



**A G E N D A**  
***BUDGET COMMITTEE***  
**February 8, 2019**  
**9:00 a.m.**  
**Council Chamber**  
**MEETING NO. 6**

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Chair:	Councillor Amanda Collucci
Vice-Chair:	Councillor Andrew Keyes
Members:	Deputy Mayor Don Hamilton
	Councillor Karen Rea
	Councillor Keith Irish
	Councillor Reid McAlpine
	Councillor Khalid Usman
	Mayor Frank Scarpitti (ex-officio)

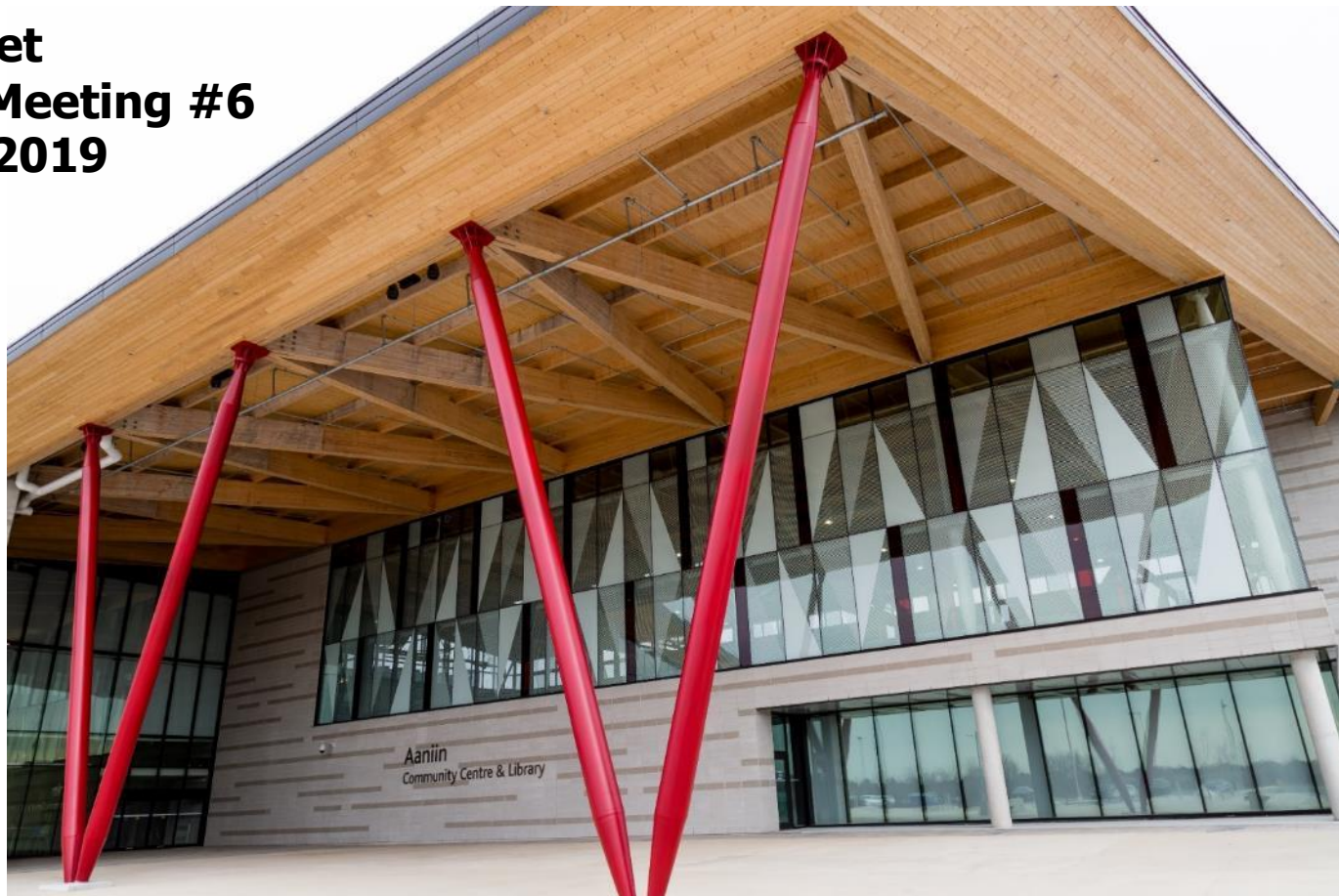
- **BUDGET PRESENTATION** Page 1
  
- 1. **Review of the January 29, 2019 Budget Committee Minutes** Page 3
  - Appendix A - Minutes - January 29, 2019** Page 20
  - Note: A copy of the Confidential Minutes will be posted on the FTP Site and a hard will be provided to Members of Council at the meeting.
  
- 2. **Continuation of the Review of the 2019 Proposed Capital Budget** Page 4
  - Appendix B-1 – Capital Budget Item 19262** Page 32  
Markham Centre Trails- Design (1 of 4)
  - Appendix B-2 – Presentation on Markham** Page 34  
Centre Trails Design
  
- 3. **Review of the 2019 Proposed Building, Planning & Design Engineering, and Waterworks Operating Budget** Page 5
  
- 4. **Review of the 2019 Staffing Requests** Page 17
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**BUILDING MARKHAM'S  
FUTURE TOGETHER**  
2015-2019 Strategic Plan



# **2019 Budget Budget Committee Meeting #6 February 8<sup>th</sup>, 2019**



## Agenda

1. Review minutes of the Budget Committee meeting #4 – Jan. 29
2. Continuation of the review of the 2019 Proposed Capital Budget
3. Review of the 2019 proposed Building, Planning & Design, Engineering and Waterworks operating budgets
4. Review of the 2019 staffing requests
5. Presentation from the Library Board to expand Sunday hours
6. Next Steps

## **1. Review minutes of the Budget Committee meeting #4 – Jan. 29**

- Refer to Appendix A

## 2. Continuation of the review of the 2019 Proposed Capital Budget

### 1. Outstanding items from previous meetings

- Engineering Project 19037 John Street Multi-Use Pathway (to be tabled at the meeting)

### 2. New request – Engineering - Markham Centre Trails – Design (Phase 1 of 4) (Refer to Appendix B)

### 3. Review of the 2019 Building, Planning & Engineering Operating Budgets

- The Development Services Commission includes the following divisions:
  - Building (100% fee)
  - Planning & Urban Design (57% fee, 36% development charges, 7% tax)
  - Engineering (44% fee, 40% development charges, 16% tax)
  - Economic Growth, Culture & Entrepreneurship (100% tax)
  - Heritage (100% tax)
  - Traffic Operations (5% fee, 5% development charges, 90% tax)
  - Commissioner's Office (60%, 14% development charges, 26% tax)

### 3. Review of the 2019 Building Operating Budget

- The Building Code Reform Act, Bill 124, came into effect on July 1, 2005 which authorized municipalities to charge fees that do not exceed the anticipated reasonable costs to administer and enforce the Building Code Act.
- Accordingly, the Building Standards department charge fees to cover direct and indirect costs and establish a reserve to recover costs in “down cycle” years of lower volume activity.
- A dedicated reserve, the Building reserve, was established for this purpose.
- Main source of revenues is building permit fees. All fees are reviewed annually to determine the need for any adjustment. Council approved a 5% fee increase for 2019.
- Major expenses are department salaries & benefits, indirect costs for corporate support services such as legal, information technology, sustainability and asset management, finance and human resources.
- Operating surplus will be transferred to the reserve; deficit will require a draw from the reserve.



### 3. Review of the 2019 Building Operating Budget \$ in millions

	2018 Actual (A)	2018 Budget (B)	Variance (B) - (A)	2019 Budget (C)	Increase/ (Decrease) (C) - (B)
Revenues (A)	11.89	10.04	1.85	7.95	(2.09)
Personnel	5.56	6.16	0.60	6.23	0.07
Non-personnel	2.93	2.94	0.01	3.08	0.14
Total Expenditures (B)	8.49	9.10	0.61	9.31	0.21
<b>Surplus/(Deficit) (A)-(B)</b>	<b>3.40</b>	<b>0.94</b>	<b>2.46</b>	<b>(1.36)</b>	<b>(2.30)</b>
Transfer to/ (from) Reserve	3.40	0.94	2.46	(1.36)	(2.30)





### 3. Building Reserve \$ in millions

	<b>2018 Actual</b>	<b>2019 Proposed Budget</b>
<b>Opening Balance</b>	9.36	12.94
<b>Transfer to Capital and Interest Income</b>	0.18	(0.11)
<b>Projected Transfer to / (Draw From) Reserve</b>	3.40	(1.36)
<b>Ending Balance</b>	<b>12.94</b>	<b>11.47</b>

### 3. Review of the 2019 Planning & Engineering Operating Budgets

- Council extended the same approach for Building to Planning and Engineering with the establishment of a Development Fee Reserve.
- Main sources of revenues are development fees and administration fees on capital projects . All fees are reviewed annually to determine the need for any adjustment. Council approved a 10% fee increase for 2019.
- Major expenses are department salaries & benefits, indirect costs for corporate support services such as legal, information technology, sustainability and asset management, finance and human resources.
- Operating surplus will be transferred to the reserve; deficit will require a draw from the reserve.



### 3. Review of the 2019 Planning & Design Operating Budget \$ in millions

	<b>2018 Actual (A)</b>	<b>2018 Budget (B)</b>	<b>Variance (B) - (A)</b>	<b>2019 Budget (C)</b>	<b>Increase/ (Decrease) (C) - (B)</b>
Revenues (A)	13.72	10.32	3.40	11.86	1.54
Personnel	5.50	6.88	1.38	7.07	0.19
Non-personnel	<u>2.53</u>	<u>2.54</u>	<u>0.01</u>	<u>2.70</u>	<u>0.16</u>
Total Expenditures (B)	8.03	9.42	1.39	9.77	0.35
<b>Surplus/(Deficit) (A)-(B)</b>	<b><u>5.69</u></b>	<b><u>0.90</u></b>	<b><u>4.79</u></b>	<b><u>2.09</u></b>	<b><u>1.19</u></b>
Transfer to Reserve	5.69	0.90	4.79	2.09	1.19



### 3. Review of the 2019 Engineering Operating Budget \$ in millions

	2018 Actual (A)	2018 Budget (B)	Variance (B) - (A)	2019 Budget (C)	Increase/ (Decrease) (C) - (B)
Revenues (A)	10.56	8.09	2.47	8.93	0.84
Personnel	5.30	5.31	0.01	5.51	0.20
Non-personnel	<u>2.64</u>	<u>2.65</u>	<u>0.01</u>	<u>2.73</u>	<u>0.08</u>
Total Expenditures (B)	7.94	7.96	0.02	8.24	0.28
<b>Surplus/(Deficit) (A)-(B)</b>	<b><u>2.62</u></b>	<b><u>0.13</u></b>	<b><u>2.49</u></b>	<b><u>0.69</u></b>	<b><u>0.56</u></b>
Transfer to Reserve	2.62	0.13	2.49	0.69	0.56



### 3. Development Fee Reserve \$ in millions

	<b>2018 Actual</b>	<b>2019 Proposed Budget</b>
<b>Opening Balance</b>	(7.77)	0.27
<b>Transfer to Capital and Interest Charges</b>	(0.27)	(0.26)
<b>Transfer to Reserve</b>		
<b>Planning &amp; Design</b>	5.69	2.09
<b>Engineering</b>	2.62	0.69
<b>Ending Balance</b>	<b>0.27</b>	<b>2.79</b>

### 3. Review of the 2019 Waterworks Operating Budget

- Markham provides water service to more than 82,000 residential and ICI customers
- The water rate is reviewed every year and includes the following:
  - actual cost Markham pays to buy water from York Region
  - cost of water that is used or 'lost' before reaching the customer
  - funding to operate, upkeep and maintain the water and wastewater systems
  - funding for long term infrastructure rehabilitation and replacement
- Waterworks day-to-day operations and capital requirements are funded from the Waterworks Reserve.

### 3. Review of the 2019 Waterworks Operating Budget

- The Waterworks Operating Budget includes the following components:
  - Sales and purchases of water
  - Other revenues include water meter installations and bulk water sales
  - Expenses include:
    - salaries & benefits;
    - administrative fees for billing services;
    - watermain break/leak repair costs; and
    - indirect costs for corporate support services such as legal, information technology, sustainability and asset management, finance and human resources.
- Operating surplus will be transferred to the reserve; deficit will require a draw from the reserve.



### 3. Review of the 2019 Waterworks Operating Budget \$ in millions

	2018 Actual	2018 Budget	2018 Variance	2019 Budget	Increase/ (Decrease)
	(A)	(B)	(B) - (A)	(C)	(C) - (B)
<b>Sales &amp; Purchases of Water</b>					
Sales	121.38	130.23	(8.85)	130.50	0.27
Purchases	92.70	100.99	8.29	101.05	0.06
<b>Net Sales &amp; Purchases of Water (A)</b>	<b>28.68</b>	<b>29.24</b>	<b>(0.56)</b>	<b>29.46</b>	<b>0.21</b>
<b>Operations</b>					
<b>Other Revenues (B)</b>	<b>1.14</b>	<b>1.42</b>	<b>(0.28)</b>	<b>1.42</b>	<b>-</b>
<b>Other Expenditures</b>					
Personnel	7.40	7.74	0.35	8.04	0.30
Non-personnel	6.63	7.64	1.00	7.56	(0.08)
<b>Total Other Expenditures (C)</b>	<b>14.03</b>	<b>15.38</b>	<b>1.35</b>	<b>15.60</b>	<b>0.22</b>
<b>Surplus (D)=(A)+(B)-(C )</b>	<b>15.79</b>	<b>15.28</b>	<b>0.51</b>	<b>15.28</b>	<b>(0.00)</b>
Transfer to Reserve	15.79	15.28	0.51	15.28	(0.00)



### 3. Waterworks Reserve

**\$ in millions**

	<b>2018 Year-End</b>	<b>2019 Proposed Budget</b>
<b>Opening Balance</b>	60.68	69.18
<b>Transfer to Capital</b>	(10.09)	(22.35)
<b>Interest Income</b>	0.91	0.82
<b>Transfer from closed capital projects</b>	1.89	0.00
<b>Transfer to Reserve</b>	15.79	15.28
<b>Ending Balance</b>	<b>69.18</b>	<b>62.93</b>

## 4. Review of the 2019 Staffing Requests

- Refer to memo (Appendix C) and presentation (Appendix D)

## 5. Presentation by the Library Board to expand Sunday hours

- Refer to the presentation prepared by the Library Board (Appendix E)

## 6. Next Steps

- Budget Committee Meeting #7 – Wednesday, Feb. 13, 2019 – 9:00 a.m. – 12:00 p.m.
  - Finalize 2019 Operating Budget
- Public Meeting: Thursday, Feb. 21, 2019 – 7:00 p.m. – 9:00 p.m.



**FOURTH MEETING OF THE  
2019 BUDGET COMMITTEE  
COUNCIL CHAMBER, MARKHAM CIVIC CENTRE  
JANUARY 29, 2019  
9:00 AM**

**MINUTES**

**Attendance:**

<p><b>Members Present:</b> Councillor Amanda Collucci, Budget Chief Councillor Andrew Keys, Vice-Chair Deputy Mayor Don Hamilton Councillor Karen Rea Councillor Keith Irish Councillor Reid McAlpine Councillor Khalid Usman</p> <p><b>Guests:</b> Regional Councillor Jack Heath Mayor Frank Scarpitti (ex-officio) Councillor Isa Lee</p> <p><b>Regrets:</b> None</p>	<p><b>Staff Present:</b> Andy Taylor, Chief Administrative Officer Trinela Cane, Commissioner of Corporate Services Brenda Librecz, Commissioner of Community &amp; Fire Services Arvin Prasad, Commissioner of Development Services Catherine Conrad, City Solicitor Catherine Biss, Chief Executive Officer, Markham Public Libraries Graham Seaman, Director of Sustainability Mary Creighton, Director of Recreation Joel Lustig, Treasurer Andrea Tang, Senior Manager of Financial Planning Jonathan Tate, Senior Business Analyst Jay Pak, Senior Financial Analyst Laura Gold, Council/Committee Coordinator</p>
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The Budget Committee convened at 9:01 am with Councillor Amanda Collucci in the Chair.

**1. Approval of the Minutes**

Moved by Regional Councillor Reid McAlpine

Seconded by Deputy Mayor Don Hamilton

That the January 18, 2019 Budget Committee Minutes be approved as presented.

Carried

## **2. Confidential Session**

**Moved by Councillor Andrew Keyes**

**Seconded by Councillor Keith Irish**

**That, in accordance with Section 239 (c) of the Municipal Act, Budget Committee resolve into an in-camera session at 9:04 am to discuss the following confidential matters:**

- 1) A proposed or pending acquisition or disposition of land by the municipality or local board ( Capital Budget Item No. 19086 Salt Barn)**
- 2) A proposed or pending acquisition or disposition of land by the municipality or local board (Capital Budget Item No. 19088 Stabilization of Structures at 3565 19<sup>th</sup> Avenue)**

**CARRIED**

**Moved by Deputy Mayor Hamilton**

**Seconded by Councillor Keith Irish**

**That the Budget Committee resolve its in-camera session at 10:05 am.**

**CARRIED**

**Moved by Councillor Karen Rea**

**Seconded by Khalid Usman**

**That the Budget Committee approve Asset Management Capital Budget item 19086 -Salt Barn.**

**CARRIED**

The Budget Committee deferred the decision on Capital Budget Item No. 19088 Stabilization of Structures at 3565 19<sup>th</sup> Avenue to a future Budget Committee meeting.

Joel Lustig, Treasurer advised that Brian Lee, Director of Engineering, will provide more details on the following projects with budget requests greater than \$1M: #19031 Bike Sharing Implementation Program, #19035 Hwy 404 Mid-block crossing North of 16<sup>th</sup> and Cachet Woods, #19037 John Street Multi-Use Pathway Cross-Rides, and #19042 Miller Pond Site Preparation and Property Acquisition at a future Budget Committee meeting.

## **3. Review of the Capital Budget**

### **Markham Public Library Capital Budget Items**

Catherine Biss, Chief Executive Officer, Markham Public Libraries was in attendance to answer questions regarding the Library Capital Budget Items.

Item	Total Cost	Discussion
19167 Customer Service Improvement (E-Resources)	\$52,800	<p>A Committee Member asked if additional resources will continue to be required to support the library's e-resources.</p> <p>Staff advised they will be using Library collections budget to fund e-resources in the future. Staff advised that publishers charge high amounts for e-resources, and there is demand for both printed books and e-books. The Library will utilize more of its collection budget each year on e-books as the diversion from printed books to e-books takes place over time.</p>
19168 Library Collections	\$2,048,925	
19169 Library Furniture, Equipment & Shelving Replacement	\$141,000	

**Moved by Mayor Frank Scarpitti**

**Seconded by Councillor Andrew Keyes**

**That the Budget Committee approve the Library Capital Budget Items.**

**Carried**

#### Extending Library Hours on Sundays

A letter from Ben Hendricks, Chair of the Markham Public Library Board, was presented to the Committee with a request to extend hours on Sundays at the Cornell Public Library and Milliken Mills Public Library. The incremental cost will be \$50,366.78.

A Committee Member requested that an analysis on library usage (on all days of the week) be presented to the Budget Committee. It was suggested to explore the option of modifying library hours to accommodate extended hours on Sunday without incurring additional costs.

A Committee Member also suggested that library hours should be consistent across Markham.

A Committee Member presented the idea of having study rooms elsewhere in the Community Centre that can be used outside of library hours to meet student demand for longer library hours.

**Moved by Mayor Frank Scarpitti**

**Seconded by Councillor Karen Rea**

**That the Budget Committee defer the Markham Public Library Board's request to the end of the budget process when more information is available on library usage.**

**Carried**

## Recreation Services

Mary Creighton, Director of Recreation was in attendance to answer questions on the Recreation Capital Budget Items.

Item	Total Cost	Discussion
19099 – Angus Glen C.C Mixing Valves	\$32,600	
19100 – Boiler Tank Relining	\$14,200	
19101 – Library Carpet	\$68,200	A Committee Member inquired why carpet replacement at the library is more expensive than carpet replacement at other facilities.  Staff advised the cost is higher as it includes the cost of moving the library shelves.
19102 – Library Hanger System	\$20,400	
19103 – Power Washers	\$24,400	
19104 – Pump Replacement	\$26,500	
19105 – Score Clock Replacement	\$25,400	
19106 – Vestibule Heaters	\$13,300	
19107 – Wayfinding Signage	\$36,800	
19108 – Angus Glen Tennis Centre Clubhouse Painting	\$18,400	
19109 – Angus Glen Tennis Centre Netting	\$20,500	
19110 – Arena Ice Plant Monitoring System	\$131,100	
19111 – Armadale C.C. Flooring	\$46,000	
19112 – Armadale C.C. Exhaust Fan Replacement	\$22,900	
19113 – Armadale C.C. Heater Replacement	\$21,700	
19114 – Camp Chimo Canoe Dock	\$5,100	
19115 – Camp Chimo Challenge Course Equipment	\$21,400	
19116 – Centennial C.C. Pool Equipment Refurbishment	\$18,800	
19117 – Clatworthy Arena – Audio Equipment	\$14,800	
19118 - Clatworthy Arena – Walk Behind Floor Scrubber	\$9,700	



19119 - Clatworthy Arena – Arena Condensor	\$85,400	
19120 – Cornell C.C – Chlorine Tank Relocation	\$10,200	<p>A Committee Member inquired if the cost could be covered under warranty.</p> <p>Staff advised that warranty had expired. Staff added that it would not be covered under warranty as it was a design issue.</p>
19121 - Cornell C.C – Fitness Sauna Wood Replacement	\$24,000	
19122 – Crosby C.C. Ceiling Tiles	\$31,500	
19123 - Cornell C.C Low Emissivity Ceiling	\$71,500	
19125 – Heintzman House Industrial Refrigerator	\$6,700	
19127- ILMP – Optimization of Outdoor Sport Fields	\$35,600	<p>A Committee Member asked for more information on the study and if the consultant will work closely with local sports groups. It was also asked if sports strategy/sports parkswill be included in the study.</p> <p>Staff advised that the City will be hiring a consultant to look for opportunities and deficiencies in regards to the City’s outdoor sports fields. The consultant will conduct the study working closely with sports groups.</p> <p>Staff advised that there will be an opportunity to discuss parks strategy/sports park when Staff brings forward the Integrated Leisure Master Plan update.</p>
19129 Milliken Mills C.C.- Library, Pool, and Arena Doors	\$109,900	
19130 Milliken Mills C.C. – Exhaust Fan Replacement	\$78,900	
19131 Milliken Mills C.C. – Pool Mechanical Replacement	\$255,400	
19132 Milliken Mills C.C. – Pool Pressure Washer Replacement	\$10,200	<p>A Committee Member inquired why the price of the power washers vary from project to project.</p> <p>Staff advised that the cost of the pressure washer varies based on the size and power of the pressure washer being purchased.</p>
19133 Milliken Mills C.C. – Pool Ramp Tile Conversion	\$40,700	

19134 Milliken Mills C.C. – Storage Unit Replacement	\$113,700	<p>A Committee Member inquired on the cost of the storage units.</p> <p>Staff advised that they are large storage units. There is no off the shelf product due to the height and width. Staff are exploring to determine if there are other products at lower costs.</p>
19135 Milliken Mills C.C. – Vinyl Tile Replacement	\$37,700	
19136 Milliken Mills C.C. – West Patio Restoration	\$129,700	
19137 Milliken Mills C.C. – Universal Change Room – Phase 2 of 2	\$1,361,600	<p>Director Creighton provided a presentation on this Capital Budget Item.</p> <p>Staff advised that universal change rooms are required for safety purposes, as a child over the age of 7 must enter the gender specific change room of their gender.</p> <p>Councillor Isa Lee advised that Ward 8 residents have expressed concern with respect to the universal change room concept being proposed. A petition of 300 signatures was presented to the Committee. The petition was signed mostly by seniors whose preference is for gender specific change rooms.</p> <p>An option of having gender specific change rooms during the day Monday to Friday, and transition to Universal Change Room for the evenings and weekend was proposed to the Committee as a possible solution to the seniors' concerns.</p> <p>Committee briefly discussed expanding the pool area and moving the aquatics staff office to make more room for gender specific, and a universal change room. Staff advised that the aquatics staff office needs to be centrally located so that staff can see the whole pool from the office.</p> <p>Committee recommended that the funding be approved and that another community meeting be held on the matter. It also requested that staff</p>

		to explore a different concept for the showers that would offer more privacy .
19138 Morgan Pool Revitalization – Construction Phase 2 of 2	\$2,335,400	<p>A Committee Member asked if the pool was being enlarged.</p> <p>It was advised that different options were looked at for the revitalization of Morgan Pool, but based on the feedback from the community the pool will remain rectangular in shape and will not be enlarged.</p> <p>A Committee Member inquired when the results from the Integrated Leisure Master Plan will be available and if the report will address deficiencies in City pools (e.g. like deficiencies in the accessibility features of the pool).</p> <p>Staff advised that the study will address deficiencies in City pools and that an initial presentation on the consultant’s findings will be presented end of March/early April, followed by a final review 1 month after.</p>
19139 Mount Joy C.C. Arena Score Clock	\$12,700	
19140 Mount Joy C.C. Painting	\$42,700	
19141 Mount Joy C.C. Indoor Soccer Lighting Replacement	\$40,700	
19142 Old Unionville Library Electrical Replacement	\$5,300	
19144 Pingle House Carpet Replacement	\$5,300	
19145 Recreation AED Program	\$18,100	
19146 Recreation Aquatic Equipment	\$70,400	
19147 Recreation Fitness Equipment	\$160,200	
19148 Recreation Membership Model Study	\$50,900	<p>A Committee Member inquired if this study is required.</p> <p>Staff advised that the study will explore full scope of membership models and include financial analyses, for example the City may look at a YMCA type of model as one option. The study will identify ways to increase resident participation.</p>
19149 Recreation Pool Grouting	\$50,000	

19150 Recreation Program Equipment	\$81,200	
19151 Recreation Tables and Chairs Replacement	\$52,700	
19152 Rouge River C.C. Automatic Door Replacement	\$5,200	
19153 Rouge River C.C. Flooring Replacement	\$17,300	
19154 Rouge River C.C. Mechanical Unit Replacement	\$120,800	
19155 Rouge River C.C. Overhead Door and Exhaust Fan Replacement	\$58,900	
19156 St Roberts Soccer Dome LED Lighting Replacement	\$25,400	
19157 Thornhill C.C. Industrial Kitchen Equipment	\$7,500	
19158 Thornhill C.C. Main Hall Refurbishment	\$60,300	
19159 Thornhill C.C. - Seniors Centre Flooring Refurbishment	\$24,700	
19160 Thornhill C.C. -Therapy Pool Filter	\$11,500	
19161 Thornlea Pool – Air Compressor Replacement	\$6,800	
19162 Thornlea Pool – Door Replacement	\$27,000	
19163 Thornlea Pool – Painting	\$13,000	
19164 Thornlea Pool – LED Lighting Replacement	\$20,000	
19165 Thornlea Pool – Lighting Fixture Replacement	\$21,500	
19166 Water Street Senior Centre Roof Top Unite (Replacement	\$19,500	<p>A Committee Member asked why one roof was being replaced after 15 years and 30 years for another roof.</p> <p>Staff advised that the life cycle of a roof is typically around 15 years, but through proper maintenance of the roof the life cycle can sometimes be extended.</p>

**Moved by Deputy Mayor Don Hamilton**

**Seconded by Councillor Reid McAlpine**

**That the Recreation Capital Budget Items be approved as presented.**

**Carried**

Operations Roads

Morgan Jones, Director of Operations was in attendance to answer questions regarding the Operations-Roads Capital Budget Items.

<b>Item</b>	<b>Total Cost</b>	<b>Discussion</b>
19170 Asphalt Resurfacing	\$6,730,200	<p>Director Jones provided an oral presentation on the City's Asphalt Resurfacing Program.</p> <p>Committee requested that the 2019 pavement condition results be presented to the General Committee.</p> <p>Staff advised that the results would be tabled to General Committee in September 2019.</p> <p>A Committee Member asked if the budget for the program has been increased to reflect growth.</p> <p>Staff advised that the 2019 budget for the program was increased by \$400k when compared to the 2018 budget..</p>
19171 Boulevard Repair		
19172 Bridge Structure Preventative Maintenance – Roads		
19173 City Owned Entrance Feature Rehabilitation		
19174 City Owned Fence Replacement Program		Staff clarified that the lengths of fence being replaced vary in length.
19175 Don Mills Storm Channel		
19176 Emergency Repairs		
19177 Guiderails – Install/Repair/Upgrade		
19178 Incremental Growth Related Winter Maintenance Vehicles		
19179 Localized Repairs Curb & Sidewalk	Pre-Approved	<p>A Committee Member inquired about how sidewalks are selected for repair.</p> <p>Staff advised that sidewalks are repaired based on priority.</p>

19181 Parking Lots Rehabilitation		<p>A Committee Member asked how long a sidewalk would be replaced from the time it was marked.</p> <p>Staff advised that it would generally take 1 to 2 years. If the sidewalk is not included in the current year's program, it will be included in next year's program.</p>
19182 Retaining Walls Program		
19183 Storm Water Retention Pond Maintenance Program		

**Moved by Deputy Mayor Don Hamilton  
Seconded by Councillor Karen Rea**

**That the Budget Committee approve the Operations - Roads Capital Budget Items be approved.**

**Carried**

#### Operations - Parks

Morgan Jones, Director of Operations was in attendance to answer questions regarding the Operations-Parks Capital Budget Items.

Item	Total Cost	Discussion
19184 Bleachers (Metal) Replacement – James Edward Park		
19185 Bridge Structure Preventative Maintenance – Parks		
19186 Cemetery Fence Repair		<p>A Committee Member asked if a rod iron fence could be put up at Markham cemeteries instead of the standard chain fence, specifically requesting that this type of fence be put up at Hagerman West Cemetery.</p> <p>Staff advised that the program is based on replacing like for like items. Staff will advise the incremental costs.</p>
19187 City Park Furniture/Amenities		<p>Committee asked if the City could standardize park amenities, like benches.</p> <p>Staff advised that they have been working towards the standardization of park amenities</p>

		through the life cycle replacement of these items.
19188 Court Resurfacing/ Reconstruction		
19189 Fence (Backstop and Outfield)		
19190 Fence (Tennis Courts)		
19191 Floodlights, Poles & Cross Arms Replacement		Staff clarified that budget request varies year over year based on the number of poles being replaced and type of poles. This year's request is higher due to replacement of a concrete pole which costs more.
19193 Planter Replacement		<p>A Committee Member suggested that staff look at less expensive ways of beautifying Civic Centre, so that funds can be re-directed to beautify other City facilities.</p> <p>Staff advised that planters are used to beautify Civic Centre and are used as a soft approach for security purposes.</p>
19196 Rejuvenation of Community Centres Landscapes – Year 2 of 3		
19197 Relamping & Fixture Refurbishment		
19198 Replacement of Recycling Containers		<p>A Committee Member inquired if the City is able to recycle materials collected from recycling bins in parks.</p> <p>Staff advised that most materials are contaminated and cannot be recycled.</p>
19200 Markham Trees for Tomorrow		<p>A Committee Member inquired if there were any opportunities to grow this program.</p> <p>Staff advised that City is currently conducting a forestry study which may present opportunities to increase Markham's tree canopy. Staff will bring forward a report to General Committee in Q1 or Q2 with data on effectiveness of program and survival rate.</p>
19201 Shade Structure Replacement/ Refurbishment		
19202 Sportsfield Maintenance & Reconstruction		
19203 Stairway Repair		

**Moved by Councillor Keith Irish**  
**Seconded by Councillor Karen Rea**

**That the Budget Committee approved the Operations – Parks Capital Budget Items.**

**Carried**

#### **4. Budget Committee Meeting Schedule**

The Committee agreed to extend the time of the February 5, 2019 Budget Committee meeting.

**Moved by Councillor Khalid Usman**  
**Seconded by Councillor Karen Rea**

**That the February 5, 2019 Budget Committee be held from 9:00 am to 12:30 pm.**

**Carried**

#### **5. Adjournment**

**Moved by Councillor Karen Rea**  
**Seconded by Councillor Reid McAlpine**

**That the Budget Committee adjourn at 12:41 pm.**

**Carried**





# Appendix B-1

## 2019 PROJECT FUNDING REQUEST FORM

Number: **19262**

Project Name: **Markham Centre Trails – Design (Phase 1 of 4)**

Project Cost: **\$123,800**

Commission: Development Services

New Asset/Expansion

Department: Engineering

Useful Life: 0

Project Mgr: Alberto Lim/Alain Cachola

Pre Approval: ☐

Ward(s):

Category: Major

CW ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐

Cost Validation: Other(specify in Notes)

5 ☐ 6 ☐ 7 ☐ 8 ☐

Requirement Validation: Other(specify in Notes)

### DETAILED DESCRIPTION (SCOPE OF PROJECT):

Planning & Urban Design Department has completed a conceptual design for a section of the Markham Centre Trail system on the north side of the Rouge valley between Warden and Birchmount. This project is for the detailed engineering design of the trail and to obtain the environmental permits from conservation authority and Provincial ministries. The completed trail system will provide residents and visitors access into the Rouge valley in Markham Centre. Council had previously approved a capital project for conceptual design with total expenditures of \$94,400.

### BUILDING MARKHAM'S FUTURE TOGETHER: Describe how this project/initiative advances the objectives of BMFT.

Primary Objective: Engaged, Diverse & Thriving City

Council initiative to provide additional pathways in Markham Centre.

### PROJECT COSTS (\$)

	<u>2019</u>	<u>Future Phases</u>
Cost/Quote:	0	9,665,390
Internal Charges:	15,901	894,783
External Consulting:	96,369	4,083,171
Contingency %: 10	9,637	1,374,856
Sub Total:	121,907	16,018,200
HST Impact:	1,866	266,172
<b>Total Project Cost:</b>	<b>123,800</b>	<b>16,284,400</b>

### NOTES

Total trail length of phase 1 is 830m.  
Total trail length of other phases is 12,515m.  
Other Internal Funding is Section 37.

### PROPOSED SOURCE(S) OF FUNDING (\$)

<u>Funding Type</u>	<u>Components</u>						<u>Future Phases</u>
	<u>Budget</u>				<u>TOTAL</u>		
DCA	80,470	0	0	0	0	0	10,584,860
Other Internal	43,330	0	0	0	0	0	5,699,540
<b>TOTAL FUNDING</b>	<b>123,800</b>				<b>0</b>		<b>16,284,400</b>

### OPERATING BUDGET IMPACT

<u>Personnel</u>	<u>Non Personnel</u>	<u>Revenues</u>	<u>Expenditures/(Revenues)</u>
\$0	\$0	\$0	\$0

**Project Name: Markham Centre Trails – Design (Phase 1 of 4)**

**DCA**

<b>Name</b>	<b>Year</b>	<b>Amount</b>	<b>Amount in Study</b>	<b>Life Cycle</b>
Hard - Studies - City Wide - Bike Lanes on City, Regional and Developers		80,470	11,325,356	Amount in Study: <input type="text"/>
<b>TOTAL FUNDING</b>		80,470	11,325,356	Amount Incl HST <input type="text"/>
				Year in the study <input type="text"/>

DCA and/or Life Cycle: Explain if there is a change in the year and/or an increase/decrease in cost

**Cash Flow Estimates:**

Quarter 1:	\$0
Quarter 2:	\$123,800
Quarter 3:	\$0
Quarter 4:	\$0
<b>Year 1 Total Cash Flow:</b>	<b>\$123,800</b>
Year 2:	\$0
Year 3 + beyond:	\$0
<b>Total All Years:</b>	<b>\$123,800</b>

**Procurement Plan:**

RFP/Tender Submission to Purchasing:   
RFP/Tender Award by:

Estimated Project Completion Date:

Estimated 2019 Deliverables

**Business Case - Rationale for project submission**

i) Project Class:

ii) What is the rationale for this project? Comment on Service Level.

Council objective to provide multi-use pathways through Markham Centre.

iii) What are the implications of this project not being approved?

No legislative requirement but there is a desire to improve the pedestrian/bike.

iv) What alternatives were considered?

N/A.

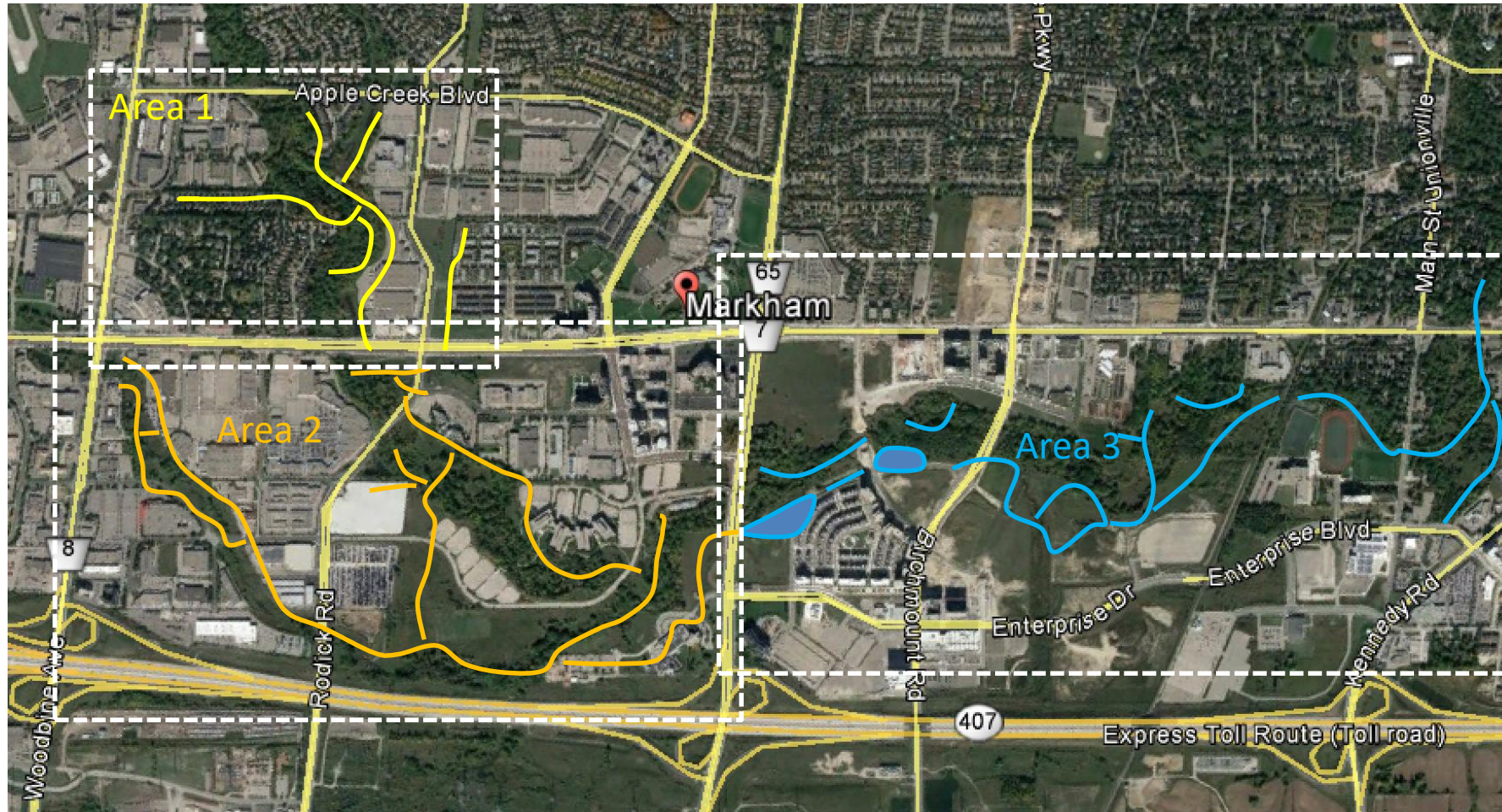


# New Capital Project Funding Request Engineering Department

## **Markham Centre Trails – Design (Phase 1 of 4)**



## Markham Centre Greenlands Master Plan Map

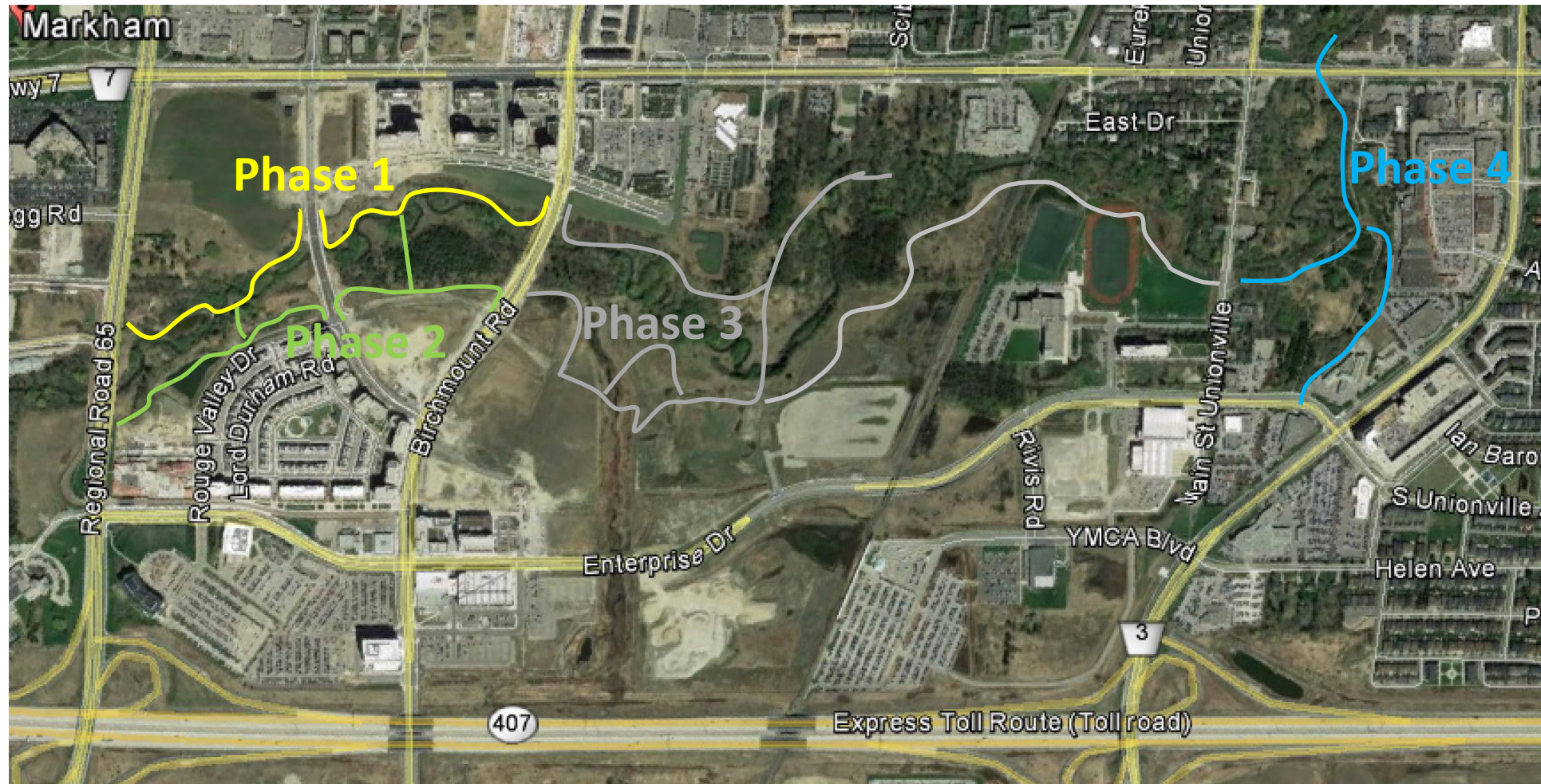


Note that the trail location are conceptual and are subject to changes based on the results of the Class EA Study





# Area 3 Implementation



Note that the trail location are conceptual and are subject to changes based on the results of the Class EA Study

# Appendix C

## MEMORANDUM

**TO:** Budget Committee  
**FROM:** Joel Lustig, Treasurer  
**DATE:** February 8, 2019  
**SUBJECT:** Budget Process – New Staffing Requests

---

The presentation made at the first Budget Committee meeting outlined 13 staffing requests. 6 new full-time position requests, 2 contract conversions to full time and 5 new contract positions. 2 of the contract positions were previously approved by Council (Enterprise Asset Management Coordinator and a Business Systems Coordinator for Customer Relationship Management solution).

Of the 13 requests, 10 are tax-funded. Council approved funding for the tax funded positions utilizing unused Bill 148 funds. The remaining 3 positions are non-tax funded.

I would like to take this opportunity to take you through the rigorous review process that was undertaken by Staff prior to the requests being tabled at Budget Committee.

The review process for new staffing requests started in spring 2018 with each department head identifying the staffing requirements for the 2019 budget.

Directors Forum, also known as DF which includes the department heads undertook the following process:

1. Reviewed all existing vacant positions to determine if positions could be repurposed
2. Prioritized projects based on criteria
3. Identified Business As Usual (BAU) workforce requirements
4. Completed a comprehensive workforce requirements list for further vetting
5. Developed a position review criteria
6. Undertook a comprehensive review of positions against the criteria
7. Finalized position ranking with recommendations to ELT

Initially, there were 35 requests to be evaluated, 19 BAU and 16 projects related.

All positions were evaluated and scored in two categories: Corporate Risk and Position Rationale.

**Corporate Risk** was assessed from the lens of legislative requirements including by-laws, health & safety (corporate and community), risk of litigation including contract risk, security of people or property, and service level & core service disruption. Within each category, a score was assigned based on a minor, medium and major grade.

To evaluate **Position Rationale**, there were six questions.

1. Will the position advance Markham's reputation, leadership and competitiveness in a particular area?
2. Does the position accommodate an unfulfilled customer demand?
3. Will the position positively impact staff wellness, engagement, retention and attraction?
4. Will the position provide a positive financial benefit such as new revenues, savings or cost avoidance to the Corporation?
5. Describe how this additional resource request supports business transformation or process improvement.
6. What is the impact on your current service level with consideration for:
  - a. Staff workload;
  - b. What has been done to mitigate this request including any previous efficiency measures?
  - c. What changes to service levels could be made so that the position is not required?
  - d. How will this additional resource achieve the desired performance and how will you measure it?

Each Director self-evaluated and scored each position using the criteria that I just described.

DF held several meetings to discuss, evaluate and clarify each request to achieve a consensus scoring. DF submitted the 13 requests to ELT for consideration and approval. ELT reviewed the 2019 staffing requests and endorsed the 13 positions.

Staff are content with the evaluation and prioritization process. The 13 requests represent the highest priority positions. The next phase will include a 3-year plan on new staffing requests which will be brought forward to Budget Committee as part of the 2020 budget process.

We understand that there have been questions regarding forestry services, by-law enforcement and windrows. Staff recognize that these services are top of mind and important to citizens and they will be addressed in 2019 by way of a report to committee and/or a workshop.

I hope this helps in putting some context around the review process on new staffing requests.

# **2019 Requests for Staffing:**

- 1. Technology**
- 2. Core Service Delivery**
- 3. Strategic Initiatives**



## 2019 Staffing Requests

- The 2019 Budget includes 13 staffing requests:
  - 6 new full time positions
  - 2 contract conversions to full time
  - 5 contract positions (2 of the contract positions were previously approved by Council)
- The requests are grouped into the following categories:
  1. Technology
  2. Core service delivery
  3. Strategic initiatives

# 1. Technology Staffing Requests

- Council-approved Digital Markham strategy guides technology investments.
- Council has approved significant investment in four major new technology systems:
  - Enterprise Asset Management – to manage corporate assets and work orders
  - Customer Relationship Management System – to manage customer requests and relationship across the city
  - Program Registration and Facility Booking System – for recreation programs, facility booking and payment system replacement
  - E-Plan – end-to-end electronic plan review and approval system
- Staff have undertaken a rigorous process of defining business requirements and necessary budgets for the four new systems and procured new solutions which are now being implemented
- The City has chosen new systems that are “enterprise-wide”, and will be used by a number of business areas
- In order to protect the City’s investment and maximize the benefits of the new solutions, the right resources are needed for implementation and ongoing support
- In response to the Auditor General Cyber Security Audit, Staff committed to implement a comprehensive cyber security program in order to address outstanding issues and sustain the program
- Six new staff positions (three new full time, and three contract positions) are being requested:

# 1. Technology Staffing Requests

## Enterprise Asset Management System (EAM) - Capital: \$969,477

- **1 three-year contract - EAM Coordinator - Operations / Environmental & Services/Sustainability Asset Management) (pre-approved) - \$104,464/year plus benefits**
  - The position will support the implementation of EAM in Environmental Services, Operations, Sustainability & Asset Management and Finance business areas.
  - This will ensure the system meets business needs, existing processes are updated to optimize workflows and necessary training is in place.
  - There is no capacity to complete system implementation without the additional resource requested.
- **1 New full time - Application Support Specialist – ITS - \$91,329/year plus benefits**
  - Required for the successful implementation and ongoing technical support and maintenance of EAM.
  - Will provide technical system support to the team during project implementation, and ongoing to ensure system reliability, end user support and training to fully optimize use of the system.
  - This is a new enterprise-level system; there is no capacity in ITS to perform this role.

# 1. Technology Staffing Requests

## **Customer Relationship Management System (CRM) – capital \$790,283**

- **1 one-year contract - Business System Coordinator - Contact Centre – (pre-approved) - \$64,098/year plus benefits**
  - Required to backfill a staff who will be assigned to support implementation of the new system which will be used across multiple departments.
  - Will provide business expertise during system configuration and business process setup, and perform system testing, user acceptance testing, training, process mapping, workflow management, and quality control.
  - The scope also includes integration testing of multiple systems and reports.

## **Program Registration & Facility Booking System – capital \$798,742**

- **1 two-year contract - Business System Coordinator – Recreation/Library/Culture - \$91,485/year plus benefits**
  - Required to backfill a staff who will be assigned to support implementation of the new Program Registration and Facility Booking System, across multiple departments – Recreation, Culture and Library.
  - New system supports \$24.6M in annual revenue generated through program registrations, permits and other revenue generating functions.
  - This will ensure the system meets business needs, existing processes are updated to optimize workflows and necessary training is in place.

**Note: staffing costs are additional to capital investment**

# 1. Technology Staffing Requests

## **ePlan – End-to-end electronic plan review and approval system – capital \$1,390,664**

- **1 New full time - ePlan Review Business Support – Engineering/Planning - \$85,160/year plus benefits**
  - Required to provide end-user business support for all internal users in the Planning, Engineering and Operations departments.
  - System has been implemented; however, there is no in-house capacity and expertise to guide and assist users in efficient and effective development application process day-to-day, implement business process changes and ensure standardized approach across business areas to optimize functionality.

## **Cyber Security Program**

- **1 New full time - Senior Cyber Security Specialist – ITS - \$107,906/year plus benefits**
  - The City is in the process of developing a cyber security program as recommended by the Auditor General.
  - Will ensure implementation of the program and oversee the cyber security program on ongoing basis.
  - There is no existing skillset or capacity in ITS to perform this role.

**Note: staffing costs are additional to capital investment**

## 2. Core Service Delivery Staffing Requests

- The Director's Forum undertook a process this year to seek and evaluate requests for staffing from departments related to managing workload as a result of *growth, legislative change, and increased volumes that impact ability to meet service levels.*
- Managing workload is an issue identified in the last number of staff satisfaction surveys.
- There are 5 positions :
  - 2 from Human Resources
  - 2 from Operations Department
  - 1 from Sustainability & AM
- Four positions support core service delivery and one position will focus on reducing utility costs.
- All five positions were supported as being the highest priority with others on the list being evaluated and reviewed for consideration in 2020.

## 2. Core Service Delivery Staffing Requests

- **Complex workforce in both size and complexity:**
  - Employee population of 3,093 (regular full time and part-time/seasonal during peak).
  - 68% of workforce is temporary, part time and seasonal. 60% of those have multiple jobs and pay rates while 65% of regular full time employees are unionized.
  - Temporary, part time and seasonal workforce is characterized by high turnover, repetitive hiring and a young worker profile resulting in significant work in areas of administration, contract management, on and off boarding, training, employee relations and health and safety issues.
  - Legislative changes occurring frequently and increasing complexity for Human Resources and for day to day supervisors in front line service areas.
- **Efficiency benchmark-** HR staff to employee ratio by size of organization and sector is significantly below Conference Board of Canada benchmark (2014).

#HR Staff to Full Head Count	Conference Board of Canada	City of Markham HR
Orgn with 1,000 – 3,000 emp.	1.36 HR staff to 100 emp.	.75 HR staff to 100 emp.
Public sector	1.66 HR staff to 100 emp.	.75 HR staff to 100 emp.

## 2. Core Service Delivery Staffing Requests

- **1 New full time - Health and Safety Co-ordinator – Human Resources - \$77,097/year plus benefits**
  - The Senior Health & Safety Specialist provides core expertise to management, 3<sup>rd</sup> party contractors and 3,100 full/part time employees. Risk is non-compliance with current and ever emerging legislation (e.g. cannabis, PTSD). Objective is safe work practices, efficient return to work practices and WSIB case management, minimizing corporate liability.
  - The Health and Safety Coordinator would assume administrative tasks and basic training allowing the Specialist to ensure critical compliance.
- **1 New full time - Compensation and Benefits Administrator – Human Resources - \$77,097/year plus benefits**
  - Provides accurate and timely data entry for all aspects of the regular full time employee life cycle of salary, benefits and pension administration. Employee profiles travel through various City technology systems or processes from the new employee EPIC profile set up to direct deposit, ITS's Active Directory, Payroll, City headcount and HR metrics information, the learning management system, the Sun Life website, OMERS and employee time off management.
  - HRIS audit required inputting role to be separate from approval/supervisor.



## 2. Core Service Delivery Staffing Requests

- **1 Conversion to full time - Tree Preservation Technician – Operations Department – \$70,950/year plus benefits**
  - This position was created as a contract position to manage increased volume of tree removal permits from residents and to address concerns from residents related to illegal removals.
  - The workload continues to be a pressure and is not expected to decrease.
  - A significant portion of the workload increases are related to 'Infill Construction'.
  - This request is to make the position permanent in order to retain staff in a competitive market. Arborists with these skills are difficult to recruit and retain.
- **1 Conversion to full time - Administrative Assistant / Coordinator for Operations Team - \$65,370/year plus benefits**
  - This position was originally part time to support all of the Managers, Supervisors in the Operations Department taking pressure off the team so that they can focus on higher order issues.
  - The position then was filled on a full time contract and has proven to provide much needed support for the whole department in facilitating and coordinating external and internal client issues, corporate business needs, and data collection for preparation of reports.
  - Workload of supervisors and managers is an ongoing concern in a 24/7 complex operating area hence the need to retain the position and convert from contract to full time.

## 2. Core Service Delivery Staffing Requests

- **1 one-year contract - Energy Analyst - Sustainability & Asset Management - \$77,097/year plus benefits**
  - To support Council-approved Municipal Energy Plan and Greenprint goals of Net-Zero Energy Emissions by 2050, position will enable us to continue leading by example for our community.
  - Anticipate \$78,000/yr cost savings and reduced energy and GHG emissions.
  - Analyst will lead standardization of energy metering, monitoring & verification program, utility & bill management, Corporate Sustainability Reporting, and building operator and occupant engagement programs (for example Battle of the Buildings Competition), improved sharing of our successes.
  - This role is expected to result in faster bill processing times, early issue detection, facility operational efficiencies (identify unnecessary equipment running at night/weekends).
  - There is no capacity to complete these tasks without the additional resource requested.

### 3. Strategic Initiatives Staffing Requests

- Council approved the Official Plan 2014 (OP) which is the growth vision for Markham to 2031.
- The Official Plan also identify key policies regarding strategic infrastructure and services that are necessary to support this growth vision.
- The Yonge Subway Extension (YSE) is the top rapid transit priority for Markham and York Region. Metrolinx, York Region, YRRTC, City of Toronto, TTC are jointly working on the design of the YSE from Finch to Langstaff Gateway.
- Markham needs to be engaged in this process in order to advocate for Markham's vision and needs, including the Royal Orchard Station.
- The OP also sets out policies on key City infrastructure and priorities such as road network, active transportation.
- The delivery of City infrastructure requires in-house expertise in contract administration to reduce the overall construction budget and timelines for the delivery of major investments.
- Two new staff positions (1 two-year contract position and 1 new full time position) are being requested

## 3. Strategic Initiatives Staffing Requests

- **1 two-year contract - Yonge Subway Extension Project Manager – Development Services Commission - \$104,464/year plus benefits**
  - The Yonge Subway Extension (YSE) is a major multi-jurisdictional project which will require timely coordination with YRRTC, TTC, Metrolinx, City of Toronto and York Region.
  - The purpose of this position is to represent and advocate for the City on the YSE.
  - As the subway concept is developed, the City requires a dedicated staff to analyze information, coordinate comments, provide professional advice and timely response and to coordinate with the subway team to represent/protect the City's interest on YSE, including the need for the Royal Orchard Station.
- **1 New full time - Senior Engineer, Contract Admin. & Quality Control – Engineering - \$104,464/year plus benefits**
  - The position provides in-house contract administration of major capital projects instead of using external consultants. This position is currently a contract and this request is for a conversion to a full time permanent position.
  - In-house staff will have greater awareness other City policies and procedures, and specific knowledge and understanding of other City and Regional projects. This will ensure seamless coordination internally and with other levels of government to reduce overall budget and delivery timelines.
  - Previous experience on the Rouge Valley Trail project confirmed that there is cost savings, reduced construction impact to the public, and better control of schedules with the use of in-house contract administration staff.





# LIBRARY HOURS BUDGET COMMITTEE FEBRUARY 8 2019

Markham Public  
Library Board





# A multi-year plan to expand library open hours

The multi-year plan is based on a recognition that people's lives have changed since the turn of the century.

**Busy families have lots to do on weekends and evenings**

**Residents need the convenience of longer library hours (similar to those of malls and Markham's Community Centres)**

**Longer library hours will make it easier for them to get everything done and access the benefits associated with library services – including enhanced literacies and educational achievement**



# BUILDING MARKHAM'S FUTURE TOGETHER

Engaged, Diverse and  
Thriving City

**Ensuring Markham is Welcoming and Inclusive**

- **Delivering library services and spaces that are inclusive, accessible and safe**
- **Building community identity, interaction and social cohesion**



# Open Hours Vision



Library branches are invaluable community assets.

Longer library hours leverage the City's investment in library space to generate significant community benefits.





Community  
Benefits

# Guiding Principles

The header features a blue background with several white paper airplanes flying towards the right. One airplane in the top right corner is yellow.

1. Seek Geographic Service Balance
2. Make Evidence-Based Changes
3. Prioritize Shared Facilities
4. Ensure Simplicity & Consistency
5. Phase in Budget Increases
6. Respect Scheduling Guidelines



2018 PROGRESS





## Expanded Sunday Hours Launched on May 6, 2018

- **Pre-existing Sunday open hours – 1:00 p.m. to 5:00 p.m. – were expanded to 10:00 a.m. to 5:00 p.m.**

**Aaniin and Angus Glen (CC branches)**

**Sunday contracts (existing budget)**



# Expanded Sunday Hours at one more branch – Thornhill Community

Pre-existing Sunday open hours – 1:00 p.m. to 5:00 p.m. – were expanded to 10:00 a.m. to 5:00 p.m.

Launched on October 18, 2018

Improves geographic balance of Sunday morning services

Sunday contracts (existing budget)

A large black circle is centered on a solid blue background. Inside the black circle, there is a ring of small yellow dots. The text "RETURN ON INVESTMENT" is written in white, bold, uppercase letters in the center of the black circle.

**RETURN ON  
INVESTMENT**



# Sunday Mornings

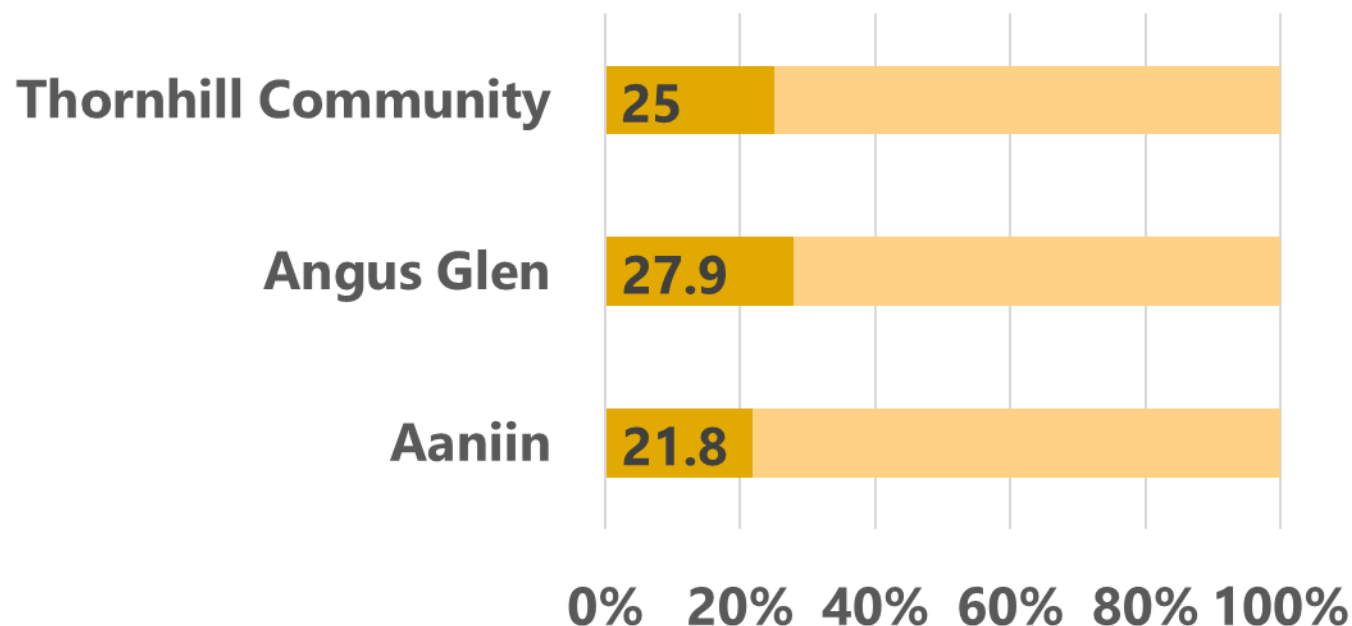
In branches that open at 10 a.m., 39.06% of total visits take place from 10 a.m. to 1 p.m.

3.9 out of 10 Sunday visits...



# Sunday Mornings

In branches that open at 10 a.m., the average of total Sunday customer visits have increased by 22 to 28%.





# Sunday Mornings

## Customer Feedback

- Sunday mornings have had a positive impact on customer satisfaction with the library.
- Having the library open makes it easier for families to use community centres for multiple purposes. Families can combine several activities – such as going to the library and also going to swimming lessons or the fitness centre.
- Students of all ages greatly appreciate having access to study and work space on Sunday mornings.

# Next Step in the Multi-Year Plan

# 2019 Budget Submission

**Expanded Sunday Hours at  
two more Community  
Centre Branches – Cornell  
and Milliken**







## Sunday contracts

- Milliken \$ 25,183.39
- Cornell \$ 25,183.39

Fell "below the line" during review of all departmental budget submissions



CLOSE DURING  
"DOWN" TIMES?

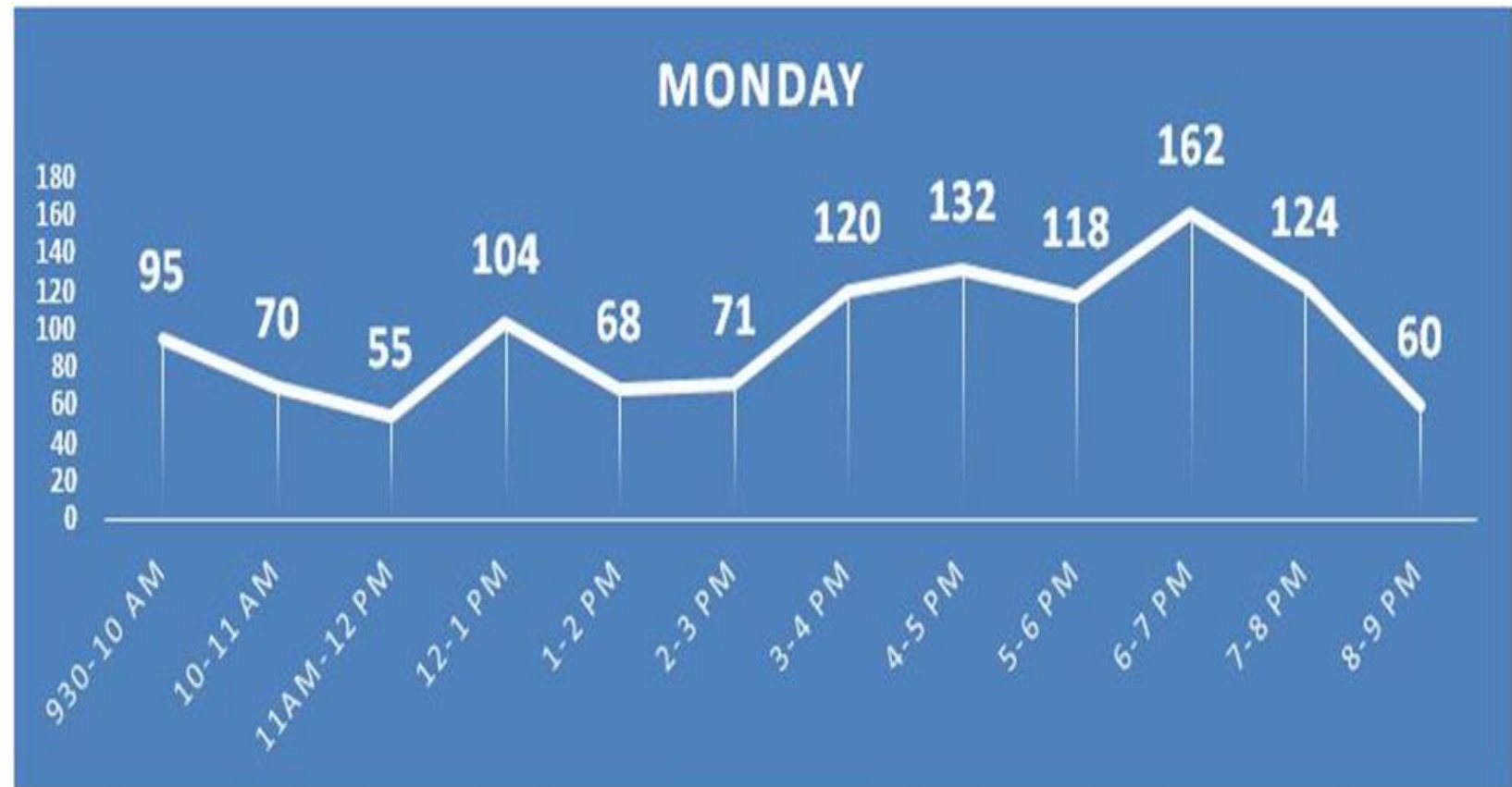
# Angus Glen Library

Monday Open Hours: 9:30 a.m. to 9:00 p.m.

## Mornings

9:30 to 12 noon

- 220 visits
- 18.6% of total Monday visits



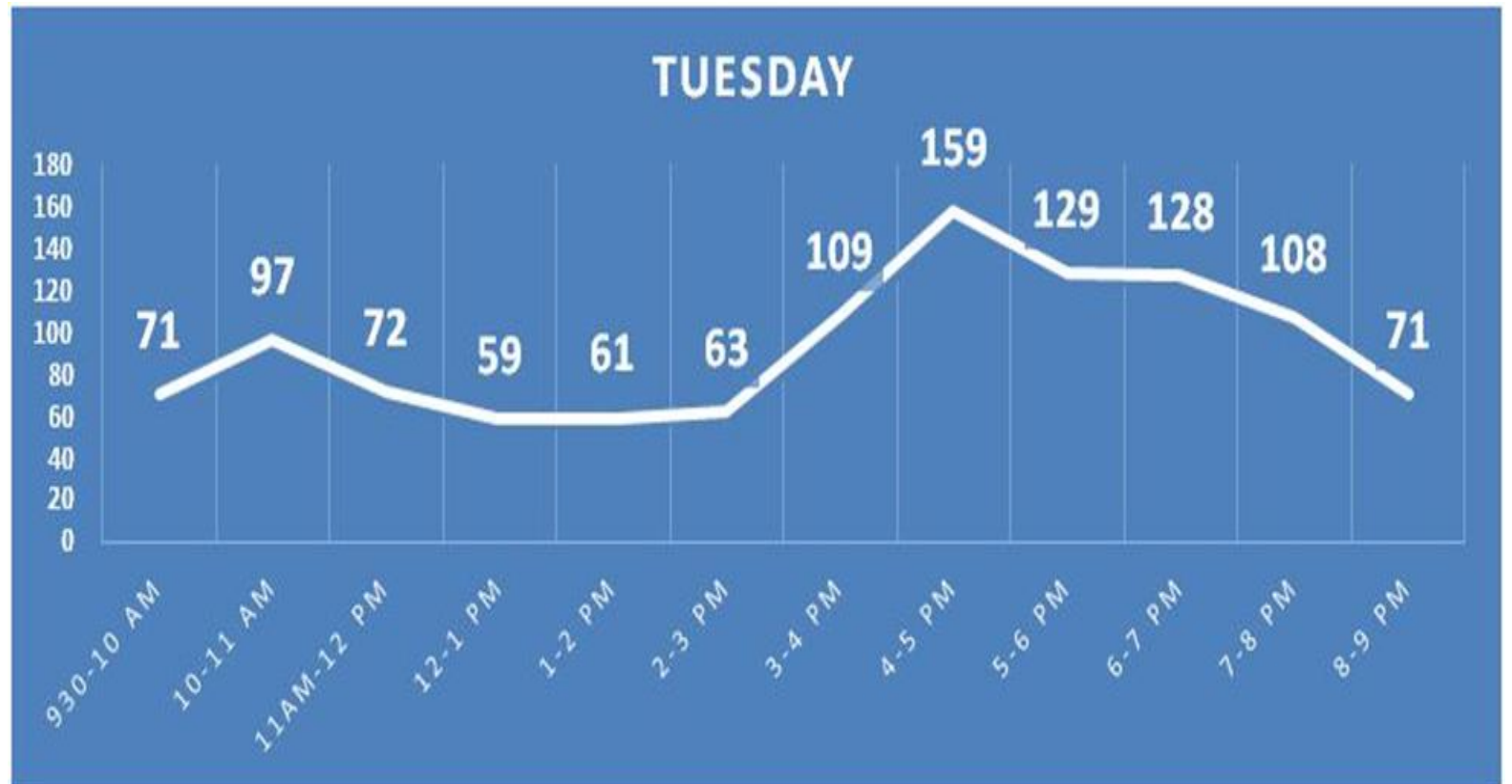
# Angus Glen Library

Tuesday Open Hours: 9:30 a.m. to 9:00 p.m.

## Mornings

9:30 to 12 noon

- 240 visits
- 21.3% of total Tuesday visits



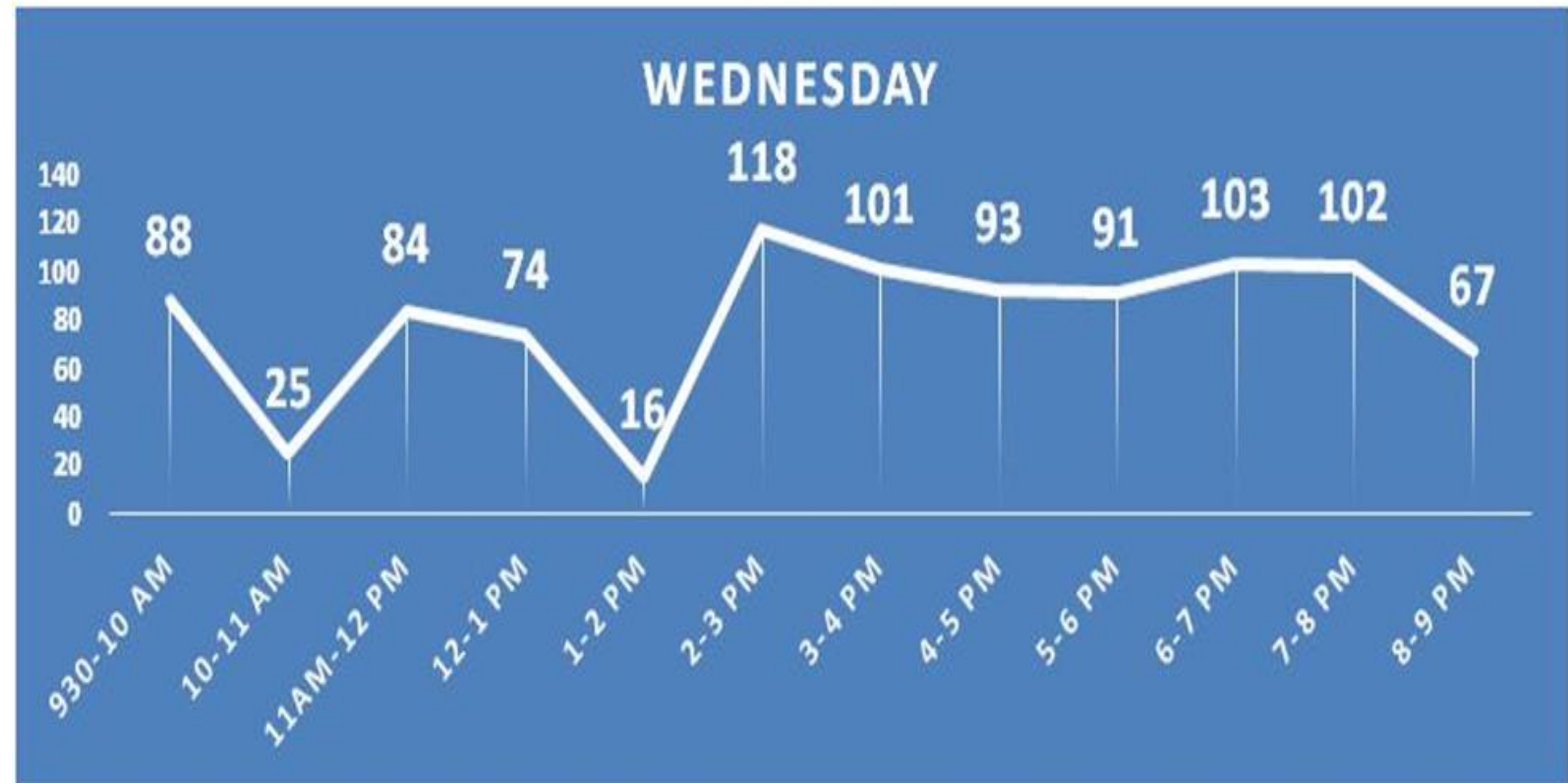
# Angus Glen Library

## Wednesday Open Hours: 9:30 a.m. to 9:00 p.m.

### Mornings

**9:30 to 12 noon**

- **197 visits**
- **20.5% of total Wednesday visits**





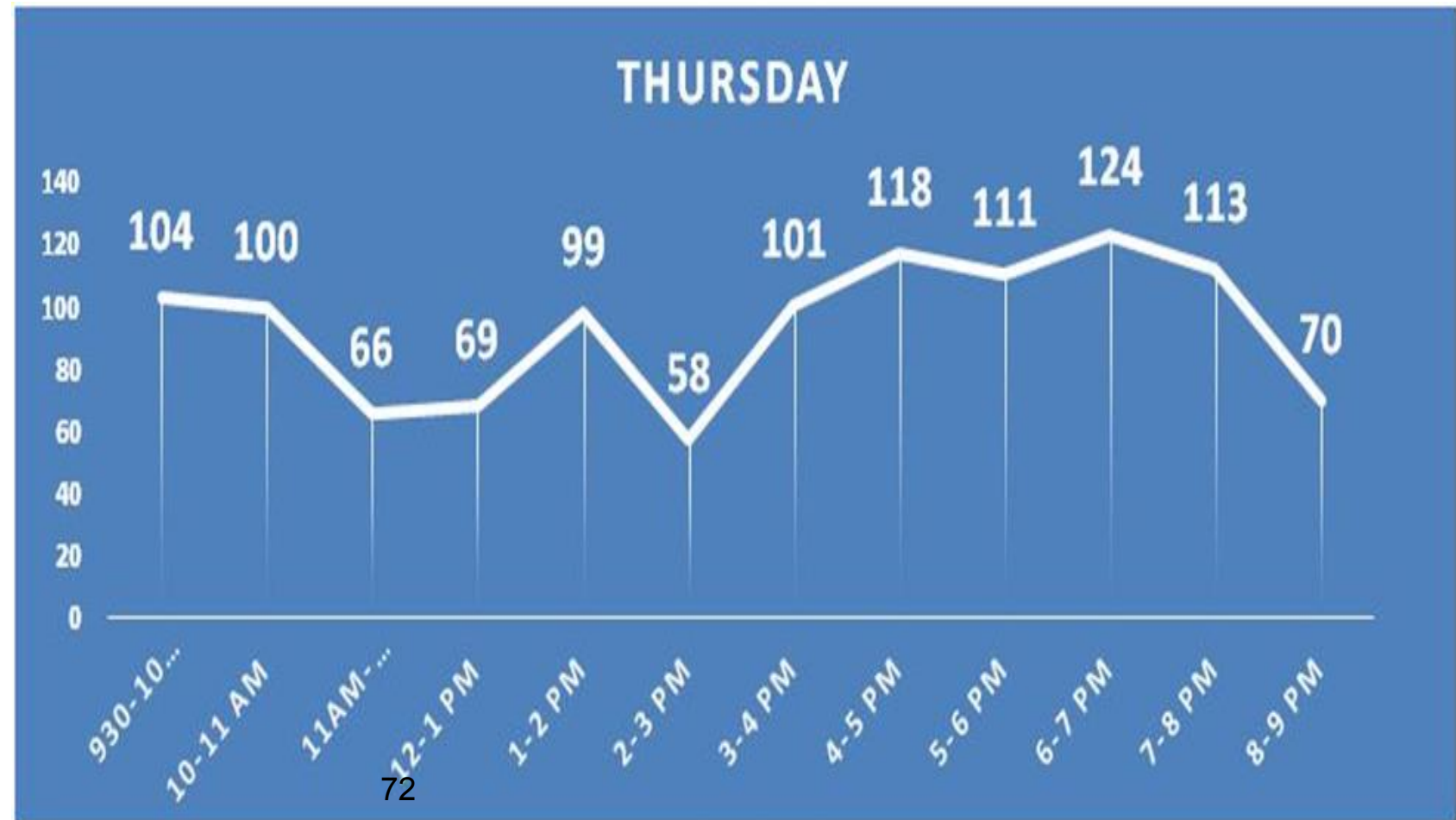
# Angus Glen Library

## Thursday Open Hours 9:30 a.m. to 9:00 p.m.

### Mornings

9:30 to 12 noon

- 270 visits
- 23.8% of total Thursday visits



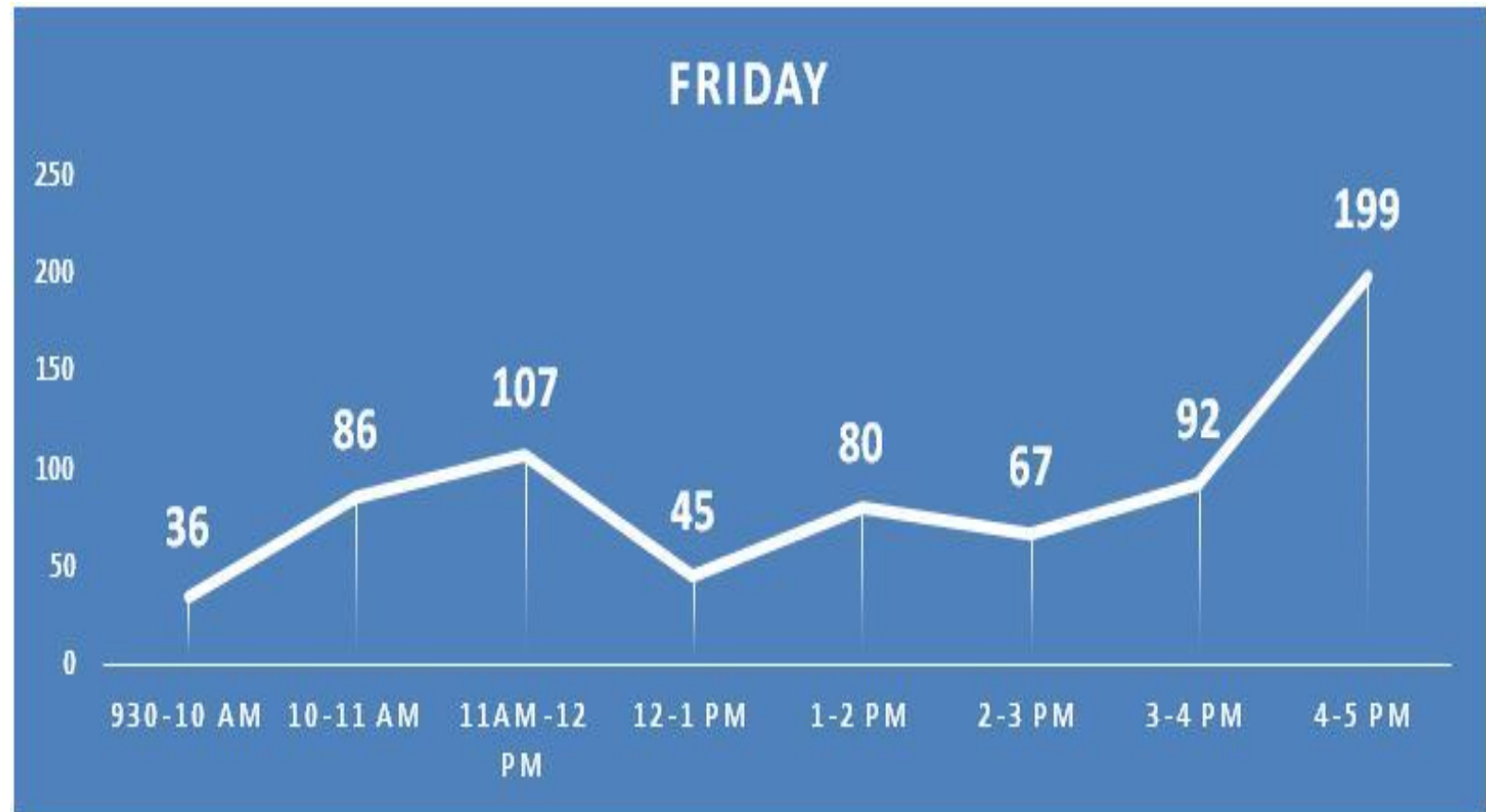
# Angus Glen

## Friday Open Hours: 9:30 a.m. to 5:00 p.m.

### Mornings

9:30 to 12 noon

- 229 visits
- 32.2% of total Friday visits



MORNING  
VISITS

# Who's using the libraries on weekday mornings?



# OPTIONS

## A. MONDAYS TO THURSDAYS

**Current Open Hours: 9:30 a.m. to 9:00 p.m.**

- **To 12:30 p.m. to 9:00 p.m.**
- **Transfer 3 hours of service to Sunday mornings**

SERVICE IMPACTS	
Seniors	Many seniors schedule their outings for the mornings, to avoid rush hours and be able to travel in daylight. A later opening time would reduce their access and usage.
Pre-school children & their parents/ caregivers	Pre-school programs are scheduled for mornings, "prime time", when small children are ready to learn, and a preferred time for most families. Re-scheduling these programs and open hours to afternoons would reduce access and usage.
Students (post-secondary, etc.) and home-based businesses	Many students and home-based business people come "for the day", treating their visit like a 9 to 5 job, arriving when the doors open and staying until dinner time. A later opening time would reduce their access and usage.
School children	During March Break and on PA days, school children make heavy use of libraries and programs. A later opening time would restrict their access and usage.

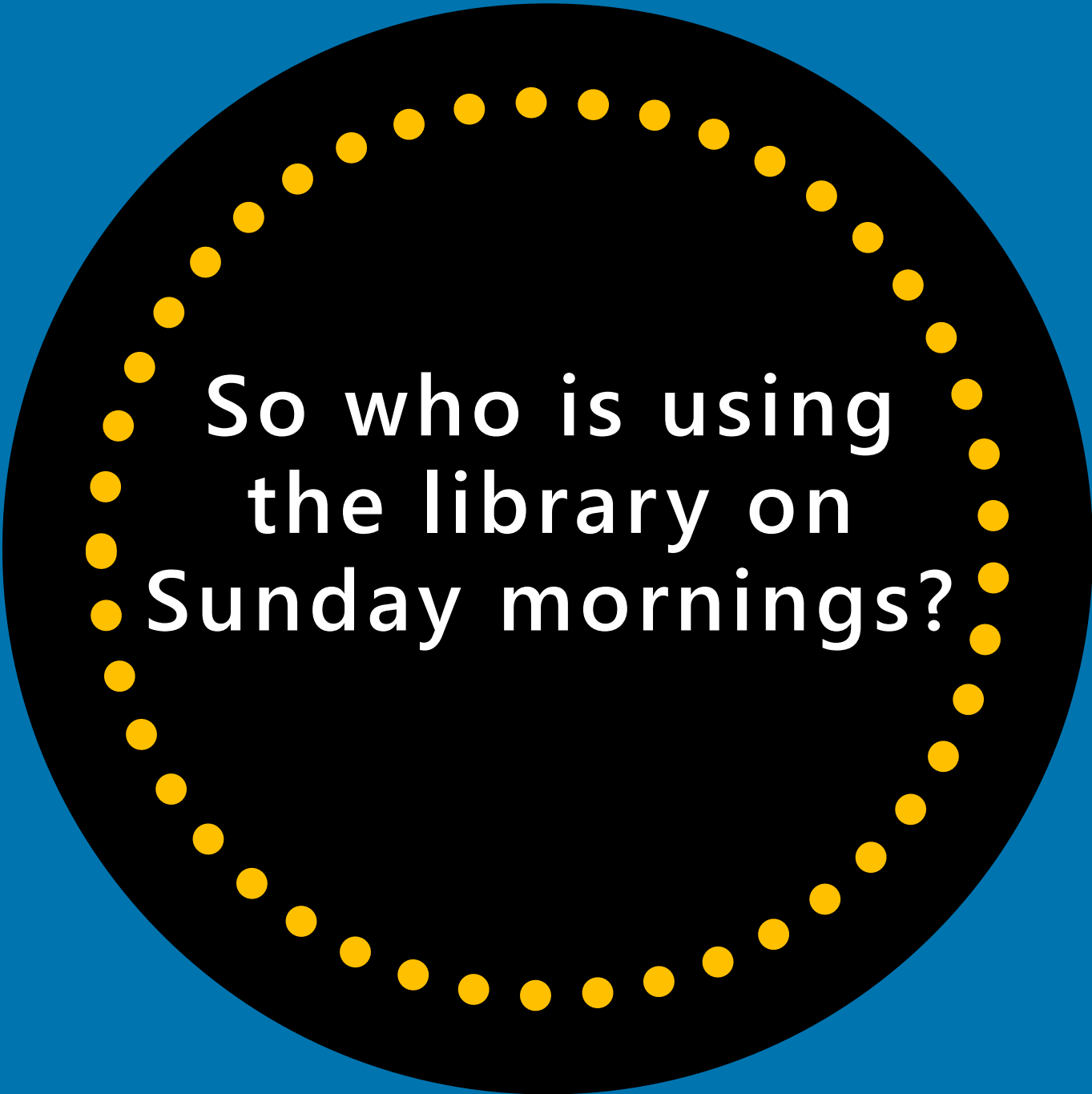
# OPTIONS

## B. FRIDAYS

**Current Open Hours: 9:30 a.m. to 6:00 p.m.**

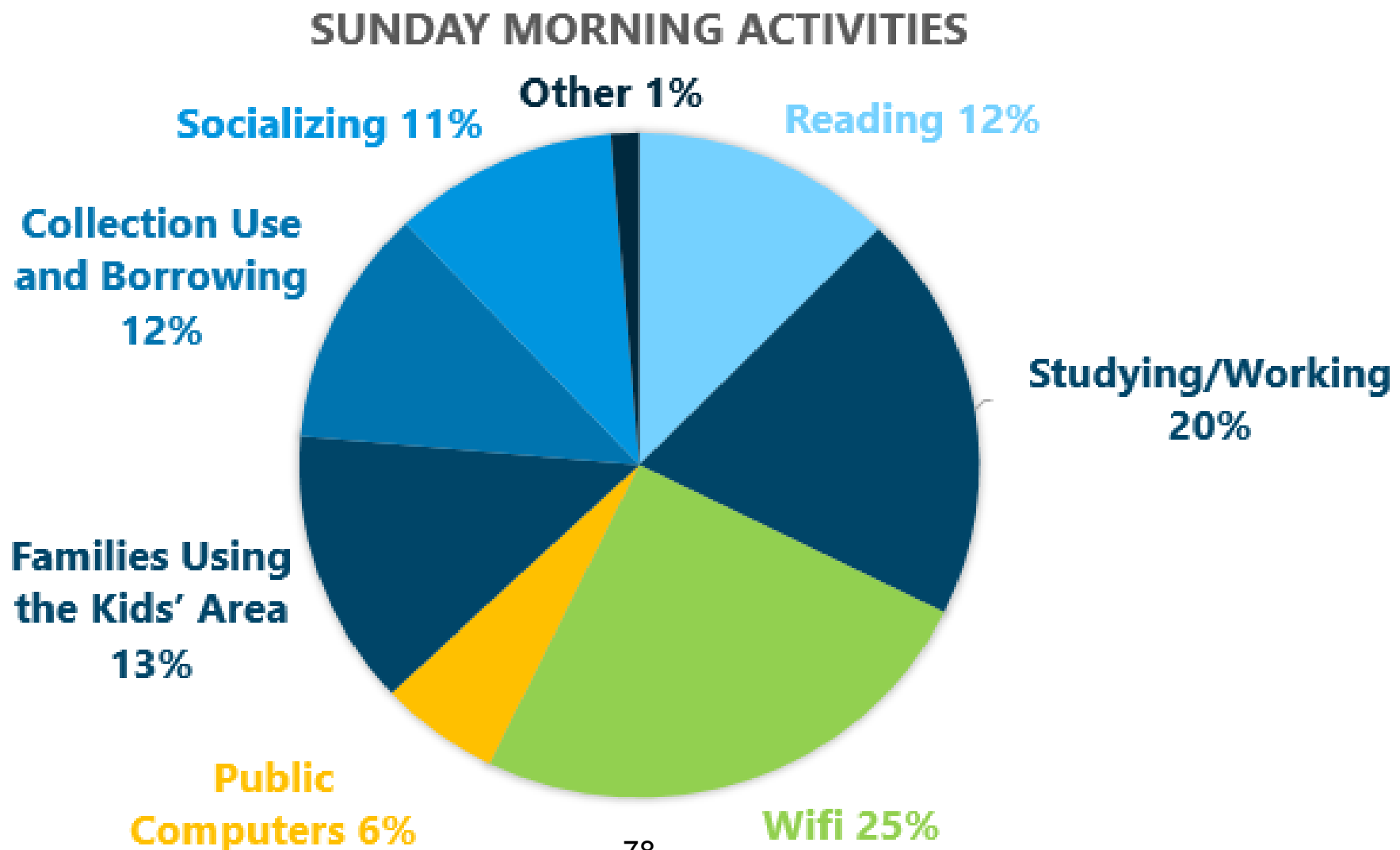
- **To 12:30 p.m. to 6:00 p.m.**
- **Transfer 3 hours of service to Sunday mornings**

SERVICE IMPACTS	
Seniors	Many seniors schedule their outings for the mornings, to avoid rush hours and be able to travel in daylight. A later opening time would reduce their access.
Pre-school children & their parents/ caregivers	Pre-school programs are scheduled for mornings, "prime time", when small children are ready to learn, and a preferred time for most families. Re-scheduling these programs and open hours to afternoons would reduce access and usage.
Students (post-secondary, etc.) and home-based businesses	Many students and home-based business people come "for the day", treating their visit like a 9 to 5 job, arriving when the doors open and staying until dinner time. A later opening time would reduce their access and usage.
School children	During March Break and on PA days, school children make heavy use of libraries and programs. A later opening time on Fridays would restrict their access.
Other	A later opening time on Fridays would reduce hours of access to library services for Jewish residents, due to the Friday Sabbath.



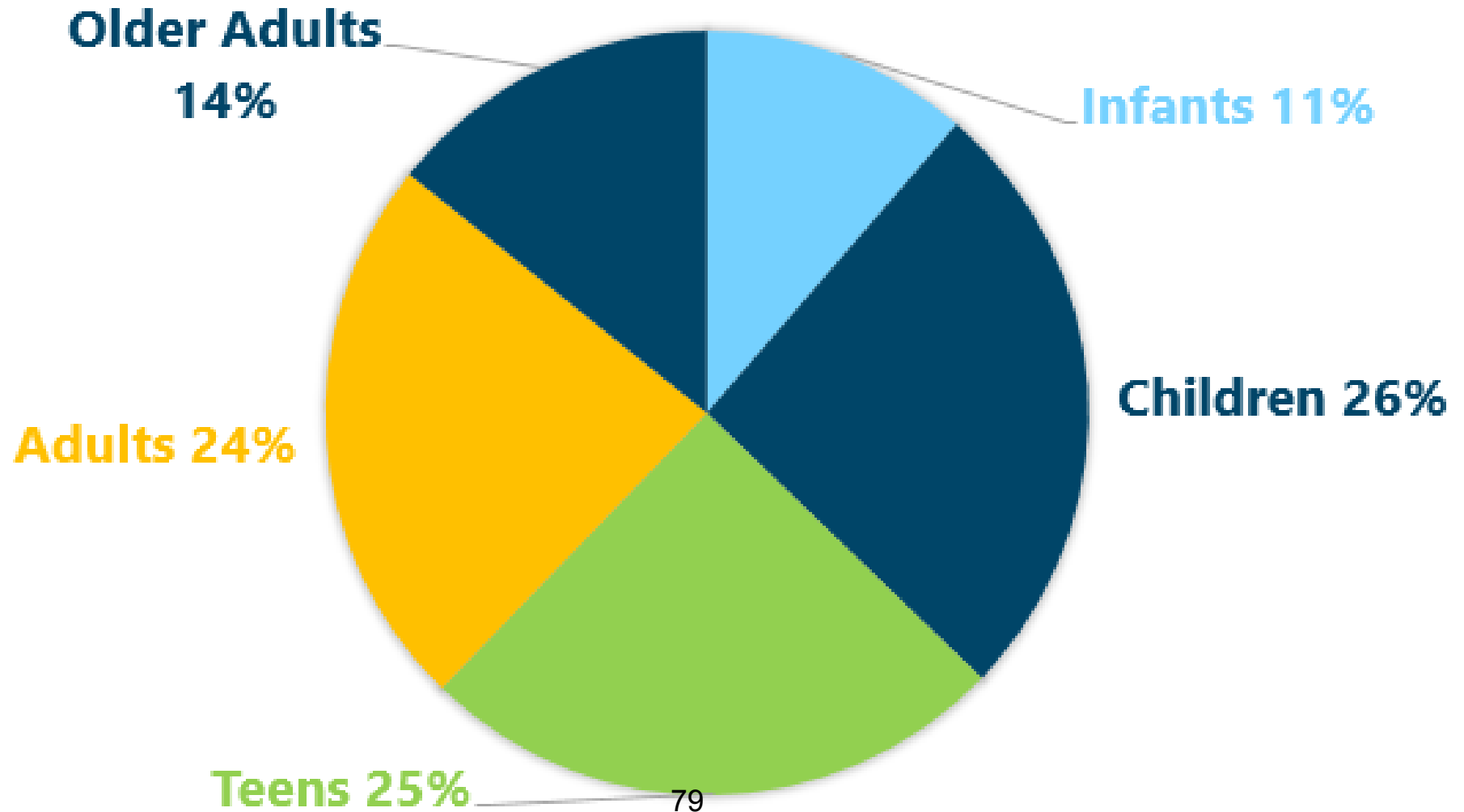
So who is using  
the library on  
Sunday mornings?

# Who uses libraries on Sunday mornings?



# Who uses libraries on Sunday mornings?

## SUNDAY MORNING DEMOGRAPHICS





# OUR ASK

**\$50,366.78 FOR SUNDAY MORNING  
SERVICE AT CORNELL AND MILLIKEN  
LIBRARIES**



# Questions?

THANK YOU