



Development Services Committee Agenda

Meeting Number 12
June 10, 2019, 9:30 AM - 3:00 PM
Council Chamber

Please bring this Development Services Committee Agenda to the Council meeting on June 12, 2019.

	Pages
1. CALL TO ORDER	
2. DISCLOSURE OF PECUNIARY INTEREST	
3. APPROVAL OF PREVIOUS MINUTES	
3.1 DEVELOPMENT SERVICES COMMITTEE MINUTES – MAY 27, 2019 (10.0)	10
1. That the minutes of the Development Services Committee meeting held May 27, 2019, be confirmed.	
3.2 DEVELOPMENT SERVICES PUBLIC MEETING MINUTES MAY 21, 2019 (10.0)	24
1. That the minutes of the Development Services Public Meeting held May 21, 2019, be confirmed.	
4. DEPUTATIONS	
5. COMMUNICATIONS	
5.1 RESOLUTION FROM COUNCILLOR KROON, RE: HIGHWAY 48 CORRIDOR (10.0)	37
1. That the correspondence dated May 31, 2019 from the Town of Whitchurch-Stouffville titled "Resolution from Councillor Kroon, re: Highway 48 Corridor" be received.	
6. PETITIONS	
7. CONSENT REPORTS - DEVELOPMENT AND POLICY ISSUES	
7.1 VARLEY-MCKAY ART FOUNDATION OF MARKHAM MINUTES -	39

MARCH 4, 2019 (16.0)

1. That the minutes of the Varley-McKay Art Foundation of Markham meeting held March 4, 2019, be received for information purposes.

7.2 PUBLIC ART ADVISORY COMMITTEE MINUTES - OCTOBER 10, 2018 (16.0) 46

1. That the minutes of the Public Art Advisory Committee meeting held October 10, 2018, be received for information purposes.

7.3 HISTORIC UNIONVILLE COMMUNITY VISION COMMITTEE MINUTES - JANUARY 16, 2019 (NOTES), FEBRUARY 20, 2019, MARCH 27, 2019 AND APRIL 17, 2019 (10.0) 50

1. That the minutes of the Historic Unionville Community Vision Committee meeting held January 16, 2019 (Notes), February 20, 2019, March 27, 2019 and April 17, 2019, be received for information purposes.

7.4 PRELIMINARY REPORT NEST (VS) GP INC. APPLICATIONS FOR ZONING BY-LAW AMENDMENT, DRAFT PLAN OF SUBDIVISION AND SITE PLAN CONTROL TO PERMIT 12 TOWNHOUSES AT 10165 VICTORIA SQUARE BLVD, AND ZONING BY-LAW AMENDMENT AND DRAFT PLAN OF SUBDIVISION TO PERMIT 4 STREET TOWNHOUSES AT 10197 VICTORIA SQUARE BLVD (WARD 2) FILE NOS. ZA 19 179145, SU 19 179147, SU 19 179146 & SPC 19 179145 (10.5, 10.7, 10.6) 73

12 TOWNHOUSES AT 10165 VICTORIA SQUARE BLVD, AND ZONING BY-LAW AMENDMENT AND DRAFT PLAN OF SUBDIVISION TO PERMIT 4 STREET TOWNHOUSES AT 10197 VICTORIA SQUARE BLVD (WARD 2) FILE NOS. ZA 19 179145, SU 19 179147, SU 19 179146 & SPC 19 179145 (10.5, 10.7, 10.6)

C. Tsang, ext. 2945

1. That the report titled “PRELIMINARY REPORT, Nest (Vs) GP Inc., Applications for Zoning By-law Amendment, Draft Plan of Subdivision and Site Plan Control to permit 12 townhouses at 10165 Victoria Square Blvd, and Zoning By-law Amendment and Draft Plan of Subdivision to permit 4 street townhouses at 10197 Victoria Square Blvd (Ward 2), File Nos. ZA 19 179145, SU 19 179147, SU 19 179146 & SPC 19 179145” be received.

7.5 PRELIMINARY REPORT, ANGUS GLEN VILLAGE LTD., 4071 AND 4289 MAJOR MACKENZIE DRIVE EAST, SOUTH SIDE OF MAJOR MACKENZIE DRIVE, WEST OF KENNEDY ROAD, ZONING BY-LAW AMENDMENT AND SITE PLAN CONTROL APPLICATIONS TO PERMIT 173 TOWNHOUSES ON THE SUBJECT LANDS 84

FILE NO. ZA/SPC 18 154612 (WARD 6) (10.5, 10.6)

R. Cefaratti, ext. 3675

That the report dated June 10, 2019 entitled “PRELIMINARY REPORT, Angus Glen Village Ltd., 4071 and 4289 Major Mackenzie Drive East, south side of Major Mackenzie Drive, west of Kennedy Road, Zoning By-law Amendment and Site Plan Control Applications to permit 173 townhouses on the subject lands, File No. ZA/SPC 18 154612”, be received.

7.6 ARTERIAL AND COLLECTOR ROAD SIDEWALK NETWORK COMPLETION PROGRAM, COMMUNICATIONS PLAN (5.10) 104

L. Cheah, ext. 4838 & J. Palmisano, ext. 6200

1. That the memo dated June 10, 2019 entitled “Arterial and Collector Road Sidewalk Network Completion Program, Communications Plan” be received;

8. REGULAR REPORTS - DEVELOPMENT AND POLICY ISSUES

8.1 DEMOLITION PERMIT APPLICATION AND INTENTION TO DESIGNATE A PROPERTY UNDER PART IV OF THE ONTARIO HERITAGE ACT DAVID HOPPER HOUSE 11251 WOODBINE AVENUE, WARD 2 FILE NO. 19 115460 DP (16.11.3 & 10.13) 107

G. Duncan, ext. 2296

1. That the report dated June 10, 2019 titled “Demolition Permit Application and Intention to Designate a Property under Part IV of the Ontario Heritage Act, David Hopper House, 11251 Woodbine Avenue, Ward 2, File No. 19 115460 DP, dated June 10, 2019, be received;
2. That the Demolition Permit Application for the vacant dwelling at 11251 Woodbine Avenue be refused on the basis of its cultural heritage value or interest;
3. That staff be directed to follow through with the enforcement of the Property Standards By-law to ensure the building is repaired to stabilize its condition and secure it from further deterioration;
4. That as recommended by Heritage Markham, the David Hopper House at 11251 Woodbine Avenue be approved for designation under Part IV of the Ontario Heritage Act as a property of cultural heritage value or interest;
5. That the Clerk’s Department be authorized to publish and serve Council’s Notice of Intention to designate as per the requirements of the Ontario Heritage Act;
6. That if there are no objections to the designation in accordance with the provisions of the Ontario Heritage Act, the Clerk be authorized to place a designation by-law before Council for adoption;
7. That if there are any objections in accordance with the provisions of the Ontario Heritage Act, the Clerk be directed to refer the proposed designation to the Ontario Conservation Review Board;

8. And that Staff be authorized and directed to do all things necessary to give effect to this resolution.

8.2 RECOMMENDATION REPORT: RENAME THE SECTION OF MEADOWVIEW AVENUE BETWEEN YONGE STREET AND DONCASTER AVENUE TO DONCASTER AVENUE (10.14)

120

R. Tadmore, ext. 6810

1. That the report entitled “Rename the section of Meadowview Avenue between Yonge Street and Doncaster Avenue to Doncaster Avenue”, dated June 10, 2019, be received; and,
2. That Development Services Committee authorize Staff to initiate the process for renaming the City owned section of Meadowview Avenue between Yonge Street and Doncaster Avenue to Doncaster Avenue; and,
3. That a public consultation meeting be held to inform and obtain comments from land owners abutting the affected section of Meadowview Avenue about the proposed renaming; and,
4. That Staff report back to Council regarding the results of the public information meeting and obtain direction regarding the proposed street name change; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to these resolutions.

9. REGULAR REPORTS - TRANSPORTATION AND INFRASTRUCTURE ISSUES

9.1 YONGE STREET/HIGHWAY 7 REGIONAL CENTRE TRANSIT PLANNING OPTIMIZATION VALUE ENGINEERING ADVISORY SERVICES (WARD 1) (5.14)

125

B. Lee, ext. 7507

1. That the report entitled “Yonge Street/Highway 7 Regional Centre Transit Planning Optimization Value Engineering Advisory Services, Wards 1” be received; and,
2. That the tendering process for consulting engineering services for the Yonge Street/Highway 7 Regional Centre Transit Planning Optimization Value Engineering Advisory Services (“Value Engineering Advisory Services”) be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1 (h), which states “where it is necessary or in the best interests of the City to acquire non-standard items or Consulting and Professional Services from a preferred supplier or from a supplier who has a proven track record with the City in terms of pricing, quality and service;” and,
3. That the Value Engineering Advisory Services be awarded to NCE

Value Engineers Inc. for an amount not exceeding \$25,000 inclusive of HST impact and contingencies and internal charges; and,

4. That a new 2019 Engineering capital project be created, “Yonge Street/Highway 7 Regional Centre Transit Planning Optimization Value Engineering Advisory Services, Wards 1” in the amount of \$25,000 to be funded from the City-Wide Hard Development Charges Reserve; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

10. REGULAR REPORTS - CULTURE AND ECONOMIC DEVELOPMENT ISSUES

10.1 URBAN DESIGN & DEVELOPMENT, NEW YORK NY JULY 2019 (10.16)

128

S. Chait, ext. 4871

1. That the report dated June 10, 2019 entitled “Urban Design & Development, New York NY July 2019” be received; and,
2. That the 6-person Markham delegation to conduct site visits to view urban design & development in New York City be approved, and the City of Markham be represented by the Mayor, the Chair and Deputy Chair of Development Services, the Chief Administrative Officer, the Commissioner of Development Services, and the Director of Planning & Urban Design; and,
3. That the total cost of the delegation to New York, NY not exceed \$10,000.00 and be expensed from within the 2019 Business Travel account 610-9985201; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

10.2 MARKHAM DELEGATION TO NORDLINGEN GERMANY SEPTEMBER 2019 (10.16)

132

S. Chait, ext. 4871

1. That the report dated June 10, 2019 entitled “Markham Delegation to Nordlingen Germany September 2019” be received; and,
2. That the Markham delegation to attend the Wall Festival in Nordlingen Germany, September 5-8, 2019 be approved and Mayor and City Council be represented by a two-person delegation comprising Regional Councillor Jack Heath and Ward 4 Councillor Karen Rea, and,
3. That the total cost of the delegation to Nordlingen Germany not exceed \$4,900.00 and be expensed from within the 2019 Business Travel account 610-9985201; and further,

4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

10.3 MARKHAM FOUNDATION OF THE PERFORMING ARTS (6.2)

136

E. Lariviere, ext. 7546

1. That the report “Markham Foundation for the Performing Arts” be received; and,
2. That Council approve the “Markham Foundation for the Performing Arts Business Case” (Appendix B); and,
3. That staff be authorized to apply for incorporation for a not-for-profit, Municipal Services Corporation which will operate under the corporate name the “Markham Foundation for the Performing Arts”; and,
4. That Council approve the appointment of the City’s Chief Administrative Officer, Treasurer, and Director, Economic, Growth, Culture & Entrepreneurship as the initial directors of the Markham Foundation for the Performing Arts; and,
5. That Staff be authorized to apply to Canada revenue Agency (CRA) to register the Markham Foundation for the Performing Arts as a charity; and,
6. That Staff be authorized to establish a nomination committee composed of Mayor, Ward 2 Councillor Alan Ho, Ward 3 Councillor Keith Irish, and two (2) current members of the Flato Markham Theatre Advisory Board (Aleem Israel, Justin Reid) to identify suitable director candidates for the Board of Directors of the Markham Foundation for the Performing Arts; and,
7. That Council approve the advertising cost of the Board of Directors regular recruitment process to a maximum of \$3,000.00, which will be funded from the approved 2019 Professional Fees account # 560 560 5699; and further,
8. That Staff be authored and directed to do all things necessary to give effect to this resolution.

11. MOTIONS

11.1 DESIGN CHARRETTE FOR MARKHAM ROAD - MOUNT JOY SECONDARY PLAN AREA (10.4)

Note: The notice of this motion was given to Development Services Committee at its meeting held on May 27, 2019.

Whereas a number of development applications within the Markham Road - Mount Joy corridor between 16th Avenue and Major Mackenzie Drive are currently under review; and

Whereas the Official Plan 2014 identifies the Markham Road – Mount Joy Local Corridor as an intensification area, and requires the preparation of a secondary plan for this corridor; and

Whereas the Stouffville GO line runs through the corridor, with an existing station at Bur Oak Avenue and a potential station at Major Mackenzie Drive; and

Whereas a Request for Proposals (RFP) is currently being finalized to retain consulting services for a Markham Road – Mount Joy Secondary Plan Study, which will develop a comprehensive development plan and key policy direction for the corridor, addressing land use and urban design, transportation (including transit and active transportation) and municipal servicing; and

Whereas the results of this Study will form the basis of a new statutory Secondary Plan to be prepared by staff following the Study; and

Whereas a key component of the Secondary Plan Study is the development of a Demonstration Plan which will identify appropriate land uses (including parks), built form, and the distribution of height and density, among other things; and

Whereas public engagement is an important component in the development of the Demonstration Plan;

Now therefore be it resolved:

1. That the RFP include a provision for a design charrette to develop the Demonstration Plan; and,
2. That the design charrette include residents and other stakeholders; and,
3. That the details of the design charrette, including the appropriate length and specific nature, be confirmed once the successful consulting team is awarded the Study; and further,
4. That the City of Markham have regard for the protection of the Markham Village Heritage Conservation District which includes Main Street Markham

12. NOTICES OF MOTION

13. NEW/OTHER BUSINESS

*As per Section 2 of the Council Procedural By-Law, "New/Other Business would generally apply to an item that is to be added to the **Agenda** due to an urgent statutory time requirement, or an emergency, or time sensitivity".*

14. ANNOUNCEMENTS

15. CONFIDENTIAL ITEMS

That, in accordance with Section 239 (2) of the Municipal Act, Development Services Committee resolve into a confidential session to discuss the following matters:

15.1 DEVELOPMENT AND POLICY ISSUES

15.1.1 LITIGATION OR POTENTIAL LITIGATION, INCLUDING MATTERS BEFORE ADMINISTRATIVE TRIBUNALS, AFFECTING THE MUNICIPALITY OR LOCAL BOARD – COMMITTEE OF ADJUST APPEAL, 2403502 ONTARIO INC. (WARD 2) (8.0) [Section 239 (2) (e)]

16. ADJOURNMENT

Information Page

Development Services Committee Members: All Members of Council

Development and Policy Issues

Chair: Regional Councillor Jim Jones

Vice-Chair: Councillor Keith Irish

Transportation and Infrastructure Issues

Chair: Deputy Mayor Don Hamilton

Vice-Chair: Councillor Reid McAlpine

Culture and Economic Development Issues

Chair: Councillor Alan Ho

Vice-Chair: Councillor Khalid Usman

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Alternate formats for this document are available upon request.

Consent Items: All matters listed under the consent agenda are considered to be routine and are recommended for approval by the department. They may be enacted on one motion, or any item may be discussed if a member so requests.

Please Note: The times listed on this agenda are approximate and may vary; Council may, at its discretion, alter the order of the agenda items.

**Development Services Committee is scheduled to recess for
lunch from approximately 12:00 PM to 1:00 PM**

**Note: As per the Council Procedural By-Law, Section 7.1 (h)
Development Services Committee will take a 10 minute recess after
two hours have passed since the last break.**



Development Services Committee Minutes

Meeting Number 11

May 27, 2019, 9:30 AM - 3:00 PM

Council Chamber

Roll Call	Mayor Frank Scarpitti (arrived at 10:11 AM) Deputy Mayor Don Hamilton Regional Councillor Jack Heath Regional Councillor Joe Li (arrived at 10:09 AM) Regional Councillor Jim Jones Councillor Keith Irish Councillor Alan Ho	Councillor Reid McAlpine Councillor Karen Rea Councillor Andrew Keyes Councillor Amanda Collucci Councillor Khalid Usman Councillor Isa Lee
Staff	Andy Taylor, Chief Administrative Officer Arvin Prasad, Commissioner Development Services Trinela Cane, Commissioner, Corporate Services Brenda Librecz, Commissioner, Community & Fire Services Catherine Conrad, City Solicitor & Acting Director, Human Resources Bryan Frois, Chief of Staff Biju Karumanchery, Director, Planning & Urban Design Ron Blake, Senior Manager, Development Loy Cheah, Acting Director, Engineering	Marg Wouters, Senior Manager, Policy & Research John Yeh, Manager, Policy Brad Roberts, Manager, Zoning and Special Projects Lilli Duoba, Manager, Natural Heritage Regan Hutcheson, Manager, Heritage Mark Visser, Senior Manager, Strategy Innovation & Investments Kevin Ross, Manager, Development Finance & Payroll Scott Chapman, Election & Council/Committee Coordinator

Alternate formats for this document are available upon request

1. CALL TO ORDER

The Development Services Committee convened at the hour of 9:34 AM in the Council Chamber with Regional Councillor Jim Jones in the Chair. Councillor Keith Irish assumed the Chair at 3:13 PM for Motions, No. 11.1. Regional Councillor Jim Jones reassumed the Chair at 3:43 PM.

The Development Services Committee recessed at 11:17 AM and reconvened at 11:36 AM.

The Development Services Committee recessed at 12:33 PM and reconvened at 1:20 PM.

2. DISCLOSURE OF PECUNIARY INTEREST

None disclosed.

3. APPROVAL OF PREVIOUS MINUTES

3.1 DEVELOPMENT SERVICES COMMITTEE MINUTES – MAY 13, 2019 (10.0)

Moved by Councillor Khalid Usman
Seconded by Deputy Mayor Don Hamilton

1. That the minutes of the Development Services Committee meeting held May 13, 2019, be confirmed.

Carried

3.2 DEVELOPMENT SERVICES PUBLIC MEETING MINUTES MAY 7, 2019 (10.0)

Moved by Councillor Khalid Usman
Seconded by Deputy Mayor Don Hamilton

1. That the minutes of the Development Services Public Meeting held May 7, 2019, be confirmed.

Carried

4. PRESENTATIONS

4.1 PRESENTATION OF SERVICE AWARDS (12.2.6)

The following Service Awards were presented:

George Macris, Chief Fire Prevention Officer, Fire Services, 30 years

Lilli Duoba, Manager, Natural Heritage, Planning & Urban Design, 30 years

Eric Lariviere, Manager, Flato Markham Theatre, Economic Growth, Culture & Entrepreneurship, 10 years

Farshed Kawasia, Senior Development Engineer, Engineering, 5 years

Muhammad Jawaaid Khan, Manager, Water & Wastewater, Environmental Services, 5 years

Vikas Thakur, Infrastructure Project Engineer, Environmental Services, 5 years

Arthie Mahendran, Contact Centre Representative, Legislative Services and Communications, 5 years

Andrea Bondi, Training Officer, Fire Services, 5 years

Derek Cassidy, Firefighter, Fire Services, 5 years

Ching Chen, Firefighter, Fire Services, 5 years

Christopher Gadzala, Firefighter, Fire Services, 5 years

Daniel Harwood, Firefighter, Fire Services, 5 years

Matthew Lum, Firefighter, Fire Services, 5 years

Morgan Pickup, Firefighter, Fire Services, 5 years

Thomas Rozon, Firefighter, Fire Services, 5 years

Matthew Skerratt, Firefighter, Fire Services, 5 years

Andrew Tamburro, Firefighter, Fire Services, 5 years

Alexei Zimin, Firefighter, Fire Services, 5 years

Pedro Santos, Firefighter, Fire Services, 5 years

Miranda Hussey, Firefighter, Fire Services, 5 years

5. DEPUTATIONS

Deputations were received for the following item:

15.1.2 57 Hawkrigade Avenue

Refer to the individual item for the deputation details.

6. COMMUNICATIONS

There were no communications.

7. PETITIONS

There were no petitions.

8. CONSENT REPORTS - DEVELOPMENT AND POLICY ISSUES

8.1 COMMERCIAL FAÇADE IMPROVEMENT GRANT PROGRAM FOR 2019 (16.11)

Moved by Councillor Isa Lee

Seconded by Councillor Khalid Usman

1. That the report entitled “Commercial Façade Improvement Grant Program for 2019”, dated May 27, 2019 be received; and,
2. That Council supports a matching grant of up to \$15,000.00 for the re-conditioning of the historic wooden windows and production of historically appropriate new wooden storm windows for 6890 14th Ave.; and,
3. That Council supports a matching grant of up to \$3,107.50 for the selective repair and repainting of the historic wooden trims of 40-44 Main Street North, subject to the applicant obtaining a heritage permit; and,
4. That the identified grants be funded from the Commercial Façade Improvement Program Account (620-101-5699-19016) which has a budget of \$15,000.00 for the year 2019; and,
5. That the \$3,107.50 of grant assistance recommended for approval, in excess of the \$15,000.00 available for the 2019 Commercial Façade Improvement Grant program be funded through unallocated funds from the 2019 Designated Heritage Grant program (620-1010-5699-19015); and further,
6. That staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

8.2 DESIGNATED HERITAGE PROPERTY GRANT APPLICATIONS – 2019 (16.11)

Moved by Councillor Isa Lee

Seconded by Councillor Khalid Usman

1. That the report entitled “Designated Property Grant Applications -2019” dated May 27, 2019, be received; and,

2. That Designated Property Grants for 2019 be approved in the amounts noted for the following properties, totaling \$23,776.90, provided that the applicants comply with eligibility requirements of the program:
 - a. 32 Washington Street, Markham Village-up to \$5,000.00 for construction costs of front veranda as required by Site Plan agreement for rear addition to the existing heritage dwelling; and,
 - b. 6 Wismer Place, Markham Heritage Estates - up to \$7,500.00 for the replacement of the cedar shingle roof; and,
 - c. 111 John Street, Thornhill - up to \$1,276.90 for the production of historically appropriate wooden storm windows and minor repairs to historic wooden sash and siding; and,
 - d. 16 George Street, Markham Village – up to \$5,000.00 for re-conditioning of historic wooden windows and repairs to railing and floor deck of front veranda; and,
 - e. 180 Main Street North, Markham Village - up to \$5,000.00 for the installation of a historically appropriate wooden front door and storm door; and,
3. That the grants be funded through the Designated Heritage Property Grant Project Fund, Account 620-101-5699-19015 (\$30,000.00 available for 2019); and,
4. That \$3,107.50 be transferred to the 2019 Commercial Façade Improvement Grant Program (Account 620-101-5699-19016); and,
5. That the remaining budget in the amount of \$3,115.60 (\$30,000 - \$23,776.90 - \$3,107.50) be returned to the original funding source; and further,
6. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

8.3 DECISION ON PROPOSED AMENDMENT 1 TO THE GROWTH PLAN 2017 (A PLACE TO GROW: GROWTH PLAN FOR THE GREATER GOLDEN HORSESHOE 2019) (10.0)

Marg Wouters, Senior Manager, Policy & Research, addressed the Committee and provided an overview of the Province's amendments to the Growth Plan 2017.

There was discussion about the potential implications of the amendments to development in the City of Markham, including the impact of the increased Region-wide intensification targets, the parameters of the settlement area adjustment policies, and the impact of the proposed additional Major Transit Station Areas in east Markham. There was discussion about a potential extension of rapidway transit along Highway 7 between Warden Avenue and Kennedy Road as well as from Kennedy Road east to Ninth Line.

Moved by Regional Councillor Jack Heath

Seconded by Deputy Mayor Don Hamilton

1. That the memorandum entitled “Decision on Proposed Amendment 1 to the Growth Plan 2017 (A Place to Grow: Growth Plan for the Greater Golden Horseshoe 2019)” be received.

Carried

9. REGULAR REPORTS - DEVELOPMENT AND POLICY ISSUES

9.1 OVERVIEW OF APPROVAL PROCESSES AND TIMELINES FOR OFFICIAL PLAN AMENDMENT; ZONING BY-LAW AMENDMENT; DRAFT PLAN OF SUBDIVISION; AND SITE PLAN CONTROL (10.0)

There was discussion regarding the timelines and processes through which development applications are reviewed by City of Markham staff.

Moved by Regional Councillor Jack Heath

Seconded by Councillor Alan Ho

1. That the memorandum dated May 27, 2017 entitled "Overview of Approval Processes and Timelines for Official Plan Amendment; Zoning By-law Amendment; Draft Plan of Subdivision; and Site Plan Control" be received.

Carried

9.2 CITY OF MARKHAM COMMENTS ON PROPOSED BILL 108, MORE HOMES, MORE CHOICE ACT 2019 (10.0)

Arvin Prasad, Commissioner, Development Services, addressed the Committee and introduced the staff report.

John Yeh, Manager, Policy, addressed the Committee and delivered a PowerPoint presentation entitled "City of Markham Comments on Proposed Bill 108, *More Homes, More Choice Act 2019*."

Mark Visser, Senior Manager, Financial Strategies & Investments, addressed the Committee and delivered a presentation on the financial implications of the proposed legislative changes under Bill 108.

The Committee discussed the following relative to the report:

- potential impact of the proposed changes to existing development charge provisions on facilitating affordable housing
- implications of the loss of existing section 37 provisions on the feasibility of permitting high density residential development
- need more information on the impact of the proposed amendments (i.e. Provincial Regulations) on property taxes and/or existing soft service levels in the City of Markham
- need to ensure that growth pays for growth and that the cost of infrastructure required to accommodate development is not borne by existing property owners
- need to ensure that any financial relief provided to developers in the form of reduced development charges is directly tied to the provision of affordable housing as defined by the City of Markham and York Region
- challenges posed by the proposed reduction in timelines under which municipalities will be required to respond to development applications
- need to ensure that, if application response timelines are reduced, provincial ministries and agencies are required to follow similarly accelerated commenting deadlines

The Committee reviewed the recommendations contained in Appendix 'A' and provided proposed changes to staff's recommendations.

Moved by Mayor Frank Scarpitti

Seconded by Deputy Mayor Don Hamilton

1. That the report entitled, "City of Markham Comments on Proposed Bill 108, *More Homes, More Choice Act 2019*", dated May 27, 2019, be received; and,
2. That this report, including the 39 recommendations from the City of Markham on Proposed Bill 108, **More Homes, More Choice Act 2019**, as summarized in **the Revised Appendix 'A' as amended at the May 27, 2019 Development Services Committee meeting**, be forwarded to the Assistant Deputy Minister of Municipal Affairs and Housing and to York Region as the City of Markham's comments on Bill 108; and,

3. That the City of Markham supports the Province of Ontario's proposed measures to streamline the planning process while retaining appropriate public consultation during the planning process as long as these measures can be reasonably implemented and avoid negative impacts such as potential delays; and,
4. That, **in the event that the Province proceeds with the community benefits charge as proposed**, the cap on the community benefits charge should be set to include the full recovery for soft infrastructure costs and parkland dedication as now **collected** under the current statutes, **and that the cap be tied to land values only for the parkland dedication and current section 37 portions of the community benefits charge**. To ensure that growth pays for growth, a municipality should be allowed to levy both the community benefits charge and receive parkland in a development; and,
5. That the City of Markham does not support any proposed legislative changes that would in effect reduce a municipality's ability to collect funds to ensure that growth pays for growth; and,
6. That the City of Markham supports the Province of Ontario's proposed changes to increase resourcing for the Local Planning Appeal Tribunal but does not support the re-introduction of "de novo" hearings as part of the Local Planning Appeal Tribunal process; and,
7. That the City of Markham supports the Province of Ontario's efforts to clarify the role and accountability of Conservation Authorities and urges the Province to support the Ministry of Natural Resources and Forestry, Ministry of Environment, Conservation and Parks, and municipalities with enhanced natural heritage protection and watershed planning tools to fill the potential gap in natural resource, climate change and watershed planning services resulting from the proposed modified mandate of the TRCA; and further,
8. That Staff be authorized and directed to do all things necessary to give effect to this resolution

Carried

10. REGULAR REPORTS - TRANSPORTATION AND INFRASTRUCTURE ISSUES

10.1 THE USE OF BOX GROVE COMMUNITY FUNDS FOR STREET LIGHTS (WARD 7) (5.0)

The Committee consented to defer this item to a future Development Services Committee meeting for further consideration.

Moved by Councillor Khalid Usman

Seconded by Councillor Amanda Collucci

1. That the report entitled “The Use of Box Grove Community Funds for Street Lights (Ward 7)” be received; and,
2. That available Box Grove Community Funds in the amount of \$357,858 be used for the installation of municipal street lights on Ridgevale Drive and Rouge River Circle in Box Grove be endorsed; and,
3. That a 2019 Engineering Capital Project be established using the Box Grove Community Funds as the funding source for the design and construction of street lights on Ridgevale Drive and Rouge River Circle, at an estimated cost of \$345,000 including contingencies, internal charges and HST impact; and
4. That, following completion of the project, the estimated remaining Box Grove Community Funds of \$12,858 (\$357,858 - \$345,000) remain in the Box Grove Community Funds until future community use of the funds is identified and until the funds are exhausted; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Postponed

11. MOTIONS

11.1 YONGE STREET SUBWAY (LANGSTAFF/ RICHMOND HILL GROWTH AREA HIGHWAY 407/ YONGE STREET SUBWAY EXTENSION) (5.14)

Note: On May 14, 2019 Council referred consideration of the revised motion for the Yonge Street Subway (Langstaff/Richmond Hill Growth Area Highway 407/Yonge Street Subway Extension) to the meeting this date.

Development Services Committee consented to review a further revised version of the Motion from the one referred by Council on May 14, 2019. Copies of the further revised Motion were distributed to all members of Development Services Committee.

Moved by Regional Councillor Jim Jones

Seconded by Councillor Andrew Keyes

Whereas the Province of Ontario designated Langstaff/Richmond Hill Centre as an urban growth centre in 2006; and,

Whereas the City of Markham approved the Langstaff Gateway Secondary Plan in 2009; and,

Whereas the City of Markham supports the Province of Ontario's decision to upload the responsibility for subway construction and urges the Province to proceed as expeditiously as possible to construct the Yonge Street Subway Extension; and,

Whereas the Provincial Government will be responsible for the planning, design and building for all new subway construction projects; and,

Whereas on April 10, 2019, the Provincial Government announced that the Yonge Street Subway Extension will be 1 of the 4 projects benefitting from Provincial investment in higher order transit; and,

Whereas the Provincial Government has accelerated the target completion date for the Yonge Subway to be shortly after 2027; and further,

Whereas geotechnical and design work for the Yonge Subway Extension has already commenced;

Now therefore be it resolved:

1. That the Province of Ontario be requested to work in conjunction with the local municipalities and transit authorities to review and assess the following:
 - a. Existing and proposed infrastructure, including the feasibility of relocating storm water ponds, reconfiguring the Highway 407 interchange ramps for an urban and pedestrian friendly environment; and,
 - b. The land value uplift arising from greater intensification and to maximize the return on investment for public lands and infrastructure; and,
 - c. Opportunities for a public-private partnership including an unsolicited bid proposal for the integrated transit destination hub; and,
 - d. The potential re-designation of the lands west of Yonge Street, south of Highway 407, for Transit Oriented Development (TOD) versus the proposed 2,000-car parking lot; and,
 - e. The benefits of a world class integrated development engaging a "best-in-class" architectural, engineering, planning and urban design firm; and,

- f. Participating in a steering committee to coordinate development and infrastructure; and,
2. That the City of Markham requests that the Provincial Government, as part of the environmental assessment updates for both the 407 Transitway (to rail) and the Yonge Subway Extension, including the design and construction, consider the following:
 - a. An environmental assessment to bury the high-voltage hydro transmission lines from east of Bayview Avenue - west of Yonge Street - south of Highway 407 - to create greater flexibility in urban planning and release additional development opportunities to benefit the Province of Ontario; and,
 - b. The feasibility of optimizing the Yonge Subway Extension alignment in its own established transportation corridor which is Yonge Street; and,
 - c. Confirming the location of the Yonge Street subway stations to best serve the planned and future communities; and,
 - d. The feasibility of optimizing the Highway 407 rail transitway alignment in its own established transportation corridor; and,
3. That the Province of Ontario be requested to maximize the return on investment of public sector infrastructure and land in the Langstaff/Richmond Hill area; and,
4. That the Province of Ontario undertake these considerations without any delay to the planning, construction and delivery of the Yonge Subway Extension; and,
5. That a copy of this resolution be forwarded to the Councils of the City of Richmond Hill and the City of Vaughan for their endorsement; and further,
6. That a copy of this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario; the Honourable Christine Elliott, Deputy Premier; the Honourable Victor Fedeli, Minister of Finance; the Honourable Jeff Yurek, Minister of Transportation; the Honourable Greg Rickford, Minister of Energy, Northern Development and Mines; the Honourable Todd Smith, Minister of Economic Development, Job Creation and Trade; the Honourable Steve Clark, Minister of Municipal Affairs and Housing; the Honourable Monte McNaughton, Minister of Infrastructure Ontario; the Honourable Rod Phillips, Minister of the Environment, Conservation and Parks; all Members of Provincial Parliament in the Regional Municipality of York; and the Regional Municipality of York.

Carried

12. NOTICES OF MOTION

12.1 DESIGN CHARRETTE FOR MARKHAM ROAD - MOUNT JOY SECONDARY PLAN AREA

Note: This item will be considered at the June 10, 2019 Development Services Committee meeting.

Councillor Amanda Collucci addressed Development Services Committee and read out her proposed Notice of Motion. Councillor Collucci also suggested that the Notice of Motion include protection for the Markham Village Heritage Conservation District.

Moved by Councillor Amanda Collucci

Seconded by Councillor Andrew Keyes

Whereas a number of development applications within the Markham Road - Mount Joy corridor between 16th Avenue and Major Mackenzie Drive are currently under review; and

Whereas the Official Plan 2014 identifies the Markham Road – Mount Joy Local Corridor as an intensification area, and requires the preparation of a secondary plan for this corridor; and

Whereas the Stouffville GO line runs through the corridor, with an existing station at Bur Oak Avenue and a potential station at Major Mackenzie Drive; and

Whereas a Request for Proposals (RFP) is currently being finalized to retain consulting services for a Markham Road – Mount Joy Secondary Plan Study, which will develop a comprehensive development plan and key policy direction for the corridor, addressing land use and urban design, transportation (including transit and active transportation) and municipal servicing; and

Whereas the results of this Study will form the basis of a new statutory Secondary Plan to be prepared by staff following the Study; and

Whereas a key component of the Secondary Plan Study is the development of a Demonstration Plan which will identify appropriate land uses (including parks), built form, and the distribution of height and density, among other things; and

Whereas public engagement is an important component in the development of the Demonstration Plan;

Now therefore be it resolved:

1. That the RFP include a provision for a design charrette to develop the Demonstration Plan; and,
2. That the design charrette include residents and other stakeholders; and,
3. That the details of the design charrette, including the appropriate length and specific nature, be confirmed once the successful consulting team is awarded the Study; and further,
4. That the City of Markham have regard for the protection of the Markham Village Heritage Conservation District which includes Main Street Markham

13. NEW/OTHER BUSINESS

There was no new / other business.

14. ANNOUNCEMENTS

There were no announcements.

15. CONFIDENTIAL ITEMS

Elizabeth Brown, member of Markham Village Sherwood Conservation Area Residents Association, addressed the Committee during open session and spoke in opposition to the minor variance application identified in item 15.1.2 of the confidential agenda, stating concerns with the proposed net floor area and visual massing of the proposed infill development.

The Development Services Committee consented to refer the following confidential agenda directly to the May 28, 2019 Council meeting:

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Andrew Keyes

- 1. That the deputation from Elizabeth Brown regarding confidential item 15.1.2 be received.**

Carried

Moved by Regional Councillor Jack Heath

Seconded by Mayor Frank Scarpitti

- 1. That the following confidential agenda be referred directly to the May 28, 2019 Council meeting for consideration.**

Carried

15.1 DEVELOPMENT AND POLICY ISSUES

**15.1.1 DEVELOPMENT SERVICES COMMITTEE CONFIDENTIAL
MINUTES – MARCH 18, 2019 (10.0) [Section 239 (2) (e)]**

**15.1.2 LITIGATION OR POTENTIAL LITIGATION, INCLUDING
MATTERS BEFORE ADMINISTRATIVE TRIBUNALS,
AFFECTING THE MUNICIPALITY OR LOCAL BOARD –
MINOR VARIANCE APPLICATION - 57 HAWKRIDGE AVENUE
(WARD 4) (8.0) [Section 239 (2) (e)]**

16. ADJOURNMENT

1. That the Development Services Committee adjourn at 3:47 PM.



Development Services Public Meeting Minutes

Meeting Number 7

May 21, 2019, 7:00 PM - 10:00 PM

Council Chamber

Roll Call	Deputy Mayor Don Hamilton Regional Councillor Joe Li Regional Councillor Jim Jones Councillor Keith Irish Councillor Reid McAlpine	Councillor Karen Rea Councillor Andrew Keyes Councillor Amanda Collucci Councillor Khalid Usman Councillor Isa Lee
Regrets	Mayor Frank Scarpitti Regional Councillor Jack Heath	Councillor Alan Ho
Staff	Ron Blake, Senior Manager, Development Sally Campbell, Manager, East District Regan Hutcheson, Manager, Heritage	Stacia Muradali, Senior Planner Laura Gold, Council/Committee Coordinator Scott Chapman, Election & Council/Committee Coordinator

Alternate formats for this document are available upon request

1. CALL TO ORDER

The Development Services Public Meeting convened at 7:03 PM with Councillor Keith Irish in the Chair.

2. DISCLOSURE OF PECUNIARY INTEREST

None.

3. DEPUTATIONS

Deputations were received for the following items:

- 4.1 Garden Homes (Markham) Inc. (73 Main Street South)
- 4.2 9015183 Canada Inc. (9900 Markham Road)
- 4.3 Bur Oak (ARH) Developments Inc. (1709 Bur Oak Avenue)
- 4.4 Sasson Construction Inc. (9351-9399 Markham Road)

Refer to the individual item for the deputation details.

4. REPORTS

4.1 PRELIMINARY REPORT-GARDEN HOMES (MARKHAM) INC. APPLICATIONS FOR OFFICIAL PLAN AMENDMENT, ZONING AMENDMENT, DRAFT PLAN OF SUBDIVISION AND SITE PLAN CONTROL TO PERMIT A TOWNHOUSE DEVELOPMENT - 73 MAIN STREET SOUTH, MARKHAM VILLAGE (10.3, 10.5, 10.7, 10.6)

The Public Meeting this date was to consider an application submitted by Garden Homes (Markham) Inc. for Official Plan Amendment, Zoning Amendment, Draft Plan of Subdivision and Site Plan Control to permit a townhouse development at 73 Main Street South, Markham Village (Files: OP 15 108135, ZA 15 108135, SU 17 157341 and SC 17 157341).

The Committee Clerk advised that 199 notices were mailed on May 1, 2019, and that a Public Meeting sign was posted on April 30, 2019. No written submissions were received regarding this proposal.

Staff gave a presentation regarding the proposal, the location, surrounding uses and outstanding issues.

The Applicant made a presentation on the development proposal.

The following deputations were made on this development proposal:

Peter Ross, provided the following feedback on the development proposal on behalf of the Vinegar Hill Ratepayer Association:

- Expressed appreciation that Heritage Markham Committee, Staff and the Applicant were able to work together;
- Supported both the development proposal and the Heritage Markham Committee recommendation regarding the proposal;
- Requested that a Community Information Meeting be held on the application prior to Council considering it;
- Requested that landscaping and grading/elevation plans be presented at the Community Information meeting to better understand how the development

will fit into the cultural heritage landscape of the area, and the height relationship with existing adjacent dwellings.

In response to inquiries from the Committee, Peter Ross advised that a formal motion was not passed by the Vinegar Hill Ratepayer Association in support of the development proposal. Instead, the Executive Committee reviewed the submission and feedback was gathered informally through the circulation of a newsletter on the proposal and information about the proposal had been posted on their website.

Rebecca Shaw, resident provided the following feedback on the development proposal:

- Spoke in opposition to the development proposal;
- Concerned about the density of the development proposal;
- Concerned about the impact the development proposal will have on the ecosystem of the Rouge Valley;
- Concerned about the impact the development proposal will will have on traffic;
- Concerned that the proposed retaining wall will negatively impact her backyard and that it will impact the mature trees in this area;
- Will support a development proposal with the appropriate number of dwellings and that considers the heritage character of the area;
- Suggested the Applicant continue to work with the community on the proposal.
- Submitted a petition of 70 signatures in opposition.

Howard Tewsley, resident provided the following feedback on the development proposal:

- Concerned that the configuration and narrow width of Mill Street, especially at the Main Street South intersection, will not support the added density to the area.

Discussion

Committee provided the following feedback on the development proposal:

- Requested that the applicant hold a second Community Information Meeting, as there has been significant changes to the development proposal since the first meeting was held;
- Suggested reducing the number of townhomes and replacing them with a row of semi-detached units;
- Asked what materials the retaining wall will be built with and if it will be visible from Mill or Main Street;
- Asked if the development proposal is still part of the original development proposal given the significant changes to the proposal;
- Asked if there will be a significant change to the grading of the hill on Main Street, and the relationship between the public sidewalk and the front entrance of the townhouses.

In response to inquiries from the audience and Committee, the Applicant advised they would consider holding another Community Information meeting, but did not commit to it. It was confirmed that the retaining wall will be made out of cement, that it will not be visible from Mill or Main Street South, and that it will be approximately 14.8 m in height in the mid area tapering down towards both the east and west.

In response to the Committee's inquiries, staff advised that the secondary access to the proposed development is generally supported by Fire and Emergency Services, Waste Management and the TRCA for operational and safety reasons.

The applicant advised that the proposal will require significant re-grading of the existing steep slope. The applicant further confirmed that the development proposal is considered part of the original application, which was submitted under the City's previous Official Plan.

Moved by Councillor Karen Rea

Seconded by Regional Councillor Jim Jones

1. **That the deputations made at the May 21, 2019 Development Services Public Meeting regarding the Garden Homes (Markham) Inc. Application to amend the 2014 Official Plan and By-law 1229, as amended, by Peter Ross, Rebecca Shaw, and Howard Tewsley be received;**
2. **That the petition submitted by Rebecca Shaw and Bryan Madryga be received; and,**

3. That the Development Services Committee report dated May 13, 2016, "Preliminary Report, Garden Homes (Markham) Inc. Applications for and Official Plan Amendment and Zoning By-law Amendment, Draft Plan of Subdivision and Site Plan Control to permit a Townhouse Development, 73 Main Street South, Markham Village, Files OP 15 108135, ZA 15 108135, SU 17 157341 and SC 17 157341, be received; and,
4. That the Record of the Public Meeting held on May 21, 2019, with respect to the proposed amendments to the 2014 Official Plan and Zoning By-law 1229, as amended, be received; and,
5. **That an additional Community Information Meeting be held on the development proposal; and further,**
6. That the application by Garden Homes (Markham) Inc. to amend the 2014 Official Plan and By-law 1229, as amended, be referred back to staff for a future recommendation report.

Carried

4.2 PRELIMINARY REPORT 9015183 CANADA INC. APPLICATIONS TO AMEND THE OFFICIAL PLAN AND ZONING BY-LAW TO ALLOW HIGH DENSITY MIXED USE DEVELOPMENT AT 9900 MARKHAM ROAD SOUTH OF MAJOR MACKENZIE DRIVE, WARD 6. FILE NOS: OP/ZA 17 159779 (10.3, 10.5)

The Public Meeting this date was to consider an application submitted by 9015183 Canada Inc. to amend the Official Plan and Zoning By-law to allow high density mixed use development at 9900 Markham Road, south of Major Mackenzie Drive (File Nos: OP/ZA 17 159779).

The Committee Clerk advised that 306 notices were mailed on May 1, 2019, and a Public Meeting sign was posted on April 18, 2019. There were eight written submissions received regarding this proposal.

Staff gave a presentation regarding the proposal, the location, surrounding uses and outstanding issues.

The following deputations were made on this development proposal:

Mike Vinzenz, resident provided the following feedback on the development proposal:

- Spoke in opposition to the development proposal;

- Concerned about privacy;
- Concerned about the impact the proposed development will have on traffic safety and congestion;
- Suggested the traffic signals in the area need to be better synchronized prior to increasing the density in the area.

Julia Liao, resident provided the following feedback on the development proposal:

- Concerned about the height and density of the development proposal;
- Concerned about the impact the added density will have on the schools and daycares, and on residents living in the area;
- Concerned about the impact the added density will have on traffic congestion, and the environment;
- Suggested that a Community Information Meeting be held on this development proposal;
- Suggested the GO Station does not have the capacity to service more residents.

Andrew Wang, resident provided the following feedback on the development proposal:

- Concerned about the density of the development proposal;
- Concerned about the impact the added density will have on schools, traffic congestion, health care, and other services.

Discussion

Committee discussed the following:

The importance of creating a Secondary Plan to understand what a reasonable level of development is in the area (e.g. the impacts it will have on schools, traffic, City services, and infrastructure);

- The Provincial Policy Statement and *Places to Grow – Growth Plan* requires levels of intensification to ensure Greenbelt protection, which is impacting the established neighbourhoods in Markham;
- Advised that an informal Community Information meeting was held in early 2018 on the development proposal and that attendees were generally in support of the proposal, especially the suggestion of senior-friendly units;

- Asked if the development proposal was senior friendly and if it included units that are accessible, affordable, family-sized, and purpose built rentals;
- Asked if the Applicant was willing to put a hold on the development proposal until the Secondary Plan for the area is complete;
- Asked if a shadow study was conducted;
- Suggested the local Ward Councillors meet with staff to discuss this development proposal.

In response to questions and concerns the Applicant advised that 15% of the condominium units are required by law to be barrier free (accessible units are required to be evenly distributed by unit type, and floor). The density of the development proposal makes the units more affordable. There are different size units, with the larger units being more suitable for families, and the smaller units being more suitable for seniors. All demographic groups will benefit from the community amenities. Currently, the development proposal does not include purpose built rental units, but the Applicant agreed to investigate the possibility of including this type of unit in the proposal. The Applicant did not have direction at this time on whether or not the development proposal could be put on hold until the Secondary Plan for the area is approved. A shadow study for the project was completed.

Moved by Councillor Amanda Collucci

Seconded by Councillor Andrew Keyes

1. **That the written submissions submitted to the May 21, 2019 Development Services Public Meeting, regarding the Official Plan and Zoning By-law Amendment applications (OP/ZA 17 159779) submitted by 9015183 Canada Inc., from Mike Vinzenz, Mike Sullivan, Joelle and Yu Zhao, Jason Wang, Qyyangli, and Wicky He, be received; and,**
2. **That the deputations made at the May 21, 2019 Development Services Committee, regarding the Official Plan and Zoning By-law Amendment applications (OP/ZA 17 159779) submitted by 9015183 Canada Inc., by Mike Vinzenz, Julia Liao, and Andrew Wang , be received; and,**
3. That the Development Services Commission report dated December 11th, 2018 and titled “PRELIMINARY REPORT, 9015183 Canada Inc., Applications to amend the Official Plan and Zoning By-law to allow high density mixed use development at 9900 Markham Road, south of Major Mackenzie Drive, Ward 6, File Nos: OP/ZA 17 159779” be received; and,

4. That the record of the Public Meeting held on May 21st, 2019 with respect to the Official Plan and Zoning By-law Amendment applications (OP/ZA 17 159779) submitted by 9015183 Canada Inc. to allow high density mixed use development at 9900 Markham Road, south of Major Mackenzie Drive, Ward 6, File Nos: OP/ZA 17 159779” be received; and further,
5. That the Official Plan and Zoning By-law Amendment applications (OP/ZA 17 159779) submitted by 9015183 Canada Inc. to allow high density mixed use development at 9900 Markham Road, be referred back to Staff for a future Recommendation Report.

Carried

4.3 PRELIMINARY REPORT, BUR OAK (ARH) DEVELOPMENTS INC., ZONING BY-LAW AMENDMENT TO PERMIT A 20-STOREY APARTMENT BUILDING AT 1709 BUR OAK AVENUE (SOUTH-WEST CORNER OF BUR OAK AVENUE AND MARKHAM ROAD), WARD 4, FILE NO: ZA 18 258912 (10.5)

The Public Meeting this date was to consider an application submitted by Bur Oak (ARH) Developments Inc. for Zoning By-law Amendment to permit a 20-storey apartment building at 1709 Bur Oak Avenue (south-west corner of Bur Oak Avenue and Markham Road) (File: ZA 18 258912).

The Committee Clerk advised that 697 notices were mailed on May 1, 2019, and that a Public Meeting sign was posted on April 29, 2019. Six written submissions were received regarding this proposal.

Staff gave a presentation regarding the proposal, the location, surrounding uses and outstanding issues.

The Applicant provided a presentation on the development proposal.

The following deputations were made on this development proposal:

Elizabeth Brown, resident provided the following feedback on the development proposal:

- Did not like the design of development proposal;
- Requested that the development include purpose built rental units, larger units for families, and senior friendly units;

- Suggested that the development proposal should not proceed until the Secondary Plan has been approved;
- Noted that it is challenging to get around Markham from this area.

Marvin Tany, provided the following feedback on the development proposal:

- Asked if the height of the building is permitted given the area is in close proximity to the proposed Pickering Airport, and the Buttonville Airport;
- Suggested that more schools and hospitals may be required with the added density to the area.

Jerry Shao, provided the following feedback on the development proposal:

- Concerned about the impact the development proposal will have on traffic congestion and safety;
- Suggested reaching out to the Chinese residents living in this area about the development proposal, advising they may not have understood the notification due to language barriers.

Discussion

Committee provided the following feedback on the development proposal:

- Suggested conducting a design charrette for the area;
- Suggested that the Mount Joy Go Station is already operating at capacity and that it may not be able to handle the additional density to the area;
- Requested that some units be purpose built rentals;
- Inquired how the City will protect the heritage district to the south of the secondary plan area;
- Inquired how the development proposal will impact the schools;
- Suggested that the local Ward Councillors meet to discuss the development proposal.

In response to inquiries from the Committee and audience, staff advised that there are no height restrictions in this area due to the proposed Pickering Airport or the Buttonville Airport. The importance of creating the Secondary Plan to look at the whole area comprehensively prior to proceeding with development in the area was emphasized, noting that a design charrette does not replace the requirement for the secondary plan. A Transportation Study will form part of the secondary plan work, as will public consultation / engagement.

The Applicant advised that the development proposal will include one, two, and three bedroom units, of which 15% will be accessible units. There are currently no plans to include purpose built rental units, but this could be investigated. The units will be priced at the market rate. The design of the condominium was unanimously supported by the Design Review Panel. The Applicant was prepared to wait until the completion of the Secondary Plan to proceed with the project.

Moved by Councillor Karen Rea

Seconded by Councillor Amanda Collucci

1. **That the written submissions submitted to the May 21, 2019 Development Services Public Meeting, regarding the Zoning By-law Amendment application submitted by Bur Oak (ARH) Developments Inc., from Tracy Chung, Stephanie Adriaans, Nilany, Yvette Lau, and Mariam Ho, be received; and,**
2. **That the deputations made at the May 21, 2019 Development Services Public Meeting, regarding the Zoning By-law Amendment application submitted by Bur Oak (ARH) Developments Inc., by Elizabeth Brown, Marvin Tany, and Jerry Shao, be received; and,**
3. That the Development Services Commission report dated May 13th, 2019 and titled "PRELIMINARY REPORT, Bur Oak (ARH) Developments Inc., Zoning By-law Amendment application to permit a 20-storey apartment building at 1709 Bur Oak Avenue (south-west corner of Bur Oak Avenue and Markham Road), Ward 4, File No: ZA 18 258912" be received; and,
4. That the record of the Public Meeting held on May 21st, 2019 with respect to the Zoning By-law Amendment application submitted by Bur Oak (ARH) Developments Inc. to permit a 20-storey apartment building at 1709 Bur Oak Avenue (south-west corner of Bur Oak Avenue and Markham Road), Ward 4, File No: ZA 18 258912" be received; and further,
5. That the Zoning By-law Amendment application (ZA 18 258912) submitted by Bur Oak (ARH) Developments Inc., to permit a 20-storey apartment building at 1709 Bur Oak Avenue (south-west corner of Bur Oak Avenue and Markham Road), Ward 4, File No: ZA 18 258912, be referred back to Staff for a future Recommendation Report.

Carried

4.4 PRELIMINARY REPORT, SASSON CONSTRUCTION INC., ZONING BY-LAW AMENDMENT APPLICATION TO PERMIT HIGH DENSITY MIXED USE DEVELOPMENT AT 9351-9399 MARKHAM ROAD, WARD 5, FILE NO: ZA 18 140091 (10.5)

The Public Meeting this date was to consider an application submitted by Sasson Construction Inc. for a Zoning By-law Amendment to permit high density mixed use development at 9351-9399 Markham Road (File: ZA 18 140091).

The Committee Clerk advised that 537 notices were mailed on May 1, 2019, and a Public Meeting sign was posted on April 27, 2019. One written submission was received regarding this proposal.

Staff gave a presentation regarding the proposal, the location, surrounding uses and outstanding issues.

The Applicant provided a presentation on the development proposal.

The following deputations were made on this development proposal:

Helen Tsoi, resident provided the following feedback on the development proposal:

- Concerned about the height and density of the development proposal;
- Concerned that the added density to the area will have an impact on traffic congestion and safety, specifically on 16th Avenue;
- Suggested that the design of the development proposal is not in character with the existing neighbourhood.

Joseph Virgilio, provided the following feedback on the development proposal on behalf of the owner of 9331 Markham Road:

- Concerned that the development proposal will have an impact on the Edwards Jefferys Avenue and Markham Road intersection;
- Suggested that there needs to be more balance between residential and commercial development in Markham to bring more jobs to the City.

Elizabeth Brown, provided the following feedback on the development proposal:

- Suggested the development proposal should include purpose built rentals;
- Suggested that the above ground parking may not be attractive;
- Concerned that the units are not large enough to accommodate families.

Discussion

The Committee provided the following feedback on the development proposal:

- Asked if the development proposal was senior friendly and if it included units that are accessible, affordable, family sized, and purpose built rentals;
- Asked if the Applicant will wait for the approval of the Secondary Plan prior to moving forward with the development proposal;
- Suggested that the development proposals for this area need to be reviewed collectively.

In response to inquiries from the audience and the Committee, the Applicant advised the Design Review Panel will likely be requested to review the design of the development proposal. The condominium will include both above and below ground parking. Some of the parking is above ground due to the configuration of the site and provides a crash wall against the GO Rail tracks. It is not determined at this time if there will be purpose built units included in the development proposal. The unit size will determine the affordability of the unit, with smaller units being more affordable. The community amenities will benefit all demographic groups, including seniors. No commitment was made with respect to being able to wait for completion/approval of the Secondary Plan for the area.

Moved by Councillor Andrew Keyes
Seconded by Councillor Amanda Collucci

1. **That the written submission submitted to the May 21, 2019 Development Services Public Meeting, regarding the Zoning By-law Amendment application (ZA 18 140091) submitted by Sasson Construction Inc., from Ning Ning Liu and Yan Liu., be received.**
2. **That the deputations made at the May 21, 2019 Development Services Public Meeting, regarding the Zoning By-law Amendment application (ZA 18 140091) submitted by Sasson Construction Inc. by Helen Tsoi, Joseph Virgilio, and Elizabeth Brown, be received.**
3. That the Development Services Commission report dated May 13th, 2019 and titled “PRELIMINARY REPORT, Sasson Construction Inc., Zoning By-law Amendment application to permit high density mixed use development at 9351-9399 Markham Road, Ward 5, File No: ZA 18 140091” be received; and,
4. That the record of the Public Meeting held on May 21st, 2019 with respect to the Zoning By-law Amendment application submitted by Sasson Construction

Inc., to allow high density mixed use development at 9351-9399 Markham Road, Ward 5, File No: ZA 18 140091” be received; and further,

5. That the Zoning By-law Amendment application (ZA 18 140091) submitted by Sasson Construction Inc., to allow high density mixed use development at 9351-9399 Markham Road, Ward 5, be referred back to Staff for a future Recommendation Report.

Carried

5. ADJOURNMENT

Moved by Councillor Khalid Usman

Seconded by Councillor Amanda Collucci

1. That the Development Services Public Meeting adjourn at 11:20 PM.

Carried

VIA Email < steve.clark@pc.ola.org >

May 31, 2019

Hon. Steve Clark
Ministry of Municipal Affairs and Housing
777 Bay Street, 17th Floor
Toronto, ON M5G 2E5

RE: Resolution from Councillor Kroon, re: Highway 48 Corridor

Please be advised that the above-noted matter was placed before Council at its meeting held on May 21, 2019, and the following resolution was passed:

Moved by Councillor Kroon
Seconded by Councillor Upton

Whereas there have been growing interest from the development industry in the lands along The Highway 48 corridor between 19 Avenue in the City of Markham and Bethesda Side Road in the Town of Whitchurch-Stouffville; and

Whereas development along the Highway 48 corridor is limited by access requirements through its designation as a Provincial highway; and

Whereas Council at its meeting on May 15, 2018 adopted OPA 145 to establish updated policies for the Gateway Mixed-use Area at the intersection of Main Street and Highway 48; and

Whereas Council at its meetings on March 19 and May 7, 2019 expressed support of employment land conversion from two major landowners at Hoover Park Drive and Highway 48, which will bring new opportunities to enhance the area; and

Whereas Council at its meeting on May 15, 2018 directed staff to work with City of Markham staff in a Joint Working Group to review all options for transportation, transit, pedestrian connectivity, public safety and municipal services which would benefit both municipalities, and City of Markham Council responded to the Town of Whitchurch-Stouffville Council initiative at its meeting on September 10, 2018 and directed its staff to participate in the Joint Working Group; and

Whereas the Province of Ontario has just released a new Growth Plan for the Greater Golden Horseshoe, which allows the Town to expand and/or adjust its settlement area boundaries in advance of/ or outside York Region's Municipal Comprehensive Review, subject to certain limitations; and

Whereas there are lands in both the City of Markham and the Town of Whitchurch-Stouffville along the Highway 48 corridor that can be considered for limited settlement area boundary expansions; and

Whereas municipal services to support limited settlement area boundary expansions along the Highway 48 corridor can be provided but require close inter-municipal coordination between the City of Markham and the Town of Whitchurch-Stouffville.

Therefore, be it resolved that Council direct staff to work with City of Markham staff through the Joint Working Group to develop a joint vision for the Highway 48 corridor for the consideration of the respective municipal Councils; and

That Council direct staff, through the visioning exercise, to explore areas along the Highway 48 corridor that can be considered for settlement area boundary expansions; and

That Council further direct staff, through the visioning exercise, to explore options for transfer of the responsibility to the Region of York, for the section of Highway 48 between 19 Avenue in the City of Markham and Bethesda Side Road in the Town of Whitchurch-Stouffville; and

That Council direct staff to send a copy of this resolution to the City of Markham, York Region, and Ministry of Municipal Affairs and Housing.
Carried

Yours truly,



Samantha Blakeley, Council Coordinator
(905) 640-1910 x 2222

cc: York Region
City of Markham

VARLEY- MCKAY ART FOUNDATION OF MARKHAM**Monday, March 4, 2019, 5:00 p.m.****Varley Art Gallery****MINUTES****Attendance:**

Board of Directors Present: Terrence Pochmurski, Chair, Craig McQuat, Vice-Chair, John Ingram, Edie Yeomans, Amin Giga, and Sammy Lee

Staff: Niamh O’Laoghaire, Director, Varley Art Gallery, Francesca Dauphinais, Cultural Development Officer and Scott Chapman, Council/Committee Coordinator, Laura Gold, Council/Committee Coordinator

Observer: Joseph Schmidt

Regrets: Howard Back, and Mathew Reilly

Agenda Item	Discussion	Action Item
1. Call to Order	The Varley-McKay Art Foundation of Markham convened at 5:03 pm with Terrence Pochmurski presiding as Chair.	
2. Disclosure of Pecuniary Interests	None.	
3. Additions/Changes to the Agenda	None.	
4. Approval of the Minutes	<p>Moved by Craig McQuat Seconded by Edie Yeomans</p> <p>That the January 14, 2019, Varley-McKay Art Foundation of Markham Minutes be approved as presented.</p> <p style="text-align: right;">Carried</p>	

Varley-McKay Art Foundation of Markham

March 4, 2019

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Agenda Item	Discussion	Action Item
<p>5. Business Arising from Minutes</p>	<p>The Board reviewed the Action items from the previous meeting. The following was discussed:</p> <p><u>Credit Card</u> Working on getting a credit card for the Foundation. Discussions are underway with the City's Finance Department. The Foundation may need to apply independently of City and take liability for the credit card. Francesca Dauphinais, Development Officer was requested to look into to getting a credit card independently of the City.</p> <p><u>Vintages</u> A Chair is still required for the Vintages event. Terrence Pochmurski agreed to Chair if Mathew Reilly does not accept the role.</p> <p>Terrence Pochmurski is still waiting for Santo Natale, Past Director to indicate whether he is interested in sponsoring th event.</p> <p><u>Signing Authority</u> The Board decided that all Officers should have signing authority for the Foundation.</p> <p>Moved by Edie Yeomans Seconded by Craig McQuat</p> <p>That the following Officers of the Varley McKay Art Foundation of Markham be provided with signing authority:</p> <p>Terrence Pochmurski – Chair Craig McQuat – Vice-Chair Amin Giga – Treasurer</p> <p style="text-align: right;">Carried</p>	<p>Investigate getting a credit card independently of the City – Francesca</p>

Varley-McKay Art Foundation of Markham

March 4, 2019

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Agenda Item	Discussion	Action Item
6. Director's Report	<p>Niamh O'Laoghaire, Director of the Gallery presented the Director's Report. The full report was circulated to the Board. Some of the highlights of the report included:</p> <p><u>Staffing</u> Bowie Fan is the new Varley's Communications Assistant.</p> <p><u>Signage</u> The new Varley logo still needs to be approved by the Development Services Committee.</p> <p><u>Public Art</u> A public engagement session entitled "Making our MARKham" will be held on Thursday, March 21, 2019 at YSpace, the York University Innovation Hub. The feedback will be used to help develop a Public Art Master Plan.</p> <p><u>Exhibitions</u> An update on the Gallery's exhibitions was provided. The following new exhibit started in February:</p> <ul style="list-style-type: none"> • Chris Kline and Yam Lau Weave - February 19 – April 21, 2019 <p><u>Public Program and Events</u> An update on the Gallery's programs and events was provided.</p>	
7. Development Officer Report	<p>Francesca Dauphinais, Cultural Development Officer presented the Development Officer Report. A copy of the report was included with the agenda package. The report included an update on: volunteers; grant applications; the Rouge: Varley Gala; and Vintages at the Varley: New World Wines.</p>	

Varley-McKay Art Foundation of Markham

March 4, 2019

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Agenda Item	Discussion	Action Item
	<p>The following was discussed:</p> <p><u>Grant Applications and Funding Request</u> Grant applications have been submitted to both the Canada Summer Jobs and the Young Canada Works at Building Careers in Heritage.</p> <p><u>Rouge: Varley Gala</u> The sponsorship package for the Gala is complete and ready to circulate. All Board of Directors are encouraged to help bring in sponsorship.</p> <p><u>Vintages at the Varley: New World Wines</u> There was a suggestion to include scotch testing or to have scotch as an auction item at the event.</p> <p>Francesca Dauphinais is reaching out to the LCBO regarding having a talk about scotch.</p>	
<p>8. Sub-Committee Reports</p>	<p>A. <u>Rouge: Varley Gala Committee 2018 -</u> No report was provided.</p> <p>B. <u>Vintages at the Varley</u> No report was provided.</p> <p>C. <u>Development Committee</u> Sammy Lee presented the mandate for the Development Committee. The Board discussed the mandate made slight changes to it prior to approving it.</p>	

Varley-McKay Art Foundation of Markham

March 4, 2019

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Agenda Item	Discussion	Action Item
	<p>Moved by Sammy Lee Seconded by Edie Yeomans</p> <p>That Varley-McKay Art Foundation of Markham approved the following mandate for the Development Committee:</p> <p>To reach out to businesses, cultural communities, and other stakeholders to build stronger relationships, promote art, culture and in particular, the Varley Art Gallery and its associated work to those communities in order to raise the profile of and raise funds for the Varley Art Gallery.</p> <p style="text-align: right;">Carried</p> <p><u>D. Volunteer Committee</u> No report was provided.</p>	
9. Financial Report	<p>Amin Giga, Treasurer provided a financial update as of December 31, 2018. Revenues were less in 2018 than in 2017 due to less revenue generated from fundraising. Both the Gala and the Vintages at the Varley generated less funds than in 2017. Expenses were also less for both of these events. The total deficit in 2018 was (\$45,593).</p> <p>The Foundation needs to increase its fundraising revenue in 2019 to avoid/minimizing a deficit in 2019.</p> <p>It was suggested that the amount the Foundation spends annually on art be included in the annual report on a go forward basis.</p>	
10. New Business	<p><u>Strategic Plan</u> Terrence Pochmurski presented the draft Varley-McKay Art Foundation of Markham Strategic Plan. Directors were asked to provide any comment by the end of March, so that it can be approved at the next meeting.</p>	Provide feedback on Markham's Strategic Plan – All Directors

Varley-McKay Art Foundation of Markham

March 4, 2019

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Agenda Item	Discussion	Action Item
	<p><u>Board Appointments</u> The Board briefly discussed Councillor Appointments to the Board.</p> <p><u>Annual General Meeting</u> The Board agreed to hold the Annual General Meeting on Monday, May 27, 2019 at 3:30 PM. The Clerk was asked to schedule the AGM with the Board Meeting immediately following.</p>	<p>Schedule AGM and Board Meeting on May 27, 2019 – Laura Gold</p>
11. Adjournment	The Varley-McKay Art Foundation of Markham adjourned at 6:27 pm	

Varley-McKay Art Foundation of Markham

March 4, 2019

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List of Action Items

Action	Meeting Date	Member Responsible for Completion of Task	Status
1. Establish criteria for recognizing past Board of Directors.	September 8, 2014	Edie Yeomans, and Ernestine Tahedl	In Progress
2. Speak to Santo Natale regarding sponsoring the Vintages at the Varley: New World Wines Event	January 14, 2019	Terrence Pochmurski	Waiting for a response from Santo
3. Investigate the possibility of getting a credit card for Francesca Dauphinais	January 14, 2019	Francesca Dauphinais	Working with the City's Finance Department and looking into getting a card independently of the City.
4. Provide Feedback on the Foundation's proposed Strategic Plan	March 4, 2019	All Directors	Complete by March 31, 2019



**MARKHAM PUBLIC ART ADVISORY COMMITTEE
YORK ROOM, MARKHAM CIVIC CENTRE**

Minutes

Meeting No. 3

Wednesday, October 10, 2018

6:00 p.m.

PRESENT

Members

Stephen Lusk, Chair
Taleen Der Haroutiounian
Frankie Ip
Adam Keung
Bill Pickering
Ardy Reid
Alina Tarbhai
Jenny Tung
Ken Wightman

Guest

Helena Grdadolnik, Consultant

Staff

Niamh O'Laoghaire, Manager, Varley Art Gallery
Yan Wu, Public Art Coordinator
Bev Shugg Barbeito, Committee Coordinator

REGRETS

Rahul Shastri
Julie Tiefenbach
Councillor Alan Ho
Stephen Chait, Director of Economic Growth,
Culture and Entrepreneurship

1. CALL TO ORDER

The Public Art Advisory Committee was called to order at 6:03 pm with Stephen Lusk presiding as Chair. He welcomed Helena Grdadolnik and introductions were made.

2. DECLARATION OF PECUNIARY INTEREST

None was declared.

3. CHANGES OR ADDITIONS TO THE AGENDA

The agenda was accepted as distributed.

4. ADOPTION OF THE MINUTES OF THE MARKHAM PUBLIC ART ADVISORY COMMITTEE MEETINGS HELD ON JUNE 6, 2018

It was

Moved by Ken Wightman
 Seconded by Taleen Der Haroutiounian

That the minutes of the Markham Public Art Advisory Committee meeting held on June 6, 2018 be approved as presented.

CARRIED

5. BUSINESS ARISING FROM THE MINUTES

It was advised that an update on the Aaniin Community Centre would be provided as part of the Public Art Updates.

6. PUBLIC ART MASTER PLAN

Niamh O’Laoghaire introduced Helena Grdadolnik of Workshop Architecture Inc. as the successful candidate of the Request for Proposal (RFP) process for a consultant to develop a Public Art Master Plan. Ms. Grdadolnik presented information about Workshop Architecture Inc. which has experience developing public art master plans and programs for a variety of Canadian cities. Ms. Grdadolnik presented her experience in public art management, planning, urban design and architecture and advised she will serve as the project lead. Other team members have experience in cultural planning, research, and public and external consultations.

Ms. Grdadolnik spoke of the vision for the Public Art Master Plan including the definition of public art, defining the process for site specific works, creating strategies for different ways to work with artists, and contributing to city-building places. Rather than just specifying locations of public art, the Public Art Master Plan could engage artworks that are interactive and temporary/seasonal, digital or high tech, and could have a positive impact for the city. There could be creative approaches to funding public art including sharing budgets across departments to include public art, creating a work to address a local issue, and partnerships with donors and developers for the benefit of all.

Ms. Grdadolnik referenced a chart showing the mandate and activities of Public Art Committees across Canada and led Committee members in a discussion of the role of the committee and their reasons for joining. Committee members advised that they felt the current role of the Committee is advisory in nature and that, since it has more involvement of residents than many other Markham committees, it shares the voice of Markham residents. The Committee expressed hope that the updated Public Art Master Plan would provide clear direction about the role of the MPAAC, a model for governance, why funding for public art is important, and the need to remain current. It is hoped that the Committee’s role would be to inform Markham Council and to act as a “sober second thought”. The Committee felt that understanding the budget for public art was important; it was noted that the master plan would be focusing on the development of the public art program for the next five years which

will include the recommendations for according funding strategies. It was suggested that the membership of future committees include practicing artists, staff who have been practicing artists, and youth.

Ms. Grdadolnik left the meeting at 7:50 pm.

7. PUBLIC ART UPDATES

Niamh O'Laoghaire and Yan Wu reported on the following public art projects:

Benjamin Thorne

This project has been completed; the unveiling took place on September 16, 2018.

Aaniin Community Centre

Construction of the large top has stalled due to problems in sourcing a manufacturer for a light fixture required for the project. It was advised that the City of Markham is taking action to advance the project.

Downtown Markham Public Art Installation

It was reported that the geotechnical survey has been completed. The poor quality of the soil has added unforeseen costs to the project; these will be shared by the artist and the City of Markham. A tentative land transfer agreement has been reached between the City and the developer regarding the additional piece of land the City requires from the developer to install the work.. It is hoped that installation will take place in spring 2019.

Rizal Statue

It was reported that the sod turning ceremony, that took place on June 10, Filipino Independence Day, at Boxgrove Community Park, the site for the statue of Dr. Jose P. Rizal, went well. Installation of the statue is scheduled for Filipino Independence Day 2019.

The City's Public Art Collection (2-dimensional works)

Yan Wu reported that she will arrange a tour of artwork from the existing public art collection for Committee members, at a future meeting.

8. NEW BUSINESS

Frankie Ip advised that he will be resigning from the Committee because he will be moving from Markham. On behalf of the Committee, Chair Steven Lusk thanked Frankie for his dedication to Markham's Public Art issues and Committee efforts in the last few years.

9. NEXT MEETING DATE

The next meeting of the Public Art Advisory Committee will be held on January 30, 2019 at 6:00 pm.

10. ADJOURNMENT

It was

Moved by	Bill Pickering
Seconded by	Ken Wightman

Markham Public Art Advisory Committee
October 10, 2018
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That the Markham Public Art Advisory Committee adjourn at 8:05 pm.

CARRIED



**Historic Unionville Community Vision Committee
January 16, 2019 Meeting Notes**

**City of Markham
Location: Canada Room**

Members:

**Rod Kadlovski, Chair
Reid McAlpine, Ward 3 Councillor
Wes Rowe, UVA
Geoff Pyne, URA
Kimberley Kwan, UHS
Joseph Cimer, Community Rep
Ken Davis, Heritage Markham**

Regrets:

**Jim Jones, Regional Councillor
Stanley Wu, UVC
Tony Lamanna, UBIA
Sylvia Morris, UBIA
Bill Bilkas, Community Rep
Harry Eaglesham, Community Rep
Scott Harper, Community Rep**

Guests:

**Mark Warden, Unionville Curling Club
Peter Miasek, URA Alternate**

Staff:

**Regan Hutcheson, Manager of Heritage
Planning
Mary Creighton, Director of Recreation
Services
Sandra Tam, Senior Business Dev Officer
Alex Sepe, Committee Clerk**

The meeting of the Historic Unionville Community Vision Committee convened at 7:10 pm without a quorum with Rob Kadlovski presiding as Chair.

1. Disclosure of Pecuniary Interest

None disclosed.

2. Confirmation of Agenda

Item added: 5.C – Committee memberships

The committee could not approve the agenda as quorum was not present.

3. Adoption of the Minutes of the November 21st, 2018 meeting

The committee could not approve the minutes of November 21st, 2018 as quorum was not present.

4. Business Arising from the Minutes

a) Main Street Unionville Streetscape Master Plan Study

An update on the Study was provided by Regan Hutcheson: City has retained a private consultant (Cosburn Giberson Landscape Architects) to complete the final phases of the streetscape. Andrew Johnston formerly with the City will be the lead consultant.

- An update on the Master Plan was presented to Development Services Committee of Council on November 19, 2018.
- Council subsequently approved staff to undertake further community and stakeholder consultation on Concepts 1 and 2.

Mr. Hutcheson asked the Committee to provide input on the most appropriate form of engagement and possible locations for a community meeting.

- Committee members suggested Crosby Arena (Lamplight Room), Varley Art Gallery Community Room, Stiver Mill/Train Station (considered too small) or local churches. Either Crosby Arena or the Gallery were fine with the members.
- Most appropriate date for the community meeting would be the end of February to allow the HUCVC to review materials and approach prior to going to the public.
- Some members thought it may be valuable to have display boards available from 6:30-7:00 pm and a short formal presentation around 7:00 pm followed by informal discussions at various subject board areas. The remainder of the public consultation would allow for residents to discuss the plan with city staff.
- Potential feedback approaches include: allowing people to put Post-It Notes on illustrations with their comments, using flip charts to record input at specific stations, and perhaps a survey form for those who like to write out their own comments.
- A discussion occurred regarding the use of social media to advertise the event and allow community members an opportunity to provide commentary if they are unable to attend the consultation. Use of the City website and notice in the Economist and Sun was also noted as well as contacting all Unionville community groups by email and asking that their members be informed of the consultations.
- Councillor Reid McAlpine indicated he has an extensive mailing list that is used to send out a newsletter on the first of every month. He offered to

provide an update regarding the streetscape consultation however, he would need to receive a date/location prior to the first of the month.

- Staff was to secure a venue and date/time near the end of February at their earliest opportunity.

b) **Toogood Pond Pavilion Area – Land Lease concept**

Mary Creighton provided information on the use and leasing arrangement associated with the building in Toogood Pond area

- A private company has a lease for the building. Food services and washrooms are offered.
- The term of the land lease still needs to be confirmed. The Lease will be looked into by Mary Creighton and an update will be provided at the next committee.
- Concerns was expressed that the building is often not open and times are not consistent from one week to the next. City is losing an opportunity at this location. Is there the opportunity to rehabilitate the property to obtain its highest and best use.
- At the request of the Committee, Ms. Creighton will return back with terms and conditions of the current lease details for the parcel as well as a drawing of the interior features.
- Councillor McAlpine mentioned the possibility of landscaping the area to mirror the other side of the pond

5. **New Business/ Other Matters**

a) **School/City Gate Proposal – Update from Council (Dec 12th)**

Regan Hutcheson provided an update on activity associated with this project:

- This issue was brought to Council by staff seeking authority to enter into an agreement with the school board to allow a gate feature for occasional use during street closures. Some members of the local community requested additional projects be linked to support for the gate proposal. Council did not wish to link the gate project to other projects in the area.
- Councillor McAlpine is hosting a meeting with reps from the school board, local school stakeholders, and City Staff to address this issue. He noted his goal is to see the gate project proceed immediately with the City agreeing to explore the other projects such as using the Park Renaissance Program related to improvements at Crosby Park (i.e. the construction of a playground at Crosby park).
- The Councillor indicated that the goal is to have the gate completed by the spring. Gate will be 16ft wide, functioning as a 2-way access driveway.
- The Councillor further indicated that the current concern is where to construct a playground at Crosby park, a key factor is limited space. In addition, the placement of the playground must be in close proximity to Parkview Public school.

Historic Unionville Community Vision Committee Meeting Notes
January 16, 2019

- The Councillor noted that the proposed funding for the gate project is split amongst three projects. He indicated that the two other projects are a shade structure/gazebo near the Bandstand and an upgrading of landscaping near the cenotaph.

b) **Planning Applications Summary**

Regan Hutcheson noted the following:

- 3 Building Permit Applications – 206 Main Street: Multi residential building, addition to an existing commercial building and an extension to underground parking structure.

A committee member noted that the S/E corner of Main Street /Hwy 7 (old gas station property) is for sale. Land is certainly contaminated and within TRCA regulation. The Committee questioned whether the property could be redeveloped into a public parkette.

c) **Committee Membership**

Regan Hutcheson advised that 2 committee member terms (Scott Harper and Harry Eaglesham) were completed as of November 2018, and that Council is responsible for appointing new representatives or reappointing past members (if they choose to re-apply). The members can remain on the committee until new appointments are made. Clerks Department is hosting a board and committee information night on January 31, 2019.

The Committee asked if a representative from the Art Gallery was to be a staff liaison to the Committee (in addition to Mr. Hutcheson and Ms. Creighton). Mr. Hutcheson noted that Sandra Tam was currently representing the Culture & Economic Development Department which is responsible for the Art Gallery. Staff will consult with Director Stephen Chait on this issue.

Regan Hutcheson also introduced Mark Warden from the Unionville Curling Club who was visiting. Mr. Warden noted the Curling Club is very interested in what transpires in this area specifically when it involves their property. He added that the Club has 475 members with 80% living in Ward 3. The Committee had previously recommended that the Curling Club be officially represented on the HUCVC and the Club has agreed to be a member, if Council is supportive.

d) **Flag Pole at Bandstand**

A member raised a question regarding installing a flag pole at the bandstand. It was indicated that the UVA were prepared to pay for the flag and maintain it. Mary Creighton advised that there were new policies on civic flag poles and where they will be located. She will look into the flag pole policies (where to be located, when flags must be taken down etc.) and will report back to the committee.

Historic Unionville Community Vision Committee Meeting Notes
January 16, 2019

e) **Crosby Arena Exterior Washroom Awning**

Mary Creighton advised that the installation had been delayed, but was expected to be installed this spring.

f) **Property Standard Issues**

It was noted that the BIA is attempting to address a variety of these infractions in an informal manner.

6. Next Meeting

The next meeting will be at the call of the Chair or held on Wednesday February 20th, 2019.

PARKED ITEMS

- Section 37 Funding
- Metrolinx Train Service Implications
- Capital Budget 2019 Input
- Paid Parking
- Curling Club Parking Structure
- By-law Enforcement Issues
- Unionville Heritage Centre Secondary Plan
- School Board Consultation (Gate at Parkview PS)
- ESSO Site (Highway 7 and Main St)
- Public Washrooms



**Historic Unionville Community Vision Committee
February 20, 2019 Minutes
City of Markham
Location: Canada Room**

Members:

**Rob Kadlovski, UBIA, Chair
Harry Eaglesham, Community Rep, Vice Chair
Wes Rowe, UVA
Stanley Wu , MVC
Tony Lamanna, UBIA
Geoff Pyne, URA
Reid McAlpine, Ward 3 Councillor (till 7:40pm)
Kimberley Kwan, UHS
Sylvia Morris, UBIA**

Regrets:

**Jim Jones, Regional Councillor
Scott Harper, Community Rep
Joseph Cimer, Community Rep
Ken Davis, Heritage Markham
Bill Bilkas, Community Rep**

Guests:

**Andrew Johnson, Consultant
Mark Warden, Unionville Curling Club
Bishoi Shinoda, York Region School Board**

Staff:

**Regan Hutcheson, Manager of Heritage Planning
Stephen Chait, Chair, Director, Economic Growth,
Culture & Entrepreneurship
Mary Creighton, Director of Recreation Services
Brian Lee, Director of Engineering (till 7:30pm)
Niamh O'Laoghaire, Manager, Varley Art Gallery
Anna Lee, Committee Clerk**

The meeting of the Historic Unionville Community Vision Committee convened at 7:13 pm with Rob Kadlovski presiding as Chair.

1. Disclosure of Pecuniary Interest

None disclosed

2. Confirmation of Agenda

Moved by Geoff Pyne
Seconded by Wes Rowe

That the Agenda for the February 20, 2019 meeting be confirmed as amended with the addition of the Gazebo Proposal as the first order of business followed by the Main Street Unionville Streetscape Master Plan Study.

Historic Unionville Community Vision Committee Meeting Minutes
February 20, 2019

3. Adoption of the Minutes of November 21st, 2018 and Notes of January 16, 2019

Moved by Harry Eaglesham

Seconded by Wes Rowe

That the Minutes of the Historic Unionville Community Vision Committee meeting held on November 21, 2018 be adopted, as distributed.

Carried

Moved by Geoff Pyne

Seconded by Reid McAlpine

That the Meeting Notes of the Historic Unionville Community Vision Committee meeting held on January 16, 2019 (held without quorum) be received as information.

Carried

4. Business Arising from the Minutes

a) Main Street Unionville Streetscape Master Plan Study

- Andrew Johnson, consultant, provided an overview of the PowerPoint presentation that will be given at the open house on February 27, 2019.
- Regan Hutcheson advised that staff had reached out to the community to attend the open house through newspaper notices and contacting local organizations through email.
- Concepts 1 and 2 will be presented at the public community open house with the PowerPoint slides and presentation boards.
- There will also be a survey given to all those at the open house. The members of the committee received a copy of the survey for any commentary and feedback.
- A copy of the PowerPoint presentation will also be distributed to all members of the committee by Regan Hutcheson.
- The Engineering Department is still investigating if an Environmental Assessment will be required for concept 2.
- The open house will allow the public to give their feedback on the concepts and any ideas for what they would like to see in the new concept. The difference of the sidewalk and boulevard sections of each concept will be detailed during the open house.
- Heritage Markham Committee and the UBIA will also be consulted, March 13 and 20, respectively.
- Feedback from members included a caution regarding adding too much clutter back on the street in the form of furnishings (some of which are now on private property) and a concern about the dangerous aspects related to parking on the boulevard on the west side of Main Street.

b) Toogood Pond Pavilion Area Update (lease arrangement)

- Mary Creighton, Director of Recreation Services, went through the lease arrangements of the Toogood Pond Pavilion area. The lease was re-signed in 2018 for another 5 years, until 2023. The lease agreement entitles the tenant to general vending in the area. Members of

Historic Unionville Community Vision Committee Meeting Minutes
February 20, 2019

the committee voiced their opinion and ideas on having the area utilized more by the public such as canoes and paddleboat rentals or other means to animate the area. Ms. Creighton noted that the City has not been approached by vendors wanting to undertake these type of activities to date. In response to a comment about the area being neglected, it was noted that the city has made positive improvements to the shoreline of the pond and the pathway to improve and naturalize it.

c) Art Gallery Rep on Committee Update

- Stephen Chait, Director of Economic Growth, Culture & Entrepreneurship, was present to give an update on having an art gallery rep on the committee. The Varley Art Gallery is happy to contribute to any projects pertaining to Unionville. The Art Gallery would like to work collaboratively with the committee so that people can experience the area. Mr. Chait advised that there is value in having someone at the committee meetings, when required, and the person attending will also depend on the matter at hand. Up to this point, Sandra Tam had been attending because of her economic portfolio, but she will be replaced by Niamh O’Laoghaire, Director, Varley Art Gallery who will attend when items on the agenda warrant her participation and contribution. The Art Gallery would like to be utilized and play a bigger part in the experience of Unionville.
- Niamh O’Laoghaire, gave an update on the new signage proposed for the Varley Art Gallery including consultation with Heritage Section staff and Heritage Markham Committee. Once the new logo is reviewed and approved by the Development Services Committee work on the new sign can proceed. The Art Gallery is open to ideas and suggestions of ways to partner with businesses and the committee to package a greater experience for all those that visit Unionville. Members discussed food opportunities within the gallery or in the front courtyard and how best the gallery can partner with local businesses.

d) Flag Pole Issue Update

- Mary Creighton, Director of Recreation Services updated the committee on the flag pole that has been removed from the Varley Art Gallery. There has not been any decision made on where to relocate the flag pole and it is not in this year’s work plan. The Bandstand at Millennium Park is not recommended as the flag pole must be located where there are facilities staff to follow city protocol on flags. Wes Rowe and Mary Creighton will have follow-up discussions on this issue.

4. New Business/Other Matters

a) Planning Applications

- No new formal applications.

Historic Unionville Community Vision Committee Meeting Minutes
February 20, 2019

b) Gazebo Proposal

- Councillor McAlpine informed the committee members that the City is considering a number of improvement projects using funding from the province which is to be used to improve Main Streets.
- He noted that some of the money is proposed to be used to install the gate feature next to Parkview Public School.
- He informed the committee that the Parks Department is proposing a gazebo in Millennium Square park towards the west end corner. The proposal is for a gazebo that is an all black metal structure, which was presented to the Heritage Markham Committee. He noted that the proposal has been deferred by the Heritage Markham Committee and Councillor McAlpine wanted to give this committee a chance to review it.
- Member feedback included that playground equipment is preferred, questioned why metal was being considered and not wood and that there is likely a better use of the funding. Members also discussed some connectivity linkages that could be considered.
- It was suggested that the committee review the approved Vision Plan document and have further discussions on potential projects that could be suggested for consideration. It was pointed out that any project using this funding must be completed by March 2020.

- c) All other New Business/Other Matters on the Agenda were deferred to the next meeting as they were to be discussed by Bill Bilkas, who was not able to attend this meeting.

5. Adjournment

Moved by Tony Lamanna
Seconded by Sylvia Morris

The Committee adjourned at 8:47 pm.

6. Next Meeting

The next meeting will be held on Wednesday, March 20th, 2019 at 7:00 pm or at the call of the Chair.

Historic Unionville Community Vision Committee Meeting Minutes
March 27, 2019



Historic Unionville Community Vision Committee March 27, 2019 Minutes
City of Markham
Location: Canada Room

Attendance

Members:

Rob Kadlovski, UBIA, Chair
Harry Eaglesham, Community Rep, Vice
Chair
Wes Rowe, UVA
Stanley Wu, MVC
Tony Lamanna, UBIA
Geoff Pyne, URA
Reid McAlpine, Ward 3 Councillor
Kimberley Kwan, UHS
Peter Miasek
Joseph Cimer, Community Rep
Ken Davis, Heritage Markham
Bill Bilkas, Community Rep

Staff:

Regan Hutcheson, Manager of Heritage
Planning
Niamh O'Laoghaire, Manager, Varley Art
Gallery
Alex Sepe, Committee Clerk

Regrets:

Jim Jones, Regional Councillor
Sylvia Morris, UBIA
Scott Harper, Community Rep
Mary Creighton, Director of Recreation
Services

**The meeting of the Historic Unionville Community Vision Committee convened at 7:06pm
with Rob Kadlovski presiding as Chair.**

1. Disclosure of Pecuniary Interest

None disclosed

Recommendation

That the Historic Unionville Community Vision Committee receive as information the update on amendments to the Municipal Conflict of Interest Act related to disclosures of interest at advisory committee and board meetings.

Moved by Ken Davis
Seconded Kimberley Kwan

Carried

Historic Unionville Community Vision Committee Meeting Minutes
March 27, 2019

2. Confirmation of Agenda

Moved by Stanley Wu
Seconded by Wes Rowe

That the Agenda for the March 27, 2019 meeting be confirmed, as distributed.

3. Adoption of the Minutes of the February 20th, 2019 Meeting of the Historic Unionville Community Vision Committee

Moved By Harry Eaglesham
Seconded By Stanley Wu

That the Minutes of the Historic Unionville Community Vision Committee meeting held on February 20th, 2019 be adopted, as distributed.

Carried.

4. Business Arising from the Minutes

a) Provincial Grant Funding -Potential Projects for Consideration (All members were to offer suggestions at the request of the Ward Councillor)

- Regan Hutcheson, Manager of Heritage Planning, informed the committee that approximately \$50,000 of the Provincial grant has been spent on the public-school gate, there is roughly \$90, 000 remaining in the budget for projects on Main Street. Regan proposed using a portion of the funding to install three (3) way-finding signs at the Highway 7 gateway and aerial pathway signs on Main Street.
- Harry Eaglesham, gave a PowerPoint presentation proposing the installation of placard's throughout Main Street Unionville. The placards would encourage walking tours by displaying information about the History of Unionville or Canadian artists. He argued the placards would be an effective way of generating foot traffic on Main Street.
- Kimberley Kwan proposed three alternative ways of using the grant money, the following ideas were mentioned; renovating the staircase at the lower east side parking lot, improving the trail from the west side of the bandstand to Main Street, and restoring the pathway/information signs found throughout Main Street Unionville.
- Bill Bilkas discussed using the money to retain a consultant to conduct an accessibility study on Main Street, in hopes determining any improvements that could be made. The findings would subsequently be presented to council. In addition, he advocated renovating the Main Street entrance signage located on Highway 7. A new sign would serve as a placemaking piece to welcome residents and tourists visiting Main Street Unionville.

5. New Business/ Other Matters

a) Main Street Unionville Streetscape Master Plan – Update (RH) Community Meeting, Heritage Markham, UBIA and UVA feedback

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- Regan Hutcheson introduced Niamh O’Laoghaire, the current manager of the Varley Art Gallery. Niamh will be attending future Historic Unionville Committee meetings.
- Regan also informed the committee on YourVoice Markham. YourVoice is an online system where Markham community members can engage and provide feedback on various local issues.
- Regan Hutcheson gave an update on the community meetings with Heritage Markham, UBIA and UVA. Those whom attended the meetings gave feedback on the proposed streetscape master plan. The survey results from the community meeting provided the following findings:
 - Streetscape concept 2 had 55% support;
 - No street parking had 63% support;
 - Increase tree canopy rather than on-street parking had 89% support;
 - Allowing street parking during summertime had 92% support;
 - Improvements to the east laneway such as greening, improved lighting and aisle definition had 87% support;
 - Introducing commercial patio space had 81% support;
 - Implementing coloured stamped asphalt areas had 55% support;
- Those who responded to the questionnaires at the community meetings provided a number of ideas/recommendations, which include the following: reduction of paved areas, constructing some form of piazza on Main Street, allowing pedestrians only on Main Street and near the Fred Varley area, constructing objects with high quality materials especially for winter months and enhancing intersections with coloured asphalt.
- Bill Bilkas inquired about an approximate time of project completion?
 - Councillor Reid McAlpine informed the committee that the detailed design of the streetscape was removed from the 2019 budget. The new goal is to submit the streetscape plan to Council by June 2019, so it can be an item on the 2020 capital budget.
- Tony Lamanna questioned how business owners on Main street can provide comments and direction on the Streetscape design?
 - Regan stated that at the previous UBIA meeting its members did not provide sufficient comments. If UBIA members were interested in providing comments then they could potentially be included in the overall Streetscape plan.
- Tony Lamanna indicated that he preferred concept number 2. However, he would like to shorten the width of the street to 6 metres to allow for more sidewalk space. Tony further stated that he does not enjoy the idea of street furniture as it ‘clutters’ the street. Lastly, he prefers less parking, and possibly altering parking during summer and winter months.
- Bill Bilkas questioned if different lighting configurations would allow for more space on the sidewalk for foot traffic?
 - Regan informed the committee that altering the lighting on Main Street would be very costly as it would require conducting a street light study, digging up old electrical lines and replacing them.
 - Tony Lamanna highlighted that the street light poles can act as bollards for increased pedestrian safety.
- Kimberley Kwan informed the committee that she does not want the cenotaph to be removed.

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Motion: That the Historic Unionville Community Vision Committee prefers Streetscape Master Plan Concept 2.

Moved by Harry Eaglesham
Seconded by Peter Miasek

Carried.

b) Gate Project Between Parkview Public School and Main Street

- Regan Hutcheson informed the committee that the City of Markham sent the schoolboard a formal agreement for the construction and use of the gate. The schoolboard put forth a couple of amendments which the City of Markham agreed to.
- The project will begin soon and will be funded with provincial money.

c) Capital Budget 2019 Update

- Councillor Reid McApline stated that the City's capital budget does not have funding for detailed design. Councillor McAlpine will work with the treasurer in an attempt to gather more funding.

d) Crosby Arena Facade Restoration Concept, (e) Main Street Lane Closure and Connection to South, (f) One Way Traffic Loop Concept, (g) New War Memorial Pedestrian Plaza at Crosby Arena. (Bill Bilkas instructed the committee that items D through G be merged as one item)

Pedestrian plaza on Main Street

- Bill Bilkas proposed creating a one-way loop behind the Historic Unionville Curling Club and the hockey arena. To do so, a number of alterations would be required such as, redoing the façade of Crosby arena, demolishing the Unionville skating club administrative office and relocating the Unionville hockey equipment room and office to Angus Glen Arena.

Motion: The City of Markham planning staff will review feasibility of the New Memorial Pedestrian Plaza plan and provide feedback and to the committee.

Moved by: Bill Bilkas
Seconded by: Peter Miasek

Carried

h) Unionville Main Street Entrance at Hwy 7 (Bill Bilkas)

- Bill Bilkas proposed a 'Pylon' or 'Monument' sign to be placed along Highway 7, which would be visible when entering Main Street. Bill outlined that a statement sign would act as a place making piece, citing that retail pylon signs draw 15-20% improvements in store visits.

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- Councillor Reid McAlpine stated that the Markham Gateway Master Plan is being reviewed by City Staff to examine how improvements to existing gateways and investigate the possibility of creating new ones. The Public Art Master Plan is also being developed at the moment which would highlight how to implement public art installations.

Motion: City staff will investigate how to improve the Main Street Gateway entrance and report back to the committee.

Moved By William Bilkas
Seconded By Peter Miasek

Carried.

Motion: City staff will research how public art installations can be incorporated throughout Main Street Unionville and report back to the committee.

Moved By Stanley WU
Seconded By Tony Lamanna

Carried.

i) Issues Related to Carlton Road Traffic Calming Measures

- Bill Bilkas informed the committee this matter will be discussed in detail at another meeting.

j) Agenda Format

- Bill Bilkas would like the committee to brainstorm alternative ways of organizing the Historic Unionville Community Vision Committee Agenda to keep track of the issues discussed so they can be brought up at future meetings.

k) Request for Update on Accessibility Issue on Main Street (Bill B)

- Bill Bilkas inquired if it would be possible for the committee to be updated regarding the overall accessibility of Main Street with respect to AODA standards.
- Regan Hutcheson informed the committee that there is not enough space on Main Street to meet AODA standards.

l) Request for Update on Connectivity – Crosby Park Pathways (Bill B)

- Bill Bilkas inquired if there was any plan in place to improve the connectivity to Crosby Park from Main Street, and also improve the existing path from the small baseball diamond to the back of the arena.

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- Councillor Reid McAlpine informed the committee that project plans to improve pathway connectivity are ongoing.
- Kimberley Kwan questioned if an update on Bylaw enforcement issues along Main Street will be provided during the next committee.
 - Councillor McAlpine stated that he is unsure if an update will be available for next meeting.

6. Adjournment

Moved by Kimberley Kwan
Seconded by Stanley Wu

Carried

The Committee adjourned at 9:12 pm.

7. Next Meeting

The next meeting will be at the call of the Chair or held on Wednesday April 17th, 2019.

PARKED ITEMS

- Section 37 Funding
- Metrolinx Train Service Implications
- Paid Parking
- Curling Club Parking Structure
- By-law Enforcement Issues
- Unionville Heritage Centre Secondary Plan
- School Board Consultation (Gate at Parkview PS) - ESSO Site (Highway 7 and Main St)
- Toogood Pond Pavilion Area
- Flag Pole at Bandstand

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Historic Unionville Community Vision Committee April 17, 2019 Minutes
City of Markham
Location: Canada Room

Attendance

Members:

Harry Eaglesham, Community Rep, Vice Chair
Wes Rowe, UVA
Tony Lamanna, UBIA
Reid McAlpine, Ward 3 Councillor
Kimberley Kwan, UHS
Joseph Cimer, Community Rep
Ken Davis, Heritage Markham
Bill Bilkas, Community Rep
Scott Harper, Community Rep
Joska Zerczi, URA

Staff:

Regan Hutcheson, Manager of Heritage Planning
Alex Sepe, Committee Clerk
Mary Creighton, Director of Recreation Services

Regrets:

Rob Kadlovski, UBIA, Chair
Stanley Wu, MVC
Jim Jones, Regional Councillor
Sylvia Morris, UBIA

Guests:

Mark Warden, Unionville Curling Club
Yan Wu, Public Arts Coordinator, Varley Art Gallery

The meeting of the Historic Unionville Community Vision Committee convened at 7:10 pm with Harry Eaglesham presiding as Chair.

1. Disclosure of Pecuniary Interest

None disclosed

2. Confirmation of Agenda

The following items were proposed as new business items for the April 17 meeting:

- 1) Mark Warden proposed discussing the relationship between the Unionville Curling Club and the City of Markham.
- 2) Harry Eaglesham inquired about an update on the secondary plan.
- 3) Wes Rowe would like to discuss the washrooms on the parked item list.

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Moved by Joseph Cimer
Seconded by Tony Lamanna

That Agenda be amended with the addition of the identified items.

Carried

3. Adoption of the Minutes of the March 27th, 2019 Meeting of the Historic Unionville Community Vision Committee

Amendments were proposed to the March 27th, 2019 minutes, and changes have been made.

Moved By Wes Rowe
Seconded By Kimberley Kwan

That the Minutes of the Historic Unionville Community Vision Committee meeting held on March 27^h, 2019 be amended and adopted.

Carried.

4. Business Arising from the Minutes

a) Provincial Grant Funding – Potential Projects for Unionville

- Councillor Reid McAlpine indicated that he has been working with Dave Plant, Manager of Parks from the Operations Department, and he had a meeting with Councillor Don Hamilton, regarding a number of options. Councillor McAlpine clarified that the area in front of Crosby Arena is not included in the proposed work plan due to the impending construction related to 206 Main St. The gateway sign at Highway 7 and Main Street, will not be pursued due to regional ownership of the land and because the Gateway Study is currently underway.
- Councillor McAlpine highlighted the possibility of using the grant to renovate the bandstand area, by improving the landscaping and trees as well as extending the interlocking from the edge of bandstand to the sidewalk. Arborists have inspected the nearby spruce tree and confirmed that the tree is diseased and has approximately 5 years left. One alternative is to remove the tree and install a flag pole, doubling as a Christmas tree in the winter.
- Tony Lamanna questioned if renovating the bandstand and implementing new landscaping (i.e. flower boxes) will block, clear sight lines.
- The Councillor is still pursuing cleaning up the alley south of 142 Main Street and introducing a landscaped pathway.

b) Main Street Unionville Streetscape Master Plan

- The Manager of Heritage Planning, provided an update on the questionnaire results for the Streetscape Master Plan. The following are some of the findings:
 - Concept 2 had 60% support which would provide more pedestrian movement;
 - No on street parking had 66% support;
 - On street parking with restrictions during summer months had 94% support;
 - Improvements to East laneway greening had 83% support;

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- Introducing commercial patio space along Main Street had 85% support;
- Coloured or stamped asphalt for focus areas had 58% support;
- Introducing the same type of stamped asphalt at the intersection of Carleton and Main Street had 64% support.
- Concerns raised regarding the streetscape plan:
 - Concept 2 may have too narrow of a sidewalk;
 - Concern with respect to limiting or removing parking on Main Street;
 - Some respondents said they would support removing on street vehicles to promote a pedestrian friendly street;
 - Using quality, long lasting materials to withstand winters;
 - Lack of pedestrian crossings on the street was raised;
 - Some stated a need for improvements to the staircase at the parking lot;
- Tony Lamanna questioned if it is suitable for the roadway to be 6 metres wide?
 - Regan Hutcheson stated that the cross sections for Main Street are currently under review by the Engineering and Operations Departments as one goal is to achieve a better pedestrian walkway. Regan will update the committee when possible.

Presentation by Joska Zerczi - Pedestrian friendly streetscapes:

- A slideshow was presented to the committee displaying a streetscape in the Netherlands.
- Presentation highlighted key characteristics of a pedestrian friendly street, such as: 20km/h speed limit, time limited parking and design that complements natural heritage.
- Tony Lamanna stated that he believes Main Street should become more pedestrian friendly, but would like vehicular access to also be available.
- The Councillor asked if there was any objection to slowing down traffic through the use of different materials.
- Mr. Zerczi questioned if the consultants responsible for the Main Street urban design can create a mock-design similar to what he showed during his presentation?
 - The Manager of Heritage Planning informed the committee that the main objective of the consultant is to develop a preferred standardized cross section, that would be used to inform what materials can be implemented (i.e. pavement road, pavers etc.). He further stated that the goal is to create both a basic and enhanced concept that can be brought forward to council.
- Harry Eaglesham stated that he would like the committee to view renderings from the consultant.

c) Public Art Installations on Main Street

- Yan Wu, Public Art Coordinator Varley Art Gallery gave a presentation on the concept of introducing public art installations on public streets called “Integration: Site Art Everyday Life”.
- Some of her past work consists as the 2014 Curator of Urban Space and “Art West Bund” in Shanghai.
- Yan’s presentation highlighted the reuse of industrial buildings and urban regeneration. Some examples included implementing temporary seating in urban Shanghai and the

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repurposing of unused street items and infrastructure, such as the highline linear park in New York.

- Councillor McAlpine asked when the art master plan should be completed.
 - Ms. Wu informed the committee that the art master plan should be ready for September 2019.

d) By-law Enforcement Issues

- Councillor McAlpine spoke with the Manager of By-law Enforcement and informed the committee of a number of by-law infractions along Main Street, such as:
 - Boosters restaurant was charged for replacing front windows without permit, they also have a BBQ that is not permitted;
 - Ground signs at 151 and 155 Main Street;
 - 142 Main Street has signage mounted on trees;
 - Paint issues at a number of places;
 - Some windows have more than 25% of their glass covered in signage;
 - A number of stores and restaurants have begun to use A-frame signs on the sidewalk.
- Ms. Kwan questioned if A-frame signs will be removed from sidewalks along Main Street?
 - Councillor McAlpine stated that A-frames will be removed.
 - Supposedly only 5 or 6 businesses who do this – perhaps a one to one approach would work to help educate them.
- Tony Lamanna stated that his store has a ‘takedown order’ for having two ground signs in front of his store. He noted it is difficult to balance doing business and maintaining the rules along the street.

d) Crosby Arena Area Concepts

- Mary Creighton, Director of Recreation Service will provide an update to the committee in May 2019 along with the Director of Operations, Morgan Jones.
 - Mark Warden stated that he would like to ensure that City Staff/Arena staff meet with Curling Club representatives prior to this matter being discussed at the Vision Committee.

e) Potential Main Street Gateway Improvements

- Presentation is deferred until May 2019 as City staff are currently reviewing the Gateway project.
- Ms. Creighton informed the Committee that YourVoiceMarkham provides an opportunity to participate in the Gateway Master Plan, where community members can provide input on gateways that they would like to see improved.

f) Agenda Format

- Bill Bilkas stated that once the committee discusses an item, they rarely show up on the agenda. Bill proposed a new agenda format: the first item would be new business,

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followed by items that are being studied by the City, and last are parked items. The goal is for the agenda to track action items more efficiently.

- Regan Hutcheson stated that it is the committee members responsibility to either call him or the Chair of the Committee, prior to meetings and propose agenda items. He also proposed that committee members could track and review parked items to determine their relevancy to committee discussions.
- Kimberley Kwan stated that she prefers the current format and does not think that new business should be at the front of the agenda.
- Harry Eaglesham agreed with Kimberley, and subsequently encouraged members of the committee to offer their input.

5. New Business/ Other Matters

a) Planning Applications

- Regan Hutcheson, Manager Heritage Planning provided an update on planning development applications within Unionville:
 - Site Plan Applications:
 - 143 Main Street- update to design for addition and alteration, rear addition, Heritage Markham requested minor changes.
 - 33 Eureka Street- proposed addition to heritage dwelling, addition to rear and south of existing house, new basement foundation and slight relocation.
 - Committee of Adjustment:
 - 33 Eureka Street- proposed addition to heritage dwelling, addition to rear and south of existing house, new basement foundation and slight relocation.
 - Building Permits:
 - 206 Main Street- conditional permit for Condo building behind Stiver House, foundation, requirements for protection of heritage building.
 - 145 Main Street- interior alterations to garage for office conversion.
 - Financial Assistance:
 - No applicants from Unionville in 2019 (2 grant programs).

b) Website/Vision Plan Update

- The Manager of Heritage Planning informed the committee that the Vision Plan is back up on the City website, including the City staff report, vision plan, and updates on a number of projects.

c) Relationship of Unionville Curling Club and City of Markham

- Mark Warden, President of the Unionville Curling Club informed the committee that this year (2019) the Curling Club will turn 100 years old. The current location of the club has been on Main Street for approximately 70 years. He stated that the Curling Club is not a public facility, it is a private facility on private land. The Curling Club owns the parking lot beside the club that they gratuitously allow patrons of Crosby Arena and others to use it when they don't need the parking spaces.
- Mark Warden stated that he was invited to join the committee in September 2019. However, the election in October 2018, slowed down the process of formally appointing

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him and since then, he has not been appointed. He also expressed frustration with items put on the agenda related to potential changes to their property without any consultation with the Club.

- He informed the committee that on April 17, 2019 he discovered that City Staff accidentally had removed him from the committee email list. He expressed further frustration with the fact that he is still not a formally appointed member of the committee, arguing that it should not take 8-9 months for him to become a member. Regan Hutcheson indicated that the City never had any intention to exclude the Curling Club from the committee, but that the City was examining the role and usefulness of its advisory committees and would be reporting out in the near future.
- Mark Warden informed the committee that the Curling Club wants to be involved in conversations with City Staff, and the City in general. He later thanked Councillor Reid McAlpine for stopping by the Curling Club for a meeting earlier in April.
- Harry Eaglesham stated that the members of the Committee actually initiated the concept of obtaining additional representatives on the committee from the School Board and the Curling Club. Although City Council has not approved Mark Warden as an official member, he is more than welcome at the committee.
- Harry Eaglesham proposed the idea of Regan Hutcheson attending a Curling Club board meeting to discuss the vision of Main Street.
- Mark Warden informed the Committee that the club perceives the vision plan to be a constantly changing document.
 - Councillor McAlpine disagreed noting that the vision plan was formally endorsed by council and that recent proposals involving the club property had been initiated by a committee member.
- Kimberley Kwan indicated that the stakeholders from the Curling Club should have been consulted more during the Vision Plan study process.
- Councillor McAlpine pointed out that the Curling Club was built in 1953, and eventually will reach the end of its life. The purpose of a Vision Plan is to consider how the property could be repurposed in the future
- Bill Bilkas informed the Committee that he does not want the City to simply critique his proposal that involved potential changes near the Curling Club. Rather he wants the City to propose how his initial idea can be further developed:
 - Mary Creighton said that the City does not have the current capacity to further develop what was proposed.
- Tony Lamanna noted the BIA is grateful to the Curling Club for all they do for the community.
- On a related matter, the current placement of two historical plaques in the Crosby Arena lobby and their lack of prominence was raised.

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Moved by: Bill Bilkas
Seconded by: Reid McAlpine

That the two historical bronze plaques behind the door of Crosby Arena be moved to a more visible place on the exterior of the building.

Withdrawn

- Kimberly Kwan highlighted the possibility of the plaques being vandalized if they are placed outside.
- Bill Bilkas argued that the plaques should be placed in an area where everyone can see them.
- Mary Creighton offered to see if the plaques could be moved to a more visible location within the Arena.

Moved by: Reid McAlpine
Seconded by: Ken Davis

That the Historic Unionville Community Vision Committee requests that City Council appoint the President of the Unionville Curling Club (or a designate) to the Committee.

Carried

d) Unionville Secondary Plan Update

- The Manager of Heritage Planning indicated that the draft document was still being reviewed by staff.

e) Unionville Washrooms

- It was agreed that the subject “Unionville Washrooms” would be added to the Parked Items list.

6. Adjournment

Moved by Tony Lamanna
Seconded by Kimberly Kwan

The Historic Unionville Community Vision Committee adjourn at 9:13pm.

7. Next Meeting

The next meeting will be at the call of the Chair or held on Wednesday May 15th, 2019.

PARKED ITEMS

- Section 37 Funding
- Metrolinx Train Service Implications

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- Capital Budget 2019 Input
- Paid Parking
- Curling Club Parking Structure
- By-law Enforcement Issues
- Unionville Heritage Centre Secondary Plan
- School Board Consultation (Gate at Parkview PS)
- ESSO Site (Highway 7 and Main St)



Report to: Development Services Committee

Meeting Date: June 10, 2019

SUBJECT: PRELIMINARY REPORT
Nest (Vs) GP Inc.
Applications for Zoning By-law Amendment, Draft Plan of
Subdivision and Site Plan Control to permit 12

PREPARED BY: Carlson Tsang, Ext. 2945, Planner II, West District

REVIEWED BY: Dave Miller M.C.I.P., R.P.P., ext. 4960, Manager, West District

RECOMMENDATION:

- 1) That the report titled “PRELIMINARY REPORT, Nest (Vs) GP Inc., Applications for Zoning By-law Amendment, Draft Plan of Subdivision and Site Plan Control to permit 12 townhouses at 10165 Victoria Square Blvd, and Zoning By-law Amendment and Draft Plan of Subdivision to permit 4 street townhouses at 10197 Victoria Square Blvd (Ward 2), File Nos. ZA 19 179145, SU 19 179147, SU 19 179146 & SPC 19 179145” be received.

PURPOSE:

This report provides preliminary information on the above noted Zoning By-law Amendment, Draft Plan of Subdivision and Site Plan Control applications submitted by Nest (Vs) GP Inc. This report contains general information in regards to applicable Official Plan or other policies as well as other outstanding issues identified by Staff to date. The report should not be taken as Staff’s opinion or recommendation on the application.

PROCESS TO DATE:Applications deemed complete

The Zoning By-law Amendment and Draft Plan of Subdivision applications were deemed complete on March 6th, 2019. The first submission of the applications have been circulated to all City Staff and external agencies for review.

Next Steps

- Statutory Public Meeting;
- A recommendation report respecting the subject Zoning By-law Amendment, Draft Plan of Subdivision and Site Plan Control applications will be provided at a future Development Services Committee meeting;
- Site Plan Approval (10165 Victoria Square Blvd only)
- Submission of a Common Element Condominium application for the proposed private driveway at 10165 Victoria Square Boulevard

BACKGROUND:Property Description

The subject lands, municipally known as 10165 & 10197 Victoria Square Boulevard, are located on the east side of Victoria Square Boulevard, north of Major Mackenzie Drive and east of Highway 404 (See Figure 1). The subject lands are separated by a non-participating lot in the center, municipally known as 10183 Victoria Square Boulevard.

The north parcel (10165 Victoria Square Boulevard) has an area of approximately 0.42 ha (1.04 ac) and a frontage of approximately 50.44 m (165.5 ft). It contains a single-storey dwelling, a detached garage and three small sheds. This parcel is bisected by the Carlton Creek. The south parcel (10197 Victoria Square Boulevard) has an area of approximately 0.58 ha (1.44 ac) and a frontage of approximately 80.55 m (264.3 ft). There is a barn and

an outbuilding on this parcel. The rear portion of the site is traversed by the Carlton Creek along the eastern boundary. There is mature vegetation on the subject lands.

The surrounding context is as follows (See Figure 3):

- To the north are vacant lands with natural features and open spaces;
- To the west is a residential neighborhood consisting of low rise residential units, a public elementary school (Sir John A. Macdonald Public School) and a park;
- To the south is a private school (Victoria Square Montessori School) and natural areas with mature vegetation;
- To the east is the Carlton Creek and associated valleylands which bisects the rear of both properties in a north-south direction. The area further to the east is a residential neighborhood characterized by single detached dwellings.

Proposal

10197 Victoria Square Boulevard (North Parcel)

A draft plan of subdivision (SU 19 179146) has been submitted for the north parcel to create a 0.12 ha (0.29 ac) development block (Block 1) fronting on Victoria Square Boulevard, and a 0.29 ha (0.72 ac) open space block (Block 3) which includes the remaining valleylands and environmental buffers to the east (See Figure 5). All existing structures on the subject property are proposed to be demolished.

Four 2-storey street townhouses with two shared driveway entrances on Victoria Square Boulevard are proposed for Block 1 (See Figure 5 & 6). The units range between 221.58 m² (2385 ft²) and 218.79 m² (2,355 ft²). Each townhouse will have two parking spaces, one in a garage and one on the driveway. The proposal includes a hammer head, in each front yard, to provide turnaround space for vehicles.

The valleylands associated with the Carlton Creek to the east and a buffer area comprised of the greater of the meander belt and floodplain plus 10 m (32.8 ft) are included in Block 3. These lands would be conveyed to the City for their long term protection and enhancement.

10165 Victoria Square Boulevard (South Parcel)

A separate draft plan of subdivision (SU 19 179147) has been submitted for the south parcel to create a 0.35 ha (0.86 ac) development block (Block 2) on Victoria Square Boulevard and a 0.23 ha (0.56 ac) open space block (Block 4) for the valleylands and associated environmental buffers to the east (See Figure 5). All existing structures on the subject property are proposed to be demolished.

Twelve 2-storey block townhouses and a private driveway with two connections to Victoria Square Boulevard are proposed for Block 2 (See Figure 5 & 6). Each townhouse will have two parking spaces, one in a garage and one on the driveway. Six parallel visitor parking spaces are being proposed on the west side of the private driveway. The detailed layout and elevation design of the development proposal is currently under review under site plan application SPC 19 179145.

The valleylands associated with the Carlton Creek to the east and a buffer area comprised of the greater of the meander belt and floodplain plus 10 m (32.8 ft) are included in Block

4. These lands would be conveyed to the City for their long term protection and enhancement.

Official Plan 2014

The front portion of both properties is designated 'Residential Low Rise' in the 2014 Official Plan (as partially approved on November 24th, 2017 and further updated on April 9th, 2018), which provides for low rise built forms including single and semi-detached dwellings, townhouses (excluding back to back townhouse) and small multiplex building.

The balance of the lands, are designated 'Greenway' to protect valleylands, stream corridors, woodlands, wetlands, agricultural lands, certain naturalized stormwater management facilities and enhancement lands to support ecological linkages to the City's Natural Heritage Network.

The 2014 Official Plan (Section 3.1.1.3 b) indicates that refinements to the 'Greenway' boundaries may be considered as part of an application pursuant to the Planning Act, without an amendment to the Official Plan, where supported by a subwatershed study, master environmental servicing plan and environmental impact study or equivalent study (See Figure 4). The applicant has submitted a Natural Heritage Evaluation and Meander Belt Width study in support of the application. The study is currently under review by the City staff and Toronto and Region Conservation Authority to assess the environmental impact of the development proposal and determine whether the proposed encroachment into the 'Greenway' designation can be supported.

Zoning

The subject lands are zoned 'RR1- Rural Residential' under By-law 304-87, as amended, which only permits one single detached dwelling, home occupation and private home day care. The proposed development is not permitted by the Zoning By-law. The applicant is proposing to incorporate the subject lands into By-law 199-76, as amended, within appropriate zoning designations to accommodate the proposed development.

OPTIONS/DISCUSSION:

The following is a brief summary of issues raised to date. These matters, and others identified through the circulation and detailed review of the proposal, will be addressed, if necessary, in a final report to the Committee:

- Staff are concerned about overdevelopment of the North Parcel due to the lack of space for snow storage and landscaping opportunities. Staff are working with the applicant to explore other layout options to address these concerns.
- Staff and TRCA need to determine the appropriateness of the proposed setback from the natural and hydrologic features associated with the Carlton Creek.
- The applicant will need to address any issues resulting from the review of technical studies including, but not limited to, Transportation Impact Assessment, Environmental Site Assessment, Functional Servicing Report and Noise Impact Study.
- Staff are reviewing the elevation design to ensure consistency with the provisions and urban design guidelines of the East Cathedral and Cathedral Community Design Plans.

-
- Staff need to confirm any outstanding financial obligation, including but not limited to, cost sharing with the local developer's group, parkland contribution including cash-in-lieu, tree replacement/ compensation and Public Art contribution.

FINANCIAL CONSIDERATIONS:

Not applicable.

HUMAN RESOURCES CONSIDERATIONS

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

The proposed development is to be evaluated in the context of growth management, environmental and strategic priorities of Council.

BUSINESS UNITS CONSULTED AND AFFECTED:

The applications have been circulated to various City departments and external agencies and are currently under review.

RECOMMENDED

Biju Karumanchery, M.C.I.P., R.P.P.
Director of Planning & Urban Design

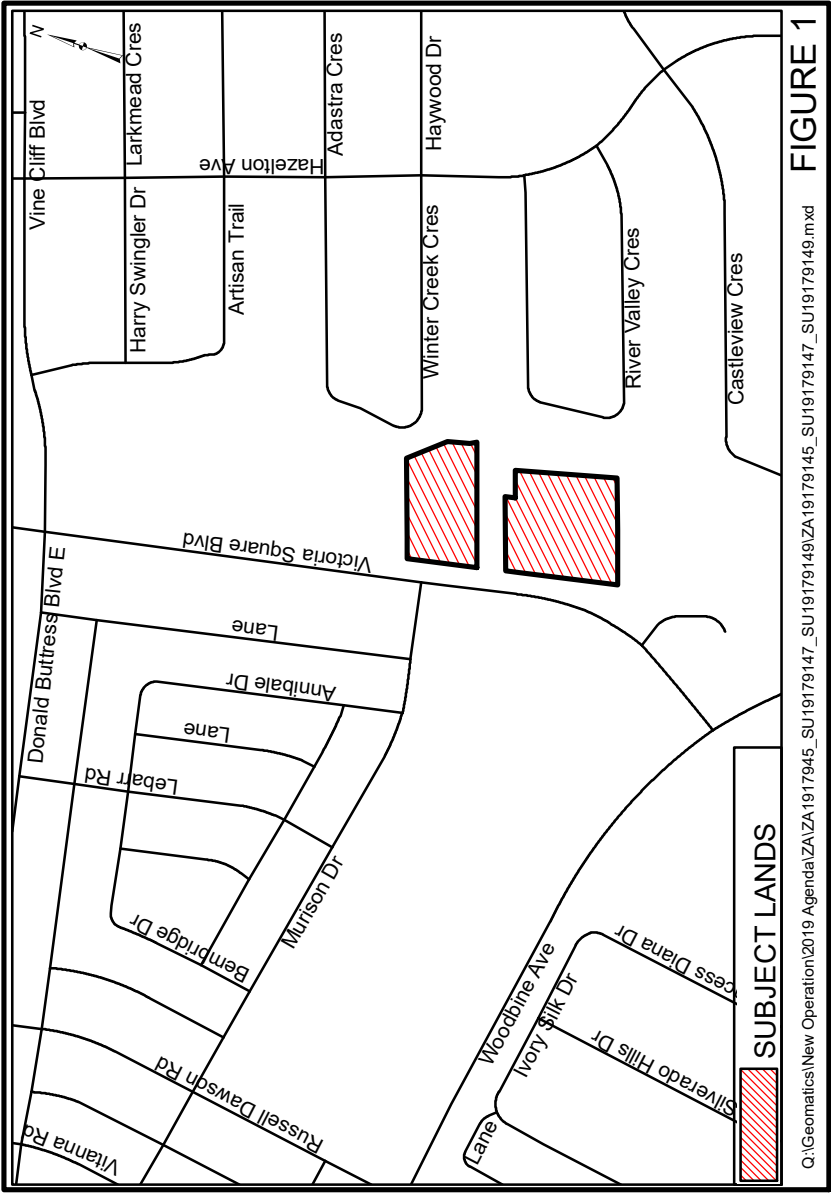
Arvin Prasad, M.C.I.P., R.P.P.
Commissioner of Development Services

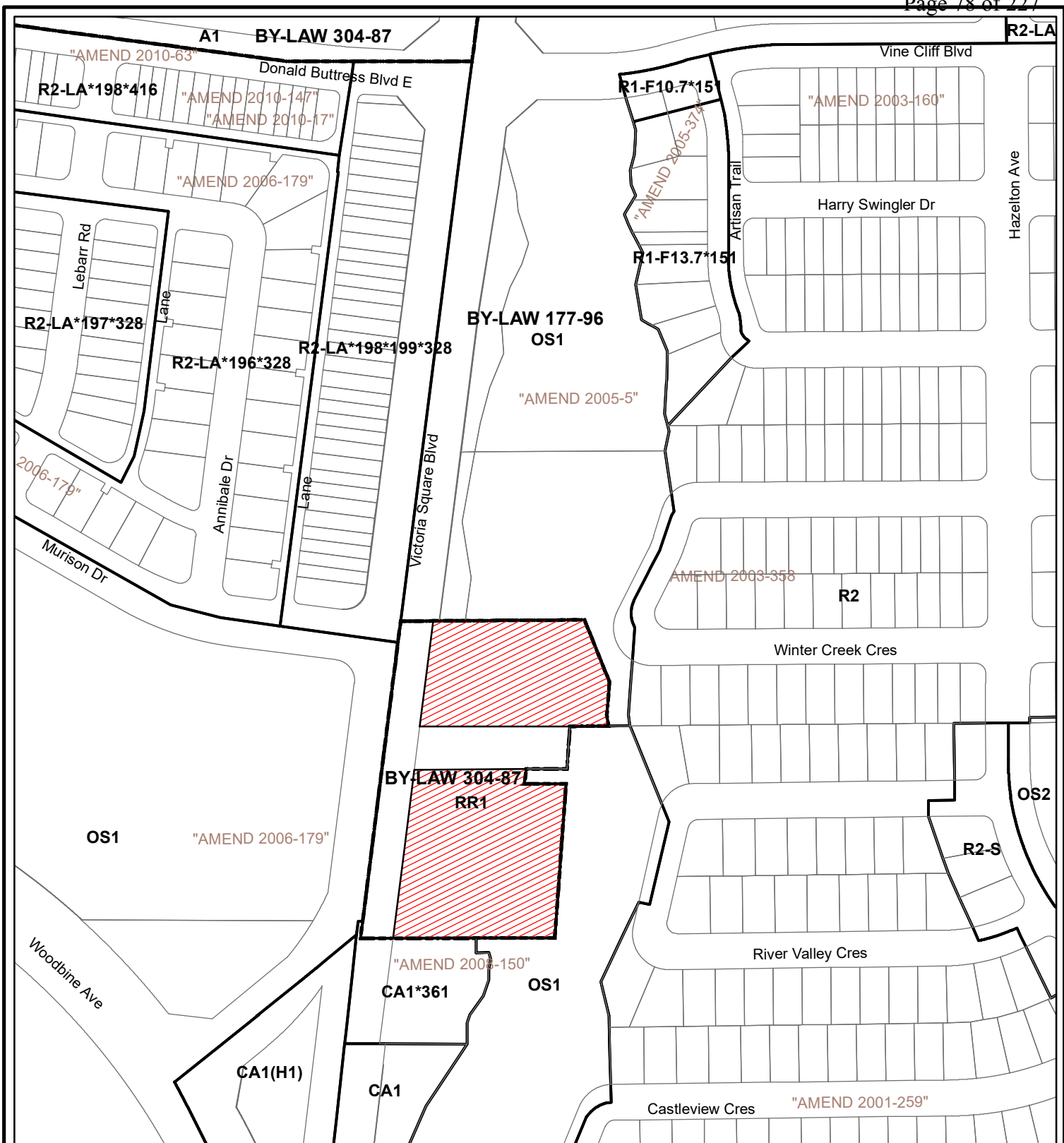
ATTACHMENTS:

Figure 1 – Location Map
Figure 2 – Area Context/Zoning
Figure 3 – Aerial Photo
Figure 4- Official Plan Designation
Figure 5 - Site Plan
Figure 6- Elevation Plan

AGENT:

Marshall Smith
KLM Planning
64 Jardin Drive, Unit 1B
Concord, Ontario L4K 3P3
Tel: (905) 669-4055 (ext. 222)
Email: MSmith@klmplanning.com






AREA CONTEXT / ZONING

APPLICANT: Nest (VS) GP. Inc.
10165 & 10197 Victoria Square Blvd.

FILE No. ZA 19179145_SU 19179147_ SU 19179149 (CT)

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 Subject Lands

Date: 27/03/2019



DEVELOPMENT SERVICES COMMISSION

Drawn By: CPW

Checked By: CT

FIGURE No. 2




AERIAL PHOTO (2018)

APPLICANT: Nest (VS) GP. Inc.
10165 & 10197 Victoria Square Blvd.

FILE No. ZA 19179145_SU 19179147_ SU 19179149 (CT)

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 Subject Lands

Date: 27/03/2019

3.1.1 General Policies

It is the policy of Council:

3.1.1.1 **That** the components of the Greenway System include the following:

- a) Natural Heritage Network lands;
- b) Natural Heritage Network Enhancement Lands;
- c) Rouge Watershed Protection Area lands;
- d) Oak Ridges Moraine Conservation Plan Area lands;
- e) Greenbelt Plan Area lands; and
- f) certain naturalized stormwater management facilities.

To the extent possible, given the limitation of available data, these components are generally identified on Map 4 – Greenway System, Map 5 – Natural Heritage Features and Landforms, Map 6 – Hydrologic Features and Map 7 – Provincial and Federal Policy Areas.

3.1.1.2 **To identify, protect and enhance** Markham's Greenway System as shown on Map 1 – Markham Structure by:

- a) protecting a network of *natural heritage and hydrologic features* (as defined as *key natural heritage features, key hydrologic features, valleylands and woodlands*, and their functions) and associated *vegetation protection zones*, protected agricultural lands and Natural Heritage Network Enhancement Lands, to improve the *biodiversity* and connectivity of natural heritage features and their *ecological function*;
- b) directing permitted development, *redevelopment* and *site alteration* away from *natural heritage and hydrologic features* within the Greenway System;
- c) protecting the *ecological integrity* of the Oak Ridges Moraine;
- d) providing protection for agricultural lands and *ecological features* and functions in the Greenbelt;
- e) providing public access to publicly owned natural areas for nature-based recreation uses, where appropriate, in a manner that respects ecological sensitivities in support of a healthy and active community;
- f) encouraging public acquisition of the Natural Heritage Network lands where possible over the long term; and
- g) encouraging stewardship of privately owned natural areas by private landowners until the lands come into public ownership.

3.1.1.3 **That** the boundaries of the Greenway System and Natural Heritage Network, including the delineation of *natural heritage and hydrologic features* as shown on Map 4 – Greenway System, Map 5 – Natural Heritage Features and Landforms, and Map 6 – Hydrologic Features reflect the most accurate information available and are to be confirmed and may be refined or modified as follows:

- a) confirmation of the boundaries will be undertaken in the field, in consultation with appropriate agencies, and any corresponding changes to the mapping shall be undertaken without amendment to this Plan;
- b) refinements to the boundaries may be considered as part of an application pursuant to the Planning Act, without an amendment to

**Section 3.1.1.2
subject to
Area/Site Specific
Appeal No. 22
(Issue 281A)**

this Plan, where supported by a *subwatershed* study, master environmental servicing plan, environmental impact study or equivalent study; and

- c) modifications to the boundaries, other than refinements, including the delineation of the boundaries of the Natural Heritage Network Enhancement Lands in accordance with Section 3.1.3.2, may be considered through an amendment to this Plan, where supported by a *subwatershed* study, master environmental servicing plan, environmental impact study or equivalent study.

The outer boundaries of the Oak Ridges Moraine Conservation Plan Area and the Greenbelt Plan Area can only be refined or modified by the Province through amendments to the relevant Provincial Plan or as identified in applicable legislation. Any modifications to these boundaries approved by the Province shall be addressed in accordance with provincial requirements.

3.1.1.4 **That** where compensation for removal of *natural heritage and hydrologic features* is determined to be appropriate, Council shall:

- a) work with the Province, York Region, the Toronto and Region Conservation Authority and other agencies seeking compensation and encourage all compensation to be located in Markham; and
- b) seek appropriate compensation in accordance with Section 3.2.1 c).

3.1.1.5 **To coordinate** with Parks Canada, the Province, York Region and the Toronto and Region Conservation Authority efforts to ensure a consistent approach towards the protection of a system of *natural heritage and hydrologic features*.

3.1.1.6 **To incorporate** the protection and enhancement of the Greenway System as a component of the parks and open space system in accordance with Section 4.3.1.2 and a required secondary plan in accordance with Section 10.1.1.

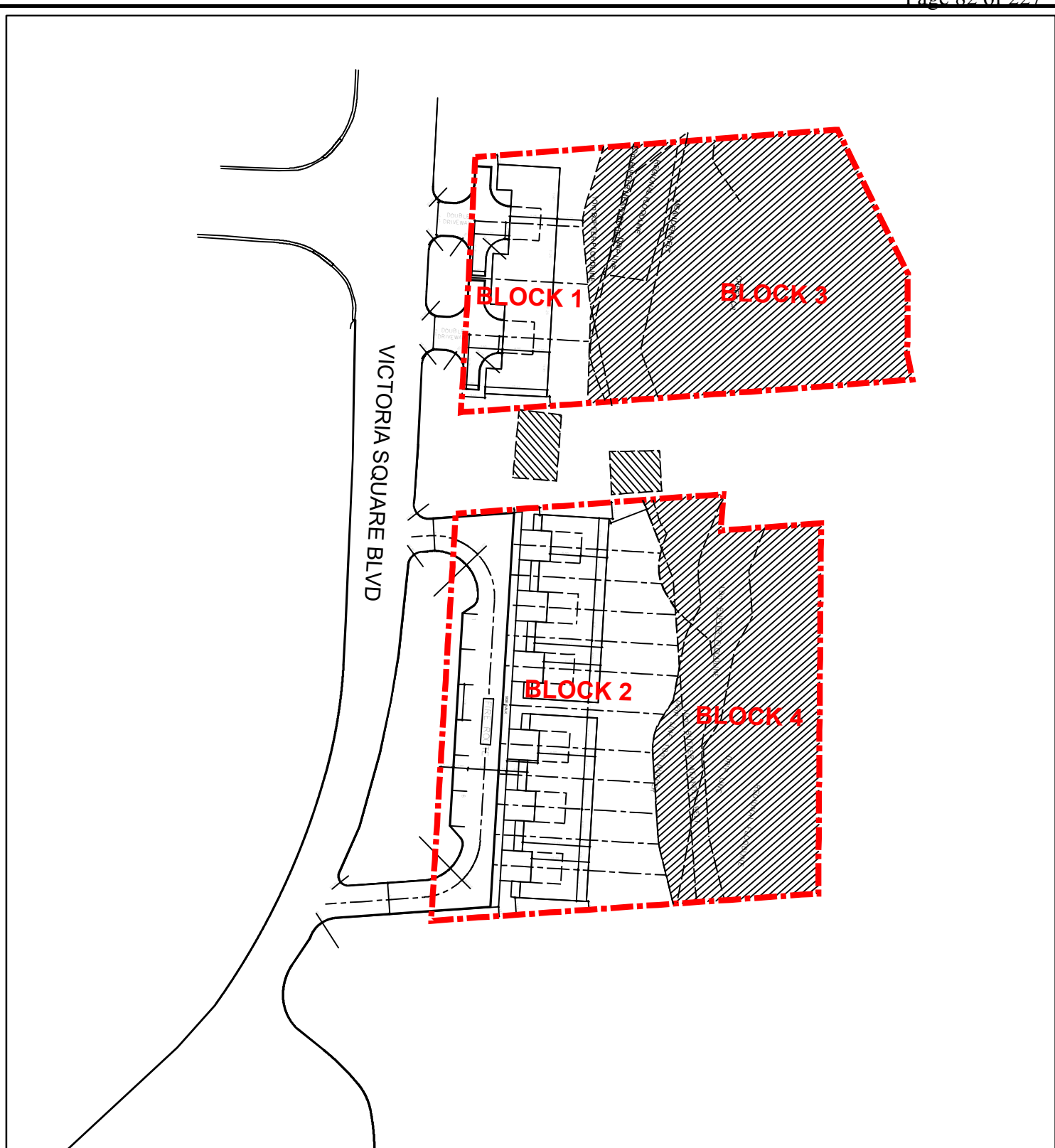
3.1.1.7 **That** lands within the Greenway System are subject to the policies of this Plan, and where applicable, policies in the Greenbelt Plan, Oak Ridges Moraine Conservation Plan, and Minister's Zoning Order – Airport and other applicable land use policy regulations and/or standards. In the event of conflict among plans, regulations and standards the most restrictive requirements prevail, except in the case of agriculture, mineral aggregates and wayside pits where provincial plans and policies prevail.

3.1.1.8 **To collaborate** with Parks Canada and the Toronto and Region Conservation Authority, where appropriate, to prepare plans to guide the management of public parks and recreation uses within the Greenway System while safeguarding and enhancing natural features and functions.

3.1.1.9 **To minimize** the impacts of nature-based recreation infrastructure such as trails, trailheads, foot bridges, parking, signage, picnic facilities, washrooms and interpretative facilities on the *ecological integrity* of the Greenway System.

3.1.1.10 **To require** minimum *vegetation protection zones*, as identified in Section

Section 3.1.1.4
subject to Area/Site
Specific Appeal Nos.
22 and 24 (OMB
Hearing Issues 3)



SITE PLAN

APPLICANT: Nest (VS) GP. Inc.
10165 & 10197 Victoria Square Blvd.

FILE No. ZA 19179145_SU 19179147_ SU 19179149 (CT)

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 Subject Lands

Date: 09/05/2019



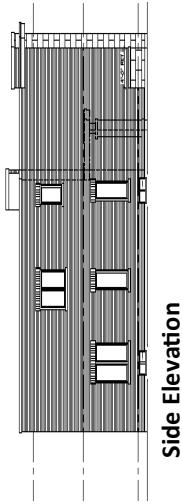
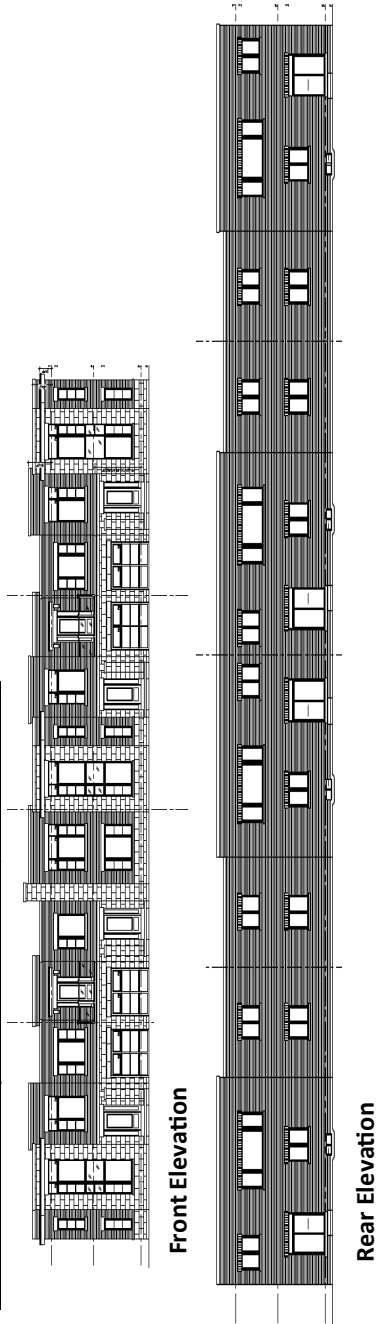
DEVELOPMENT SERVICES COMMISSION

Drawn By: CPW

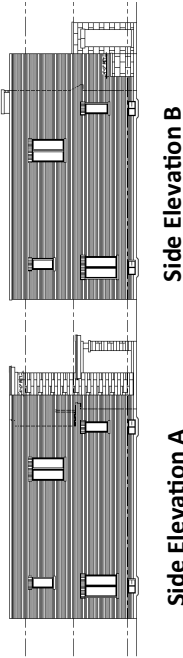
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FIGURE No.5

10197 Victoria Square Boulevard (North Parcel)



10165 Victoria Square Boulevard (South Parcel)



CONCEPTUAL ELEVATIONS

APPLICANT: Nest (Vs) GP Inc.

10165 & 10197 Victoria Square Boulevard

File No: ZA 19 179145, SU 19 179147, SU 19 179146 & SPC 19 179145

Date: 13/05/2019



Drawn By: CT

FIGURE No. 6



Report to: Development Services Committee

Meeting Date: June 10, 2019

SUBJECT: PRELIMINARY REPORT, Angus Glen Village Ltd., 4071 and 4289 Major Mackenzie Drive East, south side of Major Mackenzie Drive, west of Kennedy Road, Zoning By-law Amendment and Site Plan Control Applications to permit 173 townhouses on the subject lands, Fil

PREPARED BY: Rick Cefaratti, MCIP, RPP, Planner II, West District, (ext. 3675)

REVIEWED BY: Dave Miller, MCIP, RPP, Manager, West District, (ext. 4960)

RECOMMENDATION:

That the report dated June 10, 2019 entitled “PRELIMINARY REPORT, Angus Glen Village Ltd., 4071 and 4289 Major Mackenzie Drive East, south side of Major Mackenzie Drive, west of Kennedy Road, Zoning By-law Amendment and Site Plan Control Applications to permit 173 townhouses on the subject lands, File No. ZA/SPC 18 154612”, be received.

PURPOSE:

This report provides preliminary information on the applications and contains general information in regards to applicable Official Plan or other policies as well as other issues. The report should not be taken as Staff’s opinion or recommendation on the applications.

The applications have been deemed complete:

The applications submitted by Angus Glen Village Ltd. were deemed complete on January 7, 2019.

Next Steps:

1. A Statutory Public Meeting will be held on June 24, 2019.
2. Recommendation Report on the zoning by-law amendment and site plan approval applications.
3. Site Plan Endorsement by the Development Services Committee and Enactment of the zoning by-law if approved by Council.
4. Site Plan approval issued by Staff.
5. Submission Draft Plan of Condominium application required to establish ownership of the internal road network, private amenity areas and any other features associated with the proposed townhouse development.

BACKGROUND:**Property and Area Context**

The subject lands consist of 7.5 ha. (18.6 ac.) located on the south side of Major Mackenzie Drive, west of Kennedy Road, within the Angus Glen West Village (see Figures 1, 2 and 3). The subject lands are part of the final unregistered phase of Plan of Subdivision 19TM-03004. Previous phases of this subdivision have been registered and developed. Located to the north, across Major Mackenzie Drive, is vacant land that forms part of the Future Urban Area. To the south is the Angus Glen Golf Club and the York Downs Golf & Country Club which is proposed to be redeveloped as a new residential neighbourhood. To the east is a

rural single detached dwelling with access from Major Mackenzie Drive. To the west is the Bruce Creek Valley corridor and single detached dwellings.

PROPOSAL

The applicant is proposing a 173 unit common element condominium townhouse development on an approximately 4.5 ha. (11.1 acres) tableland portion of the subject lands (see Figure 4). The remaining lands contain natural features, including an environmental buffer and valley lands, which will be conveyed to the City with the registration of this final phase of the Plan of Subdivision. Access is proposed via a private road that connects to Major Mackenzie Drive East. Vehicular access to the townhouse units will be from a network of private lanes. An application for Draft Plan of Condominium approval will be required to establish ownership of the internal road network, private amenity areas and any other features associated with the proposed townhouse development. The proposal as illustrated in Figures 4, 5, 6 and 7 comprise:

- Townhouses with a frontage of 4.7 m (15.4 ft.) – 43 units
- Townhouses with a frontage of 5.8 m (19.0 ft.) – 57 units
- Townhouses with a frontage of 7.0 m (23.0 ft.) – 73 units

Proposed Parking Supply

The proposal includes 2 residential parking spaces per townhouse unit and 1 visitor space for every 4 townhouse units or 44 visitor spaces, which will comply with the Parking Standards By-law.

Private Open Space

The applicant is proposing 4 private open space amenity areas within the proposed townhouse development. Table 1 below provides the approximate size proposed for each of the 4 private open space amenity areas which are identified on the Site Plan (Figure 4):

Table 1

Private Open Space Area	Approximate Size
Area 1	475 m ² (5,113 ft ²)
Area 2	348 m ² (3,746 ft ²)
Area 3	163 m ² (1,755 ft ²)
Area 4	103 m ² (1,109 ft ²)

OFFICIAL PLAN

2014 Official Plan

The subject lands are designated ‘Residential Mid-Rise’ and ‘Greenway’ in the 2014 Markham Official Plan (as partially approved on November 24, 2017 and updated on April 9, 2018). The Residential designation provides for townhouses, including back to back townhouses, small multiplex buildings containing 3 to 6 units, stacked townhouses and mid-rise apartment buildings. Staff note that the 2014 Official Plan identifies Major Mackenzie Drive as a Regional Rapid Transit Corridor.

ZONING

These lands are currently zoned R4*387(H2) – Residential Four*387 Holding Two Zone and OS1 – Open Space One Zone under By-law 177-96, as amended, which permits residential development including townhouses and apartment buildings, subject to the current zone provisions under the above noted parent by-law.

The applicant is proposing to rezone the developable portion of the subject lands from R4*387(H2) – Residential Four*387 Holding Two Zone to an R2-Residential Two Zone category to permit a townhouse development with a number of exceptions from the zone provisions provided in the parent by-law (see Appendix 'A'). The owner is also proposing to revise the limits of the Open Space zoning for the valley land, woodlot, and open space areas. The boundary revisions to the Open Space are being requested to permit the proposed townhouse development to encroach approximately 0.11 ha. (0.27 ac.) into the valley land and woodlot areas on the subject lands. The applicant is proposing to convey approximately 0.30 ha. (0.74 ha.) of tableland along the western, southern and eastern boundaries of the subject lands to compensate for the above-noted encroachment.

Staff note that a previous application to permit 54 single detached dwellings on the subject lands has been abandoned (File No. ZA 15 107807) and replaced with the current Zoning By-law Amendment application.

Revised Draft Plan of Subdivision Required

Revisions to Draft Plan of Subdivision 19TM-03004 will be required to reflect the proposed boundary adjustments to the natural feature areas including the valley land, woodlot and environmental buffer(s). In addition, staff note that the previous Draft Plan approval conditions require that prior to final registration of the Plan of Subdivision an easement for public access across Block 178 to be conveyed to the City in order to connect Blocks 182 and 190 (see Appendix 'B'). Staff are reviewing the previous Draft Plan approval conditions to determine whether any revisions are required to facilitate the current proposal.

OPTIONS/ DISCUSSION:

The following is a list or preliminary summary of concerns/ issues raised to date. Other matters that are identified through the detailed review of these applications will be discussed in a future recommendation report. Some of the issues identified include, but are not limited to:

Planning and Urban Design

- a) The applicant should revise the site plan to orient townhouse units to front onto valley lands, parks and open space, to eliminate back lotting.
- b) The applicant should consider making some of the proposed townhouses more accessible by including layouts that support future elevators, provide main floor master bedrooms, and at grade entrances.
- c) A public access easement should be provided connecting from Major Mackenzie Drive through the central open space to the valley lands and trail system at the south end of the site.

- d) Snow storage areas should be identified.
- e) No parkland dedication is provided through this proposed development. However, a parkland dedication summary, submitted by the applicant, for all phases of Plan of Subdivision 19TM-03004, is currently under review by staff to determine whether there is a requirement for an additional contribution of parkland, or cash-in-lieu of parkland.

Development Engineering

Engineering advises that stormwater management infrastructure and a retaining wall is shown within areas of the property that are proposed to be in public ownership. Engineering staff recommends that these components be relocated to areas that will remain in private ownership.

Natural Heritage

- a) Natural Heritage staff are satisfied with an Environmental Impact Study (dated October 2018), subject to the submission of a revised report that provides a conceptual buffer restoration plan including planting locations, quantities and recommended species.
- b) Natural Heritage staff are satisfied with the findings and recommendations of the Woodlot Management Plan (dated December 2017), subject to the submission of revised landscape plans that include restoration of the woodlot and valley land buffers.

Fire Department

The Fire Department requires two independent street access points to Major Mackenzie Drive East. York Region Transportation staff will not allow a second connection to Major Mackenzie Drive East (see York Region comments provided below).

Waste Management

Waste Management staff is concerned about the ability of Waste Management vehicles to enter/exit the townhouse development via the private lane connection at the west end of the plan.

External Agencies

York Region

- a) York Region's Transportation Engineering staff has advised that the proposed west access to Major Mackenzie Drive East will not be permitted.
- b) The site plan drawings should be revised to demonstrate the proposed central full moves access, to Major Mackenzie, will align with the collector road identified in the Angus Glen Secondary Plan Area to the north, within the Future Urban Area.

-
- c) A westbound left turn lane to the site from Major Mackenzie Drive with a 130.0 m (426.5 ft.) taper, 50.0 m (164.0 ft.) parallel lane, and a 15.0 m (49.2 ft.) minimum storage length with a width of 4.0 m (13.1 ft.), is to be provided.
 - d) An eastbound right turn lane from Major Mackenzie Drive East to the site with a 70.0 m (229.6 ft.) taper and a 40.0 m (131.2 ft.) storage length, is to be provided.

Toronto and Region Conservation Authority (“TRCA”)

- a) TRCA staff advise that the existing woodlot contains an unevaluated wetland which contributes to an occupied reach of Redside Dace. The woodlot could qualify as Regionally Significant due to its size (0.5 ha. or 1.2 ac.), intersection with a watercourse, and its proximity to a wetland (within 30.0 m or 98.4 ft.).
- b) TRCA staff requires more details be provided on the proposed encroachment into the valleyland and the tableland area proposed to be added to the overall natural heritage system.

FINANCIAL CONSIDERATIONS:

Not applicable

HUMAN RESOURCES CONSIDERATIONS:

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Environment – Natural heritage and buffer areas (valley lands and woodlot) would be conveyed into public ownership.

BUSINESS UNITS CONSULTED AND AFFECTED:

The applications have been circulated to various City departments and external agencies and are currently under review.

RECOMMENDED BY:

Ron Blake, M.C.I.P., R.P.P.
Acting Senior Development Manager

Arvin Prasad, M.C.I.P., R.P.P.
Commissioner, Development Services

ATTACHMENTS:

Figure 1 – Location Map
Figure 2 – Area Context/Zoning
Figure 3 – Air Photo
Figure 4 – Site Plan
Figure 5 – Building Elevations
Figure 6 – Building Elevations
Figure 7 – Building Elevations

APPENDICES:

Appendix ‘A’ – Proposed Zoning Exceptions (Applicant’s Draft Zoning By-law)

Appendix 'B' – Draft Plan of Subdivision 19TM-03004

OWNER:

Kylemore Communities (West Village) Ltd.

C/O Mike Montgomery

9980 Kennedy Rd.

Markham, ON

Phone: (905) 887- 5799, ext. 409

Fax: (905) 887-5197

Email: mmontgomery@angusglen.com

APPLICANT/AGENT:

Gatzios Planning + Development Consultants Inc.

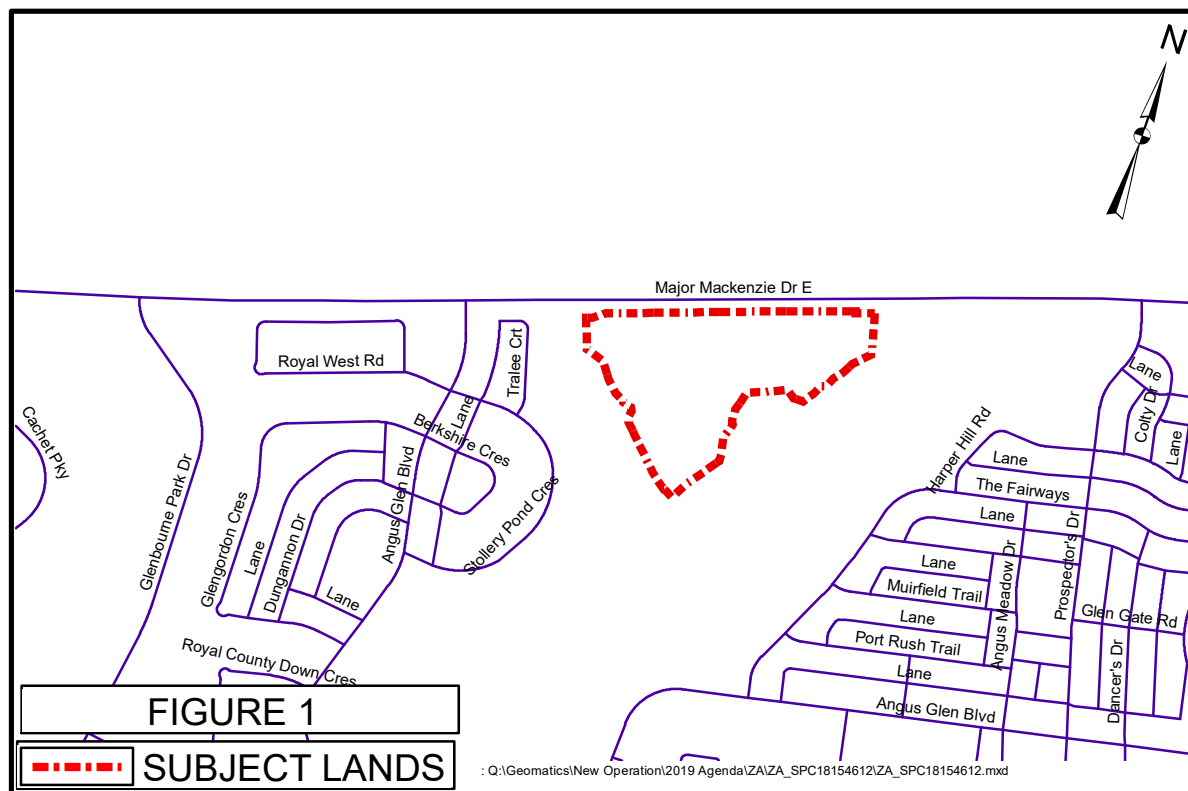
C/O James Koutsovitis

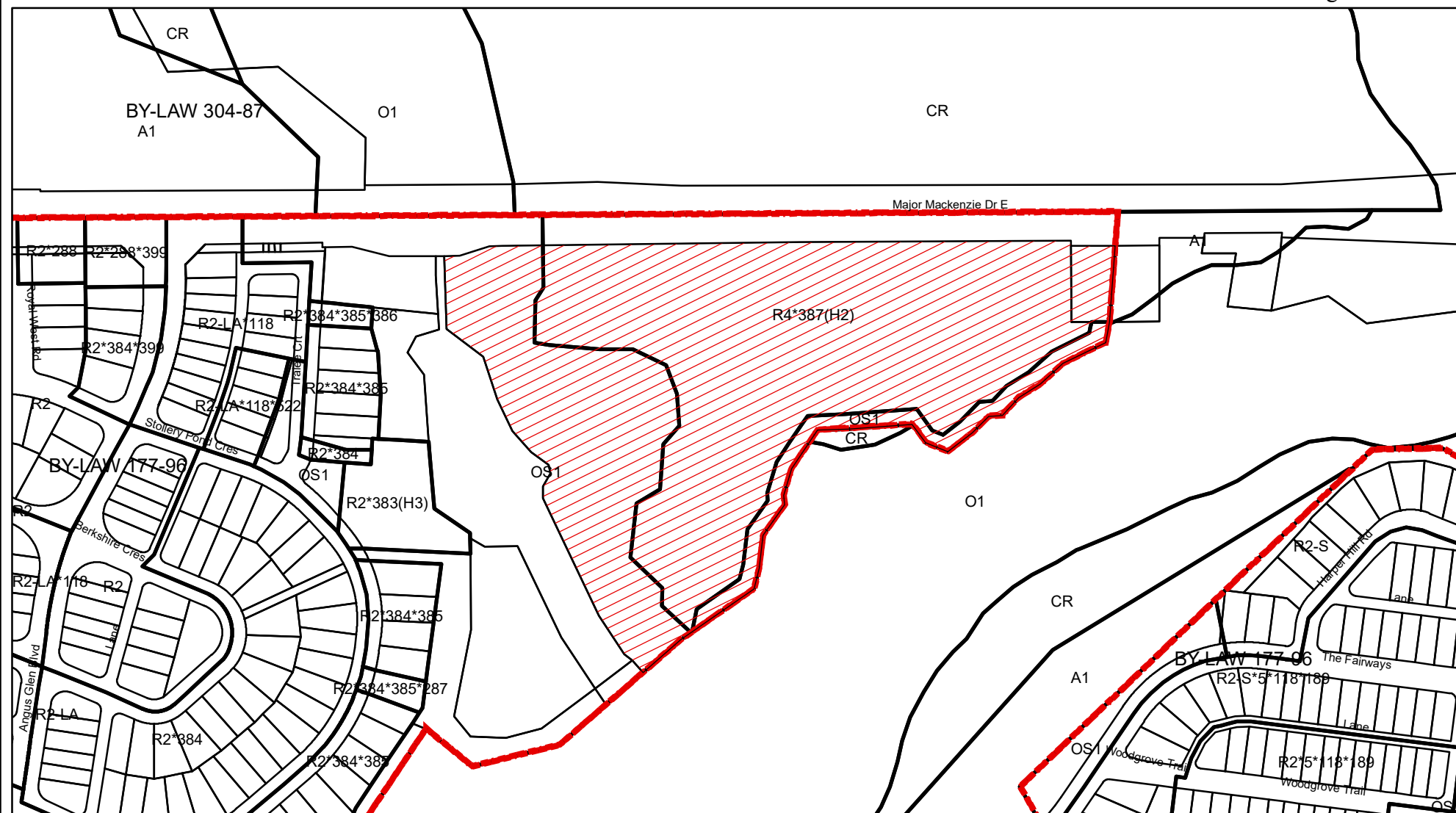
701 Mount Pleasant Road Unit 3

Toronto, Ontario M4S 2N4

Phone (647) 748-9466, ext. 5

Email: james@gatziosplanning.com





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AREA CONTEXT/ZONING

APPLICANT: ANGUS GLEN VILLAGE LTD.
4071 & 4289 MAJOR MacKENZIE DR. E.

FILE No: ZA_SPC18154612 (RC)

 SUBJECT LANDS

DATE:05/14/19

FIGURE No. 2



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AREA CONTEXT/ZONING

APPLICANT: ANGUS GLEN VILLAGE LTD.
4071 & 4289 MAJOR MacKENZIE DR. E.

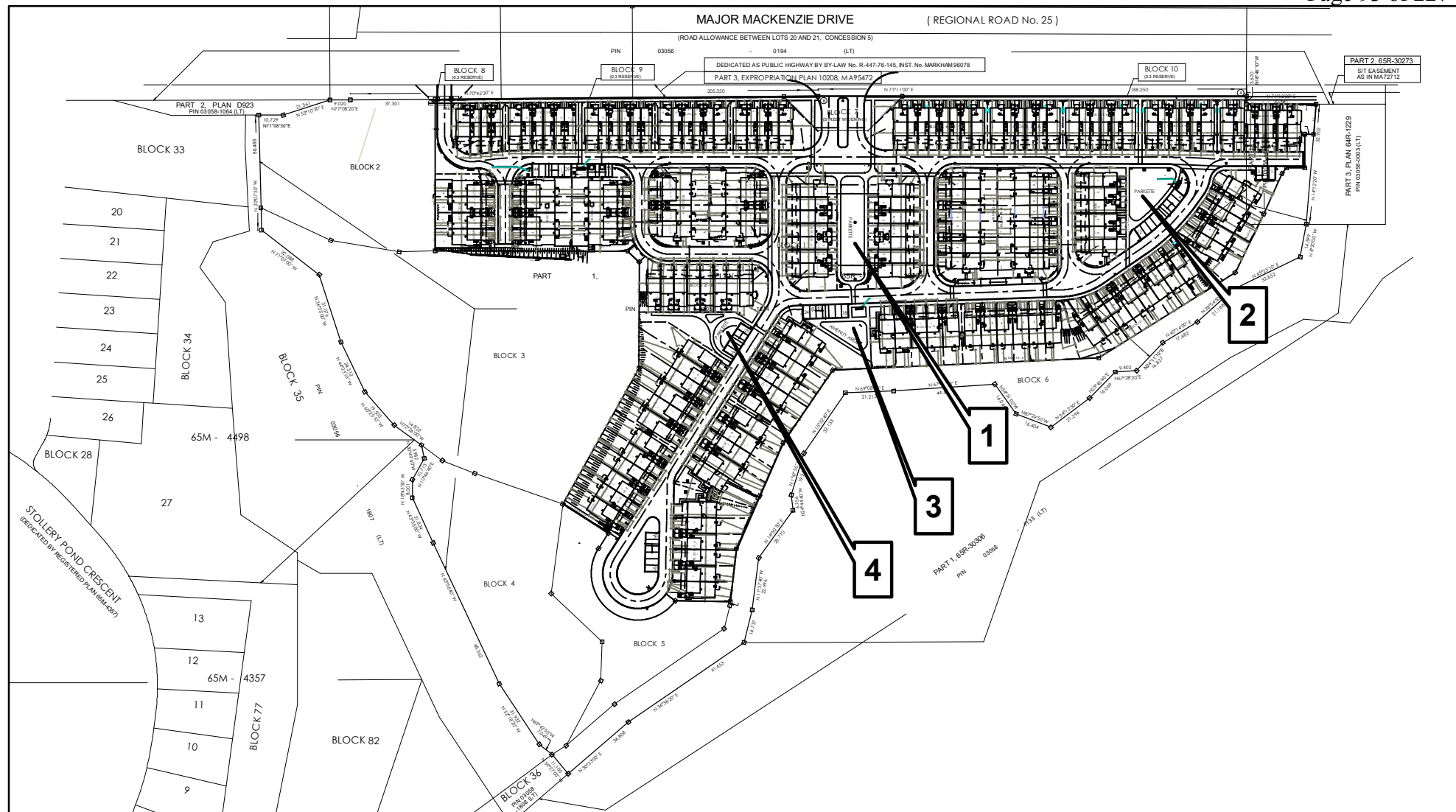
FILE No: ZA_SPC18154612 (RC)

 SUBJECT LANDS



DATE:05/14/19

FIGURE No. 3



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SITE PLAN

APPLICANT: ANGUS GLEN VILLAGE LTD.
4071 & 4289 MAJOR MacKENZIE DR. E.

1234 PRIVATE OPEN SPACE

FILE No: ZA_SPC18154612 (RC)

DATE:05/14/19



FRONT BLK 29



REAR BLK 29



RIGHT BLK 29



LEFT BLK 29

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ELEVATIONS

APPLICANT: ANGUS GLEN VILLAGE LTD.
4071 & 4289 MAJOR MacKENZIE DR. E.

FILE No: ZA_SPC18154612 (RC)

DATE:05/14/19



FRONT



REAR



RIGHT



LEFT

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ELEVATIONS

APPLICANT: ANGUS GLEN VILLAGE LTD.
4071 & 4289 MAJOR MacKENZIE DR. E.

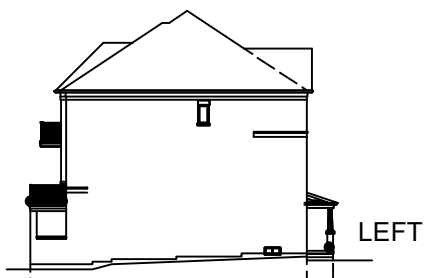
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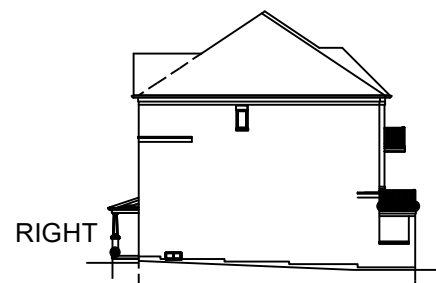
FRONT BLK 7



REAR



LEFT



RIGHT

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ELEVATIONS

APPLICANT: ANGUS GLEN VILLAGE LTD.
4071 & 4289 MAJOR MacKENZIE DR. E.

FILE No: ZA_SPC18154612 (RC)



**DRAFT SUBJECT
TO REVISION**

BY-LAW 2018-_____

A By-law to amend By-law 177-96, as amended by By-law 2010-106

The Council of The Corporation of the City of Markham hereby enacts as follows:

1. That By-law 177-96, as amended, is hereby further amended as it applies to the lands outlined on Schedule 'A' as follows:
 - 1.1 By zoning the subject lands, as outlined on Schedule 'A' attached to By-law #### as follows:

"Residential Two (R2) zone *AAA
Residential Two (R2) zone *BBB
Residential Two (R2) zone *CCC
Open Space One (OS1) zone"
 - 1.2 By adding to Section 7 – Exceptions, the following new subsection:

**"7.## Angus Glen Village Ltd.
4071 & 4289 Major Mackenzie Drive
South of Major Mackenzie Drive, west of Kennedy Road
Plan of Subdivision 19TM-03004**

Notwithstanding any other provisions of this By-law, the provisions in this Section shall apply to the subject lands, as shown on Schedule 'A' attached to By-law. All other provisions of this By-law, unless specifically modified or amended by this Section, continue to apply to the lands subject to this Section.

7.##.1 Special Site Provisions

- 7.##.1.1 The following additional provision shall apply to the Residential Two (R2) zone *AAA:

(Blocks 1-4, 7-10, 20, 26-27,30)

 - a. For the purposes of this by-law, the rear yard shall be considered the yard abutting the private lane.
 - b. Minimum lot frontage on a lot accessed by a lane:
 - i. Interior unit: 4.5 metres
 - ii. End unit: 6.0 metres
 - iii. End unit on a corner lot: 8.0 metres
 - c. Minimum front yard on a lot accessed by a lane: 2.0 metres
 - d. Minimum interior side yard:
 - i. Interior unit: 0 metres
 - ii. End unit: 1.2 metres
 - iii. Flanking a lane: 1.2 metres
 - e. Minimum rear yard on a lot accessed by a lane: 2.0 metres
 - f. Maximum building height: 13.0 metres
 - g. Maximum garage width and driveway width for a lot accessed by a lane: 6.0 metres
 - h. Notwithstanding Section 6.6, porches are permitted to encroach in the required front yard a distance no less than 0.8 metres to the front lot line.
 - i. Notwithstanding Section 6.6, porches may be permitted to have a maximum height of 6.0 metres, with the height being measured from the established grade to the underside of the rafters, or ceiling of the porch.

**DRAFT SUBMITTAL
TO REVISION**

By-law 2018-____
Page 2

7.##.1.2 The following additional provision shall apply to the Residential Two (R2) zone *BBB:

(Blocks 5 and 6)

- a. For the purposes of this by-law, the rear yard shall be considered the yard abutting the private lane.
- b. Minimum lot frontage on a lot accessed by a lane:
 - i. Interior unit: 4.5 metres
 - ii. End unit: 6.0 metres
 - iii. End unit on a corner lot: 8.0 metres
- c. Minimum front yard on a lot accessed by a lane: 2.0 metres
- d. Minimum interior side yard:
 - i. Interior unit: 0 metres
 - ii. End unit: 1.2 metres
 - iii. Flanking a lane: 2.4 metres
 - iv. To the daylighting triangle: 0.6 metres
- e. Minimum rear yard on a lot accessed by a lane: 2.0 metres
- f. Maximum building height: 13.0 metres
- g. Maximum garage width and driveway width for a lot accessed by a lane: 6.0 metres
- h. Notwithstanding Section 6.6, porches are permitted to encroach in the required front yard a distance no less than 0.8 metres to the front lot line.
- i. Notwithstanding Section 6.6, porches may be permitted to have a maximum height of 6.0 metres, with the height being measured from the established grade to the underside of the rafters, or ceiling of the porch.

7.##.1.3 The following additional provision shall apply to the Residential Two (R2) zone *CCC:

(Blocks 11-19, 21, 21-25, 28-29)

- a. For the purposes of this by-law, the front yard shall be considered the yard abutting the private lane.
- b. Minimum lot frontage on a lot accessed by a lane:
 - i. Interior unit: 7.0 metres
 - ii. End unit: 8.3 metres
 - iii. End unit on a corner lot: 9.0 metres
- c. Minimum front yard on a lot accessed by a lane: 3.0 metres
- d. Minimum interior side yard:
 - i. Interior unit: 0 metres
 - ii. End unit: 1.2 metres
 - iii. Flanking a lane: 2.0 metres
- e. Minimum rear yard on a lot accessed by a lane: 5.0 metres
- f. Maximum building height: 14.0 metres
- g. Maximum garage width and driveway width for a lot accessed by a lane: 6.0 metres
- h. Notwithstanding Section 6.6, porches may be permitted to have a maximum height of 6.0 metres, with the height being measured from the established grade to the underside of the rafters, or ceiling of the porch.

- 2. All other provisions of By-law 177-96, as amended, not inconsistent with the provisions of this by-law shall continue to apply.

**DRAFT SUBJECT
TO REVISION**

By-law 2018-____
Page 3

Read a first, second and third time and passed on _____, 2018.

Kimberley Kitteringham
City Clerk

Frank Scarpitti
Mayor

**DRAFT SUBJECT
TO REVISION**



EXPLANATORY NOTE

BY-LAW 2018-____

A By-law to amend By-law 177-96, as amended by By-law 2010-106

**Angus Glen Village Ltd.,
4071 & 4289 Major Mackenzie Drive
South of Major Mackenzie Drive, west of Kennedy Road
Plan of Subdivision 19TM-03004**

Lands Affected

This by-law amendment applies to 7.5 hectares of land, located on the south side of Major Mackenzie Drive, west of Kennedy Road. The subject lands are municipally known as 4071 & 4289 Major Mackenzie Drive.

Existing Zoning

The lands are zoned Residential Four (R4) zone*387 (H2) and Open Space One (OS1) zone by By-law 177-96, as amended by By-law 2010-106.

Purpose and Effect

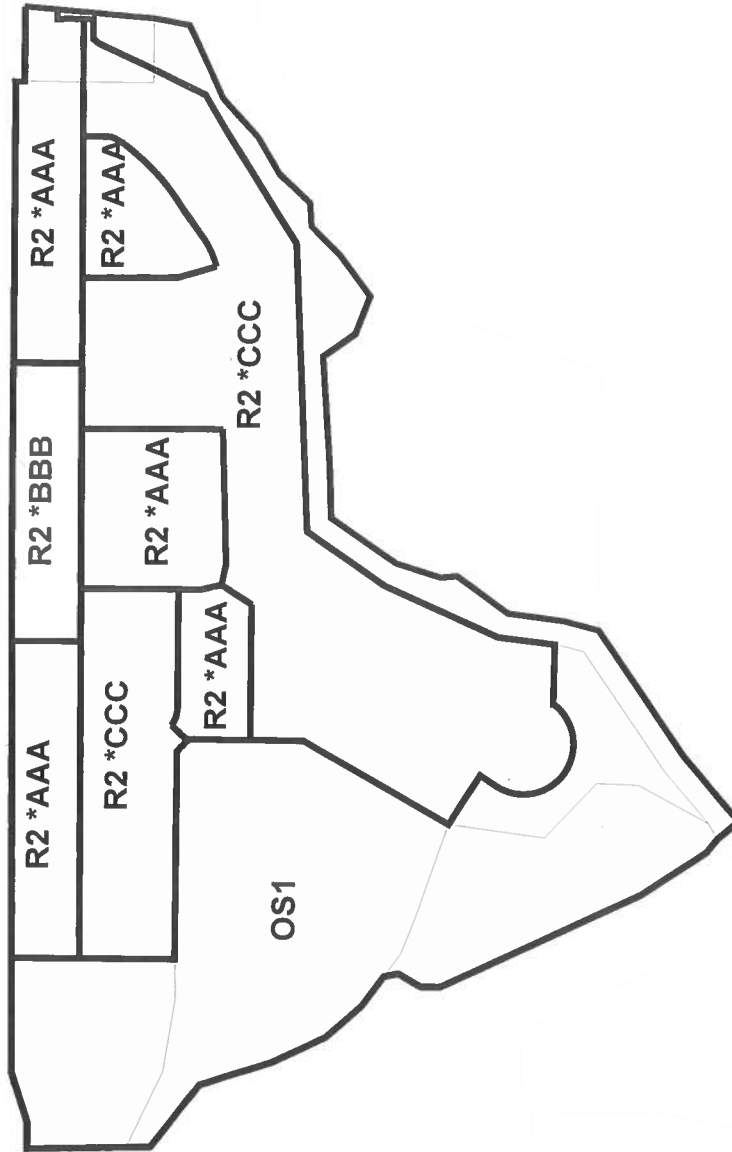
The purpose and effect of this Zoning By-law amendment is to revise the existing zone categories and introduce site-specific exceptions to the zone standards to permit the development of townhouses on the subject lands.

Note Regarding Further Planning Applications on this Property

The *Planning Act* provides that no person shall apply for a minor variance from the provisions of this by-law before the second anniversary of the day on which the by-law was amended, unless the Council has declared by resolution that such an application is permitted.

**DRAFT SUBJECT
TO REVISION**

MAJOR MACKENZIE DRIVE



ST. LLER POND CRESCE.

BY-LAW SCHEDULE "A" TO BY-LAW AMENDING BY-LAW 177-96

BOUNDARY OF ZONE DESIGNATION(S)

BOUNDARY OF AREA COVERED BY THIS BY-LAW SCHEDULE

R2 RESIDENTIAL TWO

OS1 OPEN SPACE

DEVELOPMENT SERVICES COMMISSION

MARKHAM

DRAWN BY:

CHECKED BY:

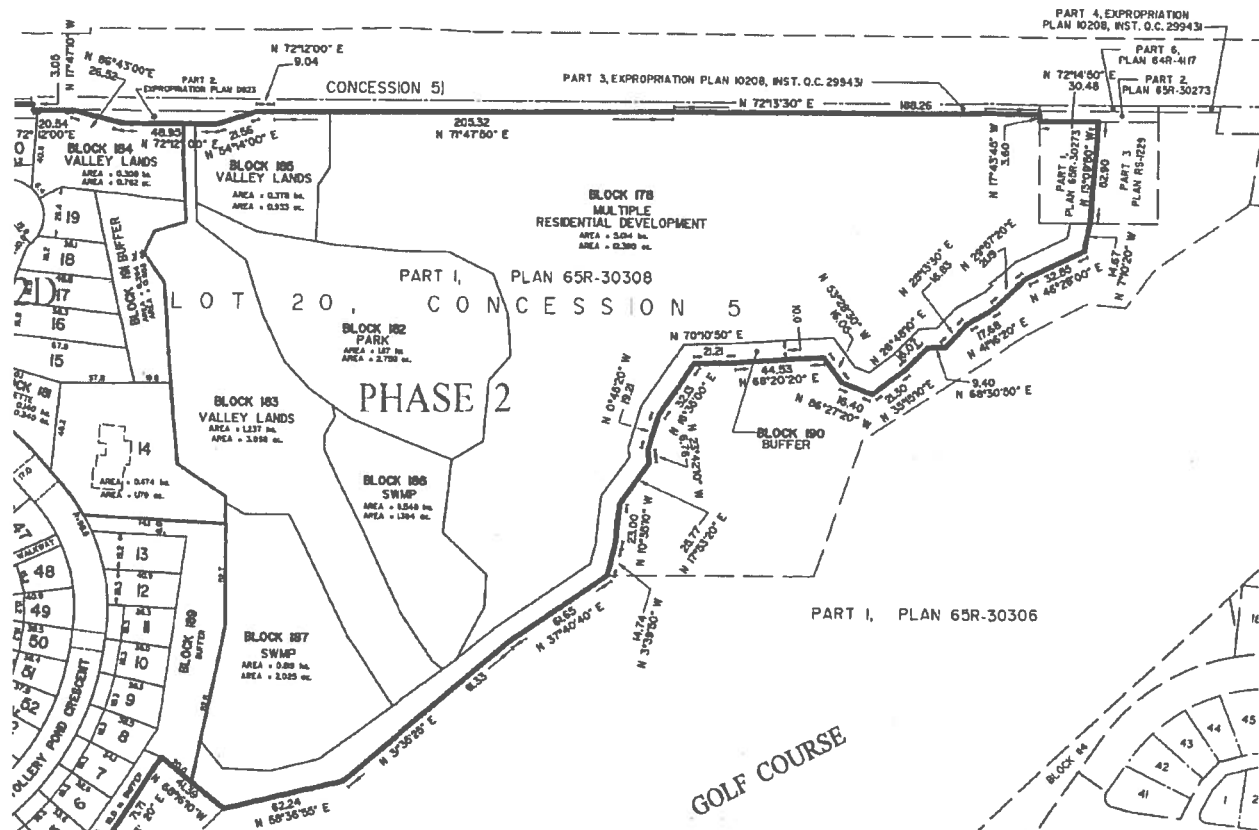
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THIS IS NOT A PLAN OF SURVEY. Zoning information presented in this Schedule is a representation sourced from Geographic Information Systems in the event of a discrepancy between the zoning information contained on the Schedule and the text of the zoning by-law, the information contained in the text of the zoning by-law of the municipality shall be deemed accurate.



Appendix 'B'





MEMORANDUM

To: Mayor and Members of Council

From: Brian Lee, Director, Engineering

Prepared by: Loy Cheah, Senior Manager, Transportation, Ext. 4838
Joseph Palmisano, Manager, Transportation Planning, Ext. 6200

Date: June 10, 2019

Re: Arterial and Collector Road Sidewalk Network Completion Program, Communications Plan

RECOMMENDATION:

1. That the memo dated June 10, 2019 entitled “Arterial and Collector Road Sidewalk Network Completion Program, Communications Plan” be received;

BACKGROUND:

On November 19, 2018, DSC endorsed a report entitled “Arterial and Collector Road Sidewalk Completion Program, All Wards”. The report summarized the program planning and resource implications to complete the program over the period of 2019 to 2028. In addition, an overview of a public communications plan to complement the program was summarized with a Council direction to staff to develop a detailed public communications plan for the sidewalk network completion program starting in 2019.

A City-wide public communications plan is needed and is part of the sidewalk completion program

The existing annual sidewalk capital construction program is often challenged by local opposition. Namely, residents that believe their properties will be negatively impacted by a new sidewalk can significantly delay a project. Under the Municipal Class Environmental Assessment (EA) process, the scope of a sidewalk project falls under a “Schedule A+” Municipal Class EA process. That is, only public notification is required to be provided to the community and no formal public consultation is necessary. Even so, the City will be exceeding this requirement through a comprehensive, City-wide, multi-year communications plan.

The communications plan will effectively convey the benefits of the sidewalk completion program and achieve positive public goodwill. It will emphasize the following key messages:

- Sidewalks increase mobility options for all road users, including pedestrians, younger cyclists, and transit users
- Sidewalk gaps on arterial and collector roads are prioritized as most community amenities and services (e.g. employment areas, schools, public transit, community institutions, etc.) tend to be located along these corridors
- Sidewalks encourage active and safe travel for children, youth, seniors, people with disabilities and other members of the community as a whole
- Sidewalks help promote healthier lifestyles
- Sidewalks enhance the sense of neighbourhood and community cohesion through better connections to public spaces where face-to-face interactions can occur

In addition, the communications plan will include the following information:

- Sidewalk network completion program overview (including policies, objectives, benefits, and links to Council reports)
- Mapping of the sidewalk program
- Scheduled timing of individual projects on an annual basis
- Program contacts

Corporate Communications helped develop the communications tactics to be employed

The communications plan has been developed with Corporate Communications and is premised on low-cost, high impact marketing and advertising to maximize exposure and awareness of the sidewalk program. Where possible, City assets (e.g. electronic information boards, web portal, social media) will be used to minimize costs. The tactics to be used on an annual basis are summarized in Table 1.

Table 1 – Annual Communication Tactics

Tactic	Notes	Cost
Brand Identity	Having a consistent and recognizable visual brand is important in promoting recognition of this program. Incorporating elements from the logos that have been developed for the City of Markham Active Transportation Master Plan and The Active Travel to School Pilot will assist in developing a recognizable brand that supports the objective of increasing mobility options for all road users.	N/A
Mobile Signs	Minimum of four signs over the duration of two months in the Summer	\$1,300
Ads in Newspapers	Free ads in the City of Markham pages of local papers. Paid ads in ethnic newspapers	\$1,000
Social Media	Three campaigns per year (e.g. Spring/Summer/Fall)	\$1,500
Posters/Brochures	To be implemented at City of Markham facilities	\$2,000
Digital Marquees	To be implemented at City of Markham facilities	N/A
Electronic Information Boards	To be implemented at City of Markham facilities	N/A
Video	For use on social media and City of Markham Portal with emphasis on the benefits of sidewalks	\$5,000
Media	Increase public awareness through articles in media, online, and print	N/A

Mayor & Councillor Newsletters	Content to be provided	N/A
Portal Presence	Create a new landing page with a vanity web address directing the public to project information	N/A
Contact Centre FAQ	Provide Contact Centre with basic information to address immediate concerns of callers	N/A

The Arterial and Collector Road Sidewalk Network Completion Program is starting in 2019

Detailed design of several sidewalk projects is proceeding in 2019 with construction commencing in 2020. It is imperative that the communications plan be rolled out this year in order to bring awareness to the program and convey the benefits of the sidewalk completion program right away. It is anticipated that elements of the communications strategy such as web portal and print materials will begin to be rolled out in the Fall of 2019.

Cost of the annual communications plan is a minimal part of the sidewalk completion program

The first year and initial cost of developing the materials and carrying out this communications plan is \$11,000. The subsequent annual cost of this communications plan is \$5,000. As the communications plan is part of the sidewalk completion program, the annual cost is to be covered under the sidewalk capital construction budget. For 2019, it is covered under project #083-535019039005.



Report to: Development Services Committee

Meeting Date: June 10, 2019

SUBJECT: Demolition Permit Application and Intention to Designate a Property under Part IV of the Ontario Heritage Act David Hopper House 11251 Woodbine Avenue, Ward 2 File No. 19 115460 DP

PREPARED BY: George Duncan, CAHP, Senior Heritage Planner, ext. 2296

REVIEWED BY: Regan Hutcheson, MCIP, RPP, CAHP, Manager of Heritage Planning

RECOMMENDATION:

- 1) That the report dated June 10, 2019 titled “Demolition Permit Application and Intention to Designate a Property under Part IV of the Ontario Heritage Act, David Hopper House, 11251 Woodbine Avenue, Ward 2, File No. 19 115460 DP, dated June 10, 2019, be received;
- 2) That the Demolition Permit Application for the vacant dwelling at 11251 Woodbine Avenue be refused on the basis of its cultural heritage value or interest;
- 3) That staff be directed to follow through with the enforcement of the Property Standards By-law to ensure the building is repaired to stabilize its condition and secure it from further deterioration;
- 4) That as recommended by Heritage Markham, the David Hopper House at 11251 Woodbine Avenue be approved for designation under Part IV of the Ontario Heritage Act as a property of cultural heritage value or interest;
- 5) That the Clerk’s Department be authorized to publish and serve Council’s Notice of Intention to Designate as per the requirements of the Ontario Heritage Act;
- 6) That if there are no objections to the designation in accordance with the provisions of the Ontario Heritage Act, the Clerk be authorized to place a designation by-law before Council for adoption;
- 7) That if there are any objections in accordance with the provisions of the Ontario Heritage Act, the Clerk be directed to refer the proposed designation to the Ontario Conservation Review Board;
- 8) And that Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

Not Applicable

PURPOSE:

The purpose of this report is to recommend to Council that the Demolition Permit Application be refused for the “David Hopper House” at 11251 Woodbine Avenue on the basis of its cultural heritage value or interest, and that the property be designated under Part IV of the Ontario Heritage Act.

BACKGROUND:**The building is listed on the City of Markham Heritage Register**

The subject building is located at 11251 Woodbine Avenue. It is included in the *Markham Register of Property of Cultural Heritage Value or Interest*, the City's inventory of non-designated properties identified as having cultural heritage value or interest, as well as Part IV properties (individual designations) and Part V properties (district designation).

The property is located within the North Markham Planning District

The David Hopper House is one of a number of heritage buildings located within the North Markham Planning District. The subject property is in agricultural use (zoned A1 under By-law 304-87), but the residence is vacant and has been in that state for at least 15 years. The property is designated "Future Employment Area" in the Markham Official Plan 2014.

A Demolition Permit Application has been submitted to the City of Markham

A Demolition Permit Application has been submitted for the vacant dwelling by the DG Group on behalf of the property owner. Glendower Properties Inc. purchased the property in 2007. By-law Enforcement officers undertook an inspection in December, 2018 as part of a program to address Markham's vacant heritage buildings within the context of the new Heritage Property Standards By-law and the Keep Markham Beautiful By-law. An order was subsequently issued when By-law Enforcement found that the building was open and in a state of serious disrepair. The property owner, in response, has applied for an application to demolish the vacant building, which is considered to be in an unsafe/abandoned condition. The applicant has submitted a Preliminary Heritage Impact Assessment and Structural Visual Report in support of their application.

The David Hopper House, c.1855, is a fieldstone farmhouse in the Georgian architectural tradition

The David Hopper House is of historical or associative value as the 1855 home of David Hopper and Caroline (Pingle) Hopper. David Hopper was an English-born farmer. Caroline (Pingle) Hopper was a member of a Berczy settler family. The farm was purchased by David Hopper in 1847 and remained in the ownership of his descendants until 1919.

Notwithstanding its abandoned and deteriorated state of repair, the house is an excellent example of a mid-19th century fieldstone farmhouse in the vernacular Georgian architectural tradition. Its gable-end kitchen wing is a noteworthy feature for the reason that typically kitchen wings in a dwelling of this style were located at the rear of the main building. The house is currently in a rural context north of the historic hamlet of Victoria Square, and until recent times was part of a farmstead that included a barn and other outbuildings.

The building has been assessed using the Ministry of Culture's Designation Criteria

Through detailed research and evaluation, staff, with the assistance of Heritage Markham, has determined that the subject property has cultural heritage value or interest as it meets

the criteria prescribed in the regulation as demonstrated in the Statement of Significance (Appendix 'A').

Government of Ontario Regulation (O.Reg. 9/16) prescribes criteria for determining a property's cultural heritage value or interest for the purpose of designation. Municipal councils are permitted to designate a property to be of cultural heritage value or interest if the property meets one or more of the prescribed criteria. These include design or physical value, historical or associative value, or contextual value. Refer to Appendix "B" for an analysis of the building using the O.Reg.9/06 criteria, compared with the applicant's consultant's evaluation.

The building has been evaluated using the City's heritage evaluation system

The building was evaluated by Heritage Markham and staff using the City's Heritage Building Evaluation System. The David Hopper House was evaluated as a Group 2 Heritage building as part of a program of research and evaluation conducted in 2018 in association with properties within the Future Urban Area/North Markham Planning District. Group 2 buildings are those buildings of significance and worthy of preservation. Group 2 buildings are also considered worthy of designation under the Ontario Heritage Act.

The applicant's heritage consultant's findings differ from those of staff and Heritage Markham

The applicant's Preliminary Heritage Impact Assessment is an examination of the building using the O. Reg. 9/06 for determining cultural heritage value or interest. The consultant's findings mainly focus on the architectural design and materials of the building and its physical condition, without a thorough analysis of the history of the property and building and its context within the City of Markham. Overall, the consultant report concluded that "the existing Heritage value of the building is poor" and that the building in its current state has structural issues and missing elements.

The building is significant but in a precarious physical state

Staff does not dispute the condition issues with this building and how these are described in the Structural Visual Review Report prepared by the applicant's consultant, however staff is of the opinion that the building still possesses significant cultural heritage value and is worthy of protection to allow for future restoration. If action is taken soon, the building can still be repaired and stabilized. For the most part, the stone walls remain in good condition.

Heritage Markham has recommended that Council refuse the "Request for Demolition" and that the property be designated under the Ontario Heritage Act.

At its May 8, 2019 meeting, Heritage Markham recommended that Council refuse the Demolition Permit Application on the basis of its cultural heritage value or interest and that the property be designated under Part IV of the Ontario Heritage Act. (Heritage Markham Extract Appendix 'B').

When the demolition permit application was before Heritage Markham for consideration, staff suggested that notwithstanding the Group 2 evaluation, the advanced state of

deterioration of the former dwelling and the potential delay in development in this part of the Future Employment Area for 3 to 5 years were factors to be taken into consideration with respect to making a recommendation on the demolition permit application. Members of Heritage Markham were of the opinion that this is a clear example of “demolition by neglect” and that the building should be preserved, repaired, stabilized at this time, and integrated into future development.

OPTIONS/ DISCUSSION:**The designation of the heritage resource is consistent with City policies**

The Cultural Heritage policies of the Official Plan 2014 represent the City of Markham’s commitment to heritage conservation through a strong policy framework. It is the policy of Council “to give immediate consideration to the designation of any *significant cultural heritage resource* under the Ontario Heritage Act if that resource is threatened with demolition, inappropriate alterations or other potentially adverse impacts (4.5.3.2).”

Heritage Designation will highlight the cultural heritage value of the property to the owner

Designation signifies to both the owner and the broader community that the property contains a significant resource that is important to the community. Designation doesn’t restrict the use of the property. However, it does require the owner to seek approval for property alterations that are likely to affect the heritage attributes described in the designation by-law. Council can also prevent, rather than just delay, the demolition of a resource on a designated heritage property. In this case, heritage designation will allow the building to survive into the future to allow it to be stabilized to prevent further deterioration and to be restored within the context of the eventual development of the property.

As an alternative to demolition, the owner has the option to undertake repairs to stabilize the building so that will remain to be integrated into future development

The owner has the option to undertake repairs needed to stabilize the building and secure it so that it can be integrated into future development within the Future Employment lands. The building could have an adaptive re-use and potentially added to, to serve as an office, restaurant or some other commercial function and become a landmark within its new context. Restoration beyond stabilization could be undertaken by a future owner.

FINANCIAL CONSIDERATIONS

Not Applicable

HUMAN RESOURCES CONSIDERATIONS

Not Applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Heritage designation aligns with the strategic priorities of Managed Growth and Environment. Designation recognizes, promotes and protects heritage resources, which strengthens the sense of community. The preservation of heritage buildings is environmentally sustainable because it conserves the embodied energy originally used to

construct the building, diverts sound construction materials from entering landfill sites, and reduces the need to produce and transport new construction materials.

BUSINESS UNITS CONSULTED AND AFFECTED:

Acceptance of this recommendation to designate the property located at 11251 Woodbine Avenue under Part IV of the Ontario Heritage Act will require the Clerk's Department to initiate the following actions:

- publish and serve on the property owner, the Ontario Heritage Trust and the public through newspaper advertisement, Council's notice of intention to designate the property as per the requirements of the Act: and
- prepare the designation by-law for the property.

RECOMMENDED BY:

Biju Karumanchery, M.C.I.P., R.P.P.
Director of Planning & Urban Design

Arvin Prasad, M.C.I.P., R.P.P.
Commissioner of Development Services

ATTACHMENTS

Figure 1 - Owner/Agent and Location Map

Figure 2 - Building Photograph – 2004

Figure 3 – Building Photograph – 2018

Appendix 'A' - Statement of Significance

Appendix 'B' - 9/06 Analysis of Cultural Heritage Value or Interest

Appendix 'C' - Heritage Markham Extract

FILE PATH:

Q:\Development\Heritage\PROPERTY\WOODBINE\11251 hopper\DSC June 10 2019.doc

FIGURE 1**OWNER:**

Glendower Properties Inc.

AGENT:

Andrew Zappone, DG Group

AZappone@dgggroup.ca

905-669-5571 ext. 5216

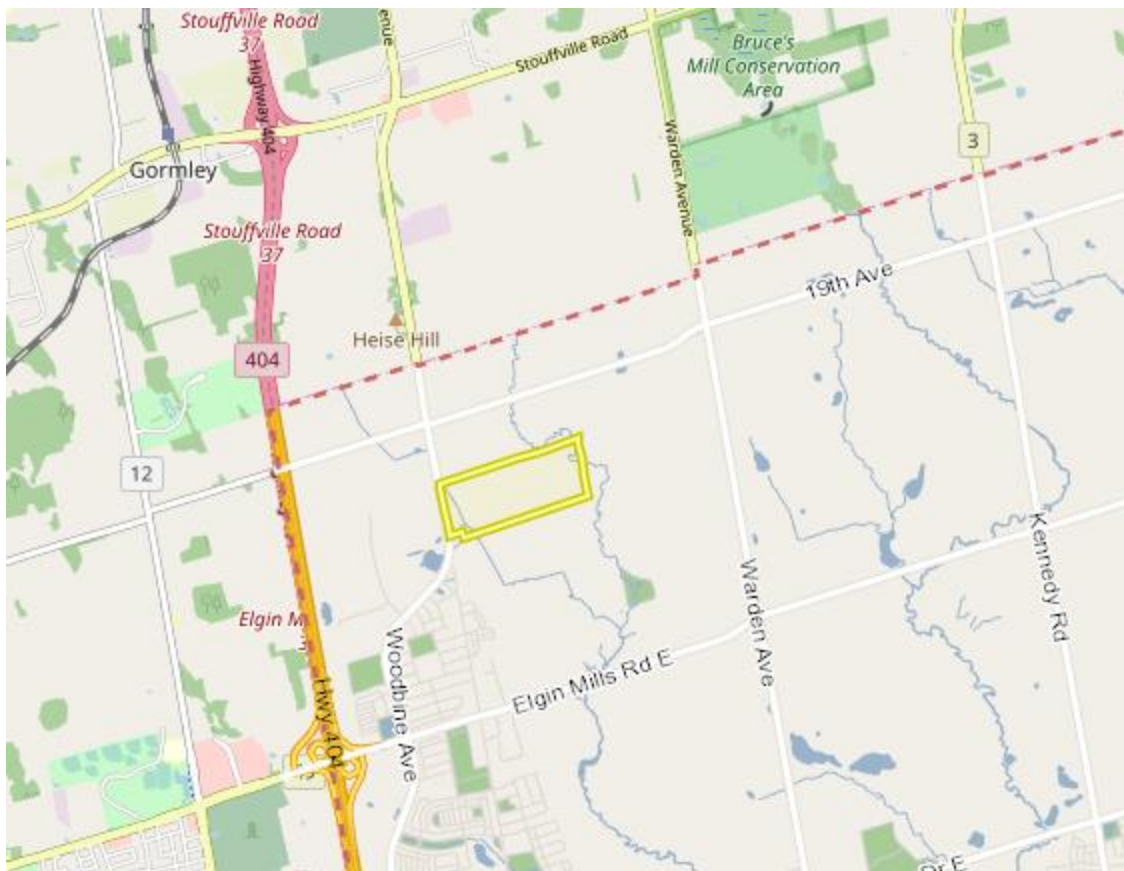
LOCATION MAP:

Figure 2: Building Photograph 2004



Previous Condition of the David Hopper House, c.1855

11251 Woodbine Avenue

Figure 3 – Building Photograph 2018



Current Condition of David Hopper House

11251 Woodbine Avenue

Appendix 'A'**STATEMENT OF SIGNIFICANCE****David Hopper House
11251 Woodbine Avenue
c.1855**

The David Hopper House is recommended for designation under Part IV of the Ontario Heritage Act as a property of cultural heritage value or interest, as described in the following Statement of Significance.

Description of Property

The David Hopper House is a one and a half storey fieldstone building located at the end of a long farm lane on the east side of Woodbine Avenue, north of the historic hamlet of Victoria Square.

Historical or Associative Value

The David Hopper House is of historical or associative value as the former home of David Hopper, a successful farmer of English origin, and his wife, Caroline Pingle, a member of a Berczy settler family. David Hopper purchased the west half of Lot 29, Concession 4 in 1847. Initially, the family occupied a hewn log house that was likely constructed by Marcus Schell, a previous owner from 1807 to 1842. Between the time of the 1851 and 1861 census, the Hopper family were successful enough to be able to have a fine stone farmhouse constructed on the property to replace the earlier dwelling. The farm remained in the ownership of Hopper family descendants until 1919.

Design or Physical Value

The David Hopper House is an excellent example of a mid-19th century fieldstone farmhouse in the vernacular Georgian architectural tradition. With its window and door openings framed with quoin-like brick surrounds, the house exhibits a distinctive British stylistic influence. The stonework is exceptionally well-done. Coursed, multi-coloured random rubble consisting of basalt (black), granite (grey and red) and limestone (white or grey) has been split, partially squared, and rock-faced on the front and gable-end walls, with particular care taken with stonework pattern on the front wall. The gable-end kitchen wing is a noteworthy feature for the reason that typically kitchen wings in a dwelling of this style were located at the rear of the main block.

Contextual Value

The David Hopper House is a former farmhouse in the midst of a rural agricultural setting north of the historic hamlet of Victoria Square which will remain as a reminder of the area's agricultural past within the context of future urban development.

Significant Architectural Attributes

Exterior character-defining attributes that embody the cultural heritage value of the David Hopper House include:

- Overall form of the building, including its rectangular plan shape, one and a half storey height, and single-storey stone kitchen wing at its east gable end;
- Coursed fieldstone walls trimmed with red brick;
- Medium-pitched gable roof with projecting, closed eaves and simple wood cornice with simple Classical mouldings and eave returns;
- single-stack gable east end brick chimney;
- Flat-headed window openings containing wood windows with six over six glazing;
- Front entrance with flat-headed, multi-paned transom light.

**Appendix “B” - David Hopper House, c.1855, 11251 Woodbine Avenue
Ontario Regulation 9/06 Analysis of Cultural Heritage Value or Interest**

Design or Physical Value	City Staff Findings	Applicant’s Findings
Rare, unique, representative or early example of a style, type, expression, material or construction method	Yes – an excellent example of a mid’ 19 th c fieldstone farmhouse in the vernacular Georgian architectural tradition	No
Displays a high degree of craftsmanship or artistic merit	Yes – the stonework with brick trim is exceptional well executed	Yes
Demonstrates a high degree of technical or scientific achievement	Not applicable	No
Historical Value or Associative Value	City Staff Findings	Applicant’s Findings
Has direct association with a theme, event, belief, person, activity, organization or institution that is significant to a community	Yes – the Hopper family owned and farmed this property from 1847 to 1919. David Hopper’s success as a farmer is reflected in the quality of the stone house built for the family c.1855	To be determined
Yields, or has the potential to yield, information that contributes to the understanding of a community or culture	Yes – the design of the house reflects the British origin of the original owner, and potentially, the builder	Poor
Demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community	Not applicable	To be determined.
Contextual Value	City Staff Findings	Applicant’s Findings
Important in defining, maintaining or supporting the character of an area.	Yes – the building is a farmhouse in a rural setting.	No
Is physically, functionally, visually linked to its surroundings	Yes – the building is a farmhouse on its original site in a rural setting	Poor
Is a landmark	No – not visible from the street	No

Appendix C

HERITAGE MARKHAM EXTRACT

DATE: May 17, 2019

TO: R. Hutcheson, Manager of Heritage Planning
G. Duncan, Project Planner

EXTRACT CONTAINING ITEM #11 OF THE FIFTH HERITAGE MARKHAM
COMMITTEE MEETING HELD ON MAY 9, 2019.

11. Demolition Permit Application,
11251 Woodbine Avenue, Markham North Planning District,
David Hopper House (16.11)
File Numbers: 19 115460 DP
Extracts: R. Hutcheson, Manager of Heritage Planning
G. Duncan, Project Planner

Memorandum

George Duncan, Senior Heritage Planner, addressed the Committee and summarized the details outlined in the memo. He noted that the building was unique as it had a side kitchen wing rather than the more typical rear facing one. He outlined the 60 day limit for addressing the demolition request if Heritage Markham wished to support the designation of the building. G. Duncan noted that in the past, other abandoned, derelict buildings had been moved to Markham Heritage Estates, however this building was made of stone and the foundation was an integral part of the structure. He advised that the building could be relocated, but at significant cost.

The applicant's representative, Vincent J. Santamaura from the Architectural Firm SRN Architects Inc., was in attendance and advised the Committee that the owner had the property for 10 years, and prior to that time the floors had been removed. He noted that the owner had received an order to comply from the City, stating that the building was close to being condemned. V. Santamaura presented pictures showing the current state of the building.

The Committee stated that the building did not have any major cracks or faults in the stonework and that the unique feature of having both stone and brick as part of the structure was historically worth preserving. The Committee expressed their disappointment that the building was neglected by the owner and allowed to fall into decay, and noted that other buildings with similar states of vandalism and damage have been restored. The Committee further expressed disappointment with the assessment made by the Architect in the report and the inconsistencies present between the heritage assessment and structural assessment.

The Committee was not in support of permitting demolition due to the state of the building being caused by neglect and lack of maintenance by the owner, and supported the designation of the building under the *Ontario Heritage Act*.

Recommendation:

That Heritage Markham does not support the demolition of the David Hopper House at 11251 Woodbine Avenue and recommends the designation of the building pursuant to the Ontario Heritage Act; and

That Heritage Markham recommends the restoration of the building on-site and in a timely manner, and that immediate action be taken to prevent further deterioration of the building.

CARRIED



Report to: Development Services Committee

Meeting Date: June 10, 2019

SUBJECT:	RECOMMENDATION REPORT: Rename the section of Meadowview Avenue between Yonge Street and Doncaster Avenue to Doncaster Avenue Ward 1
PREPARED BY:	Robert Tadmire, Coordinator of Geomatics/GIS Advocate ext. 6810
REVIEWED BY:	Ron Blake, Senior Development Manager ext. 2600

RECOMMENDATION:

1. That the report entitled “Rename the section of Meadowview Avenue between Yonge Street and Doncaster Avenue to Doncaster Avenue”, dated June 10, 2019, be received;
2. That Development Services Committee authorize Staff to initiate the process for renaming the City owned section of Meadowview Avenue between Yonge Street and Doncaster Avenue to Doncaster Avenue;
3. That a public consultation meeting be held to inform and obtain comments from land owners abutting the affected section of Meadowview Avenue about the proposed renaming;
4. That Staff report back to Council regarding the results of the public information meeting and obtain direction regarding the proposed street name change;
5. And that Staff be authorized and directed to do all things necessary to give effect to these resolutions.

EXECUTIVE SUMMARY:

Not applicable.

PURPOSE:

This report requests approval for Staff to initiate the process for a street name change for the City owned section of Meadowview Avenue between Yonge Street and Doncaster Avenue to Doncaster Avenue (See Location Map).

BACKGROUND:

Meadowview Avenue originally ran continuously as one street from Yonge Street to a point just east of Jewel Street. The section of Meadowview Avenue between Yonge Street and Doncaster Avenue (Figure 1) was separated from the remainder of Meadowview Avenue to the east and connected to Doncaster Avenue when Doncaster Avenue was constructed. That section of road was to serve as an extension of Doncaster Avenue to Yonge Street, but the name was never altered to reflect that change. The resulting transition in street names created an awkward situation that was only marginally improved by the recent construction of a signalized intersection near the location of the

name change to serve as an access point to a mixed use development (World on Yonge) on the north east corner of Meadowview Avenue and Yonge Street.

There are currently 11 residential properties along the south side of Meadowview Avenue and one municipal park on the north side that are addressed onto the street.

In order to approve a street name change, the following steps should be followed:

- 1) Staff submit a report to Development Services Committee requesting an initiation of the street name change process.
- 2) The Ward Councillor convenes a meeting with affected land owners to inform them of the intended street name change and obtain their feedback.
- 3) Staff submit a subsequent report to Development Services Committee indicating what transpired from the meeting with the Ward Councillor and the land owners along with recommendations for how to proceed. A draft street name change by-law will be included as an attachment to the report should Committee decide to proceed with the street name change.
- 4) Should Development Services Committee decide to proceed with a street name change, the Clerks Department will provide assistance with a public notification for the passing of a street renaming by-law. All affected land owners will be notified of the change to their municipal addresses. Internal Departments, all utilities and relevant outside agencies will also be notified.
- 5) The Operations Department will be contacted to make the necessary street sign change(s).

OPTIONS/ DISCUSSION:

Earlier this year Staff was approached by Ward 1 Councillor Keith Irish to look into clearing up the confusing street name change between Meadowview Avenue and Doncaster Avenue by naming the entire length of the street as Doncaster Avenue. The two street names presents an operational issue for the Fire Department, as they are required to send out two separate fire trucks, one to the eastern section and one to the western section, for instances where calls are dropped and it is not known where along Meadowview Avenue the emergency response is required.

Prior to approving a street name change a public consultation meeting should be held with land owners along the affected section of Meadowview Avenue to inform them about and obtain their comments on the recommended name change. This would provide an opportunity for the Ward Councillor and Staff to gauge the public sentiment and report back to Council in the fall, prior to Council providing a final direction regarding the name change proposal.

After the consultation meeting, should Council direct Staff to proceed with a name change, the Clerks Department will be engaged to assist with public notification for the passing of a street renaming by-law. In order to reduce some of the impacts of the street name change the existing municipal address numbers will be retained, as they do not affect the procession of numbers along Doncaster Avenue.

It is recommended that Development Services Committee authorize Staff to initiate the process for renaming of the section of Meadowview Avenue between Yonge Street and Doncaster Avenue to Doncaster Avenue, and that a public consultation meeting be held with affected land owners as soon as possible to assess public sentiment for the street renaming. It is further recommended that Staff be directed to report back to Council on the results of the consultation meeting.

FINANCIAL CONSIDERATIONS

There are no financial implications for the Corporation.

HUMAN RESOURCES CONSIDERATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Not applicable.

BUSINESS UNITS CONSULTED AND AFFECTED:

The Legal Department and the Clerks Department were consulted with respect to street name change procedures. The Engineering, Fire and Operations Departments were also consulted and have no concerns.

RECOMMENDED BY:

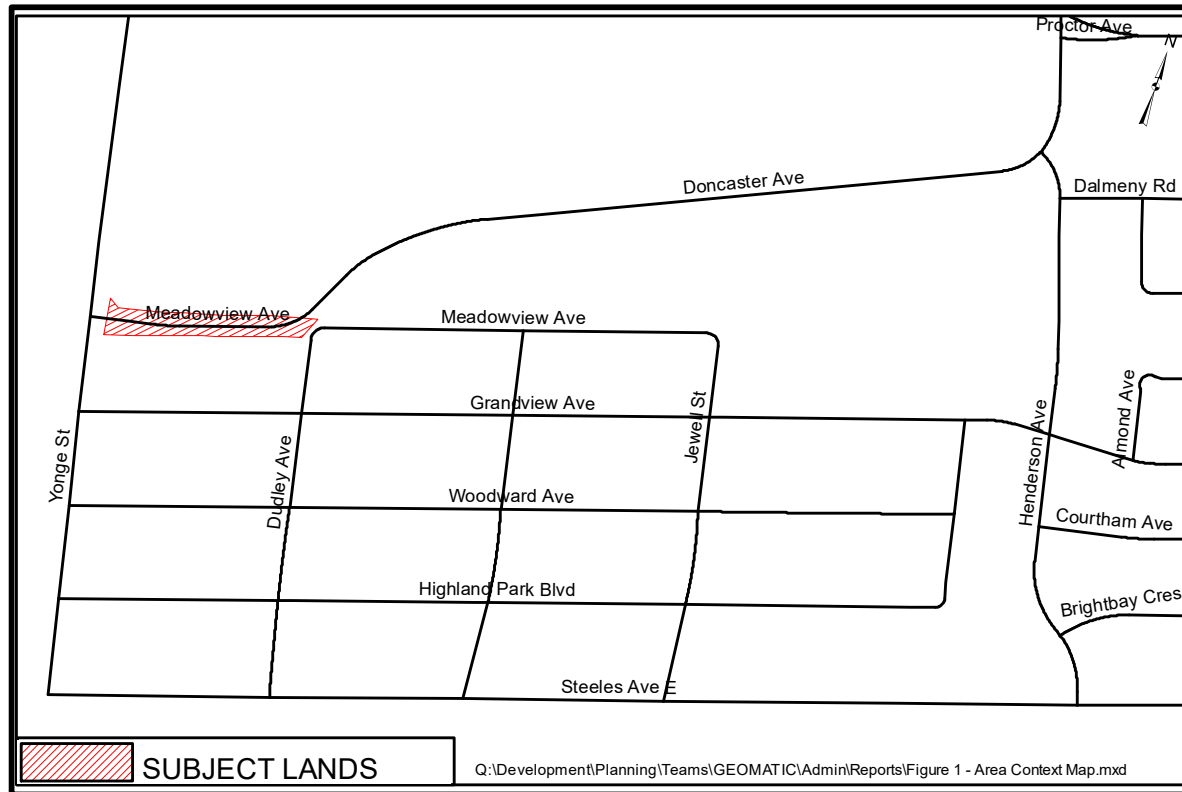
Biju Karumanchery, M.C.I.P. R.P.P.
Director of Planning & Urban Design

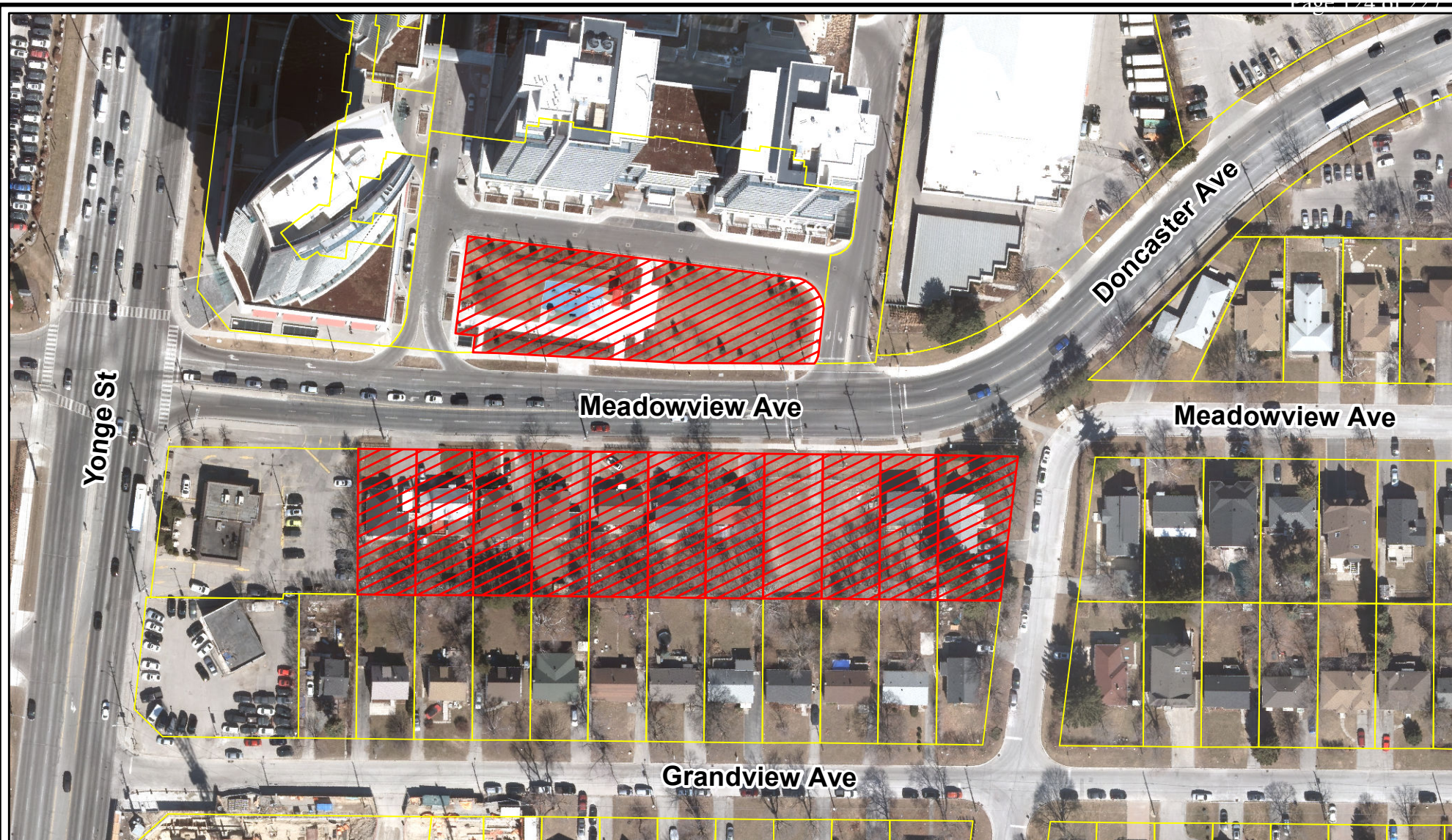
Arvin Prasad, M.C.I.P. R.P.P.
Commissioner of
Development Services

ATTACHMENTS:

Location Map

Figure 1 – Area Context Map





AREA CONTEXT

APPLICANT: Corporation of the City of Markham

Properties with Meadowview Avenue Addresses



Report to: Development Services Committee

Meeting Date: June 10, 2019

SUBJECT: Yonge Street/Highway 7 Regional Centre Transit Planning
Optimization Value Engineering Advisory Services (Ward 1)

PREPARED BY: Brian Lee, Director of Engineering, ext. 7507

RECOMMENDATION:

- 1) That the report entitled “Yonge Street/Highway 7 Regional Centre Transit Planning Optimization Value Engineering Advisory Services, Wards 1” be received; and,
- 2) That the tendering process for consulting engineering services for the Yonge Street/Highway 7 Regional Centre Transit Planning Optimization Value Engineering Advisory Services (“Value Engineering Advisory Services”) be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1 (h), which states “where it is necessary or in the best interests of the City to acquire non-standard items or Consulting and Professional Services from a preferred supplier or from a supplier who has a proven track record with the City in terms of pricing, quality and service;” and,
- 3) That the Value Engineering Advisory Services be awarded to NCE Value Engineers Inc. for an amount not exceeding \$25,000 inclusive of HST impact and contingencies and internal charges; and,
- 4) That a new 2019 Engineering capital project be created, “Yonge Street/Highway 7 Regional Centre Transit Planning Optimization Value Engineering Advisory Services, Wards 1” in the amount of \$25,000 to be funded from the City-Wide Hard Development Charges Reserve; and further,
- 5) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of this report is to obtain Council authorization to award a contract to NCE Value Engineers Inc. for professional engineering services relating to transit planning optimization in the Yonge Street/Langstaff Gateway area.

BACKGROUND:

On April 10, 2019 the Province announced that the Yonge Subway Extension (YSE), at a cost of \$5.6B, will be operational soon after 2027. The staff report entitled Yonge Subway Extension and Royal Orchard Station, dated April 1, 2019 provided a chronology of the planning and stages of approval of the YSE concept. Further, the York Region Rapid Transit Corporation (YRRTC) provided an update to Development Services Committee (DSC) on May 13, 2019 regarding the subway planning and design progress,

and timelines to implementation. The YSE is currently under preliminary design and City staff has been involved as part of the technical stakeholder consultation.

At the May 28, 2019 Council meeting, Council adopted a resolution on the Yonge Subway Extension. The resolution requests the Province to consider certain existing Regional and Provincial infrastructure reconfiguration, land value uplift through intensification and land use re-designation, and to conduct environmental assessments to bury the high-voltage hydro transmission lines, optimizing the subway extension along Yonge Street, including the subway station locations, and optimizing the Highway 407 Transitway alignment.

OPTIONS/ DISCUSSION:

Province was Requested to Conduct Studies

Based on the May 28, 2019 Resolution, the Province was requested to work with the local municipalities and transit authorities to assess alternative alignments of the subway and 407 Transitway. A major component is the optimization of the rapid transit lines with the appropriate land use and density in order to maximize the value of the transit investment. The current plan for the Richmond Hill-Langstaff Gateway anchor hub will have to be reassessed with lands created through the burying of the hydro transmission lines, and reconfiguration of certain existing infrastructure.

What is Value Engineering?

Value Engineering or Value Methodology is a systematic and structure approach to maximize the “value” of projects, products and processes. It is often used in complex and expensive design and construction projects, and business and administrative processes.

Service Offered by NCE Value Engineers Inc.

NCE Value Engineers Inc. (NCE) was originally retained by PowerStream Inc. to undertake a value engineering review of opportunities to enhance the land potential within the Richmond Hill-Langstaff Gateway area with alternative transit concepts and burying of the hydro transmission lines. NCE identified alternative alignments of the subway and the Provincial 407 Transitway, and the relocation of the York Region Transit Bus Terminal.

Mr. David C. Wilson, P.Eng., President of NCE Value Engineers Inc., made a deputation to DSC on April 29 on Yonge North Subway Extension. Mr. Wilson discussed with DSC on future transit plans in the area, opportunities for optimizing land, implementation costs, integration with existing transit systems, preferred configuration, etc.

Mr. Wilson has numerous years of experience in value engineering with major consulting companies before becoming the president of NCE. The service to be offered by the NCE includes:

- Conducting investigations and research and preparing technical reports
- Review of technical studies prepared by others
- Preparing and presenting project-related materials

-
- Liaison with external technical experts/teams to confirm concept viability
 - Liaison with elected officials and staff
 - Attending meetings and related activities, etc.

Market Competitiveness

The rate and estimated fee proposed by NCE have been reviewed by staff and are comparable to rates and fees of other consultants providing consulting services.

FINANCIAL CONSIDERATIONS

Staff recommends that a 2019 Engineering Capital Project be created, “Yonge Street/Highway 7 Regional Centre Transit Planning Optimization Value Engineering Advisory Services, Wards 1” in the amount of \$25,000 to be funded from the City-Wide Hard Development Charges Reserve.

Cost of Award	\$20,500.00
Contingency (10%)	\$ 2,050.00
Sub-total	\$22,550.00
HST Impact (1.76%)	\$ 396.88
Internal Charges (9%)	\$ 2,029.50
Total	\$24,976.38

OPERATING BUDGET AND LIFE CYCLE RESERVE IMPACT

Not applicable.

LEGAL CONSIDERATIONS

N/A

ALIGNMENT WITH STRATEGIC PRIORITIES:

This project aligns with the City’s vision of the Yonge Subway Extension as the most important rapid transit project for Markham, and reflects transportation policies of the Official Plan for a multi-modal transportation system.

BUSINESS UNITS CONSULTED AND AFFECTED:

The City’s Finance and Legal Departments have been consulted and concur with the recommendations of this report.

RECOMMENDED BY:

Brian Lee, P. Eng.
Director of Engineering

Arvin Prasad, M.C.I.P., R.P.P.
Commissioner of Development
Services



Report to: Development Services Committee

Meeting Date: June 10, 2019

SUBJECT: Urban Design & Development, New York NY July 2019

PREPARED BY: Stephen Chait, Director, Economic Growth, Culture and Entrepreneurship, ext. 4871

REVIEWED BY: Stephen Chait, Director, Economic Growth, Culture and Entrepreneurship, ext. 4871

RECOMMENDATION:

- 1) That the report dated June 10, 2019 entitled “Urban Design & Development, New York NY July 2019” be received; and
- 2) That the 6-person Markham delegation to conduct site visits to view urban design & development in New York City be approved, and the City of Markham be represented by the Mayor, the Chair and Deputy Chair of Development Services, the Chief Administrative Officer, the Commissioner of Development Services, and the Director of Planning & Urban Design; and
- 4) That the total cost of the delegation to New York, NY not exceed \$10,000.00 and be expensed from within the 2019 Business Travel account 610-9985201; and
- 5) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of this report is to seek Council’s approval of a 6-person delegation led by Mayor Scarpitti to conduct site visits to view and understand urban design and development initiatives in New York City, which can inform future development in Markham.

OPTIONS/ DISCUSSION:

New York City (and Manhattan in particular) has earned a reputation as a city that has successfully introduced innovative new urban design and development concepts. Examples include the recently opened Hudson Yards (an Oxford/OMERS project), the pedestrian-friendly and bicycle-friendly remodeling of major thoroughfares, and the upgrading of plazas and squares as “people-friendly” and creative spaces.

The City of Markham has a proud record of innovation and urban design leadership (e.g., new urbanism, Digital Markham, etc.). Staff recommend that the Mayor, the Chair and Deputy Chair of Development Services, the CAO, the Commissioner of Development Services, and the Director of Planning & Urban Design conduct a 3-day site visit to view and understand New York’s urban design and development successes, which can inform

future development and design solutions in Markham. In particular, the site visits and meetings (see Appx. A. Trip Itinerary) will be useful in addressing design solutions to guide future development of the Yonge Street Corridor between Highway 407 and Steeles Avenue. Landowners and developer stakeholders from within the Yonge Street Corridor will be participating in the visit to NYC (at no expense to the City).

FINANCIAL CONSIDERATIONS

The cost for the 3-day, 2-night visit to New York by the 6-person City of Markham delegation will not exceed \$10,000.00.

Airfare and ground transportation	\$3,500.00
Overnight accommodation	\$5,000.00
Food and incidentals	\$1,500.00

This cost is to be funded from within the 2019 Business Travel account 610-998-5201.

HUMAN RESOURCES CONSIDERATIONS

None

ALIGNMENT WITH STRATEGIC PRIORITIES:

Markham 2020 Economic Strategy
Building Markham's Future Together

BUSINESS UNITS CONSULTED AND AFFECTED:

Finance
Planning and Urban Design

RECOMMENDED BY:

Stephen Chait, MPA, CMC
Director, Economic Growth, Culture
& Entrepreneurship

Arvin Prasad, MPA, RPP, MCIP
Commissioner,
Development Services

Appendix A. Travel Itinerary

Appendix A.

City of Markham**Business Travel to New York City July 14 – July 17****Sunday, July 14, 2019**

Arrive and check into Doubletree by Hilton, Battery Park, New York	Afternoon/Evening
--	-------------------

Monday, July 15, 2019

Site tour of Roosevelt Island to view and understand their Envac waste collection system	9:30 am
Meet at Lincoln Centre with Markham developer's group to discuss itinerary	1:30 pm
WALKING TOUR OF CIVIC SQUARES (tour will be led by an urban designer familiar with New York's public squares) <ul style="list-style-type: none"> • Lincoln Centre • Metropolitan Opera House • Washington Square • Bryant Park • Waterline (underground) 	2:00 pm to 5:30 pm

Tuesday, July 16, 2019

BATTERY PARK TOUR – Part 1 (tours will be led by representatives of New York City Economic Development Corp) <ul style="list-style-type: none"> • The Masterplan • Urban Schools • Community Centre • Open Space • City Official Liaison 	10:00 am to 12:00 pm
BATTERY PARK TOUR – Part 2 <ul style="list-style-type: none"> • Tower Design • Green / LEED Technologies • Tour of the Solaive (sustainable high rise development) • Architect / Developer Liaison 	2:00 pm to 5:30 pm

Appendix A.

Wednesday, July 17, 2019

THE HIGH LINE WALKING TOUR <ul style="list-style-type: none"> • Masterplan Vision for Precinct • City Officials Liaison HUDSON YARDS (tour will be led by executives from Sidewalk Labs & Oxford Properties) <ul style="list-style-type: none"> • The Masterplan • Condo Design / Showroom • Developer Marketing Team Liaison 	10:00 am to 4:00 pm
Return to Hotel	4:30 pm
Departure LaGuardia for Toronto	7:40 pm



Report to: Development Services Committee

Meeting Date: June 10, 2019

SUBJECT: Markham Delegation to Nordlingen Germany September 2019

PREPARED BY: Stephen Chait, Director, Economic Growth, Culture and Entrepreneurship, ext. 6590

RECOMMENDATION:

1. That the report dated June 10, 2019 entitled “Markham Delegation to Nordlingen Germany September 2019” be received; and,
2. That the Markham delegation to attend the Wall Festival in Nordlingen Germany, September 5-8, 2019 be approved and Mayor and City Council be represented by a two-person delegation comprising Regional Councillor Jack Heath and Ward 4 Councillor Karen Rea, and,
3. That the total cost of the delegation to Nordlingen Germany not exceed \$4,900.00 and be expensed from within the 2019 Business Travel account 610-9985201; and,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of this report is to seek Council’s approval of a community delegation who will represent Markham at the historic Wall Festival in Nordlingen Germany from Thursday, September 5, 2019 to Sunday, September 8, 2019.

BACKGROUND:

On June 26, 2001 the Town of Markham entered into an Alliance Agreement with the City of Nordlingen, Germany, to formalize cultural and heritage ties. Nordlingen is where William Berczy and 220 German immigrants originated. The Berczy group settled in and founded what is now the City of Markham, in 1794.

Every 2 years City of Nordlingen holds a Wall Festival and parade and invites the participation of its Sister Cities (including Markham). The City of Markham participated in the September 2016 Festival. There will be a number of events, including speeches, concerts and a parade. Events will take place over 4 days, from Thursday, September 5, 2019 to Sunday, September 8, 2019.

Mayor Scarpitti is unable to attend the celebration, however six Markham community representatives, including Regional Councillor Heath and Councillor Rea have made arrangements to attend. Other attendees include; Town Crier John Webster and spouse, and City of Markham Historian Lorne Smith and spouse.

OPTIONS/ DISCUSSION:

2019 marks the 18th anniversary of the Alliance/Sister City Agreement between Markham and Nordlingen. The warm and active relations between Markham and Nordlingen have been enhanced through regular visits by both parties including youth orchestras, choirs and municipal delegations. Staff recommends that this significant celebration warrants official delegation status for those representing the City of Markham.

Staff further recommends that an expenditure of \$4,900.00 be approved, to cover the costs to be incurred by the two Councillors and materials related to the parade and presentations.

FINANCIAL CONSIDERATIONS

The cost for each Councillor will be approximately \$2200.00 (\$1,200.00 airfare + \$500.00 accommodation + \$500.00 food. The cost to the City for marketing, promotion materials and parade related materials will not exceed \$500.00. This cost is to be funded from within the 2019 Business Travel account 610-998-5201.

HUMAN RESOURCES CONSIDERATIONS

None

ALIGNMENT WITH STRATEGIC PRIORITIES:

Markham 2020 Economic Strategy

BUSINESS UNITS CONSULTED AND AFFECTED:

Finance

Culture & Economic Development

RECOMMENDED BY:

Stephen Chait, MPA, CMC
Director, Economic Growth, Culture
& Entrepreneurship

Arvin Prasad, MPA, RPP, MCIP
Commissioner,
Development Services

ATTACHMENTS:

A. Wall Festival Program (in German)

Information:



Gesamtkoordination:

Stadt Nördlingen
Peter Schiele, Rudi Scherer, Birgit Kapeller
Rathaus - Marktplatz 1
86720 Nördlingen

Telefon (0 90 81) 84-1 86 oder 84-1 54
Telefax (0 90 81) 84-1 02
E-Mail hauptamt@noerdlingen.de
E-Mail scherer@noerdlingen.de
Internet www.noerdlingen.de/stadtmauerfest

Zimmerreservierungen/Anfragen/Programme:

Tourist Information der Stadt Nördlingen
Marktplatz 2
86720 Nördlingen

Telefon (0 90 81) 84-1 16
Telefax (0 90 81) 84-1 13
E-Mail tourist-information@noerdlingen.de

Das detaillierte Festprogramm ist ab Juni 2019 erhältlich.

Das Stadtmauerfest 2019 wird unterstützt durch:



erdgas
schwaben



13. Historisches Stadtmauerfest NÖRDLINGEN



Freitag, 6. September 2019
Samstag, 7. September 2019
Sonntag, 8. September 2019

**Festzüge • Lagerleben • Tänze •
Handwerkerhof • Rieser Brauchtum**

„Historisches Stadtmauerfest“

Alle drei Jahre wird die ehemals Freie Reichsstadt Nördlingen beim „Historischen Stadtmauerfest“ für ein Wochenende ins Mittelalter zurückversetzt. Auf den romantischen Straßen und Plätzen der mittelalterlichen Altstadt tummeln sich dann altes Handwerk, historische Musiker, Gaukler, Zauberer und Artisten, fahrendes Volk, freche Marketenderinnen, Fahenschwinger, Trommler, finden Reiter- und Ritterspiele statt und und und.

Die Besucher des Stadtmauerfestes tauchen ein in drei unbeschwerte Tage, die ein besonderes Erlebnis für die ganze Familie bieten. Mehrere tausend historisch kostümierte Bürgerinnen und Bürger werden dann einen Rückblick in die reiche Geschichte Nördlingens gewähren.



Zum Schauen und Staunen laden u. a.

- prächtige historische Lager
- mittelalterliche Musik und Tanz
- historisches Messetreiben
- historischer Handwerkerhof
- Rieser Markttreiben „anno dazumal“
- Lustbarkeiten für die Kleinen
- Speisen und Getränke nach alten Rezepten



Programmhöhepunkte:



Freitag, 6. September 2019:

18.00 Uhr



Festliche Eröffnung des „Historischen Stadtmauerfestes“ auf dem Marktplatz

Samstag, 7. September 2019:

14.00 Uhr

Brauchtums- und Folkloreumzug



Sonntag, 8. September 2019:

13.00 Uhr

Historischer Festumzug



20.00 Uhr

Gebetsszene und Großer Zapfenstreich mit der Knabenkapelle und Stadtkapelle Nördlingen





Report to: Development Services

Meeting Date: June 10, 2019

SUBJECT: Markham Foundation for the Performing Arts
PREPARED BY: Eric Lariviere, Ext. 7546
 Flato Markham Theatre Manager

RECOMMENDATION:

1. THAT the report “Markham Foundation for the Performing Arts” be received; and,
2. THAT Council approve the “Markham Foundation for the Performing Arts Business Case” (Appendix B); and,
3. THAT staff be authorized to apply for incorporation for a not-for-profit, Municipal Services Corporation which will operate under the corporate name the “Markham Foundation for the Performing Arts”; and,
4. THAT Council approve the appointment of the City’s Chief Administrative Officer, Treasurer, and Director, Economic, Growth, Culture & Entrepreneurship as the initial directors of the Markham Foundation for the Performing Arts; and,
5. THAT Staff be authorized to apply to Canada revenue Agency (CRA) to register the Markham Foundation for the Performing Arts as a charity; and,
6. THAT Staff be authorized to establish a nomination committee composed of Mayor, Ward 2 Councillor Alan Ho, Ward 3 Councillor Keith Irish, and two (2) current members of the Flato Markham Theatre Advisory Board (Aleem Israel, Justin Reid) to identify suitable director candidates for the Board of Directors of the Markham Foundation for the Performing Arts; and,
7. THAT Council approve the advertising cost of the Board of Directors regular recruitment process to a maximum of \$3,000.00, which will be funded from the approved 2019 Professional Fees account # 560 560 5699.
8. THAT Staff be authored and directed to do all things necessary to give effect to this resolution.

PURPOSE:

To seek Council authorization to establish a not-for-profit, charitable Municipal Services Corporation, which will operate as the “Markham Foundation for the Performing Arts”.

BACKGROUND:

In September 2017, Council approved the Flato Markham Theatre Strategic Plan 2017-2021 (attached to this report as “Appendix A”), which positions Markham as a major centre and destination for cultural innovation and diversity. Objective #8 of the Flato Markham Theatre Strategic Plan 2017-2021 is to “establish a charitable foundation”. As indicated in the Strategic Plan, *“An arms-length Charitable Foundation will be more successful in raising funds, as many individuals and corporations are reluctant to donate to a municipality that they feel is supported through property taxes. Moreover, many granting organizations and government agencies will not fund City organizations, but*

will fund an arms-length Foundation. A Foundation can also establish and manage endowment funds in support of programming priorities and hire fundraising staff or a fundraising consultant.”

There are several actions that have been identified under Objective 8 – Establish a Charitable Foundation including:

- Action 37. Explore the feasibility of establishing a Foundation including transitioning the current Advisory Board to a Foundation Board;
- Action 38. Explore steps needed for incorporation and charitable status.

Successful fundraising is important to Goal #3 of the Strategic Plan “Building a Sustainable Infrastructure”. As indicated in the Strategic Plan, *“It is apparent that the Flato Markham Theatre is operating at or beyond capacity, both from theatre date availability and staff and resources to support the programming. In order to move forward, it is critical for the staff, the Theatre’s Advisory Board and the City to address building an adequate supporting infrastructure to maintain the growth that has occurred.”*

OPTIONS/ DISCUSSION:

In support of the Flato Markham Theatre Strategic Plan 2017-2021, and the establishment of a charitable foundation, Staff recommend that a not-for-profit, charitable corporation be established, which will operate as the Markham Foundation of the Performing Arts. Not-for-profit corporations may apply for charitable status through Canada Revenue Agency (CRA).

Section 203(1) of the *Municipal Act* allows municipalities to establish corporations for municipal purposes (referred to as “Municipal Services Corporations”). A municipality exercising its power to establish a Municipal Services Corporation must first adopt a business case, and consult with the public.

In support of the establishment of a Municipal Services Corporation, which will operate as the Markham Foundation for the Performing Arts:

- A business case has been developed by Staff, and is attached to this report as “Appendix B”
- Staff held a public consultation meeting on May 27, 2019 at the Civic Centre, which provided an opportunity for members of the public to learn more about, and provide feedback on the establish of the Markham Foundation for the Performing Arts.

Staff request approval from Council to proceed with the following:

- (1) To proceed with the establishment of a not-for-profit, charitable Municipal Services Corporation, which will operate under the corporate name: the “***Markham Foundation for the Performing Arts***”. The purpose of the Markham Foundation for the Performing Arts will generally be as follows: to undertake fundraising and other activities in support of the development and sustainability of a vibrant performing arts community in the City of Markham, including the Flato Markham

Theatre (or successor) and its programs and facility (including in support of the expansion / acquisition of infrastructure), in order to advance the public's appreciation of the arts.

- (2) To appoint (for the purposes of incorporation) the City's Chief Administrative Officer, Treasurer, and Director, Economic Growth, Culture & Entrepreneurship as the initial directors of the Markham Foundation for the Performing Arts.

Staff request approval from Council to establish a nomination committee to identify suitable director candidates for the Board of Directors of the Markham Foundation for the Performing Arts. Staff recommend that the nomination committee be comprised of the following: Mayor, Ward 2 Councillor Alan Ho, Ward 3 Councillor Keith Irish, and two (2) current members of the Flato Markham Theatre Advisory Board (Aleem Israel, Justin Reid). Staff recommend that the nomination committee:

- determine the required skills / qualifications for the director candidates,
- conduct the search and recruitment for candidates, making use of appropriate advertising,
- conduct the interview process, and
- present Council with a short list of potential director candidates for Council's consideration and approval.

FINANCIAL CONSIDERATIONS

The anticipated cost of advertising for candidates is estimated not to exceed \$3000.00. To be funded from within the approved 2019 Professional Fees operating account 560 560 5699.

HUMAN RESOURCES CONSIDERATIONS

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Flato Markham Theatre Strategic Plan 2017-2021

BUSINESS UNITS CONSULTED AND AFFECTED:

Legal Services

Finance

RECOMMENDED BY:

Stephen Chait, CMC
Director, Economic Growth, Culture
& Entrepreneurship

Arvin Prasad, MPA, RPP, MCIP
Commissioner,
Development Services

ATTACHMENTS:

Appendix “A” - Flato Markham Theatre Strategic Plan 2017-2021

Appendix “B” - Markham Foundation for the Performing Arts Business Case



2017-2021 STRATEGIC PLAN AND BRAND REVIEW

APRIL 11, 2017

Acknowledgment:

Flato Markham Theatre Advisory Board – Strategic Plan Task Force:

John Tidball
Stephen Timms
Arun Mathur
Deborah Jestin
Aleem Israel

Flato Markham Theatre Management: Eric Lariviere, General Manager

Interkom Consultants: Brian McCurdy and Martin van Zon

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EXECUTIVE SUMMARY

GOAL #1

Explore the Feasibility of Developing a New Theatre Complex

In the late 1970s a group of visionary citizens started the process that would result in the construction of what would become the Flato Markham Theatre; Markham was a community of approximately 60,000 citizens with the majority as German, Irish, Scottish and English decent. Diverse populations were a small percentage of the total community.

The Flato Markham Theatre is now over 30 years old and lacks many of the amenities necessary for a truly first-class audience experience. The lack of a fly tower limits the type and scope of performances possible, or doesn't allow a performance to be experienced at full production impact. With just 527 seats, performance revenues are limited and therefore the type of performers the theatre can attract are limited by the ticket revenue potential. Additionally, due to these issues, the theatre is not as attractive to potential commercial renters. In a seats per capita comparison in the GTA, Markham is by far the lowest.

Municipality	Seats per Capita
Kingston	0.0070 seats per capita
Burlington	0.0053 seats per capita
Richmond Hill	0.0034 seats per capita
Brampton	0.0030 seats per capita
Oakville	0.0026 seats per capita
Markham	0.0017 seats per capita

With Markham's population of over 300,000 as a primary market, there is ample market base for a 800-1,000 seat theatre. For example, the 775-seat Grand Theatre in Kingston has a population base of only 123,000 and the 730-seat Burlington Performing Arts Centre has a population base of 175,000.

The Flato Markham Theatre is located in a district made up of municipal buildings and a high school and is somewhat remote from the Markham downtown. This location does not lend itself to creating a vibrant urban lifestyle and limits the positive economic impact that a better located facility would have.

"With globally competitive companies, new infrastructure, attractive amenities, convenient transportation links, an exploding population, and a highly educated workforce, Downtown Markham will be the leading shopping and entertainment address in the Greater Toronto Area (GTA) by 2025," according to Remington Group. A new performing arts facility could be a welcome addition to this vision for Markham.

Planning is currently underway for a new York University campus in Markham. Programs that will be located at the Markham campus of particular interest to this strategic plan will be a Bachelor of Arts including Games & New Entertainment Media, Interactive Information Design, and Digital Cultures & Creative Industries.

The City of St. Catharines and Brock University have developed a model that could help form a potential relationship between York University and the City of Markham. The recently opened Marilyn I Walker School of Fine and Performing Arts at Brock University and FirstOntario Performing Arts Centre have a unique relationship that gives the University priority use of two of the four venues at the FirstOntario Performing Arts Centre. The University has access to two state-of-the-art venues and the FirstOntario Performing Arts Centre receives over \$750,000 in annual support for the next 10 years from Brock.

As part of a feasibility study for a new performing arts facility, the City of Markham should examine the possibility of incorporating a facility within the performing arts centre that could meet the technological needs of York University's media program and additionally meet the needs of local artists using cutting edge technology in their work.

This could position Markham at the leading edge of the convergence of performing arts, diversity and technology — a natural development for a community with so many leading technology companies, including over 72% visible minorities. It would also position a new performing arts centre in Markham as a unique facility within the GTA and the country.

OBJECTIVE #1

Carry Out a Feasibility Study for A New Performing Arts Facility

RATIONALE

Municipalities plan for cultural facilities based on the projected needs of the community twenty years into the future. With the necessary planning horizons and fundraising needs, a five-year planning process is generally the minimum necessary to develop feasibility studies, plan, implement capital campaigns, and develop building plans, etc. Added to that is a two-year construction time frame. At the end of that 20-year planning horizon, the population of Markham will probably be well over half a million people.

Currently, the Flato Markham Theatre cannot meet the needs of the present day market, let alone what that market will be in twenty years. It would be prudent for the City or Flato Markham Theatre community leaders to start the planning process now for those future needs.

ACTIONS

1. Implement a Needs Assessment study to more accurately predict the current and future facility needs for a performing arts venue(s) in Markham
2. Look at potential locations for new facilities that can most positively impact the development of Markham as a culturally vibrant and exciting community to live
3. Look at development and funding models including Public-Private Partnerships
4. Access Federal Heritage facility planning funding
5. Begin a dialogue with real estate developers and community leaders to examine interest and options in a performing arts centre redevelopment, possibly in the new Downtown Markham currently under development
6. As part of a feasibility study for a new performing arts facility, the City of Markham should examine the possibility of incorporating a facility within the performing arts centre that could meet the technological needs of York University's media program and additionally meet the needs of local artists using cutting edge technology in their work
7. Position Markham at the leading edge of the convergence of performing arts and technology, a natural development for a community with so many leading technology companies
8. Position a new performing arts centre in Markham as a unique facility within the GTA and the country

GOAL #2

**Create an Industry
Leading Program and
Organization that
Champions the Diversity
and Innovation of
Markham**

Markham is recognized as Canada's most diverse city with visible minorities being over 72% of the population; predominantly Chinese (38%) and South Asian (19%) and 40% list English as their mother tongue. The Non Visible Minority represents 28% of the population (2011 Census).

Markham's Diversity is reflected in the City's Culture Plan, Markham Diversity Action Plan, the 2015-2019 Strategic Plan "Building Markham's Future Together", and the Integrated Leisure Master Plan. The need for program equity was seen as an opportunity for community development and creating greater social cohesion.

Markham's Culture Plan "Vision for the Future" states that "Markham will continue to lead GTA edge cities in cultural participation and engagement as a place where people can come together to share and celebrate the rich diversity of cultural expression and experience that is unique to Markham."

In the performing arts sector, the temptation to program almost exclusively to the non-visible minorities can be overwhelming. Presenters are familiar with these markets, their likes and dislikes, as well as how to effectively market to them, and there is a long history in Markham of successfully appealing to this market. Indeed, almost all of the presenting industry is set to serve this market.

Programming to a diverse audience is much more of a challenge. Lack of artistic knowledge, audience preferences, and communication channels on the part of the presenter are a barrier. Artists may not be found through the trusted and familiar mechanisms and relationships with artist managements and partnering with other presenters is a challenge. Risk financing becomes necessary as the presenter builds networks to find work and build programs to reach out to diverse audiences.

Markham is recognized as a leading innovation city with many head offices of the country's leading technology companies. Technology is playing a major role in the performing arts, as arts producing companies use it in new and innovative ways. Montreal is currently the field leader with artists like Robert Lepage and 4D Arts stretching the boundaries of computer technology. York University will play a leading role in this development – fostering synergies between the Theatre, the high tech community, and York University could catapult Markham and its performing arts facility at the forefront of new trends.

The Flato Markham Theatre, and by extension the City of Markham, can be a leader in the field in Canada by creating a program that truly reflects the community's diversity and innovation technologies.

OBJECTIVE #2

Develop a Comprehensive Diversity Plan

RATIONALE

Markham is recognized as Canada's most diverse City with visible minorities being over 72% of the population. The Non Visible Minority represents only 28% of the population. These trends will accelerate and even the current 2011 StatsCan data does not reflect the 2016 reality. The Flato Markham Theatre, like many of the regional theatres in the GTA, is somewhat dependent on the Non Visible Minority as both audiences and staff. The long term success of the Theatre will depend on building relationships and audiences within Markham's diverse communities.

ACTIONS

9. Develop a five-year plan to diversify staff beginning with front of house ushers and ticket takers
10. Continue to build direct relationships with Markham's diverse communities to help diversify staff and audiences
11. Create bilingual or multilingual marketing materials
12. Continue to enhance programming plan within the Diamond Series to expand the offerings of performers that reflect the diversity of Markham, with a focus on Asian and South Asian communities
13. Develop a commissioning plan to develop work from Canadian performing arts groups that reflect Markham's diversity
14. Take the lead in helping develop tours for diverse artists within touring networks like Ontario Presents
15. Build direct relationships in collaboration with local businesses and arts organizations abroad that can bring performances of interest to Markham's audiences, with a priority focused on Hong Kong, mainland China, Taiwan, India and south Asian based organizations

OBJECTIVE #3

Develop a Five-Year Plan to Expand the *Discovery* Programs

RATIONALE

A key strategy that the Flato Markham Theatre has developed in order to build arts awareness in diverse communities in Markham, is to start with the youth in the community, who reflect the future diversity in the community. To have the maximum impact on youth in the community the expansion of the “Every Child, Every Year” should grow to cover all primary grades. Performances programmed should also reflect the diversity of the audience. The “Discovery Camps” have also been a successful way of building future audiences for the arts in a diverse youth cohort. By reaching out to community centres, more youth will feel comfortable participating in these programs and indicates the willingness of the Flato Markham Theatre to reach out to the entire community.

ACTIONS

16. Create an Endowment Fund to support the long term development of the “Every Child, Every Year” program for all students in Grades 1-8
17. Review rental strategies to enable the Theatre to expand the number of dates available for this program
18. Add an additional grade annually
19. Continue to grow the “Camp” of the Theatre through use of community centres as staff and resources become available
20. Develop “Camp” programs that also include artistic disciplines that connect Markham’s diverse communities

OBJECTIVE #4

Integrate Technology and Innovation into Theatre Programming

RATIONALE

Markham is recognized as a leading innovation city with many head offices of the country's leading technology companies. Technology is playing a major role in the performing arts, as arts producing companies use it in new and innovative ways. Montreal is currently the field leader with artists like Robert Lepage and 4D Arts stretching the boundaries of computer technology. York University can play a leading role in this development – fostering synergies between the Theatre, the high-tech community, and York University could catapult Markham and its performing arts facility at the forefront of new trends.

ACTIONS

21. Explore international cultural partnership opportunities to introduce cutting edge technology in performing arts production and position Markham as a leader within the GTA and in the country
22. Examine the possibility of incorporating technology and innovation in the performing arts centre that could meet the technological needs of York University's media program and additionally meet the needs of local artists using cutting edge technology in their work
23. Connect and build relationships with many leading technology companies in Markham for innovation in performing arts production and audience experience

GOAL #3

Building a Sustainable Infrastructure

The Flato Markham Theatre experienced exponential programmatic growth over the past seven years. The number of days of use of the theatre has increased to 340 in 2015, and the number of performances in the Professional Entertainment Series has increased to 60 in the current 2016/17 season, not including the educational performances. Theatre rental revenues have increased by 36% or \$218,460, and ticket sales for the Professional Entertainment Series and children camp registrations have increased from \$592,971 to \$1,193,493, or 101%. Contributed income (fundraising) has increased from \$115,062 to \$372,578 or 224%. In addition, “in kind” donations have increased significantly as well.

The Discovery program for youth offered 14 free “Every Child, Every Year” performances for all Markham schools’ grades 1-3. Over 8,000 attended the Discovery matinees, workshops, masterclasses, and showcases. Over 800 youth participated in the youth camps.

All of this growth has been accomplished with little corresponding growth in full time staff and an actual decrease in funding by the City of 6%. With inflation averaging 1.68% during that time period, the actual reduction in municipal funding is over 18%.

It is apparent that the Flato Markham Theatre is operating at or beyond capacity, both from theatre date availability and staff and resources to support the programming. In order to move forward, it is critical for the staff, the Theatre’s Advisory Board and the City to address building an adequate supporting infrastructure to maintain the growth that has occurred.

OBJECTIVE #5

Create a Sustainable Staffing Model

RATIONALE

The long-term success and growth of the Flato Markham Theatre is dependent on a skilled and committed staff and a sustainable staffing model. The Theatre's days-of-use are at a maximum and the ability of the current staff to meet current demand is questionable in the long term. Several management positions have multiple roles, where the level of expertise in one of the roles may not be adequate to support the current and/or future growth. There is also the need of a succession plan to maintain the smooth transition of staff in the future.

ACTIONS

24. Identify current staffing needs and align future programmatic growth to a sustainable staffing model
25. Develop business case rationale for new support
26. Identify strategies for addressing the staffing shortfalls through FTE's, contract employees or contracting out work
27. Develop a succession plan for key staff
28. Look at hiring a fundraiser or a fundraising consultant
29. Review skills and training needs to support a more data driven, evidence based organization in marketing, fundraising and box office

OBJECTIVE #6

Establish a Programming Policy for a Sustainable Professional Entertainment Series

RATIONALE

While the programming of the Professional Entertainment Series (known as the Diamond Series in the Flato Markham Theatre's programming) is at a high level, there needs to be a clearly articulated programming policy endorsed by the Advisory Board and the City. A Presenting Programming policy aligned more closely with the Mission will help clarify programming decisions and solidify ongoing support for the Presenting program and establish programming direction for the future.

ACTIONS

30. Create a guiding policy for programming
31. Define program goals and mix
32. Develop 5-year programming plan that aligns resources to program that creates a sustainable model and takes into consideration staff resources and theatre availability

OBJECTIVE #7

Strengthen Relationship with the Community and Update Rental Policies

RATIONALE

The number of use days for the Flato Markham Theatre are realistically at a maximum. Any ongoing expansion of programming will probably require a corresponding reduction of theatre use in other areas. In order to make the best decisions on theatre access, a revised theatre rental policy is necessary. The future success of the Flato Markham Theatre will depend on the success, growth and quality of community based organizations.

ACTIONS

33. Revise the first-come, first-served rental policy and develop a new matrix for rental priority that aligns more closely with the organization's mission
34. Develop policies that address the balance of rentals, Diamond Series (Professional Entertainment Series) and education initiatives in alignment with the organizational mission
35. Explore ways to support the community program providers through special artistic initiatives, shared marketing support, and production skills development
36. Explore ways to cultivate new community program providers especially from diverse communities that may not be represented in the current mix of theatre users

OBJECTIVE #8

Establish a Charitable Foundation

RATIONALE

An arms-length Charitable Foundation will be more successful in raising funds, as many individuals and corporations are reluctant to donate to a municipality that they feel is supported through property taxes. Many granting organizations and government agencies will not fund City organizations, but will fund an arms-length Foundation. A Foundation can also establish and manage endowment funds in support of programming priorities and hire fundraising staff or fundraising consultant.

ACTIONS

37. Explore the feasibility of establishing a Foundation including transitioning the current Advisory Board to a Foundation Board
38. Explore steps needed for incorporation and charitable status
39. Explore the feasibility of maintaining funds at the Toronto Community Foundation prior to receiving charitable status from Canada Revenue Agency
40. Develop endowment and investment policies
41. Develop endowments in support of the Diamond Series and Every Child Every Year program
42. Look at hiring a fundraiser or a fundraising consultant reporting to the Foundation

OBJECTIVE #9

Develop a Brand Identity that Accurately Reflects the Current Theatre Reality

RATIONALE

The Flato Markham Theatre brand is well established in Markham and the immediate surrounding area. Yet the reach of the theatre needs to be enhanced through efforts to reach all the diverse community groups. The branding over time has been developed with an outside creative agency with direction provided by theatre marketing staff. As part of the brand review, we recommend the development of a new stand-alone website, the creation of a new logo, and a new style guide that will pull together the print elements and the digital presence of the Flato Markham Theatre. This will assist with the increased awareness and enhance the brand identity, which will allow the Flato Markham Theatre to reach new audiences and generate excitement for upcoming seasons.

ACTIONS

43. Create a new or updated identity to be launched in 2017
44. Develop and launch a stand-alone website that will allow Flato Markham Theatre to have its own consumer focused brand presence*
45. Increase integration of digital platforms, including social media into the marketing communications plan
46. Add analytics to the marketing activities which will allow for better marketing investment measurement and management
47. Actively build and manage the Theatre database, including patron list, rental client list, members list, partners & sponsors lists
48. Rework the marketing planning process based on an audience segmentation strategy, with the goal of changing demographic and consumer behaviour

* The Theatre's website is ranked the second as the source to obtain information about performances, events, etc. (based on the Patron Survey conducted in November 2016). However, the current online experience is not optimal.

OBJECTIVE #10

Develop an Effective Communications Strategy Directed at Council, City Administration, and Theatre Stakeholders

RATIONALE

The Flato Markham Theatre has over 30 years of successful operation. However, a comprehensive communications strategy needs to be developed and implemented in order to more effectively communicate to City Council, senior City Administrators, patrons, donors, and sponsors of the operational success that the Theatre has experienced and more clearly articulate the impact (culturally, socially and economically) that the Flato Markham Theatre has on the community.

ACTIONS

49. Develop a strategy to communicate directly with City Council and senior City Administration on a biannual basis in a face-to-face meeting with the Chair of the Advisory Committee and the General Manager to more effectively educate these key authorizers on theatre operations, successes, and priorities
50. Publish an Annual Report outlining accomplishments over the preceding year and including audited financial statement and theatre use statistics
51. Commission an Economic Impact Study to quantify the economic impact of the theatre on the community
52. Simplify and reduce the number of key indicators that the Theatre tracks and reports on annually for more effective communication

THE 2017-2021 STRATEGIC PLAN

HISTORY

Flato Markham Theatre (previously Markham Theatre for Performing Arts)

Markham Theatre for Performing Arts opened its doors for the first time in October of 1984. The inaugural gala performance featured renowned Canadian artists Haygood Hardy and Moe Kaufman, among others.

One of the 'claims to fame' that Markham Theatre boasts is that for 6 years, during the summer, it was home to the television series the "Super Dave Show". This show allowed many superstars to showcase on Markham Theatre's stage including: The Smothers Brothers, Ray Charles, K.D. Lang and Celine Dion. Of course this is nothing compared with the many live albums and radio shows that have been recorded at the Theatre.

The theatre was initially planned as a joint project between the York Region Board of Education and the Town of Markham. As the project continued to develop in the early 1980's, it became a facility wholly owned and operated by the Town of Markham. Some of the organizations in the Town who lobbied Town Council for the building of the theatre included Markham Concert Band, Markham Little Theatre and Markham Men of Harmony. These

groups still call Markham Theatre 'home'.

When it initially opened, the theatre was expected to operate with a staff of four and be used for about 100 days a year. Over the past 30 plus years, the staff has grown to eleven people and in 2015, there were over 340 uses of the theatre with over 130,000 people coming through the doors.

The Theatre is equipped with up-to-date technology for technical components, such as lighting and sound, for all events. It features an intimate atmosphere with 527 seats. The furthest seat is only 65 feet away from centre stage, never leaving a bad seat in the house. The warm modern architecture makes the Theatre a multi-faceted venue for everything from corporate meetings to weddings, when shows aren't on stage.

Since 1987, Markham Theatre's Professional Entertainment has featured a diverse mix of performers as part of the annual October to April season. Many stars have appeared on the Markham Theatre's stage including: Tafelmusik, Les Ballet Jazz De Montreal, Marcel Marceau, Royal Winnipeg Ballet,

The Irish Rovers, The Vienna Choir Boys, André-Phillipe Gagnon, Canadian Brass, The Chinese Golden Dragon Acrobats, Burton Cummings, Natalie MacMaster, Stuart McLean, Shanghai Acrobats, Rita Coolidge, Jesse Cook, Jann Arden, Colin James, The Nutcracker, Bruce Cockburn, Holly Cole, John McDermott, Lawrence Gowan, Cleo Laine, Lighthouse, Second City, Leahy, Pat Metheny, José Feliciano, Jim Cuddy, Emanuel Ax, Midori, Kaha:wi Dance Theatre, Yamato Drummers of Japan, Hong Kong Ballet, Abdullah Ibrahim & Ekaya, U-Theatre of Taiwan, Randy Bachman, Lizt Alfonso Dance Cuba, Colm Wilkinson, Russian National Ballet Theatre, Preservation Hall Jazz Band, Chucho Valdes, Oliver Jones, Emilie-Claire Barlow, Bela Fleck and many, many more.

With almost 300 live performances each year, the Theatre is busier now more than it has ever been. Live theatre, concerts, comedy shows and family entertainment features an ever changing array of performing arts. Flato Markham Theatre continues to honour respected artists and their Canadian talent in series of performances offered all through the season.

Since its opening in 1984, the Markham Theatre for Performing Arts has been truly a gem in the Town of Markham. Its recent financial success and positive feedback from audiences, have stormed the community with a variety of widely attended programs. Featuring the best in professional performances, Markham Theatre has incorporated itself into the community and educational presentations.

The Theatre also offers Drama camp to students in July and August. In 2016, over 800 students engaged in activities

including rehearsing, writing and presenting a production on the stage for family and friends. The Markham Theatre for Performing Arts is one of the most active and successful community theatres in Canada.

Public Policy Content

Building Markham's Future Together
2015-2019 Strategic Plan

City of Markham Culture Policy & Plan
2012

Everyone Welcome – Markham
Diversity Action Plan

Integrated Leisure Master Plan

Markham's Green Print Sustainability
Plan

2011-2015 Markham Theatre Strategic
Plan

Definitions

Readers unfamiliar with the organization of performing arts centres may wish to familiarize themselves with the following terminology.

Artists – Performers whether individual or ensemble

Backstage – The non-public areas of the Theatre including stage, dressing rooms, offices etc.

Catchment Area – The population base the Theatre serves

Complimentary Ticket – Admission ticket provided at no charge to the users

Contributed Income – Revenue stream from sponsorships, playbill advertising sales, Annual Gala, live & silent auctions, and donations at all levels

Discovery Series – Name encompassing all Markham Theatre's educational and community outreach programs, including school matinees, workshops, masterclasses, lectures, artists' residencies, youth camps, workshops, & family programs

Event – Any number of activities occurring in the Theatre including live performance, rehearsal, educational program, meeting whether open to the public or private

Fly Tower – Area above stage containing rigging for lifting scenic elements out of sight

Front of House – The lobbies and other public spaces

Headliner – Usually a famous individual artist

Masterclass – In-depth training session by a performer usually offered to trained students and/or professional artists in the performing arts

Main Stage – The auditorium and stage

Theatre Management – The staff lead by the Theatre General Manager

Marketing Plan – Promotional plan in support of ticket sales and rentals

Offerings – Events which are offered to the ticket buying public

Presenter – Anyone who organizes an event and takes the financial risk

Product – The content of any event offered for sale to the public

Program – Generally refers to all events

Production – General term referring to preparation and staging of the event

PES – Professional Entertainment

Series, Programs presented by the Theatre and for which the Theatre assumes the risk, for example, Diamond Series and Discovery Education program

Renter – Organization or individual who purchases use of the theatre for a specified period for an event

School Matinees – Educational staged performance, usually 60 minutes and aligned with school curriculum. Study guides are usually provided to prepare students

Season – The period of highest activity beginning after Labour Day and continuing until Victoria Day

Sponsor – Business or Individual who provides cash or in kind services in return for exposure in the season brochure, event advertising, event playbill, complimentary tickets etc.

The Theatre – Flato Markham Theatre

Theatre Endowment – The total balance recorded at the year end from the Theatre Endowment including the Capital Improvement Reserve and the Theatre Endowment Reserve Fund

City Subsidy – The percentage of the total financial participation from the Corporation over the total cost of the Theatre operation

Utilization Rate – Number of events in relation to available dates

Workshops – Short (usually one hour) educational program most likely offered to amateur artists, students or interested stakeholders

Youth Camps – March Break and summer theatre camps, actors' workshops and Junior Stars Camp and any other camps provided by the Flato Markham Theatre

THE FLATO MARKHAM THEATRE STRATEGIC PLAN 2011-2015

The Strategic Plan for 2011-2015 defined the Theatre's:

Vision

Live arts matter to all.

Mission

To cultivate a vibrant Creative Community through live arts.

Values/Guiding Principles

1. Artistic Excellence

- Position as a centre of excellence for the performing arts
- Enable community organizations to achieve artistic excellence
- Strive in presenting artists recognized for their highest artistic integrity and standards
- Include programs with exclusive and innovative presentations
- Embrace diversity through various performing arts forms and genres

2. Community Engagement

- Recognize the civic role and strive to serve and give access to as many residents as possible
- Embrace the rich diversity of the City of Markham
- Engage local artists and community groups
- Take live arts to the community

3. Knowledge

- Educate audiences to appreciate presentations regardless of the genre and/or aesthetic
- Prioritize the engagement of youth
- Enhance skills, knowledge, and opportunities for youth
- Enhance education offerings through partnership with schools, colleges, and universities

4. Partnership

- Create and maintain meaningful, dynamic partnerships with our community
- Bring Markham to the world and the world to Markham

5. Sound Management and Governance

- Commit to operate with a balanced budget with continuity of sound financial support from the City of Markham
- Develop and implement a rigorous fundraising process and infrastructure
- Ensure that financial planning includes building capacity to earn and raise income

FLATO MARKHAM THEATRE AFTER 30+ YEARS OF OPERATION

Utilization

In 2015, the final year of the 5-year strategic plan, the Theatre was in use 340 days, with 115 event uses presented by the Flato Markham Theatre including the Diamond Series, the Discovery Series and Summer Camps. Programming provided by the community equalled 225 days of use, including 114 days of use by commercial renters and 111 by community renters. Available days (Dark Days) dropped from 65 to 35 over the past 5 years.

Financial Performance

The end-of-year financial statements for 2015 show revenues of \$2,429,584 and expenses of \$2,994,398 for a net cost of \$564,814. The theatre has consistently maintained the originally targeted level of net costs for programming.

Programming

In 2015, the programming was almost exactly 1/3 commercial rentals, 1/3 community rentals, and 1/3 by the presenting and education program of the Theatre. Approximately 60% of the presenting program is market supported, i.e. with the objective of generating a profit, and 40% risk program or more fine arts oriented.

THE FLATO MARKHAM THEATRE IN 2021

The Strategic Plan for 2016-2021 for the Flato Markham Theatre took place over a six-month time period from June to November 2016. The intention of the Strategic Plan is to identify strategies and goals, which will consolidate and grow the development of the Flato Markham Theatre over the coming five years.

In the broadest terms, these strategies should produce the following outcomes over the next five years:

- Create a sustainable staffing model
- A programming philosophy and policy to reflect the intentions and current programming practice of the Professional Entertainment Series
- A revised rental policy
- A revised governance structure to create a Foundation in support of programming initiatives
- A diversity strategy for programming and staffing
- An expanded development/fundraising plan including the establishment of an endowment in support of the Discovery Series to expand the Every Child, Every Year program
- Examine the feasibility of a 2nd or new theatre space(s)

Observations On The Last Strategic Plan

Background

Since its opening over 30 years ago, the Flato Markham Theatre has established itself as a major performing arts facility in the north eastern corner of the Greater Toronto Area (GTA). Its use has expanded and adapted to the growing and changing demographics of the area. It is currently operating at full capacity with over 340 use days in 2015.

This review process began with a review of relevant planning background documents including the Building Markham's Future Together 2015-2019 Strategic Plan, City of Markham Culture Policy & Plan 2012, Everyone Welcome – Markham Diversity Action Plan, Integrated Leisure Master Plan, Markham's Green Print Sustainability Plan and the 2011-2015 Markham Theatre Strategic Plan.

The process also included confidential conversations with the Mayor, City Councillors, City staff, Flato Markham Theatre staff, the Theatre Advisory Board and various community partners. Conversations were focused on whether the Theatre was meeting community expectations and the future needs of the community and the Theatre's ability to meet those future needs.

COMMUNITY PERCEPTIONS OF THE FLATO MARKHAM THEATRE

Audience survey responses indicate a high level of satisfaction to the performances presented by the Theatre. The Flato Markham Theatre is perceived as a major asset to the community and is recognized by Council and Senior City staff as a successful organization that provides excellent return on municipal investment.

At the same time, there is the perception that the Theatre is at a crossroads in its ability to meet the needs of the community. As the population of Markham has increased from approximately 60,000 to over 300,000 over the life span of the Theatre, the number of use days has reached the practical maximum days available. Organizations that wish to use the Theatre have been turned away due to lack of available rental dates. As current users have priority to book dates for future years, new groups are unable to access the Theatre and find their ability to grow their organizations and audiences limited as a consequence.

In addition, the growth of diverse populations within Markham has reshaped the demographics of the City to the point where Markham is recognized as the most diverse community in Canada. The Theatre's ability to grow new audiences within these diverse communities and not to

be overly reliant on the shrinking non diverse community is recognized as a major challenge and opportunity.

Urban Context

The Flato Markham Theatre is located in a district made up of a municipal building and a high school and was originally conceived as an addition to the high school. The current location of the theatre does not lend itself to creating a vibrant urban lifestyle and limits the positive economic impact that a better located facility would have.

"Downtown Markham is positioned to become the epicenter of Markham – a world class community located a short distance from Canada's economic engine, Toronto. With globally competitive companies, new infrastructure, attractive amenities, convenient transportation links, exploding population, and a highly educated workforce, Downtown Markham will be the leading shopping and entertainment address in the Greater Toronto Area (GTA) by 2015." (Remington Group)

MARKET CONTEXT

Strategic Location

The City of Markham sits on the north east corner of the Greater Toronto Area

and the south eastern corner of the Region of York. Markham's strategic position has the advantage of sitting just north of the City of Toronto with a population (2011) of 2.615 million people. It is one of the five cities along the 407 corridor along with the Town of Richmond Hill, the City of Vaughan, City of Mississauga and the City of Brampton. It is part of the region of York with a population of 1.2 million residents.

Catchment Areas

The Flato Markham Theatre's primary market is the City boundaries whose residents are more fully aware of activities within their community. This primary market runs on a north-south axis, with strong market penetration into the southern end of Whitchurch-Stouffville.

The secondary market is a radius of approximately 15 kilometres from the theatre with good market penetration

easterly into Pickering. This may be due to the lack of a similar strong presenting program to the East. Around a 20 kilometres radius, there are several competing performing arts venues including:

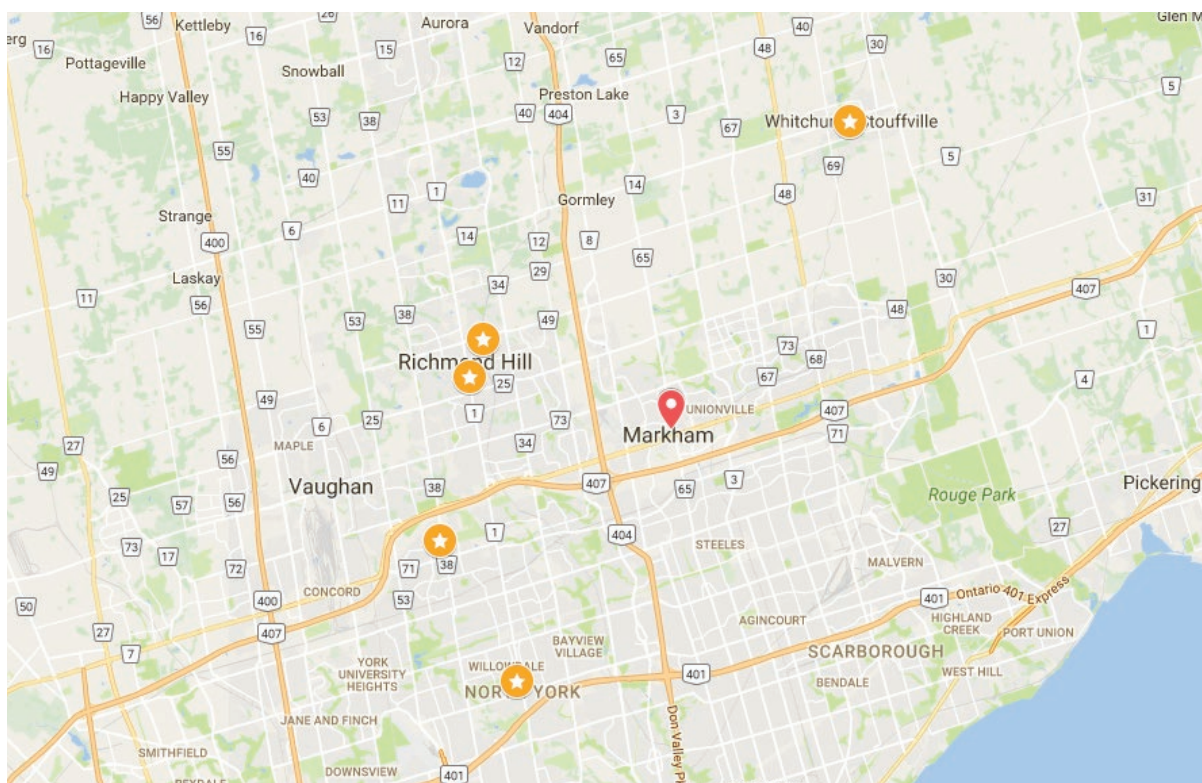
Toronto Centre for the Arts,
North York (4 venues)
1,036, 550, 183, 296 seats

Richmond Hill Performing Arts Centre,
Richmond Hill (2 venues)
631, 150 Seats

Vaughan City Playhouse
Vaughan
390 Seats

The Curtain Club
Richmond Hill
150 Seats

Lebovic Centre for Arts & Entertainment
Whitchurch-Stouffville
150 Seats



The Lebovic Centre for Arts and Entertainment and The Curtain Club are small venues that are not a main competitor. The Vaughan City Playhouse has 74% of the seating capacity of Markham and does not appear to have an active presenting program. The Toronto Centre for the Arts is in the process of a major renovation of their large theatre space with the creation of two new theatres of 550 seats and 296 seats. The Toronto Centre for the Arts does not have a presenting program, and is strictly a rental house.

The Richmond Hill Performing Arts Centre is the most direct competitor with a larger seating capacity in the large theatre space, plus an additional 150-seat black box. The Centre also has a full fly tower, and is over 20 years newer. However, the Flato Markham Theatre has a long, well established history and a presenting program with an excellent reputation. It would clearly appear that both Richmond Hill and Markham have their established audience within their respective City boundaries and their audiences don't overlap to the degree that one might expect. Markham's greatest secondary market success is to

the north and east of the venue where there are no direct competitors.

However, future projects could possibly impact the growth of the market to the southeast of Markham. Two projects are currently under study, including a new performing arts centre in Whitby and the "Durham Live" project in Pickering. The Whitby project has been described in a media coverage as follows: "Whitby has the potential to assume a leadership position in Durham, and certainly the eastern part of the GTA, for the development of a purpose-built performing arts centre because of its central location and its potential advantageous position in the market. The facility will be about 7,000 square metres, with capacity for 1,100 patrons, a stage tower and orchestra pit."

Based on the information on the Durham Live project website (<http://dlive.ca/>), the complex would be located in Pickering and would be home to a massive new tourist development that includes a casino, hotel, waterpark, performing arts centre, and outdoor amphitheatre.

In addition, it appears that the City



of Vaughan is studying the possibility of a new performing arts centre in the new downtown emerging in the Jane Street and Hwy. 7 area, at the doorstep of the Spadina subway extension. It has been recommended that the City should explore opportunities to forge new partnerships with nearby institutions, such as York University, and with other countries — such as Italy, China and Israel — that Vaughan has built relationships with already.

It was also recommended to City of Vaughan Council members that the first step for the city is to look at updating its so-called cultural plan; the City completed one about five years ago, which some Councillors were admittedly unaware of. Council members voted to have city staff bring forward the original cultural plan for review by Council and prepare a report outlining a proposal for developing a “nurturing and supportive cultural framework for the city.” Several Councillors emphasized the need to move quickly.

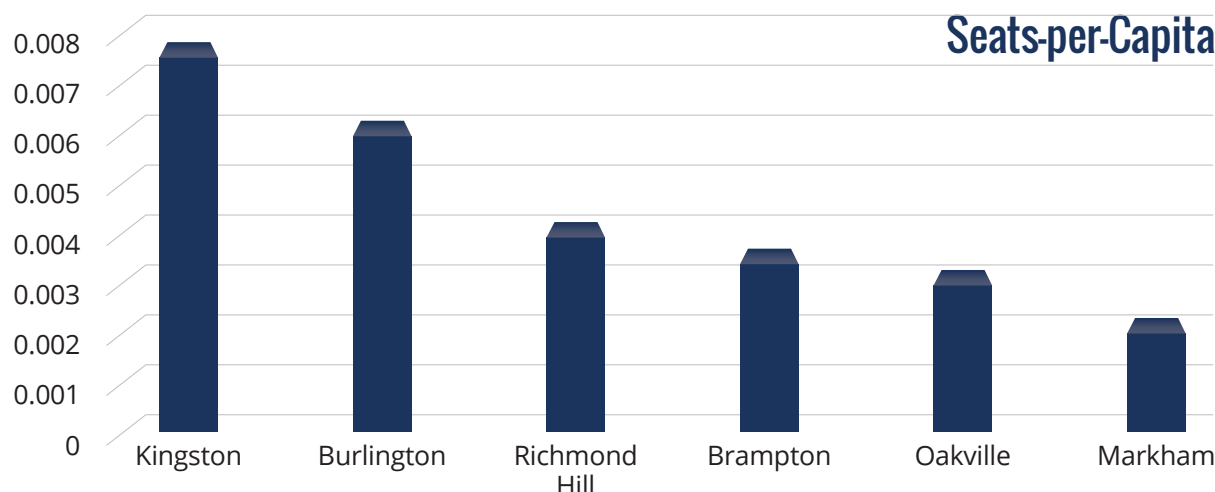
While the Flato Markham Theatre has a significant head start over its competitors, it seems likely that larger, state-of-the-art performing arts facilities may be built in the region in the coming years. Newer facilities could have a major competitive advantage over the Flato Markham Theatre.

Market Capacity

The total number of theatre seats available within the Flato Markham Theatre market catchment area is 4,064. This number is within a market catchment population of more than 1.5 million people within the primary and secondary markets within 20 kilometres.

For comparison by seats per capita in the GTA, Markham is by far the lowest in the GTA:

Municipality	Seats per Capita
Kingston	0.0070 seats per capita
Burlington	0.0053 seats per capita
Richmond Hill	0.0034 seats per capita
Brampton	0.0030 seats per capita
Oakville	0.0026 seats per capita
Markham	0.0017 seats per capita



With a primary market in excess of 300,000, there is more than an ample market base for a theatre seating 527. For example, the 775-seat Grand Theatre in Kingston has a population base of only 123,000 and the 730-seat Burlington Performing Arts Centre has a population base of 175,000.

Strengths in the Primary Market

Using household income as an indicator of potential attendance, Markham scores very high with over 54% of households have an income in excess of \$80K, 42% over \$100K, and 21% over \$150k. Over 33% of the market has a University Degree compared to 27% nationally and over 55% have a University degree or college diploma. A combination of higher wealth and education are positive indicators of higher attendance at cultural events.

Observation

There would appear to be plenty of capacity within the Flato Markham Theatre's market to support a 527-seat theatre. In fact, it would be easy to make the argument that the market could support a larger multi-theatre venue, especially given the growth in the market and the time frame needed to plan and build such a venue.

DIVERSITY AND DEMOGRAPHICS

Markham is recognized as Canada's most diverse City, with over 72% of the population being visible minorities. The largest diverse community is Chinese at 38% of the total populations, followed by the South Asian population at 19%, with 40% list English as their mother tongue. The Non Visible Minority represents 28% of the population (2011 Census).

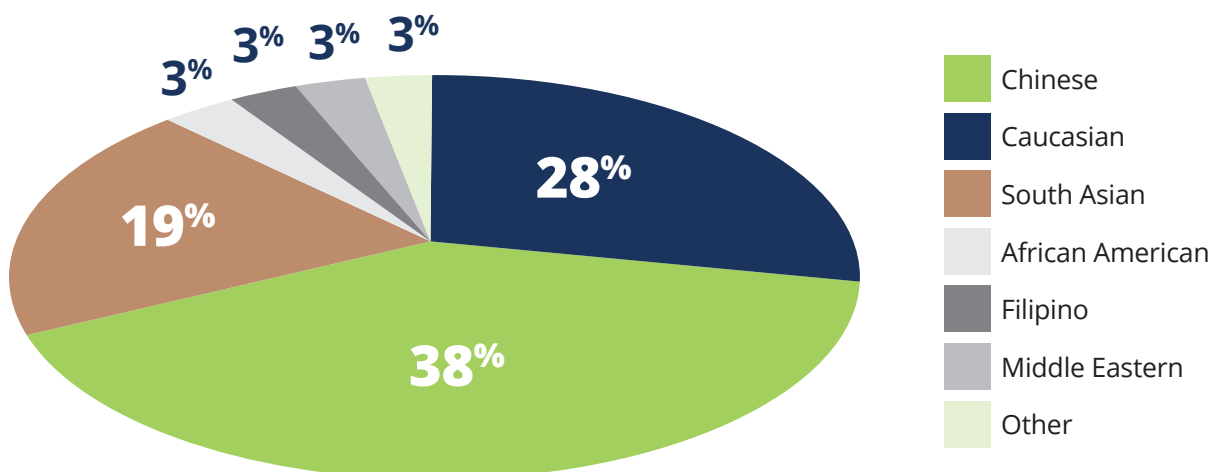
Demographics

Total Markham Population 2011 **300,140** **100%**

Non Visible Minority 83,040 28%

Visible Minorities

Chinese	114,950	38%
South Asian	57,375	19%
Black	9,715	3%
Filipino	9,020	3%
West Asian/Middle East	6,185	2%
Arab	3,400	1%
Korean	3,160	1%
South East Asia	2,750	1%
Latin America	1,600	1%
Japanese	1,145	0%



The level of awareness of the diverse nature of Markham is reflected in their Culture Plan, Markham Diversity Action Plan, the 2015-2019 Strategic Plan "Building Markham's Future Together", and the Integrated Leisure Master Plan. *The need for program equity was seen as an opportunity for community development and creating greater social cohesion.*

The Markham Culture Plan "Vision for the Future" says "Markham will continue to lead GTA edge cities in cultural participation and engagement as a place where people can come together to share and celebrate the rich diversity of cultural expression and experience that is unique to Markham."

All the performing arts centres in the GTA are being challenged to develop a program that more accurately reflects their community's diversity. It would be incorrect to assume that diverse communities are only interested in their own culture. For example, there is a significant interest in classical western music within the Asian community, and second and third generation visible minorities may be more fully integrated into the popular mainstream arts and entertainment.

However, recent research suggests that the desire for integration into mainstream cultural activities is counter-balanced to a considerable degree by a desire for some heritage retention among second-generation Chinese Youth. When asked "How do you feel about your Chinese heritage," over 50% of all respondents actually used the same word "proud" to describe their feelings about their heritage. They used words such as, "proud to be who I am because it adds another dimension to who I am," "proud because it defines who I am," "proud because of the

culture, art, and moral teachings," "proud, and enjoy participating in celebrations and learning about it from my parents." (*ETHNIC IDENTITY AND SEGMENTED ASSIMILATION AMONG SECOND-GENERATION CHINESE YOUTH*, Harry H. Hiller & Verna Chow)

It is clear that the presentation of programming that reflects the diversity of Markham is critical to several generations of immigrants in establishing and celebrating their cultural roots. It could also be of interest to the "non-visible minority" in understanding the rich culture of their neighbours and fellow citizens.

Four of the top 10 most diverse cities in Canada, as a percentage of population, including Markham, Brampton, Richmond Hill and Mississauga, lie along the 407 corridor. The temptation to program almost exclusively to the non-visible minorities in these communities can be overwhelming. Presenters are familiar with these markets, their likes and dislikes, as well as how to effectively market to them. There is a long history in Markham of successfully appealing to this market. Indeed, almost all of the presenting industry is set to serve this market.

Programming to a more diverse audience is much more of a challenge. Lack of artistic knowledge, audience preferences, and communication channels on the part of the presenter are a barrier. Artists may not be found through the trusted and familiar mechanisms and relationships with artist managements and partnering with other presenters is a challenge. Risk financing will be necessary as the presenter builds networks to find work and build audiences for more diverse programming.

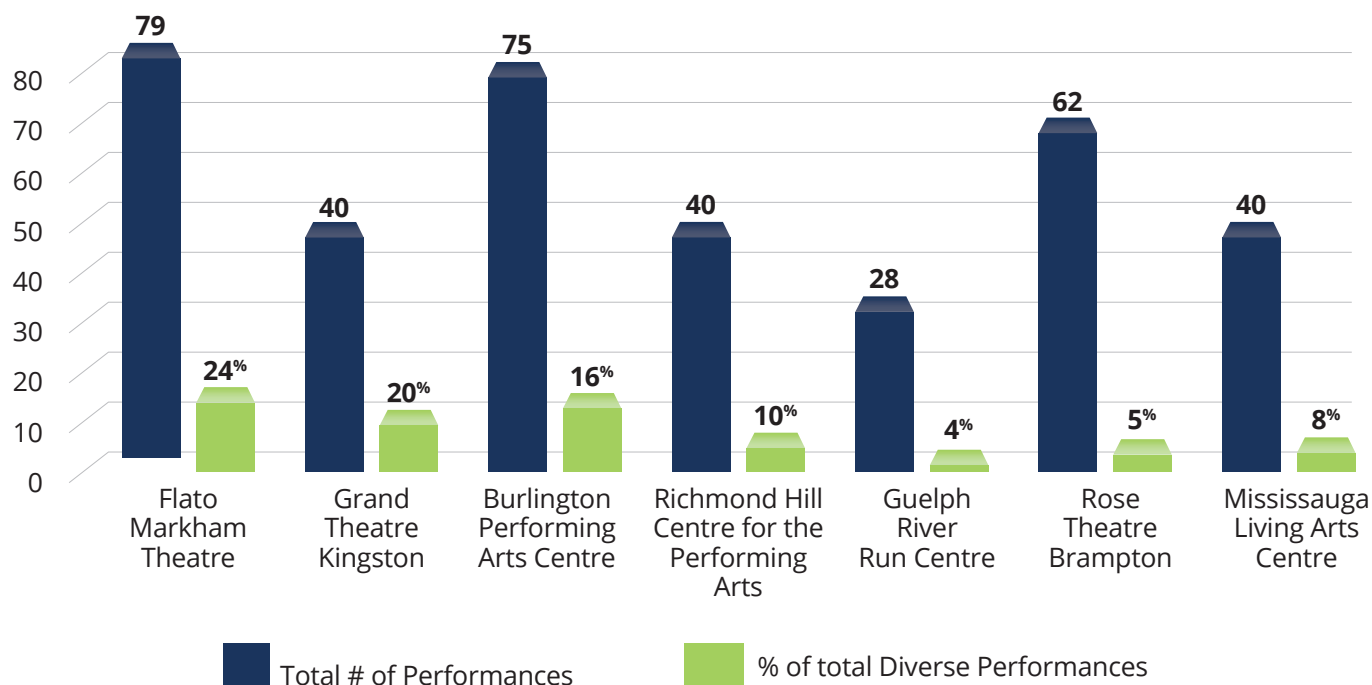
In comparing the diversity of programming in their respective “Presenting Season”, it is apparent that many of the performing arts centres in the top 10 most diverse cities in Canada program little that is specifically targeted at their diverse communities. The end result is that these facilities are overly dependent on their shrinking “non-visible minority” communities to support the vast majority of their programming.

Even taking the broadest definition of diversity, most venues are clearly not targeting their diverse communities. It is somewhat ironic that Burlington and Kingston, with the lowest percentage of diversity, have some of the highest programming targeted to diverse communities.

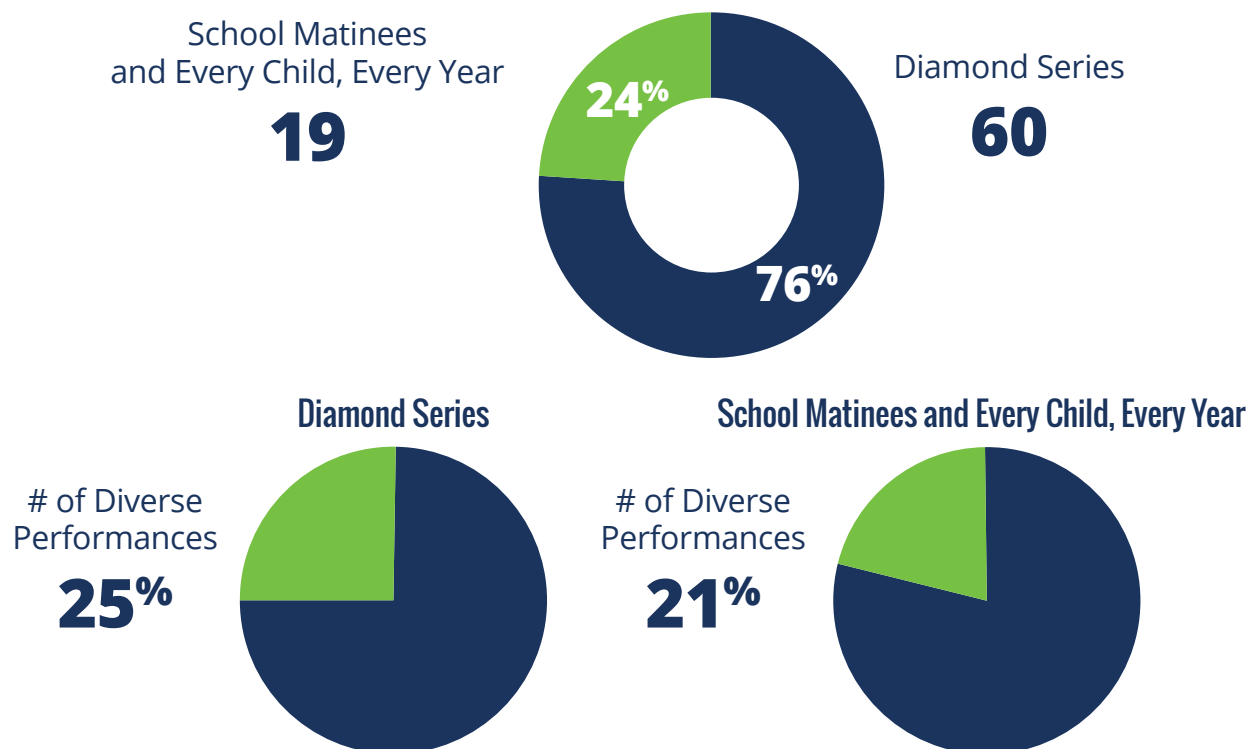
2016/2017 Presenting Season

Theatre	Total # of Performances	% of Total Diverse Performances	Shows
Flato Markham Theatre	79	24%	Jane Bunnett & Maqueque, Forever Tango, Hiromi, Shanghai Acrobats, Sampradaya, Maceo Parker, KasheDance, Shaun Majumder, Balé Folclórico de Bahia, Shanghai Dance Theatre, Immortal Chi
Grand Theatre Kingston	40	20%	Gypsy Sound Revolution, Maceo Parker, Los Lobos, Ladysmith Black Mambazo, Balé Folclórico de Bahia, Kaha:wi, Immortal Chi, Tanya Tagaq
Burlington Performing Arts Centre	75	16%	Crystal Shauwanda, Jane Bunnett & Maqueque, Forever Tango, Shanghai Acrobats, Maceo Parker, Los Lobos, Stewart Goodyear, African Guitar Summit, Balé Folclórico de Bahia, Eliana Cuevas, Kaha:wi, Shaolin Warriors
Richmond Hill Centre for the Performing Arts	40	10%	Los Lobos, Kaha:wi, Jackie Richardson, Tariq Harb
Guelph River Run Centre	28	4%	Shaun Majumder
Rose Theatre Brampton	62	5%	Shaun Majumder, Gypsy Sound Machine, Jarvis Church & Divine Brown
Mississauga Living Arts Centre	40	8%	Shaun Majumder, Barrio Flamenco, Kite Runner

2016/2017 Season Performances



Total # of Performances at FMT



It is clear that the Flato Markham Theatre has developed one of the more diverse offerings among their aspirational peer venues. While much of this programming can be targeted at the broader community as well as specific diverse communities, Markham is clearly a leader in this area. Their initiative in presenting Sampradaya, KasheDance, and Shanghai Dance Theatre in the 2016/17 season are good examples of taking risks to meet diversity goals and audience development objectives.

In addition, the Flato Markham Theatre has also presented multiple programs over the years to connect with the diverse communities, including many "tribute" programs, the Russian Ballet, and the Theatre's performing arts camps. It's part of the core strategy to reach out to and engage Markham's communities.

Recommendation

That a fund be established to support the commissioning of new work from nationally recognized diverse performing arts organizations for performance at the Flato Markham Theatre, and that the Theatre Manager take the leadership in working with other presenters in Ontario and with Ontario Presents Block Booking process to help build tours for these artists. Special relationships should be developed between the Theatre Manager with internationally recognized performing groups from China, Hong Kong, Taiwan and India to develop touring opportunities to Markham and to North America.

Staffing Diversity

It is critical that the Flato Markham Theatre make efforts to diversify its

staff to better reflect the diverse nature of their community. While it may take some time to diversify the full time staff, efforts should be made to diversify the part time front of house and box office staff. Since this is the staff that the customer is more likely to encounter while attending performances, a significant impact could be made in a short period of time.

Engaging with community groups and building relationships with organizations within the community could help identify perspective employees. Since front of house staff require only minimal training, diversifying this group of employees could be relatively straight forward. Having employees with language skills in Mandarin or Cantonese would also be an asset.

As stated in the Markham Diversity Action Plan, "The Familiarity Factor: Our focus groups told us that new immigrant seniors are more likely to attend programs if there is a dedicated staff member from their community who looks as they do and can speak the same language."

The Flato Markham Theatre, and by extension the City of Markham, can be a leader in the field in Canada by creating a program that truly reflects the community's diversity and innovation.

SITUATION ANALYSIS

Strengths

- Audience survey responses indicate a high level of satisfaction with performances presented by the Theatre
- The Flato Markham Theatre is perceived as a major asset to the community and is recognized by Council and Senior City staff as a successful organization that provides excellent return on municipal investment
- The Flato Markham Theatre has developed one of the more culturally diverse offerings among their peer regional venues
- Ticket sales for the Professional Entertainment Series and Discovery program have increased from \$592,971 to \$1,193,493, or 101%
- Contributed income (fundraising) has increased from \$115,062 to \$372,578 or 224%
- The Flato Markham Theatre delivers tremendous value for money with the lowest level of City support compared to peer venues in the region
- The Flato Markham Theatre has one of the highest utilization rates compared to peer venues in the region with over 340 days of use; This high utilization rate is being achieved with only one theatre space, compared to 2-3 rental spaces in comparative venues
- The Professional Entertainment Series (Diamond Series) program is recognized as one of the best in the municipally supported programs in Ontario, presenting well-known national and international artists as well as a willingness to take artistic risks with new and emerging artists
- The Discovery program, with its Drama and Performing Arts Camps, is a regional leader in offering opportunities for youth to participate in the performing arts
- There would appear to be plenty of capacity within the Flato Markham Theatre's market to support a 527-seat theatre. In fact, it would be easy to make the argument that the market could support a larger multi-theatre venue, especially given the growth in the market and the time frame needed to plan and build such a venue

Challenges

- The Flato Markham Theatre is now over 30 years old and lacks many of the amenities necessary for a truly first-class audience experience
- The lack of a fly tower limits the type of performances possible, or doesn't allow a performance to be experienced at full production impact
- With just 527 seats, performance revenues are limited and therefore the type of performers the theatre can attract are limited by the ticket revenue potential

- The Flato Markham Theatre is located in a district made up of a municipal building and a high school and is somewhat remote from the Markham downtown and does not lend itself to creating a vibrant urban lifestyle and limits the positive economic impact that a better located facility would have
- It seems likely that larger, state-of-the-art performing arts facilities may be built in the region in the coming years and newer facilities could have a major competitive advantage over the Flato Markham Theatre
- The Theatre is at a crossroads in its ability to meet the needs of the community; As the population of Markham has increased from approximately 60,000 to over 300,000 over the life span of the Theatre, the number of use days has reached the practical maximum days available
- Organizations that wish to use the Theatre have been turned away due to a lack of available rental dates
- As current users have priority to book dates for future years, new groups are unable to access the Theatre and find their ability to grow their organizations and audiences limited as a consequence
- For comparison by performing arts seats per capita in the GTA, Markham is by far the lowest in the GTA
- If one looks at the diversity issue through the lenses of equity, with only three programs targeted at the Chinese Community who make up 38% of the market, there is clearly room for growth and development
- The Flato Markham Theatre remains somewhat reliant of the “non-visible minority” market that is shrinking as a percentage of the total population of Markham
- The Theatre is unable to take the financial risks of bringing more interesting, challenging and diverse programming to the community
- Budgetary support from the City is inadequate to support the ambitions of the Theatre to grow audiences from diverse communities in Markham
- Economic pressures force the Theatre to give financial objectives priority over community development goals
- Staffing is inadequate to meet the increased demands of Theatre use; The Flato Markham Theatre also has multiple job responsibilities within a single position
- The ability to sustain the current level of activity, let alone grow the program will be severely limited by the current level of staffing
- While in its day the Markham Theatre for the Performing Arts was state-of-the-art and met the needs of the community, in the modern context, it cannot realistically be expected to meet the needs of a 21st century
- Markham is a diverse community that is approximately 5 times the population size of the early 80’s and recognized as the most diverse community in Canada

SWOT Analysis

Strengths

The Flato Markham Theatre has a hard working and dedicated staff and an experienced and knowledgeable General Manager. It is located within a large, affluent and educated market that is growing at a fast pace. It has a well-developed presenting program and strong demand for rental use from both commercial and community clients. The Theatre is growing its educational offerings as well as its arts camps with a positive market response. Financially the Theatre is providing real value to the City at a very low cost to tax payers.

Weaknesses

Seating capacity is limited in relation to the market size. The lack of a fly tower limits the Theatre's capability to support certain type of performances. Staffing is inadequate to meet the increased demands of Theatre use. Budgetary support from the City is inadequate to support the ambitions of the Theatre to grow audiences from diverse communities in Markham. Use of the Theatre has reached its maximum capacity.

Opportunities

The Flato Markham Theatre has the opportunity to take the lead in the Country in developing a program that more accurately reflects the current diversity of Canada. Through the commissioning of new work and taking the leadership in building touring opportunities, the Flato Markham Theatre could be recognized nationally and internationally as a leader in this area.

Threats

Due to lack of investment capacity, the Flato Markham Theatre remains overly reliant of the "non-visible minority" market that is shrinking as a percentage of the total population of Markham. Due to increased financial pressure from the City, the Theatre is unable to take the financial risks of bringing more interesting, challenging and diverse programming to the community. Economic pressures force the Theatre to give financial objectives priority over community development goals. Proposed new performing arts facilities in the region could pose a competitive challenge.

GOVERNANCE

Options For Operating Structure

City Department Model

The Flato Markham Theatre is currently operated as a department within Culture and Economic Development, with the Theatre's General Manager reporting directly to the Director of Culture and Economic Development.

Under this model, the City provides supporting resources including financial, human resources, and technology, as well as ongoing financial support. This model gives the City full control over the facility and final responsibility for financial performance. While this model is prevalent in Ontario, it is much less common in the rest of the country.

Arm's Length Model

More common in the rest of the country is the arm's length model. Examples in Ontario include The Burlington Performing Arts Centre, the Centre in the Square in Kitchener, the Thunder Bay Community Auditorium, and the Capitol Centre in North Bay Ontario. This model generally functions through a Memorandum of Understanding (MOU) between the municipality and a single purpose non-profit entity responsible for the management of the performing arts centre with the theatre's general manager reporting directly to a Board of Directors. Under this model, the City remains as the owner of the facility and is responsible for the physical entity.

Privatised Model

Several Canadian municipalities have explored the privatization of their performing arts facilities including, most recently Brampton and Vaughan, although none have been successful in implementing this model. Recently the City of Hamilton was successful in privatizing its arena and performing arts centre as one entity. However, it was the revenues generated by the arena that made it possible to operate the performing arts centre. The performing arts centre, the 1,800-seat Hamilton Place, has seen a significant drop in usage and has lost many of the local professional performing groups like Opera Hamilton and is generally unaffordable for amateur community groups. The lack of experienced facility operators for performing arts centres as well as the economics of live performance in smaller venues and municipalities make this model unrealistic.

Evolving Model

The Flato Markham Theatre appears to have an effective Advisory Board that has been helpful in fundraising and engaging with the community, as well as advising on operational and programming issues. While the Theatre has been very effective growing its fundraising, both in sponsorship and individual giving, with the number of head offices in the community, there should be room for significant additional growth.

As a first step, an arms-length Foundation might be a more effective mechanism to grow the fundraising. Individuals and corporations might be more willing to give to an arms-length Foundation than the City, who they may perceive they already support through their taxes. Many Foundations and Governments funding bodies do not fund municipalities, but would fund an arms-length charity. Additionally, as an incorporated entity, the Foundation could have the option of employing a full time development manager, where the City might not be prepared to make that investment. A Foundation could also create endowment funds to support specific programming initiatives.

As the arms-length foundation gains the experience of this more enhanced role, and the City becomes more comfortable with this model, an evolution to a full arms-length governance model could become a realistic possibility.

Recommendation

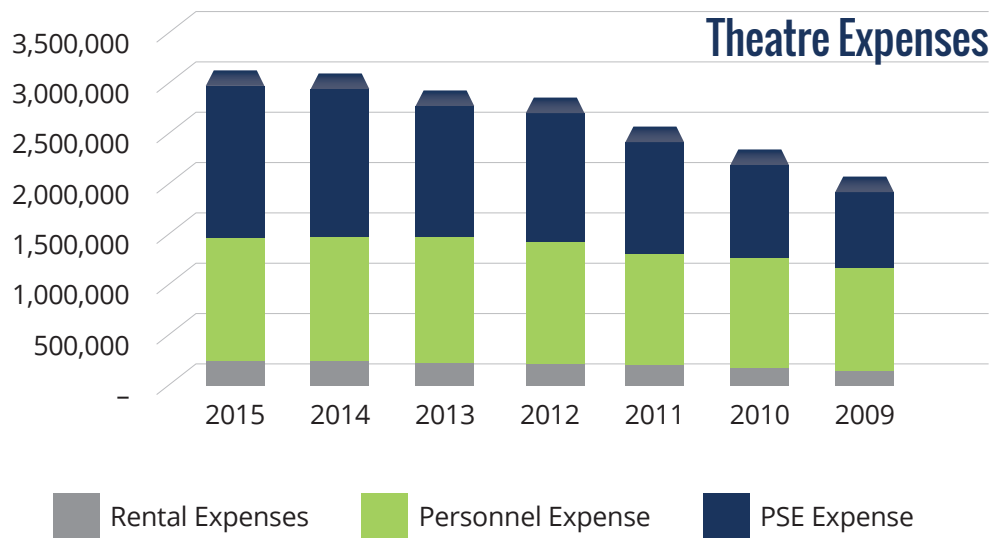
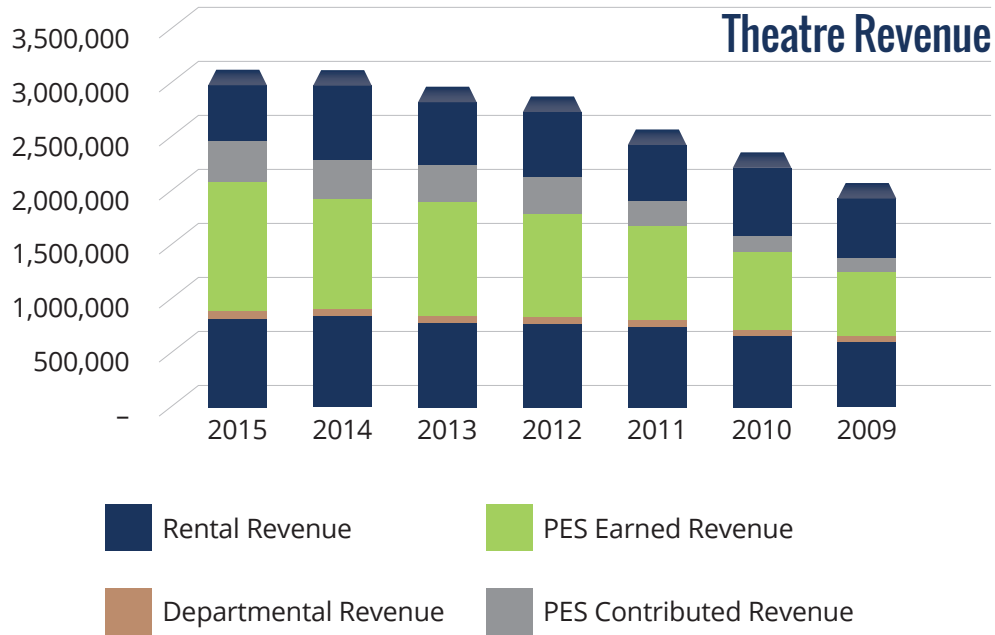
The Theatre Advisory Board, in cooperation with the City, to look into the option of incorporating as a charitable Foundation.

FLATO MARKHAM THEATRE BUDGET OVERVIEW

Observations on the Budget

The past seven years have seen significant positive growth in the budget of the Flato Markham Theatre. Theatre rental revenues have increased by 36% or \$218,460, and net revenue for rentals are up 30% or \$138,127 since 2009. Ticket sales for the Professional Entertainment Series have increased from \$592,971 to \$1,193,493, or 101%. Contributed income (fundraising) has increased from \$115,062 to \$372,578 or 224%. Expenses for the Professional Entertainment Series have correspondingly increased from \$805,643 to \$1,561,222, leaving a net revenue increase of \$102,459 or 105% for the Professional Entertainment Series. Departmental expenses have increased from \$960,855 to \$1,163,862 or 21%. The City investment has fluctuated from a high of \$711,007 in 2014 to a low of \$564,814 in 2015.

However, much of the significant growth occurred between 2009 and 2011. As potential “use days” have reached their maximum in 2012 and clearly levelled off over the past 4 years, growth has plateaued. The only recent significant growth has been in earned income in the Professional Entertainment Series between 2014 and 2015. The 2015 year was a good year for most presenting programs in the province, and it may be unrealistic to expect to sustain this level of revenues over expenses in the Professional Entertainment Series in future years.

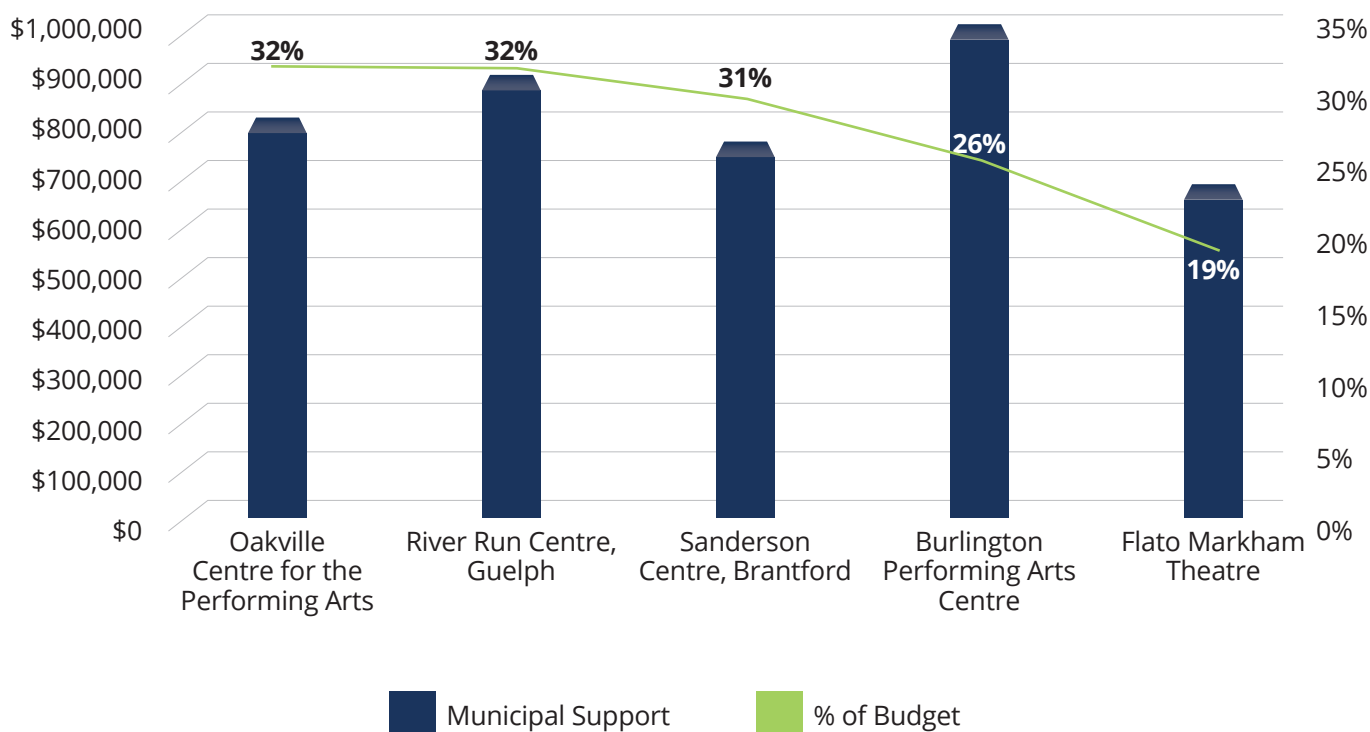


Investment by The Municipality*

Theatre	Revenues	Expenses	Municipal Support	% of Budget	Notes
Flato Markham Theatre	\$2,454,584	3,019,398	\$564,814	19%	City provides support in accounting, IT, Human Resources, snow removal, grounds maintenance
Burlington Performing Arts Centre	\$2,707,010	\$3,659,171	\$952,161	26%	Stand alone, non-profit organization must pay for all building, grounds, snow removal, building maintenance, annual audit, downtown parking levy, etc.
Oakville Centre for the Performing Arts	\$1,587,421	\$2,333,421	\$746,000	32%	City provides support in accounting, IT, Human Resources, snow removal, grounds maintenance, building maintenance, professional development, and some marketing support
Sanderson Centre, Brantford	1,503,291	\$2,180,267	\$676,976	31%	City provides support in accounting, IT, Human Resources, building maintenance. No grounds or snow removal expenses
River Run Centre, Guelph	\$1,771,200	\$2,601,405	\$830,205	32%	City provides support in accounting, IT, Human Resources, building maintenance

* Based on the availability of data

Investment by Municipality



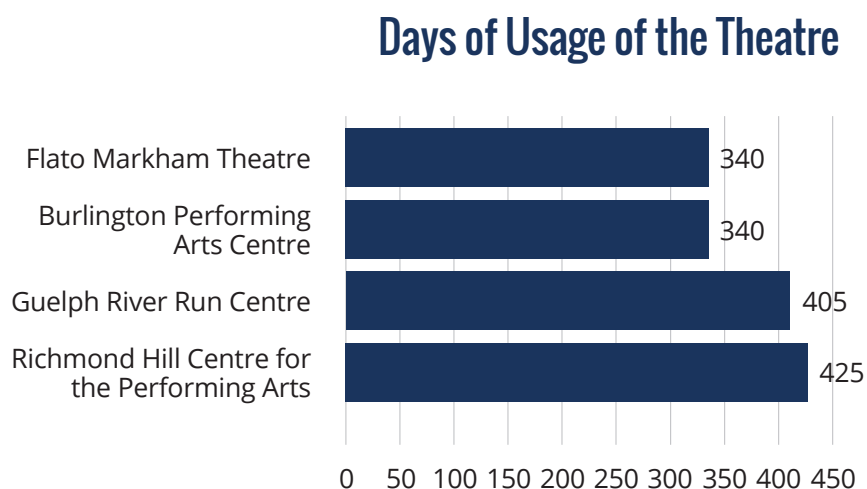
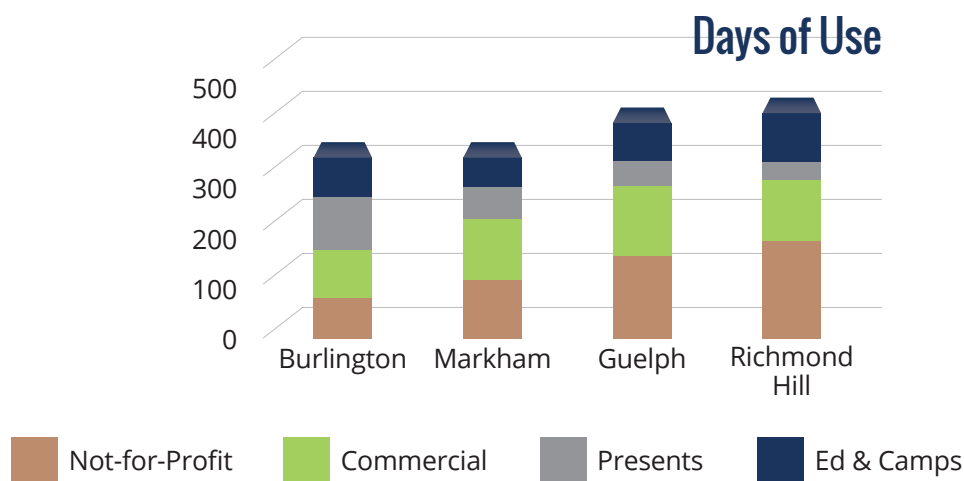
While it is difficult to get an “apples to apples” comparison, it is clear that the City of Markham has the lowest percentage of City support compared to peer venues in the area. However, it should be noted that in 2014 City support was \$711,007, equalling 24% of expenses and that the seven-year average has been around 24%. Some additional municipal support would still leave the Flato Markham Theatre at the lower end of municipal support in the region.

FLATO MARKHAM THEATRE UTILIZATION - 2015 CALENDAR YEAR

The Flato Markham Theatre is very heavily used and is, for all intents and purposes, at capacity. The Theatre has turned away over 100 potential rentals due to the lack of available dates. Taking into consideration little demand for dates in early September, late December and early January, and summer camp usage in July and August, there are literally no dates available.

Comparison to Peer Venues in Southern Ontario 2015 Season

Theatre	Large Theatre	Small Theatre	Lobby	Education Programs	Camps & Engagement	Total
Flato Markham Theatre (only has one theatre space in the venue)						
Not-for-Profit	111	0	0			111
Commercial	114	0	0			114
Presents	60	0	0			60
Education & Camps				17	38	55
Total	285	0	0	17	38	340
Guelph River Run Centre						
Not-for-Profit	42	61	14		40	157
Commercial	73	50	07			130
Presents	21	22	05		0	48
Education & Camps				56	14	70
Total	136	187	26	56	40	405
Burlington Performing Arts Centre						
Not-for-Profit	33	32	12			77
Commercial	55	28	9			92
Presents	45	53	0			98
Education & Camps				13	60	93
Total	133	113	21	13	60	340
Richmond Hill Centre for the Performing Arts						
Not-for-Profit	146	37	0			183
Commercial	99	16	0			115
Presents	27	06	0			33
Education & Camps				30	64	94
Total	272	59	0	30	64	425



Observation

It is always difficult to get an “apples-to-apples” comparison as every venue seems to count their usage in different ways. However, the four venues compared have a very high utilization rate ranging from 340 days of use in Markham to 425 days of use in Richmond Hill. High utilization is one sign of success but cannot be an end in itself if the mission of the organization and community development needs are not being met.

What is remarkable about the Flato Markham Theatre is that this high utilization rate is being achieved with only one theatre space compared to 2-3 rental spaces in the comparative venues. This high utilization rate in only one space will put a significant amount of wear and tear on the building and equipment and increase capital expenditures in the long run.

Theatre rental use has been driven by historic use where the previous year’s renters have the first opportunity to book similar dates for the following year. With the lack of rental dates available, this could result in stagnation of the development of local performing organizations and prove difficult to meet the organizational mission and community development needs.

Recommendation

It is recommended that the Flato Markham Theatre look at curating their rentals through the development of a rental policy that articulates programming and community development priorities and that potential rentals be evaluated against the policy priorities.

OVERVIEW OF PROGRAM OFFERINGS

Flato Markham Theatre Presentations - Diamond Series (Professional Entertainment Series) (PES)

PES Summary

The Flato Markham Theatre presents approximately 50 productions annually with a total of 60 performances, due to multiple performances of some productions. Productions are organized by genre with series names of Special Attractions, World Stage, Totally Classical, All That Jazz, Great Canadian Performers, Fabulous Footwork, Nostalgia, Family Fun, and Classics Rock.

Productions offer a good mix of market based programming and more risky arts oriented programming. The program is recognized as one of the best in the municipally supported programs in Ontario, presenting well-known national as well as international artists. The seating capacity is a limiting factor on the type of artist's fees the venue can pay, and thus limits the choice of artists the venue can present. Additionally, the venue limitation of no fly tower precludes the presentation of some performances, or prevents the

optimal performance experience for the audience. Limited technical set up time in the theatre, due to time constraints, has also negatively impacted the optimum performance by the artists.

The Diamond Series would appear to be at its maximum number due to lack of availability of dates in the Theatre and the capacity of the staff to manage the additional marketing and production demands that a large presenting season poses for staff. Programming 50 productions per year as well as the education program is also very demanding of the General Manager's time.

The lack of programming for Millennials has also been identified as a potential issue. Most programming that is of interest to Millennials operates on a much shorter lead time than other programming. It is doubtful that it makes sense for the Theatre to hold back dates for that type of potential presentation when the demand for dates is already so intense. That being said, there is interest from similar types of venues in Ontario, to program performances targeting Millennials that are not part of their regular season presentations. It is possible that some of the shows might fall into an open date at the Flato Markham Theatre.

Observation

While the Flato Markham Theatre offers more programming targeted to the

diverse communities than any other municipal performing arts centres in the region, expansion of this type of programming will be necessary to truly serve all of the citizens of Markham and build the audiences of the future.

Recommendation

The Flato Markham Theatre should develop an endowment fund from municipal, corporate and individual sources to support the expansion of programming targeting diverse communities in Markham and promoting innovation.

Discovery Program

The Discovery program has three components: the School programs (matinees and Every Child Every Year), Youth Performing Arts Camps, and education and community outreach (workshops, masterclasses, informances, etc.). School Matinees are generally performers that are already scheduled for evening performances from the Professional Entertainment Series and then held over for an additional school performance during the day. There are usually three productions in the School Matinee Series and a student is charged \$10 per ticket.

Every Child, Every Year is a free program offered to all Grades 1-3 in the City of Markham. There are generally three productions with 4-6 performances of each production. This program is modelled after the Linamar for the Performing Arts program in Guelph at the River Run Centre which presents 56 free performances to every child in Grades 1-8 every year.

Observation

If the long-term goal is to expand the Every Child, Every Year program to all primary grades, it will have a significant impact on available rental dates. The decision to expand the program must be guided by the overall mission and objectives of the Flato Markham Theatre.

Recommendation

That the Flato Markham Theatre create an Endowment Fund to support the long term development of the Every Child, Every Year program and develop a plan to expand the current Discovery program over the next five years.

The New Presentation Model

Performing Arts Centres in a municipally supported environment have a unique mandate of community cultural development that is different from facilities that are run by the private sector, or Universities, or managed by non-profit producing organizations that are often the facilities' major users. Municipal performing arts centres play many roles. They are a venue, a presenter, a cultural developer, an educator, a public place, and a builder of community social equity.

On any given day they host and present artists and performing arts companies from across Canada and the world, collaborate with local artists and companies, introduce children to their first experiences with the arts, create moments of context that bridge the space between artist and audience, and all the while ensure the centre remains healthy, sustainable and dynamic.

Many municipal performing arts centres now fulfill the role of cultural developer in their communities, curating and developing presenting seasons of touring professional performers that bring cultural offerings not met either by commercial rentals or local performing groups.

As the field of presenting professional touring artists has matured and developed in sophistication, the presenting programs of many municipally supported performing arts centres are moving away from the old model of a transactional, profit-focused programming and moving toward mission-driven, curated programming aimed at supporting important artistic work and community cultural development.

Demographic, technological and lifestyle changes over the past 20 years has made the transactional model of presenting less and less viable in theatre across North America, and many theatres are looking at new models of presenting. Canadian demographics are evolving in such a way as to make the demographic make-up of our communities unique.

“Off the shelf” buying of performances in an industry dominated by the U.S., will no longer meet the evolving needs of our Canadian communities. New models of partnership, commissioning and collaboration will be necessary to meet future needs.

Review of Programming In Ontario Theatres

Survey of Programming at Comparable Municipal Theatres

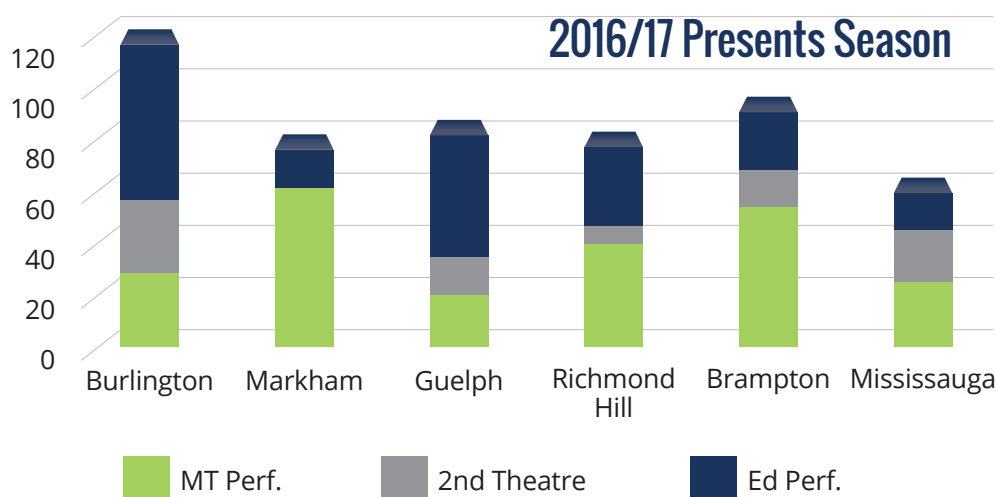
In order to put Flato Markham Theatre’s presentations into an industry context, the review surveyed the season “presenting” programs offerings at six comparable Ontario municipal performing arts centres; Richmond Hill Centre for the Performing Arts, The Burlington Performing Arts Centre, Kingston Grand Theatre, Guelph’s River Run Centre, Brampton’s Rose Theatre and Mississauga’s Living Arts Centre. “Presenting” programs are where the theatre selects the artists, pays all the artist fees, marketing and production costs and retains all ticketing revenues, thus taking on all financial risks.

Seating Capacities

Community	Population 2011 Census	Theatre Name	Theatre 1 Seating Capacity	Theatre 2 Seating Capacity
Markham	301,700	Flato Markham Theatre	527	0
Burlington	175,800	The Burlington Performing Arts Centre	730	200
Kingston	123,400	Grand Theatre	775	90
Richmond Hill	185,500	Richmond Hill Centre for the Performing Arts	631	150
Guelph	121,700	River Run Centre	785	300
Brampton	523,900	Rose Theatre	870	150
Mississauga	713,400	Living Arts Centre	1,315	310

The Professional Presenting Program 2016/17 Season

2016 - 2017 Season	Large Theatre # Prod.	Large Theatre # Perf.	Small Theatre # Prod.	Small Theatre # Perf.	Education # of Prod.	Education # of Perf.	Total # Prod.	Total # Perf.
Flato Markham Theatre	50	60	0	0	6	19	56	77
Kingston Grand Theatre	38	38	2	12	6	6	46	56
Burlington Performing Arts Centre	51	56	24	39	11	22	86	117
Richmond Hill Centre for the Performing Arts	34	40	6	6	13	32	47	78
River Run Centre Guelph	20	20	8	14	8	56	36	90
Rose Theatre Brampton	49	53	13	14	13	24	75	91
Mississauga Living Arts Centre	23	25	17	19	6	16	46	60



The balance of programming between large theatre/small theatre and public programs/education programs has a significant impact on operational departments. With only the one large theatre, the Flato Markham Theatre has the most large theatre programs to present compared to its peer venues.

Programming in the small theatre spaces would impact operational departments like marketing, box office, front of house and production much less than a large theatre production. Education performances tend

to be multiple performances of the same production. For example, the River Run Centre in Guelph presents eight different productions in their education program, but presents each production up to 7 times, lowering the impact on production staff. Also, tickets are free, negating the need for extensive marketing efforts, and box office. Additionally, the impact on the General Manager's time is much greater to program, schedule and contract 50 large theatre productions.

STAFFING LEVELS

Staffing	Burlington Performing Arts Centre	Flato Markham Theatre	Guelph River Run Centre	Richmond Hill Centre for the Performing Arts	Grand Theatre Kingston
Executive Director/ General Manager/ Theatre Manager/ Facility	1	1	1	1	1
Executive Assistant/ Administrative Assistant/Assistant	1	1	0	1	0.75
Manager of Operations/ Production Supervisor	1	1	1	0	1
Programming/ Performing Arts Manager	.5	0	0	0	1
Development/ Sponsorship	.5	0	0.5	1	0.5
Patron and Client Services/Front of House Manager/Event Services	1	1	1	1	1
Audience Services Associate/Front of House Coordinator/Volunteer	0.5	0	1.5	0	0.5
Marketing Manager	.5	1	0.5	1	1
Marketing Coordinator/ Communications/Assistant	2	1	1	2	1
Rental Manager/ Bookings Associate	1	1	0	0	0
Technical Supervisor/ Production	1	0	1	1	1
Accountant/Analyst/ Finance Clerk/Business Co-ordinator	.75	0	0	1	0.75
Education/Outreach/ Engagement/Discovery	.75	0	0	1	1
Box Office Manager/ Box Office Supervisor/ Coordinator	1	0	1	1	1
Box Office Assistant/ Clerk		1			1
Technical Staff	3	2	3	0 - PT	2
Total Staff	15.5	10	11.5	11	14.5

It is difficult to get an “apples to apples” comparison on staffing levels. For example, Richmond Hill has no technical staff listed but obviously this must be filled by part-time staff on a seasonal basis and would employ a number equivalent to the 3 full time staff employed by others. Also, the pattern of use has a large impact on staffing levels. The 56 school performances at the River Run Centre have a much lower impact on staffing than 56 individual rentals of the large theatre space of the Flato Markham Theatre.

Communities that are older and more remote from Toronto have a longer history of local performing groups who take a large number of rental dates in the venue compared with the newer suburbs where the performances tend to be all individual “one-offs” with far greater impact administratively, managing contracts and billings, constant production changes, and more performances and fewer rehearsals.

For example, the “small theatre” usage in Guelph is very high, yet the Symphony has 26 days of rehearsal time, Guelph Dance 20 days, including 10 days of dance camp, and Royal City Musical Productions has 9 days of use. Administering 3 contracts is far simpler than 55 individual contracts.

As well, rehearsals and dance camps have minimal impact on production and Front of House staff and no impact on marketing and box office. Compare that with approximately 170 distinct groups that the Flato Markham Theatre has to work with and one can see the much greater staff impact in all areas.

The Flato Markham Theatre also has multiple job responsibilities within a single position. For example, the General Manager is responsible for programming, fundraising and general management of the organization. The Theatre would appear to be heavily dependent on this one position, leaving them vulnerable to a staff change.

As well, a single employee, the Client

Services Manager, oversees both the Box Office and Front of House, a heavy load of responsibility and brings into question the level of equal expertise in both areas of responsibilities. This could result in a long term impact on data and customer data management negatively impacting marketing and fundraising capabilities and potential.

The Business Coordinator has responsibilities for administration, finance, human resources and assisting in fundraising as well as general project support for the General Manager.

Observation

The ability to sustain the current level of activity, let alone grow the program will be severely limited by the current level of staffing.

Recommendation

The Flato Markham Theatre look to hire a full-time fundraiser or contract a consultant, to grow the organizations capacity to raise additional funds from individuals, corporations, foundations and other levels of Government. If a Foundation is established, perhaps the Fundraiser could be an employee/contractor of the Foundation if the City is reluctant to hire an FTE.

The Flato Markham Theatre review their current box office staffing to ensure that they have the level of expertise needed to support future growth in marketing and fundraising initiatives. If the current level of expertise is not adequate to support future growth, a Box Office Supervisor or Manager should be added to the staff. The Flato Markham Theatre should consider having the box office reporting to the Marketing Manager to better coordinate between marketing department and box office. The Flato Markham Theatre should develop a succession plan for the General Manager especially to develop a strategy to maintain the high level of programming in the PES series.

THE FLATO MARKHAM THEATRE FACILITY

In the late 1970s when some visionary citizens started the process that would result in the construction of what would become the Flato Markham Theatre, Markham was a community of approximately 60,000 citizens, the majority of German, Irish, Scottish and English decent. Diverse populations were a small percentage of the total community. Some of the organizations in the Town who lobbied Town Council for the building of the theatre included Markham Concert Band, Markham Little Theatre and Markham Men of Harmony.

The then Markham Theatre for the Performing Arts was, along with the Oakville Centre for the Performing Arts, one of the first suburban performing arts facilities in the Greater Toronto Area (GTA). When it initially opened, the theatre was expected to operate with a staff of four and be used for about 100 days a year. Over the past 30 plus years, the staff has grown to eleven people and in 2015, there were over 340 uses of the theatre with over 130,000 people coming through the doors.

While in its day the Markham Theatre for the Performing Arts was state-of-the-art and met the needs of the community, in the modern context it cannot realistically be expected to meet the needs of a 21st century, diverse community that is approximately 5 times the population size of the early 80's and recognized as the most diverse community in Canada.

In the past few years, new venues have been constructed in Brampton, Richmond Hill, Burlington, and St. Catharines that provide the audience and performers amenities that surpass the earlier venues in Markham and Oakville. The City of Oakville is currently in the feasibility study phase for a new performing arts facility, as are the City of Vaughan, Pickering and Whitby.

The Flato Markham Theatre is over 30 years old and lacks many of the amenities necessary for a truly first class audience experience. The lack of a fly tower limits the type of performances possible, or doesn't allow a performance to be experienced at full production impact. The facility has cramped lobby spaces and inadequate office and storage spaces.

The Flato Markham Theatre is very heavily used and is, for all intents and purposes, at capacity. The Theatre has turned away over 100 potential rentals due to the lack of available dates. The lack of a second, smaller space not only limits the dates available for use, but limits the use of the 527-seat theatre to groups that can fill that size venue. This inhibits the growth of emerging arts groups that could develop and grow in a smaller venue.

With just 527 seats, performances revenues are limited and therefore the type of performers the theatre can attract limited by the ticket revenue

potential. Additionally, due to these limitations, the theatre is not as attractive to potential commercial renters.

With a primary market in excess of 300,000, there is more than ample market base for a theatre seating closer to 800-1,000 as well as a smaller black box type venue seating 175-250. For example, the 775-seat Grand Theatre in Kingston has a population base of only 123,000 and the 730-seat and 160-seat Burlington Performing Arts Centre has a population base of 175,000.

The Flato Markham Theatre is located in a district made up of a municipal building and a high school and is somewhat remote from the Markham downtown and does not lend itself to creating a vibrant urban lifestyle and limits the positive economic impact that a better located facility would have. A viable option for a new performing arts centre could be the new downtown currently under development by The Remington Group.

In their marketing materials the developer states, "Markham downtown is positioned to become the epicenter of Markham – a world class community located a short distance from Canada's economic engine, Toronto. With globally competitive companies, new infrastructure, attractive amenities, convenient transportation links, exploding population, and a highly educated workforce, Downtown

Markham will be the leading shopping and entertainment address in the Greater Toronto Area (GTA) by 2015." A new performing arts facility could be a welcome addition to this vision for Markham.

York University Markham Centre Campus

Planning is currently underway for a new York University campus in Markham. Programs that will be located at the Markham campus of particular interest to this strategic plan will be a Bachelor of Arts including Games & New Entertainment Media, Interactive Information Design and Digital Cultures & Creative Industries.

The City of St. Catharines and Brock University have developed a model that could help form a potential relationship between York University and the City of Markham. The recently opened Marilyn I Walker School of Fine and Performing Arts at Brock University and FirstOntario Performing Arts Centre have a unique relationship that gives the University priority of using two of the four venues at the FirstOntario Performing Arts Centre. The University has access to two state-of-the-art venues and the FirstOntario Performing Arts Centre receives over \$750,000 in annual support for the next 10 years from Brock.



As part of a feasibility study for a new performing arts facility, the City of Markham should examine the possibility of incorporating a facility within the performing arts centre that could meet the technological needs of York University's media program and additionally meet the needs of local artists using cutting edge technology in their work. This could position Markham at the leading edge of the convergence of performing arts and technology, a natural development for a community with so many leading technology companies. It would also position a new performing arts centre in Markham as a unique facility within the GTA and the country.

Observation

In planning for the needs of cultural facilities, communities try and plan based on the projected needs of the community twenty years in the future. With the necessary planning horizons and fundraising needs, a five-year planning process is generally the minimum necessary to develop feasibility studies, plan and begin to implement capital campaigns, and develop building plans etc. Added to that is a two-year construction time frame.

By 2031, the population of Markham is expected to be 421,600. What we know now is that the Flato Markham Theatre cannot meet the needs of the current market, let alone what that market will be in twenty years. This timing would also fit within the planning horizons of the new York University Markham campus. It would be prudent for the City or community leaders to begin to plan for those future needs.

Recommendation

The City of Markham carry out a Feasibility Study for a new performing arts facility. Work closely with York University to examine the feasibility of incorporating their needs into this study.

Vision for Flato Markham Theatre

Leader in Diversity and Innovation!

- By 2031, the population of Markham is expected to be 421,600
- What we know now is that today the Flato Markham Theatre cannot meet the needs of the current market, let alone what that market will be in five, ten or twenty years
- The timing of planning for the FMT's future needs should also align within the planning horizon of the York University Markham campus
- It would be prudent for the City of Markham and the Flato Markham Theatre community leaders to start the planning process now for those future needs
- Just like Markham officials did some 35 years ago when they planned and approved the construction of the current Flato Markham Theatre

THE BRAND REVIEW

For the purpose of this strategic plan development and brand review, we have conducted research with stakeholders, current patrons and rental clients to understand how they perceive the current brand, services, communications and brand interactions. The overall goal of the brand review is to strengthen the marketing opportunities for Flato Markham Theatre and to build stronger customer relationships. A number of recommendations have been incorporated as a result of this review, yet we hasten to recommend that annual surveys be conducted to keep the brand current, up-to-date and relevant. Marketing strategy, channels and tactics need to be adjusted based on current and changing consumer behaviour and adapted to marketing trends.

An effective brand review addresses where Flato Markham Theatre is and why, where Flato Markham Theatre should be, and how does Flato Markham Theatre get there. The following pages provide details on those points.

Situation Analysis

The current brand identity for the Flato Markham Theatre has been developed over time and has primarily followed a set of graphic standards that have been executed by the current graphic design company that has been on board for a number of years.

Since digital marketing was executed by a separate digital agency, some consistency was not evident. In addition, for the Flato Markham Theatre's presenting programming – Diamond Series, separate performance profile pages were created and were used to promote individual shows, without a direct correlation to the Season Brochure or the Flato Markham Theatre's web presence on the City of Markham website.

No formal brand guidelines seem to exist for the Flato Markham Theatre, that we are aware. If we compare Flato Markham Theatre's brand with other municipally owned performing arts venues, very few performing arts centres actually have or adhere to formal guidelines. They rely heavily on municipal communication departments, or in-house marketing resources, to manage any formal branding. It appears that management likes the idea of changing up the branding every year, and only the logo remains a constant icon in the brand strategy.

KEY ISSUES

Branding

Flato Developments, being the naming patron for the Markham Theatre, was not consulted when the current Flato Markham Theatre logo was developed. One of our recommendations will be to re-visit the current identity and to look at formalized brand guidelines, which will allow the Flato Markham Theatre to stand out from the cluttered performing arts centre market in their own catchment area.

Marketing & Outreach Channels

Based on the review of past marketing activities and annual budget, mass marketing advertising takes a prominent role in overall marketing. The disadvantage of using newspaper advertising is that no accurate tracking mechanism was in place to measure whether the advertising spending is effective; or would that budget be better off used on more targeted marketing approach. In addition, given the Flato Markham Theatre's efforts of trying to advertise to audience with diverse ethnic background, many newspaper, radio and TV outlets were engaged for marketing; however, it may further dilute the effectiveness by satisfying advertising frequency.

The Theatre employed digital marketing activities in recent years, however, the effectiveness of the digital marketing agency is questionable after reviewing the contract of former digital agency and activities.

Database Management

Flato Markham Theatre celebrated its 30th year anniversary in 2015. For operating over 30 years, one can expect that the Theatre possess a large amount of patron data that can be drawn upon for marketing the season annually. However, it seems the total patron database only represent a fraction of total visitors through the doors over the years – this could be partly due to CASL compliance. The ticketing software – TixHub has been used by the Theatre for 12 years; the ticketing system is used for patron information capture and depository, ticket order process (online or via box office), issuing tickets, ticket purchase details and history, etc.

The mailing information of patrons can be used for direct mail marketing or general mailing; the email addresses captured can be used for any e-marketing initiatives (with patrons' opt-in permission and consent). Our observation is that the Theatre could make much improvement in applying data mining practices to distill the business intelligence contained in the database and utilizing for targeted marketing efforts.

VISION PURPOSE GOAL

The Flato Markham Theatre's 2011-2015 strategic plan listed the vision as:

Live arts matter to all.

The Mission was then defined as:

To cultivate a vibrant Creative Community through live arts.

The goal for the brand review is not to revisit these statements, but through adherence of a proposed brand guidelines to have the communication elements deliver on the brand promise. For now, '**Live Arts Matters**' has been used as the brand promise.

Brand Vision

The Flato Markham Theatre has clearly demonstrated that through innovative and community oriented programming, it has carved out a niche in finding a special resonance with a loyal group of ticket buyers. In our patron survey, we were able to engage almost 800 ticket buyers, which indicate that the Theatre has a very loyal connection to their current patrons. This means that the brand does not need a wholesale change, but more of a tweak instead.

Brand Identity & Assets

Here are a few options of the new brand identity for consideration:



The modern treatment of the new proposed brand identity positions the theatre's iconic name in a narrow red field. This closeness, between the text and the object, creates a sense of intimacy, which embodies the feeling of attending a performance at the theatre. The rebranding creates an opportune moment for the Theatre to add to Flato Markham Theatre's innovative performing arts program that is known far and wide.



The proposed version positions the entirety of the new identity within a square space. This offset square upward positioning is illustrative of the progress and leadership that the venue offers to the arts sector in the Toronto area.

Having part of the text moving towards the border of the square emphasizes Flato Markham Theatre's connection to the entire community.



The identity uses a casual script to suggest movement, similar to the performers who come alive on stage at Flato Markham Theatre. Once again, the narrow red field alludes to the intimate performance space found within the venue. This option also allows for an easily recognizable logo, which can be used in a variety of communications channels as a wordmark.

The following are some examples of how the new brand identity can be applied in print advertising and digital marketing:



FLATO MARKHAM THEATRE

where art comes alive.

A CELTIC FAMILY CHRISTMAS

THURS, DEC 15 | 8PM

"Nothing short of jaw dropping... performances that will raise you up and performances that will leave you misty-eyed." - The Guardian







CALL OUR BOX OFFICE AT 905-305-7469 (SHOW) TODAY!



FLATO MARKHAM THEATRE

where art comes alive.

A CELTIC FAMILY CHRISTMAS

THURS, DEC 15 | 8PM

"Nothing short of jaw dropping... performances that will raise you up and performances that will leave you misty-eyed." - The Guardian

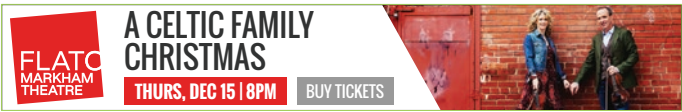






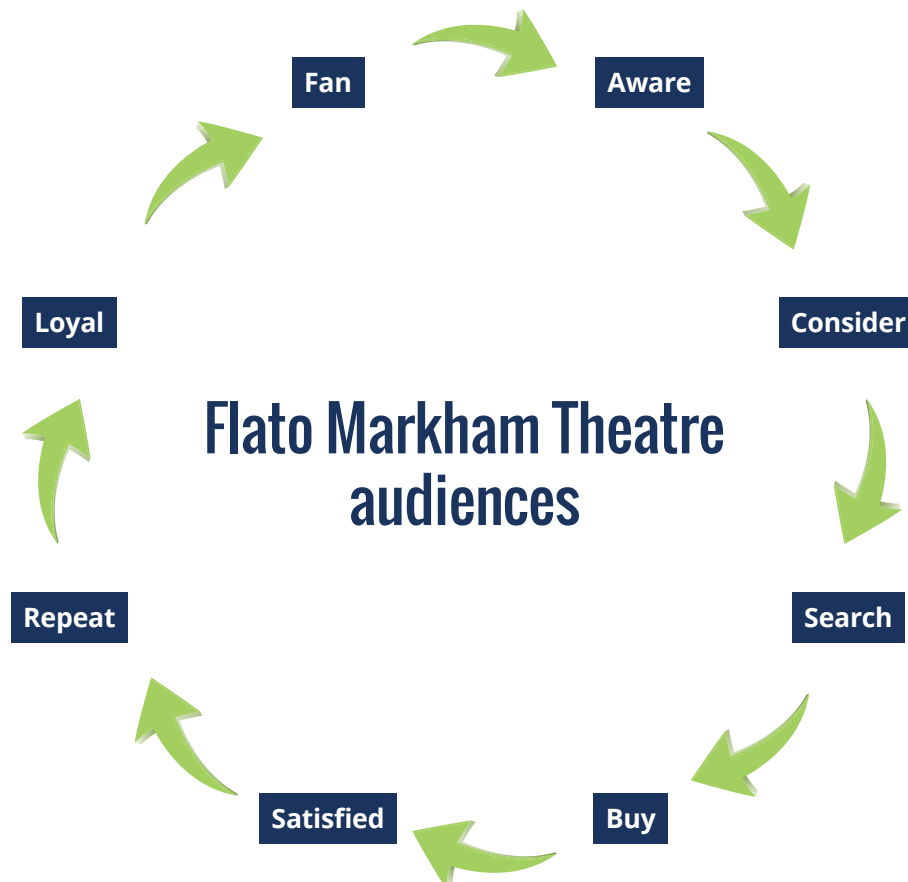
CALL OUR BOX OFFICE AT 905-305-7469 (SHOW) TODAY!

Examples of digital marketing on Google, Facebook, etc:



STRATEGIES

Based on the competitive market analysis, it is apparent that the marketing mix needs to be updated to deal with the current market realities. We recommend matching the marketing strategy and execution to audiences' buying behaviour and lifestyle cycle.



- Solidify awareness of the Flato Markham Theatre's position in audience's mind
- Use public relations, content marketing, and Search Engine Optimization to assist audiences with finding the performance and ticketing information and making an informed purchasing decision
- Provide audiences with an easy-to-use website interface and box office interaction during the ticket buying process
- Deliver a satisfied audience experience before, during, and after the performance
- Sampling programs and convert free trial users into ticket buyers and patrons
- Reward loyal customers and drive repeat sales
- Delight patrons and build a fan base and a Flato Markham Theatre community

The Patron Survey results pointed out that the season brochure remains the most important tool to connect with the ticket buyers. The website is the second most important element and there we see ample opportunity to make it a more effective tool. Given that Markham is part of the Toronto media market, it remains very expensive to utilize traditional mass media, like Radio and TV to reach current and new audiences, nor does it seem to be very effective given the responses received through our surveys. Even though PR and particularly PR generated through the agent representatives of the various artists, may allow us to tap into these opportunities, with significant resources, mass media investments are best avoided, unless special opportunity presents itself.

We recommend that the season brochure distribution strategy will be modified to take advantage of current and past box office statistics, plus Environics research to ensure that the Theatre maximizes its effectiveness. In addition, we recommend that the Theatre be able to have their own branded website, independent from the City of Markham, that will be more user-centric. The website experience should be seamless, easy to access and integrated with the social media and digital marketing strategies. Thirdly we recommend a mid-season launch event to support a final push for ticket sales for the Diamond Series to be held after the traditional year-end holiday season.

Community newspapers, mobile ads, e-newsletters, house programs and digital marketing will round out the marketing strategy. Revising the house program to fewer times a year, since the development of the content takes a lot of staff time. Unless it can be finalized before the season gets underway; or it is mandatory to keep the current arrangement with the publisher in tact and receive this free of charge, we recommend only two to four issues a year to cut down on staff involvement.

Due to the timing of the alignment of the cultural assets and the Economic Development department, one would suspect that there are efficiencies that should present itself when it comes to sharing of audiences. It is paramount that patrons that support the Flato Markham Theatre could also be potential supporters of the Varley Art Gallery and the Museum. All three are complimentary as key pillars of the Destination Markham strategy, which is a key pillar of the City of Markham's strategic plan.

EXECUTION

While we were developing the strategic plan, the Flato Markham Theatre was temporarily without the services of a dedicated marketing manager (and soon after, a marketing assistant). While this normally would present a major set back and jeopardize marketing effectiveness resulting in loss of revenue, an outside marketing agency was quickly engaged to fill the roles of managing and taking over the marketing activities temporarily.

By doing so, it was discovered quickly that marketing staff have little time to be strategic, since a lot of decisions are driven by historical behaviour, not necessarily based on patron profiles. Important Box Office data is unavailable, because certain standard reports cannot be generated. Staff are not well trained and there is no measurement built-in regarding the effectiveness of many tactics. There is too much emphasis on building an annual marketing plan vs. setting up a simple flexible marketing activity matrix that can be implemented on a seasonal or monthly basis.

It was recommended that a work plan template be followed, that will allow the theatre management to be informed at all times which marketing tactics are being deployed by season and by show. That way, the plan can be adjusted

quickly and efficiently without having to rewrite the plan or having large media investments in place that are not effective. An external specialized marketing agency partner should be deployed to pull together and add resources that perhaps cannot be accessed by internal marketing staff. In this case, management will have access to a valuable resource, which can assist with sudden staff attrition cases.

- Focus on Flato Markham Theatre's marketing activities by prioritizing return-on-investment and effort (ROI and ROE)
- A good marketing execution plan should include a brand budget, marketing goals, calendar of coordinated marketing activities, and project work plans

MEASUREMENT

Measurement on branding and marketing activities in most cases is financially oriented. When it comes to the Diamond Series season, one has to take into account the opportunity that exists to introduce new patrons to the Flato Markham Theatre, since a large percentage (30%) of patrons are 65 and older.

By partnering with major sponsors and developing cross marketing opportunities, the Flato Markham Theatre brand and seasonal offerings can be introduced to a wide variety of audiences that perhaps have not yet been reached. Weins Canada (Automotive) and Flato Developments (Real Estate) are just two of the Theatre's sponsors. Weins Platinum Plus Rewards members must be seen as a premium audience to approach for sampling the Flato Markham Theatre brand offering. A formalized test program should be put in place for the 2017/18 season.

Another major opportunity exists with large employers of head offices in Markham. Introducing the Flato Markham Theatre Diamond Series and other programs (Discovery Program, etc.) to these head office employees, would drastically enhance ticket and sponsor opportunities.

The Key Performance Indicators are identified and included in the Addenda.

SOURCES AND REFERENCES

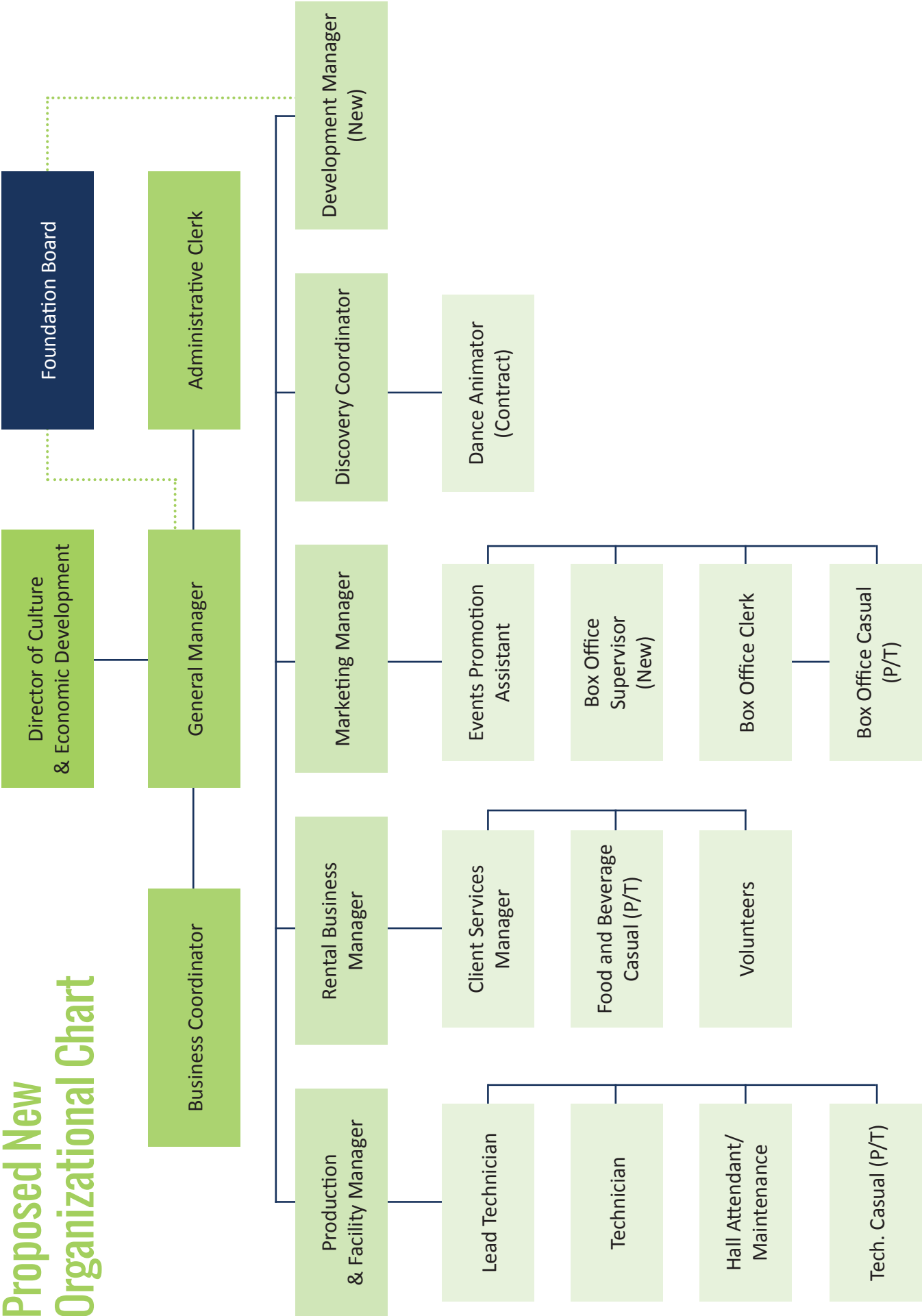
Flato Markham Theatre season programming and website
Richmond Hill Performing Arts Centre programming and website
The Curtain Club (Richmond Hill) programming and website
Toronto Centre for the Arts (North York) programming and website
Vaughan City Playhouse programming and website
Lebovic Centre for Arts & Entertainment (Whitchurch-Stouffville)
programming and website
The Burlington Performing Arts Centre programming and website
Oakville Centre for the Performing Arts programming and website
Guelph River Run Centre programming and website
Sanderson Centre, Brantford programming and website
Rose Theatre Brampton programming and website
Mississauga Living Arts Centre programming and website
Grand Theatre Kingston programming and website
City of Markham website
York University – Markham Centre website (<http://markhamcentre.info.yorku.ca/>)
Durham Live project website (<http://dlive.ca/>)
City of Vaughan website
Statistics Canada website – Census info

DOCUMENTS AND REPORTS REVIEWED

City of Markham Building Markham Future Strategy
City of Markham Integrated Leisure Master Plan
City of Markham Culture Policy and Plan
City of Markham Diversity Action Plan
City of Markham Greenprint Sustainability Plan
City of Markham 2015 Annual Report
Building Markham's Future Together 2015-2019 Strategic Plan
Flato Markham Theatre's currently available infrastructure drawing(s)
Flato Markham Theatre's 2011-2015 Strategic Plan
Flato Markham Theatre's 2010-2015 metrics
Flato Markham Theatre's 2015-2016 partners list
Flato Markham Theatre's 2014-2015 events listings
Flato Markham Theatre's Diamond Series Programs
(2013/14 Season, 2014/15 Season, 2015/16 Season, 2016/17 Season)
Flato Markham Theatre's 2015/16 marketing and advertising samples
(ads and newspaper inserts)

ADDENDA

Proposed New Organizational Chart



Proposed Key Performance Indicators

1. Net revenue from the Diamond Series
(ticket sales minus direct presenting expenses)
2. Net rental revenues
3. Total attendance and participation
4. Annual breakdown of days of use between Commercial, Community, Education & Camps, and Presenting season
5. Revenues from fundraising including: sponsorship, grants from other sources, and in-kind
6. Total income minus total expenses = Municipal support
7. Growth of diversity of new rental clients, staff and PES program
8. Growth of Discovery Program
9. Tracking of # events, # performances
10. Marketing performance indicators

Stakeholders Consulted

Mayor Frank Scarpitti, City of Markham

Jack Heath, Deputy Mayor, Regional Councillor, City of Markham

Nirmala Armstrong, Regional Councillor, City of Markham

Joe Li, Regional Councillor, City of Markham

Valerie Burke, Ward 1 Councillor, City of Markham

Alan Ho, Ward 2 Councillor, City of Markham

Don Hamilton, Ward 3 Councillor, City of Markham

Karen Rea, Ward 4 Councillor, City of Markham

Colin Campbell, Ward 5 Councillor, City of Markham

Amanda Collucci, Ward 6 Councillor, City of Markham

Logan Kanapathi, Ward 7 Councillor, City of Markham

Alex Chiu, Ward 8 Councillor, City of Markham

Andy Taylor, Chief Administrative Officer, City of Markham

Brenda Librecz, Commissioner, Community and Fire Services, City of Markham

Trinela Cane, Commissioner, Corporate Services, City of Markham

Jim Baird, Commissioner, Development Services, City of Markham

Joel Lustig, Treasurer, City of Markham

Stephen Chait, Director of Culture and Economic Development, City of Markham

Dennis Flaherty, Director of Corporate Communications & Community Relations

Shakir Rematullah, President, Flato Developments Inc.

Wayne Chan, VP, Commercial & Residential Property Investments,
Remington Group

Sophia Sun, President of Phoenix International Inc.

President of Canadian Chinese Investment Association, Phoenix International Inc.

Amin Tejani, Vice President, Weins Canada

Karyn Toon, Director, Corporate Relations, Allstate Insurance Company of Canada

Eric Fagen, Vice-President, Corporate Communications, PowerStream Inc.

2016 Theatre Advisory Board Members

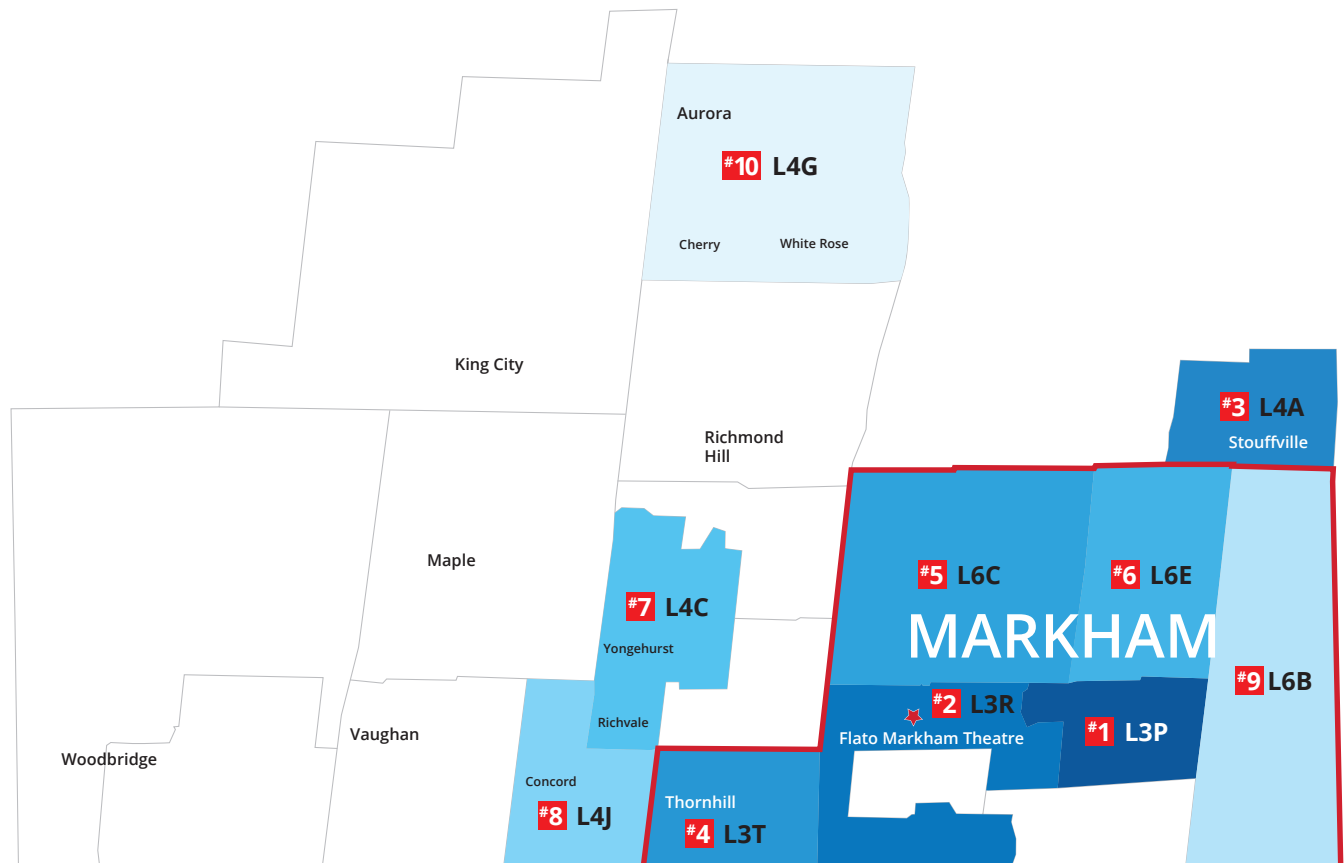
Mayor Frank Scarpitti, City of Markham
Councillor Alex Chiu, Ward 8, City of Markham
Stephen Chait, Director, Culture & Economic Development
Councillor Amanda Collucci, Ward 6, City of Markham
Councillor Alan Ho, Ward 2, City of Markham
Billy Pang, YRDSB Trustee-Markham
Maureen Weaver, Principal, Unionville High School
Eric Lariviere, General Manager, Flato Markham Theatre
Eric Fagen, PowerStream
Anne Gilligan, Weins Canada
Aleem Israel, AFINA Capital Management Inc.
Deborah Jestin
Arun Mathur, Gerald Duthie & Co, LLP
Ronald Minken, Minken Employment Lawyers
Heather Reading
Justin Reid, Sulliden Mining Capital
Shaun Sauve, Metroland Media
Sophia Sun, Phoenix International Inc.
John Tidball, Miller Thomson LLP, Theatre Board Chair
Stephen Timms, IBM
Karyn Toon, Allstate Insurance Company of Canada
Scott Hill, Business Rental Manager, Flato Markham Theatre
Andrew Rosenfarb, Production & Facility Manager, Flato Markham Theatre

Flato Markham Theatre Staff

Eric Lariviere, General Manager
Scott Hill, Rental Business Manager
Janet Cahais, Client Service Manager
Cortney Harkin, Marketing Manager (at the time of the consultation)
Helen Mah, Business Coordinator
Ashley Van Eysinga, Discovery Coordinator

Patron Survey Questionnaire and Findings

Flato Markham Theatre - Patrons

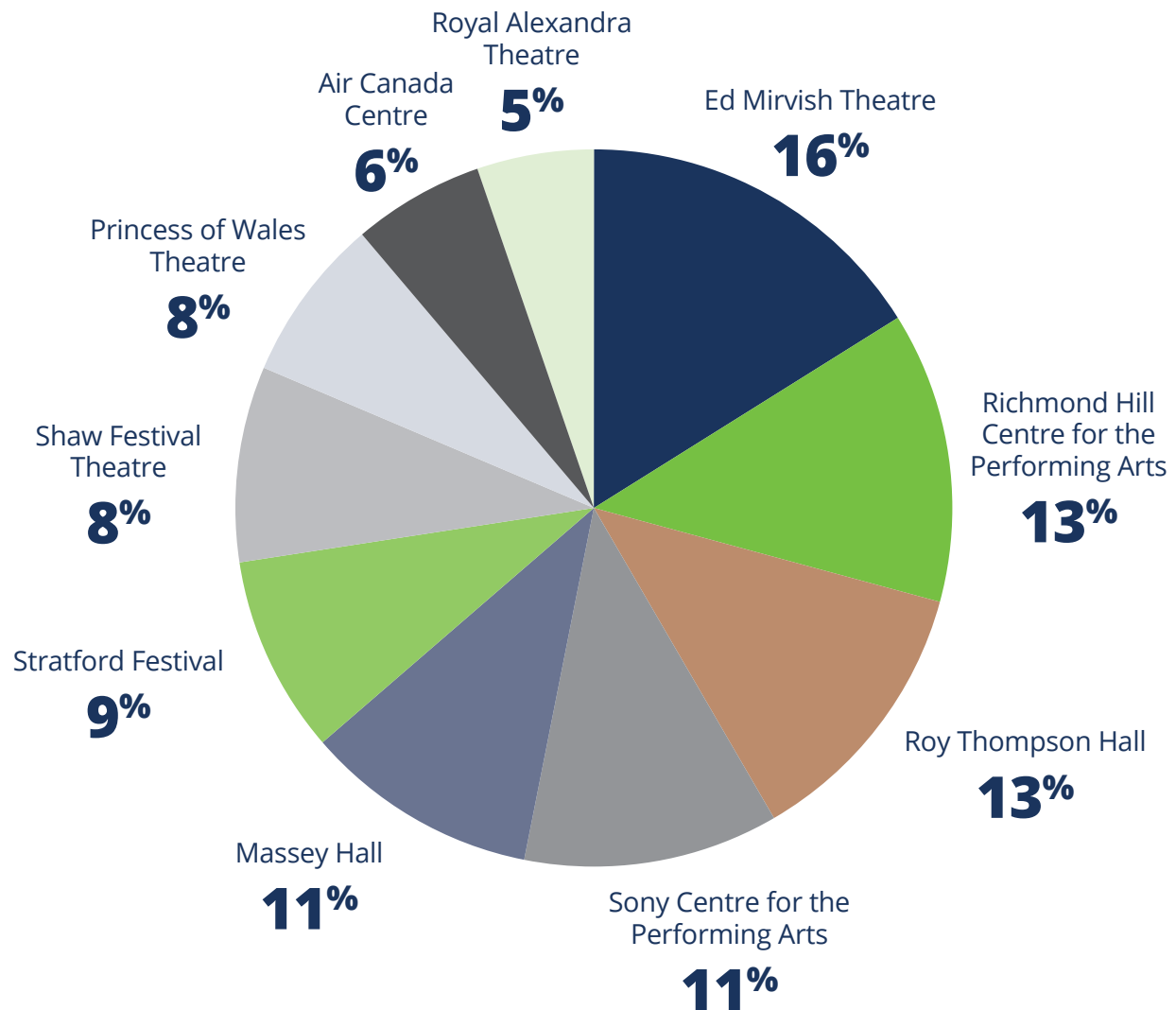


FMT patrons locations based on Patron Survey – Top 10 ranking
 – the darker blue colour represents the higher patron concentration

Flato Markham Theatre - Competition

In the Patron Survey we conducted, we asked “**In addition to the Flato Markham Theatre, what other performing arts centre(s) do you visit?**”

Here are the top 10 answers.



Markham Foundation for the Performing Arts

BUSINESS CASE

Prepared pursuant to Section 6 of Ontario Regulation 599/06

“Municipal Services Corporations”

Enabled by section 203(4) of the Municipal Act, 2001, S.O. 2001, c.25 as amended

Background

Markham is a prosperous and admired community with a high quality of life. Over the years, Markham has made strategic investments to build a well planned city guided by core values of: strong financial management; progressive planning focused on building complete communities; heritage preservation; environmental stewardship; thriving arts and culture; and meeting and often exceeding the needs and expectations of its diverse residents and businesses.

Since its opening over 34 years ago, the Flato Markham Theatre has established itself as a major performing arts facility in York Region and the Greater Toronto Area (GTA). Its programming and utilization have expanded and evolved to meet the growing and changing needs of the demographics of the area.

The 2017-2021 Strategic Plan of the Flato Markham Theatre proposes a bold vision for the future of live arts in Markham. Through the leadership of the City of Markham, through the opportunities of meaningful partnerships, and through unprecedented community engagement, the new strategic plan proposes to position Markham as a major centre and destination for cultural innovation and diversity.

Based on its first strategic plan (2011-2015), the Theatre produced exceptional results in the delivery of cultural services and programs to a wide variety of communities in Markham. With 340 days booked annually, over 350 events and 130,000 people attending and participating, it is apparent that the Flato Markham Theatre is operating at or beyond capacity, both from theatre date availability and staff and resources to support the programming. In order to move forward, it is critical for the staff, the Theatre’s Advisory Board and the City to address building an adequate supporting infrastructure to maintain the growth that has occurred, and future growth that is anticipated.

The Theatre has established itself as the leading performing arts venue in the region for the performing arts sector. Inspired by the visionaries who, in the late 1970s, started the process that would result in the construction of the Markham Theatre, the new **2017-2021 Strategic Plan “Leader in Diversity and Innovation”**, is driven by the incredibly rapid growth of the population, and by a city at the leading edge of diversity and technology.

The new strategy is led by three critical strategic goals:

- #1 Explore the opportunity of building a new theatre complex to add capacity and increase competitiveness
- #2 Create an industry leading program and organization that champions the diversity and innovation of Markham
- #3 Building a Sustainable Infrastructure

In September 2017, City of Markham Council approved the Flato Markham Theatre (FMT) Strategic Plan 2017-2021, which reinforces Markham's position as a major centre and destination for cultural diversity and innovation. One of the key strategic initiatives of the plan is to "establish a charitable foundation".

An arms-length charitable foundation will be more successful in raising funds, as many individuals and corporations are reluctant to donate to a municipality that they feel is supported through property taxes. Many granting organizations and government agencies will not fund City organizations but will fund an arms-length foundation.

A foundation can also establish and manage endowment funds in support of programming priorities and hire fundraising staff or consultants.

As per the Strategic Plan, Goal #3 is about "Building a Sustainable Infrastructure". As the Theatre is nearing or at capacity for most of the year, staff and resources to support service levels and programs are currently at capacity, which leaves minimal ability to accommodate growth and demand. In order to move forward, it is critical for the staff, the Theatre's Advisory Board and the City to address building an adequate supporting infrastructure to serve the growth that has occurred and is anticipated.

Objective #8 of the "Building a Sustainable Infrastructure" section of the Flato Markham Theatre Strategic Plan 2017-2021 is to "establish a charitable foundation". There are several actions that have been identified under Objective 8 – Establish a Charitable Foundation including:

- To explore the feasibility of establishing a Foundation;
- To explore steps needed for incorporation and charitable status;
- To develop endowment and investment policies.
- To develop endowments in support of the Diamond Series and Every Child Every Year program
- To look at hiring a fundraiser or a fundraising consultant reporting to the foundation

Purpose

The City of Markham proposes to incorporate a non-share capital (not-for-profit) corporation under the Corporations Act (Ontario) ("the Corporation") with the City of Markham as the sole member.

This document has been developed to provide information on the governance framework for the proposed Corporation. Specifically this document:

- a. Sets out the objectives of the Corporation, its mandate, guiding principles, governance structure, reporting activities and financial considerations; and,
- b. Constitutes the provincially required business case for the proposed Corporation, prepared pursuant to Section 6 of Ontario Regulation 599/06 "Municipal Services Corporations:" made under section 203(4) of the Municipal Act, 2001, S.O.2001,c.25, as amended.

The mission of the proposed Corporation is to undertake fundraising activities for the benefit of supporting the Flato Markham Theatre and performing arts initiatives in the Markham region.

Funds will be raised in support of:

- a. Flato Markham Theatre programs;
- b. Establish and manage endowment funds in support of programming priorities;
- c. Expansion of capital assets and infrastructure;
- d. Initiatives contributing to the development and sustainability of a vibrant performing arts community in Markham and across the Region.

Guiding Principles

The following Guiding Principles have been developed to function as the guidepost for the recommendations put forward in this Business Case.

The Corporation will:

- Consider itself a leader and strategic partner in strengthening the performing arts in Markham and across the Region. In doing so, it will partner with organizations to deliver results and will ensure it is not duplicating work done by others;
- Make decisions with the best information available. In some cases, this means collecting and/or procuring the necessary information to make an informed decision;
- Work with the Flato Markham Theatre's team to develop and implement fundraising strategies that reflect FMT's strategic priorities and fundraising needs;
- Promote and support fundraising initiatives that increase and enhance the Flato Markham Theatre's programming objectives;
- Adhere to responsible financial stewardship and good governance;
- Apply to Canada Revenue Agency (CRA) to register the Markham Foundation for the Performing Arts as a charitable corporation.

Objectives

It is proposed that the City of Markham establish the Markham Foundation for the Performing Arts Corporation for purposes which include the following:

- To develop and implement multi-year fundraising plans that address Flato Markham Theatre's (or its successor's) strategic goals and objectives;
- To support and facilitate growth in all areas of programming for the Flato Markham Theatre as well as the performing arts community;
- To conduct research for the purpose of identifying fundraising and growth opportunities.

Benefits of the Markham Foundation for the Performing Arts Corporation

The advantages of the City of Markham establishing the Markham Foundation for the Performing Arts Corporation include:

- The establishment of a corporation that will pull together resources and expertise in the area of fundraising and performing arts through the involvement of experienced members of the community on the Board, in conjunction with City staff and external resources;

- The establishment of a corporation with the status of a charitable organization will allow expanding the scope and scale of the fundraising portfolio along with giving access to new opportunities i.e. major corporation funds.
- Strengthen Flato Markham Theatre's sustainable business model, build capacity, and energize the performing arts sector in the Markham region.

Governance:

- With the approval of City Council, a nomination committee will be responsible for identifying suitable director candidates for the Board of Directors of the Markham Foundation for the Performing Arts.
- With the approval of City Council, the members of the nomination committee will include Mayor, the two Councillors appointed to the Flato Markham Theatre Advisory Board (i.e. Ward 2 Councillor Alan Ho, Ward 3 Councillor Keith Irish), and two (2) current members of the Flato Markham Theatre Advisory Board (Aleem Israel, Justin Reid).
- The nomination committee will establish the criteria for the recruitment of the directors; the final slate of directors will be approved by City Council.
- The Board of Directors will establish a framework for governance, business plans, financial accountability, fundraising requirements, and corporate policies.

Budget and Funding

The management of funds will be the responsibility of the Corporation's Board of Directors, and be subject to City Council's approval (through a multi-year business plan). The Corporation will be funded from the proceeds of fundraising activities.

Public Accountability and Reporting

The Corporation will provide the City with a multi-year business plan on an annual basis. The business plan will include all the following:

- The strategic objectives, priorities and business objectives, including all revenue and expenditures anticipated for the upcoming year.
- Performance metrics for monitoring progress and accomplishments.
- An operating budget for the Corporation for the next financial year, including the current year actual, budget and variance.

The Corporation will present results of operations on an annual basis through the Annual Report and Annual General Meeting. The Corporation will inform City Council of its results, including information regarding fundraising results, use of the funds, and major business developments resulting from the ongoing efforts.