Reserve to balance the year end results of operations.

   Further to the above and subject to the status and needs associated with various reserves, the Treasurer is authorized to manage the City's Year-End surplus through required transfers and other adjustments in accordance with City financial and accounting policies and objectives.

2. Building Standards Operating Budget

This includes all building permit and inspection operations. Building permit revenues are the main source of funding. Budgeting a surplus or a deficit is permissible due to the variability in revenues and the relatively fixed nature of costs. In years where revenues exceed expenses, the surplus is transferred to the Building Fee Reserve. Conversely, in years when expenses exceed revenues, the deficit is funded by a draw from the Building Fee Reserve.

3. Engineering Budget

This includes all engineering operating activity which is funded from fee revenues. Budgeting a surplus or a deficit is permissible due to the variability in revenues and relatively fixed nature of costs. In years where revenues exceed expenses, the surplus is transferred to the Development Fee Reserve. Conversely, in years when expenses exceed revenues the deficit is funded by a draw from the Development Fee Reserve.

4. Planning and Urban Design Budget

This includes all planning and urban design operating activity which is funded from fee revenues. Budgeting a surplus or a deficit is permissible due to the variability in revenues and relatively fixed nature of costs. In years where revenues exceed expenses, the surplus is transferred to the Development Fee Reserve. Conversely, in years when expenses exceed revenues the deficit is funded by a draw from the Development Fee Reserve.

5. Waterworks Budget

This includes all water and sanitary sewer operations. Water billings are the main source of funding. The water rate is set each year to fund all operating costs and a contribution to the waterworks reserve. The contribution to reserve, in accordance with the annual Waterworks Reserve Study, is to fund regular ongoing rehabilitation and replacement needs consistent with the City's policy of keeping fixed assets in good condition and to maximize the useful life of the assets.

6. Capital Budget

The capital budget includes all expenditures not considered part of day-to-day operations for all City departments. Tangible capital assets are capitalized at actual cost and are amortized over the estimated useful life of the asset.

Capital improvements shall be funded through developer contributions wherever possible. When such funds are not sufficient or if projects do not meet the criteria for developer funding, the City shall utilize dedicated reserves to fund the capital projects. The City shall transfer from its operating funds up to $500,000 from the net annualized growth in assessment each year.

Rehabilitation and replacement project funds are to be set aside in accordance to the Life Cycle Reserve Study to finance regular ongoing rehabilitation and replacement needs consistent with

the City's policy of keeping its fixed assets in good condition and to maximize the useful life of the assets.

Strategic Planning

General - Development Services Commission manages the comprehensive planning of growth-related development and conservation within the City. They coordinate the preparation and revision of the general plan that includes policies and regulations for land use and conservation, and multi-year development plans for transportation, public facilities, parkland and environmental protection.

Master Plans - Master plans include capital infrastructure items that have operating budget impacts and support the general plan for Recreation, Parks, Fire Stations, Community Centres, and Libraries.

Operating Budget Guidelines

The Operating Budget:

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

Establishing the Base Budget Level

The base level for the current year budget will be the previous year's cost of providing all the services approved in the current year budget, except for one-time projects. For example, the current year base level budget is set by taking the inputs approved in the prior year budget and costing them, adjusting them for the annualized costs, growth and inflation, in that order.

Annualized Costs – Budgets must be adjusted to include the full year expectations of revenues and/or expenses from prior year operations.

- Example: a new program initiated in Q4 of the prior year may require an increase of revenues and expenses to allow for the full year (annualized) impact.

Growth - Allow for growth that will occur in the City in the current year. Requests for new growth dollars must be documented. In order to obtain new growth dollars, there must be the identification of documented productivity, technological, or personnel efficiencies on the expense side or revenue enhancements to offset the request for new growth dollars. Only the portion of the cost from the date of the growth's impact to the end of the year is included in the budget. However, Departments should indicate the full-year cost of the growth.

Inflation - All Departments are expected to absorb this inflation within their approved budgets. However, exceptions are made for extraordinary commodity price increases and contractually related increases.

Budget Increases Beyond Base Level

For any budget increases above the base level, Departments must complete a business case and budget increase form requesting changes to the base budget for any additional funding requirements for new initiatives, programs, growth, or service level changes. Business cases are expected to contain a 'Value Proposition', meaning that the Department must clearly identify a corresponding incremental benefit to the City that the additional funds would generate. Each form requesting a change to the base budget, including completed business cases, will be approved at the Commissioner level before submission to Financial Planning.

Service Level Changes - In each Department, a critical analysis will be performed to determine where increased efficiencies and possible cost savings could be achieved through the redeployment of staff. If current levels are deemed adequate, Departments will include all existing services at the previous year's levels in their current year base budget submission. Any requests for funding to increase service levels require submission of a form requesting changes to the base budget to justify the additional costs.

New Programs - Requests and business cases for additional funds related to the identification of new programs must be filled out on the form requesting changes to the base budget. Only the portion of the cost from the date of implementation to the end of the year is included in the budget. However, departments will indicate the full-year cost of the program.

Salaries and Benefits (Full Time) - New headcount requests, above the current year's complement, must be filled out on the forms with any associated new revenue and cost savings identified. All new headcounts are reviewed and approved by Senior Management, CAO and Council.

Miscellaneous Budgeting Assumptions

Identification of Major Service Contracts - Each year the identification of major service contracts up for renewal is completed by Financial Planning, with assistance from the Procurement Department, and are factored into the budget.

Part-Time Salaries - All permanent part-time staff are to be budgeted for by person/position. Current year costs and any annualized costs are provided to Financial Planning by the Departments. The annualization of part-time job evaluation is included in the base budget.

Investment Income - The current year's forecasted interest rate is used for budgeting.

Use of Accrual Basis for Budgeting

Expenses - Expense items are budgeted for in the month when the goods or services are expected to be received and not in the month when payment is to be made. For example, if a purchase order is issued in November and the goods are expected to arrive in December with payment terms of 45 days, the expenditure is budgeted in December. The actual goods will be paid for in early February due to the terms of the invoice.

Revenues - Revenue items are budgeted for in the month in which the revenue is earned and not in the month when payment is received. For example, if a group rents the arena in December but is given 30 days to pay, the revenue is budgeted for in December since this is when the service is provided. The money for the rental will be collected in January next year.

User Fees and Service Charges - User Fees in Recreation and Culture, Engineering and Planning Departments are adjusted to reflect market conditions & general inflation where applicable.

ADMINISTRATIVE GUIDELINES

Budget Spending, Controls and Authorization - The City Budget cannot be overspent. There may be variations throughout the year within the various cost centres and line items and the following levels of authority are required if these situations occur.

- The CAO is authorized to freeze or reduce operating line-item budget spending as fiscal conditions dictate. The CAO is to advise Council of the freezes or reductions at the earliest possible opportunity. Any amendments that may be required to the approved budget shall be made only after approval by the Council.
- Any Commission level overspending requires the approval of the CAO.
- Within the Commission there may be Departments or line items that may exceed the budget. Provided these stay within the Commission, the Commissioner is authorized to make the necessary balancing decisions. Commissioners are responsible for ensuring that procedures are in place to prevent budget overspending.

The Executive Leadership Team (ELT) regularly undertakes a detailed review of budget over/under spending and makes decisions on spending reallocations, if required.

Unless prior authorization is given, all departments will be expected to contain expenditures within budgeted amounts.

Budget Monitoring - Monthly financial statements are delivered by Financial Reporting to each Commission by the 8th business day of the following month. Based on this information, departments provide Financial Planning with details of material variances and projections for the remainder of the year.

Financial Planning consolidates the information and budget status reports are prepared on a regular basis for ELT. These provide a comparison between actual revenues and expenditures to budgeted amounts. Further regular reports are presented to the General Committee, which include an analysis of variances and semi-annual projections to year-end.

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

CAPITAL BUDGET GUIDELINES

PROJECT CATEGORIES AND GUIDING PRINCIPLES*

PROJECT CATEGORY	GUIDING PRINCIPLES
Major	- Multi-year. - Non-recurring.
Minor	- Non-recurring. - Completed within 12 months of initiation date. - Invoices processed and projects "closed" 3 months after project completion.
Annual	- Recurring. - Completed within the calendar year of approval. - Invoices processed and project "closed" no later than Q1 of the year following approval.

*Refer to Capital Budget Control Policy for further details on Project Categories

Capital Database - Departments are required to complete the following fields on capital appropriation forms in the Capital Database for all projects planned:

- Project Manager
- Project Type (i.e. New Asset/Expansion, Repairs/Replacements, Studies)
- Detailed Project Description
- Project Ranking
- Project Cost
- Cost of future phases, if applicable
- Funding Sources
- Impact on Operating Costs
- Cash Flow Projection
- Procurement Plan
- ITS requirements
- Link to Council priorities
- Link to Life Cycle Reserve Study or DC Background Study

- Development Charge / Life Cycle Projects Worksheet
  - Applicable when Development Charges (DC) has been identified as a funding source for the Capital Project. Departments are required to outline and compare the current capital project request against the year and costs that have been identified in the DC Background Study. An explanation is required when the year and/or costs deviate from the DC Background Study.
  - Applicable when Life Cycle Replacement and Capital Reserve Fund have been identified as a funding source for repair/replacement of assets. Departments are required to complete the worksheet which compares the current capital project request against the Asset Life Cycle Reserve Study. An explanation is required when the year and/or costs deviate from the Asset Life Cycle Reserve Study.
  - When Life Cycle Replacement and Capital Reserve has been identified as funding source the year of replacement identified in the Asset Life Cycle Reserve Study should be included.
- Other Projects Worksheet

- Applicable to all non-DC and non-Life Cycle projects. Indicate how Service Level will be affected by the project; that is, whether service level will be 'maintained', 'increased' or 'decreased' after implementation. If the response is either 'increase' or 'decrease', a detailed explanation is required.

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

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

Priority Setting - Submissions for tax funded projects will be considered in accordance with their priority ranking. Projects should be ranked as follows:

- Rank 1
  - Projects that have received approval from Council
  - Projects that are required due to legal / legislative requirements

- Rank 2
  - Continuation of an existing project (i.e. second phase)
  - Projects that have been reported to Council but pending Council decision
  - Projects that are politically sensitive
  - Projects that increase efficiency or reduce/eliminate risks
  - Projects that are deferred from previous year

Special Funding - Departments are required to identify projects in the Capital database that may require upfront financing by the City because the proposed funding (e.g. sale of assets, grants, subsidies, recoveries from other levels of government) will not be available at the time of expenditure.

Projects Managed by Other Departments

Information Technology Services (ITS) - Departments are required to identify all discretionary IT requirements. Such projects include new corporate applications – training management system, corporate project management system. Non-discretionary requirements (e.g., PC upgrades / replacements, etc.,) are managed by ITS separately.

Operations – Fleet - All business cases and current year Capital Funding Request forms for new fleet should be forwarded to Operations-Fleet department for review and verification of cost/standards. Operations-Fleet will submit Capital Funding Request form(s) to Finance for new fleet vehicles required in the current year.

Operations-Fleet will conduct condition assessments on replacement vehicles identified in the Asset Life Cycle Reserve Study as requiring replacement in the current year.

Council Request - Council members are encouraged to identify projects that should be included in the current year budget submission. The requests will be summarized and distributed to the respective departments for comments which will be addressed at the Budget Committee meetings.

Development Charge Projects – Non Growth DC Reserve Fund

The City collects Development Charges (DC's) from developers to construct growth-related infrastructure, such as roads, parks, fire stations and community centres. Development Charges collected from developers are deposited in a DC Reserve Fund until funding for the growth-related capital project is required. Certain Development Charge projects require non-development charge reserve funding equivalent to 10% of the project cost. Items exempt from the 10% non-growth DC charge are:

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

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

Projects with Zero Cost

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

Donations and Donations-In-Kind

Donations and Donations-In-Kind should be included in the Capital Budget submissions. The funding source should be identified as 'Other' with a description of *Donation* or *Donation-In-Kind.*

Capital Improvements in Specific Areas

Capital improvements that benefit specific residents in an area are recoverable from the residents that benefit from the improvement. The funding source for such projects should be identified as either: Local Improvement Charges; Section 391 – Fees & Charges By-law; or Section 326 – Special Service Charge By-law of the Municipal Act, 2001.

Capital Induced Operating Costs

Future operating costs (personnel and non-personnel) associated with capital projects must be identified in order to be included in the Operating Budget.

Quotes

To provide more accurate budget figures, where appropriate, all capital projects put forward should have written quotes from vendors.

Endowment Reserve Funds

Capital Projects that will be funded from Endowment Funds, such as the Museum and Theatre, should be included in Capital Budget submissions.

Post Budget Approval – Controlling Capital Expenditures

The timely closing of capital projects is imperative to ensure that funds are not spent unnecessarily, and to ensure that any surplus funds are returned to their original source(s).

Under Spending - In accordance with the Capital Budget Control Policy, when a Capital Project is cancelled or a completed project results in unspent dollars, those dollars must be returned to the original funding source(s) of the project.

Over Spending - Capital contract overruns that exceed budget must follow the Capital Budget Control Policy for Request for Additional Funding of an Approved Capital Project.

Invoice Post Close - Invoices received after the closure of a capital project requires Treasurer authority to approve payment of the invoice from the funding source(s) originally approved for the project; that is, providing the total cost of the project is within the original project budget. Invoices not within the original budget must be addressed according to the Expenditure Control Policy and other sections of the Capital Budget Control Policy.

6. Roles and Responsibilities

Roles and responsibilities are detailed within the Policy Statements.

	Appendix 2: Capital Budget Control Policy	
	Policy Category: -	
	Policy No.: -	**Implementing Procedure No.:** -

Approving Authority: Treasurer	**Effective Date:** February 27, 2017
Approved or Last Reviewed Date: February 2025	**Next Review Year:** 2030 (or earlier as required and approved by the Approving Authority)
Areas this policy applies to: City-wide	**Owner Department:** Financial Services
Related Policy: • Expenditure Control Policy • Ontario Construction Lien Act	

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

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

2. Applicability and Scope Statement

This policy applies to all Staff involved in the management or reporting of capital projects.

This policy defines the following:

1. Project Categories and Guiding Principles for capital budgeting.
2. Process for requesting new capital projects after the annual budget has been approved.
3. Standardized Contingency Percentages for capital budgeting.
4. The return of surplus funds after a contract has been awarded.
5. Process for requesting the consolidation of capital projects with similar scope.
6. Process for requesting a change to the scope of an approved capital project.
7. Process for requesting additional funding for an approved capital project.
8. Process for closing capital projects and the return of unexpended funds to reserves.
9. Process to address non-compliant projects.
10. Capital Budget reporting requirement to Council.

3. Background

The life of a capital project can range anywhere from months to several years depending on the size and scope of the project. In order to maximize the City of Markham's ability to manage capital projects and cash flow, capital projects will be categorized according to the project nature and the amount of time required to complete the project.

In 2013 Finance conducted a comprehensive review to assess the effectiveness and efficiency of the capital project Life Cycle and provided recommendations to adopt best practices in capital project management and effective use of financial resources. The resulting policy and procedural changes for capital planning and project management, supported by Executive Leadership Team (ELT), have been incorporated into this policy version. Amendments to the policy were added in 2017 to provide clarification on Non-Compliant "Minor" capital projects and the closure of "Major" capital projects under Policy Statement section of this policy.

4. Definitions

Annual Projects – Recurring projects must be initiated and completed within the calendar year of budget approval.

Completion Date (month, year) – Defined as follows:

- For projects that have no warranty (e.g. studies, equipment purchases) = Substantial Completion Date
- For construction projects that have a warranty period = Substantial Performance Date

Closure Date (month, year) – Defined as when the project has reached Completion Date and all follow up activities have been addressed (e.g. deficiency correction, paying invoices, obtain closing documents such as as-builts).

Initiation Date (month, year) – Defined as when a transaction is entered in the General Ledger (GL) or a Purchase Order (PO) is issued. Project planning such as meetings and defining project scope does not constitute project initiation from a financial perspective. All capital projects must be initiated within the year of budget approval.

Major Projects – Non-recurring multi-year projects that require multiple years to complete. Projects must be initiated within the year of budget approval.

Minor Projects – Non-recurring projects must be initiated within the year of budget approval and must be completed within 12 months from the date of initiation.

Project – A Project is defined as an approved capital project (with an assigned capital project number and a budget) that has a set duration (start date and completion date) that may have multiple components.

Substantial Completion Date (month, year) – Defined as when the project meets the criteria under the Construction Lien Act:

When contract deemed completed
(3) For the purposes of this Act, a contract shall be deemed to be completed and services or materials shall be deemed to be last supplied to the improvement when the price of completion, correction of a known defect or last supply is not more than the lesser of,
(a) 1 per cent of the contract price; and
(b) $1,000. R.S.O. 1990, c. C.30, s. 2 (3).

Substantial Performance Date (month, year) – Defined as when the project meets the criteria under the Construction Lien Act:

When contract substantially performed
2. (1) For the purposes of this Act, a contract is substantially performed,
(a) when the improvement to be made under that contract or a substantial part thereof is ready for use or is being used for the purposes intended; and
(b) when the improvement to be made under that contract is capable of completion or, where there is a known defect, correction, at a cost of not more than,
(i) 3 per cent of the first $500,000 of the contract price,
(ii) 2 per cent of the next $500,000 of the contract price, and
(iii) 1 per cent of the balance of the contract price. R.S.O. 1990, c. C.30, s. 2 (1).

- Typically aligns with the asset in-service date (i.e. available to be used by the public, can be used as intended), except in the case of community centres where opening to public may be later than Substantial Performance date
- At the Substantial Performance date, there may still be deficiencies requiring repair and it is the time when warranty period starts.

5. Policy Statements

1. Project Categories and Guiding Principles

i. All projects submitted for budget approval must be categorized as "Major", Minor" or "Annual", according to the guiding principles for each category as defined in ***Table 1*** below.

Table 1

Project Category	Guiding Principles
Annual	• Recurring • Completed within the calendar year of approval plus no more than 3 months in order to pay outstanding invoices. (e.g. 2025 approved project must be completed by December 31, 2025 and will be closed by March 31, 2026).
Minor	• Non-recurring • Completed within 12 months from date of initiation plus no more than 3 months in order to pay outstanding invoices. (e.g. 2025 approved projects must be initiated within 2025. Project initiated in May 2025 must be completed by April 2026 and will be closed by July 2026)
Major	• Multi-year

	• Non-recurring

ii. All capital projects requested and approved through the annual capital budget process must be initiated in the calendar year of approval. Project initiation is defined as when a financial transaction is booked in the GL or a procurement process has been initiated.

iii. Capital Contingency percentages are standardized by project type and approval thresholds (refer to ***Section 3, Table 2***).

iv. If project funds available for a contract award exceed the actual amount, the remaining (surplus) funds will be returned to the project funding source(s) at the time of award.

v. Following appropriate approval (***as outlined in Section 7***) project shortfalls will be funded from the applicable Capital Contingency project account approved by Council (Engineering DC Contingency, Waterworks Contingency, Non-DC Contingency, Planning DC Contingency, Design DC Contingency or Other Reserves Contingency).

2. Request for New Capital Project after Annual Budget has been approved

Throughout the year, there may be the need to commence a project that was not anticipated during the annual capital budget process.

- Departments must submit their new project requests, supported by a business case, to the Treasurer.
- Depending on the timing of the submission and on the significance of the initiative, the request will be submitted for Council approval:
  - As part of the semi-annual capital project status report, OR
  - Directly to Council with the consent of the Treasurer.

3. Standardized Contingency Percentages

In 2013 Finance undertook an extensive analysis of the contingency PO's as a percentage of the awarded contracts to determine reasonable project contingencies, by project type and dollar thresholds.

- The standardized contingency percentages for hard costs (construction) are provided in ***Table 2***.
- The standardized contingency percentage for soft costs (consulting & professional fees) is 10% for all project types and dollar thresholds.
- The appropriate contingency amount (as per the standardized contingency percentages for hard and soft costs) will be included in the capital project estimate submitted for budget approval.
- Project contingency amount(s) will be proportionally adjusted according to any approved changes to project budget amount.
- Consideration for a contingency in excess of the standardized amount must be submitted to the respective Commissioner and the CAO, with a business case to support the request for approval.

Table 2

HARD COSTS	THRESHOLDS			
Project Type	**Under $500,000**	**$500,000 to $1 million**	**$1 million to under $5 million**	**$5 million and over**
Existing Facility	10%	10%	10%	5%
Roads / Bridges	10%	8%	5%	5%
New Facility	N/A	N/A	10%	5%
New Parks	7%	8%	6%	N/A
Sidewalks / Illumination	5%	9%	8%	N/A
Water – Relining / Cathodic	8%	9%	N/A	N/A
Watermain & Sewer Replacement	10%	4%	3%	N/A

4. Return of Surplus Funds after Contract Award

Estimated costs for contracted goods or services are included in the project submission during the annual capital budget process. In the event that the actual amount awarded for a contract is less than the amount included in the budget estimate, the excess funding will be returned to the original funding source(s). Also, the total project budget, including the standardized contingency amount, will be reduced accordingly.

5. Request to Consolidate Capital Projects with Similar Scope

Many capital projects are submitted each year as part of an asset repair or replacement program, and are not always completed within the calendar year in which they are approved. This results in multiple, active projects of similar scope and can be cumbersome to manage. Departments may request that projects of similar scope be consolidated. This option is reserved for projects classified as “Major”.

- Requests for consolidation of Major projects of similar scope must be submitted to the Treasurer for review.
- The request should clearly outline the incomplete works of each project and their anticipated cost.
- Any identified budget excess will be returned to the original funding source(s).
- All other requests for consolidation of (Non-Major) projects of similar scope should only be under extraordinary circumstances and accompanied by rationale to support the request. Such requests may be submitted to the Treasurer for review on a case-by-case basis.

6. Request to Change the Scope of an Approved Capital Project

Considerable effort is expended in assessing the capital assets of the organization and the needs of the community in preparation for the annual capital budget. However,

throughout the life of a capital project the scope may change (additional works, materials or expanded mandate) as the priorities of the organization and Community change.

- Departments must forward all scope change requests to the CAO for consideration. The request should include:
  - The project name, original scope and budget;
  - The impact of not proceeding with the project as originally defined;
  - The scope and budget of the revised project;
  - The benefits of approving the revised project.

7. Requesting Additional Funding for an Approved Capital Project

During the annual capital budget process, Departments make every attempt to ensure that the budget request is sufficient to complete the defined scope of the project. Unanticipated costs, emergency purchases or approved scope changes may prompt the need for additional funding. All approved budget increases will be funded from the established capital contingency project(s) appropriate to the project scope.

- Approval for the use of capital contingency project funds is governed by the signing authority levels in the corporate "Expenditure Control Policy", (*Capital Overruns, section 5.03*).
- Treasurer (or their designate) approval for the use of capital contingency funds:
  - Treasurer approval is required if the funding request is greater than or equal to $25,000 OR greater than or equal to 40% of the original budget.
  - Amounts below the above threshold require the review and endorsement of the relevant departmental Senior Financial Analyst (SFA).

Following is the list of the approved capital contingency projects, by funding type & use and the maximum funding amount for each.

Non-DC Contingency	$250,000	Tax funded portion of requirement
Design DC Contingency	$100,000	DC portion of requirement
Planning DC Contingency	$50,000	DC portion of requirement
Engineering DC Contingency	$100,000	DC portion of requirement
Waterworks Contingency	$100,000	Waterworks Stabilization/Capital requirement
Other Reserves or Funding Sources*	As needed	If none of the above contingencies are suitable for the additional capital funding request

*Where appropriate, the Treasurer and/or the CAO has delegated authority to adjust the funding source for projects charged to contingency if a different Reserve fund or Funding

Source is required. These draws from other Reserves will be reported as part of subsequent Status of Capital Projects reports to Council.

8. Closing Capital Projects and Return of Unexpended Funds

The timely closing of capital projects is imperative to ensure that funds are not spent unnecessarily, and to ensure that any surplus funds are returned to their original source(s).

In the event that an invoice is received after the closure of a capital project, the Treasurer has the authority to approve payment of the invoice from the funding source(s) originally approved for the project; that is, providing the total cost of the project is within the original project budget. Invoices not within the original budget must be addressed according to the Expenditure Control Policy and other sections of this Capital Budget Control Policy.

a) Closure of "Major" capital projects

The following guiding principles provide parameters on completion and closure dates for "Major" projects:

i. Projects that do not have a maintenance/warranty period (e.g. studies): Closure Date is set as the Substantial Completion Date plus no more than 3 months in order to pay outstanding invoices.

ii. Projects that have a maintenance/warranty period (e.g. Detail design tied to Construction, construction of an asset): Closure Date is set as the end of the Substantial Performance Date plus no more than 3 months in order to pay outstanding invoices.

iii. Major facility capital projects (e.g. construction of a community Centre): Closure Date is set as the greater of end of maintenance / warranty period or 1 year from the Substantial Performance Date plus no more than 3 months in order to pay outstanding invoices.

b) Closure of "Annual" capital projects

Must be initiated and completed within the calendar year of budget approval plus no more than 3 months in order to pay invoices. (e.g. 2025 approved project must be completed by December 31, 2025, and will be closed by March 31, 2026).

c) Closure of "Minor" capital projects

Must be completed within 12 months from the date of initiation plus no more than 3 months in order to pay invoices. (e.g. 2025 approved projects starts May 1, 2025, must be completed by April 30, 2026 and will be closed by July 31, 2026).

9. Process to Address Non-Compliant Projects

On a semi-annual basis, Finance conducts a Capital Budget Status reporting process where Finance consolidates the information received from the Departments and provides a report to General Committee on closure of capital projects and an overview on the status of total open capital projects. As well, capital projects are evaluated against the project

categories noted above for compliance and where applicable, a non-compliant project may be left open until completion.

Non-compliant "Minor" and "Major" projects will remain open when:

	Scenario	Criteria
A.	PO issued	• PO represents a minimum 50% of the total approved budget
B.	PO not issued / Project not initiated	• Capital Project is included in the procurement plan, **and** • Future PO represents a minimum 50% of the total approved budget, **and** • Commitment that the PO will be issued by March 1

Example under Scenario B:
Capital Project X was approved in the amount of $100,000 as part of the 2025 Budget. On January 1, 2026, Project X has not been initiated, and therefore it is non-compliant.

The project will only remain open if the following criteria is met:

i. the capital project is included in the procurement plan in the month of January 2026; and
ii. the PO will be $90,000 of the total approved budget (> 50%); and
iii. PO will be issued no later than March 1, 2026.

Project X will be closed if PO is not issued by March 1. Departments can request the project again in the next year's Capital Budget process.

Despite the conditions set out in Sections 8 and 9 above, a non-compliant project may be kept open at the discretion of the Treasurer.

10. Capital Budget Reporting

The Treasurer will report to Council semi-annually on the status of all capital projects. This regular reporting will provide Council with the tools necessary to make informed decisions on all capital related items requiring their approval.

The use of capital contingency funds will be reported to the CAO and Commissioners on a regular basis. The amounts required to top up the contingency projects to their respective maximum funding amounts, will be included in the semi-annual capital status report to Council.

i. Status Updates from Departments

To accurately administer and report on the capital budget, Departments will be required to forward to Finance, on a quarterly basis, an accurate status of each project owned or managed by them. The status must include a description of the work in progress, the percentage of work complete and a projected forecast for completion. Departments should also disclose any third-party agreements or other situations that may delay the initiation or the completion of the project.

ii. Semi-annual Status Report to Council

On a semi-annual basis, Finance will consolidate the information received from the Departments and report to Council on the status of capital works.

The report will include a summary of the encumbrances to date, the percentage of budget encumbered, the known commitments and expenditures, and a detailed listing of capital projects to be closed. The information provided will also include all changes to reserves and reserve funds resulting from project closures.

The particulars in the report will be provided for information purposes only.

6. Roles and Responsibilities

Roles and responsibilities are detailed within the Policy Statements.

	Appendix 3: Investment Policy	
	Policy Category:	
	Policy No.:	**Implementing Procedure No.:**
Approving Authority: Council	**Effective Date:** March, 2009	
Approved or Last Reviewed Date: November 9, 2025	**Next Review Year:** 2030	
Area(s) this policy applies to: Financial Strategy & Investments, Financial Services	**Owner Department:** Financial Strategy & Investments, Financial Services	
Related Policy(ies): • *(If any, cross-reference other related or superseded policy(ies) and Legislations. Identify Policy No. and Name on each line)*		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

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

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

2. Applicability and Scope Statement

N/A

3. Background

N/A

4. Definitions

None

5. Policy Statements

LEGALITY OF INVESTMENTS

The legal authority to invest funds comes from the Municipal Affairs Act. Investments shall be in conformance with the Ontario Municipal Act and O.Reg. 438/97 – Eligible Investments and Related Financial Agreements (See Appendix A). In accordance with this Act, for the purposes of clause 167 (2), a list of eligible securities that a municipality may invest in can be found in Appendix A:

Investments made by the City are further restricted by the limitations and terms outlined in this policy. Where the City of Markham has excess funds not required immediately, such funds may be invested only in:

- Bonds, debentures, treasury bills or other forms of indebtedness of or guaranteed by the Government of Canada
- Bonds, debentures, treasury bills or other forms of indebtedness of or guaranteed by any province of Canada
- the Municipal Finance Authority of British Columbia.
- Bonds, debentures, or promissory notes of a metropolitan, regional or district municipality or of a municipality as defined in the Municipal Affairs Act
- Bonds, term deposits, deposit receipts, deposit notes, certificates of deposit, banker's acceptances and other similar instruments issued, accepted, guaranteed or endorsed by a Schedule I or a Schedule II Bank.

Additionally, the City may use funds to cover shortfalls in the City's Development Charge reserves so long as the interest charged to such reserves are at a competitive interest rate.

PRESERVATION OF PRINCIPAL

Preservation of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.

This policy acts to minimize credit risk, i.e. the risk of loss due to the failure of the security issuer or backer, by:

- Limiting investments to the safest types of securities
- Diversifying the investment portfolio so that potential losses on individual securities will be minimized

Safety

All investments must rate at least "AA Low" or the equivalent from the Dominion Bond Rating Service, the Canadian Bond Rating Service, or Standard and Poors and/or a commercial paper rating of R1 Low or better from DBRS.

Diversification

Investments shall be diversified by:

- Limiting investments in securities that have higher credit risks;
- Investing in securities of varying maturities while providing for stability of income;
- Continuously investing a portion of the portfolio in readily available funds to ensure that appropriate liquidity is maintained in order to meet ongoing obligations; and
- Limiting investments to avoid over-concentration in securities from a specific issuer or business sector (excluding Canadian Treasury securities). The limits are as follows:

Federal/Provincial Government Securities

Securities offered by, or unconditionally guaranteed by, the government of Canada or a province of Canada, shall comprise not less than 40% of the total investment portfolio at all times, and may comprise 100% of the portfolio.

The following limitations apply:

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

Municipal Government Securities

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

Financial Institutions

Investments in eligible financial institutions shall not exceed 60% of the total portfolio. The following limitations will apply to the individual institutions:

- the five major Canadian chartered banks (Canadian Imperial Bank of Commerce, Bank of Montreal, Royal Bank, Scotia Bank, TD Canada Trust) – individual maximum of 20%
- other Canadian chartered banks and Schedule II banks - in aggregate 25% with individual maximum of 15%

The Investment Analyst, under the direction of the Treasurer is permitted to deviate +/- 5% from the above targets to take advantage of changing market conditions.

MAINTENANCE OF LIQUIDITY

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may reasonably be anticipated.

Investments are limited to an individual term of twelve years. Investments for terms in excess of one year are restricted to any of the Canadian Federal, Provincial, and Municipal Governments, the 5 largest Canadian Schedule I banks ranked by assets, and institutions guaranteed by the aforementioned.

COMPETITIVE RATE OF RETURN

The investment portfolio shall be designed with the goal of maximizing the long-term rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs.

The investment portfolio shall be designed with the objective of regularly exceeding the average return on three-month Treasury bills. This index is considered an appropriate benchmark for risk-less investment transactions and therefore represents a minimum standard for the portfolio's rate of return. The investment program shall seek to augment returns above this threshold, consistent with risk limitations identified herein and prudent investment principles.

Return on investment is of secondary importance when compared to the safety and liquidity objectives.

The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

To take advantage of short-term fluctuations in interest rates, securities may be sold prior to maturity. All realized and unrealized capital gains/losses will be identified in the annual investment report.

ADMINISTRATIVE PROCEDURES

The Commissioner of Corporate Services or the Treasurer will have signing authority on all investments that require wire transfers. The Investment Manager will enter into all investment transactions on behalf of the City of Markham and will provide monthly updates on the portfolio performance to the Commissioner of Corporate Services and the Treasurer.

All investment transactions are recorded and interest earnings distributed to the various funds in accordance with City policies and generally accepted accounting principles for municipalities.

Authorized Financial Institutions and Brokers/Dealers

The following is a current list of all financial institutions authorized to provide investment services to the City of Markham. This list will be maintained and updated as the business environment changes:

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

Reporting

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

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

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

The interim report will include the following:

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

ELIGIBLE INVESTMENTS UNDER THE MUNICIPAL ACT Appendix A

ONTARIO REGULATION 438/97

ELIGIBLE INVESTMENTS AND RELATED FINANCIAL AGREEMENTS

1. A municipality does not have the power to invest under section 418 of the Act in a security other than a security prescribed under this Regulation. O. Reg. 438/97, s. 1; O. Reg. 399/02, s. 1.

2. The following are prescribed, for the purposes of subsection 418 (1) of the Act, as securities that a municipality may invest in:

1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by,

i. Canada or a province or territory of Canada,

ii. an agency of Canada or a province or territory of Canada,

iii. a country other than Canada,

iv. a municipality in Canada including the municipality making the investment,

iv.1 the Ontario Strategic Infrastructure Financing Authority,

v. a school board or similar entity in Canada,

v.1 a university in Ontario that is authorized to engage in an activity described in section 3 of the Post-secondary Education Choice and Excellence Act, 2000,

v.2 the board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002,

vi. a local board as defined in the Municipal Affairs Act (but not including a school board or a municipality) or a conservation authority established under the Conservation Authorities Act,

vi.1 a board of a public hospital within the meaning of the Public Hospitals Act,

vi.2 a non-profit housing corporation incorporated under section 13 of the Housing Development Act,

vi.3 a local housing corporation as defined in section 2 of the Social Housing Reform Act, 2000, or

vii. the Municipal Finance Authority of British Columbia.

2. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if,

i. the bond, debenture or other evidence of indebtedness is secured by the assignment, to a trustee, as defined in the Trustee Act, of payments that Canada or a province or territory of Canada has agreed to make or is required to make under a federal, provincial or territorial statute, and

ii. the payments referred to in subparagraph i are sufficient to meet the amounts payable under the bond, debenture or other evidence of indebtedness, including the amounts payable at maturity.

3. Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid no later than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,

i. a bank listed in Schedule I, II or III to the Bank Act (Canada),

ii. a loan corporation or trust corporation registered under the Loan and Trust Corporations Act, or

iii. a credit union or league to which the Credit Unions and Caisses Populaires Act, 1994 applies.

3.1 Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid more than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,

i. a bank listed in Schedule I, II or III to the Bank Act (Canada),

ii. a loan corporation or trust corporation registered under the Loan and Trust Corporations Act,

iii. a credit union or league to which the Credit Unions and Caisses Populaires Act, 1994 applies.

4. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by an institution listed in paragraph 3.

5. Short term securities, the terms of which provide that the principal and interest shall be fully repaid no later than three days after the day the investment was made, that are issued by,

i. a university in Ontario that is authorized to engage in an activity described in section 3 of the Post-secondary Education Choice and Excellence Act, 2000,

ii. the board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002, or

iii. a board of a public hospital within the meaning of the Public Hospitals Act.

6. Bonds, debentures, promissory notes, other evidence of indebtedness or other securities issued or guaranteed by the International Bank for Reconstruction and Development.

6.1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by a supranational financial institution or a supranational governmental organization, other than the International Bank for Reconstruction and Development.

7. Asset-backed securities, as defined in subsection 50 (1) of Regulation 733 of the Revised Regulations of Ontario, 1990 made under the Loan and Trust Corporations Act.

7.1 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than five years after the date on which the municipality makes the investment.

7.2 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than one year and no later than five years after the date on which the municipality makes the investment.

8. Negotiable promissory notes or commercial paper, other than asset-backed securities, maturing one year or less from the date of issue, if that note or commercial paper has been issued by a corporation that is incorporated under the laws of Canada or a province of Canada.

8.1 Shares issued by a corporation that is incorporated under the laws of Canada or a province of Canada.

9. Bonds, debentures, promissory notes and other evidences of indebtedness of a corporation incorporated under section 142 of the Electricity Act, 1998.

10. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if the municipality first acquires the bond, debenture, promissory note or other evidence of indebtedness as a gift in a will and the gift is not made for a charitable purpose.

11. Securities of a corporation, other than those described in paragraph 10, if the municipality first acquires the securities as a gift in a will and the gift is not made for a charitable purpose.

12. Shares of a corporation if,

i. the corporation has a debt payable to the municipality,

ii. under a court order, the corporation has received protection from its creditors,

iii. the acquisition of the shares in lieu of the debt is authorized by the court order, and

iv. the treasurer of the municipality is of the opinion that the debt will be uncollectable by the municipality unless the debt is converted to shares under the court order. O. Reg. 438/97, s. 2; O. Reg. 265/02, s. 1; O. Reg. 399/02, s. 2; O. Reg. 655/05, s. 2; O. Reg. 607/06, s. 1; O. Reg. 39/07, s. 1.

3. (1) A municipality shall not invest in a security under subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 or paragraph 3.1 or 4 of section 2 unless the bond, debenture, promissory note or evidence of indebtedness is rated,

(a) Revoked: O. Reg. 265/02, s. 2 (1).

(b) by Dominion Bond Rating Service Limited as "AA(low)" or higher;

(b.1) by Fitch Ratings as "AA-" or higher;

(c) by Moody's Investors Services Inc. as "Aa3" or higher; or

(d) by Standard and Poor's as "AA-" or higher. O. Reg. 438/97, s. 3 (1); O. Reg. 265/02, s. 2 (1); O. Reg. 399/02, s. 3 (1); O. Reg. 655/05, s. 3 (1, 2); O. Reg. 607/06, s. 2; O. Reg. 39/07, s. 2.

(2) Revoked: O. Reg. 655/05, s. 3 (3).

(2.1) A municipality shall not invest in a security under paragraph 6.1 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AAA";

(b) by Fitch Ratings as "AAA";

(c) by Moody's Investors Services Inc. as "Aaa"; or

(d) by Standard and Poor's as "AAA". O. Reg. 655/05, s. 3 (4).

(3) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures more than one year from the date of issue unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AAA";

(a.1) by Fitch Ratings as "AAA";

(b) by Moody's Investors Services Inc. as "Aaa"; or

(c) by Standard and Poor's as "AAA". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (2); O. Reg. 655/05, s. 3 (5).

(4) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures one year or less from the date of issue unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "R-1(high)";

(a.1) by Fitch Ratings as "F1+";

(b) by Moody's Investors Services Inc. as "Prime-1"; or

(c) by Standard and Poor's as "A-1+". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (3); O. Reg. 655/05, s. 3 (6).

(4.1) A municipality shall not invest in a security under paragraph 7.1 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "A" or higher;

(b) by Fitch Ratings as "A" or higher;

(c) by Moody's Investors Services Inc. as "A2"; or

(d) by Standard and Poor's as "A". O. Reg. 655/05, s. 3 (7).

(4.2) A municipality shall not invest in a security under paragraph 7.2 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AA(low)" or higher;

(b) by Fitch Ratings as "AA-" or higher;

(c) by Moody's Investors Services Inc. as "Aa3" or higher; or

(d) by Standard and Poor's as "AA-" or higher. O. Reg. 655/05, s. 3 (7).

(5) A municipality shall not invest in a security under paragraph 8 of section 2 unless the promissory note or commercial paper is rated,

(a) by Dominion Bond Rating Service Limited as "R-1(mid)" or higher;

(a.1) by Fitch Ratings as "F1+";

(b) by Moody's Investors Services Inc. as "Prime-1"; or

(c) by Standard and Poor's as "A-1+". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (4); O. Reg. 655/05, s. 3 (8).

(6) If an investment made under paragraph 7 or 8 of section 2 falls below the standard required under subsection (3), (4) or (5), as the case may be, the municipality shall sell the investment within 30 days after the day the investment falls below the standard. O. Reg. 265/02, s. 2 (2).

(7) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made and as long as it continues, the investment ranks, at a minimum, concurrently and equally in respect of payment of principal and interest with all unsecured debt of the corporation. O. Reg. 265/02, s. 2 (2).

(8) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made, the total amount of the municipality's investment in debt of any corporation incorporated under section 142 of the Electricity Act, 1998 that would result after the proposed investment is made does not exceed the total amount of investment in debt, including any interest accrued on such debt, of the municipality in such a corporation that existed on the day before the day the proposed investment is to be made. O. Reg. 265/02, s. 2 (2).

(9) Any investment made under paragraph 9 of section 2, including any refinancing, renewal or replacement thereof, may not be held for longer than a total of 10 years from the date such investment is made. O. Reg. 265/02, s. 2 (2).

(10) Subsections (7), (8) and (9) do not prevent a municipality from holding or disposing of a security described in paragraph 9 of section 2 issued by a corporation incorporated under section 142 of the Electricity Act, 1998, if the municipality acquired the security through a transfer by-law or otherwise under that Act. O. Reg. 655/05, s. 3 (9).

(11) A municipality shall sell an investment described in paragraph 10 or 11 of section 2 within 90 days after ownership of the investment vests in the municipality. O. Reg. 655/05, s. 3 (9).

(12) If an investment described in subsection (1), (2.1), (4.1) or (4.2) falls below the standard required by the subsection, the municipality shall sell the investment within 90 days after the day the investment falls below the standard. O. Reg. 655/05, s. 3 (9).

4. (1) A municipality shall not invest more then 25 per cent of the total amount in all sinking and retirement funds in respect of debentures of the municipality, as estimated by its treasurer on the date of the investment, in short-term debt issued or guaranteed by the municipality. O. Reg. 438/97, s. 4 (1).

(2) In this section,

"short-term debt" means any debt, the terms of which provide that the principal and interest of the debt shall be fully repaid no later than 364 days after the debt is incurred. O. Reg. 438/97, s. 4 (2).

4.1 (1) A municipality shall not invest in a security under paragraph 7 of section 2 or in a promissory note or commercial paper under paragraph 8 of section 2 unless, on the date that the investment is made,

(a) the municipality itself is rated, or all of the municipality's long-term debt obligations are rated,

(i) by Dominion Bond Rating Service Limited as "AA(low)" or higher,

(i.1) by Fitch Ratings as "AA-" or higher,

(ii) by Moody's Investors Services Inc. as "Aa3" or higher, or

(iii) by Standard and Poor's as "AA–" or higher; or

(b) the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing Corporation to act together as the municipality's agent for the investment in that security, promissory note or commercial paper. O. Reg. 265/02, s. 3; O. Reg. 399/02, s. 4; O. Reg. 655/05, s. 4 (1, 2).

(1.1) A municipality shall not invest in a security under paragraph 7.1 or 8.1 of section 2 unless, on the date the investment is made, the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing corporation to act together as the municipality's agent for the investment in the security. O. Reg. 655/05, s. 4 (3).

(1.2) Subsection (1.1) does not apply to investments in securities by the City of Ottawa if all of the following requirements are satisfied:

1. Only the proceeds of the sale by the City of its securities in a corporation incorporated under section 142 of the Electricity Act, 1998 are used to make the investments.

2. The investments are made in a professionally-managed fund.

3. The terms of the investments provide that,

i. where the investment is in debt instruments, the principal must be repaid no earlier than seven years after the date on which the City makes the investment, and

ii. where the investment is in shares, an amount equal to the principal amount of the investment cannot be withdrawn from the fund for at least seven years after the date on which the City makes the investment.

4. The City establishes and uses a separate reserve fund for the investments.

5. Subject to paragraph 6, the money in the reserve fund, including any returns on the investments or proceeds from their disposition, are used to pay capital costs of the City and for no other purpose.

6. The City may borrow money from the reserve fund but must repay it plus interest. O. Reg. 655/05, s. 4 (3).

(2) The investment made under clause (1) (b) or described in subsection (1.1), as the case may be, must be made in the public sector group of funds of the Local Authority Services Limited and the CHUMS Financing Corporation with,

(a) another municipality;

(b) a public hospital;

(c) a university in Ontario that is authorized to engage in an activity described in section 3 of the Post-secondary Education Choice and Excellence Act, 2000;

(d) the board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002;

(e) a school board; or

(f) any agent of an institution listed in clauses (a) to (d). O. Reg. 265/02, s. 3; O. Reg. 655/05, s. 4 (4); O. Reg. 607/06, s. 3.

5. A municipality shall not invest in a security issued or guaranteed by a school board or similar entity unless,

(a) the money raised by issuing the security is to be used for school purposes; and

(b) Revoked: O. Reg. 248/01, s. 1.

O. Reg. 438/97, s. 5; O. Reg. 248/01, s. 1.

6. (1) A municipality shall not invest in a security that is expressed or payable in any currency other than Canadian dollars. O. Reg. 438/97, s. 6 (1).

(2) Subsection (1) does not prevent a municipality from continuing an investment, made before this Regulation comes into force, that is expressed and payable in the currency of the United States of America or the United Kingdom. O. Reg. 438/97, s. 6 (2).

7. (1) Before a municipality invests in a security prescribed under this Regulation, the council of the municipality shall, if it has not already done so, adopt a statement of the municipality's investment policies and goals. O. Reg. 438/97, s. 7.

(2) In preparing the statement of the municipality's investment policies and goals under subsection (1), the council of the municipality shall consider,

(a) the municipality's risk tolerance and the preservation of its capital;

(b) the municipality's need for a diversified portfolio of investments; and

(c) obtaining legal advice and financial advice with respect to the proposed investments. O. Reg. 265/02, s. 4.

(3) Revoked: O. Reg. 655/05, s. 5.

(4) In preparing the statement of the municipality's investment policies and goals under subsection (1) for investments made under paragraph 9 of section 2, the council of the municipality shall consider its plans for the investment and how the proposed investment would affect the interest of municipal taxpayers. O. Reg. 265/02, s. 4.

8. (1) If a municipality has an investment in a security prescribed under this Regulation, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council, each year or more frequently as specified by the council, an investment report. O. Reg. 438/97, s. 8 (1).

(2) The investment report referred to in subsection (1) shall contain,

(a) a statement about the performance of the portfolio of investments of the municipality during the period covered by the report;

(b) a description of the estimated proportion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year's report;

(c) a statement by the treasurer as to whether or not, in his or her opinion, all investments are consistent with the investment policies and goals adopted by the municipality;

(d) a record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale price of each security; and

(e) such other information that the council may require or that, in the opinion of the treasurer, should be included. O. Reg. 438/97, s. 8 (2); O. Reg. 655/05, s. 6.

(3) Upon disposition of any investment made under paragraph 9 of section 2, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council a report detailing the proposed use of funds realized in the disposition. O. Reg. 265/02, s. 5.

8.1 If an investment made by the municipality is, in the treasurer's opinion, not consistent with the investment policies and goals adopted by the municipality, the treasurer shall report the inconsistency to the council of the municipality within 30 days after becoming aware of it. O. Reg. 655/05, s. 7.

9. (1) Despite this Regulation, an investment by a municipality in bonds, debentures or other indebtedness of a corporation made before March 6, 1997 may be continued if the bond, debenture or other indebtedness is rated,

(a) Revoked: O. Reg. 265/02, s. 6.

(b) by Dominion Bond Rating Service Limited as "AA(low)" or higher;

(b.1) by Fitch Ratings as "AA-" or higher;

(c) by Moody's Investors Services Inc. as "Aa3" or higher; or

(d) by Standard and Poor's as "AA-" or higher. O. Reg. 438/97, s. 9 (1); O. Reg. 265/02, s. 6; O. Reg. 399/02, s. 5; O. Reg. 655/05, s. 8.

(2) If the rating of an investment continued under subsection (1) falls below the standard required by that subsection, the municipality shall sell the investment within 90 days after the day the investment falls below the standard. O. Reg. 438/97, s. 9 (2).

6. Roles and Responsibilities

The Financial Services Department shall be responsible for:

- Future updates to this policy
- Reporting to Council
- Adherence to the Municipal Act

MARKHAM	Appendix 4: Development Charge Borrowing /Lending Policy	
	Policy Category:	
	Policy No.:	**Implementing Procedure No.:**
Approving Authority: Council	**Effective Date:** September 2010	
Approved or Last Reviewed Date: September 2022	**Next Review Year:** 2027	
Area(s) this policy applies to: Financial Strategy & Investments, Financial Services	**Owner Department:** Financial Strategy & Investments, Financial Services	
Related Policy(ies):		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

The objective of this policy is to provide a framework with respect to borrowing funds to complete Development Charge (DC) related capital projects. As well, this policy provides a framework for the City to borrow funds from the DC Reserves.

2. Applicability and Scope Statement

N/A

3. Background

Every five years, Council is required to approve a Development Charges Background Study and associated by-laws.

As part of these updates, multi-year capital programs are approved by Council. Due to the timing of these capital programs, it is regularly communicated that there will be significant borrowing required to fund these projects in advance of the City collecting the related DCs.

There are really only two funding options available to the City. The first is to borrow funds through debenturing or government agency sponsored loans (i.e., Canada Housing and Mortgage Corporation for certain projects). The second is to borrow internally. Under either method, the interest on the borrowed amount can be charged back to the Developers, under the Development Charge Act.

Debentures (External Borrowing)

For the majority of its external funding requirements, the Town would have to borrow through the Region of York (the Region has an AAA credit rating; Markham does not have a rating). The disadvantages of this approach are that the City would have to borrow in advance of needing the cash and in significant sizes that would result in situations of having borrowed

TOC

money (at higher rates) sitting in the bank (at lower rates) for prolonged periods of time. As well, there would be an uncertainty regarding the required term of the borrowing. If the City collects DC's faster than expected, that money will be sitting in the bank waiting to repay the external debt at maturity. Or alternatively, the City collects less DC's than expected and does not have enough money to repay the debt at maturity and requires further borrowing. Under this method, the Developers may end up paying more interest than necessary. The disadvantages of external borrowing can be negated by combining the approach with an internal borrowing strategy.

Internal Borrowing

This general portfolio balance is a potential source of borrowing for the DC reserves. Under the right conditions, this type of internal borrowing can benefit both the City and Developers since it allows for greater flexibility as it does not require the involvement of York Region and the comparatively longer lead times for borrowing.

Internal borrowing will be capped at a maximum of 25% of the previous year's average general portfolio balance, in order to not restrict the City's ability to invest in other opportunities. The internal borrowing rate will be determined by the York Region debenture rate at the time that borrowing is required. This policy will allow the City to reap higher rates of return for its general portfolio, while still allowing the DC reserves to borrow at market rates but with greater flexibility.

The strategy will be to take advantage of external borrowing when rates are low and to use internal borrowing when rates are higher. The attached DC Borrowing Policy combines both the internal and external approaches.

Any internal borrowing will be tracked and accounted for in the same manner as the City's existing money market and bond investments.

Development Charge Lending

From time to time, the City's general bank account may have a short-term requirement for funds. To allow for flexibility, the DC Reserve can act as a funding mechanism to avoid a potential overdraft situation. Any lending would follow the same guidelines as outlined in this policy for borrowing.

4. Definitions

None

5. Policy Statements

SOURCES OF BORROWING

This section outlines the sources of funding available when the DC Reserves are in (or are approaching) a deficit balance.

Internal Borrowing

The City may loan the DC reserves up to a cumulative maximum of 25% of the previous year's average general portfolio balance (i.e., the City's cash and investments, as defined under the

Eligible Investments section of the Municipal Act, that are not attributable to interest bearing reserves, reserve funds, and trust funds). For example, if the average general portfolio balance was $200 million, the City could provide up to $50 million of funds to the DC reserves. The 25% limit was chosen as it still allows the City to maintain a high level of liquidity and mirrors the 25% annual repayment limit decided upon by the Ministry of Municipal Affairs and Housing.

Term of Borrowing

The internal borrowing provided from the City's General Portfolio will act as a loan for a predetermined period of time. DC Reserves will be able to continue to use these funds while there is a negative balance. At any time, the City can decide to call upon these funds if the money is needed elsewhere. It would be at this point, the DC Reserve would turn to external borrowing. (Note: there would need to be enough time to secure external borrowing before the loan could be called).

Internal Borrowing Interest Rate

The Prime Rate will be applied when the borrowing is deemed to be less than five years in duration. The York Region debenture rate will be applied when the borrowing is deemed to be greater than five years in duration. The specific York Region debenture rate should match the forecasted duration of the loan.

External Borrowing

Any funding requirements not covered by internal borrowing will require external borrowing. The determination of the source of the funds (i.e. debenturing through the Region of York or borrowing through a bank or government agency) will be made at that time depending on the length of term required, market conditions and rates. All external borrowing needs to be coordinated through the Region of York.

ADMINISTRATION

Any external borrowing will be brought to Council for approval. Any internal borrowing will be approved by the Treasurer and be reported to Council no fewer than twice per year. The determination of the borrowing source will be at the discretion of the Treasurer of the City of Markham.

Any internal borrowing will be tracked and accounted for in the same manner as the City's existing investment portfolio.

As per the Municipal Act, before authorizing any specific work or class of work or any increase in the expenditure for a previously authorized specific work or class of work that would require a long-term debt or financial obligation, the Treasurer will calculate an updated annual repayment limit using the most recent debt and financial obligation limit determined by the Ministry of Municipal Affairs and Housing.

6. Roles and Responsibilities

The Financial Services Department shall be responsible for:

- Future updates to this policy

MARKHAM	Appendix 5: Investment Interest Allocation Policy	
	Policy Category:	
	Policy No.:	**Implementing Procedure No.:**

Approving Authority: Council	**Effective Date:** October, 2009
Approved or Last Reviewed Date: May, 2024	**Next Review Year:** 2029
Area(s) this policy applies to: Financial Strategy & Investments, Financial Services	**Owner Department:** Financial Strategy & Investments, Financial Services
Related Policy(ies):	

Note: Questions about this Policy should be directed to the Owner Department.

1. Purpose Statement *(Outline why the organization is issuing the policy and its desired effect or outcome of the policy)*

The objective of this policy is to provide a framework with regards to the recording and allocation methods of the City's Investment Interest income (including bonds, money market, interest earned on bank balances, etc).

2. Applicability and Scope Statement

3. Background *(Indicate any reasons, history, and intent that led to the creation of the policy)*

This policy has been designed to provide a framework with respect to the recording and allocation methods of the City's Investment Interest Income. The main purpose of developing this policy is to create a process that will be used to smooth year-to-year fluctuations in the Investment Interest budget through the use of a Capital Gains Reserve.

The City invests in both short-term (money market) and long-term (bond market) investments. Since the long term investments are held over multiple years, the rate of return on the bond portion of the portfolio does not fluctuate significantly year over year.

Because of the large swing in portfolio balances throughout the year (due to the timing of the collection and disbursement of taxes), there will always need to be a significant portion of the City's funds invested in the money market.

The City's practice has been to allocate money market rates to the interest bearing reserves and apply bond interest to the general portfolio. The reasons for this are 1) over the long term, bond rates generally outperform money market rates, therefore the City is able to achieve higher rates of return in its general portfolio and thereby reducing the immediate need for tax increases; 2) bond

market rates are more stable which allows for smoother budgeting; and 3) reserves and reserve funds can more easily absorb these money market rate fluctuations as the requirements for these funds are longer term in nature.

This policy maintains the current practice of allocating money market interest (typically around prime less 1.5%) to interest bearing reserves and reserve funds. This policy also prescribes that reserves with negative balances be charged interest at a rate of prime (which is more reflective of the rate for borrowing).

Capital Gains Reserve

Over the past 10 years, the City has been averaging approximately $840,000/year. Historically these surpluses were simply amalgamated into the City's year-end operating surplus/deficit. A Council resolution from March 2005 dictates that "year-end operating surpluses, if any, be used first to top-up the Corporate Rate Stabilization Reserve…and secondly to replenish the expenditures in the Environmental Land Acquisition Reserve Fund, and finally transferred to the Life Cycle Replacement and Capital Reserve Fund".

The attached policy seeks to give staff flexibility in taking investment income surpluses (or a portion thereof) and transferring to a special Capital Gains Reserve. The purpose of this would be to provide a method of applying surpluses earned in one year to a subsequent year's budget. It allows for smoother budgeting, as well as promoting the best buy/sell decisions for the City since the impact to future year's budgets can be managed better.

For example, a 5-year $1.0 million, 6% coupon bond purchased at par earns the City $60,000/year in interest ($300,000 over a 5 year period). If the City can sell that bond for $1.1 million and reinvest the $1.1 million at 4%, the City earns $44,000/year plus the $100,000 in capital gains for a total of $320,000 over 5 years. This is the best decision for the City to make but has the following effect on interest income revenues:

Current	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Buy and Hold (A)	$60 K	$60 K	$60 K	$60 K	$60 K	$300 K
Sell and Reinvest (B)	$144 K	$44 K	$44 K	$44 K	$44 K	$320 K
Difference (D)	**$84 K**	**($16 K)**	**($16 K)**	**($16 K)**	**($16 K)**	**$20 K**

Budget (B)	$44 K	$44 K	$44 K	$44 K

By being able to take a portion of the $100,000 of capital gains in Year 1 and transferring $20,000 to each of following years, it can help offset the reduction in income in Years 2-5 which allows for higher annual Investment Interest budgets each year (by $20,000 per year in this example)

Proposed	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Buy and Hold (A)	$60 K	$60 K	$60 K	$60 K	$60 K	$300 K
Sell and Reinvest (B)	$144 K	$44 K	$44 K	$44 K	$44 K	$320 K
Transfer to/from Reserve (C)	($80 K)	$20 K	$20 K	$20 K	$20 K	$0 K
Difference (D)	**$4 K**	**$4 K**	**$4 K**	**$4 K**	**$4 K**	**$20 K**

Budget (B + C)	$64 K	$64 K	$64 K	$64 K

There is no long term financial impact to this policy as it simply outlines the methods of allocating interest. As outlined above, it will have an impact on budget setting in future years.

4. Definitions *(If applicable, define any terminology or interpret meanings of a general term)*

5. Policy Statements *(Detail the specific regulations, requirements, or modifications to organizational behaviour to be addressed by this policy)*

INTEREST ALLOCATION

This section outlines the methods for allocating interest to various City Reserves and Reserve Funds.

Development Charges Reserves

The Development Charge Reserves have its own segregated investment pool. The interest generated from these investments is fully allocated to the Development Charge Reserves on a monthly basis. In cases were there is internal borrowing to the Development Charges reserves, the Prime Rate will be applied when the borrowing is deemed to be less than five years in duration. The York Region debenture rate will be applied when the borrowing is deemed to be greater than five years in duration. The specific York Region debenture rate should match the forecasted duration of the loan.

Interest Bearing Reserves and Reserve Funds

There are no specific investments made on behalf of reserve and reserve funds. Interest is calculated and allocated monthly. The amount of interest is determined by applying the average money market rate earned by the City in a given month to the previous month's ending reserve balance. Any reserves or reserve funds with negative balances will be charged at a rate of prime.

Varley Trust

Through a past agreement with the Varley Trust, interest is calculated and allocated monthly by applying the average bond market rate (exclusive of capital gains) earned by the City in a given month to the previous month's ending reserve balance.

General Portfolio

The remaining interest not allocated to the above reserves and trusts is deemed to be the interest earned on the general portfolio.

CAPITAL GAINS RESERVE

City staff have the authority to transfer surpluses in the Capital Gains account to a Capital Gains Reserve.

The Capital Gains reserve can only be drawn upon in the following situations:

1) Funds are required to make up for a deficit in the Investment Interest or Capital Gains accounts

2) Approval is given through the budget process to use the funds in the reserve to help set the Investment Interest budget
3) Funds can be drawn from the reserve to be allocated to other reserves using either of the following methodologies:
    i) to all interest bearing reserves and reserve funds on a prorated basis; or
    ii) in a method similar to the process of allocating year end surpluses (i.e. first to top-up the Corporate Rate Stabilization Reserve to a level equivalent to 15% of local tax revenues and secondly to replenish the expenditures in the Environmental Land Acquisition Reserve Fund, and finally transferred to the Life Cycle Replacement and Capital Reserve Fund)

6. Roles & responsibilities

The Financial Services Department shall be responsible for:

- Future updates to this policy

MARKHAM	Appendix 6: Reserve Policy	
	Policy Category: Finance	
	Policy No.:	**Implementing Procedure No.:**
Approving Authority: Chief Administrative Officer (CAO)	**Effective Date:** 2017	
Approved or Last Reviewed Date: December 2024	**Next Review Year:** Fall 2027	
Area(s) this policy applies to: City-wide	**Owner Department:** Financial Services	
Related Policy(ies):		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

The primary objective is to ensure that monies are set aside for the long-term goals (e.g. to replace & rehabilitate infrastructure, to smooth tax rate impacts, etc.) of the City and that those funds will be available when needed.

2. Applicability and Scope Statement

The policy applies to all Reserve and Reserve Funds in the City.

3. Background

Asset Life Cycle Reserve Study In 2005, Council approved a reserve study that examined the City's Reserves and Reserve Funds with the purpose of:

- Determining the adequacy of the City's Reserves to meet known future expenditures (Infrastructure/Capital Asset Rehabilitation/Replacements) for 25 years based on projected inflows
- Determining the adequate level for the City's corporate rate stabilization/contingency reserve based upon comparisons and benchmarking with other Municipalities and "best practices"
- Reviewing, consolidating and refining policies for the City's various reserves and reserve funds

4. Definitions

N/A

5. Policy Statements

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

Life Cycle Replacement and Capital Reserve Fund

One of the major recommendations from the 2005 Reserve Study was the consolidation of reserves into the Life Cycle Replacement and Capital reserve or the financial impact of these recommendations (e.g., the reserves that were consolidated to create the Life Cycle Replacement and Capital Reserve). This reserve is to fund the replacement of the City's aging infrastructure and for major capital expenditures approved by Council.

- Funding for this reserve will come from the following sources;
- The City's Operating Budget contribution to Capital;
- Future interest income (in excess of $1M) from long-term loans and future dividends from Markham Enterprises Corporation, a wholly-owned subsidiary, and its subsidiaries;
- Proceeds from the sale of asset, excluding land; and
- Future year-end Operating Budget Surpluses

Corporate Rate Stabilization Reserve

The purpose of this reserve is to maintain the City's cash flow, minimize need for short-term borrowing, fund urgent expenditure requirements, minimize changes in the property tax rate, and to smooth out fluctuations due to one-time expenditures.

Based on Government Finance Officer Association's (GFOA) recommended best practices, the balance in the Corporate Rate Stabilization reserve was established at 15% of the local tax revenues.

In addition, future year-end operating Budget surpluses, if any, will be used to top-up this reserve to the target balance. As explained in the Future Operating Surplus section, below, once the target balance in the Corporate Rate Stabilization is achieved, remaining year-end surpluses, if any, will be allocated to other reserves in a sequential order, as approved by Council.

Other Reserve Study Recommendations and Policies

Non-DC Growth Reserve Fund – intended for the purpose of funding the non-DC component of growth-related projects. See "Development Charge (DC) Projects – Non-DC Reserve Funding" section in the Capital Budget Guidelines section for further information on the City's requirement to fund a portion of growth-related new capital infrastructure projects. Proceeds from future land sales will be the source of funding for this reserve.

Facility Ramp-up Reserve – funded from the operating Budget dollars included in previous years' Budgets to ramp-up for facility operating costs. Intended use of this reserve was not defined when the reserve was established, however, it was used to fund non-growth facility-related capital projects in the past, with Council approval. Balance at the end of each fiscal year will be transferred to the Corporate Rate Stabilization Reserve.

Environmental Land Acquisition Reserve Fund – a new reserve established in 2005 to provide a source of financing for the City to acquire/protect environmentally sensitive land.

On an annual basis, $250,000 of interest income from a long-term loan to a related company, PowerStream, will be the source of funding for this reserve. As well, any remaining year end surpluses after topping up the stabilization reserve will be used to replenish expenditures in the Reserve Fund.

Environmental Sustainability Reserve Fund – intended to provide a source of funding for internal (City) and external (e.g., Community groups) initiatives that are environmental in nature. A base level of $150,000 was established for this fund. The process to replenish the base for expenditures is through the following year's Capital Budget process.

Land Acquisition Reserve Fund - a new reserve established in 2005 to provide a source of financing for the City to acquire land that is strategic in nature, non-growth (and thus cannot be DC-funded), and not environmentally sensitive. On an annual basis, $250,000 of interest income from a long-term loan to a related company, PowerStream, will be the source of funding for this reserve.

Future Operating Surpluses

Prior to the 2005 Reserve study, year-end Operating Budget surpluses were directed to the Corporate Rate Stabilization reserve. The 2005 Reserve study established a target balance for the Corporate Rate Stabilization reserve at 15% of local tax revenues. Accordingly, a policy was adopted by Council to prioritize the funding of Reserves from future operating surpluses:

Future year-end surpluses, if any, in the operating Budget will be allocated to top-up the Corporate Rate Stabilization reserve to 15% of local tax revenues first. Year-end surpluses remaining, if any, after topping up the stabilization reserve will be used to replenish expenditures in the Environmental Land Acquisition Reserve Fund (second priority) and the Life Cycle Reserve Fund (third priority). Should future year-end surpluses not be sufficient to top-up the Stabilization and replenish the Environmental Land Acquisition reserve fund, the funding requirements should be included for discussion in the following year's Budget discussions.

Waterworks Reserves

Waterworks Reserves is water rate funded and offsets fluctuations in gross profit on water sales to residents and funds repairs/ replacements of waterworks capital infrastructures. In 2007, Council approved the Water and Wastewater Reserve Study with the purpose of:

- Addressing the ongoing replacement and rehabilitation requirements for the Waterworks infrastructure over their useful lives
- Determining the adequacy of the City's Waterworks Reserves to meet known future expenditures for 25 years

Based on the future replacement and rehabilitation program as identified in the Water and Wastewater Reserve Study, the Waterworks Reserves will require additional funding in order to sustain future replacement and rehabilitation requirements. As a result, effective January 1, 2008, a Water & Wastewater Infrastructure Surcharge was implemented, to be phased-in over 10 years. Any potential increase to the approved surcharge will be brought forward to Council through the annual reserve study update and the annual Budget process.

6. Roles and Responsibilities

The Financial Services Department shall be responsible for:

- Future updates to this policy

	Appendix 7: Debt Policy	
	Policy Category: Finance	
	Policy No.:	**Implementing Procedure No.:**
Approving Authority: Chief Administrative Officer	**Effective Date:** 2006	
Approved or Last Reviewed Date: November 2025	**Next Review Year:** 2030	
Area(s) this policy applies to: Financial Strategy & Investments, Financial Services	**Owner Department:** Financial Services	
Related Policy(ies):		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

Borrowing has its appropriate place in making prudent financing decisions. The City will continue to capitalize on fluctuations in interest rates and recognize when borrowing is appropriate to minimize the impact on tax rates. Building growth related infrastructure in advance of development combined with the fluctuations in development charge revenues, may result in a future need to borrow.

2. Applicability and Scope Statement

N/A

3. Background

N/A

4. Definitions

N/A

5. Policy Statements

Policy on Debt Issuance

Markham will strive to maintain its status as a “Pay As You Go” Community and the City will only consider borrowing for growth related capital projects.

Provincial Guidelines

- Annual payments relating to debt and financial obligations should not be more than 25% of own source revenues and fund revenues, not including Municipal electrical utilities revenues.
- Markham's annual repayment limit for 2025 was approximately $112.0 million.

6. Roles and Responsibilities *(Outline roles and responsibilities of those involved in the implementation of the po*

The Financial Services Department shall be responsible for:

- Future updates to this policy

Appendix 8: Expenditure Control Policy

Policy Category: Financial Services – Administration

Policy No.: *FA-001*

Approving Authority: Treasurer	**Effective Date:** October 2024
Approved or Last Reviewed Date: October 2024	**Next Review Year:** Annually by the Finance Department, or more frequently as required
Area(s) this policy applies to: Corporate-wide	**Owner Department:** Financial Services

Related Policy(ies):

Business Expense & Conference Policy
Code of Ethic and Conduct
Petty Cash Policy
Procurement and Corporate Card Policy
Purchasing By-law #2017-8

Note: Questions about this Policy should be directed to the Owner Department.

1. Purpose Statement

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

2. Applicability and Scope Statement

This policy applies to all authorized individuals or designates authorizing payments on behalf of **Markham**.

3. Background

To establish internal controls over the authorization of expenses, **contract overruns**, **purchase order** adjustments and **change order** requirements.

4. Definitions

"Authorized Employee" means an employee who has been approved by the appropriate **Director** and **Commissioner** to have signing authority

"Capital Budget" means a financial plan outlining the expenditures and revenues of a Capital Project that is formally reviewed and approved by **Council**;

"Change Order" means a component of the change management process whereby changes in the scope of work agreed to by **Markham** and the vendor(s);

"Cheque Requisition" means a form requesting a cheque be prepared for payment of non-invoice related transactions (i.e., seminar, conference, and membership);

"Commissioner" means a person appointed by **Council** with administrative responsibilities of a group of departments;

"Commitment" means an act in the form of a contract or **purchase order** binding **Markham** to a financial obligation;

"Contingency" means an unexpected requirement not specified in the original scope of a project that may result in a project change and additional cost;

"Cost Centre Manager" means a person holding a position that has staff reporting directly to him/her and has authority over the scheduling of work and is responsible for the work that these staff produce (e.g., Supervisor, Coordinator, etc.);

"Criteria" means a set of rules the conformance to which will govern the authority limits to award a contract

"Council" means the Council of the Corporation of the City of **Markham**;

"Designate" means the staff member who may be temporarily appointed to act on behalf of an authority named in this Policy;

"Director" means a person holding a management position of Director within a department and includes the **Treasurer**, Fire Chief, Deputy Fire Chief, City Solicitor, Deputy City Solicitor, City Clerk, City Architect and Chief Information Officer (CIO), and any other title approved by Human Resources as a staff position equivalent to that of a Director;

"ELT" means the Executive Leadership Team;

"Manager" means a person holding a management position of Manager within a department and includes the Project Manager, Assistant Solicitors and Deputy Clerk and any other title approved by Human Resources as a staff position equivalent to that of a Manager;

"Markham" means the Corporation of the City of Markham'

"Operating Budget" means a financial plan, outlining expected revenues, expenses and expenditures for operations, that is formally reviewed and approved by **Council**;

"Overruns" means an increase in costs resulting from unforeseen additional services or materials and includes all addenda, change orders, and extensions to the original contract or **purchase order** value. Overruns resulting from a change in scope from the original contract must be identified and dealt with as a new purchase;

"Petty Cash" means a small amount of cash available for necessary minor purchases;

"Purchase Order" means a purchase order (blanket, fixed, regular) issued by the Purchasing Department that confirms **Markham's** intent to procure goods and services for a price and from the vendor as stated in the purchase order;

"Refundable Deposit" means any cash collected by the City (as a security) that the City expects to return after a specified period of time, or when certain conditions are satisfied.

"Senior Manager" means a person holding a management position of Senior Manager within a department and any other title approved by Human Resources as a staff position equivalent to that of a Senior Manager;

"Treasurer" means the **Council** appointed Treasurer of the Corporation of the City of **Markham**;

"User Department" means the department within **Markham** requiring goods and services.

5. Policy Statements

5.0 COMMITMENTS

5.01 The general level of authority to authorize awards within Markham's approved Operating and Capital budgets will be as follows:

Value <$5,000

The user department Commissioner or designate delegate shall award purchases of goods and services under $5,000.

a) Contract awards that are within the established criteria:

Contract Value	Approval Authority
$5,000 - 25,000	Manager
$25,001 - $100,000	Director
100,001 - $350,000	Commissioner
>$350,000	CAO

b) Contract awards that are outside the established criteria:

Contract Value	Approval Authority
$5,000 - $25,000	Manager
$25,001 - $50,000	Director
$50,001 - $100,000	Commissioner
100,001 - $350,000	CAO
>$350,000	Council

Established Criteria

The following criteria must be met to enable award of contracts:

- The expenses relating to the goods/services is included in the budget (Operating/Capital)
- The award is within budget
- The award is to the lowest priced proponent or highest ranked (as applicable), compliant Bidder. The term of the contract is for a maximum of four (4) years

- There are no litigation between the successful bidder and Markham
- There is no disqualified Bidder (which disqualified Bidder is also the lowest priced or highest ranked Bidder (as applicable) pursuant to the Quotation process) at the time of Contract Award

5.02 Contingencies

For approved standardized contingencies, the Manager or Director of the User Department responsible for the project will have the authority to authorize project changes as per the authority under section 5.05. It is the responsibility of the Director of the User Department to ensure that the project contingency fund does not exceed the original contingency funding allowance on the contract award.

5.03 Capital Overruns

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

The dollar threshold limits are cumulative in nature. For example, two individual capital overruns within available budget at $6,000 each, for a cumulative total of $12,000, will require the Director's authorization.

Approval for a capital overrun must be obtained from the appropriate authority level via an email and a Purchase Order Adjustment Authorization Form (POAAF) must be completed within 10 business days with the email attached.

Dollar Threshold within Available Budget	Approval Authority
$0 - $10,000	Manager
>$10,000	Director

In addition to above, the Senior Financial Analyst (SFA), on behalf of the Treasurer, will be required to review and endorse the POAAF to verify and help ensure funding availability. The SFA will also support in tracking these changes as part of monitoring and reporting.

Dollar Threshold without Available Budget	Approval Authority
$0 - $10,000	Manager & Treasurer (or Designate)
> $10,000 - $100,000	Director & Treasurer (or Designate)
> $100,000 - $350,000	Treasurer
>$350,000	Council (supported by Treasurer endorsement of Council report)

The addition of the Treasurer (or their Designate at certain levels of Approval Authority) under this section ensures the financial integrity of the approval authority is met, and that appropriate incremental funding sources are identified and compliant with the Capital Budget Control and other policies.

Council approval above a certain threshold is still required. However, the Treasurer may, at their discretion and depending on the circumstance, ask that approval be sought from Council for any request.

In cases of emergency (refer to section 11.3 of the Purchasing Bylaw) where the immediate approval is required, the Treasurer may approve any increase greater than $350,000 with a report to Council thereafter (e.g., as part of Status of Capital report).

The SFA and other Finance staff, as required, will support this process, including liaising with departments to facilitate requested changes and tracking these changes as part of monitoring and reporting.

5.04 Operating Overruns

The User Department Director or Commissioner may approve overruns to contracts drawn from Operating budgets. The User Department Director may approve overspending of any particular budget line by making the necessary balancing decisions with other operating budgets within their Departments. Should balancing be required from underspending from other departmental budget lines within the Commission, the User Department Commissioner approval will be required. Directors and Commissioners are responsible to ensure that procedures are in place to prevent total budget overspending.

5.05 Change Order Requests where budget and PO contingency are available

Dollar Threshold	Approval Authority
$0 - $10,000	Manager
>$10,000	Director

Supported by a change order process, the above authorization thresholds under 5.05 are intended to enable staff managing the project to approve changes when budget is available and the amount was originally approved during the contract award process.

Assurance & Monitoring: The above requests will need to be accompanied by documented and verifiable business rationale.

The Finance Department will track and monitor these requests, reporting trends and analysis on a quarterly basis (or more frequently, as required) as appropriate.

Finance staff will conduct periodic and spot checks/audits to assess and report on compliance, and support continuous improvement efforts. Finance staff will flag and discuss any issues to departments that emerge from checks/audits, including identifying any required corrective actions.

5.1 PROCEDURES

5.11 Goods and Services less than $100 (excluding Taxes)

a) Goods and services costing less than $100 required in the normal course of business may be paid for from Petty Cash or by using the Corporate Procurement Card.

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

b) Invoices will be approved by the appropriate authority and sent to the Accounts Payable Department for payment.

5.12 Goods and Services greater than $100 and less than $5,000 (excluding Taxes)

a) Goods and services costing more than $100 and less than $5,000, required in the normal course of business, may be purchased without a purchase order either through normal invoice procedures or by using the Corporate Procurement Card, except in the case of regular predictable expenses such as rent or utilities.

b) Invoices will be approved by the appropriate authority and sent to the Accounts Payable Department for payment.

5.13 Goods and Services greater than $5,000 (excluding Taxes)

a) For goods and services costing more than $5,000, a purchase order must be issued. The purchase order could be either a blanket, fixed or regular purchase order depending on the type of purchase.

b) For purchases using a blanket or regular purchase order, invoices duly approved by the appropriate level of authority (sign off on the invoice), will be sent to Accounts Payable for payment processing.

c) For fixed purchase orders, the invoices will be paid automatically by the Accounts Payable Department without the need for approval by the User Department. It is the responsibility of the User Department to inform Accounts Payable to stop payment for any reason before the payment is due.

5.14 Cheque Requisitions

5.14.1 When a Cheque Requisition can be used

a) A Cheque Requisition can only be used if no invoice has been provided or is available from the vendor and for the follow authorized payment types:

1. Payments to other levels of government or non-profit organization
2. Honorariums (where regular ongoing requirements exist, a contract is recommended)
3. Legal fees and amounts transferred in trust through the law branch
4. Permits

5. Settlement of a legal claim
6. Purchase of land
7. Payment of a grant, donation or sponsorship
8. Refunding a prior payment
9. Payment of a rebate
10. Payment of a seminar or conference fee
11. Payment of a legal contract or agreement
12. Payment for election duties
13. Payment to Workplace Safety and Insurance Board (WSIB)

b) If an invoice has been provided or is available from the vendor, the invoice must be processed through Accounts Payable.

5.14.2 Authorizing a Cheque Requisition Payment

a) All Cheque Requisitions (except for Development Related Refundable Deposits (including letter of credit)) require two Authorized Employee signatures.

1. A payment equal to or less than $5,000 must be approved by an Authorized Employee and their Immediate Manager or above.
2. A payment more than $5,000 and less than $100,000 must be approved by an Authorized Employee and a Senior Manager or Director or above.
3. A payment equal to or more than $100,000 must be approved by an Authorized Employee and the applicable Commissioner or above.
4. A payment for purchase of land must be approved by an Authorized Employee and the CAO.

b) Development Related Refundable Deposits

1. A payment equal to or less than $5,000 must be authorized by the Manager, Development Finance & Payroll (or immediate supervisor) for any development related refundable deposit draw, reduction or release, if the Manager or Director from the applicable department has approved that the necessary work has been completed and supporting documentation has been provided.
2. A payment more than $5,000 and less than $100,000 must be authorized by the Senior Manager, Financial Strategy & Investments (or immediate supervisor) for any development related refundable deposit draw, reduction or release, if the Manager or Director from the applicable department has approved that the necessary work has been completed and supporting documentation has been provided.

3. A payment more than $100,000 must be authorized by the Treasurer (or immediate supervisor) for any development related refundable deposit draw, reduction or release, if the Director from the applicable department has approved that the necessary work has been completed and supporting documentation has been provided.

c) Letter of Credit Draw

The Senior Manager, Financial Strategy & Investments may authorize any Letter of Credit draw, reduction or release up to $100,000 if the Manager or Director from the applicable department has approved that the necessary work has been completed and supporting documentation has been provided.

d) Property Tax Adjustments Related Items

For any cheque requisition which is required for tax adjustments, resulting from appeals, rebates and/or errors or overpayments as noted within section 5.19 of this policy; The delegated approval thresholds for cheque requisitions are set as follows:

1. $0 - $50,000: must be authorized by the Manager, Tax and Cash Management and the Senior Manager of Revenue and Property Tax
2. $50,001 - $100,000: must be authorized by the Senior Manager of Revenue and Property Tax and Treasurer
3. >$100,000 must be authorized by the Treasurer and the Commissioner, Corporate Services

5.14.3 Appropriate Supporting Documentation

In order for Accounts Payable to process a Cheque Requisition payment, the requester must complete a Cheque Request Form (located on Checkmark) along with supporting documentation such as: Copy of the authorized claim settlement, final agreement and Council extract (if applicable). For refunds, proof of payment to the City.

5.15 Contingencies

a) Any contingency fund authorized in a contract award will be issued on a separate purchase order.

b) Authorized project change invoices will be posted against the contingency purchase order.

5.16 Invoice Authorization for Payment

a) All invoices less than $5,000 must be authorized by an Authorized Employee having signing authority up to $5,000.

b) All invoices greater than $5,000 must have two authorizers as per the following:

1. The first authorizer can be any Authorized Employee within the User Department having signing authority up to $5,000.

2. The second authorizer for invoices less than $100,000 must be the appropriate Manager or Director or Commissioner or the CAO.
3. For invoices greater than $100,000 the second authorizer must be the appropriate Director or Commissioner or the CAO.

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

All invoices must include approver(s) printed name, signature and date the invoice was signed.

5.17 Write-Offs of Non-Tax Items

Authorization to make a write-off of outstanding Non-Tax items owing to Markham is as follows:

a) Write-off of any non-tax related invoices up to $10,000 will be reviewed and authorized by the Treasurer and/or delegate, and where it is concluded that they are uncollectable, the Treasurer and/or delegate shall be authorized to write-off the invoice as uncollectable.

b) Write-off of any non-tax related invoices in excess of $10,000, the Treasurer and/or delegate shall recommend to the Council that the outstanding amount be deemed as uncollectable, and that Council direct the write-off of the amount as uncollectable.

5.18 Write-Offs of Tax Items

Write-off of any tax related items, where Treasurer and/or delegate concludes that certain taxes are uncollectable, the Treasurer and/or delegate shall, under the provisions of S.354 of the Municipal Act, 2001, recommend to the Council that such outstanding taxes be removed from the Roll, and that Council direct the write-off of taxes as uncollectable.

5.19 Property Tax Adjustments

Treasurer and/or delegate shall be authorized to approve required tax adjustments, resulting from appeals, rebates and/or errors or overpayments.

a) Authorization to make tax adjustments is as follows:

In addition to the Treasurer, two additional staff members be delegated authority to authorize the approval of tax adjustments;

1. Senior Manager, Revenue & Property Tax
2. Manager, Tax & Cash Management

b) Delegated approval thresholds are set as follows:

1. $0 - $50,000: must be authorized by the Manager, Tax and Cash Management and the Senior Manager of Revenue and Property Tax

TOC

2. $50,001 - $100,000: must be authorized by the Senior Manager of Revenue and Property Tax and Treasurer
3. >$100,001 greater must be authorized by the Treasurer and the Commissioner, Corporate Services

5.2 MISCELLANEOUS AUTHORITIES

5.21 Accounting

	Authority
a) Personal Expense Claims	
Staff member	Manager
Manager	Next Level/Director
Director	Next Level/Commissioner
Commissioner	Chief Administrative Officer
Chief Administrative Officer	Commissioner of Corporate Services
Councillor	Councillor
b) Cheque requisitions	Manager/Director as per clause 5.14.2
c) Procurement Card Purchase	Manager and/or Director
d) Petty Cash Expenditures	Manager

5.22 Payroll / Personnel

	Authority
a) Time Sheets	Cost Centre Manager
b) Overtime	Cost Ce
c) Vacation	
d) Salary Memorandum	
e) Term	

5.23 Departmental Authority for Letters of Credit & Refundable Deposits – Draws, Reductions, Releases

	Authority
a) up to $100,000	Manager
b) up to $350,000	Director
c) up to requested value	CAO, Commissioner, Treasurer

The Senior Manager, Financial Strategy & Investments may authorize any and all Letter of Credit draws, reductions and releases once the above departmental release authority has been provided from the applicable department approving that the necessary work has been completed and supporting documentation has been provided.

5.24 Miscellaneous

	Authority
a) Disposal of surplus assets	Chief Administrative Officer or Treasurer
b) Acquisition of computer equipment and software	Chief Administrative Officer

5.25 Treasurer's Authority

Despite any other provision in this Policy, the Treasurer is authorized to pay the following accounts, provided that funds are available in the Operating Budget or a Capital Project for that purpose:

a) all salaries, wages and benefits due to any person in the employ of Markham;
b) all retiring allowances and mandatory sick pay grants upon Human Resources approval due to any person previously in the employ of Markham;
c) all accounts for telephones, postage and utilities supplied to Markham;
d) all accounts for fees and levies payable to the federal, provincial or other municipal government, or to any agency, board or commission thereof;
e) all accounts for payments of principal or interest on debentures, loans or overdrafts, including foreign exchange;
f) all accounts for payments to the school boards of amounts raised for them by tax;
g) all accounts relating to employee pension deductions and employer pension contributions in respect of the salaries and wages of those persons who are paid by or employed by Markham, and which are payable in respect of any duly authorized registered pension plan on behalf of the respective employee.

5.3 AUDIT

Expenses, contract overruns, purchase order adjustments and change order requirements may be audited by Finance Staff or the Auditor General to ensure compliance.

5.4 ATTACHMENTS

- Cheque Requisition Form
- Expenditure Control Form
- Purchase Order Adjustment Authorization Form (POAAF)

6. Roles & responsibilities

Staff – individuals approved by the appropriate **Commissioner** or Chief Administrative Officer (CAO) will have signing authority. Those individuals responsible for approving expenditures are also responsible for the legitimacy of the expenses.

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

Treasurer – is responsible for the administration of this Policy and recommend to the CAO any amendments that may be required.

CAO – is authorized to approve any amendments suggested by the **Treasurer**.

Appendix 9: Tangible Capital Asset Policy

Policy Category: Finance	
Policy No.:	**Implementing Procedure No.:**
Approving Authority: Chief Administrative Officer (CAO)	**Effective Date:** January 1, 2009
Approved or Last Reviewed Date: February 2025	**Next Review Year:** 2028
Area(s) this policy applies to: City-wide	**Owner Department:** Financial Services
Related Policies: • Public Sector Accounting Board (PSAB), Section 3150	

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

The purpose of this policy is to provide clear direction to ensure the City of Markham's (City's) assets are recorded in a fixed asset register, at historic values and amortized over their useful lives, in a consistent manner in accordance with the guidelines of public sector accounting standards, established in the Public Sector Accounting Board (PSAB) handbook, Section 3150.

This policy will provide the framework to achieve the following outcomes:

- Compliance with PSAB 3150
- Consistent accounting treatment of asset related expenditures
- Gather and maintain information needed to prepare financial statements
- Fiscal responsibility
- Users of the financial report are able to discern information about investments in property, plant and equipment, and the changes in such investments.

2. Applicability and Scope Statement

This policy will apply to all City departments, boards and commissions, agencies and other organizations falling within the consolidated reporting entity of the City.

3. Background

The PSAB, a branch of the Canadian Institute of Chartered Accountants, created in 1981, is an independent body with the authority to set accounting standards for the public sector. In June 2006, PSAB approved the revisions to Section 3150 of the Public Sector Accounting Handbook - Tangible Capital Assets stating that effective January 1, 2009 all municipal governments would be required to capitalize tangible capital assets (TCA) at historic cost and amortize these assets over their useful lives.

In order to be fully compliant with the new requirements, all tangible capital assets owned by the City of Markham (City) were inventoried and valued at their historic costs. The useful life of each

asset, or asset class, was determined and accumulated amortization was calculated from the time the asset was put into service. The City's 2009 Financial Statements included 2008 comparative numbers. The City's 2008 Financial Statements were restated to be PSAB 3150 compliant.

Effective January 1, 2009, the City's Capital Budget must include only projects which meet the criteria laid out in this document for tangible capital assets. All other expenditures must be included in the operating budget and be expensed in the period in which they are incurred.

7. Definitions

Amortization is the accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Amortization expense is an important part of the cost associated with providing services, regardless of how the acquisition of tangible capital assets is funded. Depreciation accounting is another commonly used term to describe the amortization of tangible capital assets.

Assets are economic resources controlled as a result of past transactions or events and from which future economic benefits may be obtained. Assets have three essential characteristics:

a) they embody a future benefit that involves a capacity, singly or in combination with other assets, to provide future net cash flows, or to provide goods and services
b) the City can control access to the benefit, and
c) the transaction or event giving rise to the control of the benefit has already occurred.

Asset impairment occurs when conditions indicate that a tangible capital asset no longer contributes to the City's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net book value.

Betterment is a cost incurred to enhance the service potential of a tangible capital asset. Betterments increase service potential (and may or may not increase the remaining useful life of the tangible capital asset). Such expenditures would be included in the tangible capital asset's cost.

Capitalization threshold (recognition threshold) is the value above which assets are capitalized and reported in the financial statements.

Capital lease is a lease with contractual terms that transfer substantially all the benefits and risks inherent in ownership of property to the City. For substantially all of the benefits and risks of ownership to be transferred to the lessee, one or more of the following conditions must be met;

a) There is reasonable assurance that the City will obtain ownership of the leased property by the end of the lease term.
b) The lease term is of such duration that the City will receive substantially all of the economic benefits expected to be derived from the use of the leased property over its life span.
c) The lessor would be assured of recovering the investment in the leased property and of earning a return on the investment as a result of the lease agreement.

TOC

Carrying costs are costs directly attributable to an asset's acquisition, construction or development activity where, due to the nature of the asset, it takes a long period of time to get it ready for its intended use. Typical carrying costs could include:

- technical and administrative work prior to commencement of and during construction
- overhead charges directly attributable to construction or development, and
- interest.

Conveyed assets include all assets which are constructed by a developer and where ownership is transferred to the City in accordance with the registered subdivision agreement. These assets could include land, roads, stormwater ponds, sidewalks, street signs, water, waste water and sanitary sewage systems.

Component is a part of an asset with a cost that is significant in relation to the total cost of that asset. Component accounting recognizes that each part might have a different useful life and requires separate accounting for each component that has a different useful life than the whole asset does.

Cost is the gross amount of consideration given up to acquire, construct, develop or better a tangible capital asset, and includes all costs directly attributable to the asset's acquisition, construction, development or betterment, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed tangible capital asset, including a tangible capital asset in lieu of a developer charge, is considered to be equal to its fair value at the date of contribution. Capital grants would not be netted against the cost of the related tangible capital asset. The cost of a leased tangible capital asset is determined in accordance with Public Sector Guideline 2 (PSG-2) Leased Tangible Capital Assets.

Depreciation is the expense in an accounting period arising from the application of depreciation accounting.

Directly attributable costs refer to direct incremental expenses incurred for technical and administrative activities related to the construction of a tangible capital asset. These costs could include the salaries and benefits for internal staff doing design work related to the construction project. It would not include an allocation of fixed costs such as occupancy costs for the design department or an allocation of the costs of corporate departments such as human resources, legal, purchasing and accounting. These latter costs are incurred whether or not the construction project is undertaken and, therefore, would not be incremental overhead expenses directly attributable to the cost of the project. Refer also to the definitions of direct costs and indirect costs.

Direct costs are incremental costs incurred for the acquisition, construction or development of a tangible capital asset. Direct costs would not have been incurred other than to acquire, construct or develop the tangible capital asset. For example, materials and supplies, equipment, temporary site buildings, legal and other professional fees, etc., could be considered direct costs.

Expenses, including losses, are decreases in economic resources, either by way of outflows or reductions of assets or incurrence of liabilities, resulting from the operations, transactions and events of the accounting period. Expenses include transfer payments due where no value is received directly in return. Expenses include the cost of economic resources consumed in, and identifiable with, the operations of the accounting period. For example, the cost of tangible capital

assets is amortized to expenses as the assets are used in delivering programs. Expenses do not include debt repayments or transfers to other local governmental units in the City's reporting entity.

Fair value is defined in accounting standards as the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction who are under no compulsion to act.

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets include but are not limited to, cash, investments, accounts receivable, inventory held for resale.

Full accrual basis of accounting recognizes the financial effects of transactions in the period(s) in which they occur irrespective of when the cash has been received or paid.

It requires that tangible capital assets be reported on the balance sheet (statement of financial position) at historical cost and expensed (amortized) in the annual results of operations over their estimated useful lives.

Gains can arise from peripheral or incidental transactions and events affecting a local government. Such transactions and events include the disposition of assets purchased for use and not for resale, and the liquidation or refinancing of debt.

Indirect costs are costs incurred for a common or joint purpose and, therefore, can not be identified readily and specifically with an activity related to the acquisition, construction or development of a tangible capital asset. For example, executive management, occupancy costs for general administrative buildings, corporate services (accounting, payroll, legal, technology, etc.), general local government, etc., would be considered indirect costs.

Liabilities are present obligations to others arising from past transactions or events, the settlement of which is expected to result in the future sacrifice of economic benefits. Liabilities have three essential characteristics:

a) they embody a duty or responsibility to others, leaving little or no discretion to avoid settlement of the obligation
b) the duty or responsibility to others entails settlement by future transfer or use of assets, provision of goods or services, or other form of economic settlement at a specified or determinable date, on occurrence of a specified event, or on demand, and
c) the transactions or events obligation have already occurred.

Losses can arise from peripheral or incidental transactions and events. Such transactions and events include the disposition of assets purchased for use and not for resale, and the liquidation or refinancing of debt.

Market value is defined as the estimated amount for which a property would be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction wherein the parties had each acted knowledgeably, prudently and without compulsion.

Maintenance and repairs maintain the predetermined service potential of a tangible capital asset for a given useful life. Such expenditures are charged in the accounting period in which they are made.

Net book value of a tangible capital asset is its cost, less accumulated amortization and the amount of any write-downs.

Non-financial assets include tangible capital assets and other assets such as prepaid expenses and inventories of supplies. Non-financial assets are acquired, constructed or developed assets that are normally employed to deliver services, may be consumed in the normal course of operations and are not for sale in the normal course of operations.

Pooled assets are assets that have a unit value below the capitalization threshold but have a material value as a group. Although recorded in the financial systems as a single asset, each unit may be recorded in the asset sub-ledger for monitoring and control of its use and maintenance. Examples could include personal computers, furniture and fixtures, small moveable equipment, etc.

Residual value is the estimated net realizable value of a tangible capital asset at the end of its useful life.

Revenues, including gains, can arise from: taxation; the sale of goods; the rendering of services; the use by others of economic resources yielding rent, interest, royalties or dividends; or receipt of contributions such as grants, donations and bequests. Revenues do not include borrowings, such as proceeds from debt issues or transfers from other local governmental units.

Service potential is tangible capital asset's output or service capacity, normally determined by reference to attributes such as physical output capacity, quality of output, associated operating costs and useful life.

Straight-line amortization allocates the cost less estimated residual value of a capital asset equally over each year of its estimated useful life.

Useful life is the estimate of either the period over which a tangible capital asset can be used, or the number of production or similar units that it can obtain from the tangible capital asset. The life of a tangible capital asset may extend beyond its useful life. The life of a tangible capital asset, other than land, is finite, and is normally the shortest of the physical, technological, commercial and legal life.

Write-down is a reduction in the cost of a tangible capital asset to reflect the decline in the asset's value due to a permanent impairment.

5. Policy Statements

All assets owned by the City of Markham, which meet the definition of a tangible capital asset will be capitalized and amortized over their useful life.

1. TCA Definition

According to PSAB 3150 Section .05, tangible capital assets are defined as non-financial assets having physical substance that:

- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets
- Have useful economic lives extending beyond an accounting period
- Are to be used on a continuing basis, and

- Are not for sale in the ordinary course of operations.

1.1 Assets Exclusions

The following assets are to be excluded from the TCA policy:

- Intangible assets including copyrights, trademarks, patents, goodwill and easements
- Natural resources – trees, woodlots (land value capitalized only)
- Works of Art, Historical Treasures, Archival records – as they have cultural, aesthetic or historical value that is worth preserving in perpetuity, but has no direct future benefit which is measurable. The existence and nature of this property must be disclosed on the Financial Statements (Section PS 3150.42(e))
- Studies, including environmental assessments, which are not directly related to an acquisition of a TCA
- Assets listed for sale if the following conditions are met:
  - The asset is in a condition to be sold
  - There is an active market for the asset
  - There is a plan for selling the asset, and
  - It is reasonably anticipated that the sale to a purchaser external to the City will be completed within one year of the reporting date.

2.0 Asset Categories

An asset category is a grouping of assets of similar in nature or function in the City's operation. The following is a list of the City's asset categories:

- Building
- Equipment
- Furniture & Fixtures
- Infrastructure
- Land
- Library Furniture & Fixtures
- Library Media Collection
- Parks & Pathways
- Vehicles
- Waterworks Equipment
- Waterworks Infrastructure
- Waterworks Vehicles

3.0 Capitalization

Tangible capital assets will be capitalized (recorded in the fixed asset register) according to the following thresholds:

- All land
- All buildings
- Civil infrastructure systems (built assets such as roads, bridges, sewers, water, parks etc. with unit cost of $25,000 or greater, assets less than $25,000 should be pooled where their pooled value exceeds $50,000)
- All others with unit cost of $5,000 or greater
- Assets between $1,000 and $5,000 where their pooled value exceeds $50,000.

Betterments (see Section 12) to existing assets will be capitalized when unit costs exceed the approved threshold.

Thresholds will be reviewed on an annual basis. Changes to the thresholds will require the approval of the Treasurer.

4.0 Opening Valuations

In order to meet PSAB compliance, the following information was collected during the initial recognition and set up of individual asset:

- Description of asset
- Year of acquisition
- Serial ID (or unique asset ID)
- Original historical cost including betterments
- Amortization calculations to date

5.0 Valuation

A tangible capital asset will be recorded at cost plus all charges necessary to place the asset in its intended location and condition for use.

5.1 Purchased assets

Cost is the gross amount of consideration paid to acquire an asset. It includes all non-refundable taxes and duties, freight and delivery charges, installation and site preparation costs, and any other costs necessary to put the asset in the condition necessary for its intended use. It is net of any trade discounts or rebates.

Cost of land includes purchase price plus legal fees, land registration fees and transfer taxes. Also, any costs to make the land suitable for intended use, such as pollution mitigation, demolition and site improvements that become part of the land will be included. In the case of park land, the cost of all landscaping required to put the park into service will be added to the cost of the land.

When two or more assets are acquired for a single purchase price, it is necessary to allocate the purchase price to the individual asset acquired. Allocation will be based on the market value of each asset at the time of acquisition or some other reasonable basis if market value is not readily determinable.

5.2 Acquired, Constructed or Developed Assets

The value of an asset will include all costs directly attributable (e.g., construction, architectural and other professional fees) to the acquisition, construction or development of the asset.

The cost associated with internal staff time for design, inspection, administrative and other similar costs will be capitalized when the value can be determined. TCA related projects which are undertaken by the City's Engineering & Urban Design departments will be charged as a percentage of the project cost to cover internal staff time. This rate will be reviewed on an annual basis and adjusted at the discretion of the Treasurer.

Capitalization of general administrative overhead, for example an allocation of fixed costs such as occupancy costs for the design department or an allocation of the costs of corporate departments such as human resources, legal, purchasing and accounting, is prohibited. Capitalization of carrying costs ceases when no construction or development is taking place or when the tangible capital asset is ready for use.

Any cost that is not necessary for the completion of the acquisition, betterment or construction of an asset cannot be capitalized.

All eligible costs will accumulate within the City's Work in Progress (see Section 6.0) account until such time as the asset is put into service.

5.3 Capitalization of Interest Costs

Borrowing costs incurred by the acquisition, construction and production of an asset that takes a substantial period of time to get ready for its intended use will be capitalized as part of the cost of that asset.

Capitalization of interest costs will commence when expenditures are being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use are in progress. Capitalization will be suspended during periods in which active development is interrupted. Capitalization will cease when substantially all of the activities necessary to prepare the asset for its intended use are complete. Substantially all of the activities are complete when only minor or no modifications are outstanding.

5.4 Donated or Conveyed Assets

The cost of donated assets that meet the criteria for recognition will be equal to the fair value at the time of donation. Fair value for donated assets will be determined using market values, appraisal values, or an estimate of replacement cost.

Infrastructure assets conveyed to the City by developers will be recognized on the City's Financial Statements in the year they are accepted by the City for maintenance. These conveyed assets will be valued using the approved engineering consultant's estimates provided by developers at the time of subdivision registration.

The cost of land acquired by the City without consideration, including donated or conveyed land, will be equal to fair value at the time of acquisition. Fair value will be determined using an estimate of the current market value.

Ancillary costs associated with the donated/conveyed asset will also be capitalized.

6.0 Capital Work in Progress

The total cost of TCA, which meet the defined thresholds, currently under construction and not ready to be put into service at the end of the reporting year, will be reported as Work-In-Progress (WIP) on the City's Statement of Financial Position.

Eligible pre-construction costs incurred prior to the actual acquisition or construction of a TCA will be accumulated for each TCA or project as WIP. If in a subsequent period it is determined that the acquisition, development or construction of the TCA will not proceed, the costs accumulated as WIP will be immediately expensed.

7.0 Componentization

Tangible capital assets may be accounted for using either the single asset or component approach. Whether the component approach is to be used will be determined by the usefulness of the information versus the cost of collecting and maintaining information at the component level.

Factors to consider when determining whether to use a component approach include:

- Major components may have significantly different useful lives and consumption patterns than the related tangible capital asset.
- Value of components in relation to the related tangible capital asset.

Major components will be grouped when the assets have similar characteristics and estimated useful lives or consumption rates.

Expenditures, regardless of value, related to assets capitalized using the single asset approach but do not extend the useful lives or improve the economic benefit of the assets must be expensed in the period in which they occur.

Please see Appendix A for a detailed list of asset groups and components.

8.0 In Service Date

The in-service date for a TCA is the date at which the City begins to utilize the TCA. Confirmation that a TCA is in service could include such indicators as the receipt of an occupancy permit, certificate of substantial completion or certificate of acceptance by the City.

Conveyed linear assets will be considered in service by the City when a registered plan is accepted for maintenance through a Council resolution.

Land conveyed to the City through registered subdivision agreements will be recognized when there is evidence that land title has been transferred.

9.0 Useful Life

Useful life is the period over which an asset is expected to be available for use by the City. It is normally the shortest of the asset's physical, technological, commercial or legal life. Some of the factors that are considered when determining an asset's useful life are the asset's intended use, construction type, current maintenance policies and technological changes.

A comprehensive list of useful life of the City's assets, by category, is attached (Appendix A).

The appropriate amortization period for each assets category has been determined at a corporate level with input from user departments. The useful lives of the City's assets will be reviewed on a regular basis and revised, with the approval of the Treasurer, when the appropriateness of a change can be clearly demonstrated.

10.0 Amortization/Depreciation

Amortization is an accounting process that allocates the cost of an asset over accounting periods, as an expense of its useful life. Amortization charges are included in the cost of operations and contribute directly to the net annual operating results.

In general, the City uses or consumes a TCA relatively evenly over the life of the asset. Hence, the most appropriate method for calculating amortization is the straight-line method.

Amortization will begin in the year an asset is put in service. For projects with distinctive phases, amortization will begin with the completion of each phase. Regardless of the month an asset is put in service, half of the annual amortization expense will be charge in the first year.

The amortization method will be reviewed on a regular basis and will be revised when the appropriateness of a change can be clearly demonstrated.

11.0 Disposal

The guidelines for the disposal of tangible capital assets are governed by the Purchasing Bylaw.

Pooled assets will continue to be depreciated over their full lives regardless of the service status of the individual asset in the pool. Non pooled assets will be accounted for as outlined below:

The gain or loss on the disposal of an asset is the difference between the net book value of the asset (at the time of disposal) and the proceeds from the disposal. The gain or loss on disposal of the asset will be charged to the appropriate operating account.

In cases where the tangible capital assets are permanently taken out of service, destroyed or replaced due to obsolescence, scrapping or dismantling, the department head or designate must notify Finance Department of the asset ID, asset description and effective date. The Finance department is responsible for adjusting the asset registers and writing down the asset to the estimated residual value.

Amortization of assets which are temporarily taken out of service should continue to be recorded as if the asset were in use. If the asset is redeployed, the useful life should be determined based upon the new usage of the asset.

12.0 Write Down/Write Off

Pooled assets will continue to be depreciated over their full lives regardless of the service status of the individual asset in the pool. Non-pooled assets will be accounted for as outlined below:

The value of a tangible capital asset will be written down when conditions indicate that the service potential to be derived from the asset has been diminished. These conditions include but are not limited to:

- A change in the extent to which the TCA is used
- A change in the manner in which the TCA is used
- Significant technological developments
- Physical damage
- Removal of the TCA from service
- A decline in or cessation of the need for the services provided by the TCA
- A decision to halt construction of the TCA before it is complete or in useable or saleable condition
- A change in the law or environment affecting the extent to which the tangible capital asset can be used.

The impairment to the tangible capital asset must be permanent in nature and the rationale must be documented. The TCA would be written down to the revised estimate of the value of the asset's remaining service potential.

A write down cannot be reversed.

13.0 Maintenance vs. Betterment

PSAB 3150 .21 states that the following basic distinctions can be used to identify maintenance and betterments:

- Maintenance and repairs maintain the predetermined service potential of a TCA for a given useful life. Such expenditures are expensed in the accounting period in which they are incurred.
- Betterments increase service potential (and may or may not increase the remaining useful life of the tangible capital asset). Such expenditures would be included in the cost of the related asset.

Expenditures, regardless of value, which do not extend the useful life or improve the economic benefit of the asset, must be expensed in the period in which they occur.

14.0 Capital Leases

A capital lease is a lease with contractual terms that transfer substantially all the benefits and risks inherent in ownership of property to the City. For substantially all of the benefits and risks of ownership to be transferred, one or more of the following conditions must be met:

- There is reasonable assurance that the City will obtain ownership of the leased property by the end of the lease term.
- The lease term is of such duration that the City will receive substantially all of the economic benefits expected to be derived from the use of the leased property over its life span.
- The City would be assured of recovering the investment in the leased property and of earning a return on the investment as a result of the lease agreement.

The process to account for a capital lease is the same as acquiring a capital asset and incurring a liability.

Notwithstanding the above, leases will be considered operating leases, therefore expensed, when the net present value of the future minimum lease payments or fair value, whichever is less, is less than $10,000.

6. Roles and Responsibilities

Operating departments are responsible for:

- Providing information on capital request forms identifying all information required for the eventual calculation of amortization
- Advising the Senior Manager of Financial Planning and Reporting of all acquisitions, disposals and asset life expectancy changes
- Ensuring proper control of tangible capital assets is maintained
- Providing information about the availability, condition and usage of the asset as required
- Correct allocation of all expenses whether capital or operating. Note that all expenses charged to a capital WIP project must meet the definition of eligible costs for a TCA
- Ensuring expenses are charged to the correct WIP account. Department must bear in mind that all WIP transactions will be audited for eligibility as part of the annual external audit.

Finance is responsible for:

- Maintaining the City's asset register
- Accounting for all TCA in accordance with this policy
- Reporting of all TCA in the financial statements of the City
- Establishing policies in compliance with PSAB, the Municipal Act and other Ministry guidelines
- Updating this policy as required and monitoring compliance on an ongoing basis
- Recording capital assets appropriately, confirming departments are charging expenses correctly, and that all asset costs are valid
- Ensuring reporting requirements for provincially, federally or other funding sourced programs appropriately and accurately reflecting the impacts of PSAB (if any)
- Regular review of the useful life of each asset class
- Periodic physical inventories, including spot-checks where feasible, to ensure all assets are still in use and available
- Reporting to departments regarding capital assets

- Ensuring that assets conveyed through development agreements are captured including the required values needed for PSAB compliance.

Appendix A

Category 1	Category 2	Category 3	Recording Method	Useful Life-Years	Components
Buildings			Single Asset (by Building)	40	
Equipment	Facility Equipment		Pooled by Year	10	Indoor Cleaning/Maintenance, Kitchen, Theatre, etc.
	Facility Recycling Containers		Pooled by Year	10	
	Fire Services Equipment		Pooled by Year	11	
	ITS Equipment		Pooled by Year	7	Audio/Visual, Computers, Fire Dispatch, Library 3M HW, Network Device, Peripherals, Print Shop Equip, Printers, Servers & Telecomm.
	Non-Licensed Construction/Maintenance Equipment		Pooled by Year	7	
	Parking Machines		Pooled by Year	10	
	Recreation Fitness & Program Equipment		Pooled by Year	5	
	Solar PV Panels		Single Asset (by location)	20	
	Air-Supported Structure		Single Asset (by location)	20	
	Artificial Turf		Single Asset (by location)	15	
Furniture & Fixtures	Facility Furniture		Pooled by Year	10	
	Office Furniture		Pooled by Year	15	
Infrastructure	Bridges	Substructure	Single Asset (by Bridge #)	75	
		Superstructure	Single Asset (by Bridge #)	25	
	Culverts		Pooled by Year	50	
	Fencing		Pooled by Year	20	
	Guide Rails		Pooled by Year	20	
	Masonry/Precast Concrete Features		Pooled by Year	40	
	Parking Lots	Paved Surface	Pooled by Year	25	
		Sub-base	Pooled by Year	45	
	Pedestrian Bridges		Pooled by Year	40	
	Retaining Walls		Pooled by Year	20	
	Right-Of-Ways (ROW's)	Road Surface	Pooled by Year	25	Asphalt surface-roads & laneways, curbs and speed humps.
		Sidewalks	Pooled by Year	45	Concrete surface of sidewalks
		Sub-base	Pooled by Year	45	Drainage, aggregate & earthwork.
	Signals	Controllers	Pooled by Year	10	
		Electrical, Poles & Heads	Pooled by Year	22	
	Signs		Pooled by Year	10	
	Storm Sewer Systems		Pooled by Year	88	
	Stormwater Lift Stations	Building Structure	Single Asset (by Station)	100	
		Electrical	Single Asset (by Station)	50	
		Process Mechanical	Single Asset (by Station)	25	
		Substructure - Concrete	Single Asset (by Station)	100	
		Substructure - Misc. Metals	Single Asset (by Station)	50	
	Street Lights		Pooled by Year	35	
	SWM Ponds		Single Asset (by Pond)	10	
	Traffic Islands		Pooled by Year	25	
Land	Land Parcels		Single Asset (by Roll #)	n/a	
	Park Landscaping		Pooled by Year	n/a	
	Land Under ROW's		Pooled by Year	n/a	
Library Furniture & Fixtures	Library Furniture & Fixtures		Pooled by Year	10	
Library Media Collection	Library Media Collection		Pooled by Year	7	
Parks & Pathways	Other Structures	Lighting	Pooled by Year	30	Pathway & sportfield lighting.
		Park Furnishings	Pooled by Year	10	Benches, waste receptacles, signage.
		Shelters	Pooled by Year	40	Park buildings, gazebos, arbors.
		Skate Parks	Pooled by Year	25	
		Sportsfield Structures	Pooled by Year	10	Fencing, Court surfaces, Bleachers, Goal posts.
	Pathways		Pooled by Year	15	
	Playground Structures		Pooled by Year	15	
	Site Servicing & Drainage		Pooled by Year	60	Water supply & drainage.
	Waterplay Structures		Pooled by Year	20	

Category 1	Category 2	Category 3	Recording Method	Useful Life-Years	Components
Vehicles	Fire Apparatus		Pooled by Year	9	
	Licensed Vehicles		Pooled by Year	7	
Waterworks Equipment	O&M Tools and Equipment		Pooled by Year	9	
Waterworks Infrastructure	Drinking Water Distribution System		Pooled by Year	60	
	Sanitary Sewage Collection System		Pooled by Year	85	
	Sanitary Sewage Pumping Stations	Architecture	Single Asset (by Station)	50	
		Building Mechanical	Single Asset (by Station)	25	
		Building Structure	Single Asset (by Station)	100	
		Civil access area	Single Asset (by Station)	50	
		Civil - Fence and Pavement	Single Asset (by Station)	20	
		Civil - Underground Piping (100)	Single Asset (by Station)	100	
		Civil - Underground Piping (50)	Single Asset (by Station)	50	
		Electrical (25)	Single Asset (by Station)	25	
		Electrical (50)	Single Asset (by Station)	50	
		Instrumentation & Control	Single Asset (by Station)	15	
		Machinery	Single Asset (by Station)	50	
		Process Mechanical	Single Asset (by Station)	25	
		Substructure - Concrete	Single Asset (by Station)	100	
		Substructure - Misc. Metals	Single Asset (by Station)	50	
Waterworks Vehicles	Licensed Vehicles		Pooled by Year	7	

MARKHAM

Markham Civic Centre
Anthony Roman Centre
101 Town Centre Blvd., Markham, ON, L3R 9W3
905.477.5530 | CustomerService@markham.ca

This budget document has been bound in a re-usable binder containing 100% post-consumer recycled paper.
The paper is processed chlorine-free, is Environmental Choice Certifi ed and manufactured using biogas energy.

TOC