

General Committee Revised Agenda

Revised Items are Italicized.

Meeting Number: 16
June 11, 2019, 9:30 AM - 3:00 PM
Council Chamber

Please bring this General 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 MINUTES OF THE MAY 15, 2019 SPECIAL GENERAL COMMITTEE (16.0)	10
1. That the minutes of the May 15, 2019 Special General Committee meeting be confirmed.	
3.2 MINUTES OF THE MAY 21, 2019 GENERAL COMMITTEE (16.0)	13
1. That the minutes of the May 21, 2019 General Committee meeting be confirmed.	
4. DEPUTATIONS	
5. COMMUNICATIONS	
5.1 YORK REGION COMMUNICATIONS (13.4)	22
Note: Questions regarding Regional correspondence should be directed to Chris Raynor, Regional Clerk.	
The following York Region Communications are available <u>on-line only</u>.	
1. That the following communications dated May 17, 2019 from York Region be received for information purposes:	
a. Provincial Discussion Paper on Reducing Litter and Waste in our	

Communities

- b. 2015-2019 Strategic Plan - Final Year 4 (2018) Progress Report
- c. 2018 YorkInfo Partnership Annual Report
- d. Criteria for Prospective Service Migration
- e. 2019 Property Tax Ratios
- f. 2019 Property Tax Rates
- g. 2019 Property Tax Capping
- h. Growth and Development Review 2018
- i. 2018 Agriculture and Agri-Food Strategy Update and Agriculture and Agri-Food Advisory Committee Terms of Reference
- j. 2018 Regional Centres and Corridors Update
- k. 2018 Greening Strategy Achievements
- l. Protecting York Region's School Children through Immunization
- m. Planning for Employment Background Report
- n. Formal Response to Province on Regional Government Review

6. PETITIONS**7. CONSENT REPORTS - FINANCE & ADMINISTRATIVE ISSUES**

- | | | |
|------------|--|------------|
| 7.1 | MINUTES OF THE APRIL 17, 2019 CANADA DAY COMMITTEE (16.0) | 428 |
| | 1. That the minutes of the April 17, 2019 Canada Day Committee meeting be received for information purposes. | |
| 7.2 | MINUTES OF THE APRIL 18, 2019 MARKHAM ENVIRONMENTAL ADVISORY COMMITTEE (16.0) | 433 |
| | 1. That the minutes of the April 18, 2019 Markham Environmental Advisory Committee meeting be received for information purposes. | |
| 7.3 | MINUTES OF THE APRIL 22, 2019 MARKHAM PUBLIC LIBRARY BOARD (16.0) | 437 |
| | 1. That the minutes of the April 22, 2019 Markham Public Library Board meeting be received for information purposes. | |

7.4 2020 BUDGET SCHEDULE (7.0)

443

M. Vetere, ext. 2463

1. That the report dated June 11, 2019 titled “2020 Budget Schedule” be received; and,
2. That the following schedule for the 2020 Budget be approved with the dates and times below:
 - **Meeting #1** – Tuesday, September 24, 2019 (9:00 a.m. to 12:00 p.m. Council Chamber)
 - **Meeting #2** – Friday, September 27, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
 - **Meeting #3** – Friday, October 4, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
 - **Meeting #4** – Tuesday, October 29, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
 - **Meeting #5** – Friday, November 1, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
 - **Meeting #6** – Tuesday, November 5, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
 - **Meeting #7** – Friday, November 8, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
 - **Meeting #8** – Tuesday, November 12, 2019 (3:00 p.m. to 5:00 p.m. – Council Chamber)
 - **General Committee**
 - – Monday, November 18, 2019 (9:30 a.m. – Council Chamber)
 - Draft presentation of the proposed 2019 Budget for the public meeting
 - **Meeting #9** – Tuesday, November 19, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
 - **Public Meeting**
 - – Wednesday, November 27, 2019 (7 p.m. to 9 p.m. – Council Chamber)
 - Feedback from the public meeting will be incorporated into the report to Council
 - **Council Decision** – Tuesday, December 10, 2019 (1:00 p.m. –

Council Chamber)

- ***Press Conference*** – Wednesday, December 11, 2019 (2 p.m. – Canada Room); and,
3. That the following schedule for the 2020 Water & Wastewater Rate be approved with the dates and times below:
 - ***General Committee*** – Monday, October 7, 2019 (9:30 a.m. – Council Chamber)
 - ***Public Meeting***
 - – November 5, 2019 (6:30 p.m. – Council Chamber)
 - Feedback from the public meeting will be incorporated into the report to Council
 - ***Council Decision*** – Wednesday, November 13, 2019 (1:00 p.m. – Council Chamber); and further,
 4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

7.5 STAFF AWARDED CONTRACTS FOR THE MONTH OF MAY 2019 (7.12)

449

A. Moore, ext. 4711

1. That the report entitled “Staff Awarded Contracts for the Month of May 2019” be received; and,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

8. CONSENT REPORTS - COMMUNITY SERVICES ISSUES

8.1 QUALITY MANAGEMENT SYSTEM - MANAGEMENT REVIEW (5.3)

468

E. Wu, ext. 2445 and V. Feng, ext. 2737

1. That the report titled “Quality Management System - Management Review” and be received; and,
2. That Council, as the Owner of the City’s drinking water system, acknowledge and support the outcome and action items identified from the Management Review; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

9. REGULAR REPORTS - FINANCE & ADMINISTRATIVE ISSUES

9.1 PROVINCE OF ONTARIO AUDIT AND ACCOUNTABILITY FUND (7.0)

472

J. Lustig, ext. 4715

1. That the report dated June 11, 2019 entitled “Province of Ontario Audit and Accountability Fund” be received; and,
2. That staff be directed to apply for funding from the Provincial Audit and Accountability Fund for service delivery and modernization opportunity reviews;
 - a. Development process related to the Building, Engineering, and Planning department
 - b. New parks delivery and parks maintenance processes; and further,
3. That staff be authorized and directed to do all things necessary to give effect to this resolution.

9.2 DESTINATION MARKETING ORGANIZATION UPDATE (7.0)

483

S. Manson, ext. 7514 and S. Chait, ext. 4871

1. That the report “Destination Marketing Organization Update” be received; and,
2. That Council approve naming the City of Markham’s recently incorporated non-share capital corporation “Destination Markham Corporation”; and,
3. That Council approve a Board of Directors composition of nine (9) Directors, which will be comprised of six (6) independent Directors and three (3) non-independent Directors (being the Mayor and two (2) members of Council); and,
4. That Council approve the advertising cost of the Board of Directors recruitment process to a maximum of \$20,000, which will be funded from the DMO’s share of 2019 MAT revenue; and,
5. That Staff be authorized to establish a Nominating Committee comprised of the Mayor and two (2) Members of Council to identify suitable candidates for the Board of Directors of the Destination Markham Corporation; and,
6. That Staff report back to Council in the fall of 2019 with recommendations for the selection of the six (6) independent Director positions; and further,
7. That staff be authorized and directed to do all things necessary to give effect to this resolution.

10. REGULAR REPORTS - COMMUNITY SERVICES ISSUES

10.1 ONTARIO’S MAIN STREET REVITALIZATION INITIATIVE FUND (5.0)

487

D. Plant, ext. 4893

1. That the report, “Ontario’s Main Street Revitalization Initiative Fund,”, dated May 26, 2019, be received; and,
2. That Council approve the projects noted below (by Main Street Area) for the **Main Street Revitalization Initiative** funded by the Province of Ontario in the amount of \$320,609.39, as administered by the Association of Municipalities of Ontario with projects to be completed prior to March 31st 2020:

Main Street Unionville – Total of \$140,304.53 to be allocated among three projects

- i. Access Gate Between Parkview Public School property and Main Street Unionville (to permit access during special events);
- ii. Bandstand extension of hard surfacing for seating areas, site improvements and flagpole;
- iii. Greening of laneway on Main Street.

Main Street Markham – Total of \$140,304.53 to be allocated among three projects:

- iv. Replacement of the planter/landscaping at Main Street and Robinson Street;
- v. Heritage Style Clock (2 sided) as an entrance feature on the island south of Highway #7;
- vi. Self-watering planters for streetscape.

Yonge Street Thornhill – Total of \$40,000.33 to be allocated among two projects:

- vii. Heritage themed banners
- viii. Self-watering planters for streetscape; and,

3. That Council authorize the Director of Operations to sign a Memorandum of Understanding with the owner of 98 Main Street Markham North to seek authority to use the property for public features and to outline the responsibility of the City to continue to maintain the planter and its contents subject to the review of the City Solicitor and the Commissioner of Community & Fire Services; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

10.2 WASTE MANAGEMENT COLLECTION CONTRACT EXTENSION (5.1)

501

C. Marsales, ext. 3560

1. That the report entitled “Waste Management Collection Contract Extension” be received; and,
2. That the Request for Proposal process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1(c), Non Competitive Procurement, when the extension of an existing contract would prove more cost-effective or beneficial; and,
3. That Council approve an additional six (6) month contract extension to the Miller Waste Collection Contract, from December 1, 2020 to May 31, 2021, for the provision of residential curbside and multi-residential waste management collection services, on substantially the same terms and conditions as the current contract extension; and,
4. That the Mayor and Clerk be authorized to execute the contract extension agreement, in a form satisfactory to the Commissioner of Community & Fire Services and the City Solicitor; and,
5. That Staff report back to Council before November 2019 on the process to finalize a long-term contract for waste management collection services following the Regional Government Review by the Provincial Government, or as potential changes resulting from the review become more clear; and further,
6. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

10.3 COMMUNITY CENTRE BOARDS MEMORANDUM OF UNDERSTANDING UPDATE (6.6)

504

J. Carroll, ext. 4549

1. That the report entitled “Community Centre Boards Memorandum of Understanding Update” be received; and,
2. That Council authorize the Mayor and Clerk to execute an updated “Memorandum of Understanding” between the City and the Community Centre Boards , in accordance with this Report and in a form approved by Commissioner of Community and Fire Services and the City Solicitor; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

11. MOTIONS**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, General Committee resolve into a confidential session to discuss the following matters:

15.1 FINANCE & ADMINISTRATIVE ISSUES

15.1.1 GENERAL COMMITTEE CONFIDENTIAL MINUTES- MAY 6, 2019 (16.0) [Section 239 (2) (c) (d)]

15.2 COMMUNITY SERVICES ISSUES

15.2.1 PERSONAL MATTERS ABOUT AN IDENTIFIABLE INDIVIDUAL, INCLUDING MUNICIPAL OR LOCAL BOARD EMPLOYEES (WARDS 1-8) (6.3) [Section 239 (2) (b)]

15.3 LAND, BUILDING & PARKS CONSTRUCTION ISSUES

15.3.1 A PROPOSED OR PENDING ACQUISITION OR DISPOSITION OF LAND BY THE MUNICIPALITY OR LOCAL BOARD (WARD 8) (8.6) [Section 239 (2) (c)]

15.3.2 THE SECURITY OF THE PROPERTY OF THE MUNICIPALITY OR LOCAL BOARD (WARD 5) (8.6) [Section 239 (2) (a)]

16. ADJOURNMENT

Information Page

General Committee Members: All Members of Council

General Committee

Chair: Regional Councillor Jack Heath

Vice Chair: Councillor Khalid Usman

Finance & Administrative Issues

Chair: Regional Councillor Jack Heath

Vice Chair: Councillor Khalid Usman

Community Services Issues

Chair: Councillor Karen Rea

Vice Chair: Councillor Isa Lee

Environment & Sustainability Issues

Chair: Regional Councillor Joe Li

Vice Chair: Councillor Reid McAlpine

Land, Building & Parks Construction Issues

Chair: Councillor Keith Irish

Vice Chair: Councillor Andrew Keyes

General Committee meetings are audio and video streamed live at the City of Markham's website.

Alternate formats 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.

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

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

**General Committee is scheduled to recess for lunch from
approximately 12:00 PM to 1:00 PM.**



Special General Committee Minutes

Meeting Number: 12
May 15, 2019, 9:00 AM - 4:00 PM
Heintzman House

Roll Call	Mayor Frank Scarpitti	Councillor Reid McAlpine
	Deputy Mayor Don Hamilton (arrived 11:15 AM)	Councillor Karen Rea
	Regional Councillor Jack Heath	Councillor Andrew Keyes
	Regional Councillor Joe Li (arrived 9:32 AM)	Councillor Amanda Collucci (arrived 9:30 AM)
	Regional Councillor Jim Jones	Councillor Khalid Usman
	Councillor Keith Irish	Councillor Isa Lee
	Councillor Alan Ho (arrived 11:25 AM)	
Staff	Andy Taylor, Chief Administrative Officer	Josh Machesney, Elections & Committee Coordinator
	Trinela Cane, Commissioner, Corporate Services	Asare Kester-Akrofi, Executive Coordinator to CAO
	Brenda Librecz, Commissioner of Community & Fire Services	Laura Gold, Council/Committee Coordinator
	Arvin Prasad, Commissioner Development Services	Andrea Berry, Senior Manager, Corporate Communications & Community Engagement
	Catherine Conrad, City Solicitor and Acting Director of Human Resources	Fred Rich, Manager, Strategy & Insurance Risk Management
	Joel Lustig, Treasurer	Chris Bird, Director, Building Standards
	Bryan Frois, Chief of Staff	Eddy Wu, Manager, Operations & Maintenance
	Kimberley Kitteringham, City Clerk	Mona Nazif, Manager, HR Client Services
	Nasir Kenea, Chief Information Officer	Stefanie Navascues, Deputy City Solicitor
	Dave Decker, Fire Chief	Diane Macklin, Director, Community Engagement, MPL
	Mary Creighton, Director of Recreation Services	Graham Seaman, Director, Asset Management & Sustainability
	Stephen Chait, Director of Economic Growth, Culture & Entrepreneurship	
	Biju Karumanchery, Director of Planning and Urban Design	

Morgan Jones, Director, Operations

Sara Tam, Manager, Business Planning &
Innovation

1. CALL TO ORDER

The Special General Committee Strategic Planning Session 3 meeting convened at the hour of 9:08 AM with Regional Councillor Jack Heath in the Chair.

Mayor Frank Scarpitti provided opening remarks and reviewed the meeting objectives:

- Validate the strategic issues/opportunities from the April 24 Strategic Planning Meeting;
- Review current strategy: mission, vision & current strategic goals;
- Refine strategic goals and metrics;
- Identify preliminary strategies and actions to achieve strategic goals;
- Establish next steps.

Mayor Scarpitti introduced Joanne Berry, Facilitator.

2. DISCLOSURE OF PECUNIARY INTEREST

None disclosed.

3. EDUCATION & TRAINING SESSION

3.1 STRATEGIC PLANNING (FACILITATED DISCUSSION)

Joanne Berry, Facilitator, began the Session by asking attendees to consider what were the most substantial takeaways from the previous Strategic Planning Session and to consider what should be the most important outcome from today's Strategic Planning Session.

The results from the SWOT Analysis conducted at the previous Strategic Planning Session were reviewed and discussed. Members of General Committee and Staff discussed the 9 Strategic Issues and Opportunities identified at the previous Session, and participated in a mapping exercise.

Members of General Committee and Staff participated in an exercise to review the City's Goal Statement and participants worked to identify Statement

nuances and the top 3-5 objectives and associated tactics stemming from the Goal Statement.

Participants discussed the 4 Pillars of the Strategic Plan and the outputs and outcomes associated with these Pillars. Staff and Members of Council participated in a group discussion about how the City can achieve the outputs and outcomes discussed.

Ms. Berry reviewed the next steps:

- consolidate information from planning sessions
- establish framework for public consultation
- conduct public consultation
- refinement of Markham's Strategic Plan

Mayor Frank Scarpitti provided closing remarks and thanked Members of Council and Staff for their dedicated participation in the Strategic Planning Process. He extended a special thank you to Joanne Berry and her team for facilitating the discussions.

4. ADJOURNMENT

The Special General Committee meeting Strategic Planning Session 3 adjourned at 3:58 PM.

Moved By Mayor Frank Scarpitti

Seconded By Councillor Keith Irish

1. That the May 15, 2019 Special General Committee Strategic Planning Session 3 be adjourned.

Carried



General Committee Minutes

Meeting Number: 13
May 21, 2019, 9:30 AM - 3:00 PM
Council Chamber

Roll Call	Deputy Mayor Don Hamilton Regional Councillor Jack Heath Regional Councillor Joe Li (arrived 10:00 AM) Regional Councillor Jim Jones Councillor Keith Irish Councillor Alan Ho	Councillor Reid McAlpine Councillor Karen Rea Councillor Andrew Keyes Councillor Khalid Usman Councillor Isa Lee
Regrets	Mayor Frank Scarpitti	Councillor Amanda Collucci
Staff	Andy Taylor, Chief Administrative Officer Trinela Cane, Commissioner, Corporate Services Brenda Librecz, Commissioner of Community & Fire Services Catherine Conrad, City Solicitor and Acting Director of Human Resources	Josh Machesney, Elections & Committee Coordinator Graham Seaman, Director, Sustainability & Asset Management Mark Visser, Acting Treasurer Gord Miokovic, Manager, Systems Engineering

1. CALL TO ORDER

The General Committee meeting convened at the hour of 9:32 AM with Regional Councillor Jack Heath in the Chair.

2. DISCLOSURE OF PECUNIARY INTEREST

None disclosed.

3. APPROVAL OF PREVIOUS MINUTES

3.1 MINUTES OF THE APRIL 24, 2019 SPECIAL GENERAL COMMITTEE (16.0)

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Keith Irish

1. That the minutes of the April 24, 2019 Special General Committee meeting be confirmed.

Carried

3.2 MINUTES OF THE MAY 6, 2019 GENERAL COMMITTEE (16.0)

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Keith Irish

1. That the minutes of the May 6, 2019 General Committee meeting be confirmed.

Carried

4. DEPUTATIONS

There were no deputations.

5. COMMUNICATIONS

5.1 YORK REGION COMMUNICATIONS (13.4)

Moved by Councillor Alan Ho

Seconded by Councillor Reid McAlpine

1. That the communication dated April 9, 2019 from York Region regarding Source Protection Committee Membership be received for information purposes; and,
2. That the communication dated April 26, 2019 from York Region regarding Roads Capital Acceleration be received for information purposes.

Carried

6. PETITIONS

There were no petitions.

7. CONSENT REPORTS - FINANCE & ADMINISTRATIVE ISSUES**7.1 MINUTES OF THE JANUARY 21, 2019, MARCH 18, 2019 AND APRIL 17, 2019 ADVISORY COMMITTEE ON ACCESSIBILITY (16.0)**

Moved by Regional Councillor Jim Jones

Seconded by Councillor Karen Rea

1. That the minutes of the January 21, 2019, March 18, 2019 and April 17, 2019 Advisory Committee on Accessibility meeting be received for information purposes.

Carried

7.2 MINUTES OF THE DECEMBER 19, 2018, FEBRUARY 20, 2019, MARCH 20, 2019 AND APRIL 17, 2019 ANIMAL CARE COMMITTEE (16.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Karen Rea

1. That the minutes of the December 19, 2018, February 20, 2019, March 20, 2019 and April 17, 2019 Animal Care Committee meeting be received for information purposes.

Carried

7.3 MINUTES OF THE AUGUST 23, 2018 GERMAN MILLS MEADOW AND NATURAL HABITAT LIAISON COMMITTEE (16.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Karen Rea

1. That the minutes of the minutes of the August 23 2018 German Mills Meadow And Natural Habitat Liaison Committee meeting be received for information purposes.

Carried

7.4 MINUTES OF THE JANUARY 14, 2019, FEBRUARY 4, 2019, MARCH 4, 2019 AND APRIL 1, 2019 RACE RELATIONS COMMITTEE (16.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Karen Rea

1. That the minutes of the January 14, 2019, February 4, 2019, March 4, 2019 and April 1, 2019 Race Relations Committee meeting be received for information purposes.

Carried

7.5 MINUTES OF THE APRIL 10, 2019 SENIORS HALL OF FAME AWARDS COMMITTEE (16.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Karen Rea

1. That the minutes of the April 10, 2019 Seniors Hall of Fame Awards Committee meeting be received for information purposes.

Carried

7.6 STAFF AWARDED CONTRACTS FOR THE MONTH OF APRIL 2019 (7.12)

Moved by Councillor Reid McAlpine

Seconded by Deputy Mayor Don Hamilton

1. That the report entitled “Staff Awarded Contracts for the Month of April 2019” be received; and,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution

Carried

7.7 2019 MARCH YEAR-TO-DATE REVIEW OF OPERATIONS (7.0)

Moved by Councillor Karen Rea

Seconded by Councillor Reid McAlpine

1. That the report titled “2019 March Year-To-Date Review of Operations” be received; and,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

**7.8 2019 UNIONVILLE BUSINESS IMPROVEMENT AREA AND
MARKHAM VILLAGE BUSINESS IMPROVEMENT AREA
OPERATING BUDGETS (7.0)**

Moved by Regional Councillor Jim Jones

Seconded by Councillor Karen Rea

1. That the report titled “2019 Unionville Business Improvement Area and Markham Village Business Improvement Area Operating Budgets” dated May 21, 2019 be received; and,
2. That the 2019 Operating Budget in the amount of \$210,999 for the Unionville Business Improvement Area (UBIA) be approved; and,
3. That the 2019 Operating Budget in the amount of \$331,417 for the Markham Village Business Improvement Area (MBIA) be approved; and,
4. That the Special Tax Rate levy, in the amount of \$214,221 for the UBIA members and \$239,322 for the MBIA members be included in the 2019 Tax Levy By-law; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

**7.9 AWARD OF CONSTRUCTION TENDER 023-T-19 CAST IRON
WATERMAIN AND SANITARY SEWER REPLACEMENT (7.12)**

Moved by Regional Councillor Jim Jones

Seconded by Councillor Karen Rea

1. That the report entitled “Award of Construction Tender 023-T-19 Cast Iron Watermain and Sanitary Sewer Replacement” be received; and,

2. That the contract for Tender 023-T-19 Cast Iron Watermain and Sanitary Sewer Replacement be awarded to the lowest priced Bidder, Clearway Construction Inc. in the amount of \$12,387,460.53, inclusive of HST; and,
3. That a 7% contingency in the amount of \$867,122.24 inclusive of HST, be established to cover any additional construction costs and that authorization to approve expenditures of this contingency amount up to the specified limit be in accordance with the Expenditure Control Policy; and,
4. That the construction award in the amount of \$13,254,582.77 (\$12,387,460.53 + \$867,122.24) be funded from the capital project 053-6150-19243-005 “CI Watermain and Sanitary Sewer Replacement” with budget available of \$13,287,150.00; and,
5. That the remaining balance of \$32,567.23 (\$13,287,150.00 - \$13,254,582.77) be returned to original funding source; and,
6. That a 5-year moratorium be placed on any major servicing and utility installation along restored areas including Valloncliffe Road (Bayview Glen Park to Steeles Avenue East), and Viburnum Place (Daffodil Avenue to Bayview Glenn Park); and further;
7. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

7.10 2019 TAX RATES AND LEVY BY-LAW (7.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Karen Rea

1. That the report “2019 Tax Rates and Levy By-law” be received; and,
2. That a by-law to provide for the levy and collection of property taxes totalling \$732,240,135 required by the City of Markham, the Regional Municipality of York, Province of Ontario (Education) and Business Improvement Areas, in a form substantially similar to Appendix A (attached), satisfactory to the City Solicitor and provides for the mailing of notices and requesting payment of taxes for the year 2019, as set out as follows, be approved;

Taxation Category	2019 Levy Amount
City of Markham	\$157,927,379

Region of York	\$327,536,871
Province of Ontario (Education)	\$246,322,343
Markham Village BIA	\$239,322
Unionville BIA	\$214,221
Total	\$732,240,135; and,

3. That staff be authorized to levy against Markham Stouffville Hospital and Seneca College the annual levy pursuant to Section 323 of the Municipal Act, 2001, as outlined in Section 9 of the attached by-law once the required information is received from the Ministry of Training, Colleges and Universities; and,
4. That the attached by-law be passed to authorize the 2019 Tax Rates and Levy By-law; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

8. CONSENT REPORTS - COMMUNITY SERVICE ISSUES

8.1 CITYWIDE MULTI-PHASE SANITARY SYSTEM DOWNSPOUT DISCONNECTION PROGRAM – ANNUAL PROGRESS UPDATE AND 2019 DETAILS (5.3)

Gord Miokovic, Manager, Systems Engineering, was in attendance to speak to the item. Mr. Miokovic advised that he will follow up with the By-law Department to ensure all outstanding downspouts are in compliance, and will provide Members of Council with an update via memo.

Moved by Regional Councillor Jim Jones

Seconded by Councillor Karen Rea

1. That the report entitled “Citywide Multi-phase Sanitary System Downspout Disconnection Program – Annual Progress Update and 2019 Details” be received; and,
2. That the remaining funds of \$8,916 be returned to the original funding source from the project #16238 “Sanitary System Downspout Disconnection Program – Phase 4” and the project be closed; and further,

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

Carried

9. PRESENTATIONS - FINANCE & ADMINISTRATIVE ISSUES

9.1 SUSTAINABILITY AWARDS (12.2.6)

Trinela Cane, Commissioner, Corporate Services, introduced the item and announced that members of Staff are in receipt of awards for Sustainability. She explained the merits of the awards, and recognized each Staff member for their achievements.

Graham Seaman, Director, Sustainability & Asset Management was in attendance to present the following awards to Staff:

1. Living City Energy Efficiency Leadership Award (Silver) - Markham Civic Centre
2. Living City Energy Efficiency Leadership Award (Gold) - Milliken Mills Community Centre
3. Living City Energy Efficiency Leadership Award (Gold) - Markham Village Community Centre
4. Energy Manager of the Year - Innovative Project - Citywide/Milliken Mills

Regional Councillor Jack Heath congratulated Staff, on behalf of Members of General Committee, for their achievements.

10. MOTIONS

There were no motions.

11. NOTICES OF MOTION

There was no notices of motions.

12. NEW/OTHER BUSINESS

There were no new / other business.

13. ANNOUNCEMENTS

There were no announcements.

14. ADJOURNMENT

The General Committee meeting adjourned at 10:14 AM.

Moved by Councillor Isa Lee

Seconded by Councillor Khalid Usman

1. That the May 21, 2019 General Committee meeting be adjourned.

Carried



May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: Provincial Discussion Paper on Reducing Litter and Waste in our Communities

On May 16, 2019 Regional Council adopted the following revised recommendations provided in the memorandum dated May 15, 2019, except for Item F.2.3 as noted below:

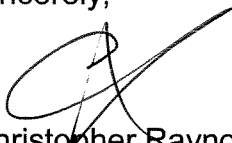
1. Council endorse comments identified in Attachment 1 (York Region Response Letter) and Attachment 2 (York Region Detailed Comments), which were submitted to the Ministry of the Environment, Conservation and Parks in response to Environmental Registry of Ontario posting 013-4689: Reducing Litter and Waste in Our Communities Discussion Paper. Due to the timeframe provided, it was not possible to bring the response to Regional Council for endorsement prior to submission. Any additional comments or clarifications by Council will be sent to the Province to supplement staff comments. Key recommendations for endorsement include:
 - a) *Immediately transition the Blue Box to full producer responsibility to make producers both operationally and financially responsible for their waste and establish high targets that obligate the implementation of deposit return programs **that augment the Blue Box program***
 - b) Include the 4th R (Recovery) in diversion calculations to recognize the benefits of recovering the value of resources

- c) Develop Green Bin compostable standards that align with existing processing systems to provide clear rules
 - d) *Take immediate and strong action to eliminate litter and plastic waste going to landfills and waterways, including single use plastics and problematic materials, through a deadline driven action plan, **including a used beverage container deposit return program***
 - e) Ensure extended producer responsibility requirements include public spaces and Industrial, Commercial and Institutional sectors to help prevent and reduce litter in communities
2. The Regional Clerk circulate this report to local municipalities and the Ministry of the Environment, Conservation and Parks.

The original staff report is enclosed for your information.

For more information on this report, please contact Laura McDowell, Director, Environmental Promotion and Protection at 1-877-464-9675 ext. 75077.

Sincerely,

A handwritten signature in black ink, appearing to be 'Christopher Raynor', written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Committee of the Whole
Environmental Services
May 2, 2019

Report of the Commissioner of Environmental Services

Provincial Discussion Paper on Reducing Litter and Waste in our Communities

1. Recommendations

1. Council endorse comments identified in Attachment 1 (York Region Response Letter) and Attachment 2 (York Region Detailed Comments), which were submitted to the Ministry of the Environment, Conservation and Parks in response to Environmental Registry of Ontario posting 013-4689: Reducing Litter and Waste in Our Communities Discussion Paper. Due to the timeframe provided, it was not possible to bring the response to Regional Council for endorsement prior to submission. Any additional comments or clarifications by Council will be sent to the Province to supplement staff comments. Key recommendations for endorsement include:
 - a. Begin implementation of extended producer responsibility for Blue Box to make producers responsible for their waste
 - b. Include the 4th R (Recovery) in diversion calculations to recognize the benefits of recovering the value of resources
 - c. Develop Green Bin compostable standards that align with existing processing systems to provide clear rules
 - d. Coordinate and implement action on single-use plastics and other problematic materials to help reduce plastic waste going into landfills and waterways
 - e. Ensure extended producer responsibility requirements include public spaces and Industrial, Commercial and Institutional sectors to help prevent and reduce litter in communities
2. The Regional Clerk circulate this report to local municipalities and the Ministry of the Environment, Conservation and Parks.

2. Summary

The Ministry of Environment, Conservation, and Parks issued Reducing Litter and Waste in Our Communities Discussion Paper to obtain feedback on eight key areas:

- Preventing and reducing litter in neighbourhoods and parks
- Increasing opportunities to reduce waste
- Making producers responsible for their waste
- Reducing and diverting food and organic waste
- Reducing plastic waste going into landfills and waterways
- Providing clear rules for compostables
- Recovering the value of resources
- Supporting competitive and sustainable end markets

The discussion paper contained specific questions that Regional staff have responded to.

3. Background

Province issues discussion paper on reducing litter and waste to expand upon commitments in previously circulated Made-in-Ontario Environment Plan

On March 6, 2019, the Province issued the discussion paper on Reducing Litter and Waste in our Communities which expands upon commitments in Preserving and Protecting our Environment for Future Generations: A Made-in-Ontario Environment Plan. These two papers discuss several waste management priority areas included under the *Waste-Free Ontario Act* such as shifting responsibility for municipally operated diversion programs to producers and the Food and Organic Waste Policy Statement. In addition, the province addressed new areas of focus including litter in our communities, inclusion of the 4th R, recovery of energy from waste, in the diversion rate calculation and exploring ways to reduce single use plastics.

***Waste-Free Ontario Act* will have major impact on municipal waste management, particularly the diversion programs**

In November 2016, the *Waste Diversion Act, 2002* was repealed and replaced by the *Waste-Free Ontario Act*. This new legislation will have a major impact on municipal waste management and waste diversion programs in Ontario, including the Blue Box Program, tires, electronics and household hazardous wastes. Ultimately, the Act shifts current municipally operated diversion programs to full producer responsibility whereby the producers are responsible for costs and operation of delivering these programs. The Act also includes a Food and Organics Waste Framework that sets Provincial policy direction related to reducing and diverting food and organic waste.

Municipalities and other stakeholders in the waste sector continue to advocate for improvements to municipal waste programs including the blue box program

Municipalities and other stakeholders have been advocating for full producer responsibility as it relates to the Blue Box Program for a number of years. Table 1 summarizes communications to Council over the years on the evolving waste management legislation.

Table 1
Communications to Council on Provincial Waste Management Legislation

Date	Communication
September 2013 Report	<u>Review of Bill 91, Proposed <i>Waste Reduction Act</i>, 2013</u>
June 2015 Report & Presentation	<u>Pending Waste Reduction and Resource Recovery Framework Legislation Update</u>
February 2016 Report & Presentation	<u><i>Waste-Free Ontario Act</i> – Update on Proposed Waste Management Legislation</u>
June 2016 Memorandum	Update on <u><i>Waste-Free Ontario Act</i></u>
June 2017 Report & Presentation	<u>Update on moving toward full producer responsibility under the <i>Waste-Free Ontario Act</i></u>
January 2018 Memorandum	<u>Update on Consultation Timelines for Amending the Blue Box Program Plan towards Full Producer Responsibility</u>
February 2018 Memorandum & Presentation	<u>Update on Proposed Amendment to Blue Box Program Plan</u>
March 2018 Report	<u>Update on moving towards Full Producer Responsibility under the <i>Waste-Free Ontario Act</i></u>
February 2019 Memo	<u>Proposed Made-in-Ontario Environment Plan - Staff Comments Submitted to the Province</u>

Provincial discussion topics align with SM4RT Living Plan and the *Waste-Free Ontario Act*

Overall, through their discussion paper the Province is signalling alignment with the Region's SM4RT Living Plan that focuses on reduction and reuse. The discussion paper continues to signal interest in transitioning plans for diversion programs to full producer responsibility including the Blue Box program as intended under the *Waste-Free Ontario Act*. Further analysis is provided in the following section.

4. Analysis

Inclusion of the 4th R in provincial diversion calculations raised

This discussion paper marks the first time that the Province has formally asked whether the 4th 'R' (recovery of energy from waste) should be considered in Provincial diversion rate calculations. It has been the position of Regional Council that recovery be considered in waste diversion and staff indicated strong support for this in the Region's response.

Transitioning to extended producer responsibility and standards for compostable products supported

Strong municipal support was voiced for transitioning the Blue Box Program to producers through extended producer responsibility. It is anticipated that moving to extended producer responsibility will remove or reduce the cost to manage Blue Box materials from the tax base and provide an incentive for producers to design their products for recyclability. The discussion paper included questions around how transition should occur. Staff recommended an approach consistent with the Municipal 3Rs Collaborative with respect to timing that allows for sufficient consultation and provides certainty to municipalities and producers to make informed business decisions (Attachment 3).

Given that more compostable packaging and products are being introduced by manufacturers, staff suggested the Province define standards for compostable products. Developing standards for compostability will help ensure that items entering the Green Bin will effectively break down and create a high-value compost product. The Green Bin is one of the most costly streams to manage, and these costs are borne entirely by the municipal tax base. It is crucial that the Green Bin not become an outlet for products better managed and paid for by producers through the Blue Box system.

Regulation of single-use plastics as well as diversion targets for public spaces and the commercial sector are appropriate actions at Provincial and/or Federal levels

Finally, staff supported Provincial and/or Federal action where municipalities have limited ability to impact change. Single-use plastics can be challenging to manage through the Blue Box as municipal governments have limited tools at their disposal to influence a change in packaging design. This is something better addressed by Provincial and Federal governments who have greater legislative and policy authority over these products and their design.

Staff also supported setting ambitious diversion targets for the industrial, commercial, and institutional sector and in public spaces to reduce plastic waste going into parks and waterways. The municipal sector has consistently outperformed industry due to a continued drive by municipalities to increase their diversion rates. Provincial leadership is required to drive meaningful improvement in diversion rates for public spaces and the industrial, commercial, and institutional sector by designating common litter items under extended

producer responsibility with ambitious targets. Setting ambitious targets for these materials will drive producers to implement innovative solutions and provide the greatest increase in Province-wide diversion rates and litter reduction.

5. Financial

The total cost to deliver integrated waste management services in York Region is approximately \$300 per household per year, providing good value to taxpayers when compared to other typical household costs like cell phone services totalling over \$900 per year.

Outcomes from discussion paper could result in savings for municipalities but actual cost implications are dependent on future provincial action

There are several aspects in the discussion paper that could result in future budget implications, but those are not clear at this time. Several initiatives that the Province is exploring could result in cost savings for municipalities. Provincial leadership on reducing plastic and food waste could translate to less waste municipalities are required to manage once disposed. More significant cost savings to municipalities could be realized should transition to full producer responsibility occur as the costs associated with delivering the blue box program will shift to producers.

In 2019, the Region budgeted 16 per cent of waste operating costs for the blue box program based on a forecasted 85,000 tonnes. While the discussion paper signals the Province is favourable to transitioning the blue box program, determining the long term savings and implications on budgets will be better understood once details on transition are available.

While the discussion paper signals the Province is interested in transition, municipalities continue to advocate for action on this initiative as the Blue Box program continues to face challenges. Recent changes in end markets with tightening contamination limits by China, have significantly impacted global paper and plastic recycling resulting in reduced revenues and in some cases paying to move materials to end markets. In 2018, \$7 million in capital was invested in the Region's Material Recovery Facility to improve the quality of the materials and better position the Region to re-enter global markets and recover the almost \$5 million in lost revenues last year. Municipal management of ever changing products and packaging, low value materials and uncertainty with global markets resulting in continued pressure on the tax base is no longer sustainable. Producers are best positioned to assume full responsibility for package and product design that results in better environmental outcomes and reduced costs to tax payers.

6. Local Impact

Region solicited comments and feedback from local municipal staff on the Provincial Discussion paper on Reducing Litter and Waste in our Communities

The Region solicited comments from our local municipal partners to ensure feedback represents the interests of our collective integrated waste management system. A number of local municipalities have also submitted their own responses to strengthen the municipal position and address additional concerns outside the joint submission.

7. Conclusion

Timing of Provincial consultation period for discussion paper did not allow for Regional Council review prior to submission

The Province released the Reducing Litter and Waste in Our Communities Discussion paper on March 6 for a 45 day consultation period. Staff comments (Attachments 1 and 2) were submitted on April 20 to meet the submission deadline. Due to the timeframe provided, it was not possible to bring the response to Regional Council for endorsement prior to submission. However, any suggestions or clarifications Council wishes to make will be sent to the Province to supplement staff comments.

Municipalities remain committed to pursuing transition to full producer responsibility with improved service levels and environmental outcomes

As leaders in the province in waste diversion, York Region and our local municipalities remain committed to delivery of a Blue Box Program in the best interests of our communities. Staff will provide further updates on outcomes from the Provincial discussion paper and its implications to transitioning the Blue Box Program Plan to Regional Council once available.

For more information on this report, please contact Laura McDowell, Director Environmental Promotion and Protection at 1-877-464-9675 ext. 75077. Accessible formats or communication supports are available upon request.

Recommended by: **Erin Mahoney, M. Eng.**
Commissioner of Environmental Services

Approved for Submission: **Bruce Macgregor**
Chief Administrative Officer

April 17, 2019
Attachments (3)
9333236

ATTACHMENT 1

April 17, 2019

Cindy Acab
Senior Policy Advisor
Resource Recovery Policy Branch
Environmental Policy Division
Ministry of Environment, Conservation, and Parks
40 St. Clair Ave. W. 8th Floor
Toronto ON M4V 1M2

Ms. Acab:

**RE: York Region Response – Reducing Litter and Waste in Our Communities
Discussion Paper – ERO 013-4689**

York Region thanks the Province for consulting with stakeholders on the Reducing Litter and Waste in Our Communities Discussion Paper and welcomes the opportunity to provide a municipal perspective. Due to the short timeframe provided, it was not possible to bring the response to Regional Council for endorsement prior to submission, however should Council have any additional comments staff will forward them to the Province.

**Staff appreciates efforts to address a number of key municipal issues
in the discussion paper**

The discussion paper addresses a number of key municipal concerns including the benefits and need for extended producer responsibility, action on single-use plastics, action on organics and compostable products, and support for thermal treatment. Staff were also pleased to see a greater focus on improving lagging diversion rates in the industrial, commercial and institutional (IC&I) sector. Municipalities have been on the leading edge of waste management, with diversion rates that prove it. The IC&I sector now represents the greatest opportunity to increase diversion rates in Ontario, and mandatory waste diversion targets for this sector will help drive the highest increases in Ontario-wide diversion per dollar spent.

**Ministry staff should leverage municipal sector including York Region's
industry leading expertise in waste management**

York Region has demonstrated leadership in waste management, ranking number one in the large urban category consistently for the past five years. The Region was one of

the first adopters of the Green Bin program, has actively supported energy recovery from residual waste by sending materials for recovery for more than 10 years, and has taken a leading edge approach to master planning to address core challenges associated with waste generation. Many aspects of the discussion paper align with York Region's SM4RT Living waste management master plan, which was adopted by Regional Council in 2013. Region staff raised many of the priorities outlined in this response to Minister Phillips on March 22, 2019 and welcome additional opportunities to further this discussion. This response is intended to provide more detailed information to assist Ministry staff in developing feasible options for waste management policy in the Province. This letter highlights the Region's top five priorities for action, and the accompanying detailed response addresses the specific questions posed in the discussion paper.

Priority 1: Begin implementation of extended producer responsibility for Blue Box to make producers responsible for their waste

Discussions on how to implement extended producer responsibility have been ongoing for more than 10 years. Municipalities and producers are ready to transition through the *Resource Recovery and Circular Economy Act, 2016*. Transitioning provides an opportunity to re-energize recycling markets and capitalize on the existing province-wide Blue Box program. **Now is the time for the Province to take action and issue the directive to transition the Blue Box program to an extended producer responsibility model.** Municipalities (via the Municipal Collaborative M3RC) have proposed a timeline to address the transition process, which has also been provided.

Priority 2: Include the 4th R (Recovery) in diversion calculations to recognize the benefits of recovering the value of resources

Generating electricity through thermal treatment of waste provides a beneficial use for materials that would otherwise need to be landfilled and helps achieve Provincial greenhouse gas reduction goals, this should be formally encouraged by Provincial policy. In the Ontario context, when electricity generation is taken into account, energy from waste offsets approximately 0.8 tonnes of carbon for every tonne of waste processed, as compared to landfill. York Region recognizes the 4th R and in 2018 diverted 94% from landfill through the Durham York Energy Centre and other Energy from Waste contracts. **Energy generation provides a beneficial use and should be recognized as such under Provincial diversion calculations similar to other beneficial uses such as Green Bin programs.** Incorporation of the 4th R as diversion must only be considered for materials that cannot be recycled. Similar to York Region's SM4RT Living Program, the first 3Rs (Reduction, Reuse, Recycling) must be prioritized before Recovery.

Priority 3: Develop Green Bin compostable standards that align with existing processing systems to provide clear rules

There has been a significant increase in the products marketed as compostable over the last several years but many of these products do not effectively break down in

municipal Green Bin systems. **“Green Bin compostable” standards must be developed to align with the majority of Green Bin processing technology currently in place in Ontario. Significant municipal tax dollars have been invested in Green Bin facilities and programs, Green Bin compostable standards need to be clear and ensure compatibility with this existing infrastructure.** Development of these standards will need to be supported with an education campaign for Ontario consumers identifying that only “certified compostable” products that meet the standard are suitable for Green Bin programs, along with clear and consistent labelling requirements to reduce consumer confusion.

It is also critical that the Green Bin program not be used by producers as a means to avoid their requirements under a transitioned Blue Box program. The cost per tonne to manage Green Bin materials is more than double the cost per tonne of managing Blue Box materials. Any producer who creates a compostable alternative or new product must be required to pay 100% of costs associated with Green Bin collection and processing.

Priority 4: Provincial or Federal action on single-use plastics and other problematic materials will help reduce plastic waste going into landfills and waterways

There is significant public concern regarding single-use plastics. This has led to some municipalities considering taking action to ban or restrict the use of these materials. While Region staff support reducing single-use plastics, efforts at the local level should be driven through Provincial and Federal policies as these levels of government are in the best position to ensure a more coordinated and effective strategy is implemented. Provincial and Federal governments have greater legislative authority and would be able to provide a consistent set of rules for single-use plastics across large jurisdictions. For example, it may not be necessary to ban black plastics which typically enter the market as food trays if manufacturers agreed to produce these food trays using a different color or material to make them compatible with most blue box sorting facilities. In addition, producers of these materials are generally large multi-national companies, who require a consistent approach to make effective change.

Staff recommend the Province work with its Federal counterparts to take coordinated action on single-use plastics to ensure consistency across jurisdictions, which will provide clarity for both manufacturers and residents. It is recommended this review also include other problematic products such as ‘flushable’ wipes, which have significant impacts on municipal wastewater infrastructure because they don’t break down and impair pumps, resulting in millions of dollars in maintenance and repair costs to municipal ratepayers.

York Region Response – ERO 013-4689
Reducing Litter and Waste in Our Communities Discussion Paper

Priority 5: Ensure extended producer responsibility requirements include public spaces and IC&I sectors to help prevent and reduce litter in neighbourhoods and parks

Regional and local municipal staff support litter reduction initiatives. Litter is an issue that is best addressed at its source, which can be addressed in two key ways. First, **designate common/branded litter items under extended producer responsibility with ambitious targets that include public spaces and the IC&I generators.** The Province should consider expanding the list of designated items to include materials commonly found in litter, such as coffee cups, to help drive greater reductions in litter. Many of the common sources of litter are branded, meaning their source can easily be identified. Producers of these designated litter materials can then drive innovative solutions to meet targets as these materials are generally not well managed via Blue Box systems. Incentives like deposit-return in public spaces and IC&I locations under extended producer responsibility could result in reduced litter in these areas. Second, **develop Ontario-wide communications to educate Ontarians on litter and maximize clean-up efforts.**

The leadership demonstrated by the Province in driving forward innovative solutions in a complex integrated waste management system while leveraging the experience of the municipal sector is critical to achieving efficiencies while meeting the needs of Ontarians. Region staff are encouraged to see the Ministry has listened to the concerns of stakeholders across the industry to advance the system in a manner that demonstrates life-cycle thinking and respect for taxpayers.

If you have questions regarding this response or would like to further discuss these recommendations, please contact Laura McDowell, Director of Environmental Promotion and Protection at Laura.McDowell@york.ca or Brent Marissen, Policy and Advocacy Senior Program Analyst at Brent.Marissen@york.ca.

Yours truly,

Original signed

Erin Mahoney, M. Eng.
Commissioner
Environmental Services
The Regional Municipality of York

Attachments (2):

- [YORK-#9336862-York Region Detailed Comments – Reducing Litter and Waste in Our Communities Discussion Paper – ERO 013-4689](#)
- [YORK-#9341428-ES:C02.\(3\) ERO 013-4689 - M3RC Proposed Blue Box Transition Timeline](#)

#9330229



ATTACHMENT 2

RE: York Region Detailed Comments – Reducing Litter and Waste in Our Communities Discussion Paper – ERO 013-4689

Please note this is the second part of a three-part submission. Items below provide direct responses to questions asked in the Reducing Litter and Waste in Our Communities discussion paper.

Preventing and reducing litter in neighbourhoods and parks

Page 8 of discussion paper

How best can the province coordinate a day of action on litter?

It is recommended that the Province identify a specific litter clean-up day, potentially in April. Costs related to these days should be supported by key litter producers.

What do you or your organization do to reduce litter and waste in our public spaces? What role should the province play to facilitate this work?

Parks and most public spaces in York Region fall under local municipal jurisdiction. Each municipality has methods in place to handle litter and illegally dumped material, which can include community clean-up events. The Province could support local action by helping address the source of litter through Province-wide educational campaigns.

Region staff agree with the M3RC (AMO) position that the Province could support this through:

- Data gathering including branded litter audits and innovative approaches to reduce litter
- Coordination of province-wide education campaigns to reduce litter
- Investment in infrastructure to support litter reduction (e.g. reverse vending machines for common litter items like coffee cups)
- Enacting full producer responsibility for common litter items that includes targets for public spaces

Detailed actions under each of these headings can found in the M3RC response.

How do you think litter can best be prevented in the first place? Where is access to diversion and disposal particularly limited?

Litter can most effectively be addressed by providing residents with twinned recycling and disposal options in public spaces. While producers will be designated under extended producer responsibility to achieve diversion targets, sectors that are responsible for a large portion of litter must be assigned targets for reducing litter in public spaces.

Increasing opportunities to reduce waste

Page 12 of discussion paper

How can the province best help the public participate in waste reduction and diversion activities? How can the province facilitate better diversion in lagging areas, such as multi-unit residential buildings?

Establishing targets specifically for multi-residential diversion will help drive action in this sector. Multi-residential buildings are often constrained by existing facilities in these buildings. Residents can be better enabled for diversion in four key ways:

1. Ensure that requirements for recycling and composting of waste under O. Reg. 103/94 align with the more stringent requirements under O. Reg. 101/94. Residents should have consistent levels of access to diversion regardless of what type of housing they live in.
2. Amend the Ontario Building Code to require three-stream waste collection to make diversion as convenient as disposal in all multi-residential buildings in Ontario. Many local municipalities have already included these provisions in site approval permits but this is challenging to enforce without it being included under *Ontario's Building Code Act, 1992*.
3. Encourage producers to develop an incentive program to retrofit garbage chutes/rooms in existing buildings for three-stream collection such as tri-sorter systems to help meet their diversion targets. A number of options should be established to reflect varying infrastructure and space in existing buildings.
4. Provide consistent province-wide educational materials that meet the language needs of residents for whom English is not their first language.

It is also recommended that the Province leverage its Behavioral Insights group under the Treasury Board Secretariat to identify, test, and quantitatively evaluate potential interventions. Behavioral science-based approaches could improve public participation in waste reduction and diversion activities in lagging areas such as multi-residential buildings and public spaces. The Behavioral Insights group should collaborate with M3RC, who can provide context on various interventions that have already been tested by municipalities.

What role do you think regulation should play in driving more waste reduction and diversion efforts from the IC&I sectors?

It is recommended that capture rate calculations for producers under extended producer responsibility be based on total product released to market, with a requirement to address all collection points and waste streams. It is recommended that separate and more aggressive targets be created for the multi-residential and IC&I sectors as outlined in the Provincial Food and Organics Waste Policy Statement. Both of these sectors lag well behind single-family residential programs. Sector specific approaches should be

developed as this provides the greatest opportunity to improve Province-wide diversion rates.

How can we get accurate information on waste reduction and diversion initiatives in the IC&I sectors?

Given that limited baseline information exists on waste reduction and diversion initiatives in the IC&I sector, it is recommended that more accurate data be obtained via Ministry inspections of O. Reg. 104/94 requirements. Further, waste haulers should be required to report on tonnages to ensure accurate information is submitted and tracked. Waste audits will be required to characterize IC&I materials as there will likely be significant variation among different sectors.

What do you think about a province-wide program for the recovery of clothing and textiles?

York Region staff support a clothing and textiles program. It is recommended that the Province consider designating these materials under an extended producer responsibility program with output-based performance standards. There has been support for this from industry with several retailers and manufacturers offering take-back programs. It is recommended that the Province gather data from all points throughout the lifecycle to inform an effective path forward for diverting these materials.

Making producers responsible for their waste

Page 15 of discussion paper

How do you think the Blue Box Program could best be transitioned to full producer responsibility without disrupting services to Ontario households?

Transition to extended producer responsibility should follow the plan and timeline proposed by M3RC (attached). In addition, producer's responsibility must not end with the blue box stream. Costs should be levied on producers for designated materials found in garbage or organics streams. This approach would help provide an incentive to create effective diversion programs and ensure that costs associated with managing materials in other streams are not unfairly borne by municipal taxpayers. A transparent and fair dispute resolution process will need to be developed to address disagreements between municipalities and producers.

Should it transition directly to producer responsibility under the Resource Recovery and Circular Economy Act, 2016 or through a phased approach?

It is recommended that the Province issue a directive to Stewardship Ontario to wind-up operations as soon as possible to begin the extended producer responsibility transition process for the Blue Box program to Resource Productivity and Recovery Authority.

Certainty is needed for municipalities, service providers and producers to make necessary infrastructure investments and business decisions.

When do you think the transition of the Blue Box Program should be completed?

Negotiations will need to continue between producers and municipalities on transition dates for specific municipalities, however, the transition to full extended producer responsibility should be completed for all municipalities by 2024. See the attachment for a detailed transition timeline from M3RC. Most municipalities have indicated support for this plan.

What additional materials do you think should be managed through producer responsibility to maximize diversion?

As outlined earlier in this response, common litter items such as coffee cups should be managed through producer responsibility programs to reduce litter in communities. The Province should consider designating branded organics, such as diapers. As outlined previously, Green Bin is one of the highest cost streams to manage, which is entirely borne by the municipal taxpayers.

Flushable products should also be designated for extended producer responsibility. Materials such as “flushable” wipes cause significant operational challenges and costs for wastewater infrastructure but municipalities currently have no regulatory tools at their disposal to manage the marketing or use of these materials nor any ability to recoup any of the costs associated with the negative impacts these materials have on sewage systems.

How can we make it easier for the public to determine what should and should not go in the Blue Box?

Variation in blue box materials is a result of municipalities attempting to maximize diversion. Standardization of Blue Box materials could help reduce confusion but it is recommended that harmonization include those materials currently accepted by most GTA municipalities. Significant deviation from existing programs will impact the Province’s ability to achieve diversion targets and result in high contamination rates. In addition, a significant portion of confusion related to blue box items is a direct result of misleading labels and composite packaging materials used by producers. Clear requirements should be put in place so that producers are mandated to provide effective labelling and education to ensure residents understand what can and can’t go into the Blue Box.

How should the province implement the transition process of its existing programs to producer responsibility without interrupting service?

It is recommended that the Province follow the guidance on the transition process provided by M3RC (attached). Municipalities are the sector with the greatest expertise on providing waste services to residents and are in the best position to identify a transition process that will not result in gaps in service for Ontario residents.

Reduce and divert food and organic waste

Page 19 of discussion paper

What can be done to increase the safe rescue and donation of surplus food in Ontario?

The Province could support food rescue by leveraging and raising awareness of existing tools such as Second Harvest's foodrescue.ca website, which connects those with surplus food to groups that can use it.

It is recommended that the Ministry of Health develop and implement food safety guidelines to help ensure rescued or donated food can be accepted and used by agencies in a safe manner. Public Health departments and community agencies that accept these foods should be included in the development process to ensure the guideline reflects operational challenges for each step in the process.

What role do you think government and industry can play in raising education and awareness on the issue of food waste?

It is recommended that the Province and industry leverage materials created by the [Ontario Food Collaborative](#). This group has developed standardized promotion and education tools to create consistency in messaging across various jurisdictions and industries for the municipal sector that has proven to be effective. This program could be expanded to include targeted messaging for various IC&I sectors that could be leveraged province-wide.

Do you think the province should ban food waste? If so, how do you think a ban would be best developed and implemented?

Timelines for enacting any food waste ban must be based on when sufficient processing capacity could be brought online. Currently, there is a significant shortage of organics processing capacity in Ontario. A disposal ban for food waste can only be implemented once sufficient organics capacity has been brought online to process Green Bin materials generated across Ontario. The discussion paper identifies that the Province intends to require specific sectors to recover 70% of their food waste by 2025, however there isn't sufficient processing capacity in development to achieve this target. Further, it would be impossible to bring sufficient capacity online by 2025 under current Ministry

approval processes. Streamlining environmental assessment and permitting processes for organics processing facilities would be the only way to bring the processing capacity required online in a timely manner.

If there isn't sufficient processing capacity, municipalities and waste collectors would be forced out of compliance due to factors beyond their control. Landfill disposal capacity should also continue to be a contingency option available if processing interruptions are experienced.

Any requirement for municipalities or waste collectors to enforce an organics ban at the point of collection would be impossible to achieve based on how waste is collected, representing an unfair regulatory burden. Any landfill ban for organics must be enforced through audits at the point of generation by the Province, given their ability to enforce requirements with all generators.

Setting ambitious targets for the IC&I sector is likely the better option to reduce the quantity of organics sent to landfill as this will drive innovation and increased organics processing capacity within the Province. This could also result in collaboration and/or partnership opportunities with municipalities for organics processing capacity within the Province.

Reduce plastic waste going into landfills and waterways

Page 21 of discussion paper

What do you think is the most effective way to reduce the amount of plastic waste that ends up in our environment and waterways?

It is recommended that the Province designate materials that are common sources of litter under extended producer responsibility that includes litter found in public spaces.

It is also strongly recommended that the Province look beyond waste streams to address plastics that end up in waterways. There are many items that are sold in Ontario that are marketed as "flushable" such as flushable wipes. Municipalities have consistently indicated to manufacturers that these products result in operational problems for wastewater systems and infrastructure. It is recommended that the Province carefully consider enacting a ban on marketing products other than toilet paper as flushable to help reduce the costly impact associated with repair and maintenance of wastewater infrastructure due to clogged pipes, pumps, and impellers.

What role do you think the various levels of government should play in reducing plastic waste?

Provincial and federal governments are the only levels of government with the legislative authority to address products supplied into the marketplace and are in the

best position to reduce plastic waste. Region staff recommend the following Provincial and Federal roles:

- Provincial: Timely transition to extended producer responsibility will be key to driving greater reduction/recyclability of plastics. Currently, there is little incentive to manufacturers to design packaging for recyclability,. Extended producer responsibility with strong targets would provide a greater incentive.
- Federal: National targets for recyclability be developed, requiring manufacturers ensure 70% of all plastic packaging be reused or recycled. This should be combined with targets for 50% average recycled material content for plastic packaging to help stimulate recycling markets for plastic packaging.

It is also recommended that Provincial and Federal governments collaborate on development of packaging guidelines for manufacturers. Guidelines will help manufacturers make decisions on packaging design for recyclability and reduce the supply of packaging into the market that is not recyclable.

Would a ban on single-use plastics be effective in reducing plastic waste?

Region staff would be supportive of restrictions such as bans on single-use plastics at the provincial level to provide consistency across jurisdictions. Bans need to be carefully considered, and proposals should be completed in consultation with all stakeholders including disability advocates as these groups may have unique needs (e.g. require straws due to a disability). Bans on other items may be able to be avoided through minor product changes, for example a ban on black plastic food trays may not be necessary if manufacturers agreed to produce these food trays in a different color to make them compatible with most blue box sorting facilities. Whatever the mechanism or tool is used, the outcome should result in high-value and more durable packaging that can be reused and then recycled.

Ultimately, focusing on reduction is the best way to ensure these products do not become an issue in the natural environment. It is recommended that research be performed that focuses on best practices for incenting behavior change that drives reduction and reuse. This research could be funded by producer responsibility programs as a tool to help achieve their collective targets.

What are your views on reducing plastic litter through initiatives such as deposit return programs?

In order to maintain resident participation rates, producers should not be permitted to develop deposit return programs for materials well managed via the Blue Box system. However, deposit return could be a useful tool for items that are low-value or difficult to manage. For example, coffee pods are very difficult to manage in Blue Box or Green

Bin programs. Some manufacturers have already developed return programs, which provide a better option to manage these materials.

Reverse vending machines could be a useful option to manage challenging materials like coffee cups in public spaces or other litter hotspots as these machines have the potential to incent less litter and provide a cleaner and dedicated stream for difficult to recycle materials.

Provide clear rules for compostables

Page 22 of discussion paper

How do you think compostable products and packaging should be managed in Ontario?

It will be critical that compostable products and packaging not be used by producers as a solution to avoid costs associated with extended producer responsibility under the Blue Box program. It is recommended that compostable products be designated and compostability standards be developed, as outlined in the following responses.

Should producers of compostable products and packaging be held responsible for the management and processing of their materials?

It is recommended that compostable/degradable packaging and branded organics be designated under the *Resource Recovery and Circular Economy Act, 2016*. While Blue Box materials will be designated, compostable/degradable products will not. This limited approach has the potential to result in some manufacturers shifting products/packaging to Green Bin streams, which are far more expensive for municipalities to operate and are entirely funded by taxpayers. Designating compostable/degradable products will help ensure that only products that are a proper fit for Green Bin programs are added.

What role do you think standards and facility approvals should play in the proper management of compostable products and packaging?

It is recommended that the Province develop "Green Bin compostable" standards that ensure that any materials labelled as compostable in Ontario will effectively break down in existing municipal Green Bin programs. Standards must be based on infrastructure and processes that currently exist in Ontario. Organics processing facilities are large and complex systems that cannot easily change their processes without incurring significant operational and capital costs. Municipalities have invested hundreds of millions in capital costs alone in organics processing facilities and operating costs of Green Bin programs are among the highest of all waste streams. Requiring costly changes to facilities and processes to fit the compostable product market does not demonstrate respect for taxpayers and would act as an economic disincentive for

groups to bring on additional processing capacity. Standards for compostability must be based on what will effectively breakdown in existing systems.

Recover the value of resources

Page 25 of discussion paper

What role do you think chemical recycling and thermal treatment should have in Ontario's approach to managing waste?

Thermal treatment is a proven option that provides a beneficial use for materials that would otherwise be landfilled by generating electricity. It is recommended that the Province include recovery in diversion calculations as this would provide a greater incentive for thermal treatment.

Thermal treatment with energy recovery studies performed under the Provincially approved Environmental Assessment found that the Durham York Energy Centre reduced greenhouse gas emissions relative to landfill disposal. This result is consistent with numerous other peer-reviewed studies. In the Ontario context, when electricity generation is taken into account, energy from waste offsets approximately 0.8 tonnes of carbon for every tonne of waste processed, as compared to landfill.

What types of waste materials do you think are best suited for thermal treatment?

Thermal treatment should be Provincially-supported to manage the residual portion of the waste stream once other reduction, reuse, and diversion efforts have been maximized. Thermal treatment should not be used as a replacement for fiscally-responsible diversion efforts, where markets exist for end-products.

How can we clearly and fairly assess the benefits and drawbacks of thermal treatment?

It is recommended that thermal treatment be assessed in a manner that considers system-wide impacts. This should include costs and environmental impacts resulting from all phases of the process and any processes it would offset (e.g. energy generation using fossil fuels), compared to corresponding impacts of other practical options. Health impact assessments should consider these broader impacts as well.

Are there obstacles in the current regulatory requirements and approvals processes that could discourage the adoption of technologies such as chemical recycling and thermal treatment? How can we maintain air standards and waste management requirements in addressing these obstacles?

Thermal treatment facilities in Ontario are subject to rigorous environmental assessment and approvals processes that appropriately address environmental and air quality concerns. The Durham York Energy Centre, a state of the art facility, required more

than 10 years and millions of dollars to complete the environmental assessment process and obtain approvals.

Ontario Regulation 101/07 Waste Management Projects, declared certain types of new and expanding energy from waste facilities eligible for the streamlined Environmental Screening Process. York Region staff recommend that the Province demonstrate its commitment to both streamlining approvals and energy from waste by ensuring the streamlined Environmental Screening processes can be effectively leveraged by proponents. This could be accomplished by considering the full array of analysis already performed under previous environmental assessment processes when determining whether to elevate the assessment of expansions to energy from waste projects to avoid undue burden, costs, and project delays.

How can we best work with municipalities and stakeholders to integrate new soil reuse rules and other best practices into operations quickly, and to continue to develop innovative approaches to soil reuse and management?

It is recommended that the Province move ahead with implementation of excess soil regulatory proposals and guidelines. These were developed in collaboration with the development/construction industries, municipalities, and environmental groups. Moving ahead with implementation will help provide clarity to all stakeholders.

Support competitive and sustainable end markets

Page 28 of discussion paper

What changes to the approvals process do you think would best facilitate a reduction in waste going to landfills?

Currently, there is very little available capacity in Ontario for processing of recyclables and organics. The capacity problem is further compounded by the cost and time required (often nearly 10 years) to bring new capacity online and the varying approvals processes required for different technologies such as aerobic composting and anaerobic digestion facilities. If the Province plans to increase recycling and organics diversion beyond the municipal sector, significantly more capacity will be required than currently exists or is planned for Ontario. It is recommended that the Province streamline approvals processes for waste facilities, especially organics processing, otherwise it will be impossible to achieve the goals outlined in this discussion paper in a timely manner.

It is recommended that the Province also consider options to stimulate innovation and support development of local and sustainable end markets. For example, an entrepreneur in New York City launched the Curb-To-Market Challenge, offering \$100,000 cash and \$400,000 in equity for a business plan to create a domestic manufacturer using the City's recyclables, particularly those with smaller end markets. A

similar Ontario-based initiative could help stimulate local end markets by providing funding opportunities within the private sector. The Province should consider requiring producers contribute to a research fund under the RRCEA as a tool to help support development of a variety of Blue Box end markets and the domestic manufacturing industry.

What type of end-markets for resources from waste do you think Ontario is best positioned for?

Ontario is well positioned to create strong end markets for compost and digestate from Green Bin programs. Ontario has a large agricultural sector, a local market that could immediately make use this material as a replacement for chemical fertilizers. It is recommended that the Ministry work with the Ministry of Agriculture, Food, and Rural Affairs identify best practices for use of different types of compost/digestate and promote its use within the agricultural community. Strengthening the agricultural market for these materials would provide a low cost soil amendment to Ontario farmers and would help offset the costs of organics programs.

Recycling cannot subsist purely on international markets, local markets need to be developed. As a base of manufacturing, Ontario is well suited to develop local markets for recycled materials, especially metals and plastics. Encouraging local manufacturers to use recycled materials, such as creating recycled content requirements, would drive investment in local markets. In addition to strengthening local markets, this would help manufacturers reduce the carbon footprint of their products.

How do you think municipalities should be given more of a say in the landfill approvals process?

While Region staff support Provincial efforts to provide municipalities a greater say in the landfill approvals process, there must be recognition under Provincial approvals processes of the need for disposal of non-divertable materials. This can be partially mitigated through high diversion targets for the IC&I sector, which is likely to reduce reliance on landfill for the IC&I sector. While thermal treatment of waste provides a potential option to further reduce landfill requirements, landfills will still be required to manage the ash from these facilities. Residual waste disposal will be required for the foreseeable future, it will be critical that the Province clearly identify practical ways to develop landfill capacity in Ontario to manage this ongoing need.

ATTACHMENT 3

**Association of Municipalities of Ontario Municipal 3Rs Collaborative
(M3RC) – Proposed Blue Box Transition Timeline**

Please note is the third part of a three-part submission. Items below provide a proposed timeline for transition of the Blue Box program to extended producer responsibility under the RRCEA.

Moving to a regulation under the RRCEA provides all stakeholders with a clear timeline within which operational and financial decisions can be made. The regulation should prescribe a defined transition mechanism that would allow for a municipal self-nomination process over three years with an annual cap on the amount of material collected that can be transitioned to ensure change that is both orderly and balanced. The current thinking of municipalities on transition for the Blue Box program is below:

Proposed Step	Proposed Timeline	Description
1. <u>Initiate the Regulation:</u> Minister gives direction to the Resource Productivity & Recovery Authority (RPRA) and sets the completion date for transition to full producer responsibility	As soon as possible	<ul style="list-style-type: none"> • Minister should send a letter to Stewardship Ontario (SO) and RPRA to start the transition of the Blue Box program • We are suggesting the letter be sent as soon as possible and that it include two important dates to ensure adequate time and certainty for all to plan and collaborate: <ul style="list-style-type: none"> • A date to start transitioning municipalities to the RRCEA (proposed Q4 2021); • A date when all municipalities would be transitioned to the RRCEA (proposed Q4 2024) • Provides an almost 5-year window to transition all operational and financial responsibility to producers
2. <u>Draft a Regulation:</u> Minister leads a province-wide consultation to develop a regulation for paper products and packaging under the RRCEA	Q2 2019 to end of Q3 2020	<ul style="list-style-type: none"> • Given the range of stakeholders, the province should lead the consultation • Key areas of discussion should include targets for recovery and accessibility, eligible sources of material (i.e. residential), designated materials, transition timeline, transition approach • Changes to Regulation 101/94 would need to be considered at the same time
3. <u>Regulatory Start-up Period:</u> An appropriate amount of time is provided to register producers and potentially service providers before the regulation fully comes into force	Q4 2020 – end of Q3 2021	<ul style="list-style-type: none"> • After the regulation is approved, time is required for producers to establish contracts to assume operational and financial responsibility • Municipal self-nomination would begin to occur during this period

Proposed Step	Proposed Timeline	Description
4. <u>Begin Transition</u> : The municipal self-nomination process would take place over three years with an annual cap on the amount of paper products and packaging collected that can transition	Q4 2021 – end of Q4 2024	<ul style="list-style-type: none"> • The proposed transition schedule would include: <ul style="list-style-type: none"> • First set of municipalities (up to 1/3 by tonnage of Blue Box materials) would transition between Q4 2021 and Q4 2022 • Second set of municipalities (up to 2/3 by tonnage of Blue Box materials) would transition between Q4 2022 and Q4 2023 • Third set of municipalities (total tonnage of Blue Box materials) would transition between Q4 2023 and Q4 2024 • Municipalities that have transitioned would have O. Reg 101/94 requirements removed (as producers would not have these requirements under the RRCEA) • Producers would be required to meet targets linked to transitioned municipalities • For those municipalities not transitioned, the Blue Box Program Plan would continue with 50% funding being provided by Stewardship Ontario until transition is complete
5. <u>Transition Completed</u> : At a defined date outlined in the Minister's letter, all municipalities must transition their Blue Box programs to producers.	End of Q4 2024	<ul style="list-style-type: none"> • The paper products and packaging regulation under the RRCEA would be in place with province-wide targets and servicing in place • The <i>Waste Diversion Transition Act</i> would cease and all municipalities would be relieved of all Blue Box related requirements under Reg. 101/94

We think that this transition schedule would allow for the wind-up of the old *Waste Diversion Act* and brings the full benefits of the RRCEA into effect for all designated wastes. With full financial and operational control, producers are best positioned to enable a consistent province-wide system that makes recycling easier and more accessible. To date, promotion and education has been up to individual municipalities who each take different items based on their own infrastructure and residents. A harmonized list of acceptable materials for the program across the Province would enable promotion efforts to be done with more scale and ensure residents know what materials can be included. Municipal governments think this process is reasonable because the main elements of the regulation have already been discussed in some detail as part of the proposed amended Blue Box Program Amendment. This includes what paper products and packaging are designated across the province, accessibility, environmental outcomes and targets. There is a growing understanding between the various stakeholders of the issues each has and of practical solutions to address to ensure a smooth transition of the Blue Box which will lead to better outcomes for all. We are confident that any remaining issues can be addressed through the consultation.



Regional Clerk's Office
Corporate Services

May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: 2015 to 2019 Strategic Plan - Final Year 4 (2018) Progress Report

On May 16, 2019 Regional Council adopted the following recommendation:

1. The Regional Clerk circulate this report to local municipalities.

The original staff report is enclosed for your information.

Please contact Krista South, Manager, Corporate Strategic Planning & Initiatives at 1-877-464-9675 ext. 71208 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Raynor", written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Committee of the Whole
Finance and Administration
May 9, 2019

Report of the Chief Administrative Officer

2015 to 2019 Strategic Plan Final Year 4 (2018) Progress Report

1. Recommendation

The Regional Clerk circulate this report to local municipalities.

2. Summary

This report provides a summary on the progress made in 2018, the fourth and final full year of the [2015 to 2019 Strategic Plan](#).

Key Points:

- In 2018, 38 of 45 (85 per cent) of the *2015 to 2019 Strategic Plan* performance measures were trending in the desired direction (see Attachment 1).
- Twenty-two (22) community indicators profile the community's effort in working towards *Vision 2051* (see Attachment 3)

3. Background

The Strategic Plan sets out critical steps needed for the Region to move towards meeting Council's vision

Council's vision of *strong, caring and safe communities* is guided by the eight goal areas in [Vision 2051](#). To achieve these long-term goals, the Region sets priorities over each four-year term of Council through the Strategic Plan. The Strategic Plan alignment with Vision's eight goal areas helps to ensure decisions made today set a course for the desired future.

On February 26, 2015, Council endorsed the [2015 to 2019 Strategic Plan](#) tabled with the *2015 to 2018 Regional Budget*. Strategic Plan progress reports are presented to Council annually. This report provides a summary of the fourth and final Year 4 (2018) Progress Report on the *2015 to 2019 Strategic Plan* on the progress made on performance measures and community indicators.

Performance accountability considers York Region's specific contribution to the well-being of our communities

Performance accountability is measured through performance measures that capture how well a Regional service is working to contribute to our communities' well-being. Performance measures in the *2015 to 2019 Strategic Plan* are tracked to ensure objectives are met, with progress reported to Council annually.

Community accountability considers a collective contribution to the well-being of our communities

Community accountability is measured through community indicators, which help quantify the achievement of York Region's four Community Result Areas (Economic Vitality, Healthy Communities, Sustainable Environment, Good Government) over the four-year term of Council, to work towards *Vision 2051*. Multiple partners are involved in improving results of community indicators. Going forward community indicators are to be reported on a four-year reporting cycle to Council through a separate Community Indicators Report as part of the Vision refresh.

4. Analysis

2015 TO 2019 PERFORMANCE MEASURES

Overall, the Region made significant progress throughout the four years of the Strategic Plan. Performance measures help indicate whether the desired impact is taking shape as a result of the Region's focused efforts. This final Year 4 (2018) Progress Report summarizes progress on the baseline trends over four years using 2014 as the baseline reference year. As fluctuations can occur from year-to-year, it is more meaningful to report on the baseline trend as a four year impact summary, rather than annual variance.

85 per cent of the Strategic Plan's performance measures were trending in the desired direction

In 2018, 38 of 45 (85 per cent) performance measures' current baselines were trending in the desired direction (see Attachment 1). Three performance measures have been removed from the overall total of 48 performance measures found in the *2015 to 2019 Strategic Plan* due to one (1) performance measure with data not available over the four years and two (2) performance measures duplicated.

Data is not available for reporting on the performance measure:

- Average time on social assistance

The data source for this performance measure is Ontario government's Social Assistance Management System (SAMS). Since the social assistance caseload software went online in November 2014, software glitches have affected the availability of annual data.

Duplicated performance measures:

- Number of road lane kilometres new and rehabilitated
- Number of rapidway lane kilometres

These two performance measures are used to measure progress on service areas under Economic Vitality and Sustainable Environment. In an effort not to double count, these measures are each only counted once.

Forty-two (42) Key Planned Regional Activities as captured in the *2015 to 2019 Strategic Plan* have been completed or are in the progress of being completed. These achievements are a result of collaborative efforts from staff across the organization and with local municipal and community partners in relationship to Council's direction.

Seven performance measures were not trending in the desired direction

Seven (7) out of 45 (15 per cent) of the performance measures' current baseline trends were not trending in the desired direction (see Attachment 1):

- Number of households that receive housing assistance
- Maintain per capita investment of the Community Investment Fund
- Number of long term care residents transported to hospital
- Number of mental health crisis calls to 911
- Percentage of new non-residential (commercial office) development located in Regional Centres and Corridors
- Number of transit ridership per capita
- Number of visits to Regional websites

Attachment 2 is an exception report summarizing these seven performance measures. The summary outlines contributing factors for performance relating to each measure and activities planned to support future progress.

2015 TO 2019 COMMUNITY INDICATORS

Community indicators profile the community's effort in working towards *Vision 2051*

Twenty-two (22) community indicators representing *Vision 2051* quality of life captured in the *2015 to 2019 Strategic Plan* are profiled as part of this final Year 4 (2018) Progress Report (see Attachment 3). Community indicator baseline trends rely on data that is available in varying increments of reporting time periods depending on the data source. Attachment 3 provides a snapshot on the current baseline trend between five reporting time periods, where data is available. The baseline trends of seven community indicators have not been trending in the desired direction:

- Percentage of households spending 30 per cent or more of income on housing costs
- Percentage of survey respondents that think housing affordability is a problem
- Number of Mental Health Act apprehensions per 100,000 population
- Total crime rate per 100,000 population
- Average travel time
- Survey respondents quality of life approval rating
- Percentage of resident satisfaction level with ability to access Regional services

Attachment 4 outlines contributing factors relating to each indicator and activities planned to support future progress.

2019 TO 2023 STRATEGIC PLAN

The Council approved *2019 to 2023 Strategic Plan* focuses on continuing to make progress on the Region's priorities

On February 28, 2019, Council approved the [2019 to 2023 Strategic Plan](#). This plan builds on the success of the *2015 to 2019 Strategic Plan*, which set out to maintain balance between the delivery of services for growth and community supports, while pursuing operational and customer experience excellence and affirming a shared commitment to inclusion. York Region released an [introduction video](#) that provides an overview of the *2019 to 2023 Strategic Plan* available on York.ca/StratPlan. The Year 1 (2019) Progress Report is scheduled to be presented to Council in May 2020.

5. Financial

Costs associated with the delivery of the *2015 to 2019 Strategic Plan* are aligned with the multi-year budget.

6. Local Impact

The Region's *2015 to 2019 Strategic Plan* share many of the same goals expressed in local municipalities' plans. The progress made during the Region's four-year Strategic Plan continues to support this strong alignment to the strategic areas profiled in many of the local municipal plans.

7. Conclusion

The Year 4 (2018) Progress Report is the fourth and final annual progress report associated with the *2015 to 2019 Strategic Plan*. The progress report provides Council with an update on how the Region is progressing towards meeting its strategic goals. The report includes achievements of the fourth and final Year 4 (2018) and the Region's significant progress

across the entire plan, with 85 per cent (38 of 45) of performance measures trending in the desired direction. It is recommended this report be circulated to local municipalities for their information.

For more information on this report, please contact Krista South, Manager, Corporate Strategic Planning & Initiatives at 1-877-464-9675 ext. 71208. Accessible formats or communication supports are available upon request.

Approved for Submission: **Bruce Macgregor**
Chief Administrative Officer

April 26, 2019
Attachments (4)
#9321098

2015 TO 2019 STRATEGIC PLAN: FROM VISION TO RESULTS

FINAL YEAR 4 (2018) PROGRESS REPORT

PERFORMANCE ACCOUNTABILITY

Considers York Region's specific contribution to the well-being of our communities

Performance Measure

A measure of how well a Regional service is working to contribute to our communities' well-being.

38 OF 45 = 85% of Performance Measures Trending in the Desired Direction

*Note: 3 Performance Measures have been removed from the overall tally due to (1) Performance Measure with data not available for reporting and (2) Performance Measures duplicated within the plan.



ECONOMIC VITALITY

Performance Measure	Baseline 2014	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Baseline Trend
Increase percentage of business engagements resulting in business retention, expansion and attraction	32%	51%	44%	45%	37%	●
Increase percentage of business engagements with targeted business sectors	58%	67%	63%	73%	70%	●
Increase percentage of businesses in services-producing sector	81%	81%	81%	81%	81%	—
Increase number of road lane kilometres new and rehabilitated*	102 km	175 km	190 km	160 km	140 km	●
Increase number of rapidway lane kilometres *	6.0 km	8.7 km	8.7 km	12.3 km	12.3 km	●
Decrease average time on social assistance*	15.3 months	Data not available for reporting				
Increase percentage of employment land within 1 kilometre of 400-series highways	12.9%	11.5%	11.7%	13.4%	13.4%	●
Increase percentage of employment land within 500 metres of a transit stop	68%	68%	68%	68%	68%	—

LEGEND



= Trending in the desired direction



= Not trending in the desired direction

— = Trend unchanged



HEALTHY COMMUNITIES

Performance Measure	Baseline 2014	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Baseline Trend
Increase number of subsidized households	4,925	4,913	5,088	5,137	5,149	
Increase percentage of total housing stock medium/high density residential housing	24.7%	25.6%	26.3%	26.6%	27.4%	
Increase number of households that receive housing assistance	14,883	8,127	10,362	10,333	10,425	
Increase number of shelter beds	125	162	188	190	190	
Increase number of vaccines administered	47,212	33,143	38,498	53,806	50,235	
Maintain percentage of samples that meet Ontario drinking water standard	99.99%	99.99%	99.96%	99.93%	99.89%	
Increase number of bike lane and paved shoulder kilometres	324 km	362 km	398 km	433 km	463 km	
Maintain or grow number of individual and collective actions of the Human Services Planning Board	36	45	49	45	47	
Maintain per capita investment of the Community Investment Fund	5.37	5.23	4.85	4.57	4.75	
Decrease number of long term care residents transported to hospital	2,444	2,550	2,829	2,672	3,343	
Reduction in mental health crisis calls to 911	3,812	3,818	4,334	4,876	5,042	

LEGEND



= Trending in the desired direction



= Not trending in the desired direction

— = Trend unchanged



SUSTAINABLE ENVIRONMENT

Performance Measure	Baseline 2014	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Baseline Trend
Increase number of road lane kilometres new and rehabilitated*	102 km	175 km	190 km	160 km	140 km	●
Increase number of traffic signals reviewed and optimized annually	356	437	591	694	702	●
Increase number of rapidway lane kilometres*	6.0 km	8.7 km	8.7 km	12.3 km	12.3 km	●
Maintain percentage of treated water returned to environment within regulated standards	99.99%	99.99%	99.99%	99.97%	100.00%	●
Reduce quantity of inflow and infiltration in Regional and local wastewater systems	8.61 MLD	9.60 MLD	11.60 MLD	17.60 MLD	19.60 MLD	●
Measure percentage of capital budget spent on renewal/asset management	*Refer to 2018 Budget Book (as approved at Council December 14, 2017)					●
Increase percentage of solid waste diverted from landfill	85%	87%	91%	93%	94%	●
Decrease average residential water demand	200	200	199	187	194	●
Increase percentage of new (residential) development located in Regional Centres and Corridors	28.25%	24.64%	21.54%	9.30%	32.23%	●
Increase percentage of new non-residential (commercial office) development located in Regional Centres and Corridors	95.90%	68.90%	100.00%	0%	0%	●
Maintain percentage of York Region land subject to environmental protection policies	2006 39%	2011 50%	2016 50%	2020 TBD	2024 TBD	●
Increase transit ridership per capita	22.4	21.4	20.7	20.8	20.0	●
Increase number of trees and shrubs planted annually through the Regional Greening Strategy programs	91,698	94,637	93,188	85,464	101,122	●
Increase number of hectares of environmental lands secured through the Regional Greening Strategy programs	426.0 ha	500.0 ha	541.0 ha	564.1 ha	596.6 ha	●

LEGEND



= Trending in the desired direction



= Not trending in the desired direction

= Trend unchanged



GOOD GOVERNMENT

Performance Measure	Baseline 2014	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Baseline Trend
Increase number of staff using the Customer Relationship Management technology system	260	458	572	793	863	
Increase number of services available online	7	14	14	28	28	
Increase number of data sets available online	113	131	156	177	214	
Increase number of social media followers	33,295	48,198	66,280	75,380	84,341	
Increase percentage of business continuity plans tested annually	2%	25%	70%	95%	100%	
Increase reserve to debt ratio	0.67	0.73	0.79	0.86	0.99	
Maintain high credit rating	Aaa / AA+	Aaa / AA+	Aaa / AA+	Aaa / AA+	Aaa / AA+	
Increase percentage of invoices paid within 30 days	49%	48%	50%	54%	59%	
Increase contribution to asset replacement and rehabilitation as percentage of replacement value	1.31%	1.32%	1.78%	2.29%	2.41%	
Increase percentage of assets with real condition assessment data	**Refer to 2018 Corporate Asset Management Plan (as received at Council May 17, 2018)					
Maintain criteria to achieve top employer recognition(s)	✓	✓	✓	✓	✓	
Increase number of corporate-wide call types (Regional programs – Customer-relationship management sub-categories) handled by Access York	239	239	245	310	322	
Increase number of visits to Regional websites	14.18 Mil	12.59 Mil	11.41 Mil	11.24 Mil	10.83 Mil	
Increase percentage of Formal Freedom of Information Requests handled within 30 days	85.0%	90.8%	90.0%	89.0%	91.7%	
Measure leadership and management skills gap index (Skills competency expected)	-	-	-	-	85%	

LEGEND



= Trending in the desired direction



= Not trending in the desired direction



= Trend unchanged

2015 to 2019 Strategic Plan Final Year 4 (2018) Progress Report

Key Regional Performance Measures

Exception Report Summary

Seven (7) of 45 (15 per cent) of the Strategic Plan's performance measures' baseline trends were not trending in the desired direction (see Attachment 1):

- Number of households that receive housing assistance
- Maintain per capita investment of the Community Investment Fund
- Number of long term care residents transported to hospital
- Number of mental health crisis calls to 911
- Percentage of new non-residential (commercial office) development located in Regional Centres and Corridors
- Number of transit ridership per capita
- Number of visits to Regional websites

Contributing factors for the performance of each of these measures detailed below.



HEALTHY COMMUNITIES

Number of households that receive housing assistance

The number of households that receive housing assistance has declined since 2014. York Region's Community and Health Services Department delivers a range of programs and services for individuals and families who are homeless, at risk of becoming homeless, or need affordable rent. Rent subsidies help with housing affordability because they bridge the gap between rent that a low income household pays (generally 30 per cent of gross household income), and actual market rent for a unit. Demand for these programs is impacted by the cost of housing, incomes increasing at a slower rate than the cost of living and changes in employment.

Programs delivered include:

- Rent Subsidy Programs
- Housing Stability Program
- Homelessness Prevention Program
- CHPI Rent and Energy
- Emergency Housing and Housing with Supports

Maintain per capita investment of the Community Investment Fund

The per capita investment in the Community Investment Fund is a key Regional performance measure in the *2015 to 2019 Strategic Plan* to measure strengthening the Region's network of human services to support people in achieving their potential.

The 2018 budget for the Community Investment Fund was \$5,683,711, which is a per capita investment of \$4.75. The reduction in per capita investment funding compared to 2014 was a result of an increasing York Region population (estimated at 1,196,559 as of December 2018).

Number of long term care residents transported to hospital

There are a number of reasons the number of long term care residents transported to hospitals has increased. A rapidly aging population and higher acuity level of residents impacts the number of long term care residents transported to hospital by paramedics. As a result of long wait times for long term care beds, many residents admitted into long term care are frail, elderly, and more likely to require acute care.

This measure includes all 46 long term care homes in the Central Local Health Integration Network (CLHIN); not just the two homes operated by the York Region. Paramedic Services have little to no control over this performance measure.

As identified in the *Ambulance Act*, which governs the provision of Emergency Health Services in Ontario, paramedics are largely restricted to stabilizing patients and transporting them to the nearest hospital emergency department. Under the current framework, there is little paramedics can do to reduce the volume of emergency department transports.

Number of mental health crisis calls to 911

Mental health crisis calls for services to York Regional Police include calls for emotionally disturbed persons and attempt suicides. The data is based on reports where mental health was the primary issues. Reports where there was a criminal offence or other factors may not be included.

Over the past few years, there has been an increasing awareness on the part of society regarding the prevalence of mental health issues. The enormous impact of mental health issues on society, families and the economy is becoming better understood, increasingly talked about, and a higher priority for governments.

A *2015 to 2019 Strategic Plan* performance measure guiding the objective of protecting public health is the number of mental health crisis calls to 911. The number of mental health crisis calls to 911 has continued to rise. Factors contributing to the increase in mental health crisis calls include population growth, aging population, increasing public awareness, and increasing number of residents with more complex mental health needs. As emergency responders, police respond to persons in crisis around the clock when other supporting services may not be available.

To address this, York Region and York Regional Police have worked together to develop new mental health initiatives:

- **Mental Health Matters** is an initiative that creates awareness and better integrates services to meet client needs. Mental Health Matters builds capacity among staff to identify mental health issues and connect clients in crisis to the right service. To support better coordinated services for residents

experiencing mental health and/or addictions crisis, York Region, York Regional Police and community stakeholders have taken the following steps:

- Implemented a Rapid Response Table provides support to residents who are at increased risk of crisis, primarily because of mental health and/or addictions crisis. This table is comprised of representatives from multiple community agencies such as Canadian Mental Health Association, York Support Services Network, Children's Aid Society, Streamline Access, Southlake Health Centre, LOFT and Addiction Services of York Region.
- Working on a Mental Health and Addictions Hub that will serve as an alternative to hospital emergency departments for people in mental health and/or addictions crisis by providing crisis and stabilization beds; rapid access to psychiatry, rapid addictions management, withdrawal management beds; physical health supports and connections to community mental health and/or addictions supports.
- **Mental Health Support Teams** are York Regional Police mobile outreach units consisting of a plain clothes police officer and a mental health crisis worker. The teams provide crisis assessments, crisis intervention, support and referrals to affected individuals and/or their families.

These initiatives help to better link efforts, coordinate services and achieve better outcomes for clients with mental health challenges.



SUSTAINABLE ENVIRONMENT

Percentage of new non-residential (commercial office) development located in Regional Centres and Corridors

This measure identifies the percentage of new non-residential development (commercial office development) located in Regional Centres and Corridors. York Region's Centres include Newmarket Centre, Richmond Hill / Langstaff Gateway Centre, Vaughan Metropolitan Centre and Markham Centre. York Region's Corridors include Highway 7, Yonge Street, and portions of Davis Drive and Green Lane.

The percentage of new office development in Regional Centres and Corridors fluctuates from year-to-year. In 2017 and 2018, no new office commercial development permits were issued in Regional Centres and Corridors, however two new buildings were completed accounting for 175,000 square feet of new office commercial space. The Regional Office Market Attraction campaign will be reflected in future reporting years. External factors that affect this curve are macro economic trends, cost of development, and financial viability.

Despite the lack of new permits for 2017 and 2018, Centres and Corridors employment rose by over 5,000 jobs for the second straight year. From 2017 to 2018, over 5,280 new jobs were added in the centres and corridors, representing a 4.3 per cent increase which is higher than the 2.4 per cent job increase observed Region-wide. Many of these added jobs moved into existing and recently constructed office buildings, including the KPMG building in Vaughan Metropolitan Centre which is now fully leased.

Number of transit ridership per capita

The number of transit ridership per capita decreased in 2018. Ridership was impacted by construction happening on the Region's busiest corridors. The number of transit riders across the York Region Transit system remained stable in 2018 reaching 22.2 million riders.

In 2018, an additional 3.4 million riders at stations on the TTC Line 1 Subway extension in York Region.

York Region Transit routes servicing the TTC Line 1 Subway extension carried an additional 37,000 travellers throughout the year. High ridership routes operating in key Regional corridors under construction, such as Yonge Street, Bathurst Street and Highway 7 West, saw a reduction of 730,735 trips, or approximately 285,443 revenue riders. A similar trend was experienced along Highway 7 East and Davis Drive during rapidway construction. Experience shows that ridership returns within one year following construction completion, and growth occurs in the second year and beyond.

The Regional road network continues to be under pressure due to significant growth across York Region. To manage this demand on our Regional roads, highways and transit system, the Region is continuing to focus providing mobility for all modes of travel (walking, cycling, transit as well as auto uses) through improved transit services, development of complete and walkable communities, improved network infrastructure as well as promoting active transportation through the provision of cycling infrastructure.



GOOD GOVERNMENT

Number of visits to Regional websites

A 2015 to 2019 Strategic Plan performance measure guiding the objective of making it easier to access Regional information and services is the number of visits to Regional websites. To be consistent with the Municipal Benchmarking Network Canada (MBNCanada) definition, data for this measure is reported by total pageviews to: york.ca, yrt.ca and vivanext.com.

The number of website pageviews has been decreasing since 2014. For each of the three municipal websites, growth is not anticipated based on industry trends. The goal for each of the websites is to maintain current web traffic as introduction of social media channels, real-time alerts and mobile applications continue to gain traction. Residents can easily access York Region information through York Region's mobile app and the YRT/Viva mobile app.

To better reflect measuring ease in access to Regional information and services, the Region also tracks the number of social media followers (see Attachment 1), which has shown steady growth in audience and engagement since 2014.

2015 TO 2019 STRATEGIC PLAN: FROM VISION TO RESULTS

FINAL YEAR 4 (2018) PROGRESS REPORT

COMMUNITY ACCOUNTABILITY

Considers a collective contribution to the well-being of our communities

Community Indicator

A measure that helps quantify the achievement of a Community Result Area. Multiple partners are involved in improving results of Community Indicators.

Community Indicators profile the community's efforts in working towards *Vision 2051*.



ECONOMIC VITALITY

Community Indicator		Baseline Trend	Community Indicator		Baseline Trend			
Percentage of labour force live and work in York Region Data Source: StatisticsCanada (National Household Survey)		<div></div>	Unemployment rate Data Source: York Region staff calculation based on Statistics Canada Census Data (Labour Force Survey, Special Tabulation)		<div></div>			
<div><div></div></div>			<div><div></div></div>					
2001	2006	2011	2016	2014	2015	2016	2017	2018
54.1%	55.7%	55.4%	57.6%	6.2%	5.8%	5.8%	5.4%	4.8%

Community Indicator		Baseline Trend	Community Indicator		Baseline Trend				
Number of businesses per 100,000 population Data Source: Statistics Canada Canadian Business Patterns		<div></div>	Percentage of businesses in services-producing sector Data Source: Statistics Canada Canadian Business Patterns		—				
<div><div></div></div>			<div><div></div></div>						
2014	2015	2016	2017	2018	2014	2015	2016	2017	2018
4,347	4,386	4,436	4,426	4,403	81%	81%	81%	81%	81%

Community Indicator		Baseline Trend	Community Indicator		Baseline Trend				
Percentage of population completed post-secondary education Data Source: York Region staff calculation based on Statistics Canada Census Data		<div></div>	Average household income Data Source: Statistics Canada		<div></div>				
<div><div></div></div>			<div><div></div></div>						
1996	2001	2006	2011	2016	2014	2015	2016	2017	2018
35.3%	54.2%	67.1%	70.2%	70.0%	\$120,107	\$122,446	\$124,283	\$126,607	\$129,139

LEGEND



= Trending in the desired direction



= Not trending in the desired direction

— = Trend unchanged



HEALTHY COMMUNITIES

Community Indicator	Baseline Trend	Community Indicator	Baseline Trend																				
Percentage of households spending 30 per cent or more of income on housing costs Data Source: York Region staff calculation based on Statistics Canada Census Data	<div></div>	Percentage of survey respondents that think housing affordability is a problem Data Source: Community Opinion Polling	<div></div>																				
<div></div> <table><tr><td>2001</td><td>2006</td><td>2011</td><td>2016</td></tr><tr><td>28.5%</td><td>29.6%</td><td>28.5%</td><td>31.4%</td></tr></table>	2001	2006	2011	2016	28.5%	29.6%	28.5%	31.4%		<div></div> <table><tr><td>2013</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>70%</td><td>85%</td><td>90%</td><td>87%</td><td>81%</td></tr></table>	2013	2015	2016	2017	2018	70%	85%	90%	87%	81%			
2001	2006	2011	2016																				
28.5%	29.6%	28.5%	31.4%																				
2013	2015	2016	2017	2018																			
70%	85%	90%	87%	81%																			
Community Indicator	Baseline Trend	Community Indicator	Baseline Trend																				
Percentage of the population aged 12 and older who reported 'very strong' or 'somewhat strong' sense of community belonging Data Source: Statistics Canada (Canadian Community Health Survey)	<div></div>	Percentage of samples that meet Ontario drinking water standard (Ontario Chief Drinking Water Inspector annual rating) Data Source: Ontario Chief Drinking Water Inspector's Annual Report Summary	<div></div>																				
<div></div> <table><tr><td>2013</td><td>2014</td><td>2015</td><td>2016</td><td>2017</td></tr><tr><td>64%</td><td>68%</td><td>68%</td><td>69%</td><td>73%</td></tr></table>	2013	2014	2015	2016	2017	64%	68%	68%	69%	73%		<div></div> <table><tr><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>99.99%</td><td>99.99%</td><td>99.96%</td><td>99.93%</td><td>99.89%</td></tr></table>	2014	2015	2016	2017	2018	99.99%	99.99%	99.96%	99.93%	99.89%	
2013	2014	2015	2016	2017																			
64%	68%	68%	69%	73%																			
2014	2015	2016	2017	2018																			
99.99%	99.99%	99.96%	99.93%	99.89%																			
Community Indicator	Baseline Trend	Community Indicator	Baseline Trend																				
Number of Mental Health Act apprehensions per 100,000 population Data Source: York Regional Police Statistics Section	<div></div>	Total crime rate per 100,000 population Data Source: York Regional Police Statistical Report	<div></div>																				
<div></div> <table><tr><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>163.88</td><td>163.25</td><td>167.2</td><td>192.95</td><td>215.87</td></tr></table>	2014	2015	2016	2017	2018	163.88	163.25	167.2	192.95	215.87		<div></div> <table><tr><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>2,705</td><td>2,847</td><td>2,897</td><td>3,009</td><td>3,246</td></tr></table>	2014	2015	2016	2017	2018	2,705	2,847	2,897	3,009	3,246	
2014	2015	2016	2017	2018																			
163.88	163.25	167.2	192.95	215.87																			
2014	2015	2016	2017	2018																			
2,705	2,847	2,897	3,009	3,246																			

LEGEND



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SUSTAINABLE ENVIRONMENT

Community Indicator	Baseline Trend	Community Indicator	Baseline Trend																				
Percentage of daily trips by mode of transportation (automobile) Data Source: Transportation Tomorrow Surveys	<div></div>	Percentage of land area forest cover Data Source: Air photography Analysis	<div></div>																				
<div></div> <table><tr><td>2001</td><td>2006</td><td>2011</td><td>2016</td></tr><tr><td>87%</td><td>86%</td><td>86%</td><td>84%</td></tr></table>		2001	2006	2011	2016	87%	86%	86%	84%	<div></div> <table><tr><td>2012</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>22.8%</td><td>23.2%</td><td>23.2%</td><td>23.2%</td><td>23.2%</td></tr></table>		2012	2015	2016	2017	2018	22.8%	23.2%	23.2%	23.2%	23.2%		
2001	2006	2011	2016																				
87%	86%	86%	84%																				
2012	2015	2016	2017	2018																			
22.8%	23.2%	23.2%	23.2%	23.2%																			
Community Indicator	Baseline Trend	Community Indicator	Baseline Trend																				
Average residential water demand (litres/capita/day) Data Source: Long Term Water Conservation Strategy Annual Report	<div></div>	Survey respondents rating of single most important local issue (transportation) Data Source: Community Opinion Polling	<div></div>																				
<div></div> <table><tr><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>200</td><td>200</td><td>199</td><td>187</td><td>194</td></tr></table>		2014	2015	2016	2017	2018	200	200	199	187	194	<div></div> <table><tr><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>50%</td><td>52%</td><td>44%</td><td>51%</td><td>48%</td></tr></table>		2014	2015	2016	2017	2018	50%	52%	44%	51%	48%
2014	2015	2016	2017	2018																			
200	200	199	187	194																			
2014	2015	2016	2017	2018																			
50%	52%	44%	51%	48%																			
Community Indicator	Baseline Trend	Community Indicator	Baseline Trend																				
Average travel time Data Source: The Greater Golden Horseshoe Travel Demand Model (IBI Group)	<div></div>	Percentage solid waste diverted from landfill Data Source: Annual Diversion Report - Solid Waste Management	<div></div>																				
<div></div> <table><tr><td>2011</td><td>2016</td></tr><tr><td>30.2 mins</td><td>31.4 mins</td></tr></table>		2011	2016	30.2 mins	31.4 mins	<div></div> <table><tr><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>85%</td><td>87%</td><td>91%</td><td>93%</td><td>94%</td></tr></table>		2014	2015	2016	2017	2018	85%	87%	91%	93%	94%						
2011	2016																						
30.2 mins	31.4 mins																						
2014	2015	2016	2017	2018																			
85%	87%	91%	93%	94%																			

LEGEND



= Trending in the desired direction











= Not trending in the desired direction

— = Trend unchanged



GOOD GOVERNMENT

Community Indicator	Baseline Trend	Community Indicator	Baseline Trend										
Percentage of resident satisfaction level with Regional government Data Source: Community Opinion Polling	<div></div>	Number of Top Employer Recognition(s) achieved	<div></div>										
<div></div> <table><tr><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>74%</td><td>83%</td><td>86%</td><td>78%</td><td>75%</td></tr></table>		2014	2015	2016	2017	2018	74%	83%	86%	78%	75%	<div></div>	
2014	2015	2016	2017	2018									
74%	83%	86%	78%	75%									
Community Indicator	Baseline Trend												
Percentage of resident satisfaction level with ability to access Regional services Data Source: Community Opinion Polling	<div></div>												
<div></div> <table><tr><td>2013</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>46%</td><td>54%</td><td>46%</td><td>55%</td><td>41%</td></tr></table>		2013	2015	2016	2017	2018	46%	54%	46%	55%	41%		
2013	2015	2016	2017	2018									
46%	54%	46%	55%	41%									
Community Indicator	Baseline Trend												
Survey respondents quality of life approval rating Data Source: Community Opinion Polling	<div></div>												
<div></div> <table><tr><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td></tr><tr><td>92%</td><td>90%</td><td>91%</td><td>92%</td><td>89%</td></tr></table>		2014	2015	2016	2017	2018	92%	90%	91%	92%	89%		
2014	2015	2016	2017	2018									
92%	90%	91%	92%	89%									

LEGEND



= Trending in the desired direction



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2015 to 2019 Strategic Plan Final Year 4 (2018) Progress Report

Community Indicators

Exception Report Summary

Long term trends of seven community indicators have not been trending in the desired direction (see Attachment 3):

- Percentage of households spending 30 per cent or more of income on housing costs
- Percentage of survey respondents that think housing affordability is a problem
- Number of Mental Health Act apprehensions per 100,000 population
- Total crime rate per 100,000 population
- Average travel time
- Survey respondents quality of life approval rating
- Percentage of resident satisfaction level with ability to access Regional services

Contributing factors for each of these indicators is detailed below.



HEALTHY COMMUNITIES

Percentage of households spending 30 per cent or more of income on housing costs

This measure identifies percentage of households spending greater than 30 per cent of pre-tax household income on housing. Housing costs affect disposable income, access to jobs, health status, and general inclusion in society. A household paying 30 per cent or more of its pre-tax income for housing is considered to have affordability problems.

Percentage of survey respondents that think housing affordability is a problem

This indicator is part of York Region's annual polling of 400 York Region residents and reflects how residents feel about housing affordability in York Region.

In 2018, 81 per cent of residents surveyed felt that housing affordability was a problem in York Region. Despite the most recent improvements from 2015 (85 per cent), 2016 (90 per cent) and 2017 (87 per cent), this indicator is not trending in the desired direction because it is 11 per cent above the 2013 result of 70 per cent.

Number of *Mental Health Act* apprehensions per 100,000 population

The *Ontario Mental Health Act* allows a police officer to apprehend individuals where reasonable grounds exist to believe an individual is at risk of harm to self or others, or appears to have self-care deficits and appears to be suffering from a mental disorder.

York Regional Police are apprehending more people than before and taking them to hospital under the *Mental Health Act*. Several factors that influence the increasing number of Mental Health Act apprehensions include population growth, budgetary constraints resulting in an impact to availability of mental health support services, increasing public awareness, increasing number of residents with more complex mental health needs, and police officers responding to persons in crisis around the clock when support services may not be available. Another contributing factor may be that people experiencing mental health challenges do not consistently accept assistance from mental health support services, which may result in an emergency service response instead when a crisis occurs.

York Region and York Regional Police have worked together to develop mental health initiatives including the York Regional Police Mental Health Support Teams. These are York Regional Police mobile outreach units consisting of a plain clothes police officer and a mental health crisis worker. In 2018, calls for service responded to by the York Regional Police Mental Health Support Team had an apprehension rate of 20 per cent of the calls attended, compared to 53 per cent apprehension rate of the calls uniform officers were attending alone without Mental Health Support Team's participation in the call.

Total crime rate per 100,000 population

Offences that make up the total crime rate include violent crime, property crime and other Criminal Code offences (excluding traffic). Criminal Code driving offences such as impaired driving are not included. This indicator is used to determine if there have been changes in criminal activity over time. Changes to the law, standards or law enforcement practices can have an impact on crime rates.

The crime rate in York Region has been experiencing small yearly increases since 2015 after several years of decreasing crime rates. This is consistent with crime trends across Canada where the national crime rate has also been on the increase since 2015. In 2018, there was an increase of 7.9 per cent from 2017. Top offences that influenced the crime rate in 2018 include Theft \$5,000 or under (24.7 per cent), Assault (11.2 per cent), and Fraud (10.8 per cent). The increase in reported fraud incidents may have been influenced by enhanced public awareness of financial scams, identity theft and fraud.

Although an increase in our crime rate was experienced in 2018, our members continue to be dedicated to the progressive delivery of crime prevention, law enforcement, and community safety initiatives. These efforts to ensure the safety of our citizens, businesses and communities would not be possible without the continued support of our Police Service Board, Regional and Local Councils, community leaders and our community partners. To learn more on York Region crime rates and trends, see the York Regional Police [Business Plan 2017 – 2019](#) and [2018 Statistical Report](#).



SUSTAINABLE ENVIRONMENT

Average travel time

This indicator identifies the estimated average automobile travel time in minutes during the morning rush hour. Over time, it is anticipated that residents in York Region will continue to experience longer travel times to work if they continue to choose to drive during rush hours. The time spent due to traffic

congestion has a negative impact on the Region's residents and businesses. The increase in travel time by car is a reflection of increased traffic not only in York Region but throughout the Greater Toronto Area.

In the 2016 Transportation Tomorrow Survey, it was shown that the average travel distance by car is also increasing for commuters starting their trips in York Region. This trend is similar in other neighboring regional municipalities. The increase of distance travelled by car also contributes to the increased trend in higher average travel times.

Through ongoing record investments in transportation, York Region will continue to offer residents and businesses with improved travel options including improved roads and transit services for travel during rush hours.



GOOD GOVERNMENT

Survey respondents' quality of life approval rating

This indicator is part of York Region's annual polling of 400 York Region residents which has historically found that York Region maintains a high quality of life for its residents.

Views regarding the quality of life in York Region have remained consistently high and very positive with results of 92 per cent (2014), 90 per cent (2015), 91 per cent (2016), and 92 per cent (2017).

In 2018, almost nine out of ten residents (89 per cent) felt that they enjoy either an excellent or good quality of life. While this is three per cent below the 2014 baseline (92 per cent), it is on par since York Region began tracking this indicator in the early 2000's (average result of 90 per cent).

From 2014 to 2018, residents have cited low crime rate, the vitality of their neighbourhoods, open spaces, and being able to walk to their destinations as key elements that contribute to the high quality of life in York Region.

Percentage of resident satisfaction level with ability to access Regional services

This indicator is part of York Region's annual polling of 400 residents and is only based on a possible 112 residents who have claimed to have used a York Region service.

In 2018, 41 per cent of York Region residents were satisfied with their ability to access York Region services. This indicator is five per cent below the 2013 baseline (46 per cent) with fluctuating results of 54 per cent (2015), 46 per cent (2016), and 55 per cent (2017).

This community indicator was not a part of York Region's annual polling in 2014 and its fluctuation requires monitoring moving forward.



Regional Clerk's Office
Corporate Services

May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: 2018 YorkInfo Partnership Annual Report

On May 16, 2019 Regional Council adopted the following recommendation:

1. The Regional Clerk forward this report to the local municipalities, school boards and conservation authorities for information.

The original staff report is enclosed for your information.

Please contact John Houweling, Director, Data, Analytics and Visualization Services Branch at 1-877-464-9675 ext. 71529 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Christopher Raynor".

Christopher Raynor
Regional Clerk

Attachment

The Regional Municipality of York

Committee of the Whole
Finance and Administration
May 9, 2019

Report of the Commissioner of Corporate Services

2018 YorkInfo Partnership Annual Report

1. Recommendation

The Regional Clerk forward this report to the local municipalities, school boards and conservation authorities for information.

2. Summary

The purpose of this annual report is to inform Council of the leadership role the YorkInfo Partnership program provides in building data and analytics capacity across all Partner organizations. The program is led by the Region and consists of the nine local municipalities, two conservation authorities and two school boards. What began as a Partnership to understand the value of Geographic Information Systems (GIS), quickly became well-established with all members working together to build and leverage their collective investment in data, people and technology.

The report includes a background on the Partnership, a status on the projects in the 2015 – 2018 work plan and the 2019 – 2020 work plan.

Key Points:

- The YorkInfo Partnership has been in existence since 1996 and has a track record of delivering cost savings, creating efficiencies and modernizing service delivery.
- An approved multiyear work plan aligns 14 organizations around common goals across 4 projects and 12 knowledge sharing workshops.
- High impact projects support delivery of Asset Management, Municipal Comprehensive Review, Growth and Development Tracking and Open Data.
- Partners have access to data and analytics courses delivered through the York Region Digital Academy.
- The focus of the Partnership is on increasing data literacy and building data and analytics capacity within partner organizations.

3. Background

The YorkInfo Partnership is a collaboration amongst the York Region Municipalities and Public Agencies

In 1996, York Region established a formal Partnership called the YorkInfo Partnership that has been learning, building and sharing data. The program is led by the Region and consists of the nine local municipalities, two conservation authorities and two school boards. What began as a Partnership to understand the value of Geographic Information Systems (GIS), became well-established with all members working together to build and leverage their collective investment in data, people and technology. The program has evolved to capitalize on emerging data and analytics trends and capabilities and Partners collaborate to find cost savings, create efficiencies and modernize service delivery.

The YorkInfo Partnership has an award winning track record of providing innovation, reducing duplication and realizing cost savings

The Partnership is one of the first of its kind in Canada. Since inception, the Partnership has produced several “firsts” and award-winning innovations, including:

- Acquired the first GTA wide aerial imagery and terrain data. Multiyear contracts for an updated aerial imagery agreement saving Partners 50% of the costs in data capture and processing. As a result data is available back to 1954.
- Implemented the All-Pipes program enabling the mapping of water / wastewater infrastructure of the Region to be treated as a single network regardless of ownership. This program is critical for asset management and delivers cost avoidance of over \$150K / year. The program won the URISA Exemplary Systems in Government award in 2015.
- Launched the self-serve data depot allowing consultants and partners 24/7 access to the data without staff intervention. This saves hundreds of staff hours annually and won the 2016 GTEC award for Excellence in Municipal Systems.
- Deployed an Open Data program sharing data online for residents. By connecting Open Data systems, partners create one window access to data therefore enhancing the customer experience. Partners feed data in to applications such as Google, Yelp and Waze and interacting with residents in new and innovative ways to improve how they live and travel in and through the Region. The program won the 2018 award for Innovation at the Canadian Open Data Summit.
- Piloted a Data Co-operative project and online engagement hub for the Region's Municipal Comprehensive Review to update the Regional Official Plan allowing for planning related data to be shared between regional and local planning staff. The project won the 2019 URISA Best Public Sector GIS award.

A well-defined governance structure and joint development of a multi-year work plan ensures accountability

The Partnership is a group of data and analytics professionals that work together for the common good. Work planning is a collaborative process to review and align Partner priorities to find common projects and shared workshops to support building capacity and helping partners attain their goals.

The Partnership's governance structure promotes accountability and resourcing to deliver desired results and realize benefits associated with collaborative opportunities. The Partnership's proven success has led to increased buy-in and support from senior management across the Partnership.

The Partnership reports annually to the local Chief Administrative Officers and consists of an Executive Board (comprised of Directors and Chief Information Officers) that set the vision and direction and a Coordinating Committee (comprised of Managers, Coordinators and Analysts) that deliver projects.

4. Analysis

Pooling resources helped ensure staff delivered projects in the 2016 – 2018 work plan

The 2016 - 2018 work plan was comprised of 11 projects that support the provision of responsive and efficient public service. Participation in projects is based on the interest and value to the organization and ability to contribute. Projects were augmented with informal workshops, formal training and ad-hoc collaborations that occurred between partners to help each other grow their program.

Highlighted projects in 2017 and 2018:

- Expanded the All Pipes infrastructure mapping program to incorporate a stormwater data model that increased efficiencies in how water / wastewater infrastructure is managed in a two tier municipal delivery model
- Piloted a Digital Plan Upload portal to automate digital drawing submissions resulting in increased time savings and standardizing the planning and engineering intake process
- Interactive workshops to share knowledge and best practices around Asset Management, Growth and Development Tracking and MPAC usage and restrictions.
- Delivered over 100 courses provided to more than 500 Partnership staff since 2005 saving Partner organizations over \$200,000 in training costs.

Partnerships create a unified voice and increase purchasing power

A benefit of having 14 partners working together is the strong unified voice that it creates. That unified voice increases purchasing power and lowers costs. As a result of pooling resources, Partners now have access to historical aerial imagery dating back to 1954 – greatly enhancing understanding of change across the Region. Over the next three years, we will jointly purchase 10cm aerial imagery and as well as highly accurate LiDAR data. Light Detection and Ranging (LiDAR) is a high precision three dimensional dataset that supports analysis of assets, floodplains and forest canopy coverage. These data will add significant value to the planning and delivery of many of the partners programs.

The culture of collaboration provides benefits to the taxpayer by creating a common base of understanding, a single source of trusted data and a reduction in duplication in effort.

A new work plan establishes priorities for 2019 and 2020

Partners have identified four data and analytics projects to be delivered over the next two years. These projects will set a new foundation for how data is collected, organized and shared with each other and the public. Twelve workshops will be held to help members understand emerging trends in data and analytics. The Partnership will continue to evaluate further opportunities for joint data and technology acquisition.

By 2020, the Partnership will:

Formalize a “Data Co-operative” and move to an Open by Default policy between Partners for data sharing. The Data Co-operative is a network for collaboration and allows Partners to share their trusted data, applications and work with other Partners through a legal framework, governed with appropriate access. The project currently supports the Municipal Comprehensive Review enabling Planners to share critical data in near real time to help make data informed decisions about the update to the official plan.

Inform decision making by acquiring new data sources. The Partnership has partnered with the City of Toronto to purchase the LiDAR dataset at a reduced cost. The outcomes will be available to all partners to implement in their programs.

Release more data online and make it easier to access. Open Data is a Regional strategic plan priority area and the Partnership is focussed on making more data available for the residents and businesses to use. This project will upgrade technology and connect Partner Open Data sites so that, regardless of the point of entry, users can receive the data they need from the source they desire.

Make it easier and faster to process digital data supplied by developers. The Digital Plan Upload portal will be further deployed to accept Planning and Engineering digital drawing submissions and integrate with the YorkTrax development system.

5. Financial

The funding to support the YorkInfo Partnership has been included in the Data, Analytics and Visualization Services 2019 budget. Partner organizations share the cost of acquiring data sets resulting in cost savings to all Partners. Two examples are the annual acquisition of aerial imagery and the agreement negotiated with Teranet Enterprise Inc. Enterprise Licence Agreements. The Region's Digital Academy training program also provides training to Partner organizations at no charge.

6. Local Impact

All nine local municipalities are members of the YorkInfo Partnership. Together with the Region, they benefit from enterprise license agreements, technology pilots, training and knowledge sharing providing efficiencies and value to residents and businesses.

7. Conclusion

The YorkInfo Partnership has a 23 year history of delivering results and has evolved to focus on data and analytics. The program promotes a culture of sharing, provides significant cost savings and focusses on finding efficiencies in how joint projects are selected and delivered.

For more information on this report, please contact John Houweling, Director Data, Analytics and Visualization Services Branch at 1-877-464-9675 ext. 71529. Accessible formats or communication supports are available upon request.

Recommended by:

Dino Basso

Commissioner of Corporate Services

Approved for Submission:

Bruce Macgregor

Chief Administrative Officer

April 25, 2019



May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: Criteria for Prospective Service Migration

On May 16, 2019 Regional Council adopted the following recommendation:

1. The Regional Clerk share this report and attachment with local municipalities seeking comment on the draft criteria for prospective service migration.

Please note the requested action.

The staff report is enclosed for your information.

Please contact Bruce Macgregor, Chief Administrative Officer at 1-877-464-9675 ext. 71200 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to be "Chris Raynor", written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Governance Task Force

April 18, 2019

Report of the Chief Administrative Officer

Criteria for Prospective Service Migration

1. Recommendations

1. The Regional Clerk share this report and attachment with local municipalities seeking comment on the draft criteria for prospective service migration.

2. Summary

The Province's [Regional Government Review](#) focuses on three core areas:

- Municipal governance
- Decision making
- Service delivery

York Region's Governance Task Force is represented by its nine local municipal mayors and the Regional Chair. On [March 21, 2019](#), the Governance Task Force had its first meeting and staff were asked to draft criteria to guide the consideration of service delivery migration.

Key Points:

- On [January 15, 2019](#) the Provincial Government announced a review of regional governments across Ontario; this review is expected to be completed by Summer 2019
- On [February 28, 2019](#) Council approved terms of reference to establish a Governance Task Force
- On [March 13, 2019](#) the Provincial Government requested public feedback (online questionnaire or written submission) on the Regional Government Review
- On [March 21, 2019](#) the Governance Task Force requested staff draft criteria to guide service migration discussions
- On [April 1, 2019](#) the Provincial Government extended public comment (online questionnaire or written submission) on the regional review to May 21, 2019 and added an additional option allowing the public to provide in-person deputations to the Province's special advisors

3. Background

Province's Regional Government Review focuses on specific questions

The mandate for the Province's [Regional Government Review](#) focuses on three core areas:

- Municipal governance
- Decision making
- Service delivery

On March 21, 2019 the Governance Task Force received a report and presentation identifying Regional services, local municipal services and both Regional and local services

The Governance Task Force received a report and presentation that included a summary of service delivery (Table 1) for discussion purposes.

Table 1
Service Delivery

Regional Services	Local Services	Both Regional and Local Services
*denotes services that are Provincially mandated and/or funded		
Children's Services*	Building	By-law Enforcement
Court Services*	Fire	Borrowing/Tax Collection
Forestry	Libraries	Economic Development
Housing Services*	Licensing	Emergency Planning
Long-Term Care*	Parks, Recreation and Heritage	Planning
Paramedic Services*	Stormwater Drainage and Management	Roads
Police Services		Waste Management
Public Health*		Water
Social Assistance*		
Transit		

Staff were requested to draft criteria to guide future service migration discussions.

4. Analysis

Regional Government Review focuses on responding to specific questions

The mandate for the Province's [Regional Government Review](#) focuses on a series of questions. These questions are:

Questions on municipal governance and decision-making;

- a. Is the decision-making (mechanisms and priorities) of upper- and lower-tier municipalities efficiently aligned?*
- b. Does the existing model support the capacity of the municipalities to make decisions efficiently?*
- c. Are two-tier structures appropriate for all of these municipalities?*
- d. Does the distribution of councillors represent the residents well?*
- e. Do the ways that regional councillors/heads of council get elected/appointed to serve on regional council help to align lower- and upper-tier priorities?*

Questions on municipal service delivery;

- f. Is there opportunity for more efficient allocation of various service responsibilities?*
- g. Is there duplication of activities?*
- h. Are there opportunities for cost savings?*
- i. Are there barriers to making effective and responsive infrastructure and service delivery decisions?*

York Region has a successful history of service migration decisions

York Region has a strong and successful history of service migration with local municipalities that predate reviews by the current Provincial government. These successes include, but are not limited to, transit, waste processing and disposal as well as the addition of several arterial roads.

York Region has partnered with some or all local municipalities in sharing services or joint procurements. Attachment 1 provides a snapshot (and not an exhaustive list) of recent examples of shared procurements and collaborations between York Region and local municipalities. Most notably, the Northern Six (N6) municipalities have collaborated successfully in a number of service areas to realize cost savings and efficiencies.

During this time when the Provincial government is seeking feedback on municipal governance, decision making and service delivery, York Region could work together with local municipalities to suggest and/or offer alternative service delivery models for consideration by the Provincial review. To support this discussion, York Region staff have drafted criteria to consider when contemplating changes to service delivery.

Draft Criteria for consideration

To support discussions on possible future migration of services, staff have drafted a list of 6 criteria for consideration. This list would be considered when contemplating a change in service delivery from regional, local and/or both regional and local service delivery.

1. **Cost savings** – respects taxpayers and minimizes taxes
2. **Efficiency** – lower taxes and reduces bureaucracies, minimizes duplication, streamlines processes , increases coordination
3. **Measureable outcomes** – specific, measureable and realistic outcomes
4. **Improved customer experiences** – customer’s experiences during all points of contact meet or exceed expectations, increases access to services, increases responsiveness of services, maintains or improves service delivery to residents, minimizes/avoids disruption of services as a result of service delivery changes
5. **Increased accountability and transparency** – increases accountability for activities, discloses information and reports on results in a transparent manner, shares information among municipalities
6. **Agreement among municipal partners** – municipal partners are clear on roles, responsibilities, accept associated risks and are in agreement with changes including the impact on staff resources, appropriate skillsets and use of technologies/innovations

These criteria are consistent with York Region’s vision of *Strong, Caring, Safe Communities* and mission of *Working together to serve our thriving communities – today and tomorrow*.

Staff are recommending that this list of criteria be shared with local municipalities for their review and comment.

5. Financial

There are currently no financial impacts associated with this report. However, any future decisions on service delivery should, according to the Provincial Review mandate, be premised on improving efficiencies where possible.

6. Local Impact

There are no local municipal impacts associated with this report. However, the outcomes of service delivery discussions, and the Provincial government review may result in changes to local and/or regional services.

7. Conclusion

On March 21, 2019 the Governance Task Force received a report and presentation listing current services and their delivery models. This report provides draft criteria to consider when contemplating future changes to service delivery.

It is recommended that this report be shared with local municipalities for their review and comment.









For more information on this report, please contact Bruce Macgregor at 1-877-464-9675 ext. 71200. Accessible formats or communication supports are available upon request.

Approved for Submission: **Bruce Macgregor**
Chief Administrative Officer

April 10, 2019
Attachment (1)
#8336461

YORK REGION - INVENTORY OF MUNICIPAL COLLABORATION (REVISED APRIL 2019)

This table provides a listing of municipal collaboration, including shared services and joint procurements. The list was initially prepared for discussion purposes for the Area Treasurers’ meeting in 2018. Potential costs savings, efficiencies, economies of scale are discussed at these meetings on a regular basis. The list was put together to identify the variety of municipal collaborations that exist and to encourage future opportunities.

<div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div>												
	Start Date	York Region	Aurora	East Gwillimbury	Georgina	King	Markham	Newmarket	Richmond Hill	Vaughan	Whitchurch - Stouffville	Other
SERVICES:												
1	Audit Services	2005	✓	✓	✓	✓		✓				
		2007	✓	✓	✓	✓		✓			✓	
		2016	✓	✓	✓	✓		✓	✓		✓	
2	Economic Development - York Small Business Enterprise Centre (YSBEC) [Other initiatives include: Digital Main Street - Digital squad services to Main St. Businesses; York Region Agriculture and Agri-Food Strategy; Broadband Assessment (now YorkNet)]	2002	✓	✓	✓	✓		✓			✓	
3	Data / analytics											
	- YorkINFO	1996	✓	✓	✓	✓	✓	✓	✓	✓	✓	
	- Open Data program	2018, 2019	✓				✓ (2019)	✓ (2018)				
4	Emergency Planning	Jan-2017	✓	✓	✓	✓		✓			✓	
5	Fire Services	1-Jan-2002		✓				✓				
		Jan 2018 (Study initiated)					under review		under review	under review		
6	Animal Control Services*	1-Jan-2019		✓		✓	✓	✓		✓		
7	Animal Shelter Services**	1-Jan-2018		✓		✓		✓		✓	✓	
8	Accessibility Standards for Customer Service	1-Jan-2010		✓	✓	✓	✓	✓			✓	
9	Municipal Diversity and Inclusion Group	Apr-2016	✓	✓	✓	✓	✓	✓	✓	✓	✓	YRP, School Boards, Conservation Authorities, United Way, York Region Children's Aid Society
10	Drinking Water Quality Management System (Cooperative Committee to conduct internal audits of the respective Water Systems)	2010-2011		✓	✓	✓	✓	✓			✓	
11	Insurance and Risk Management Services Review	8-Nov-2011		✓	✓	✓	✓	✓			✓	
12	Training and Development - N6 Leadership Calendar and Annual Symposium	2004		✓	✓	✓	✓	✓			✓	
JOINT PROCUREMENTS:												
13	Health benefits under the same Umbrella Group	1-Jan-2015	✓	✓	✓		Simcoe County Umbrella	✓	✓			
14	The Portal (internal intranet)	Feb-2009	✓				✓					
15	Website redevelopment	2012/2013		✓				✓			✓	

		Start Date	York Region	Aurora	East Gwillimbury	Georgina	King	Markham	Newmarket	Richmond Hill	Vaughan	Whitchurch - Stouffville	Other
	Waste Management												
16	- Waste Collection Contract	1-Jan-2018		✓	✓	✓	✓		✓			✓	
	- Green, Blue Bins and Composters	2-Feb-2013											
	- Waste Collection Calendars	5-Jul-2017											
17	Municipal Election Compliance Auditor	1-Jan-2015		✓	✓	✓	✓	✓	✓	✓	✓	✓	
18	Supply and Delivery of Office Supplies	1-Oct-2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
19	Office Paper	1-Jan-2016	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	YRP, CCAC, YCDSB, YRDSB
20	Supply, Delivery & Removal of Printer and Fax Consumables (TONER with QRX)	15-Sep-2014	✓			✓	Piggy Back Users	✓	✓		✓	✓	YRP, Central CCAC, CC, VPL, YCDSB, YRDSB
21	P-Card Program	26-Mar-2015	✓						✓				
22	Supply and Delivery of Gasoline and Diesel Fuels	1-Jan-2015	✓	✓				✓	✓	✓	✓	✓	YRP, YCDSB
23	Propane	1-Nov-2014		✓					✓	✓			YRP
24	Vehicle and Heavy Equipment Rental Registry	1-Mar-2016		✓	✓	✓	✓	✓	✓	✓	✓	✓	YRP, CCAC, Power Stream INC., Central LHIN CSS Network, YCDSB, YRDSB
25	Asphalt Material Registry	1-Jan-2012	✓				✓		✓	✓	✓	✓	
		6-Jan-2017	✓	✓					✓		✓		
26	Granular Materials Registry	1-Apr-2014	✓	✓			✓		✓	✓		✓	
		1-Apr-2016	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
		1-Apr-2018	✓	✓	✓				✓	✓	✓	✓	
27	Supply, Delivery and Mixing of Screened Sand on Site and Stockpiling	30-Sep-2015	✓	✓					✓		✓	✓	
		1-Sep-2018		✓	✓			✓	✓	✓	✓	✓	
28	Claims Adjuster	1-Jan-2017		✓	✓	✓	✓		✓			✓	
29	Caretaking Supplies	10-Sep-2011	✓	✓					✓				CCAC, YRP, YCDSB, YRDSB
		1-Apr-2017	✓	✓	✓			✓	✓	✓	✓		YRP, YCDSB, YRDSB
30	Portable Toilets	5-Apr-2016							✓	✓	✓		
31	Pool Chemicals	1-May-2012		✓		✓	✓		✓	✓	✓		
		1-Jun-2016		✓		✓			✓	✓	✓		
32	Supply and Delivery of Bulk Sodium Chloride	28-Mar-2017	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
33	Uni-directional Flushing	22-Apr-2015	✓		✓				✓				
34	Sewer Flushing & CCTV Services	1-Jun-2018			✓	✓			✓			✓	
35	Drinking Water Quality Management Standard Internal Audit and Training Services	8-Jun-2018		✓					✓				
36	Nomex Fire Suppression Uniforms	8-Nov-2018		CYFS					CYFS	RHFES			
37	Textile Collection	1-Oct-2018		✓					✓			✓	

Notes:

- YRP (York Regional Police)
- YCDSB (York Catholic District School Board)
- CCAC (Community Care Access Centre)
- YRDSB (York Region District School Board)
- LHIN (Local Health Integration Network)
- CC (Community Centers)
- VPL (Vaughan Public Libraries)
- RHFES (Richmond Hill Fire & Emergency Services)
- CYFS (Central York Fire Services)

*#6 Animal Control Services – partnership between Aurora, Newmarket and Georgina (Aurora is the lead), Vaughan delivers service to King Township.

** **NEW** - #7 Animal Shelter Services – partnership between Aurora, Newmarket, East Gwillimbury and Georgina (Georgina is the Lead), Vaughan delivers service to King Township.

List is not exhaustive



May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: 2019 Property Tax Ratios

On May 16, 2019 Regional Council adopted the following recommendations:

1. The property tax ratios for the 2019 taxation year be established as follows:

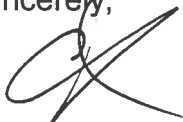
Broad Property Class	Proposed 2019 Tax Ratios
Multi-Residential	1.0000
Commercial (incl. office)	1.2794
Industrial	1.5704
Pipelines	0.9190
Farmland	0.2500
Managed Forests	0.2500
Landfill	1.1000

2. Council approve a bylaw to implement the tax ratios using the notional property tax rate calculation adjustment for 2019.
3. The Regional Clerk circulate this report to the local municipalities.

The original staff report is enclosed for your information.

Please contact Edward Hankins, Director, Treasury Office, at 1-877-464-9675 ext. 71644 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to be 'CR', with a large, stylized 'X' or 'K' shape.

Christopher Raynor
Regional Clerk

Attachment

The Regional Municipality of York

Committee of the Whole
Finance and Administration
May 9, 2019

Report of the Commissioner of Finance

2019 Property Tax Ratios

1. Recommendations

1. The property tax ratios for the 2019 taxation year be established as follows:

Broad Property Class	Proposed 2019 Tax Ratios
Multi-Residential	1.0000
Commercial (incl. office)	1.2794
Industrial	1.5704
Pipelines	0.9190
Farmland	0.2500
Managed Forests	0.2500
Landfill	1.1000

2. Council approve a bylaw to implement the tax ratios using the notional property tax rate calculation adjustment for 2019.
3. The Regional Clerk circulate this report to the local municipalities.

2. Summary

This report identifies proposed property tax ratios for the 2019 taxation year. These ratios are revenue neutral based on actual assessment results, consistent with Council's 2017 decision to implement revenue neutral tax ratios following the 2016 reassessment.

3. Background

Tax ratios influence the share of taxation paid by each class of property

Tax ratios influence the relative share of taxation that is borne by each property class. The tax rate for a given property class is determined by multiplying the residential tax rate by the tax ratio for the class. For example, if the proposed tax ratios are adopted, the tax rate for a property in the commercial class would be 1.2794 times the residential tax rate per one hundred dollars of assessment.

Table 1 shows the tax ratios that the Region has had in place since 2009.

Table 1
Region's Tax Ratios Since 2009 Taxation Year

Property Class*	2009 Ratios	2010 Ratios	2011 Ratios	2012 Ratios	2013-2016 Ratios	2017 Ratios	2018 Ratios	2019 Ratios (Proposed)	Ranges of Fairness**
Reassessment Year	2008				2012	2016			
Residential	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
Multi-Residential	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0 to 1.1
Commercial (incl. office)	1.2070	1.1800	1.1431	1.1172	1.1172	1.1813	1.2323	1.2794	0.6 to 1.1
Industrial	1.3737	1.3575	1.3305	1.3124	1.3124	1.4169	1.4973	1.5704	0.6 to 1.1
Pipelines	0.9190	0.9190	0.9190	0.9190	0.9190	0.9190	0.9190	0.9190	0.6 to 0.7
Farmland	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.25
Managed Forests	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.25
Landfill	-	-	-	-	-	1.1000	1.1000	1.1000	0.6 to 1.1

* Note that tax ratios have only been adjusted for the business classes as Council policy has been to maintain tax ratios for multi-residential, farmland, managed forests and pipelines.

** Ranges of fairness are the ranges of tax ratios established by the Province with the aim to ensure equity among the classes, meaning one dollar of assessment value should generate the same amount of tax revenue regardless of class. In addition, the Ranges of Fairness promote a fairness principle, in which the level of taxation on a class is related to the cost of providing services to that class. Business classes typically consume fewer municipal services than residential classes.

Revenue neutral tax ratios were adopted for 2017 to 2020

The Municipal Property Assessment Corporation (MPAC) is responsible for the assessment of all properties in Ontario. Since the 2009 taxation year, reassessments have taken place every four years, with increases phased in equally over the following four years. For the

2017 to 2020 taxation years, properties have been reassessed to reflect their January 1, 2016 valuation.

In 2017, Council endorsed the use of revenue neutral tax ratios for 2017-2020 taxation years. The effect of revenue neutrality will be to collect the same share of tax revenue from each property class, whether or not the relative assessed value of that class is above or below the average rate of growth.

Since the increase in property values for the residential class resulting from the 2016 reassessment significantly exceeded those in the business classes, “revenue neutrality” will require an increase to the tax ratios for the business classes to achieve the same share of property taxation. The result is that the property taxes for the residential classes will be lower than they would have been if tax ratios had remained at 2016 levels and higher in the commercial and industrial classes.

4. Analysis

Council’s decision to adopt revenue neutral tax ratios as a result of the 2016 reassessment means that new revenue neutral tax ratios need to be approved annually based on actual assessment outcomes for each year of the phase-in

As increases to the assessed values are phased in over a four-year period, Council must approve new tax ratios each year to achieve revenue neutrality. These ratios are based on actual assessment outcomes for the year, as the relative share of the total Current Value Assessment (CVA) for each broad property class shifts from year-to-year due to the phase-in of the reassessed values and the addition of new assessment. The 2019 tax ratio outcomes were generated by the Online Property Tax Analysis System (“OPTA”) which is an online tool provided by the Government of Ontario.

2019 taxable CVA is 9.9% higher than 2018, of which 7.8% can be attributable to the phasing-in of the 2016 reassessment, and 2.1% to new growth

Table 2 illustrates the increase in total value assessment between 2018 and 2019.

Table 2
Current Value Assessment Comparison

Broad Property Class	2018 CVA (\$ millions)	2019 CVA (\$millions)	% Increase
Residential	249,613	276,463	10.8
Multi-Residential	2,387	2,658	11.4
Commercial (incl. office)	33,946	35,686	5.1
Industrial	7,659	7,999	4.4
Pipelines	350	390	11.4
Farmland	1,631	1,724	5.7
Managed Forests	66	71	7.2
Total	295,652	324,991	9.9%

The 2019 Current Value Assessment is used as the basis to calculate the revenue neutral tax ratios for 2019 (Table 3).

Table 3
Revenue Neutral Tax Ratios for 2019

	2018 Actual	2019 (Online Property Tax Analysis)
Residential	1.0000	1.0000
Multi-Residential	1.0000	1.0000
Commercial (incl. office)	1.2323	1.2794
Industrial	1.4973	1.5704
Pipelines	0.9190	0.9190
Farmland	0.2500	0.2500
Managed Forests	0.2500	0.2500
Landfill*	1.1000	1.1000

*Currently, the Region has landfill properties as payment-in-lieu only, and not as a taxable property class.

Revenue neutral ratios result in property tax savings for residential property owners

By adopting new revenue neutral ratios in 2019, residential tax payers will save approximately \$6.2 million compared to using the 2018 tax ratios. However, the commercial and industrial classes will pay \$4.6 million and \$1.6 million more respectively.

Table 4
Estimated Tax Shift
Impact to Property Tax Classes for 2019
Continuation of Revenue Neutral Ratios Compared to 2018 Tax Ratios
(\$ 000s)

Municipality	Residential	Commercial	Industrial	Other	Total
Aurora	(318)	177	50	(0)	(91)
East Gwillimbury	(149)	57	16	(2)	(78)
Georgina	(166)	52	4	(1)	(111)
King	(189)	41	13	(4)	(139)
Markham	(1,824)	1,405	268	(3)	(154)
Newmarket	(358)	283	75	(0)	(1)
Richmond Hill	(1,234)	597	124	(1)	(513)
Vaughan	(1,757)	1,898	996	(4)	1,133
Whitchurch-Stouffville	(254)	94	36	(2)	(126)
PIL					80
Total	(6,249)	4,604	1,581	(18)	-

* Positive figures denote tax expenditures and bracketed figures denote tax savings.

Based on the latest assessment data available, it is estimated that revenue neutrality over four years will result in \$28.3 million in property tax savings for the residential property class by 2020. However, the commercial and industrial classes would pay \$20.8 million and \$7.3 million more respectively. It is estimated that during this period the average single family detached house in the York Region will save \$90.0 as a result of the adoption of revenue neutral ratios. The largest beneficiary will be Markham homeowners who will save approximately \$101.0 on average, followed by Richmond Hill home owners who will save approximately \$97.5.

Despite revenue neutrality, Commercial and Industrial tax ratios are still competitive

Despite revenue neutrality, in 2018 the Region had the lowest tax ratio for commercial properties and second lowest in the industrial class among GTA municipalities (Charts 1 and 2).

Chart 1

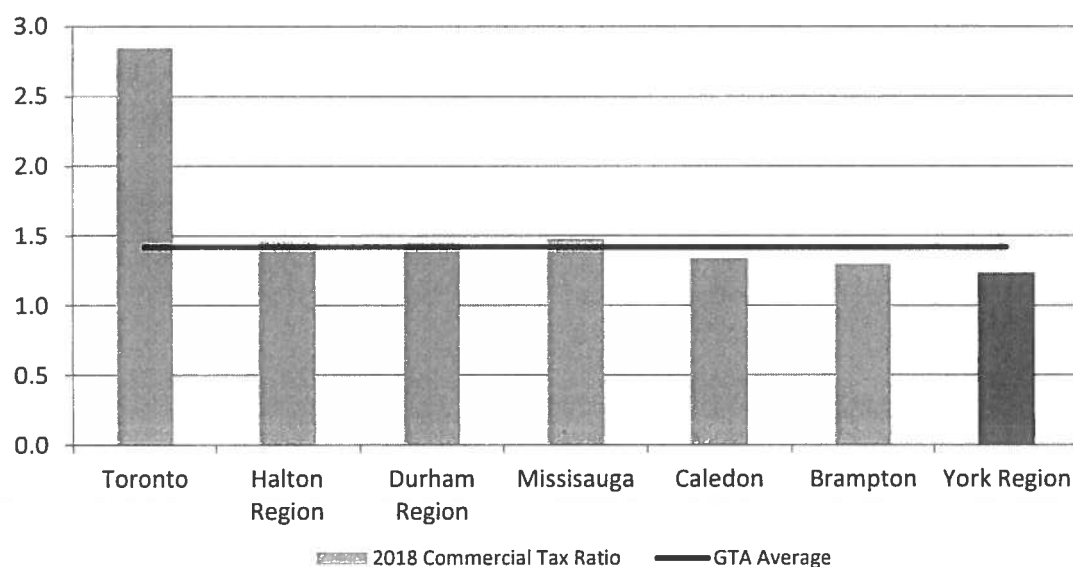
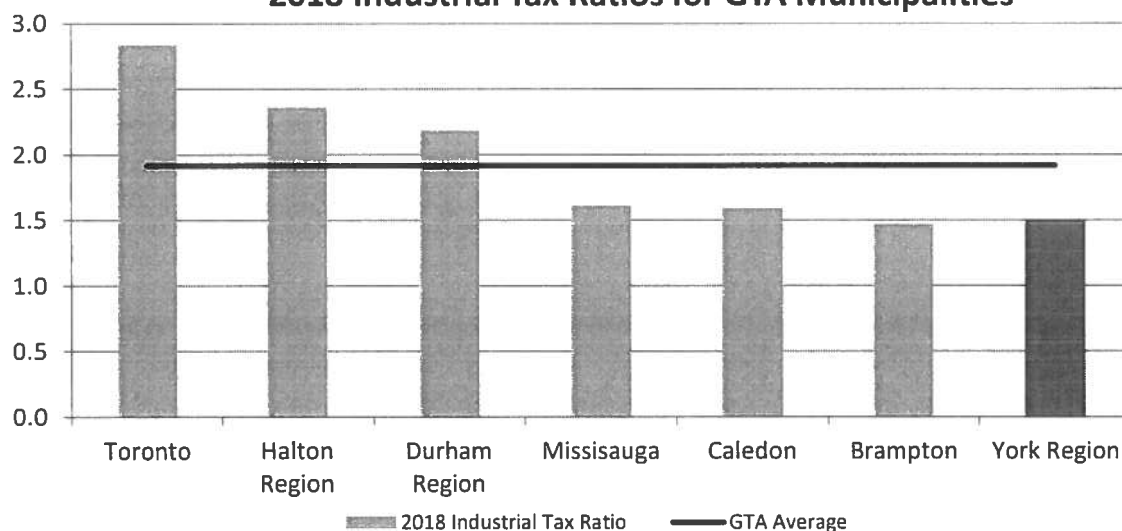
2018 Commercial Tax Ratios for GTA Municipalities

Chart 2

2018 Industrial Tax Ratios for GTA Municipalities**Council approval is required for municipalities to adopt the notional tax rate calculation adjustment**

The notional tax rate calculation is an input for determining the revenue neutral tax ratios. Notional tax rates are the tax rates that would raise the same amount of property taxes as the previous year while using the updated assessment roll information for the current year. As the total assessment value increases each year due to assessment value phase-in, the notional tax rate declines to keep revenues at the previous year's level. While the notional tax rate has no impact on the respective tax rates, it is used to explain changes in the tax

levies year over year. The notional tax rate is not used to establish the property tax rates that are used to raise the Council-approved operating budget.

In 2016, the province introduced an option for municipalities to adjust the notional tax rate calculation. This option allows municipalities to remove in-year assessment losses due to factual errors and methodological changes when calculating notional tax rates. In calculating the 2019 property tax ratios, staff utilized the notional tax rate adjustment as it provides a more accurate illustration of the impact of assessment growth.

Adopting the provincial methodology for calculating notional tax rates does not materially affect revenue neutral tax ratios

The notional rate calculation adjustment has only immaterial impact on revenue neutral tax ratios. Where this adjustment impacts the final bills would be the overall levy change and disclosure notices, since the overall levy change is calculated by comparing the notional rates as a base rate to the adopted tax rates.

The notional tax rate adjustment option was adopted in 2017 and 2018 and is reflected in the proposed 2019 revenue neutral tax ratios.

5. Financial

The adoption of tax ratios enables the Region to set the tax rates to raise the amount of revenue that Council approves through the annual budget process.

6. Local Impact

Revenue neutral ratios do not eliminate tax shifts between municipalities

While revenue neutrality mitigates the change in the relative tax burden in a property class, it does not eliminate tax shifts amongst municipalities.

7. Conclusion

The proposed 2019 tax ratio will raise the property tax levy requirement that was approved by Council in February 2019.

For more information on this report, please contact Edward Hankins, Director, Treasury Office, at 1-877-464-9675 ext. 71644.

Recommended by:

Laura Mirabella, FCPA, FCA
Commissioner of Finance and Regional Treasurer

Approved for Submission:

Bruce Macgregor
Chief Administrative Officer

May 6, 2019
9075806



May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: 2019 Property Tax Rates

On May 16, 2019 Regional Council adopted the following recommendations:

1. Broad property class tax rates for 2019 be established as follows:

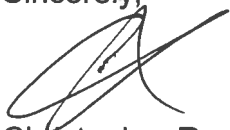
Broad Property Class	2019 Tax Rates %
Residential/Farm	0.336549
Multi-Residential	0.336549
Commercial	0.430581
Industrial	0.528517
Pipelines	0.309289
Farmland	0.084137
Managed Forests	0.084137

2. Local municipalities pay the final two instalments of the 2019 regional property tax levy on or before September 30, 2019 and December 13, 2019.
3. Council approve a bylaw to give effect to these recommendations.
4. The Regional Clerk circulate this report to the local municipalities.

The original staff report is enclosed for your information.

Please contact Edward Hankins, Director, Treasury Office, at 1-877-464-9675 ext. 71644 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to be 'Christopher Raynor', written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Committee of the Whole
Finance and Administration
May 9, 2019

Report of the Commissioner of Finance

2019 Property Tax Rates

1. Recommendations

1. Broad property class tax rates for 2019 be established as follows:

Broad Property Class	2019 Tax Rates %
Residential/Farm	0.336549
Multi-Residential	0.336549
Commercial	0.430581
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Managed Forests	0.084137

2. Local municipalities pay the final two instalments of the 2019 regional property tax levy on or before September 30, 2019 and December 13, 2019.
3. Council approve a bylaw to give effect to these recommendations.
4. The Regional Clerk circulate this report to the local municipalities.

2. Summary

It is necessary to establish tax rates for the various property classes so that the tax levy component of the 2019 Regional Budget can be raised.

3. Background

A tax rate bylaw is required annually. In 2017, Council adopted revenue neutral tax ratios. Since the assessment values of different property classes shift at different rates, rates need to be adjusted annually to maintain revenue neutrality.

Section 311(2) of the Municipal Act, 2001 (the Act) requires that an upper-tier municipality pass a tax rating bylaw each year, unless otherwise specified by the Province, that sets out the tax rates for each property class. This allows the Region to raise sufficient revenues to meet its budgetary requirements.

Revenue neutral ratios were updated and adopted in 2018.

4. Analysis

2019 tax rates are determined by the approved budget, assessment values and tax ratios

Regional property tax rates are calculated based on the following formula:

$$\text{Property Tax Rates} = \frac{\text{Total Property Tax Funding Requirement for 2019}}{\text{Weighted and Discounted Assessment for All Classes}} \times \text{Tax Ratio for the Class}$$

Weighted and discounted property assessment is the assessment returned by the Municipal Property Assessment Corporation (MPAC) for 2018 using tax ratios established in the 2019 Property Tax Ratios Report. Table 1 summarizes the revenue neutral tax ratios and the 2019 proposed tax rates.

Table 1
2019 Proposed Revenue Neutral Tax Ratios and 2019 Proposed Tax Rates

Property Class	2019 Proposed Revenue Neutral Ratios	Proposed 2019 Tax Rates %
Residential	1.0000	0.336549
Multi-Residential	1.0000	0.336549
Commercial	1.2794	0.430581
Industrial	1.5704	0.528517
Pipelines	0.9190	0.309289
Farmland	0.2500	0.084137
Managed Forests	0.2500	0.084137

In addition, the Minister of Finance has prescribed discounted tax rates for certain property subclasses, to ensure that the special nature of these properties is recognized.

Table 2
Prescribed Subclass Discounts for Property Classes

Applicable Property Class	Subclass	Discount
Residential, Multi-Residential, Commercial and Industrial	Farmland Awaiting Development 1	75% of the residential tax rate
Commercial and Industrial	Excess Land	30% of the commercial rate and 35% of the industrial rate
Commercial and Industrial	Vacant Land	30% of the commercial rate and 35% of the industrial rate

Currently the Region provides discounts for vacant and excess land for commercial and industrial properties of 30% and 35% respectively. Beginning 2018 taxation year, the Province provided municipalities flexibility to modify their business vacancy programs. As such, the Region has opted out of the business vacant unit rebate program, effective January 1, 2018. In April 2019, the Province announced that the education portion of business vacant and excess land tax discounts would be phased out over a two year period. The Region has the option to phase-out or eliminate the discount program. Staff are in the process of evaluating options with local municipal staff and will need to complete consultation before reporting back to Council with a recommendation for future taxation years.

Attachment 1 shows the distribution of Regional revenues by the various property classes and subclasses. The table includes linear properties for which the Province has prescribed a charge per acre. It also includes payments-in-lieu, which are payments made to compensate a municipality for some or all of the tax revenues that are foregone from tax-exempt properties. The most common payments-in-lieu in York Region are for federally-owned properties such as Canada Post, municipal utilities and crown corporations.

5. Financial

Tax rates are declining because property assessment values are growing faster than the Region's tax levy needs

Table 3 shows the historical relationship between the average assessed value of a single-family detached home in York Region and the tax rate for the residential property class. Tax rates are adjusted each year to raise the amount needed to fund the Region's approved operating budget. As a result of the annual increase in the Region's spending being proportionately lower than the average increase in single-family detached assessment value, the tax rates shown on Table 3 have declined each year since 2013.

Table 3
Comparison of Residential Assessment to Residential Tax Rates

	Average Single-Family Detached Assessment	Tax Rates (%)
2019	883,328	0.336549
2018	809,104	0.350606
2017	740,630	0.371903
2016	667,714	0.397157
2015	629,000	0.406421
2014	591,000	0.416733
2013	553,000	0.434762

6. Local Impact

Subsection 311(11) of the Act requires that an upper-tier tax rating bylaw estimate the amount of upper-tier tax revenue to be raised in each of the local municipalities. The estimate is shown in Table 4.

Table 4
2019 Regional Tax Revenue to be Raised by Local Municipalities

Municipality	2018 Tax Requirement (\$)	2018 Share (%)	2019 Tax Requirement (\$)	2019 Share (%)
Aurora	51,388,882	4.81	55,023,497	4.85
East Gwillimbury	21,223,927	1.98	24,969,287	2.20
Georgina	25,782,552	2.41	27,018,737	2.38
King	29,211,616	2.73	31,073,438	2.74
Markham	308,886,015	28.88	327,903,264	28.90
Newmarket	61,626,756	5.76	65,083,695	5.74
Richmond Hill	195,244,933	18.26	208,460,650	18.37
Vaughan	336,309,832	31.45	352,609,688	31.08
Whitchurch-Stouffville	39,764,765	3.72	42,452,556	3.74
Sub-Total	1,069,439,278	100.00	1,134,594,811	100.00
Payments-in-Lieu	3,079,722		3,416,189	
Total Tax Requirement	1,072,519,000		1,138,011,000	

The Municipal Act permits upper-tier municipalities to collect their portion of the property tax payments from local municipalities on or before specified dates

Subsection 311(12) of the Act provides that an upper-tier rating bylaw may require specified portions of the estimated taxes to be paid by the local municipalities on or before specified dates. At its meeting of January 31, 2019, Council adopted the interim levy payment dates of April 30, 2019 and June 28, 2019. It is recommended that the Regional Treasurer request that the remaining two instalments for the property tax levy be paid on or before September 30, 2019 and December 13, 2019.

7. Conclusion

The proposed 2019 tax rates will raise the property tax levy requirement that was approved by Council in February 2019. As well, the report provides the dates for the remittance of the remaining instalment payments from local municipalities.

For more information on this report, please contact Edward Hankins, Director, Treasury Office, at 1-877-464-9675 ext. 71644.

Recommended by:

Laura Mirabella, FCPA, FCA
Commissioner of Finance and Regional Treasurer

Approved for Submission:

Bruce Macgregor
Chief Administrative Officer

May 6, 2019
Attachments (1)
9096296

Attachment 1**2019 Proposed Regional Revenues and Tax Rates by Class**

Property Assessment Class and Subclass	Tax Rates (%)	Revenue Generated (\$)
Residential		
Residential	0.336549	930,366,798
Residential Taxable (Shared as Payment in Lieu)	0.336549	31,934
Residential – Farmland Awaiting Development Phase 1	0.084137	4,352
Residential Taxable (Upper Tier and Education Only)	0.336549	0
Multi-Residential		
New Multi-Residential	0.336549	0
Multi-Residential	0.336549	8,944,680
Commercial		
Commercial (Occupied)	0.430581	83,579,789
Shopping Centre	0.430581	27,299,493
New Commercial (Occupied)	0.430581	18,135,674
Office Building	0.430581	9,876,054
Shopping Centre (New Construction)	0.430581	5,113,531
Commercial Vacant Land	0.301407	2,424,510
Office Building Occupied (New Construction)	0.430581	2,423,009
Commercial Excess Land	0.301407	1,131,555
Commercial Excess Land (New Construction)	0.301407	217,763
Parking Lot (Full)	0.430581	715,784
Commercial (previously Ontario Hydro)	0.430581	136,554

Property Assessment Class and Subclass	Tax Rates (%)	Revenue Generated (\$)
Shopping Centre Excess Land (New Construction)	0.301407	155,526
Office Building Vacant Units and Excess Land	0.301407	101,758
Shopping Centre Vacant Units and Excess Land	0.301407	95,710
Commercial – Farmland Awaiting Development Phase 1	0.084137	87,334
Commercial Vacant Land (Shared as Payment in Lieu)	0.301407	11,858
Office Building Excess Land (New Construction)	0.301407	9,824
Commercial Excess Land (Shared as Payment in Lieu)	0.301407	2,124
Industrial		
Industrial (Occupied)	0.528517	26,163,943
Large Industrial	0.528517	5,747,383
Industrial Vacant Land	0.343536	3,817,512
New Industrial (Occupied)	0.528517	2,335,920
Industrial (previous Ontario Hydro)	0.528517	613,176
Industrial Excess Land	0.343536	177,198
Industrial Excess Land (previously Ontario Hydro)	0.343536	151,233
Industrial Farmland Awaiting Development Phase 1	0.084137	101,543
New Large Industrial Occupied	0.528517	216,794
New Large Industrial Excess Land	0.343536	34,803
Large Industrial Vacant Units and Excess Land	0.343536	50,343

Property Assessment Class and Subclass	Tax Rates (%)	Revenue Generated (\$)
Industrial (New Construction)	0.528517	24,192
Industrial Excess Land (New Construction)	0.343536	14,970
Industrial Vacant Land (Shared as Payment in Lieu)	0.343536	4,424
Pipeline	0.309289	1,205,324
Farmlands	0.084137	1,450,610
Managed Forest	0.084137	59,995
Railway Right-Of-Way (Estimated)		592,286
Utility Transmission (Estimated)		967,549
Sub-Total (Estimated)		1,134,594,811
Payment-in-Lieu	N/A	3,416,189



Regional Clerk's Office
Corporate Services

May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: 2019 Property Tax Capping

On May 16, 2019 Regional Council adopted the following recommendations:

1. The Regional Treasurer be authorized to determine the percentage of property tax decreases to be withheld to fund the cost of capping reassessment-related tax increases in the commercial and industrial classes for the 2019 taxation year.
2. Should the amount of property tax decreases available from any of the property classes be insufficient to fund the capping requirement, the Regional Treasurer be authorized to fund the Region's share of the resulting shortfall from the Tax Stabilization Reserve.
3. The Regional Clerk circulate the report to the local municipalities.

The original staff report is enclosed for your information.

Please contact Edward Hankins, Director, Treasury Office, at 1-877-464-9675 ext. 71644 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Christopher Raynor", written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachment

The Regional Municipality of York

Committee of the Whole
Finance and Administration
May 9, 2019

Report of the Commissioner of Finance

2019 Property Tax Capping

1. Recommendations

1. The Regional Treasurer be authorized to determine the percentage of property tax decreases to be withheld to fund the cost of capping reassessment-related tax increases in the commercial and industrial classes for the 2019 taxation year.
2. Should the amount of property tax decreases available from any of the property classes be insufficient to fund the capping requirement, the Regional Treasurer be authorized to fund the Region's share of the resulting shortfall from the Tax Stabilization Reserve.
3. The Regional Clerk circulate the report to the local municipalities.

2. Summary

This report seeks authorization for the Regional Treasurer to determine the percentage of tax decreases for properties in the commercial and industrial classes that must be withheld for the 2019 taxation year in order to fund shortfalls for properties whose taxes have been capped.

3. Background

The Province originally introduced the capping program to alleviate the impact of Current Value Assessment on the business property classes

The Province of Ontario introduced Current Value Assessment (CVA) in 1998 with the goal of improving the consistency and equity of the assessment process across Ontario. At that time, there was concern that taxpayers in the business property classes would have to absorb extraordinarily high property tax increases due to the change in their assessment valuation. To alleviate that impact, the Province enacted a number of transitional provisions through the *Fairness for Property Taxpayers Act*, the *Continued Protection for Property Taxpayers Act*, and various legislative amendments and regulatory provisions under the *Municipal Act* ('the Act').

Council has historically funded capping through clawback rates

Council has a long-standing policy of funding the cost of capping protection by clawing back a percentage of the property tax decreases available within each of the protected classes. The clawback rates must be set prior to the issuance of the final 2019 property tax bills by the local municipalities. The Act also requires that the Region ensure the amount of decreases and increases is equalized across all lower tier municipalities through a process called banking. Banking is the inter-municipal transfer of additional tax levy funds raised from clawbacked properties to offset the underfunding received from the capped properties.

The capping and clawback program results in inequities among business properties

Since 1998, there has been a significant movement of the properties within the business classes toward their Current Value Assessment level taxes. Notwithstanding, it is estimated that in 2019 there will still be 28 commercial properties in the Region that will pay more than their Current Value Assessment level of taxes, in order to fund the cost of providing capping protection for eleven other business properties.

Council has previously advocated for ending property tax capping as it results in inequities among taxpayers. York Region has also adopted all of the options available from the Province to accelerate the movement of properties to their Current Value Assessment. The adoption of revenue neutral tax ratios for 2017 to 2020 may have slowed down the phase-out of capping, as a result of tax burden being shifted from residential homeowners onto commercial and industrial property owners. It is currently estimated that tax capping should be fully phased out by 2021.

4. Analysis

Setting clawback rates requires delegation of authority

To allow local municipalities to proceed with their property tax billings in a timely manner, staff are requesting that Council delegate the authority to determine the final clawback rates to the Regional Treasurer. These clawback rates determine the level of property tax decreases that will need to be withheld in order to fund the cost of capping protection in the commercial and industrial property classes for the 2019 taxation year.

Table 1 illustrates the clawback percentages from 2012 to 2019.

Table 1
Clawback Percentages, 2012 to 2019

Year	Commercial Clawback Percentage	Industrial Clawback Percentage	Multi-residential Clawback Percentage
2019*	3.48	0.00	0.00
2018	10.26	5.82	0.00
2017	16.64	19.07	0.00
2016	26.03	39.51	0.00
2015	45.64	54.17	0.00
2014	48.28	50.60	0.00
2013	49.67	62.72	0.00
2012	63.80	68.80	0.00

*2019 percentages are estimated and are subject to change pending finalization of upper and lower tier tax rates

The multi-residential clawback percentage is zero since all properties in that class reached their Current Value Assessment level taxes in 2010. Beginning 2019, the industrial clawback percentage is also expected to be zero, as preliminary analysis indicates that all of the properties in that class will have moved to their full CVA level.

Table 2 shows the distribution of capped, clawed back and at Current Value Assessment level properties as of May 3, 2019.

Table 2
Property Tax Capping Protection Summary, 2019
Estimated Number of Properties*

	Multi- Residential	Commercial	Industrial	Total
At CVA Level Taxes	289	23,309	2,540	26,138
Capped	0	11	0	11
Clawed Back	0	28	0	28
New construction/ class	0	42	16	58
Total	289	23,390	2,556	26,235

*As of May 3, 2019

The Online Property Tax Analysis system provides the basis for determining clawback percentages

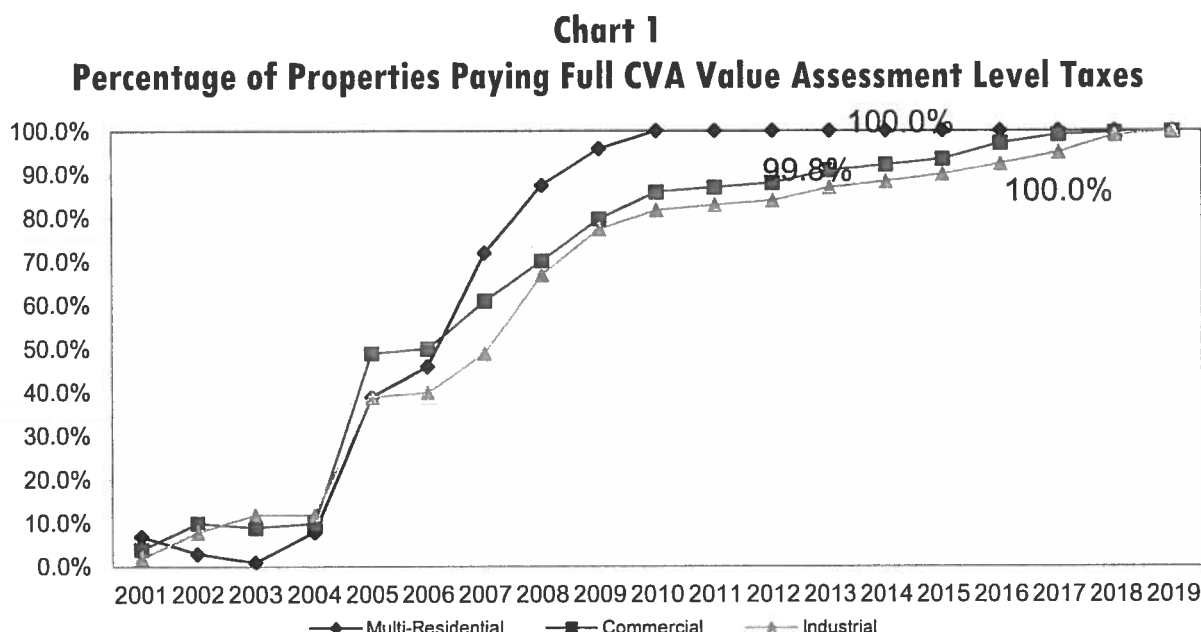
The Region uses the Online Property Tax Analysis (OPTA) system to calculate the appropriate clawback percentages. Local municipalities also use the Online Property Tax Analysis system to prepare property tax billings for the capped properties.

The Region and its local municipalities have agreed to request that the Ontario Property Tax Analysis system use an assessment update cut-off of February 1, 2019. Changes to the

percentages may still occur until both the Region and the local municipalities finalize their tax rates and enter them into the Online Property Tax Analysis system.

Using all capping options has maximized the number of properties moving to Current Value Assessment level taxes

Chart 1 displays the percentage of properties at Current Value Assessment level taxes each year since 2001. It is estimated that over 99 percent of all business properties in the Region will be paying Current Value Assessment level taxes in 2019.



Note: 2019 percentages are estimates of the Current Value Assessment level taxes for the commercial and industrial classes at the time of authoring the report

Capping options approved by Council helped move industrial properties to their full CVA level

In 2016, Council approved the following additional options to accelerate the movement of business properties to their Current Value Assessment level taxes:

1. Increased the maximum annual increase for capped properties from 5 per cent of the previous year's Current Value Assessment taxes to a new maximum of 10 per cent.
2. Properties for which tax increases have been capped (protected) but are within \$500 of their full Current Value Assessment taxes will be moved to the Current Value Assessment tax level within the current taxation year (raised from a \$250 threshold).
3. Properties for which tax decreases have been clawed back (retained) but are within \$500 of their full Current Value Assessment taxes will be moved to the Current Value Assessment tax level within the current taxation year (raised from a \$250 threshold).

4. For property classes with no capped properties that are under 50 per cent of their Current Value Assessment level taxes, all properties within that class will be eligible for a four-year phase-out of capping and clawback.

These options adopted helped facilitate a four year phase-out of the industrial class starting in 2017. The phase-out continued with the other options shown are expected to result in all properties in this class paying their full CVA taxes by 2019.

Further options adopted in 2017 will result in the phase-out of commercial capping by 2021

In 2017, Council also adopted the following new provincial options to further accelerate the movement of properties out of the capping program

1. Municipalities may exclude vacant properties from the phase-out eligibility criteria
2. Municipalities may limit capping protection only to reassessment-related changes prior to 2017

The provincial options adopted by Council have accelerated the movement of the commercial class out of the capping program. The commercial class began capping phase out in 2018 and should be fully phased-out by 2021 or sooner.

5. Financial

In recent years there has been no shortfall resulting from capping. Should a shortfall materialize from the banking mechanism (see below section), staff recommend that the Region's share be funded from the Tax Stabilization Reserve.

6. Local Impact

The Region acts as a banker to balance out any shortfalls in the business classes

The Act also requires the Region to distribute the impact of capping and clawback among local municipalities. Taxpayers eligible for tax reductions in a municipality may need to give up a portion of this reduction to fund tax protection for capped properties in other municipalities. The Region acts as a banker to facilitate the transfer of funds among the local municipalities. Table 3 shows the commercial and industrial banking impact estimated for 2019.

Table 3
Estimated Bankering Adjustments for 2019

	Commercial Net Cap Impact (\$)
Vaughan	1,980
Newmarket	0
Aurora	0
Richmond Hill	(3,722)
East Gwillimbury	0
Whitchurch-Stouffville	0
Georgina	(860)
King	0
Markham	2,601
York Region	
Total*	0

*The total does not sum due to rounding.

An overall shortfall would be funded by the Region and local municipalities proportionately

Should a shortfall occur, local municipalities and the Region are required to fund the shortfall in the same proportion that they receive taxes for the property class(es) in which the shortfall occurs. The Province does not participate in the funding of any shortfall.

7. Conclusion

It is recommended that, consistent with past practice, Council authorize the Regional Treasurer to determine the percentage of the decreases to be withheld.

For more information on this report, please contact Edward Hankins, Director, Treasury Office, at 1-877-464-9675 ext. 71644. Accessible formats or communication supports are available upon request.

Recommended by:

Laura Mirabella, FCPA, FCA
Commissioner of Finance and Regional Treasurer

Approved for Submission:

Bruce Macgregor
Chief Administrative Officer

May 3, 2019
9230950



Regional Clerk's Office
Corporate Services

May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: Growth and Development Review 2018

On May 16, 2019 Regional Council adopted the following recommendation:

1. The Growth and Development Review 2018 be circulated by the Regional Clerk to the local municipalities for information.

The original staff report is enclosed for your information.

Please contact Paul Bottomley, Manager, Policy, Research and Forecasting at 1-877-464-9675 ext. 71530 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Raynor", written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Committee of the Whole
Planning and Economic Development
May 9, 2019

Report of the Commissioner of Corporate Services and Chief Planner

Growth and Development Review 2018

1. Recommendation

The Growth and Development Review 2018 be circulated by the Regional Clerk to the local municipalities for information.

2. Summary

The Growth and Development Review 2018 provides Council with key development and population indicators in York Region and reports on the competitiveness of York Region's economy within the Greater Toronto and Hamilton Area (GTHA), the Province and Canada.

Key Points:

- Between 2017 and 2018, York Region's population grew by 22,800 or 2.0 per cent and employment grew by 15,120 jobs or 2.4 per cent
- The Region's 2018 unemployment rate of 4.6 per cent is second lowest in the GTHA
- Residential building permits were issued for 7,902 dwelling units in 2018, representing a 30.7 per cent increase from 2017
- Housing completions in the Region increased in 2018 by 56.5 per cent to 10,230 compared to 6,535 in 2017

3. Background

Annual Growth and Development Review report provides a broad perspective on important economic indicators

Since 1995, York Region has published a Growth and Development Review report each year. The report highlights key economic indicators which illustrate general trends in the economy.

The 2018 report includes information on:

- Economic outlook
- Population growth
- Residential market and building activity
- Industrial, Commercial and Institutional (ICI) market and building activity, and
- Overall construction value

Data for this review is sourced from Statistics Canada, the Canada Mortgage and Housing Corporation, the Toronto Real Estate Board and private firms which publish documents summarizing key trends within the GTHA and beyond. A thorough understanding of this information provides background for effective policy development, York Region Official Plan monitoring, Municipal Comprehensive Review (MCR) and economic strategy initiatives.

4. Analysis

Global growth is anticipated to weaken in 2019 and 2020

In 2018 the Global economy recorded GDP growth of 3.7 per cent compared to 3.8 per cent in 2017. According to the International Monetary Fund (IMF), activity is projected to weaken, with Global GDP forecast at 3.5 per cent for 2019 and 3.6 per cent for 2020. U.S. GDP is anticipated to decrease to 2.5 per cent in 2019 from 2.9 per cent in 2018. Trade disagreements and resulting policy uncertainty are key factors influencing global growth and declines are anticipated in both advanced, and emerging and developing economies.

Canada recorded GDP growth of 2.1 per cent in 2018, lower than the 3.0 per cent recorded in 2017. The IMF forecast for Canada is for slower growth of 1.9 per cent in both 2019 and 2020, due to a drop in global oil prices, softening housing markets and higher interest rates (Table 1).

Table 1
Economic Growth Projections

	Ontario	Canada	U.S.	Global
	(Per cent change)			
2017	2.8	3.0	2.2	3.8
2018	2.2	2.1	2.9	3.7
2019	1.9	1.9	2.5	3.5
2020	1.3	1.9	1.8	3.6

Source: World Economic Outlook (January 2018): International Monetary Fund and RBC Provincial Outlook (December 2018)

The United States-Mexico-Canada Agreement (USMCA) and a lower Canadian dollar can lead to increased exports to the U.S.

York Region's economy is closely related to U.S. GDP growth, as there is a strong trade relationship between Canada and the United States and the Region is a key recipient of U.S. foreign direct investment. According to RBC, completion of the USMCA has lifted uncertainty and should weigh favourably for investment decisions. Although U.S. GDP is forecast to soften, with the unwinding of fiscal stimulus, strong domestic demand growth is anticipated which will support rising imports and increased demand for Canadian goods such as raw building materials and manufactured products. A lower Canadian dollar also promotes exports with the U.S. (Figure 1).

According to RBC, Ontario's GDP is anticipated to ease from 2.2 per cent in 2018 to 1.9 per cent in 2019 and to slow further to 1.3 per cent in 2020. Housing starts are anticipated to soften in 2019 as increased interest rates and introduction of the mortgage stress test in early 2018 impact the market. In the non-residential sector there are positive export prospects following the USMCA deal and businesses are already boosting capital spending to expand operations and become more productive. York Region businesses that export are well positioned to take advantage of continued domestic demand growth in the U.S. market.

Figure 1

10 Year Canadian Dollar (Daily Rate in U.S. Cents) 2009 - 2019



Source: Bank of Canada

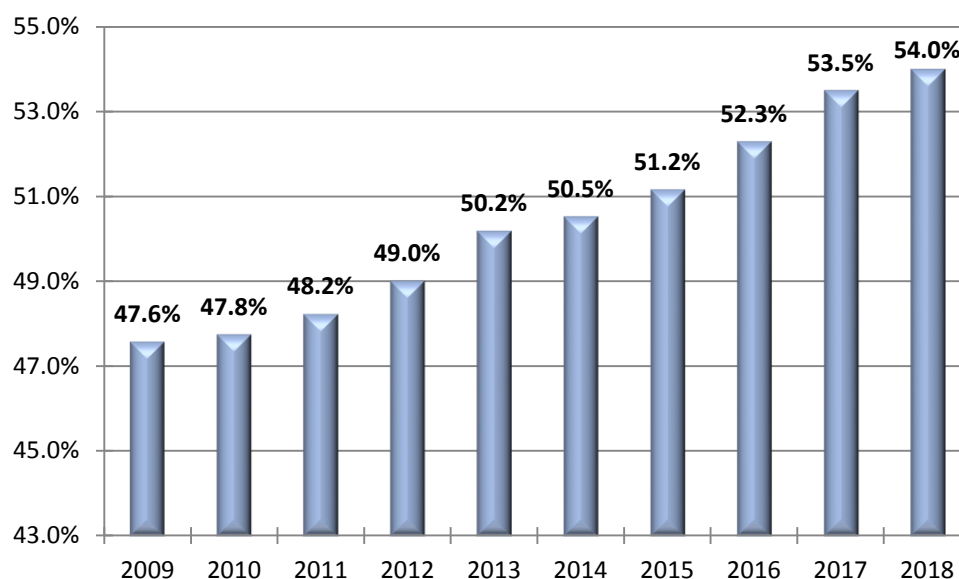
The Bank of Canada (BoC) has raised interest rates by two basis points during the past year to 1.75 per cent in an effort to keep a lid on inflation. The BoC Governor has indicated that slower growth than anticipated in late 2018 and into 2019 will result in rates staying the same throughout 2019 and into 2020, in an effort to help stimulate economic activity.

York Region's economy continues to create jobs, with total employment increasing steadily by approximately 3 per cent annually over the past five years. As reported in the York Region Employment and Industry report to Council on [March 7, 2019](#), from 2017 to 2018, there were approximately 15,120 jobs added for an estimated total of 636,630 jobs in York Region.

York Region's activity rate continues to increase and is greater than the Regional Official Plan target

The activity rate is the ratio of total employment to total population which is different from the live work ratio that measures the per cent of York Region's labour force that both live and work in the Region, as reported in the [York Region Official Plan Monitoring Report](#). One of the objectives of the Regional Official Plan is to create high-quality employment opportunities for residents, with a goal of 1 job for every 2 residents. Balanced growth in both population and employment contributes to a high standard and quality of life. An activity rate of 50 per cent or a 2:1 ratio is consistent with the Regional Official Plan target. York Region's activity rate has been increasing since 2010, as shown on Figure 2, and is currently 53.6 per cent.

Figure 2
York Region Activity Rate 2009 - 2018



Source: York Region Planning and Economic Development Branch

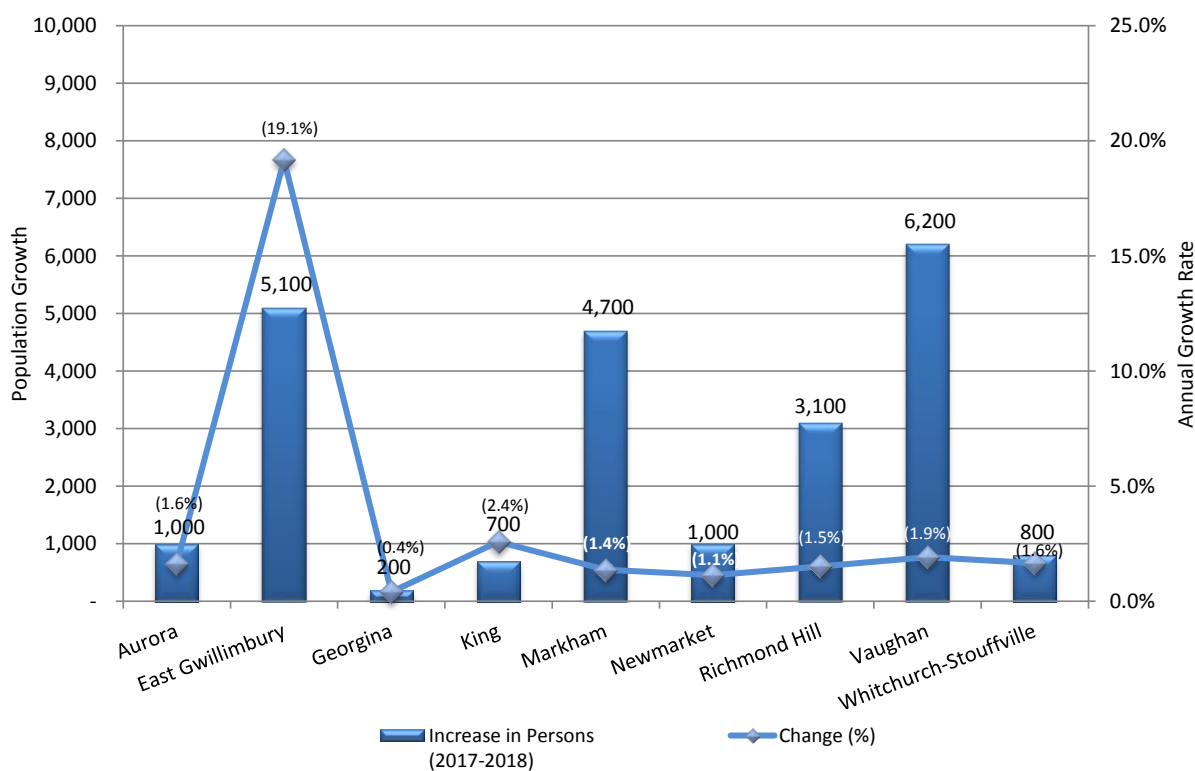
York Region's population grew by 22,800 in 2018, accounting for 14.9 per cent of GTHA growth

It is estimated that York Region's population grew by 22,800 (2.0 per cent) in 2018 to 1,191,400 people.

The Growth Plan includes a forecasted population target of 1,590,000 in 2031 (mid-year). The Region was below forecast for 2018 by 71,000 people. Annual growth of 31,500 is required to reach the 2031 Growth Plan forecast.

All municipalities within York Region experienced growth in 2018. Vaughan, East Gwillimbury and Markham recorded the greatest increases in population of approximately 6,200, 5,100 and 4,700 respectively (Figure 3). East Gwillimbury experienced the highest rate of growth in York Region for 2018 at 19.2 per cent.

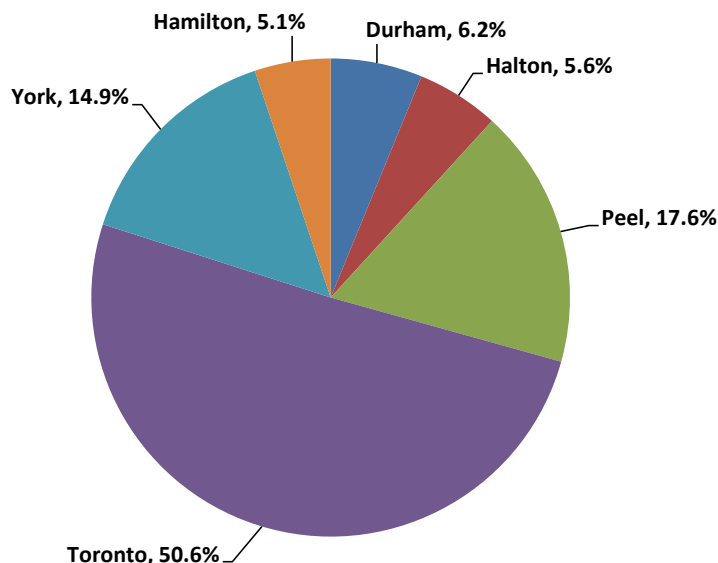
Figure 3
York Region 2018 Population Increase and Percentage Rate of Growth by Local Municipality



Source: York Region Planning and Economic Development Branch

York Region's growth of 22,800 people represents a 14.9 per cent share of GTHA growth in 2018 (Figure 4), a slight increase from its 2017 share of 14.7 per cent. The population growth shares for the 905 areas decreased except for Peel Region, while the City of Toronto's strong population growth continued with a share of 50.6 per cent. York Region's share of the total GTHA population is approximately 16 per cent.

Figure 4
Share of Population Growth by GTHA Municipality 2017 - 2018



Source: York Region Planning and Economic Development Branch and Statistics Canada

Average housing prices for all resale units in York Region decreased in 2018 while condominiums increased by 2.1 per cent

The residential resale housing market continued to soften within York Region in 2018, as there were 11,940 resale units sold, a decrease of 21 per cent from 2017. In York Region, the average cost of a resale residential unit (all dwelling types) in 2018 was \$916,449, a 13.6 per cent decline (Table 2), while a resale single detached unit decreased by 15.3 per cent to \$1,123,734 compared to \$1,326,113 in 2017. Apartment condominiums recorded a slight increase in average price of 2.1% year over year.

Housing prices across the Greater Toronto Area (GTA) decreased in 2018 by 4.5 per cent to \$787,300. York Region's average resale housing price (all dwelling types) is 16.4 per cent higher than the GTA average in 2018 at \$916,449.

Resale housing prices and sales for the first two months of 2019 have remained consistent with the previous year with the average price of \$896,817 and 1,383 sales recorded to February 2019, compared to an average of \$885,864 and 1,398 sales during the first two months of 2018.

According to the Toronto Real Estate Board (TREB), home prices were up slightly in the City of Toronto and down in surrounding GTA regions in 2018. This dichotomy reflects the fact that the condominium apartment segment, which accounted for a large proportion of sales in the City of Toronto, performed better from a pricing perspective than the detached market

segment. The average price for condominium apartment sales across the TREB market area was up by 7.8 per cent year-over-year.

Table 2
Total Number of Housing Resales and Average Housing Price
in York Region, 2017 and 2018 (all dwelling types)

	Housing Resales			Average Housing Price		
	2017	2018	Change (%)	2017	2018	Change (%)
Aurora	962	865	-10.1%	\$1,088,206	\$901,242	-17.2%
East Gwillimbury	442	458	3.6%	\$958,309	\$806,250	-15.9%
Georgina	1,063	666	-37.3%	\$647,174	\$562,010	-13.2%
King	386	287	-25.6%	\$1,611,873	\$1,415,899	-12.2%
Markham	3,958	3,045	-23.1%	\$1,070,241	\$913,500	-14.6%
Newmarket	1,428	1,129	-20.9%	\$914,679	\$755,473	-17.4%
Richmond Hill	2,669	2,006	-24.8%	\$1,173,061	\$1,002,417	-14.5%
Vaughan	3,479	2,916	-16.2%	\$1,093,272	\$977,650	-10.6%
Whitchurch-Stouffville	663	568	-14.3%	\$1,078,438	\$909,664	-15.6%
York Region Total	15,050	11,940	-20.7%	\$1,061,271	\$916,449	-13.6%

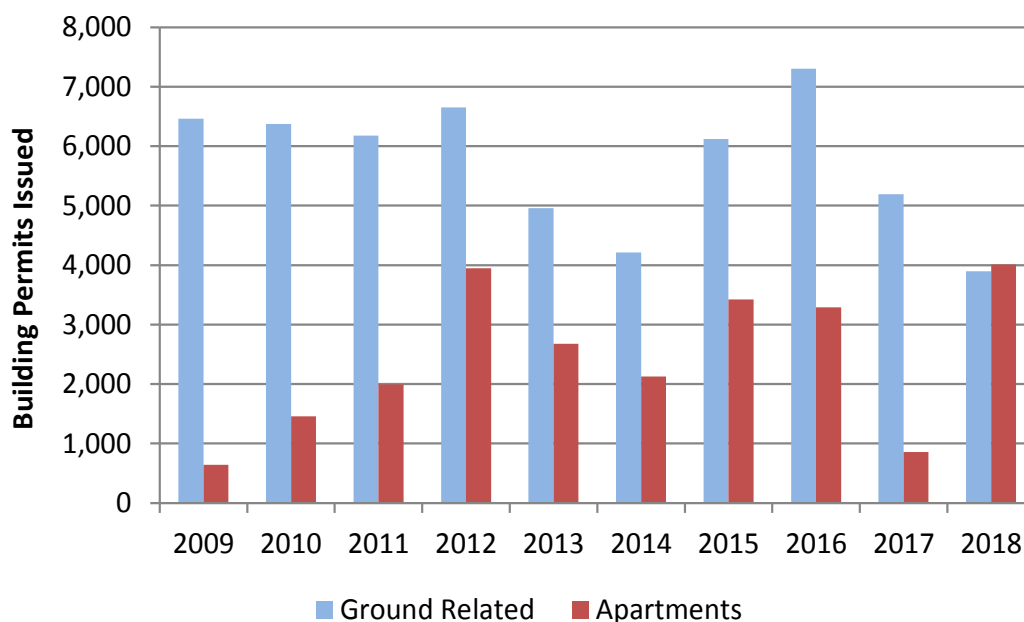
Source: Toronto Real Estate Board, Market Watch, 2018

Higher residential building permits were recorded in 2018

Trends in new housing activity can be assessed by looking at building permit activity and housing completions. Building permits show construction underway (or soon to be underway), while housing completions provide a record of units recently occupied, or ready to be occupied.

Across the GTHA, total building permits issued increased by 31.2 per cent in 2018. The increase was represented across almost all the GTHA municipalities, but was most significant in Peel and Toronto, where the annual growth rate was 69 per cent and 57.5 per cent for 2018. In York Region, residential building permits were issued for 7,902 dwelling units in 2018, representing a 30.7 per cent increase from the 2017 total of 6,048 units.

Figure 5
York Region Residential Building Permits by Unit Type
2009 - 2018



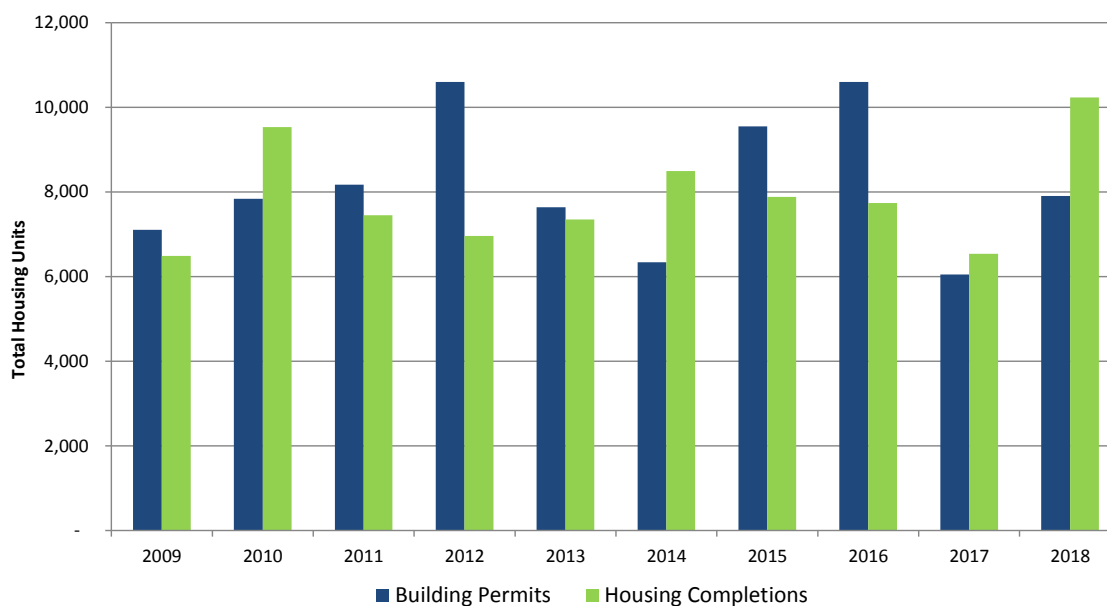
Source: Local Municipal Building Reports, 2018

Markham, Vaughan and Richmond Hill accounted for approximately 80 per cent of the total residential building permit activity in 2018 with 35 per cent, 32 per cent and 13 per cent respectively.

The number of residential building permits issued in Markham and Richmond Hill increased from 2017 levels by 291 per cent and 21 per cent respectively. The large increase in Markham was due to a low overall number in 2017 and a large increase in apartment units from zero in 2017 to 1,425 in 2018.

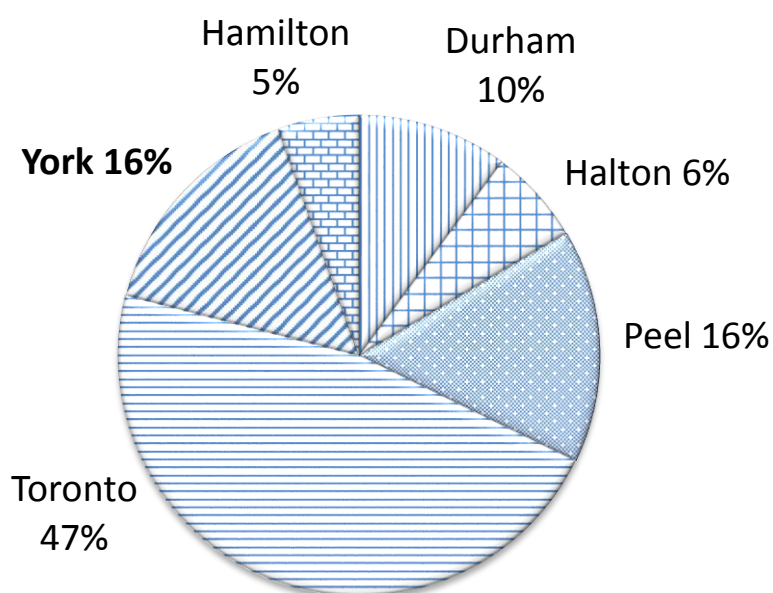
Housing completions in the Region increased in 2018 by 56.5 per cent to 10,230 (Figure 6) from the 2017 number of 6,535. York Region continues to be a strong contributor to GTHA development activity accounting for a 16 per cent share of 2018 GTHA residential building permit activity (Figure 7) and along with Peel Region, was second to the City of Toronto.

Figure 6
York Region Residential Building Permits and Housing Completions
2009 - 2018



Source: Local Municipal Building Reports and Canada Mortgage and Housing Corporation

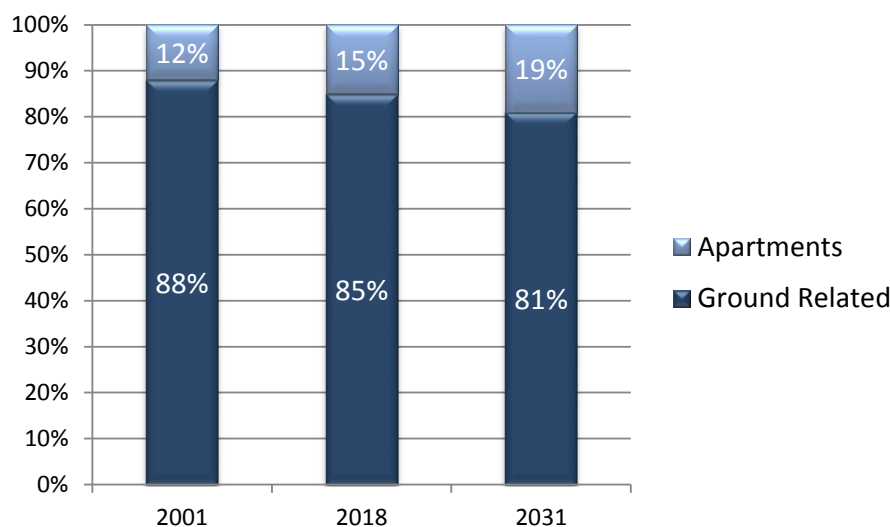
Figure 7
2018 GTHA Residential Building Permit Activity: Shares by Municipality



Source: Local Municipal Building Reports and Statistics Canada

The 2018 breakdown of new residential building permits issued in York Region was 20 per cent single-detached, 4 per cent semi-detached, 26 per cent row and 51 per cent apartment units. York Region's housing mix for all unit types continues to diversify as the proportion of apartment unit dwellings has increased from 12 per cent in 2001 to 15 per cent in 2018, and is forecast to be 19 per cent in 2031 (Figure 8).

Figure 8
Mix in Housing Stock in York Region
2001 - 2031



Source: York Region Planning and Economic Development Branch

Residential development activity is projected to remain strong

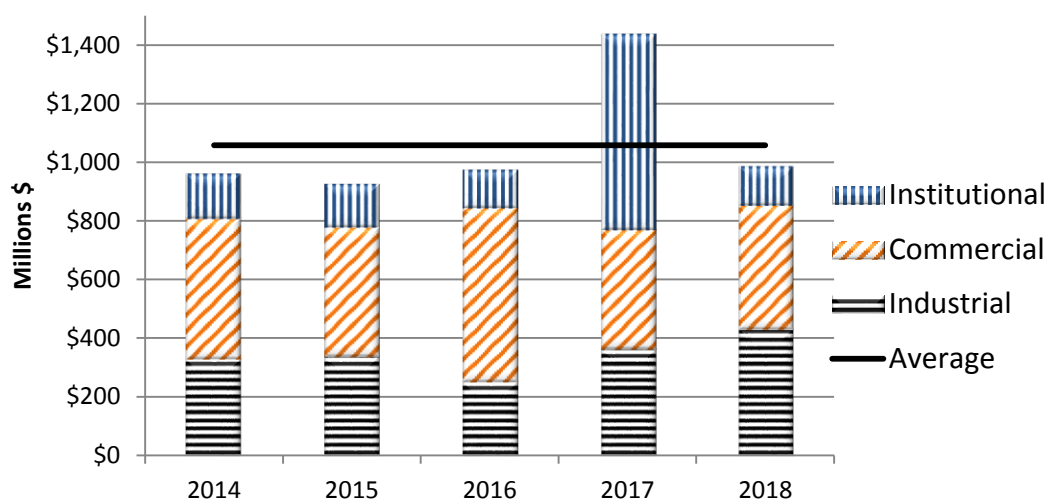
As outlined in the 2018 Development Activity Summary report to Council on [April 11, 2019](#), registration of plans of subdivision and plans of condominium for 2018 has remained strong. In total, 69 plans of subdivision and condominium were issued clearances for registration, for a total of 5,731 residential units in 2018. As of December 31, 2018, regional staff estimate that there are approximately 41,000 dwelling units of all types that are registered unbuilt and draft approved and a further approximate 45,000 dwelling units under application. Therefore, it is anticipated that building permit and housing completion activity will remain strong over the next few years.

Industrial and commercial construction values increased over last year and the total ICI construction value is comparable to a strong ten year average

The total Industrial, Commercial, and Institutional (ICI) construction value for 2018 was \$987 million, 31 per cent below the 2017 value. Although a large annual drop, both industrial and commercial construction values in York Region increased over 2017 figures. The 2018

overall ICI decrease can be attributed to the Mackenzie Vaughan Hospital permit value of \$558.8M that came through in 2017 under institutional. The 2018 annual ICI value is just below the average ICI value of the last five years (Figure 9) and at a very similar level to the ten year average ICI value (\$985.4M). Current declines in ICI values were observed across all GTHA municipalities, except Durham. Within York, Vaughan's share of ICI construction accounted for over 53 per cent of the total value in 2018.

Figure 9
York Region Industrial, Commercial and Institutional
Construction Values 2014 - 2018

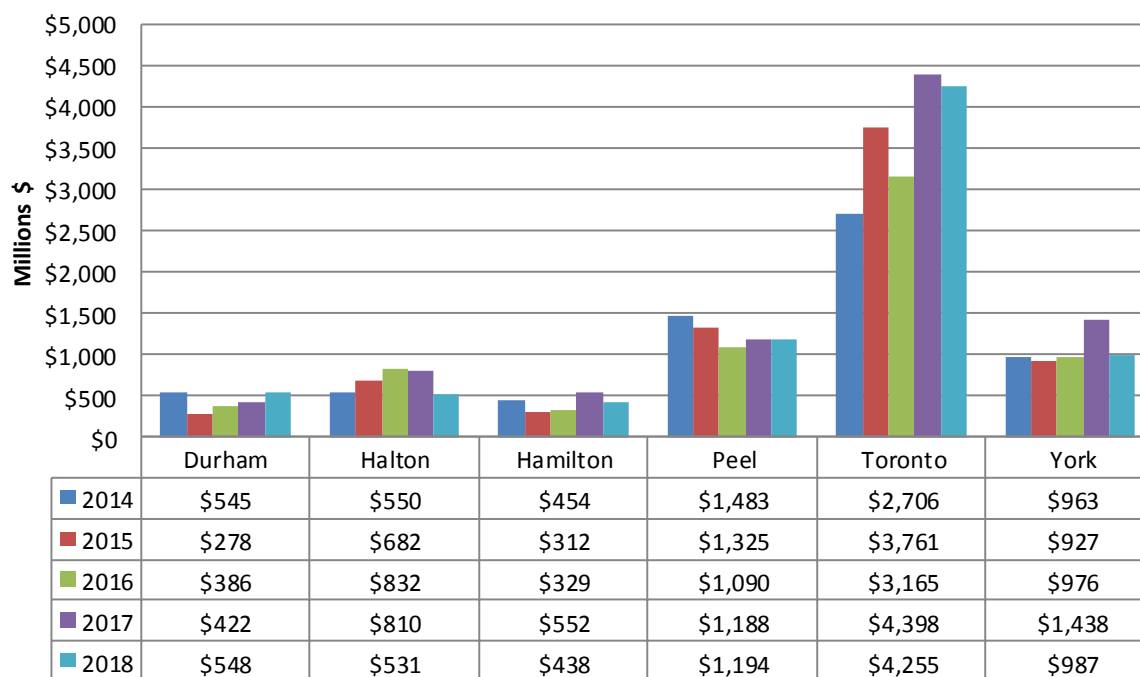


Source: Local Municipal Building Reports

A high-value building permit can result in large annual fluctuations in ICI building permit values. Notable ICI projects for which building permits were issued in 2018 and contributed to the strong overall ICI permit values include a \$43 million commercial development in Vaughan, two permits in Vaughan for multi-use industrial at \$28 and \$25 million, and a \$24 million warehouse in Markham.

Within the GTHA, York Region accounted for just over 12 per cent of the total ICI construction values for 2018 (Figure 10). Overall, the GTHA recorded a 9 per cent decrease in the value of ICI construction from 2017. Only Durham Region recorded an increase in total ICI construction, while the remaining GTHA regional municipalities either remained the same or experienced decreases.

Figure 10
GTHA Industrial, Commercial and Institutional
Construction Values 2014 - 2018



Source: Local Municipal Building Reports and Statistics Canada

As investment in new ICI development has occurred, so have employment opportunities within the Region. York Region's employment growth once again outpaced provincial (2.0 per cent) and national (1.1 per cent) averages in 2018 posting a gain of 2.4 per cent.

York Region's economic activity and population growth continues to be a significant contributor to the provincial and national economies

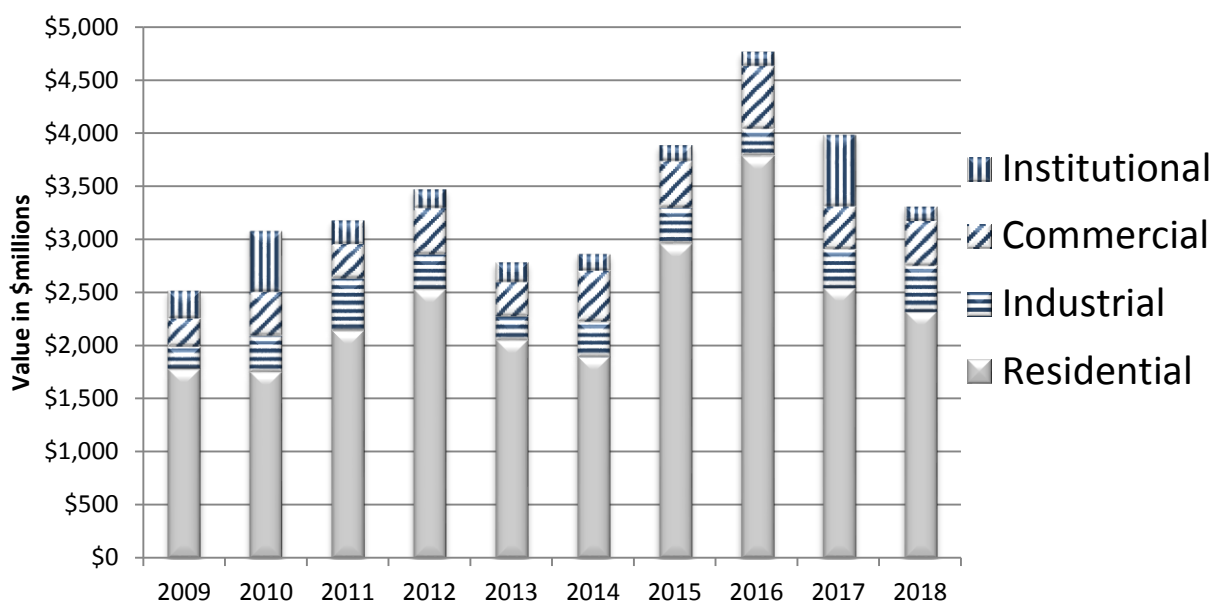
York Region ranked 7th in 2018 for the value of ICI construction across Canada, a decrease from 6th the previous year. Within the GTHA, York Region ranked 3rd for the value of ICI construction behind Toronto and Peel, a decrease from 2nd in 2017.

York Region continues to be one of Canada's fastest growing municipalities in terms of both population and employment. During 2018, employment in York Region grew by 2.4 per cent, higher than Ontario's growth rate of 2.0 per cent. The population growth rate for the Region was 2.0 per cent compared to 1.8 per cent for the entire Province. The Growth Plan forecasts indicate York Region is anticipated to accommodate the largest absolute amount of population and employment growth in all of Ontario between 2016 and 2041.

2018 total estimated value of construction of \$3.31 billion is the fifth highest value on record for York Region

The total estimated value of construction in 2018 was approximately \$3.31 billion, compared to \$3.98 billion recorded in 2017, a decrease of 16.9 per cent, but still the fifth highest value on record for the Region (Figure 11). Total construction value, including residential and non-residential values, is important as it is correlated with the new development component of tax assessment growth over subsequent years.

Figure 11
York Region Construction Value by Type 2009 - 2018



Source: Local Municipal Building Reports

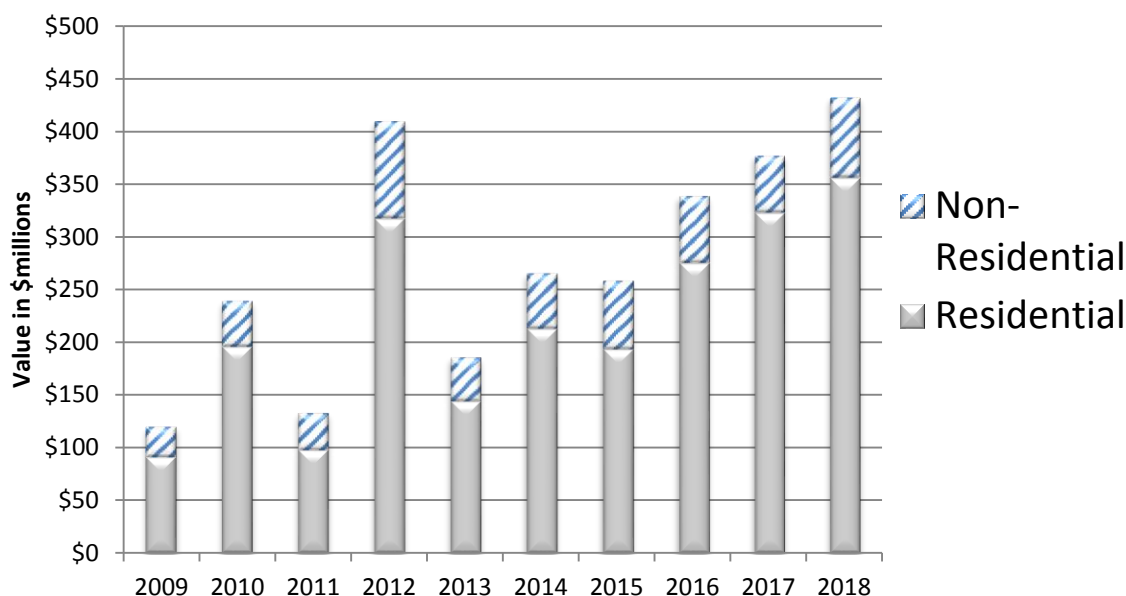
As noted above, York Region continues to experience job growth. According to a recent RBC Economic Research report on Ontario, the labour market is tight, the housing market is cooling and interest rates have increased, all of which they say will make the next phase of the province's economic expansion slower. However, the U.S. economy is expected to experience strong domestic demand growth, and the GTHA's industrial markets are expected to experience further demand from the U.S. for goods and services, translating to economic growth in 2019.

5. Financial

Development Charges (DCs) are a major source of funding for the Region's Capital Plan.

Regional DCs are collected when a building permit is issued and in many cases when a plan of subdivision is registered. The total Regional DCs collected in 2018 was \$431.9 million compared to \$376.7 million in 2017 (Figure 12).

Figure 12
York Region Development Charges Collected 2009 - 2018



Source: York Region Corporate Services

The economic indicators presented in this report will assist Council to effectively monitor, evaluate and respond to variations in the Region's economic landscape.

6. Local Impact

Regional economic indicators are important for evaluating economic trends across the Region. The Growth and Development Review 2018 report provides local municipal economic development and planning officials with a summary of York Region's economy. The information is used as a basis for informing decision making, devising strategies, and attracting new businesses to the Region.

7. Conclusion

In 2018, York Region continued to demonstrate growth in population, employment, construction value and the housing market. Strong domestic demand growth in the U.S. economy in 2019 should bode well for York Region businesses.

York Region continues to be a significant contributor to the provincial and national economies, ranking within the top ten municipalities in relation to:

- The Region's contribution to Canada's population
- Number of residential building permits issued
- Value of new industrial, commercial and institutional construction
- Value of total construction (ICI and residential combined)

The Growth and Development Review 2018 report monitors and reports on key performance measures and highlights York Region as a destination to live, work and play.

It is proposed that the attached Growth and Development Review 2018 report be posted on the Region's website for use by municipalities and agencies, local chambers of commerce and board of trade and the public.

For more information on this report, please contact Paul Bottomley, Manager, Policy, Research and Forecasting at 1-877-464-9675 ext. 71530. Accessible formats or communication supports are available upon request.

Recommended by: **Paul Freeman, MCIP, RPP**
Chief Planner

Dino Basso
Commissioner of Corporate Services

Approved for Submission: **Bruce Macgregor**
Chief Administrative Officer

April 25, 2019
Attachments (1)
eDOCS # 9318994

2018 **GROWTH** AND **DEVELOPMENT** REVIEW

MAY 2019



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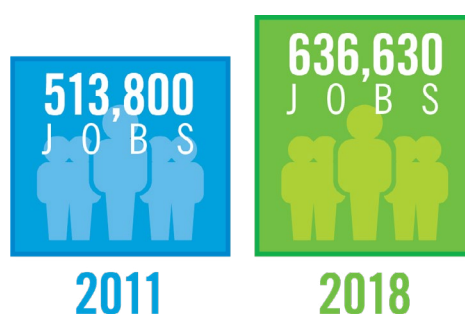
2018 GROWTH AND DEVELOPMENT REVIEW

2018 HIGHLIGHTS

A HEALTHY U.S. ECONOMY BENEFITS YORK REGION BUSINESSES THAT EXPORT TO THE U.S. MARKET AS THERE IS A STRONG TRADE RELATIONSHIP BETWEEN CANADA AND THE U.S.

The U.S. economy is anticipated to slow down from 2.9 per cent in 2018 to 2.5 per cent in 2019 and 1.8 per cent in 2020. However, strong domestic demand growth is anticipated which will support imports and increased demand for Canadian and York Region goods.

YORK REGION TOTAL EMPLOYMENT - 2011 and 2018



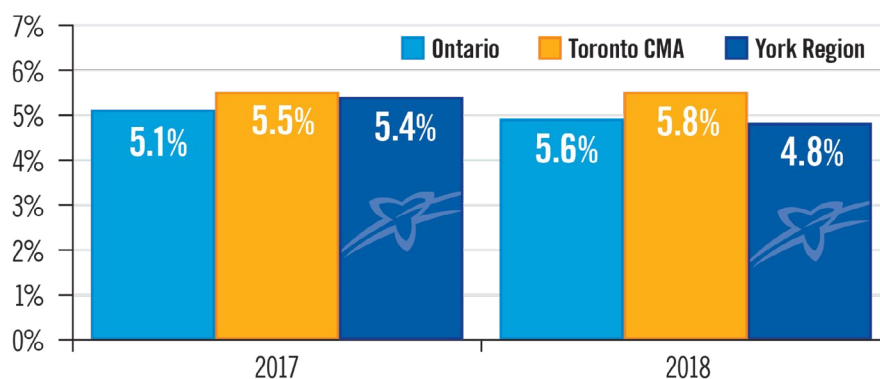
YORK REGION'S ECONOMY

continues to create jobs. From 2017 to 2018 there were **15,120 jobs** added for a total of **636,630 jobs** in the Region. In 2011, there were **513,800 jobs** in the Region.

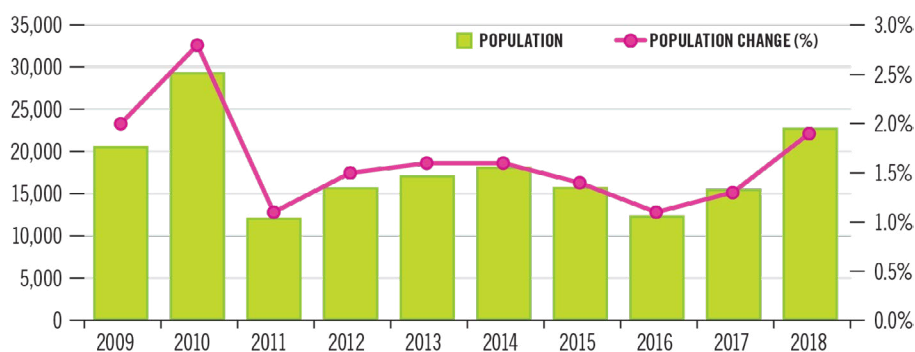
YORK REGION'S UNEMPLOYMENT RATE

was **4.8 per cent** at year-end 2018, better than the Toronto Census Metropolitan Area (CMA) and Ontario rate.

ONTARIO, TORONTO CMA and YORK REGION UNEMPLOYMENT RATES - 2017 and 2018



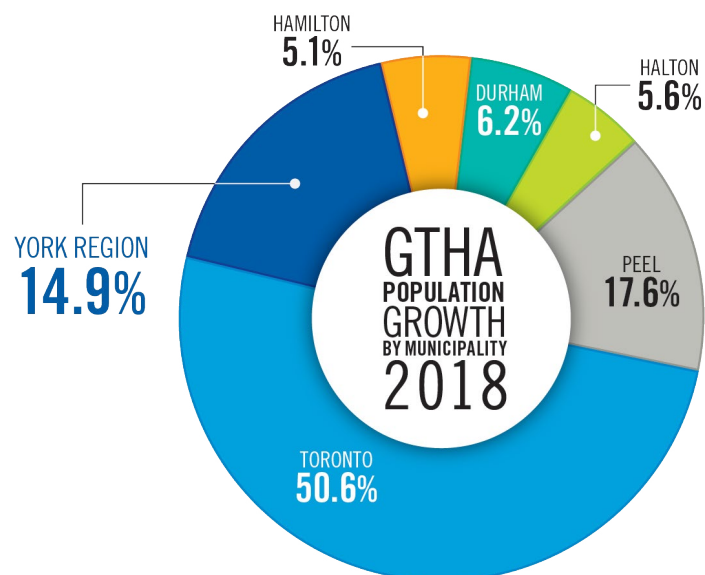
YORK REGION ANNUAL POPULATION GROWTH - 2009 to 2018



THE REGION'S POPULATION

increased by approximately **22,800 persons** in 2018 to a total population of **1,191,400**.

2018 HIGHLIGHTS

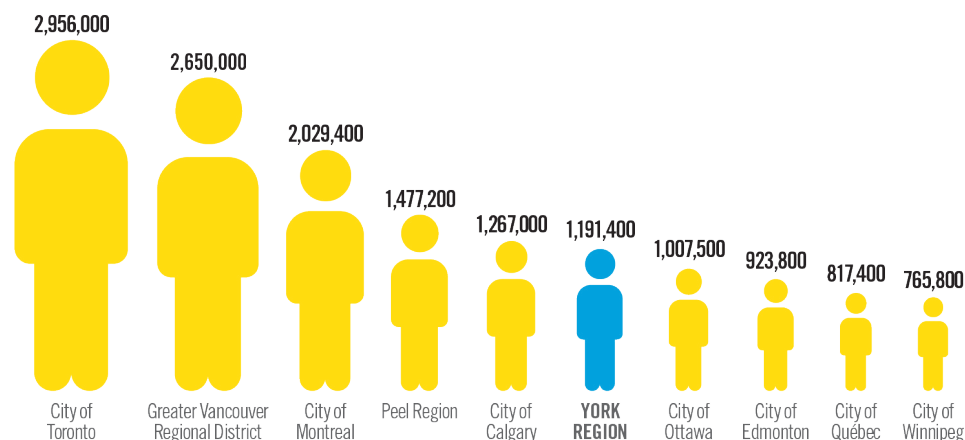


2018 GROWTH AND DEVELOPMENT REVIEW

In 2018 York Region's share of the Greater Toronto and Hamilton Area (GTHA) population growth was **14.9 per cent**.

CANADA'S LARGEST MUNICIPALITIES BY POPULATION, 2018

*2018 Population numbers are estimated



Source: York Region, Corporate Services, Long Range Planning Division, 2018; Various Municipalities, 2018.

YORK REGION was the **sixth largest municipality** in Canada by population as of year-end 2018.

ACROSS the GTHA, there were 50,782 RESIDENTIAL BUILDING PERMITS ISSUED in 2018, an increase of 31.2 PER CENT



AVERAGE HOUSING PRICES FOR ALL RESALE UNITS in YORK REGION DECLINED to \$919,449 A 13.6% REDUCTION

In 2018 a total of **7,902 new residential building permits** were issued in York Region, representing an increase of **30.7 per cent** from the 2017 permit total of **6,048**.

The increase was represented by all unit types, but was most significant in apartments.

York Region continues to be a strong contributor to GTHA development activity accounting for **16 per cent** of the GTHA's residential building permit activity along with Peel Region and was second to the City of Toronto's **39 per cent** share.

2018 GROWTH AND DEVELOPMENT REVIEW

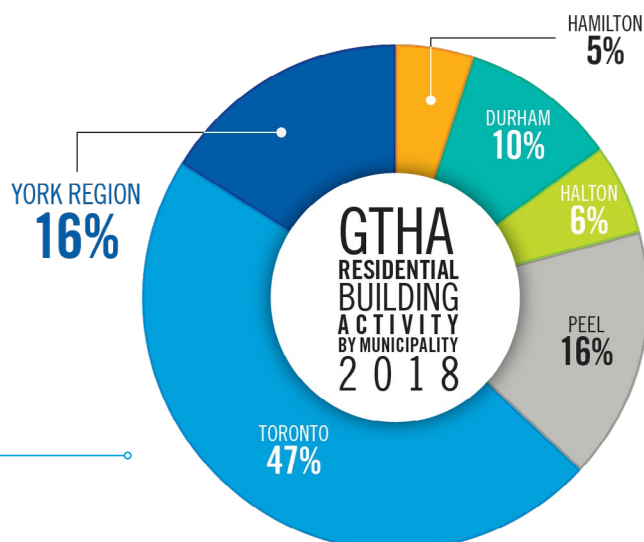
YORK REGION continues to be a strong contributor to Greater Toronto and Hamilton Area (GTHA) development activity accounting for **16 per cent** of the GTHA's residential building permit activity, along with Peel Region was second to the City of Toronto's **39 per cent** share

YORK REGION'S total industrial, commercial and institutional construction values **decreased by 31 per cent** in 2018, but are comparable to a strong ten year average level. Both industrial and commercial construction values increased over 2017 figures.

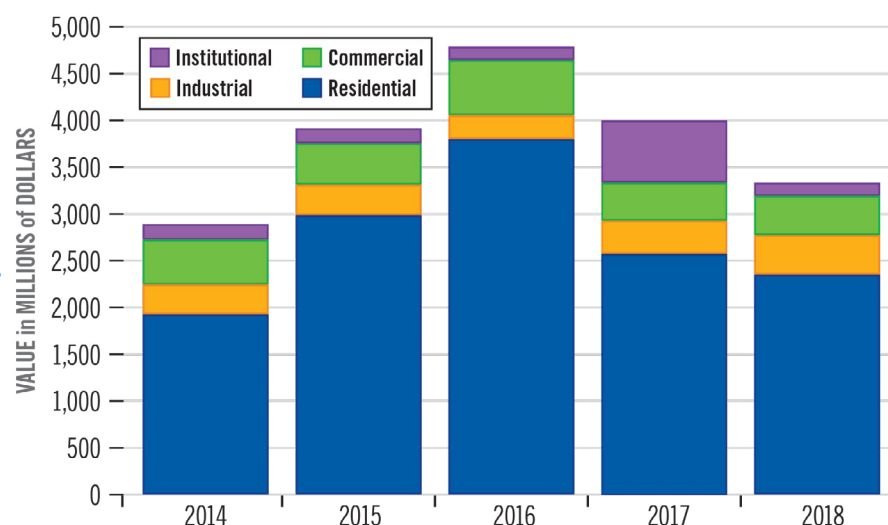
Across the GTHA, residential building permits totaled **50,782**, an increase of **31.2 per cent**.

2018 HIGHLIGHTS

SHARE of GTHA RESIDENTIAL BUILDING ACTIVITY - 2018



YORK REGION CONSTRUCTION VALUE by TYPE - 2014 to 2018



\$3.31 BILLION
TOTAL CONSTRUCTION VALUE

YORK REGION continues to be a significant contributor to the provincial and national economies **ranking sixth** in 2018 for total construction value among Canadian municipalities, with a value of **\$3.31 billion**.



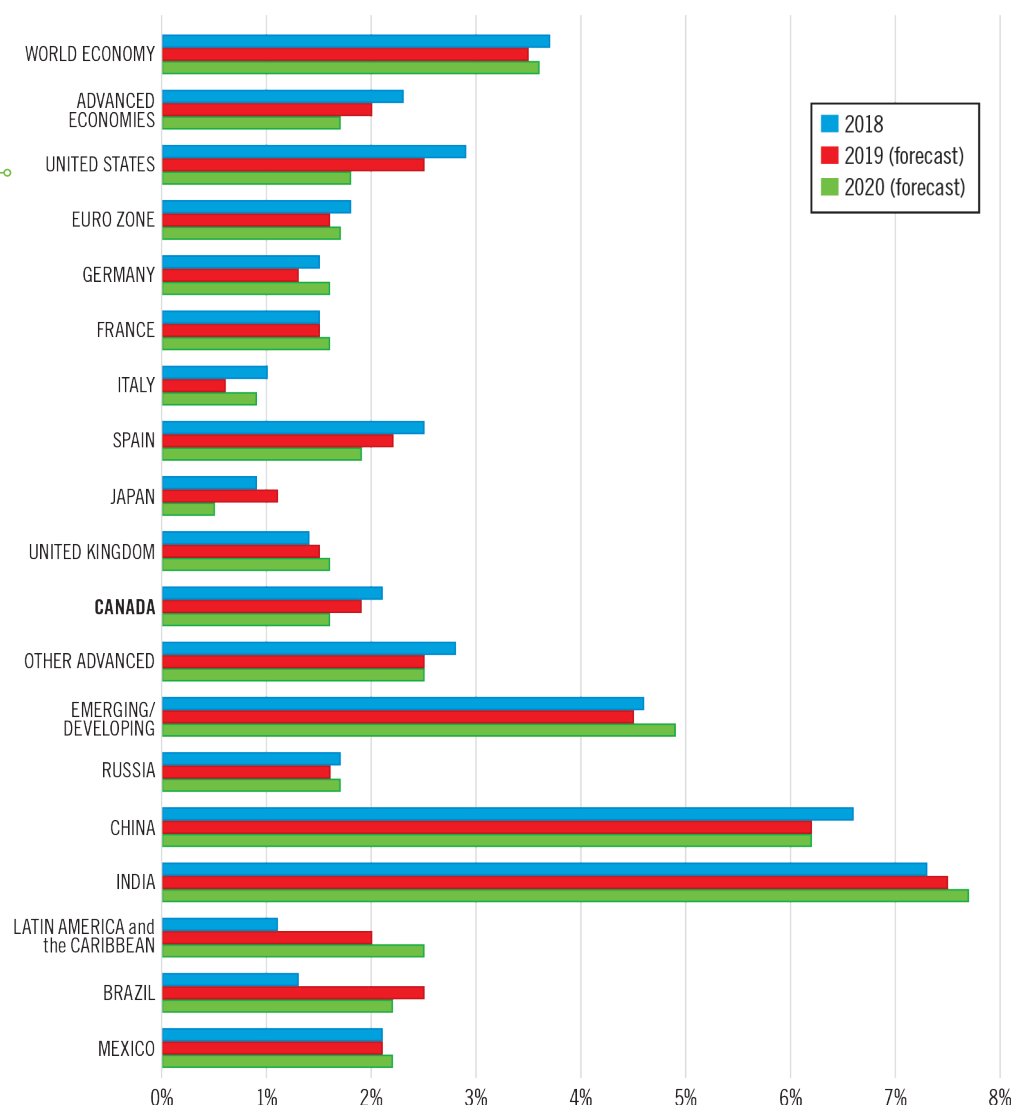
ECONOMIC OUTLOOK

THE UNITED STATES has recorded a **ninth consecutive year** of GDP growth. U.S. GDP is anticipated to lower from **2.9 per cent** in 2018 to **2.5 per cent** for 2019.

GLOBAL and UNITED STATES GDP FORECAST to GROW in 2018

- Global economic activity is projected to lower from 3.7 per cent in 2018 to 3.5 per cent and 3.6 per cent for 2019 and 2020
- The U.S. economy is expected to slow to 2.5 per cent and 1.8 per cent for 2019 and 2020, down from 2.9 per cent in 2018, although strong domestic demand growth is anticipated
- Canada's growth output is expected to decrease from 2.1 per cent in 2018 to 1.9 per cent in 2019 and 2020 due to softening housing markets, lower global oil prices and higher interest rates

FIGURE 1.1: GLOBAL GROWTH FORECAST (%)



Source: World Economic Outlook (January 2019): International Monetary Fund

KEY EXTERNAL FACTORS influencing growth of the Canadian, Ontario, and York Region economies

U.S. ECONOMY (largest market for York Region businesses that export)

OIL PRICES

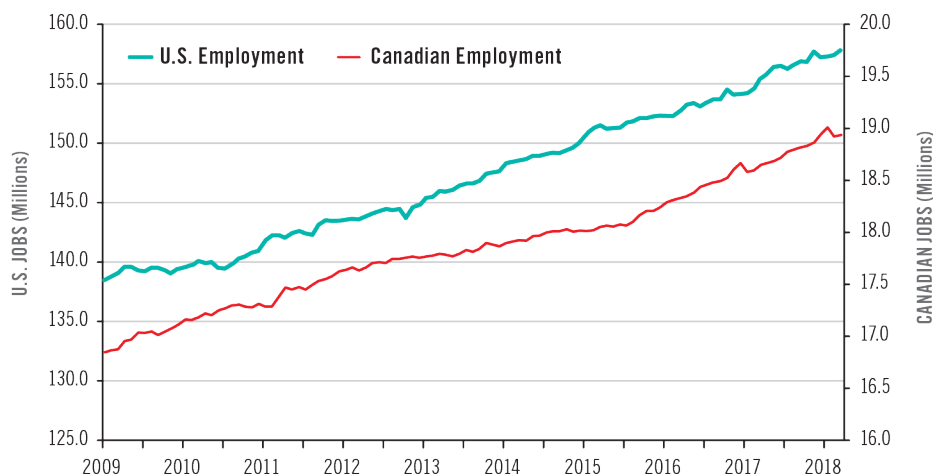
CANADIAN DOLLAR VALUE

The U.S. federal reserve raised short term interest 2.5 per cent. Rates are anticipated to remain low compared to historical levels. The Bank of Canada raised interest rates to 1.75 per cent in 2018 and a further rate increase is not anticipated in 2019.

ECONOMIC OUTLOOK

- U.S. job numbers increased to 156.5 million, adding over 2.6 million jobs in 2018, while Canadian jobs increased by 163,000 during 2018 to 18.9 million (Figure 1.2)
- Although U.S. GDP is forecast to soften, strong domestic demand growth will support rising imports and York Region businesses that export to the U.S. market

FIGURE 1.2: U.S. JOB GROWTH TRENDS, 2009-2018



Source: U.S. Bureau of Economic Research

THERE IS A STRONG TRADE RELATIONSHIP BETWEEN CANADA AND THE U.S.

Regional businesses directly benefit from increased trade activity

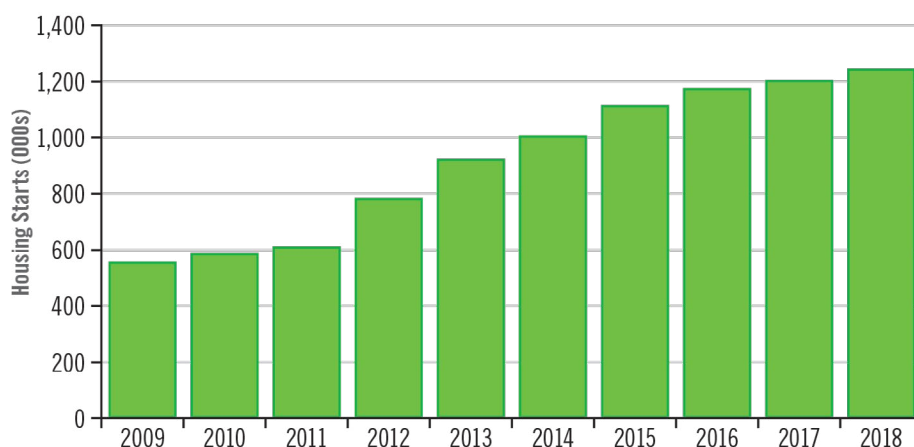
A lower Canadian dollar promotes exports with the U.S. but impacts the import of U.S. goods and services

The recent **USMCA** deal should increase export prospects for Ontario and York Region businesses

- U.S. housing starts recorded a 3.3 per cent increase over 2017, to a total of 1.24 million in 2018
- Since 2011, U.S. job growth rates and annual housing starts have been showing positive growth

U.S. HOME SALES reflect confidence in the U.S. economy and can increase demand for Canadian goods such as raw building materials and manufactured products.

FIGURE 1.3: U.S. ANNUAL HOUSING STARTS, 2009 to 2018



Source: U.S. Census Bureau - U.S. Department of Commerce

ECONOMIC OUTLOOK

OIL PRICES INCREASED SLIGHTLY IN 2018

- The price of oil at the end of 2018 was \$61.36 per barrel, compared to \$52.62 in 2017 and \$36.26 in December of 2016

FIGURE 1.4: 10-YEAR CRUDE OIL PRICES (U.S. DOLLARS per BARREL)

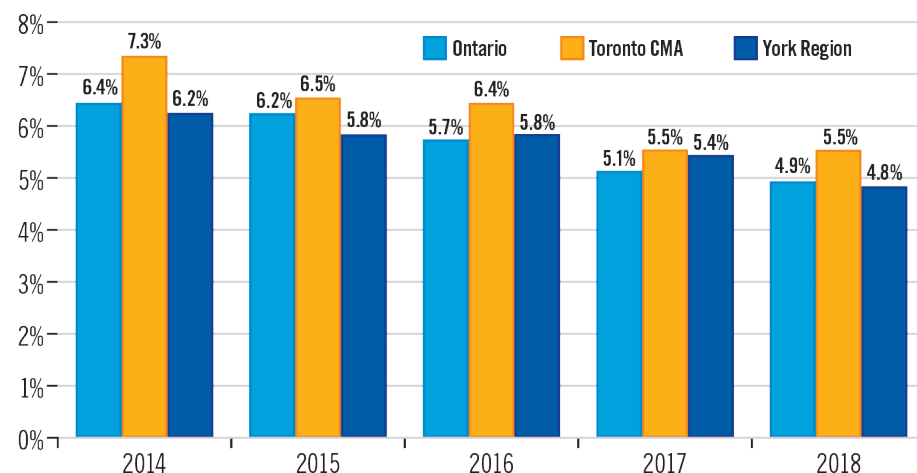


ECONOMIC OUTLOOK

ECONOMIC ACTIVITY in ONTARIO, the TORONTO CMA and YORK REGION

- The provincial unemployment rate has been decreasing steadily since 2014, from 6.4 per cent down to 4.9 per cent in 2018
- The unemployment rate in the Toronto Census Metropolitan Area (CMA) has also been decreasing since 2014, from 7.3 per cent to 5.5 per cent in 2018
- York Region's unemployment rate was 4.8 per cent at year-end 2018, lower than both the Toronto CMA and Ontario rates

FIGURE 1.5: ONTARIO, TORONTO CMA and YORK REGION UNEMPLOYMENT RATES, 2014 to 2018



Source: Statistics Canada Note: Based on unadjusted 3-month moving averages

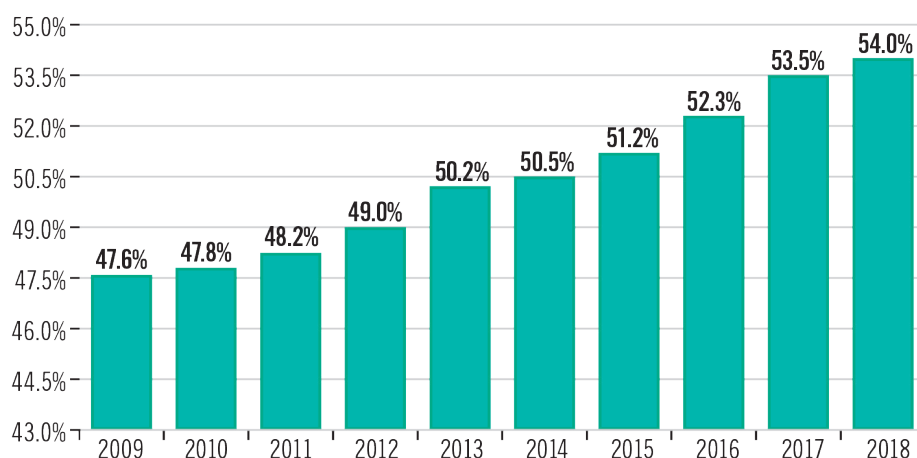
ONTARIO'S ECONOMIC OUTLOOK

Ontario's economy increased by **2.2 per cent** in 2018. GDP growth is poised to slow to around **1.9 per cent** in 2019 and **1.3 per cent** in 2020.

TOTAL ONTARIO EMPLOYMENT

In 2018, Statistics Canada recorded Ontario employment growth of **1.1 per cent** (78,000 jobs) compared to **1.8 per cent** in 2017, to reach a total of **7,300,500 jobs**

FIGURE 1.6: YORK REGION ACTIVITY RATE



ACTIVITY RATE

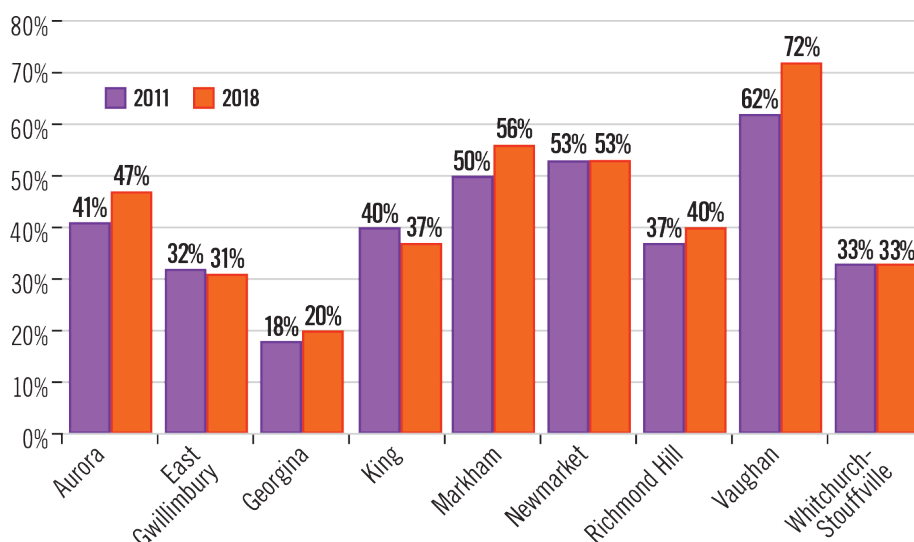
The activity rate compares total employment to total population. One of York Region's Official Plan (ROP) objectives is to create high quality employment opportunities for residents, with a goal of one job for every two residents.

An activity rate of **50 per cent** is consistent with the ROP target.

York Region's activity rate has been increasing since 2010, as shown in Figure 1.6, and is currently **54 per cent**.

ECONOMIC OUTLOOK

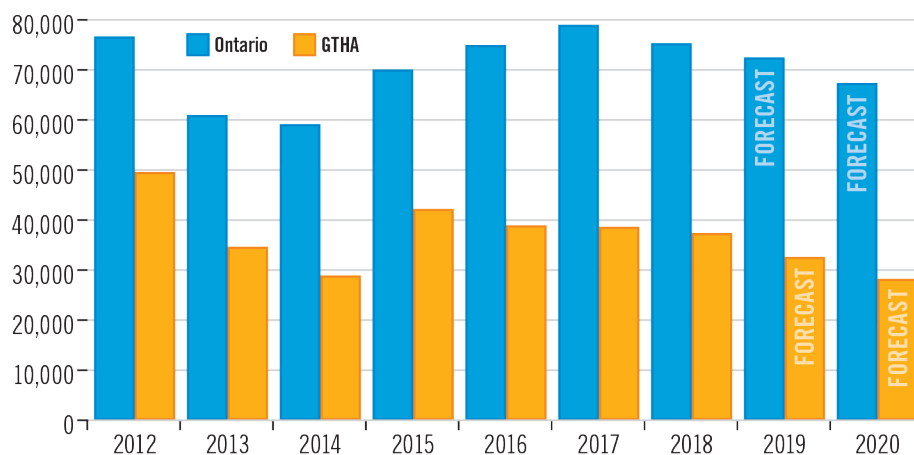
FIGURE 1.7: LOCAL MUNICIPALITY ACTIVITY RATES, 2011 and 2018



YORK REGION and LOCAL MUNICIPAL ACTIVITY RATES
Between 2011 and 2018, the majority of local municipalities within York Region recorded increased activity rates.

- According to the Canadian Mortgage and Housing Corporation (CMHC), housing starts in the Greater Toronto and Hamilton Area (GTHA) were down, by 3.5 per cent in 2018, to 37,400
- CMHC predicts that GTHA housing starts will trend down in 2019 and 2020

FIGURE 1.8: ONTARIO and GTHA HOUSING STARTS, 2012 to 2018



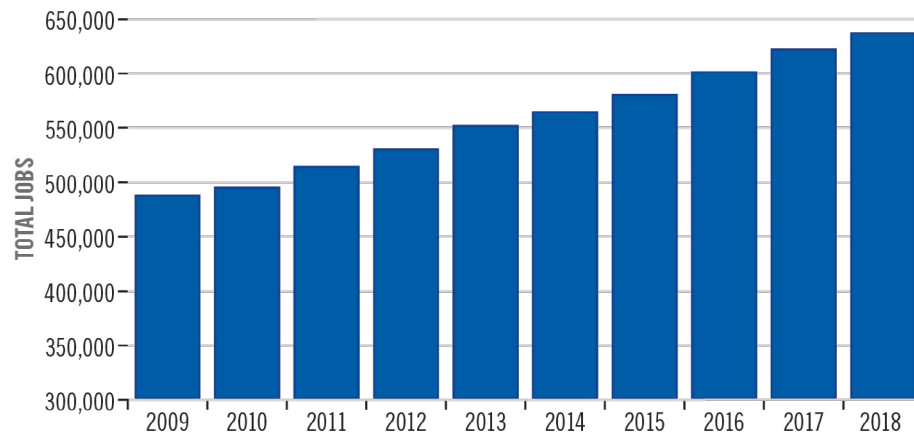
Source: Canada Mortgage and Housing Corporation

ECONOMIC OUTLOOK

YORK REGION'S ECONOMY CONTINUES to CREATE JOBS

- From 2017 to 2018, there were approximately 15,120 jobs added for an estimated total of 636,630 jobs in York Region
- Total employment within York Region continues to steadily increase, averaging a 3 per cent growth rate since 2011

FIGURE 1.9: YORK REGION TOTAL EMPLOYMENT, MID-YEAR 2009 to 2018



POPULATION GROWTH

2016 CENSUS POPULATION for YORK REGION

Statistics Canada recently released the 2016 Census population figure for York Region at **1,109,648**. This figure is not adjusted for the undercount, where approximately **3 per cent** to **4 per cent** of the population is missed.

Analysis indicated that the Census population figure was lower than York Region's mid-year 2016 population estimate (unadjusted for the undercount). A revised population figure was provided by Statistics Canada in 2018, at which time York Region recalibrated its population figures.

YORK REGION'S POPULATION CONTINUES to RISE with TWO PER CENT GROWTH in 2018

- The Region's population increased by approximately 22,800 persons in 2018 to a total population of 1,191,400
- The 2018 annual growth rate increased slightly from 1.3 per cent in 2017 to 2.0 per cent (Figure 2.1)

TABLE 2.1: YORK REGION POPULATION, 2017 and 2018

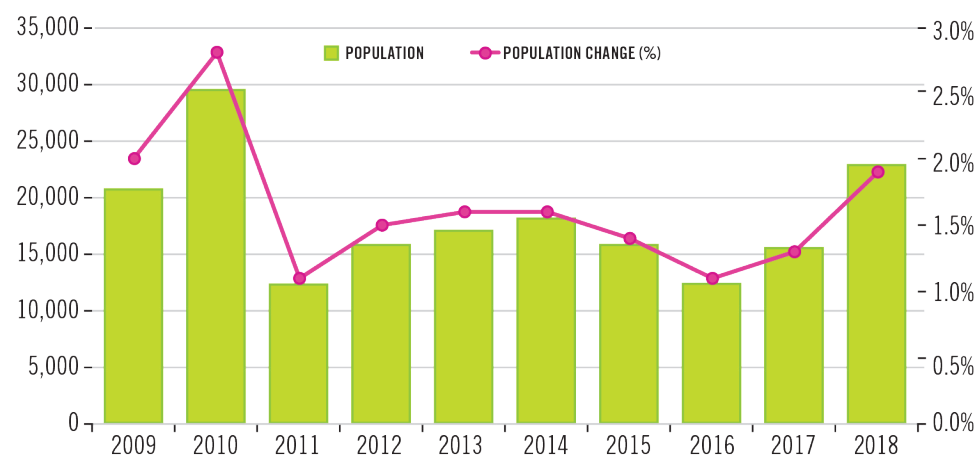
MUNICIPALITY	2017	2018	POPULATION GROWTH	CHANGE (%)
Aurora	61,100	62,100	1,000	1.6%
East Gwillimbury	26,600	31,700	5,100	19.2%
Georgina	48,200	48,400	200	0.4%
King	27,000	27,700	700	2.6%
Markham	342,400	347,100	4,700	1.4%
Newmarket	88,400	89,400	1,000	1.1%
Richmond Hill	203,800	206,900	3,100	1.5%
Vaughan	322,800	329,000	6,200	1.9%
Whitchurch-Stouffville	48,300	49,100	800	1.7%
York Region Total	1,168,600	1,191,400	22,800	2.0%

Source: York Region, Corporate Services, Long Range Planning Division, 2017 and 2018.

Note: Numerical data in this report has been rounded, some totals may be affected.

- Population growth within York Region has recorded slower but steady growth for the last several years averaging 1.5 per cent per year since 2011

FIGURE 2.1: YORK REGION ANNUAL POPULATION GROWTH, 2009 to 2018

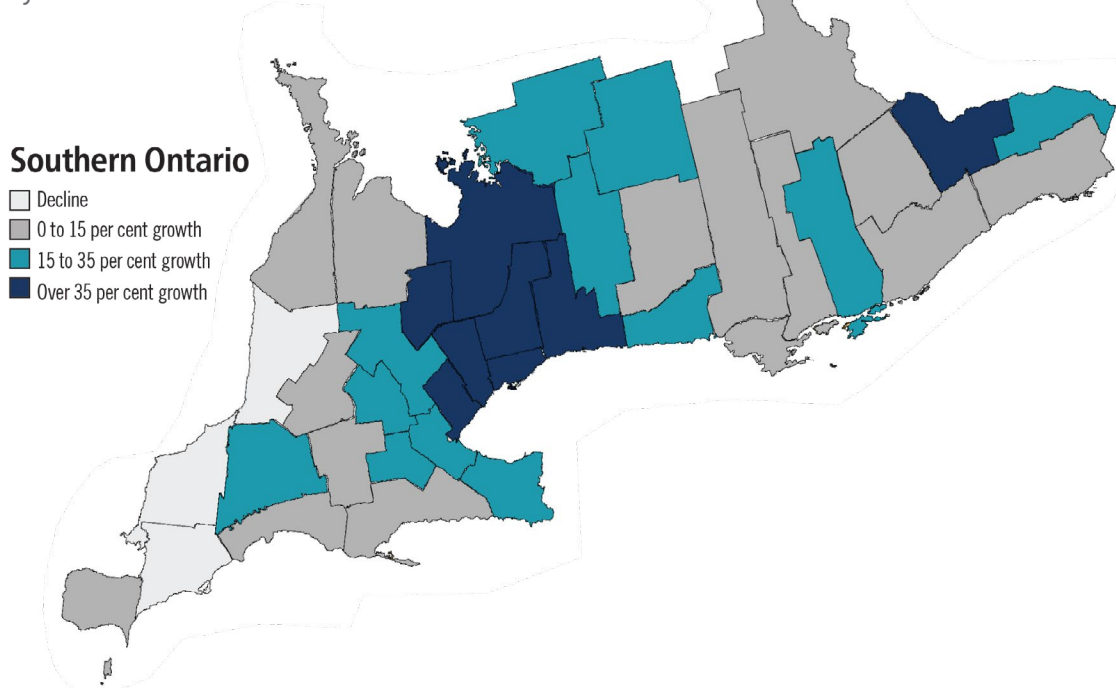


POPULATION GROWTH

ONTARIO MIGRATION PLAYS a LARGE PART in GTHA POPULATION GROWTH

- Ontario attracts the highest share of immigrants annually compared to any other province, typically in the 40 per cent to 50 per cent range
- Ministry of Finance forecasts to 2041 indicate the GTHA, Simcoe County and Ottawa region are projected to experience significant population growth of over 35 per cent, while other areas of the province are forecast to either remain stable or record a decline in population

FIGURE 2.2: POPULATION GROWTH/DECLINE by CENSUS DIVISION over 2016 to 2041



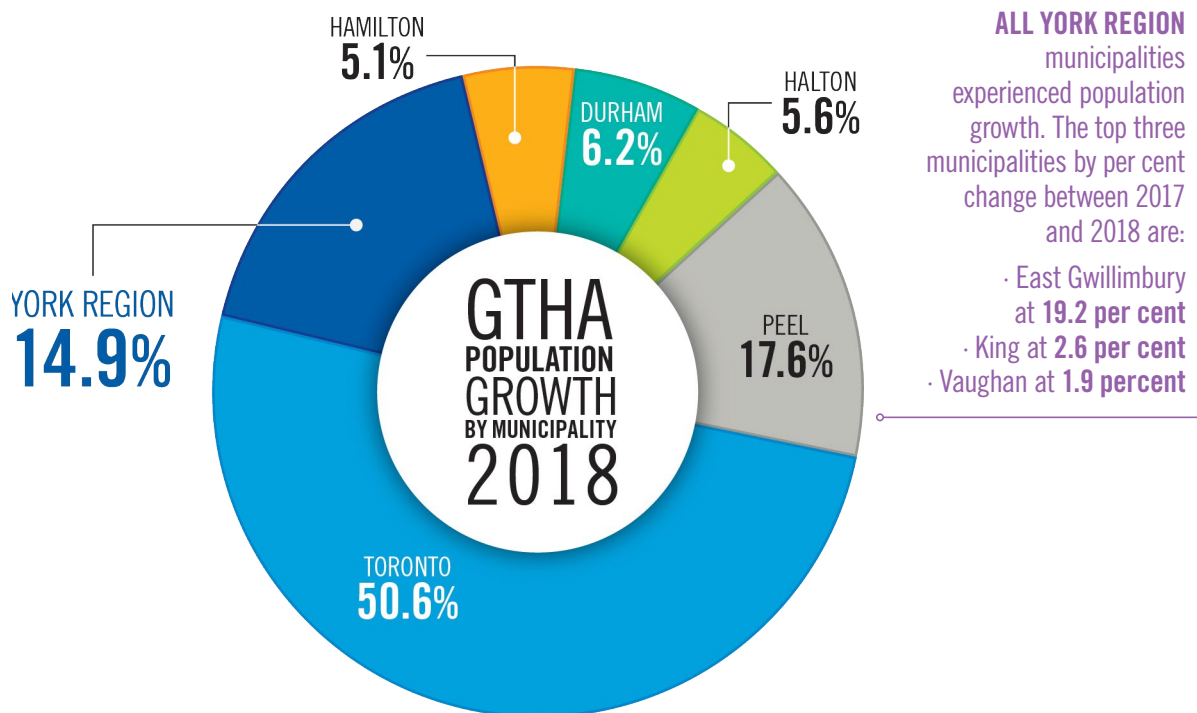
- Population growth in the 905 area between 2011 and 2016 has been slower than the Growth Plan forecast by approximately 10 per cent
- Toronto captured a higher than expected share of population growth between 2011 and 2016 (36 per cent) when compared to the Provincial Growth Plan forecasts (27 per cent)

POPULATION GROWTH

YORK REGION'S CONTRIBUTION to GTHA GROWTH is SIGNIFICANT

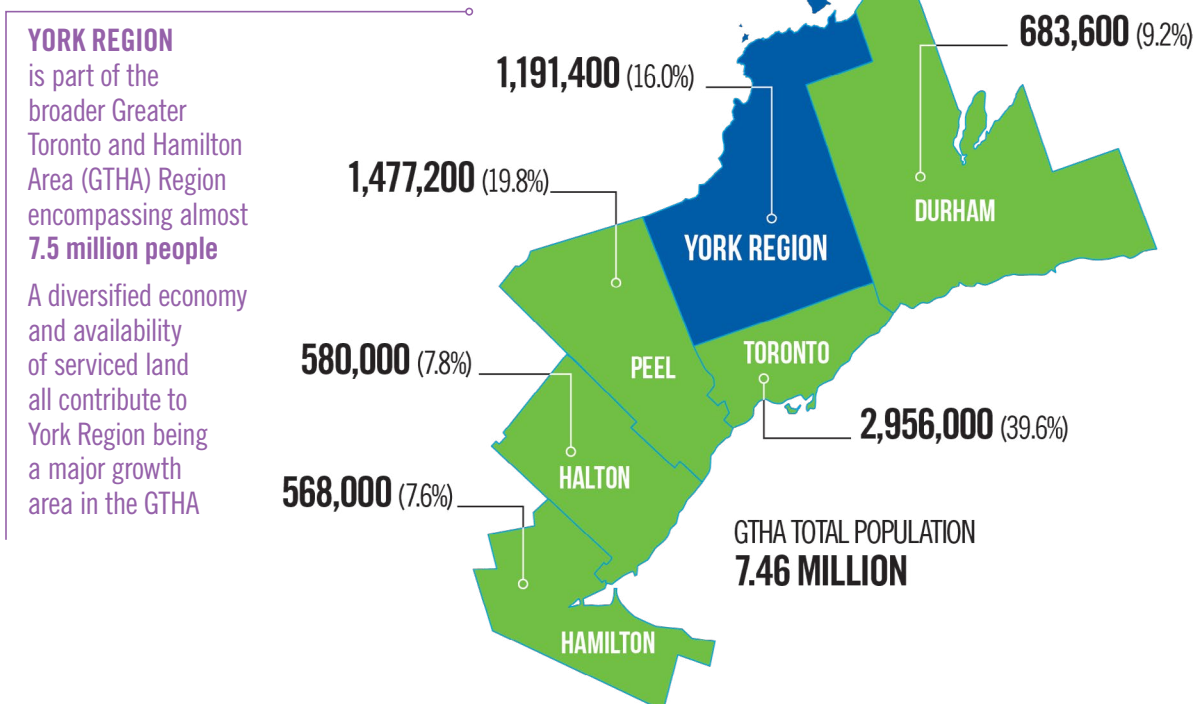
- By the end of 2018, the GTHA population was estimated at 7.46 million people, an increase of approximately 132,000 or 1.8 per cent from 2017
- In 2018 York Region's share of the GTHA's population growth was 14.9 per cent

FIGURE 2.3: SHARE of GTHA POPULATION GROWTH by MUNICIPALITY, 2017 to 2018



POPULATION GROWTH

FIGURE 2.4: 2018 GREATER TORONTO and HAMILTON AREA POPULATION by MUNICIPALITY

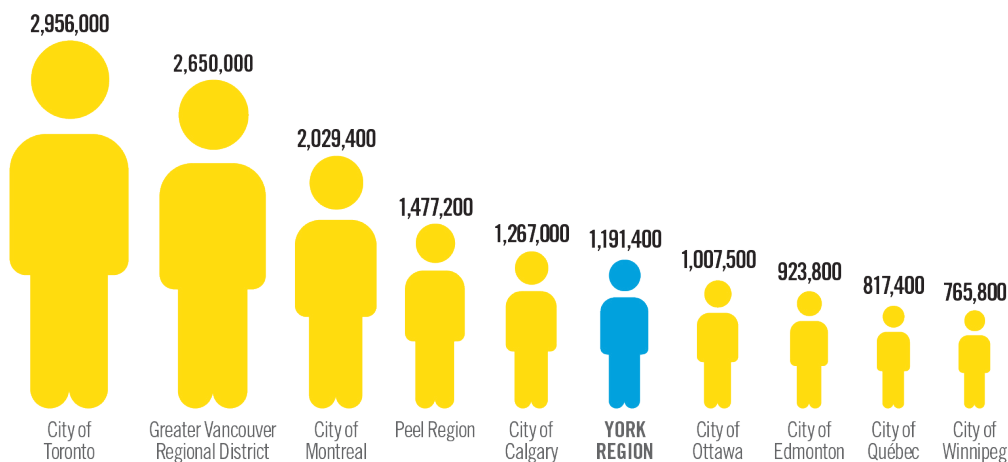


YORK REGION is ONE of the LARGEST MUNICIPALITIES in CANADA

- As of December 2018, York Region was the sixth largest municipality in Canada in population (Figure 2.6)

FIGURE 2.5: CANADA'S LARGEST MUNICIPALITIES by POPULATION, 2018*

*2018 Population numbers are estimated



Source: York Region, Corporate Services, Long Range Planning Division, 2018; Various Municipalities, 2018.

POPULATION GROWTH

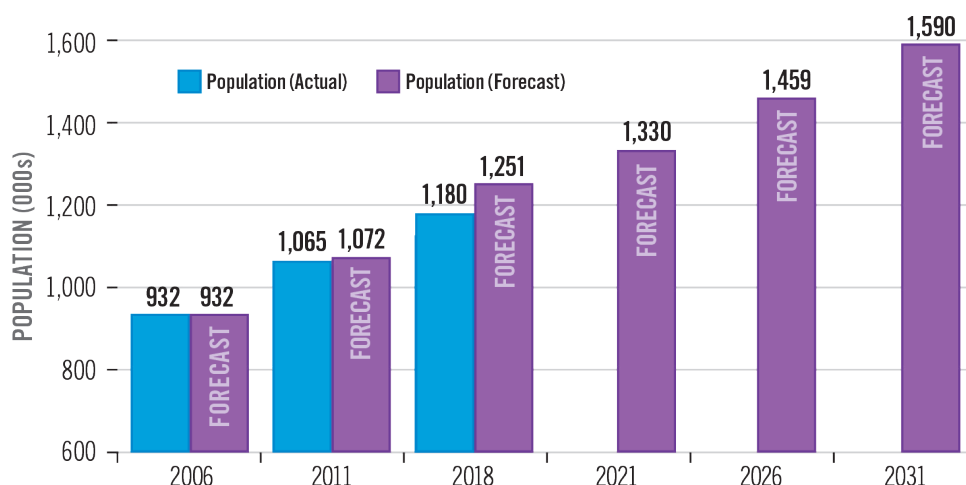
POPULATION and EMPLOYMENT FORECASTS

- York Region's mid year 2018 population was estimated to be 1,180,000, which is 6.0 per cent (71,000) lower than the Growth Plan forecast of 1,251,000
- Annual growth of almost 31,500 is required to reach the 2031 Growth Plan forecast of 1,590,000

POPULATION and EMPLOYMENT FORECASTS

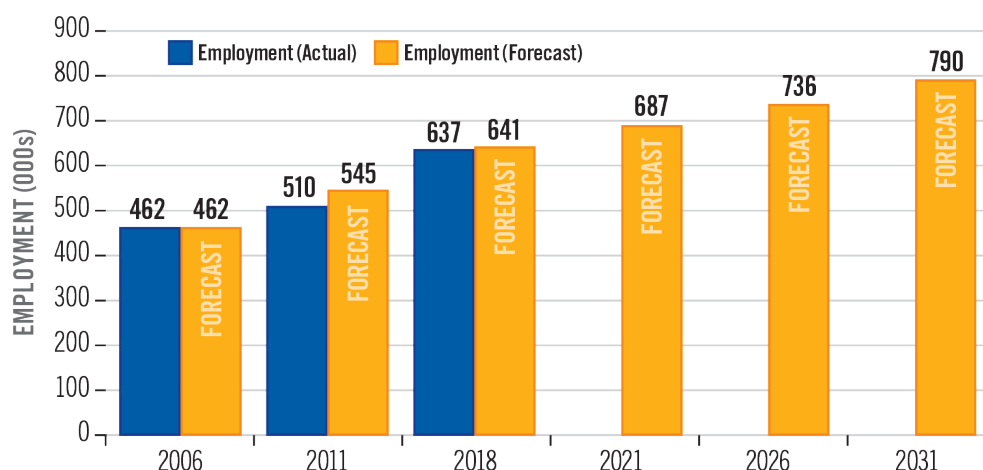
Population and employment growth forecasts form the basis for determining urban land needs, infrastructure and service planning, financial planning, and determining development charges.

FIGURE 2.6: POPULATION GROWTH (Actual and Forecast), 2006-2031



- In 2018, York Region's employment was approximately 636,630 compared to the 2018 Growth Plan forecast of 641,400, a 4,770 difference
- Annual employment growth of almost 12,000 is required to meet the 2031 Growth Plan employment forecast. The Region has been growing by approximately 15,000 jobs per year during the past 5 years

FIGURE 2.7: EMPLOYMENT GROWTH (Actual and Forecast), 2006-2031





RESIDENTIAL MARKET and BUILDING ACTIVITY

NUMBER of RESIDENTIAL REALES DECREASED by 20.7 PER CENT in 2018

- The number of residential resales in York Region during 2018 totalled 11,940 dwelling units (Figure 3.1), a decrease of 20.7 per cent (3,110 units) from 2017
- Total value of all York Region residential resales in 2018 was approximately \$10.94 billion – down from \$15.97 billion in 2017

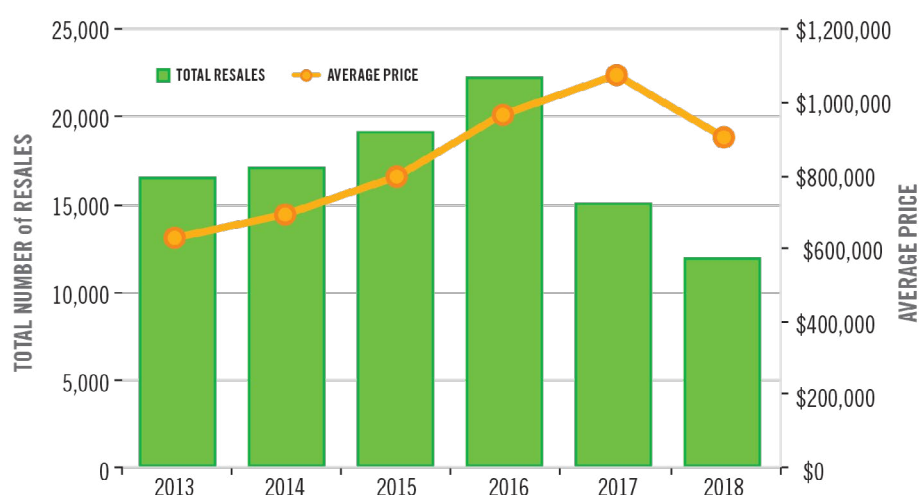
RESALE HOMES generate significant economic activity

Use of professional services including: real estate agents, lawyers, appraisers and surveyors

Generate taxes and fees

Generate associated spending on appliances, furniture, fixtures etc.

FIGURE 3.1: YORK REGION TOTAL REALES and AVERAGE PRICE, 2013 to 2018



Source: Toronto Real Estate Board, Market Watch 2013-2018.

TABLE 3.1: TOTAL NUMBER of REALES and AVERAGE PRICE (all dwelling types) by LOCAL MUNICIPALITY, 2017 and 2018

MUNICIPALITY	SALES		AVERAGE PRICE (\$)	
	2017	2018	2017	2018
Aurora	962	865	\$1,088,206	\$901,242
East Gwillimbury	442	458	\$958,309	\$806,250
Georgina	1,063	666	\$647,174	\$562,010
King	386	287	\$1,611,873	\$1,415,899
Markham	3,958	3,045	\$1,070,241	\$913,500
Newmarket	1,428	1,129	\$914,679	\$755,473
Richmond Hill	2,669	2,006	\$1,173,061	\$1,002,417
Vaughan	3,479	2,916	\$1,093,272	\$977,650
Whitchurch-Stouffville	663	568	\$1,078,438	\$909,664
York Region Total	15,050	11,940	\$1,061,271	\$916,449

Source: Toronto Real Estate Board, Market Watch, 2017 and 2018.

KEY 2018 YORK REGION RESALE HOME FACTS

Accounted for **15.4 per cent** of total number of Greater Toronto Area (GTA) resales

Accounted for **18 per cent** of total GTA resale value

Average number of days a residential dwelling was on the market - **30 days**

Average selling price - **96 per cent** of list price

RESIDENTIAL MARKET and BUILDING ACTIVITY

TOTAL SALES in the Greater Toronto Area's (GTA) residential resale market decreased by **19.3 per cent** in 2018 (77,426) compared to 92,394 in 2017

Average resale price (all dwelling types) in the GTA was **\$787,300**, a decrease of **4.5 per cent** in comparison to the average of \$822,681 in 2017

2019 SALES FIGURES

Resale housing prices and sales for the first two months of 2019 have remained consistent with the previous year with the average price of **\$896,817** and **1,383 sales** recorded to February 2019, compared to an average of **\$885,864** and **1,398 sales** during the first two months of 2018.

TABLE 3.2: 2018 RESALES and AVERAGE PRICES by LOCAL MUNICIPALITY and DWELLING TYPE (\$1,000s)

MUNICIPALITY	DETACHED		SEMI-DETACHED		TOWN/ROW/ATTACH		CONDO/APT	
	Sales	Avg Price	Sales	Avg Price	Sales	Avg Price	Sales	Avg Price
Aurora	493	\$1,103	71	\$685	255	\$652	46	\$453
East Gwillimbury	334	\$873	22	\$680	102	\$614	0	n/a
Georgina	610	\$572	8	\$489	41	\$474	7	\$291
King	247	\$1,518	3	\$926	24	\$884	13	\$562
Markham	1,483	\$1,199	224	\$841	595	\$753	743	\$495
Newmarket	690	\$869	159	\$610	207	\$600	73	\$442
Richmond Hill	1,010	\$1,372	94	\$809	405	\$795	497	\$457
Vaughan	1,484	\$1,251	282	\$808	591	\$797	559	\$529
Whitchurch-Stouffville	399	\$1,020	37	\$678	127	\$646	5	\$530
York Region	6,750	\$1,124	900	\$761	2,347	\$732	1,943	\$492

Source: Toronto Real Estate Board, Market Watch, 2018.

- Region wide, the average price of a resale unit decreased by 13.6 per cent for all unit types, from \$1,061,271 in 2017 to \$916,449 in 2018 (Table 3.1)
- The average price of single detached units decreased by 15.3 per cent, from \$1,326,113 in 2017 to \$1,123,734 in 2018

TABLE 3.3: YORK REGION 2018 NEW HOME PRICES (\$1,000s)

MUNICIPALITY	DETACHED	SEMI-DETACHED	ROW	CONDO/APT
Aurora	\$1.2M-\$7.3M	n/a	\$930-\$1.37M	n/a
East Gwillimbury	\$690-\$1.9M	\$598-\$651	\$600-\$860	n/a
Georgina	\$600-\$1.0M	n/a	\$430-\$730	\$294-\$866
King	\$3.4M-\$4.0M	n/a	\$900-\$1.2M	n/a
Markham	\$1.5M-\$2.5M	n/a	\$670-\$1.9M	\$320-\$2.3M
Newmarket	\$1.1M-\$3.9M	n/a	\$1.2M-\$1.4M	\$550-\$1.0M
Richmond Hill	\$1.4M-\$2.9M	\$1.3M-\$1.7M	\$584-\$1.8M	\$400-\$987
Vaughan	\$1.0M-\$4.7M	\$1.0M-\$1.6M	\$600-\$1.85M	\$427-\$1.7M
Whitchurch-Stouffville	\$1.0M-\$2.3M	n/a	\$580-\$800	\$340-\$1.4M
York Region	\$600-\$7.3M	\$598-\$1.7M	\$430-\$1.85M	\$294-\$2.31M

Source: RealNet, March 2019

Note: New home data only provides a snapshot of projects currently for sale with the range of prices asked. Some municipalities may only have one or two projects contributing to the data.

- Prices for new single-detached homes range from \$829,000 in the Town of Georgina to \$7.3 million in the Town of Aurora

RESIDENTIAL MARKET and BUILDING ACTIVITY

RESIDENTIAL BUILDING PERMITS are UP 30.7 PER CENT from 2017

- A total of 7,902 new residential building permits were issued in York Region in 2018, representing a 30.7 per cent increase from the 2017 permit total of 6,048
- Apartment units increased significantly, from 860 in 2017 to 4,008 in 2018
- There are more fluctuations in the apartment market from year to year compared to the ground related market, which impacts the total number of building permits issued annually

Building permit activity is an essential yardstick used to measure local investments and economic performance

TABLE 3.4: NEW RESIDENTIAL UNITS with PERMITS ISSUED in YORK REGION, 2017 and 2018

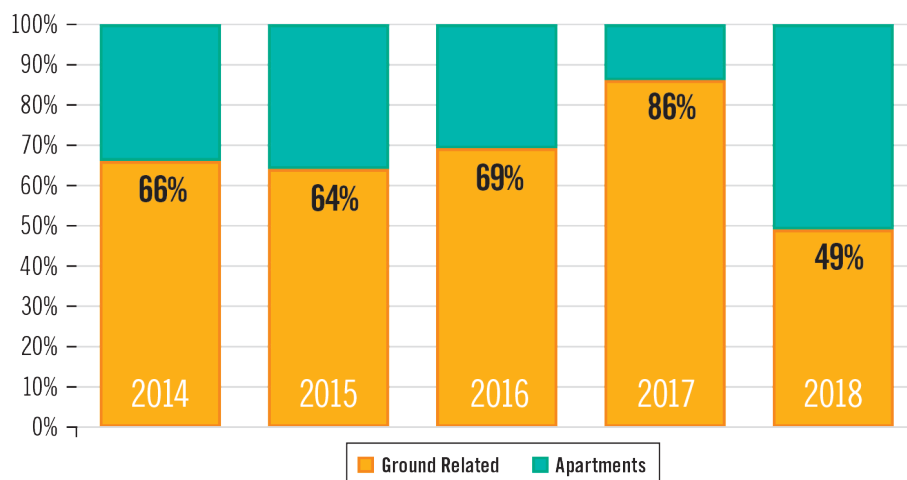
MUNICIPALITY	2017	2018	% CHANGE
Aurora	384	298	-22%
East Gwillimbury	950	376	-60%
Georgina	101	72	-29%
King	174	65	-63%
Markham	712	2,783	291%
Newmarket	422	461	9%
Richmond Hill	876	1,057	21%
Vaughan	2,187	2,511	15%
Whitchurch-Stouffville	242	279	15%
York Region Total	6,048	7,902	30.7%

Source: Local Municipal Building Permit Reports, 2017 and 2018; York Region Corporate Services, Long Range Planning Division, 2018.

- In 2018, apartment dwellings and townhouses accounted for 76 per cent of new residential permits issued, an indication of York Region's progress towards creating a more diversified housing stock
- Markham, Richmond Hill and Vaughan accounted for approximately 80 per cent of the total residential building permit activity in 2018 (35 per cent, 13 per cent and 32 per cent respectively)

RESIDENTIAL MARKET and BUILDING ACTIVITY

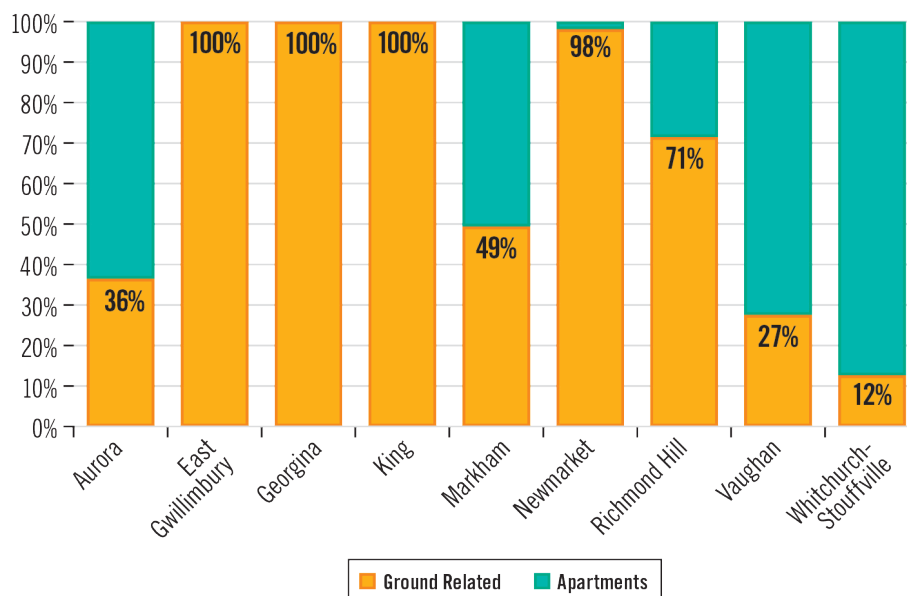
FIGURE 3.2: YORK REGION RESIDENTIAL BUILDING PERMIT MIX 2014 to 2018



Source: Local Municipal Building Permit Reports, 2014 to 2018; York Region Corporate Services, Long Range Planning Division, 2018. Note: Ground Related refers to single detached, semis and row housing.

- The 2018 breakdown of residential building permits was 20 per cent single detached, 3 per cent semi-detached, 26 per cent row and 51 per cent apartment

FIGURE 3.3: 2018 NEW RESIDENTIAL BUILDING PERMIT MIX by LOCAL MUNICIPALITY

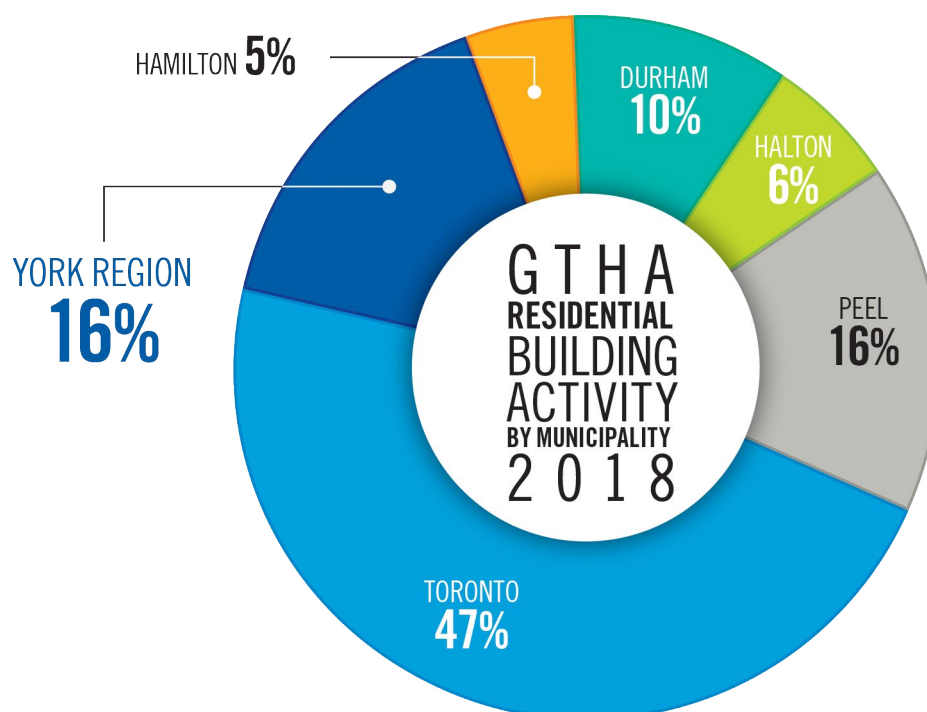


RESIDENTIAL MARKET and BUILDING ACTIVITY

YORK REGION CONTINUES to CONTRIBUTE SIGNIFICANTLY to RESIDENTIAL BUILDING PERMIT ACTIVITY in the GTHA

- In 2018, 50,782 building permits were issued for new residential units across the GTHA, an increase from 38,712 in 2017 of approximately 31.2 per cent
- Only Halton Region experienced a decrease in the total number of building permits issued in 2018
- York Region accounted for 16 per cent of the GTHA's residential building permit activity, second to the City of Toronto's 47 per cent share and equal to Peel Region

FIGURE 3.4: GTHA RESIDENTIAL BUILDING ACTIVITY 2018: SHARES by MUNICIPALITY



Source: Local Municipal Building Permit Reports, 2018; Statistics Canada Table 32.2 (unpublished) 2018.

RESIDENTIAL MARKET and BUILDING ACTIVITY

YORK REGION RECORDED the 8th LARGEST NUMBER of RESIDENTIAL BUILDING PERMITS ISSUED in CANADA

- York Region continues to be a major contributor of new residential development in Canada, ranking 8th for building permits issued, declining from 7th in 2017

TABLE 3.5: CROSS CANADA COMPARISON 2018: RESIDENTIAL BUILDING PERMITS

RANK	MUNICIPALITY	NUMBER of PERMITS	% CHANGE from 2016
1	Greater Vancouver Regional District	28,370	8.9%
2	City of Toronto	23,774	57.5%
3	City of Calgary	18,814	75.8%
4	City of Montréal	17,295	45.0%
5	City of Edmonton	14,642	19.3%
6	City of Ottawa	9,285	38.4%
7	Peel Region	7,970	69.0%
8	York Region	7,902	30.7%
9	Durham Region	5,132	14.0%
10	City of Winnipeg	4,727	-8.7%

Source: York Region Corporate Services, Long Range Planning Division, 2018. Note: Ranking is in comparison to cities, Region's and Regional Districts as defined locally.

RESIDENTIAL COMPLETIONS INCREASED FOR 2018

- Housing completions in the Region increased by 56.5 per cent since 2017
- The mix of housing completions in 2018 was 34 per cent (3,455) single detached, 2 per cent (222) semi-detached units, 22 per cent (2,273) row houses and 42 per cent (4,280) apartments

TABLE 3.6: YORK REGION RESIDENTIAL COMPLETIONS 2017 and 2018

MUNICIPALITY	2017	2018	% CHANGE
Aurora	1,099	460	-58%
East Gwillimbury	543	1,697	213%
Georgina	365	134	-63%
King	349	272	-22%
Markham	987	2,465	150%
Newmarket	466	377	-19%
Richmond Hill	784	1,764	125%
Vaughan	1,561	2,738	75%
Whitchurch-Stouffville	381	323	-15%
York Region Total	6,535	10,230	56.5%

Source: CMHC, 2018

RESIDENTIAL MARKET and BUILDING ACTIVITY

FIGURE 3.5: BUILDING PERMIT and HOUSING COMPLETIONS, 2009 to 2018

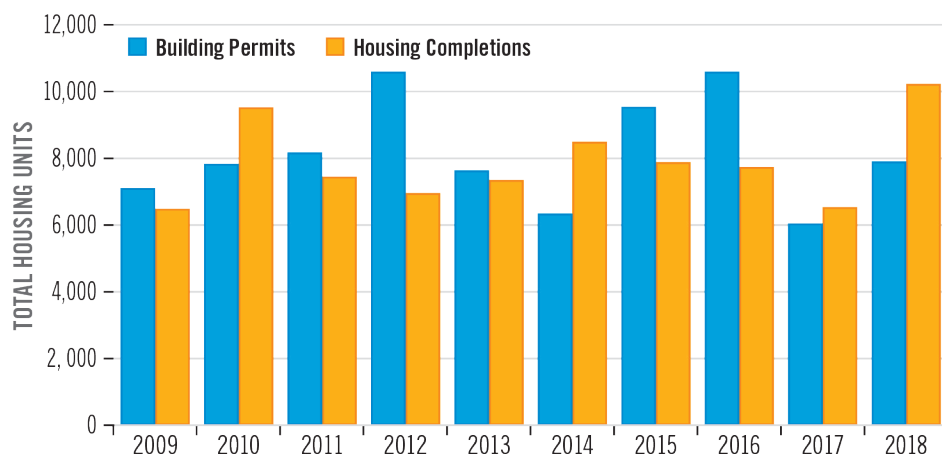
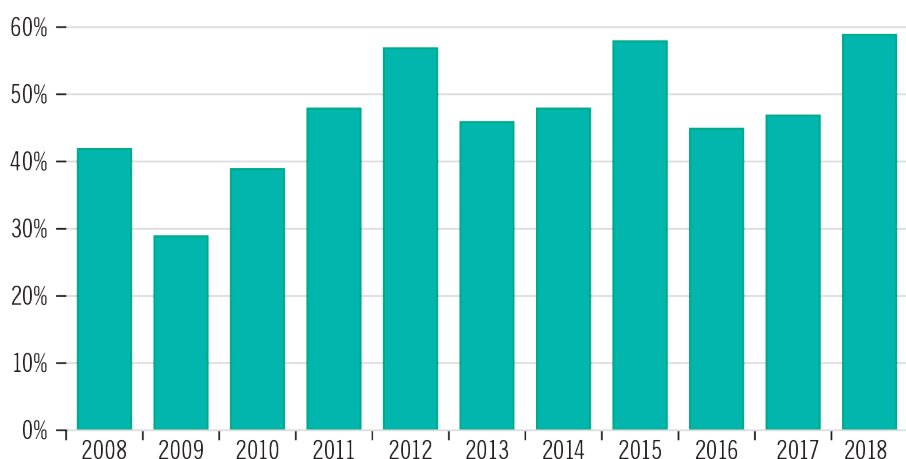


FIGURE 3.6: INTENSIFICATION within the BUILT-UP AREA, YORK REGION, 2008 to 2018



Source: Statistics Canada Building Permit Reports, 2018; York Region Corporate Services, Long Range Planning Division, 2018

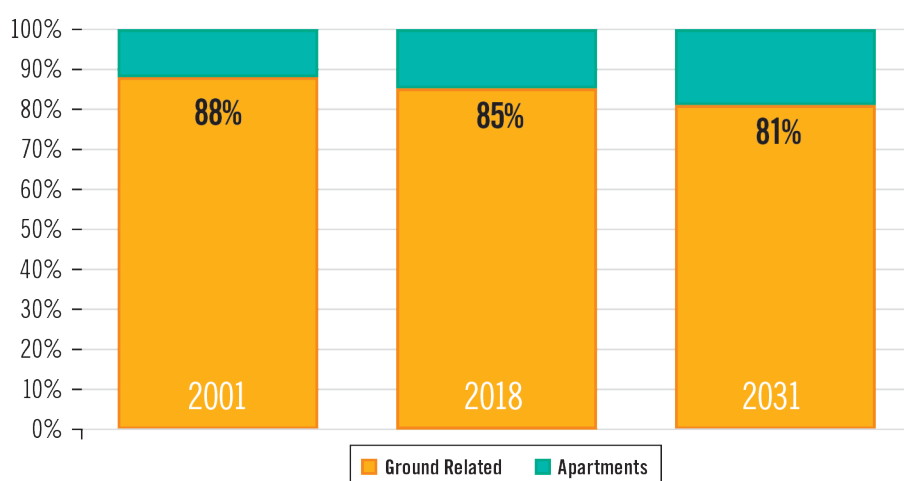
- York Region's intensification share within the built up area has averaged 48 per cent over the last 10 years, and was 59 per cent in 2018
- The continuing development of the Region's Centres and Corridors and other intensification areas will contribute to achieving the minimum 60 per cent intensification target in the 2017 Growth Plan

RESIDENTIAL MARKET and BUILDING ACTIVITY

THE TOTAL HOUSING SUPPLY CONTINUES to DIVERSIFY

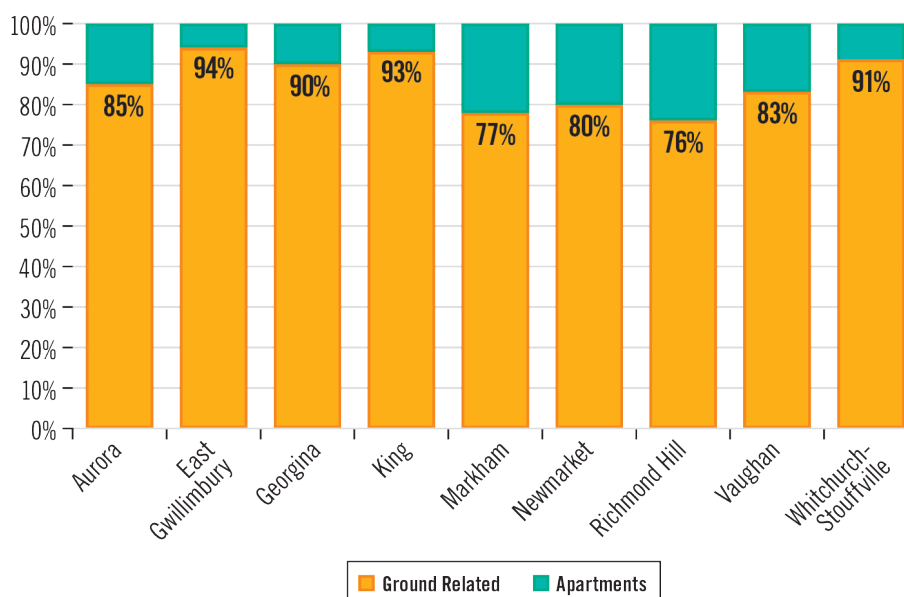
- While the Region's new housing stock becomes increasingly diversified over time, the existing housing stock is composed primarily of ground related dwellings
- The proportion of apartment unit dwellings in the Region's housing stock increased from 12 per cent in 2001 to 15 per cent in 2018
- The proportion of apartment unit dwellings is forecasted to be 19 per cent by 2031

FIGURE 3.7: MIX of HOUSING STOCK in YORK REGION



- The overall housing stock in 2018 was composed of 66 per cent single detached dwellings, 6 per cent semi-detached units, 13 per cent row house units and 15 per cent apartment units

FIGURE 3.8: MIX of TOTAL HOUSING STOCK by LOCAL MUNICIPALITY 2018



A more diversified housing stock provides more choice in the market for both existing and future residents

Diversified housing is important for:

providing affordable options

housing residents at different stages in their lives

reaching the Region's intensification targets

creating more compact, transit supportive development

INDUSTRIAL, COMMERCIAL and INSTITUTIONAL MARKET and BUILDING ACTIVITIES

INDUSTRIAL and COMMERCIAL PROPERTY MARKET

- A low Canadian dollar value relative to the U.S. dollar, continuing low interest rates and a strong demand from the U.S economy should help businesses in Ontario to continue to grow
- Industrial development was most active in Vaughan in 2018 with 1,858,000 square feet of new supply under construction

TABLE 4.1: YORK REGION and GTA INDUSTRIAL MARKET OVERVIEW, 2018

MUNICIPALITY	VACANCY RATE	AVERAGE NET RENT	AVERAGE SALE PRICE
Aurora	1.2%	\$7.78	\$114.00
East Gwillimbury	0.5%	\$8.55	\$93.00
King	0.8%	\$6.35	\$212.00
Markham	1.5%	\$7.95	\$188.00
Newmarket	0.7%	\$6.55	\$212.00
Richmond Hill	1.5%	\$8.98	\$167.00
Vaughan	3.1%	\$6.76	\$187.00
York Region	2.8%	\$7.14	\$226.00
Greater Toronto Area	2.4%	\$6.85	\$133.00

Source: Costar 2018 Note: All dollar figures are Per Square Foot.

Note: Data not available for all nine York Region local municipalities.

- York Region's vacancy rate at the end of 2018 was 2.8 per cent, lower than the 5 year average of 3.2 per cent
- The Region's average industrial rent prices per square foot were \$6.85 at year end 2018 compared to the 5 year average of \$6.08

INDUSTRIAL, COMMERCIAL and INSTITUTIONAL MARKET and BUILDING ACTIVITIES

TABLE 4.2: YORK REGION and GTA OFFICE MARKET OVERVIEW, 2018

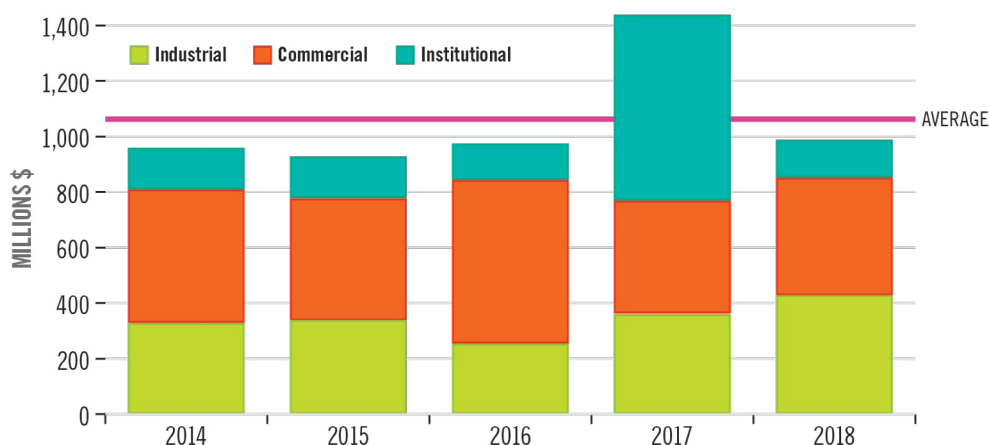
MUNICIPALITY	TOTAL INVENTORY	TOTAL VACANCY RATE	AVERAGE NET RENT
Aurora	1,673,275	0.7%	\$19.85
Markham	16,759,142	6.2%	\$16.59
Newmarket	2,193,211	2.4%	\$17.21
Richmond Hill	3,789,523	4.0%	\$16.34
Vaughan	6,133,813	3.5%	\$17.82
Whitchurch-Stouffville	345,267	1.5%	\$19.12
York Region	30,894,231	3.1%	\$17.82
Greater Toronto Area	278,656,478	5.7%	\$19.56

Source: Costar 2018 Note: Data not available for all nine York Region local municipalities.

COMMERCIAL and INDUSTRIAL CONSTRUCTION VALUES INCREASED OVER LAST YEAR and the TOTAL ICI CONSTRUCTION VALUE is COMPARABLE to a STRONG TEN YEAR AVERAGE

- Total ICI construction in 2018 had a combined construction value of \$987 million, a decrease from the 2017 value of \$1.44 billion (Figure 4.1)
- The Region's ICI market decreased for 2018 when compared to the 2017 value, however is on par with the strong ten year average of \$985 million
- Industrial and commercial construction values increased from 2017 levels by 18.4 per cent and 4.1 per cent respectively, while institutional values decreased by 80 per cent

FIGURE 4.1: YORK REGION ICI CONSTRUCTION VALUES 2014 to 2018



INDUSTRIAL, COMMERCIAL and INSTITUTIONAL MARKET and BUILDING ACTIVITIES

TABLE 4.3: YORK REGION INDUSTRIAL BUILDING PERMITS
with 10 HIGHEST CONSTRUCTION VALUES, 2018

PROJECT	VALUE \$000s	MUNICIPALITY
Multi-Use Industrial	\$28,678	Vaughan
Multi-Use Industrial	\$25,083	Vaughan
Warehouse/Storage	\$24,500	Markham
General Industrial	\$21,094	Vaughan
Multi-Use Industrial	\$19,061	Vaughan
Mackenzie Vaughan Hospital Parking Foundation	\$17,016	Vaughan
Transportation Infrastructure	\$16,523	Markham
Self-Storage Facility	\$16,117	Vaughan
Multi-Use Industrial	\$13,277	Vaughan
General Industrial	\$12,754	Vaughan

Source: Statistics Canada Building Permit Reports and Table 32.2 (unpublished), 2018; York Region Corporate Services, Long Range Planning Division, 2018.

TABLE 4.4: YORK REGION COMMERCIAL BUILDING PERMITS
with 10 HIGHEST CONSTRUCTION VALUES, 2018

PROJECT	VALUE \$000s	MUNICIPALITY
Multi-Use Commercial	\$42,866	Vaughan
Holiday Inn Express and Suites	\$13,224	Aurora
General Commercial	\$11,000	King
Office Building	\$9,660	Richmond Hill
Shopping Center	\$7,047	Aurora
Office Building	\$5,385	Vaughan
Vista Park Place	\$4,300	Whitchurch-Stouffville
Ballantrae Gates	\$4,000	Whitchurch-Stouffville
Retail/Service Commercial Unit	\$4,000	East Gwillimbury
Office Building	\$3,356	Vaughan

Source: Statistics Canada Building Permit Reports and Table 32.2 (unpublished), 2018; York Region Corporate Services, Long Range Planning Division, 2018

INDUSTRIAL, COMMERCIAL and INSTITUTIONAL MARKET and BUILDING ACTIVITIES

**TABLE 4.5: YORK REGION INSTITUTIONAL BUILDING PERMITS
with 10 HIGHEST CONSTRUCTION VALUES, 2018**

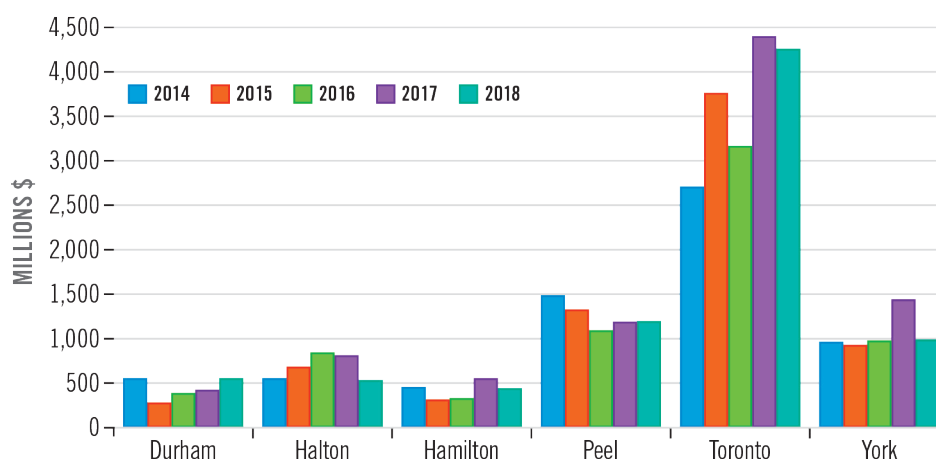
PROJECT	VALUE \$000s	MUNICIPALITY
Primary Dual French Immersion School	\$11,837	Vaughan
Elementary School	\$11,412	Markham
Liuna Local 506 Training Centre	\$8,910	Richmond Hill
Canada Post Corporation	\$6,539	Vaughan
Hospice Palliative Care Facility	\$5,850	Vaughan
Religious Building	\$4,500	Whitchurch-Stouffville
Nursing/Institutional Home	\$2,600	Georgina
Day Care	\$930	Markham
North Maple Regional Park	\$812	Vaughan
The Vitanova Foundation	\$560	Vaughan

Source: Statistics Canada Building Permit Reports and Table 32.2 (unpublished), 2018; York Region Corporate Services, Long Range Planning Division, 2018.

GREATER TORONTO and HAMILTON AREA (GTHA) CONSTRUCTION

- York Region accounted for 12.4 per cent of the GTHA's total ICI construction value in 2018, a decrease from 16.3 per cent in 2017

FIGURE 4.2: GTHA ICI CONSTRUCTION VALUES by MUNICIPALITY 2014 to 2018



INDUSTRIAL, COMMERCIAL and INSTITUTIONAL MARKET and BUILDING ACTIVITIES

- Overall, the GTHA recorded a 9.7 per cent decrease in the value of ICI construction from 2017
- York, Halton, Hamilton and Toronto all recorded decreases in total ICI construction, while only Durham and Peel experienced increases
- York Region ranked seventh across Canada for the value of its ICI construction in 2018 (Table 4.6). This is a slight decrease in ranking from sixth in 2017

**TABLE 4.6: 2018 CROSS CANADA COMPARISON: VALUES
of ICI CONSTRUCTION (\$000s)**

RANK	MUNICIPALITY	TOTAL VALUE	% CHANGE FROM 2016
1	City of Toronto	\$4,255,170	-3.2%
2	Greater Vancouver Regional District	\$3,869,502	47.0%
3	City of Calgary	\$3,280,795	31.8%
4	City of Montréal	\$3,120,284	24.7%
5	City of Edmonton	\$2,365,155	26.5%
6	Peel Region	\$1,193,562	0.5%
7	York Region	\$987,432	-31.3%
8	City of Winnipeg	\$808,673	-5.4%
9	City of Ottawa	\$770,628	-10.2%
10	Waterloo Region	\$604,191	-6.7%

Source: Source: Local Municipal Building Permit Reports, 2018; Statistics Canada Building Permit Reports, 2018.
Note: List includes cities, Regions, and Regional Districts as defined locally.



OVERALL CONSTRUCTION VALUE in YORK REGION

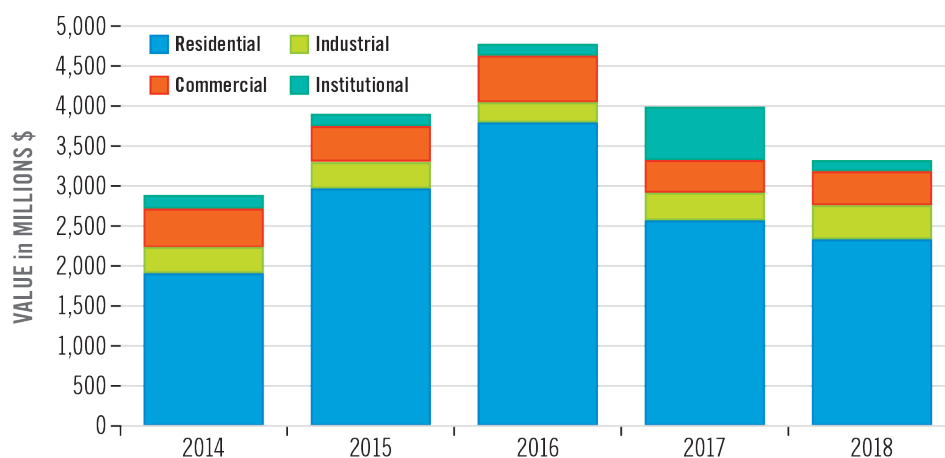
An ICI share of total construction value within the range of 30 per cent means that job opportunities continue to be provided to match the growth in the Region's labour force

In 2018, York Region's ICI share of total construction value was 30 per cent

The 5 year ICI share average for York Region is 29 per cent

- Total estimated value of construction in 2018 was approximately \$3.31 billion, compared to \$3.98 billion recorded in 2017, a decrease of 16.9 per cent
- The 2018 total construction value of \$3.31 billion is the fifth highest ever recorded value for York Region

FIGURE 5.1: YORK REGION CONSTRUCTION VALUE by TYPE, 2014 to 2018



Source: Local Municipal Building Permit Reports, 2014- 2018

Note: *Agricultural permits are included under the industrial category

- Overall construction value is important as it is correlated with the new development component of tax assessment growth over subsequent years

TABLE 5.1: ESTIMATED VALUE of TOTAL CONSTRUCTION (RESIDENTIAL and ICI) by LOCAL MUNICIPALITY 2017 and 2018 (\$'000s)

MUNICIPALITY	2017	2018	% CHANGE
Aurora	\$280,438	\$239,773	-15%
East Gwillimbury	\$267,590	\$125,119	-53%
Georgina	\$53,276	\$65,096	22%
King	\$213,425	\$131,792	-38%
Markham	\$492,410	\$744,661	51%
Newmarket	\$259,056	\$188,721	-27%
Richmond Hill	\$364,288	\$486,472	34%
Vaughan	\$1,961,318	\$1,164,303	-41%
Whitchurch-Stouffville	\$91,407	\$163,787	79%
York Region Total	\$3,983,208	\$3,309,726	-16.9%

Source: Local Municipal Building Permit Reports, 2017 and 2018; Corporate Services, Long Range Planning Division, 2018

OVERALL CONSTRUCTION VALUE in YORK REGION

TABLE 5.2: ESTIMATE of VALUE (in \$MILLIONS) of CONSTRUCTION*
by LOCAL MUNICIPALITY 2017 and 2018

MUNICIPALITY	RESIDENTIAL		INDUSTRIAL**		COMMERCIAL		INSTITUTIONAL		TOTAL	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Aurora	\$214	\$182	\$14	\$11	\$43	\$34	\$9	\$12	\$280	\$240
East Gwillimbury	\$259	\$114	\$5	\$7	\$3	\$9	\$0	\$1	\$268	\$125
Georgina	\$46	\$49	\$2	\$2	\$5	\$4	\$1	\$9	\$53	\$65
King	\$179	\$88	\$2	\$7	\$17	\$14	\$15	\$22	\$213	\$132
Markham	\$358	\$579	\$32	\$85	\$77	\$64	\$24	\$17	\$492	\$745
Newmarket	\$187	\$145	\$10	\$4	\$51	\$31	\$111	\$8	\$259	\$188
Richmond Hill	\$297	\$399	\$9	\$23	\$40	\$47	\$19	\$16	\$364	\$486
Vaughan	\$940	\$637	\$268	\$294	\$165	\$196	\$587	\$36	\$1,961	\$1,164
Whitchurch-Stouffville	\$64	\$127	\$21	\$1	\$5	\$22	\$1	\$1	\$91	\$163
York Region Total	\$2,545	\$2,322	\$363	\$430	\$406	\$423	\$668	\$135	\$3,983	\$3,310

Source: Local Municipal Building Permits Reports, 2017 & 2018; Statistics Canada Building Permits Reports, 2017 & 2018; York Region Corporate Services, Long Range Planning Division, 2018. Note: *Estimated values of construction include additions, demolitions, renovations, temporary structures and new construction **Agricultural permits are included under the industrial category

CONSTRUCTION ACTIVITY - NATIONAL COMPARISONS

- York Region ranked sixth in total construction value among Canadian municipalities, with a value of \$3.31 billion (Table 5.3)

**TABLE 5.3: CROSS CANADA COMPARISON 2018: VALUES of
TOTAL CONSTRUCTION (\$000s)**

RANK	MUNICIPALITY	TOTAL VALUE	% CHANGE FROM 2016
1	Greater Vancouver Regional District	\$12,371,140	32.3%
2	City of Toronto	\$10,553,944	19.5%
3	City of Calgary	\$7,687,889	33.4%
4	City of Montréal	\$6,724,414	32.4%
5	City of Edmonton	\$6,254,372	20.8%
6	York Region	\$3,309,726	-16.9%
7	Peel Region	\$3,022,460	6.5%
8	City of Ottawa	\$2,968,816	12.1%
9	Durham Region	\$2,063,914	12.6%
10	Halton Region	\$1,779,228	-41.7%

Source: Local Municipal Building Permit Reports, 2018; Statistics Canada Building Permit Reports and Table 32.2 (unpublished), 2018. Note: List includes cities, Regions, and Regional Districts as defined locally.

CONCLUSION

The Growth and Development Review provides a snapshot of key development and population indicators in York Region and reports on the competitiveness of York Region's economy within the Greater Toronto and Hamilton Area (GTHA), the Province and Canada.

In 2018, there were an estimated 636,630 jobs and 1,191,400 residents in the Region.

York Region is one of Canada's fastest-growing large urban municipalities and is forecast to reach a population of 1.79 million and employment of 900,000 by 2041. The Region is an attractive location to live and invest and is committed to attracting and retaining employers and residents, as well as making significant infrastructure investments to support growth.

2018 **GROWTH** AND **DEVELOPMENT** REVIEW

For more information on growth and
development in York Region please contact:

PLANNING SERVICES

1-877-464-9675 Extension 71508





Regional Clerk's Office
Corporate Services

May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

**Re: 2018 Agriculture and Agri-Food Strategy Update and
Agriculture and Agri-Food Advisory Committee Terms of Reference**

On May 16, 2019 Regional Council adopted the following recommendations:

1. Council receive the 2018 Agriculture and Agri-Food Strategy update for information.
2. Council approve the Terms of Reference for the Agriculture and Agri-Food Advisory Committee (Attachment 1).
3. This report be circulated by the Regional Clerk to the Agriculture and Agri-Food Advisory Committee, the Ontario Ministry of Agriculture, Food and Rural Affairs and local municipalities.

The original staff report is enclosed for your information.

Please contact Doug Lindeblom, Director of Economic Strategy at 1-877-464-9675 ext. 71503 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Raynor", written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Committee of the Whole
Planning and Economic Development
May 9, 2019

Report of the Commissioner of Corporate Services and Chief Planner

2018 Agriculture and Agri-Food Strategy Update and Agriculture and Agri-Food Advisory Committee Terms of Reference

1. Recommendations

1. Council receive the 2018 Agriculture and Agri-Food Strategy update for information.
2. Council approve the Terms of Reference for the Agriculture and Agri-Food Advisory Committee (Attachment 1).
3. This report be circulated by the Regional Clerk to the Agriculture and Agri-Food Advisory Committee, the Ontario Ministry of Agriculture, Food and Rural Affairs and local municipalities.

2. Summary

This report provides Council with an update on the first year of implementation of York Region's [Agriculture and Agri-Food Strategy](#) (endorsed by Council in October 2017) with an outlook of planned initiatives for 2019. This report also seeks Council approval of the Terms of Reference for the York Region Agriculture and Agri-Food Advisory Committee (Attachment 1), formerly called the Agricultural Advisory Liaison Group.

Key Points:

- The first year of Agriculture and Agri-Food Strategy implementation is on track with significant stakeholder outreach and engagement in 2018
- Successful collaboration is underway to support the Agriculture and Agri-Food Strategy action plan with a focus on education and awareness
- In 2018, 31 of the 45 Agriculture and Agri-Food Strategy actions were either initiated or planned and four short-term activities completed
- 2019 agriculture and agri-food initiatives will strengthen stakeholder communication, collaboration and build capacity in the agriculture and agri-food industry
- The proposed Agriculture and Agri-Food Advisory Committee Terms of Reference aligns the focus of the Advisory Committee with the Agriculture and Agri-Food Strategy

and makes the structure and operations of the Terms of Reference consistent with other Regional advisory committees

3. Background

The Agriculture and Agri-Food sector contributes \$2.7B to York Region's Gross Domestic Product (GDP)

York Region is home to a vibrant agri-food industry with more than 700 farm-based businesses and 270 food and beverage manufacturers and distributors that contribute to the Region's economic vitality. The agri-food sector in York Region includes everything from farms to processors, food retailers and restaurants, and provides approximately 57,000 jobs and generates \$2.7 billion in GDP for York Region. Based on the 2016 Census of Agriculture, gross farm sales (a measure of farm business income) for primary food production in the Region, grew to approximately \$301 million.

In 2017, Council approved the Agriculture and Agri-Food Strategy to guide long-term growth of the sector

Supporting the farming community remains a priority for Council. In [October 2017](#), Council approved the Agriculture and Agri-Food Strategy (the Strategy) developed in collaboration with the Agriculture and Agri-Food Advisory Committee (Advisory Committee) and local municipalities. The Strategy sets direction for long-term growth of the agriculture and agri-food sector and guides development of policy and program initiatives.

The Strategy articulates a comprehensive set of objectives defined within five strategic goal areas and 45 action items to be implemented over five years. The five strategic goals are to:

1. Strengthen communication and collaboration with York Region, local municipalities and the agri-food sector
2. Support the agri-food sector through integrated land use planning and economic development
3. Support increased capacity for value added agri-food processing and support services
4. Leverage location within GTA and proximity to customers through direct farm marketing and meet demand for local food production
5. Provide support for business retention and expansion of primary agricultural production within York Region

Progress on the Agriculture and Agri-Food Strategy initiatives is reported to Council as part of the annual update.

The Agriculture and Agri-Food Advisory Committee provides advice on the protection and promotion of agriculture and farming in the Region

The Agriculture and Agri-Food Advisory Committee is a volunteer advisory committee that was created by Regional Council in 2001 as a means to support the agricultural industry and promote healthy rural communities. The Advisory Committee has been involved in activities to promote and protect agriculture and local food in York Region. The group is similar to agricultural advisory committees in the Regions of Halton, Peel and Durham.

York Region Planning and Economic Development staff provide administrative and procedural support to the Advisory Committee and work collaboratively to implement the Strategy action plan.

The Agriculture and Agri-Food Advisory Committee is governed by a Terms of Reference that must be reviewed every four years and approved by Council

The Agriculture and Agri-Food Advisory Committee's Terms of Reference determine its composition and operational guidelines. The group is required to meet quarterly, at a minimum, and individuals, interest groups or organizations may be invited to appear at any meeting as a delegation, or to submit/present information that will assist the Advisory Committee in fulfilling its mandate. Additional meetings may be called by the Chair. Meetings are typically held at the Regional Administrative Centre.

The original Terms of Reference were drafted in 2001 and last updated in 2015. The Terms of Reference for all Regional advisory committees are reviewed at the beginning of each new term of Council.

In December 2018, Council appointed the following Agriculture and Agri-Food Advisory Committee council representatives:

- Councillor Avia Eek on behalf of Mayor Pellegrini, King Township
- Councillor Hugo Kroon on behalf of Mayor Lovatt, Town of Whitchurch-Stouffville

4. Analysis

The analysis below addresses the Agriculture and Agri-Food Strategy update and Terms of Reference review separately.

STRATEGY UPDATE

Agriculture and Agri-Food Strategy implementation is on track

The Agriculture and Agri-food Strategy identified 45 action items for implementation over five years (2018-2022) to support and grow the agriculture and agri-food sector.

In 2018, York Region staff worked closely with local municipal partners, the Agriculture and Agri-Food Advisory Committee, and agri-food stakeholders to evaluate the action items and develop a workplan to execute the Strategy.

As of December 2018, 31 of the 45 action items (68 per cent) were either initiated or planned. These include showcasing agricultural innovators/champions in the Region, launching a local food awareness campaign, supporting Golden Horseshoe Food and Farming Alliance on a project basis, facilitating relationships between producers, processors and retailers. A summarized list of action items grouped by status (initiated, planned, new and completed) is outlined in Attachment 2.

Four of five short-term action items were completed since adoption of the Agriculture and Agri-Food Strategy

In 2018, the following short term action items were completed:

- Hiring of Agriculture and Agri-Business Specialist in Economic Strategy dedicated to supporting the agriculture and agri-food sector in the Region
- Development of a strategic communications plan to strengthen collaboration and communication with local municipalities and the agri-food sector
- Participation in consultation and review of Greater Golden Horseshoe's Agricultural System policies (led by Ontario Ministry of Agriculture, Food and Rural Affairs)
- Development of the annual York Farm Fresh Guide Maps (2018) to raise awareness of locally produced agricultural products

Significant outreach occurred in 2018 with over 300 agri-food stakeholders to raise awareness of the Agriculture and Agri-Food Strategy

A key focus for 2018 was to engage with agri-food stakeholders to build partnerships and leverage resources to execute the Strategy. Staff hosted and/or attended over twenty five agri-food related events or meetings engaging over 300 stakeholders to raise awareness of the Strategy. The organizations engaged include the York Federation of Agriculture, York Region Food Network, York Farm Fresh Association, York Beef Producers, the Holland Marsh Growers' Association, and the Golden Horseshoe Food and Farming Alliance among others.

The Region established funding partnerships to deliver projects that align with the Agriculture and Agri-Food Strategy

York Region staff collaborated with two community partners, York Farm Fresh and Holland Marsh Growers Association to establish funding partnerships for 2018-2019 to deliver projects that support the Strategy.

- **Local Food Promotion:** York Farm Fresh connects York Region communities to locally grown products at farms and farmers markets. The Region funded York Farm Fresh as a service delivery agent for projects that directly align with the Strategy. Deliverables include raising awareness of locally produced agricultural products and the development of the local Farm Fresh Guide Map for 2019.
- **Economic Impact Study for the Holland Marsh:** The Holland Marsh is one of the two specialty crop areas within the Province. More than half of the Holland Marsh is located within York Region; a significant driver for local economy. The Region provided funding to the Holland Marsh Growers Association, leveraging provincial Rural Economic Development funding for an economic impact study of the Holland Marsh. Other project partners include King Township and Simcoe County. The study will be completed by December 2019.

Four agri-food education and awareness workshops were held in 2018

In 2018, York Region staff delivered four agri-food education and awareness workshops and networking events in collaboration with internal departments and industry stakeholders. Event details include:

- Succession planning and tax management workshops for local farm businesses on January 18, 2018 and April 5, 2018. The workshops were attended by more than 50 farm businesses and provided options for protecting and transitioning family and farm assets, and provided tax management strategies. This was delivered in collaboration with the Agriculture and Agri-Food Advisory Committee.
- Business Waste Reduction Forum on September 28, 2018. The forum was attended by 55 agri-food businesses including food and beverage processors, retailers/grocery stores and food service providers. The forum provided an opportunity to educate and inspire local businesses to implement practical waste reduction solutions to reduce costs and achieve bottom line benefits. Ninety-six percent of the participants indicated that the event either exceeded or met their expectations.
- Asset Mapping Workshop in Newmarket on October 12, 2018. The workshop was attended by ten Regional/municipal staff from Ontario communities, and provided a practical guide to using ConnectON – an agricultural and food asset mapping database. The workshop was delivered by Golden Horseshoe Food and Farming Alliance.

The Advisory Committee members provided input on the Proposed Provincial Agricultural System Mapping Assessment

The Region is currently conducting a Municipal Comprehensive Review (MCR) to update the Regional Official Plan. As part of this process, agricultural lands are being reviewed and the Province has identified additional lands as potential Prime Agriculture.

The Agricultural and Agri-Food Advisory Committee has been engaged in the review of the proposed Provincial Agricultural Mapping System. A report on the review is anticipated for the June Committee of the Whole cycle.

2019 Agriculture and Agri-Food initiatives will focus on stakeholder communication, continued collaboration and capacity building

In 2019, the Region, its local municipalities and Agriculture and Agri-Food Advisory Committee will continue to prioritize and deliver the action items as part of agriculture and agri-food initiatives.

2019 deliverables include:

- Continued collaboration with agri-food stakeholders on education and outreach activities to build capacity for the agri-food industry in York Region.
 - The Region supported an agri-food sustainability conference hosted by Provision Coalition on “Using the Power of Data for Making Food Sustainably” held on February 26-27, 2019 in the City of Vaughan. This event provided learning and networking opportunities for local agri-food businesses. Staff engaged with over 140 participants from the agri-food value chain, bringing awareness of agriculture and agri-food initiatives in York Region.
 - Staff hosted a two-day workshop on March 25, 2019 and April 1, 2019 – Growing Your Farm Profits – in partnership with Ontario Soil and Crop Improvement Association (OSCIA) and the Township of King. The workshop, attended by 16 farm businesses was designed to help farmers develop and reach improved business goals and raise awareness of funding incentives from the Canadian Agricultural Partnership.
- Implementing the strategic communications plan to strengthen communication with stakeholders and raise the profile for the agriculture and agri-food sector across the Region. The plan includes:
 - A series of presentations to promote the Agriculture and Agri-Food Strategy initiatives to local municipal Councils, internal staff, and agri-food stakeholders. This provides an opportunity for staff to connect with stakeholders to leverage ongoing agriculture and agri-food resources and coordinate initiatives.
 - Staff delivered presentations to local Council in King Township and Georgina on April 15, 2019 and April 17, 2019 respectively.
 - Staff participated in the Earth Week Fair at the Region and hosted a lunch and learn to promote local food on April 26, 2019.
 - Launch of a local food awareness campaign in collaboration with York Farm Fresh in Q4 of 2019.

- Collaboration with York University Community Innovation Hub (YSpace) on a pilot in the Fall of 2019 to design components of a Food Accelerator Program. The program will assist food start-up companies (consumer packaged goods) in bringing their business access to markets and scaling up. The program will focus on four streams including product packaging, pricing, operational logistics, and sales strategies.

Staff continue to work with the Advisory Committee to deliver action items in the Agriculture and Agri-Food Strategy

Staff will continue to work with the Agriculture and Agri-Food Advisory Committee to evaluate and develop a work plan to deliver the remaining actions prioritized as medium to long term in the Strategy. These include development and implementation of an Agricultural Community Investment Plan, and an Agriculture and Agri-Food Business Retention and Expansion (BR&E) study.

TERMS OF REFERENCE REVIEW

The Terms of Reference for the Agriculture and Agri-Food Advisory Committee has been updated

Region staff initiated a review of the 2015 Terms of Reference with the Agriculture and Agri-Food Advisory Committee in August, 2018. Changes to the Terms of Reference were necessary to:

- Reflect the connection of the role of the Agriculture and Agri-Food Advisory Committee with the Agriculture and Agri-Food Strategy
- Make the Terms of Reference consistent with other advisory committees at the Region

The proposed Terms of Reference aligns closely with the Agriculture and Agri-Food Strategy

The majority of revisions in the proposed Terms of Reference have been made to align with the Agriculture and Agri-Food Strategy. In addition, several operational changes have been made to make the Terms of Reference consistent with other Regional Advisory Committees (e.g., Planning Advisory Committee). The proposed Terms of Reference include three (3) strategic and five (5) operational revisions as outlined below:

Strategic revisions include:

- Adding agri-food presence to the group to balance representation from producers, input suppliers, food processing, distribution, food retailers and food service. This inclusion will make the Advisory Committee representative of the agri-food sector in the Region and reflect the intent of the Strategy.

- The Mandate section has been updated to include the purpose and reflect the connection to the Agriculture and Agri-Food Strategy. The Goals section has been eliminated to make the Terms of Reference consistent with the Region's other Advisory Committees.
- The name of the group and wording throughout the Terms of Reference has been revised to reflect and align with the Agriculture and Agri-food Strategy, as there is no mention of the Strategy in the current Terms of Reference. The name "Agriculture and Agri-Food Advisory Committee" will reflect the connection of the role of the group with the Strategy and other advisory committees.

Operational revisions include:

- Non-named members (from agricultural and agri-food groups) will remain eligible for re-appointment up to a maximum of two (2) terms, with a need to re-apply for consideration after each municipal election.
- Adding a public call for membership advertised through print and electronic media. Applications will be directed to the Office of the Regional Clerk, for consideration by Regional Council.
- Adding support from the Regional Clerk's Office to coordinate and support Committee meetings.
- Increasing the number of meetings to six per year, with additional meetings that may be held at the request of the Chair.
- If membership is comprised of an even number, then quorum is one-half of the membership.

Consultation on the proposed Terms of Reference (Attachment 1) has occurred with the Regional Council representatives appointed by Council and a separate meeting was held with previous Liaison Group members to review the proposed changes.

Upon approval of the proposed Terms of Reference, the process for selecting Advisory Committee members will be initiated by staff

Upon approval of the proposed Terms of Reference, staff will work with the Council representatives appointed to the Advisory Committee and the Regional Clerk's office to recruit membership. Citizens and nominated representatives of organizations from agricultural and agri-food groups will be invited to apply. A public call for membership will be advertised through print and electronic media, including posting on York.ca. In addition, staff will reach out to past members and industry associations to spread the word for recruitment. A matrix with criteria will be established to evaluate the applicants. Qualified applicants will be interviewed by a panel of Regional Staff and a list of potential candidates will be recommended for council approval.

Agriculture and Agri-Food Strategy is supported by approved Regional plans

The goals and objectives of the Agriculture and Agri-food Strategy are supported and integrated within the following Regional Council approved plans:

- **Vision 2051:** Includes “A Resilient Natural Environment and Agricultural System” goal area where the agricultural areas are thriving and provide healthy food and resources to a growing population.
- **York Region Official Plan – 2010:** Chapter 6 is dedicated to Agricultural and Rural Areas which form an important part of the fabric of York Region, supporting a vibrant agricultural community.
- **2019 to 2022 Strategic Plan:** The strategic priority areas focus on “Building sustainable communities and protecting the environment with a resilient natural environment and agricultural system” and “Increasing economic prosperity by fostering an environment that attracts business, grows employment opportunities and attracts people”.
- **SM4RT Living Plan:** Food Waste Reduction Strategy and the Good Food Program, promote buying local farm fresh food to help residents gain a better connection and appreciation for their food while reducing food waste.

5. Financial

The Strategy identified a number of strategic objectives and actions for consideration as part of implementation. Some of these are no cost or low cost, or are already pursued by the Region, while others have potential resource and budget implications. Funds for 2019 Agriculture and Agri-Food implementation activities are included in the approved budget.

6. Local Impact

The Agriculture and Agri-Food Strategy supports and complements the goals and interests of the Region’s local municipal partners. Staff from local municipalities participated in the development and review of the Strategy and will continue to attend Agriculture and Agri-Food Advisory Committee meetings. Regional staff partner with local municipalities to deliver programs and execute the Strategy. The Strategy is shared with local municipalities to be leveraged as they develop their respective agriculture and agri-food plans and initiatives.

7. Conclusion

Through implementation of the Agriculture and Agri-Food Strategy, York Region continues to demonstrate a strong commitment to the agriculture and agri-food sector.

Implementation of the Strategy is on track with significant stakeholder outreach and engagement in 2018. A key focus for 2018 was to engage with agri-food stakeholders to build partnerships and leverage resources to execute the Strategy. In 2019, the Region, its local municipalities and Agriculture Advisory Liaison Group will continue to prioritize and deliver action items from the Strategy.

The Agriculture and Agri-Food Advisory Committee plays a key role in providing advice on agriculture, agri-food and rural matters in York Region. The proposed Agriculture and Agri-Food Advisory Committee Terms of Reference align the focus of the group with the Agriculture and Agri-Food Strategy and make it consistent with other Regional committees. The progress on the Agriculture and Agri-Food Strategy initiatives and the work of the Agriculture and Agri-Food Advisory Committee will be reported as a part of the annual update to Council.

For more information on this report, please contact Doug Lindeblom, Director of Economic Strategy at 1-877-464-9675 ext. 71503. Accessible formats or communication supports are available upon request.

Recommended by: **Paul Freeman, MCIP, RPP**
Chief Planner

Dino Basso
Commissioner of Corporate Services

Approved for Submission: **Bruce Macgregor**
Chief Administrative Officer

April 26, 2019
Attachments (2)
#9277994

York Region Agriculture & Agri-Food Advisory Committee

Terms of Reference

Description

The York Region Agriculture & Agri-Food Advisory Committee (AAAC) is established by Regional Council in accordance with these Terms of Reference. AAAC members are bound by these Terms of Reference and are ultimately responsible to Regional Council. The AAAC will report to Regional Council through the Planning and Economic Development section of Committee of the Whole.

Purpose

The purpose of the AAAC is to provide advice to Regional Council and staff on agriculture, agri-food and rural matters in York Region. AAAC will work with Regional staff on implementing approved work plan activities to advance the execution of York Region's Agriculture and Agri-food Strategy.

Mandate

The mandate will be fulfilled by considering and providing input on matters such as:

- a) Issues and concerns of York Region's agriculture, agri-food industry and community groups.
- b) Implementation of York Region's Agriculture and Agri-Food Strategy including its strategic goals and recommended actions outlined in the strategy.
- c) Education and public awareness regarding agriculture and rural issues, including urban agricultural practices.
- d) Review of studies, plans and proposals referred by Regional Council or staff and providing comments on agricultural and rural impacts. This includes future updates to York Region's Agriculture and Agri-Food Strategy.
- e) Recommendations for tools to ensure agricultural land is available for growing and producing local food and other agricultural products that are accessible to York Region residents and neighbouring communities.
- f) Proposed new or revised legislation, programs and funding from Provincial ministries, Federal departments and other agencies that affect agriculture, agri-food and rural issues in York Region.

Terms of Reference

York Region Agriculture & Agri-Food Advisory Committee

- g) Strengthening collaboration between the Region, local municipalities and key agri-food stakeholders.

Membership

1. Composition

The AAAC will consist of a minimum of seven (7) to a maximum of eleven (11) members who are appointed for a term of four (4) years to coincide with the term of Regional Council.

The members shall be appointed as follows:

- Regional Council: one (1) to two (2) appointees, plus the Regional Chairman and CEO as an ex-officio member
- York Federation of Agriculture: one (1) appointee, plus one (1) alternate
- York Region Food Network: one (1) appointee, plus one (1) alternate
- Other agricultural groups in York Region: three (3) appointees , plus three (3) alternates
- Agri-food value chain groups (e.g. input supplier, food processing, distribution, food service and retail) in York Region: three (3) appointees, plus three (3) alternates
- Citizens-at-large: one (1) appointee

2. Qualifications

The representatives of these organizations or agencies should have qualifications, interests and abilities that will support delivery of the AAAC's mandate and must also be willing to devote the necessary time to the AAAC. The members-at-large should possess expertise, experience and willingness to liaise with the range of agencies, organizations and interest groups represented on the AAAC and represent the interests of the broader community rather than a specific interest group. Additional individuals and agencies are encouraged to attend the meetings and participate in discussions; however, only the membership will carry voting privileges.

Terms of Reference

York Region Agriculture & Agri-Food Advisory Committee

3. Terms of Office

Members appointed to the AAAC will serve for a term of up to four years to coincide with the term of Regional Council. Non-named members remain eligible for reappointment up to a maximum of two (2) terms and must reapply for consideration after each municipal election. Citizens-at-large will be limited to residents of York Region; however, organization representatives are not required to be residents of York Region. AAAC will not be dissolved until after the recruitment of new members is completed.

4. Recruitment

All citizens and any nominated representatives of organizations involved in agricultural, agri-food and rural issues are invited to apply. A call for representation will be publicly advertised through print and electronic media, including posting on York.ca. Applicants will submit their application to the Office of the Regional Clerk. Qualified applicants will be interviewed by a panel of Regional Staff and a list of potential candidates will be recommended for consideration by Regional Council.

5. Appointment of Chair

The AAAC Chair shall be appointed by the membership at the first AAAC meeting. A member may hold the Chair position for a maximum of four (4) years. If necessary, the committee may select an Acting Chair for a portion of, or an entire meeting.

6. Membership Review

The membership will be reviewed and evaluated annually based on the ability of members to carry out advisory duties, attendance and participation. Council has the ability to remove members from the committee should they fail to fulfill the responsibilities of the AAAC Membership Responsibility Agreement.

7. Resignation of Members

Any resignation of a member during the term of the AAAC must be given in writing to the Regional Clerk's Office. Regional Council may choose not to fill a vacancy, except where a resignation will leave the AAAC without a minimum of seven (7) members.

In order to maintain a high level of commitment, members may be required to resign if they or their alternate have been absent for more than three (3) consecutive meetings without good cause. Request to appoint new or additional members of the AAAC will be submitted by AAAC Chair to the Regional Chair during the term of Regional Council.

Terms of Reference

York Region Agriculture & Agri-Food Advisory Committee

Meetings

A majority of the membership shall constitute a quorum. If the membership is comprised of an equal number, then quorum is one-half of the membership.

The AAAC shall meet six times a year. Additional meetings may be held at the request of AAAC Chair. AAAC meeting agendas will be made available online in the week preceding the meeting. Meetings will generally be held at the York Region Administrative Centre, located at 17250 Yonge Street in Newmarket.

Meetings shall be open to the public and will be conducted in accordance with York Region's Procedure Bylaw 2018-59, unless otherwise stated in these Terms of Reference.

The AAAC, by resolution or through its Chair, may invite any individual, interest group, agency or consultant to appear at a meeting as a delegation or to submit or present information, which will assist the AAAC in carrying out its mandate.

Staff Support

Planning and Economic Development Branch Staff will be designated to provide subject-specific expertise support for the AAAC. The Regional Clerk's Office will coordinate and support the committee's meetings. Regional staff will co-ordinate involvement of other Regional Departments and agencies as necessary, and prepare reports as required on the work of the AAAC.

Expenses for the normal ongoing work of the AAAC shall be provided as part of the Regional Municipality of York operating budget.

Local municipal and senior government staff may be invited to participate in an advisory non-voting capacity.

Conduct and Procedures

1. General

Where not otherwise specified in these Terms of Reference, conduct and procedures of the AAAC will be governed by the relevant sections of York Region [Procedure Bylaw](#).

2. Conflict of Interest

AAAC member Conflict of Interest matters will be addressed through the Agriculture & Agri-Food Advisory Liaison Group Membership Responsibility Agreement. The agreement must be signed by all AAAC members.

Terms of Reference

York Region Agriculture & Agri-Food Advisory Committee

3. Delegations

Requests by any person wishing to appear before the AAAC as a delegation must be forwarded to the Regional Clerk's Office advising staff of the topic or item to which they wish to speak. It is preferable that this should be completed at least five (5) days prior to the meeting in order that the delegation may be included in the Agenda.

Any persons wishing to address the AAAC as a delegation, and who are not listed as a delegation in the Agenda, may be granted permission to do so by majority vote of the AAAC Membership.

4. Reporting Structure

AAAC minutes will be reported to Regional Council through the Planning and Economic Development section of Committee of Whole.

5. Amendments to the Terms of Reference

These Terms of Reference will be reviewed and amended in the fourth year of every Council Term.

Regional Council will have the authority to make changes to these Terms of Reference as required.

Terms of Reference York Region Agriculture & Agri-Food Advisory Committee

Membership Responsibility Agreement

I, _____ understand I have the following responsibilities as a member of the York Region Agriculture & Agri-Food Advisory Committee.

My role is to provide Regional Council and staff with advice regarding key agriculture, agri-food and rural issues matters in York Region.

As a member of the York Region Agriculture & Agri-Food Advisory Committee, I understand and agree to carry out the responsibilities set out in this Membership Responsibility Agreement and further detailed in the Terms of Reference.

I understand that if I fail to fulfill those responsibilities, I may be removed as a member of the York Region Agriculture & Agri-Food Advisory Committee.

Responsibilities

- 1) It is considered a conflict of interest if I give advice, in the course of carrying out my duties, that directly benefits my personal, financial or business interests, or the personal, financial or business interest of my immediate family, being my parent, my spouse or my child.
- 2) I am ultimately responsible and accountable for using good judgment in the course of carrying out my duties.
- 3) If I am asked to speak publicly to an organization or professional association as a member of the York Region Agriculture & Agri-Food Advisory Committee I must notify the Region.
- 4) If I choose to speak as an industry representative or private citizen at a conference, meeting or other public forum and I am not speaking as a representative of the Region, I understand that I do not appear to represent the opinion or policy of the Region and may not present any information I have received or reviewed as a result of my membership on the York Region Agriculture & Agri-Food Advisory Committee.
- 5) If I am approached by the media I will refer all inquiries to the Region's Planning and Economic Development branch.
- 6) I understand that the information discussed at York Region Agriculture & Agri-Food Advisory Committee meetings becomes public record.
- 7) I will not use confidential information shared with the York Region Agriculture & Agri-Food Advisory Committee for personal, financial or business use without written consent from the Region.

Terms of Reference
York Region Agriculture & Agri-Food Advisory Committee

- 8) I will not use the York Region Agriculture & Agri-Food Advisory Committee mail, phone or email communication list for personal or business purposes and understand that this information must only be used to conduct the business of the York Region Agriculture & Agri-Food Advisory Committee.
- 9) I will not use my personal email, listserv, social media accounts, or other modes of communication to represent the opinions or policies of the Region.

I understand and agree that I will be a member of the York Region Agriculture & Agri-Food Advisory Committee starting on [DATE] and ending on [DATE] unless my membership ends early for any of the reasons outlined in this Membership Responsibility Agreement or the Terms of Reference.

Acceptance of Appointment to York Region Agriculture & Agri-Food Advisory Committee:

Signature: _____

Name: _____

Date: _____

Attachment 2**Agriculture and Agri-Food Strategy Action items: arranged by status (initiated/underway, planned, new or completed)**

GOAL	DESCRIPTION
Strengthen communication and collaboration with York Region, lower tier municipalities and the agri-food sector	<p><u>INITIATED/UNDERWAY</u></p> <p>1.2 Build internal staff capacity to provide direction to lower tiers on agri-food issues; coordinate programming and initiatives between planning and economic development and tourism at the Regional level. ONGOING - York Region</p> <p>1.6 Continue to support and collaborate with GHFFA through projects. ONGOING - York Region</p> <p>1.7 Continue support for the York Region Agricultural Advisory Liaison Group (YRAALG) by allocating annual budget for special projects and events. MEDIUM – York Region</p> <p>1.8 Explore and identify ways to celebrate and showcase agricultural innovators/champions in the Region using existing communication efforts. ONGOING – York Region + local municipalities</p> <p>1.9 Seek opportunities to collaborate with partners in York Region and beyond the Region. ONGOING- Led by partners and supported by York Region</p> <p>1.10 Develop York Region agri-food educational materials for general public to share at regional and community events. ONGOING – York Region + local municipalities</p> <p>1.11 Investigate and explore opportunities for teaching youth about agriculture and food production in the Region. MEDIUM - YRAALG + YRFA and community groups</p> <p>1.12 Demonstrate a commitment to the agri-food sector by supporting agricultural events and conventions through sponsorship or in-kind support. ONGOING - York Region</p> <p>1.13 Collaborate with organizations such as Rouge National Park, Oak Ridges Moraine Trust, Ontario Soil and Crop Improvement Association (OSCIA), and Ontario Farmland Trust to conduct study to understand current land stewardship practices used by York producers. MEDUIM – York Region + local municipalities</p>

	<p><u>PLANNED</u></p> <p>1.4 Create a directory/resource that includes names and contact information of producers in the Region; to be used by the Region for collecting employment data. MEDIUM – York Region</p> <p>1.5 Create annual opportunity to collect feedback from the agri-food sector to strengthen York Region staff and Council’s understanding of farm and food businesses and their needs by engaging with local famers and agri-food experts. MEDIUM – York Region</p> <p><u>COMPLETED</u></p> <p>1.1 Create a York Region agri-food specialist role dedicated to supporting growth of existing businesses, attracting new investments and promoting the Agri-food sector in York Region. SHORT TERM- York Region</p> <p>1.3 Develop a communication roadmap/strategy to ensure open and transparent communication pathways. SHORT TERM- York Region</p>
<p>Support agri-food sector through integrated land use planning and economic development</p>	<p><u>INITIATED/UNDERWAY</u></p> <p>2.1. At next review, update York Region’s Official Plan to conform and align with recent changes to the Greenbelt Plan, Growth Plan and Oak Ridges Moraine Plan (2017 updates) - MEDIUM - York Region+ local municipalities</p> <p>2.2. Prior to next Official Plan review, conduct a Land Evaluation and Area Review (LEAR) study to collect updated data on quality of soils, fragmentation, conflicting uses and production in York Region. MEDIUM - York Region+ local municipalities</p> <p>2.3 Through the Municipal Comprehensive Review, review York Region’s Official Plan (and lower tier plans) related to overall agricultural strategies, land use policies, acceptable uses, as well as application processes and development fees to ensure they encourage. ONGOING - York Region+ local municipalities</p> <p>2.7 Recognize and acknowledge the agri-food sector’s role as an economic driver in the Region through updates to plans and policies. MEDIUM - York Region</p> <p>2.8 Conduct a study and review of edge planning practices and identify planning tools the Region can use to resolve conflicts between adjacent urban and agricultural land uses MEDIUM – Partner</p>

	<p>2.9 Monitor the province's development of Agricultural Impact Assessment (AIA) guidelines and provide feedback through consultation with planning staff and other relevant stakeholders - ONGOING - York Region+ local municipalities</p> <p><u>PLANNED</u></p> <p>2.5 Conduct a review of policies and regulations related to environmental performance of food processing operations within the Region. SHORT- York Region</p> <p><u>NEW</u></p> <p>2.4 NEW: Conduct a study that investigates innovative financial mechanisms that incentivize producers and land owners to keep land in agricultural production. MEDIUM - York Region+ local municipalities</p> <p>2.10 Encourage the lower tier municipalities to develop and implement an Agricultural Community Improvement Plan (CIP) to incentivize on-farm diversification and value-added operations. - ONGOING - local municipalities</p> <p>2.11 Create factsheets and accessible materials to help agri-food stakeholders interpret land use policies- ONGOING - York Region+ Municipalities</p> <p><u>COMPLETED</u></p> <p>2.6 Participate in the upcoming consultation and review for the Greater Golden Horseshoe's Agricultural System policies (led by OMAFRA) - MEDIUM - York Region+ local municipalities</p>
<p>Support increased capacity for value added processing and support services</p>	<p><u>INITIATED/UNDERWAY</u></p> <p>3.2 Establish an agri-entrepreneur mentor program in conjunction with the York Small Business Enterprise Centre to support existing and potential entrepreneurs with mentoring and business guidance. MEDIUM ONGOING York Region + local municipalities</p> <p><u>NEW</u></p> <p>3.1 Develop and implement a Food Processing Action Plan that demonstrates York Region is 'open for business' to attract and retain food processing businesses. MEDIUM York Region + local municipalities</p>

	<p>3.3 Investigate and identify opportunities to develop a regional food incubator/hub to support fruit and vegetable value-adding opportunities to increase farm revenue. LONG- York Region + local municipalities</p>
<p>Leverage within the GTA and proximity to customers through direct farm marketing to meet demand for local food production</p>	<p><u>INITIATED/UNDERWAY</u></p> <p>4.1 Facilitate the revitalization of the York Farm Fresh Organization to support the growth of York's agri-food sector and demand for farm-direct production. ONGOING - York Region + Municipalities</p> <p>4.3 Continue to support and encourage the provision of community gardens and/or urban agriculture projects that promote agricultural awareness in settlement/urban areas. ONGOING - York Region+ local municipalities</p> <p>4.4 Support the development of agri-tourism programming such as "Farm Tour Hikes". ONGOING - York Region</p> <p>4.6 Revisit York Region's Food Charter and broaden support across the agri-food sector. ONGOING - York Region + local Municipalities</p> <p>4.8 Facilitate relationship building between producer, processors and retail companies that support local food production (e.g. Longos, Metro) MEDIUM - York Region</p> <p>4.9 Communicate and promote opportunities to connect producers with the local market. MEDIUM – York Region</p> <p>4.10 Partner with Rouge National Urban Park and Toronto Region Conservation to increase collaboration and learning amongst agri-businesses and potential new entrants into agri-tourism through hikes, education programs and/or peer-to-peer learning groups. MEDIUM - York Region</p> <p><u>NEW</u></p> <p>4.5 Raise awareness around the diversity of production and processing found in the Region through promotional materials (e.g. Ontario's 'soup and salad bowl' in the Holland Marsh; world crop production). ONGOING - York Region</p> <p>4.7 Develop local food-sourcing policies for Regional facilities and encourage other public sector agencies within the Region to adopt similar policies. MEDIUM- York Region + local Municipalities</p>

	<p><u>COMPLETE</u></p> <p>4.2 Continue annual production of the York Region Farm Fresh Guide Map and Pumpkin Pie Trail Map to promote and raise awareness of locally produced agricultural products. SHORT-York Region</p>
Provide support for business retention and expansion of primary agriculture production within York Region	<p><u>INITIATED/UNDERWAY</u></p> <p>5.2. Conduct a study and develop a long-term sustainability strategy for the Holland Marsh through collaboration with stakeholders and partners (e.g. Simcoe County, Lake Simcoe Regional Conservation Authority, Holland Marsh Growers' Association, OMAFRA, etc.) MEDIUM - Partner</p> <p>5.6 Continue support to improve broadband connectivity across the Region through the Region's Broadband Strategy; particularly in rural and agricultural areas to help businesses develop and grow. ONGOING - York Region + local Municipalities</p> <p>5.7 Develop template and prepare annual report card to record and evaluate achievements. ONGOING - York Region + Municipalities</p> <p><u>PLANNED</u></p> <p>5.3. Work with industry and government agencies to support the employment of seasonal and foreign agricultural workers, with respect to working conditions, accommodations, cultural services and accessibility to workers. ONGOING</p> <p>5.5 Explore opportunities to increase the production of world crops within York Region. MEDIUM: York Region + Municipalities:</p> <p><u>NEW</u></p> <p>5.1 Conduct Business Retention and Expansion studies (led by OMAFRA) to assess and evaluate the needs and opportunities in each lower-tier municipality with a focus on agri-food related services and businesses - MEDIUM - York Region + Municipalities: NEW</p> <p>5.4. Undertake an equine industry study and consultation to identify barriers and opportunities for growing the Region's equine industry including research on successes in other regions (e.g. Greater Toronto Area, Caledon, Halton Hills, etc.). MEDIUM - local municipalities</p> <p>5.8 Conduct a five-year review of York Region's Agriculture and Agri-Food Sector Strategy. LONG - York Region, Municipalities</p>



Regional Clerk's Office
Corporate Services

May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: 2018 Regional Centres and Corridors Update

On May 16, 2019 Regional Council adopted the following recommendations:

1. The Regional Clerk forward this report to the Provincial Minister of Municipal Affairs and Housing and York Region Members of Federal and Provincial Parliament as an example of the Region's continued commitment to focusing growth within Regional Centres and Corridors, and to seek further Federal and Provincial assistance to provide critical infrastructure for the Yonge Subway Extension and completion of the Viva Rapid Transit network.
2. The Regional Clerk forward this report to the local municipalities for information.

The original staff report is enclosed for your information.

Please contact Jeff Hignett, Senior Planner, Centres, Corridors, and Subways at 1-877-464-9675 ext. 71515 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Raynor", written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Committee of the Whole
Planning and Economic Development
May 9, 2019

Report of the Commissioner of Corporate Services and Chief Planner

2018 Regional Centres and Corridors Update

1. Recommendations

1. The Regional Clerk forward this report to the Provincial Minister of Municipal Affairs and Housing and York Region Members of Federal and Provincial Parliament as an example of the Region's continued commitment to focusing growth within Regional Centres and Corridors, and to seek further Federal and Provincial assistance to provide critical infrastructure for the Yonge Subway Extension and completion of the Viva Rapid Transit network.
2. The Regional Clerk forward this report to the local municipalities for information.

2. Summary

This report provides an annual update on development activity and transit investments that occurred within the Regional Centres and Corridors in 2018. It identifies ongoing initiatives that continue to drive the Region's city building initiatives forward as a result of Council's commitment to planning for transit oriented complete communities.

Key Points:

- Regional Centres and Corridors, planned since 1994, are an integral part of the Region's urban fabric and continue to attract an increasing number of residents and jobs in transit supported locations
- The majority of 2018 high density residential building permits in the Region (56 per cent) continue to locate in Regional Centres and Corridors
- Employment in Centres and Corridors increased by over 5,200 jobs, which is the second-highest annual employment growth since 2009
- The Toronto-York Spadina Subway Extension and investment in bus rapid has been a catalyst for growth in the Vaughan Metropolitan Centre and along Regional Corridors
- Placemaking to create vibrant public destinations continues to support attraction of new office development, a mix of uses, new residents, and high quality job opportunities

- The Yonge Subway Extension continues to be the top transit priority for York Region, followed by the completion of the Viva Bus Rapid Transit rapidways which is crucial to completing the Region's rapid transit network
- The Upper York Servicing Solution is vital piece of infrastructure required to fully realize the planned growth in Newmarket Centre and the Regional Corridors in Aurora, Newmarket and East Gwillimbury

3. Background

Regional Centres and Corridors form the foundation of York Region's city building initiatives and are now home to 61,000 people and 128,500 jobs

Regional Centres and Corridors were first established in the 1994 Regional Official Plan, and continue to be reinforced in the 2010 Regional Official Plan as a planned city building initiative. They are the foundation of the Region's Urban Structure to guide transit investment and residential and commercial growth.

The Regional Centres and Corridors implement the Province's Growth Plan's priority to concentrate growth in urban areas. The Growth Plan provides specific targets for density and intensification and promotes well-designed and sustainable compact communities. The Growth Plan and Regional Official Plan designate four Provincial Urban Growth Centres in York Region (Figure 1):

- Markham Centre (Highway 7 and Warden Avenue)
- Newmarket Centre (Yonge Street and Davis Drive)
- Richmond Hill / Langstaff Gateway (Highway 7 and Yonge Street)
- Vaughan Metropolitan Centre (Highway 7 and Jane Street)

Urban Growth Centres are the primary focus of intensification and contain the highest development densities in the Region. Together with Regional Corridors (Yonge Street, Highway 7, Davis Drive, and Green Lane) these areas are evolving into highly active urban places, serviced by rapid transit. Figure 1 illustrates each Urban Growth Centre and identifies the planned 2031 population and employment targets.

Figure 1
York Region Centres and Corridors



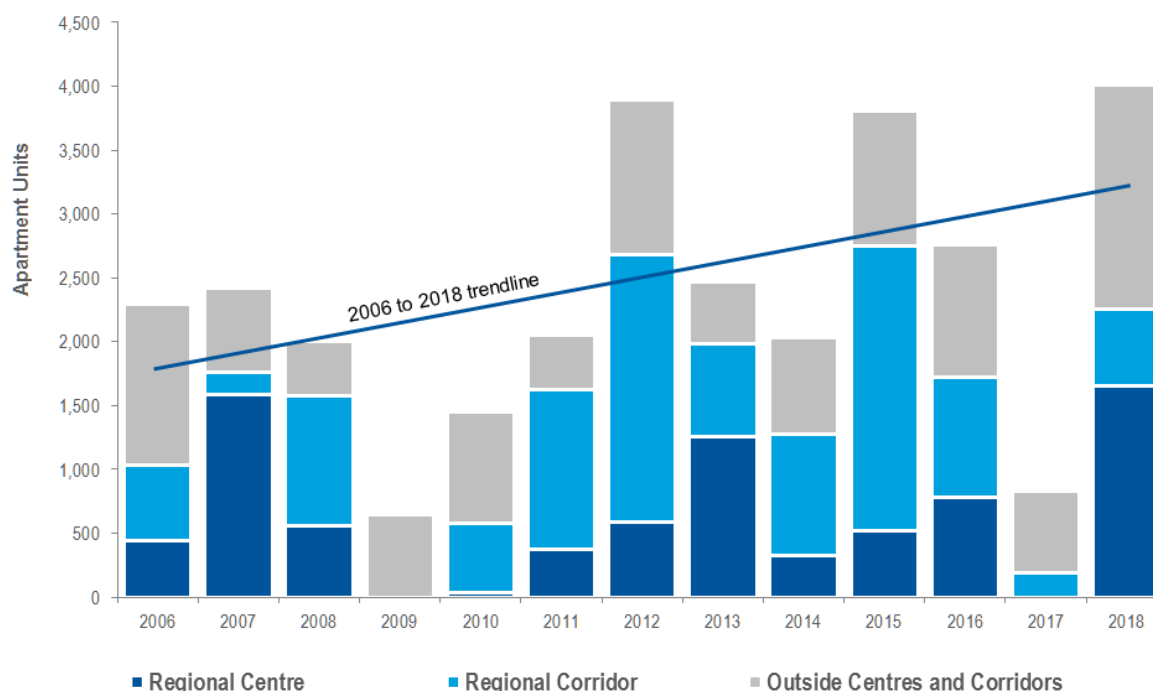
4. Analysis and Implications

Majority of the Region's high density residential development is located in Regional Centres and Corridors

Since 2011, the Region has experienced steady growth in medium and high density development within Regional Centres and Corridors. This reflects Council's approved policy direction and strategy to focus compact, mixed use, and transit oriented development in Centres and Corridors.

In 2018, there was a large increase in apartment buildings Region-wide over 2017. This trend is expected to continue with the majority of the Region's high rise apartment growth happening in the Centres and Corridors (Figure 2). Large annual fluctuations are more commonly observed in apartments than in other housing types as they take longer to build and multiple units are completed at the same time for individual projects.

Figure 2
Multi storey apartment building permit units in York Region by location
between 2006 to 2018



The following are some key highlights of 2018 building permit activity in Regional Centres and Corridors:

- Highest annual percentage (32.2 per cent) of new residential units (all types) recorded in Regional Centres and Corridors since tracking began in 2001
- Majority of all new high density residential building permits (56 per cent) Region wide were located in Regional Centres and Corridors
- Condominium apartment building permit activity represented 88 per cent (2,260 units) of all permits in Regional Centres and Corridors
- Townhouses are trending up with 303 units (12 per cent) of permits in Centres and Corridors

No building permits were issued for purpose built rental developments in 2018. Rental options are the most viable housing option for many mid-range income households. Without a sufficient rental supply, businesses may struggle to attract employees while senior and young adults leave communities in search of housing that meets their needs.

The Region is increasingly reliant on the secondary market (rental condominiums) to provide mid-range income housing options. The secondary rental market is robust and is currently filling an important housing gap.

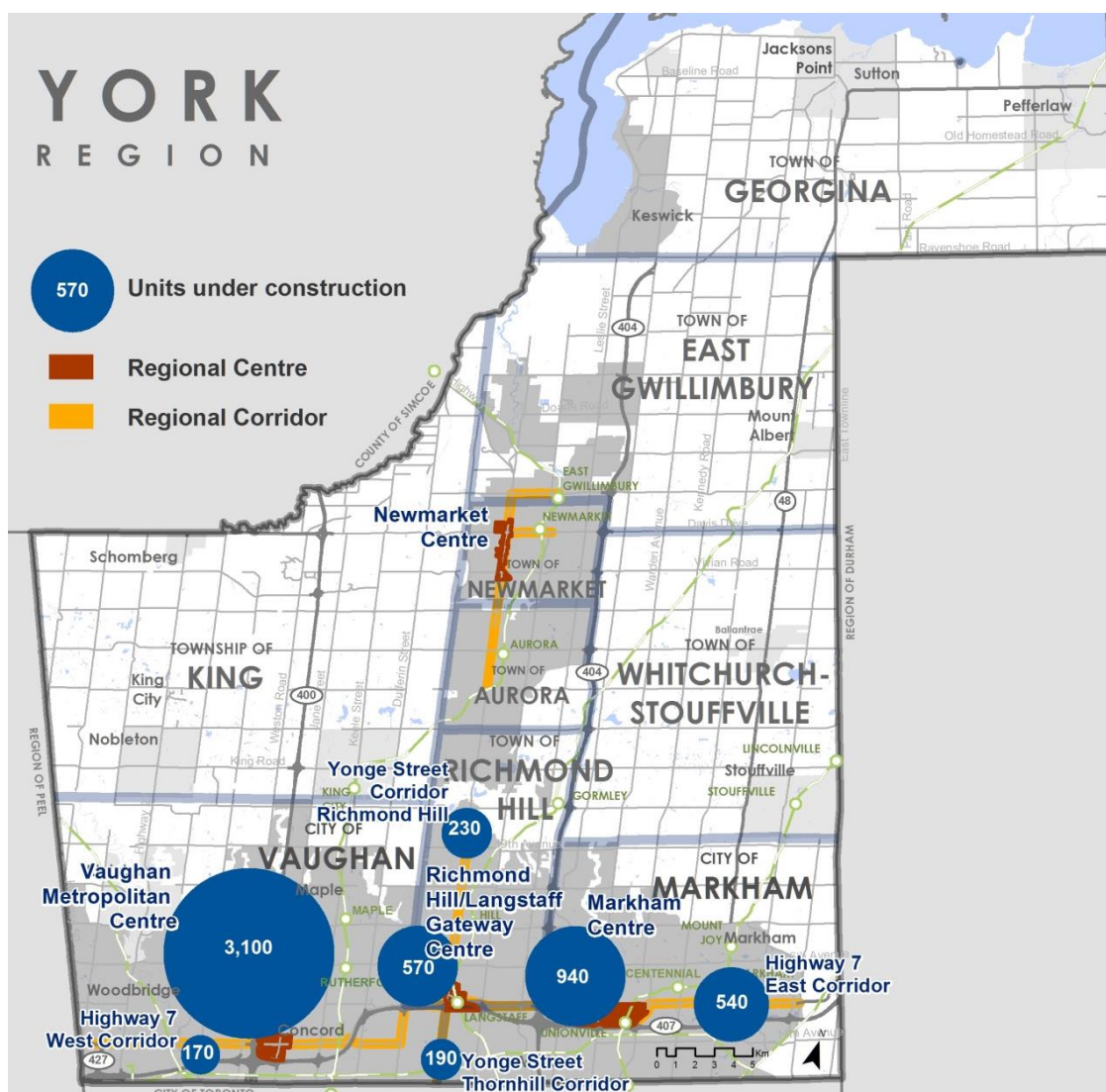
Vaughan Metropolitan Centre has dominated high rise residential construction activity for the last two years

Currently 22 multi storey residential buildings (6,500 units) are under construction in Centres and Corridors (Figure 3). Since [the last Centres and Corridors update in 2018](#), ten buildings were completed (2,019 units) and three new buildings started construction (1,250 units).

The strongest growth is in the Vaughan Metropolitan Centre with 3,100 high rise units currently under construction, followed by Markham Centre with 940 units under construction. This significant construction activity in the Vaughan Metropolitan Centre is an example of the impact continued investment in rapid transit is having on growth in the Region's Centres and Corridors.

Figure 3

High Rise Residential Units Under Construction in Regional Centres and Corridors in 2018



Source: Altus Group Limited

Centres and Corridors continue to attract high-quality employment opportunities

According to York Region's 2018 annual employment survey data, employment within Regional Centres and Corridors grew by over 5,200 to approximately 128,500 jobs in 2018. This represents a 4.3 per cent increase in jobs in the Centres and Corridors, versus a 2.4 per cent increase Region-wide. This is the second highest annual employment growth since 2009. The majority of this employment increase was located along Highway 7 East Corridor (4,000 job increase) in the Commerce Valley Drive and Highway 7 East area, followed by Markham Centre (1,000 jobs) and the Vaughan Metropolitan Centre (750 jobs).

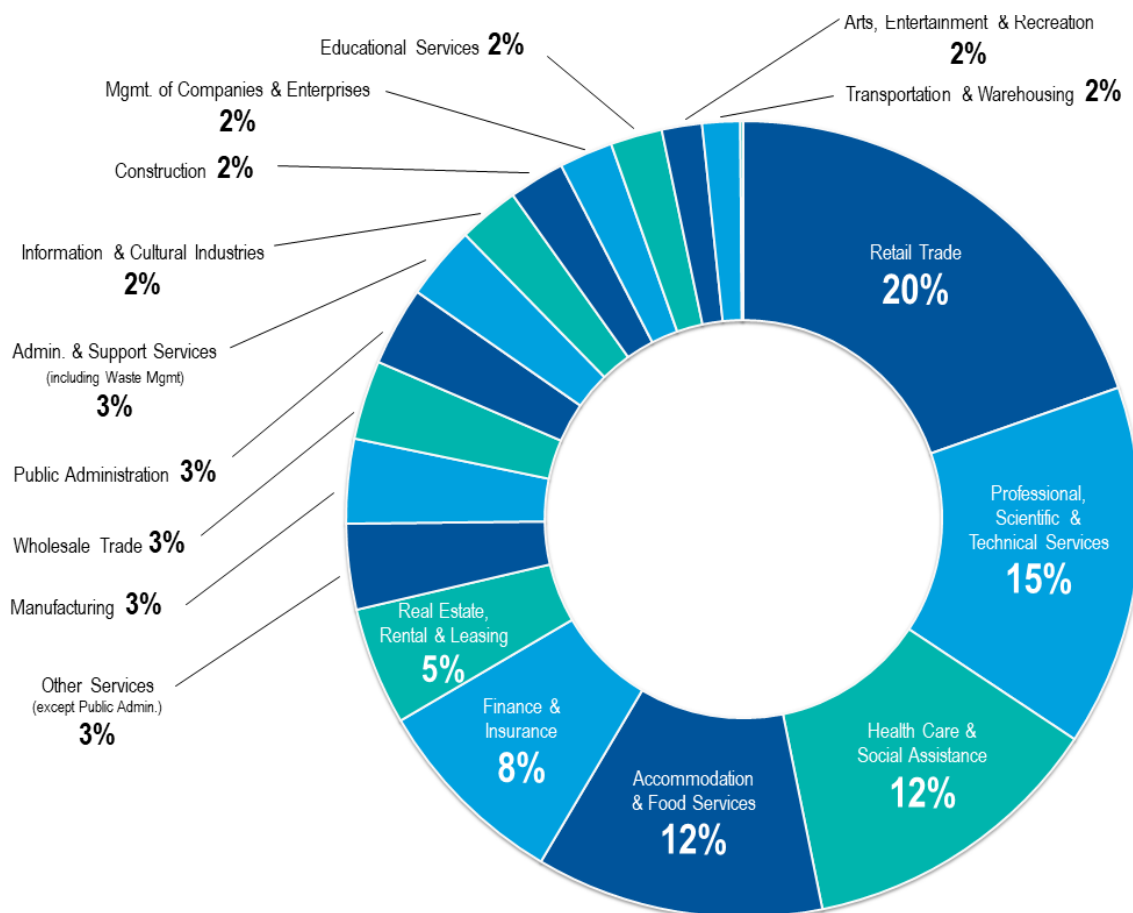
From 2017-2018, companies that started or expanded operations in York Region's Urban Growth Centres and transit corridors included:

- Miller Thomson, FM Global, GFL Environmental, Harley-Davidson Canada, in the Vaughan Metropolitan Centre
- Telecon Group, and Upstream Works Software in the Highway 7 West Corridor in Vaughan
- Aviva Canada, Densify, Toronto Marriott Markham, and Under Armour Canada in Markham Centre
- Lytx Canada in Highway 7 East Corridor in Markham

Employment growth in Regional Centres and Corridors in key job sectors has outpaced growth in the Region

According to the Region's annual employment survey, the largest employment sectors in Regional Centres and Corridors were Retail Trade with 25,200 jobs (20 per cent), followed by Professional Scientific and Technical Services with 18,700 jobs (15 per cent), and Health Care & Social Assistance with 16,000 jobs (12 per cent) (Figure 4).

Figure 4
2018 Employment by Sector in Regional Centres and Corridors



From 2014 to 2018, York Region jobs in the Professional, Scientific & Technical Services; Finance & Insurance; Management of Companies & Enterprises; and Health Care & Social Assistance sectors has concentrated in Regional Centres and Corridors (Table 1). Growth in these key sectors outpaced growth in the same sectors elsewhere in the Region.

Table 1
Per Cent Job Growth in Key Employment Sectors in Regional Centres and Corridors 2014 to 2018

Key Employment Sector	% of York Region Growth in Centres and Corridors
Professional, Scientific & Technical Services	61% (2,000 jobs)
Finance & Insurance	60% (3,600 jobs)
Management of Companies & Enterprises	30% (1,500 jobs)
Health Care & Social Assistance	25% (1,700 jobs)

The Retail Trade sector, the largest employment sector in the Centres and Corridors, did not show any growth in employment from 2014 to 2018. However, one of the most successful ways to deliver retail uses as part of transit supportive, complete communities is through mixed use developments. The growing concentration of high density residential and office employment in Markham Centre and Vaughan Metropolitan Centre and improvements in transit connectivity are creating market conditions to support retail growth in the Centres and Corridors.

Since 2012, 70,000 square feet of new retail has been built in Regional Centres and Corridors and 4,900 square feet are under construction. Active developments under application account for approximately 60,000 square feet of retail primarily located in Markham Centre (30,000 square feet) and Vaughan Metropolitan Centre (23,000 square feet).

Rapid Growth in Centres and Corridors is driving major office employment

Regional Centres and Corridors are the focus for new Major Office development in York Region and the Toronto-York Spadina Subway extension to the VMC and developing Bus Rapid Transit has been a catalyst for Major Office growth. From 2014 to 2018 new major office in Regional Centres and Corridors accounted for 71 per cent (1,226,500 sq ft) of all new major office in York Region. This is significantly higher than the 14 per cent (227,600 sq ft) share of Major Office built during the five years prior (2009 to 2013) in Centres and Corridors.

New office buildings in Regional Centres are classified as Class A, based on the industry-standard BOMA Office Classification Guide. All office buildings located along Regional Corridors are either Class A or B. Recently built Class A buildings in Regional Centres include:

- KPMG and PricewaterhouseCoopers in Vaughan Metropolitan Centre
- Aviva Building in Markham.

Launched in 2016, York Region's award-winning 'York Link' marketing strategy and campaign is a key Regional initiative promoting office attraction linking Transit Oriented Development (TOD). It showcases York Region as a place where knowledge-based businesses and top talent thrive, in a fast-growing and urbanizing region. The Centres and Corridors program works together with the York Link campaign to promote the relationship between city building and economic development.

Commitment to construct the Yonge Subway Extension recently announced by the Provincial Government will complete a critical missing link and enable planned growth

The Yonge Subway Extension remains the top rapid transit priority for York Region. This extension from Finch Station in Toronto to Richmond Hill/Langstaff Gateway Centre completes a critical missing link in the Greater Toronto Area rapid transit network. The terminus in Richmond Hill/Langstaff Gateway Centre is a key multi-modal location, a "Union Station North" incorporating five modes of transit:

- TTC Subway
- Viva Bus Rapid Transit
- Langstaff GO Rail station and future expanded Regional Express Rail service
- Planned Highway 407 GO Bus Rapid Transit transitway
- York Region Transit Bus Terminal

The subway will replace over 2,500 buses travelling daily on Yonge Street, the heaviest travelled corridor in the GTA. The Provincial government has recently committed \$11.2 billion in funding for transit in the GTA, a portion of which includes partial funding of the \$5.6 billion Yonge Subway Extension. The preliminary design for the Yonge Subway Extension is expected to be completed by the end of 2019.

To ensure the subway is protected for – Regional staff are tracking development applications along the Yonge Street Corridor and engaging early in the development process through pre-consultation with local municipalities and the TTC. This ensures any potential issues are flagged early in the process and requirements for studies/reports are clearly identified.

York Region's commitment to planning for transit oriented communities is showing results and requires continued investment for critical infrastructure. The Vaughan Metropolitan Centre demonstrates the important link between investment in transit and building successful downtowns. It is expected Richmond Hill/Langstaff Gateway Centre would see similar growth and densities once the Yonge Subway Extension is built.

Bus Rapid Transit, the Toronto-York Spadina Subway Extension, facilities, and terminals support Regional Centres and Corridors.

The role of Viva Bus Rapid Transit service in Regional Centres and Corridors in supporting growth and a fully connected system is important to guide infrastructure investment. Between 2011 and 2015 over 10,000 building permits were issued along Viva bus rapid transit corridors for high rise residential units, which are more than double the number of building permits issued from 2006 to 2010, coinciding with the opening of Viva bus rapid transit. Annual growth has averaged 1,300 high rise residential units every year along Viva BRT routes since its inception in January 2006, compared to 490 units per year prior to the opening of Viva bus rapid transit service.

Rapid transit investment results in transformational growth and further investment in Viva and the Yonge Subway Extension is needed to support the Region's intensification and city building efforts and provide a complete linked transit system.

Full investment of \$11 billion from different levels of government is needed to construct the Yonge Subway Extension and additional Bus Rapid Transit in the form of rapidways. This is crucial to completing the Region's and the GTA's connected rapid transit network.

Four Viva BRT rapidways are currently under construction:

- Bathurst and Centre in Vaughan (expected opening Dec. 2019)
- Highway 7 West in Woodbridge, Vaughan (expected opening Dec. 2019)
- Yonge Street in Newmarket (expected opening Dec. 2019)
- Yonge Street in Richmond Hill (expected opening Dec. 2020)

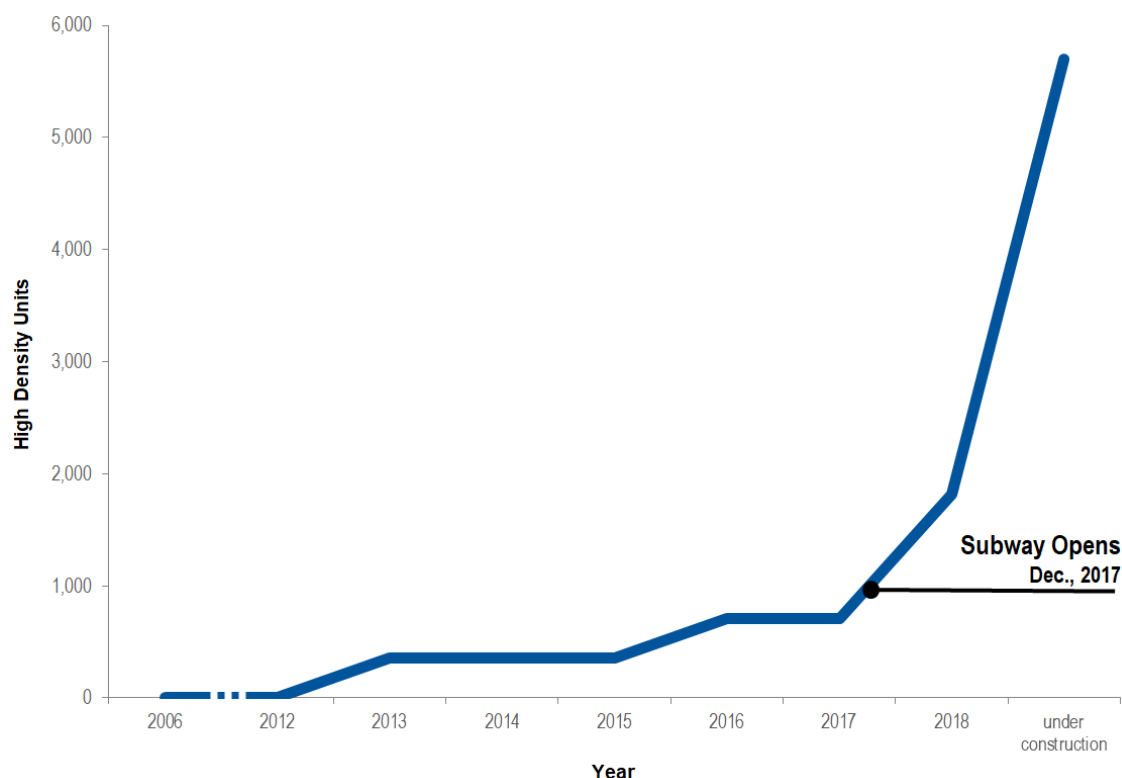
An additional 75 km of Viva BRT Rapidways remain unfunded and needs to be prioritized to complete the Regional rapid transit network. This includes:

- Yonge Street Corridor from Gamble/19th in Richmond Hill to Savage/Sawmill in Newmarket
- Highway 7 West Corridor in Vaughan from Wigwoss/Helen to Highway 50
- Highway 7 East Corridor in Markham from Unionville GO Station to Cornell
- Future Jane Street, Major Mackenzie Drive, and Leslie Street Rapid Transit Service

The Toronto-York Spadina Subway Extension has been a catalyst for growth in the Vaughan Metropolitan Centre

The Toronto-York Spadina Subway Extension (TYSE) to the Vaughan Metropolitan Centre was approved in 2008, and construction began in 2011. The subway extension opened in 2017, and the impact of this transit investment is evident in the growth of high density units experienced in the VMC (Figure 5). The growth pattern in the Vaughan Metropolitan Centre is directly attributed to the investment of the subway.

Figure 5
High Rise Residential Growth in Vaughan Metropolitan Centres



Current built and active residential development applications in the Vaughan Metropolitan Centre represent 118 per cent (29,600) of the 2031 population target of 25,000 people while occupying approximately 10 per cent of the total VMC land area. The growth targets for the VMC will be reviewed as part of the Municipal Comprehensive Review. See Table 2 for further details.

Table 2
Vaughan Metropolitan Centre Growth

Status of Development Application	Residential Units	Office/Commercial Gross Floor Area (square feet)
Built	690 (1,250 people)	366,000 (7,200 existing jobs)
Under Construction	3,100 (5,000 people)	270,000 (645 jobs)
Proposed / Approved	13,210 (23,300 people)	371,000 (1,100 jobs)
Total	17,000 (29,580 people)	1,007,000 (9,000 jobs)

More people are commuting by transit, walking or cycling in Regional Centres and Corridors

In Regional Centres and Corridors, 19 per cent of residents (4,600) use public transit to commute to work, compared to 13 per cent in the Region as a whole. More than twice the number of people commute by walking (1,200) in Regional Centres and Corridors than in York Region as a whole, and 7 per cent fewer people commute by car than in the rest of the Region. See Table 3 for further details using data compiled from Environics Analytics.

Table 3
2018 York Region Commuting Trends: Residents as a % of population

Commuting	Centres and Corridors	York Region
Public Transit	19% (4,600)	13% (65,200)
Walk	5% (1,200)	2% (12,200)
Bicycle	0.6% (160)	0.4% (1,900)
Car (as passenger)	6% (1,400)	6% (33,100)
Car (as driver)	70% (17,400)	77% (395,500)

Source: Environics Analytics – DemoStats 2019

The creation of vibrant public destinations continues to support the attraction of new residents and high quality job opportunities

Regional Centres and Corridors are emerging as unique places with a mix of uses and increasingly vibrant public spaces. The Vaughan Metropolitan Centre (VMC) has already built 143,000 square feet of new office and 13,000 square feet of retail. There is an additional 270,000 square feet of combined retail, office, institutional, and other non-residential uses currently under construction. Applications for another 371,000 square feet of non-residential development including restaurants and retail are underway.

The VMC is envisioned to develop into a highly vibrant Urban Centre supported by quality public spaces. A focal point of the VMC will be the urban SmartCentres Place Central Park (Figure 7) and Edgeley Park and Pond, part of the first phase of VMC park and open space development. The vision for the VMC will see these parks surrounded by a mix of residential, office, retail, and other uses.

Figure 7
Future Vaughan Metropolitan Centre Central Park Vision



Source: SmartCentres

Figure 8
Public Art in Markham Centre



Similar placemaking is evolving in Markham Centre, as an active community with a strong sense of place. Over 1.2 million sq ft of non-residential use has been built, including the Downtown Markham cinema, a variety of restaurants, retail, hotel, office and the Uptown shopping area. Parks and public places are starting to take shape and key pieces of community infrastructure are in place including the Pan Am Centre multi-purpose sport facility, cinemas, the Pride of Canada Carousel and a YMCA. There is also a strong commitment to public art (Figure 8) which helps bring people together, provides a community identity, and creates a strong sense of place.

As expected, each Regional Centre and intensification areas along the Corridors will evolve over time with their own unique sense of place and scale. The scale of buildings in the Regional Centres and Corridors has changed over the years. Residential and office buildings and hotels built in Regional Centres and Corridors are being built to greater heights than originally planned and have a greater mix of uses than similar development elsewhere in the Region. In 2018, Market & Co. a 40,000 square foot food hall opened in Newmarket Centre (Figure 9) and has quickly become a focal point for the community. More development of this scale and quality, including the Marriott Hotel in Markham Centre, and other typical “downtown” restaurants and businesses are now opening in York Region.

Figure 9
Market & Co. Food Hall in Newmarket Centre



Through the Regional Municipal Comprehensive Review, Major Transit Station Areas will further define Regional Centres and Corridors

The Region is currently in the process of undertaking the Regional Municipal Comprehensive Review (MCR) which will include an updated Intensification Strategy with Regional Centres and Corridors as the primary focus. Initial work by staff has identified 70 major transit station areas in the Region, most of which are located within Regional Centres and Corridors. Boundary delineations and minimum residents and jobs per hectare density targets are being developed for these major transit station areas. The MCR background studies are being undertaken throughout 2019 and 2020, with the updated Regional Official Plan currently scheduled for completion by the end of 2020. The MCR will link with infrastructure alignment for transportation and water and wastewater to ensure planning and infrastructure delivery in a manner that ensures fiscal sustainability.

The Upper York Servicing Solution is vital piece of infrastructure required to meet the planned growth in the northern Centre and Corridors

Newmarket Centre and the Regional Corridors in Aurora, Newmarket and East Gwillimbury need the Upper York Servicing Solution to fully realize their planned growth and utilize the investment already made in bus rapid transit. Secondary plans are in place for the Newmarket Urban Centres, the Aurora Promenade, and Green Lane in East Gwillimbury. The completed Davis Drive bus rapidway and Yonge Street rapidway currently under construction provide key elements to ensure the success of the northern Centre and

Corridors, however without the sanitary servicing infrastructure the growth of these areas will be delayed.

Centres and Corridors update supports and monitors development activity to ensure goals and objectives of Vision 2051 and the Strategic Plan are being met

The 2018 Regional Centres and Corridors Update report highlights development activity, ongoing initiatives and transit investment that occurred over the past year. Continued development activity in Centres and Corridors supports the Region's Strategic Plan objectives of "encouraging growth along Regional Centres and Corridors" and "focusing on networks and systems that connect people, goods, and services" by ensuring the Region plans for complete communities where people can live, work, and play.

Vision 2051 recognizes that Centres and Corridors help maintain economic competitiveness by encouraging major office, institutional, cultural, and entertainment facilities with a goal of achieving a balance of employment and residential opportunities. The activities and initiatives of the Centres and Corridors program support the Vision 2051 goal of creating livable cities and complete communities.

5. Financial

Development activity within the Centres and Corridors supports ongoing delivery of infrastructure and services to support growth

Urban development and growth within the Regional Centres and Corridors optimizes investment in capital infrastructure. The strong policy supports funding for subway and other rapid transit provided by the Province, Region, and local municipalities. This investment encourages growth and development in Centres and Corridors and provides economic growth and employment opportunities in these areas supported by transit. To date, \$3.6 billion has been invested in Bus Rapid Transit Rapidways, the Toronto-York Spadina Subway Extension, and facilities and terminals to support Regional Centres and Corridors.

The Provincial government's recent announcement to construct the Yonge Subway Extension will provide a critical missing transit link. A total investment of \$11 billion is required to construct the Yonge Subway Extension and additional Bus Rapid Transit in the form of rapidways. This funding is necessary to provide critical missing transit links in the Region's rapid transit network and support the Regional Centres and Corridors.

6. Local Impact

Regional staff continue to be actively engaged with our local municipal partners in city building initiatives and programs to support implementation and development of Centres and Corridors.

7. Conclusion

The Regional Centres and Corridors program is a long term strategy to drive intensification and city building efforts in York Region and are the foundation of York Region's city building initiatives. Centres and Corridors are increasingly a destination of choice with the creation of vibrant public destinations supporting the attraction of new office development, a mix of uses, new residents and high quality job opportunities. The growth and development activity that is underway is evidence that the strategy is working.

In 2018, 32 per cent of all residential building permit units were issued in Regional Centres and Corridors, the highest annual percentage ever recorded. Strong employment growth also continued with an increase of 5,200 jobs which is the second-highest annual growth since 2009.

The Province has committed to significant rapid transit investment in the Yonge Subway Extension, however further funding commitment in Viva Bus Rapid Transit is critical to complete the Regional rapid transit network. Moving forward with the Upper York Servicing Solution infrastructure is also crucial in order to fully realize planned growth in the northern Centre and Corridors. These projects will support the Region's vision of vibrant, successful, healthy, transit-oriented, complete, and compact communities.

Attachment 1 provides a summary of this update. For more information on this report, please contact Jeff Hignett, Senior Planner, Centres, Corridors, and Subways at 1-877-464-9675 ext. 71515. Accessible formats or communication supports are available upon request.

Recommended by: **Paul Freeman, MCIP, RPP**
Chief Planner

Dino Basso
Commissioner of Corporate Services

Approved for Submission: **Bruce Macgregor**
Chief Administrative Officer

April 26, 2019
Attachment (1)
#9300789

York Region's Centres and Corridors are the foundation of York Region's urban structure. It combines the planning for urban pedestrian friendly/ walkable communities with construction of new rapid transit corridors and stations that connect York Region and the Greater Toronto Area. The Centres and Corridors urban structure is defined by the York Region Official Plan. Key goals are to provide travel options, conserve resources, and create lively sustainable communities within walking distance of transit and other services. It is also about choice by providing a range of housing options, places to work, and ways to get there. The growth and development activity underway is evidence that the strategy is working.

What are the BENEFITS of PLANNING for CENTRES and CORRIDORS?

- A variety of housing options for all ages and incomes
- Walkable transit oriented communities promote active and healthy lifestyles
- Improved access to jobs to support a highly skilled workforce
- Preserves natural features and agricultural land in the Region and beyond
- Growing smarter by redeveloping land with existing infrastructure
- Convenient access to rapid transit services to connect people with where they want to go

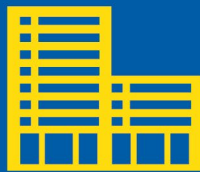


EMPLOYMENT INCREASED BY 5,200 JOBS

6,500 units in total
Strong Construction Activity
22 buildings under construction
Data from Altus Group Data Solutions Inc.

32% **Highest ONE-YEAR Percentage Recorded!**
of ALL new residential unit starts in York Region were in the Centres and Corridors

SINCE 2006 of all new multi-storey residential apartment units have been located in Centres and Corridors
63.4%

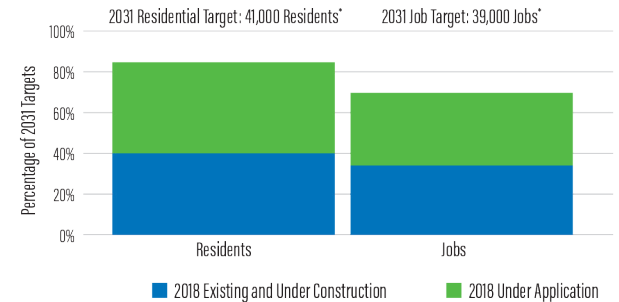


128,500 JOBS currently exist in the CENTRES and CORRIDORS

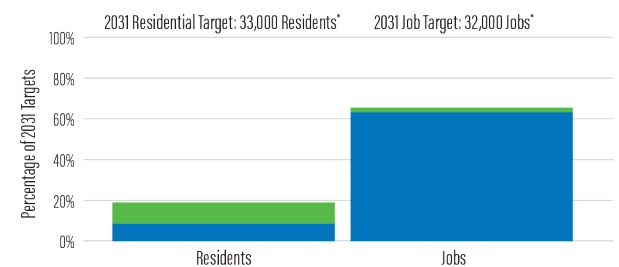


Progress Towards Growth Targets in the Regional Centres

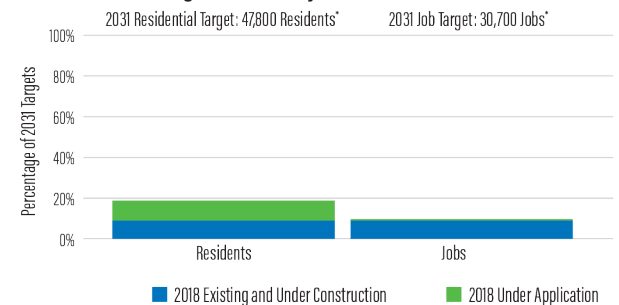
Markham Centre



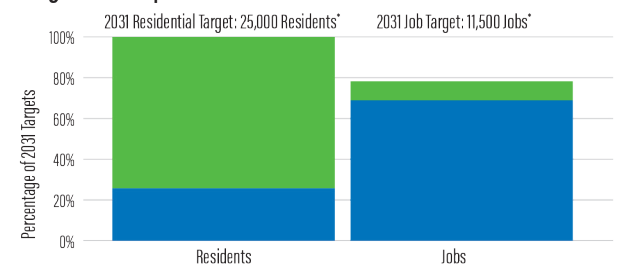
Newmarket Urban Centres



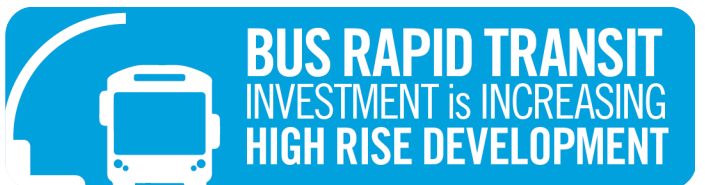
Richmond Hill/Langstaff Gateway



Vaughan Metropolitan Centre



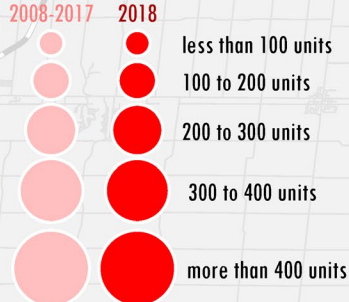
* Population and employment targets subject to Secondary Plan approvals in Markham, Newmarket, Richmond Hill and Vaughan



YORK REGION

Residential & Office Development Activity Within Centres & Corridors

Residential Dwelling Constructed in:



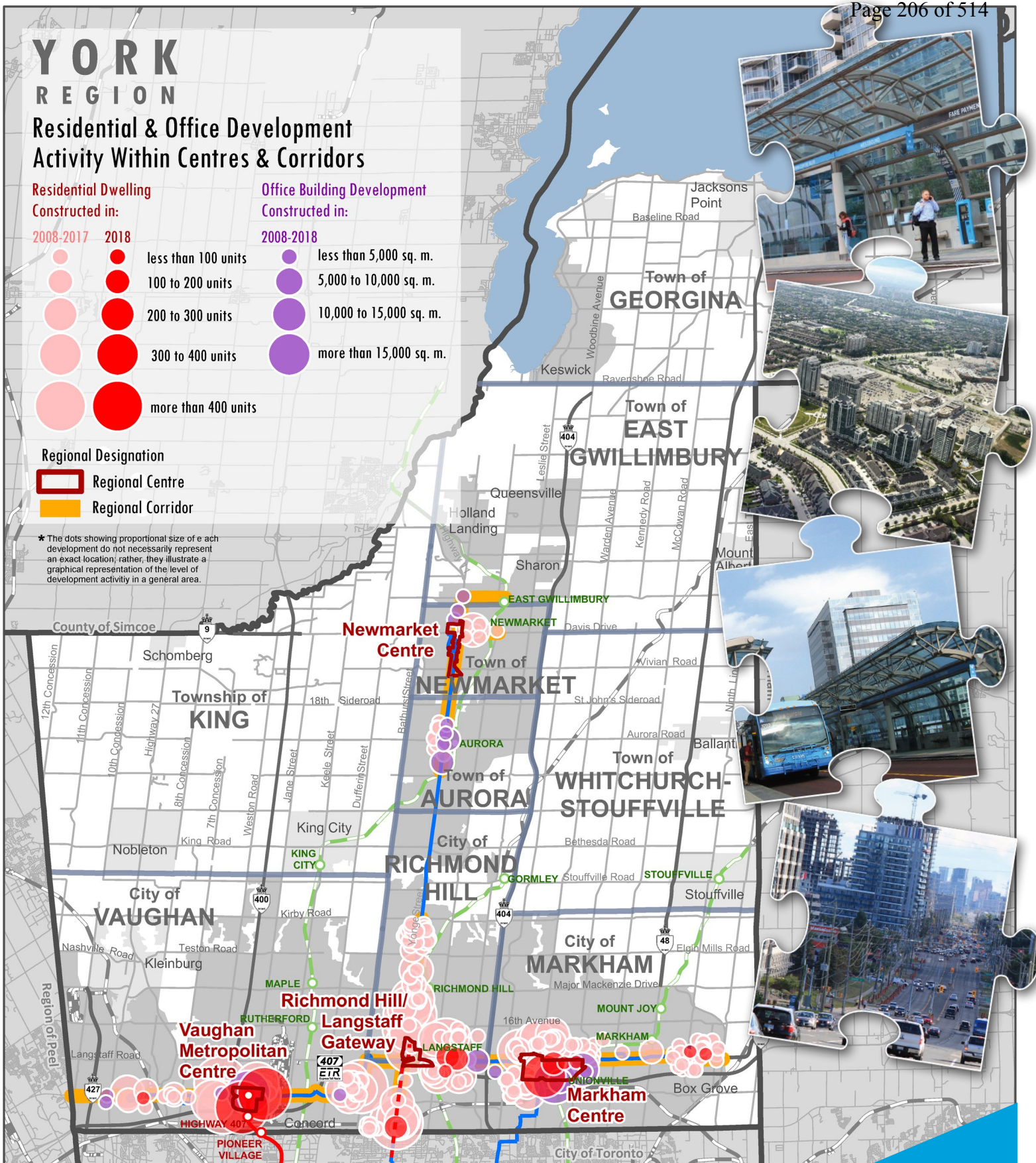
Office Building Development Constructed in:



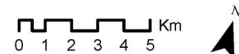
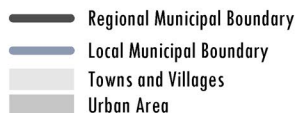
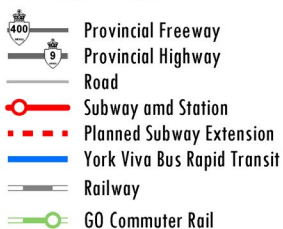
Regional Designation



* The dots showing proportional size of each development do not necessarily represent an exact location; rather, they illustrate a graphical representation of the level of development activity in a general area.



BASE MAP INFORMATION



Produced by:
The Regional Municipality of York
Planning and Economic Development,
Corporate Services
April 2019
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See York.ca for disclaimer information.

York Region



Regional Clerk's Office
Corporate Services

May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: 2018 Greening Strategy Achievements

On May 16, 2019 Regional Council adopted the following recommendation:

1. The Regional Clerk circulate this report to the Clerks of the local municipalities, Environment and Climate Change Canada, Natural Resources Canada, Ontario Ministry of Natural Resources and Forestry, Ontario Ministry of Environment, Conservation and Parks, Lake Simcoe Region Conservation Authority and Toronto and Region Conservation Authority.

The original staff report is enclosed for your information.

Please contact Laura McDowell, Director of Environmental Promotion and Protection at 1-877-464-9675 ext. 75077 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Christopher Raynor", written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Committee of the Whole
Environmental Services
May 2, 2019

Report of the Commissioner of Environmental Services

2018 Greening Strategy Achievements

1. Recommendation

The Regional Clerk circulate this report to the Clerks of the local municipalities, Environment and Climate Change Canada, Natural Resources Canada, Ontario Ministry of Natural Resources and Forestry, Ontario Ministry of Environment, Conservation and Parks, Lake Simcoe Region Conservation Authority and Toronto and Region Conservation Authority.

2. Summary

This report provides Council with an update on activities, partnerships and significant 2018 Greening Strategy environmental achievements.

Key Points:

- Since 2001 the Greening Strategy has delivered on the ground actions that contribute to the Regional Official Plan goal of a sustainable natural environment, including increasing woodland cover to 25% by 2031
- 2018 achievements include planting 101,122 trees and shrubs, securing 32.5 hectares of environmentally significant lands, and inspiring residents to take action through 289 Regional and partner events
- Strategy is delivered through successful partnerships with local municipalities, Conservation Authorities and non-government organizations, the Region's Greening Strategy leverages funding from multiple sources, including \$2.57 million in 2018
- The award winning Bill Fisch Forest Stewardship and Education Centre and the Green Infrastructure Asset Management Plan were recognised for their innovation and leadership in 2018

3. Background

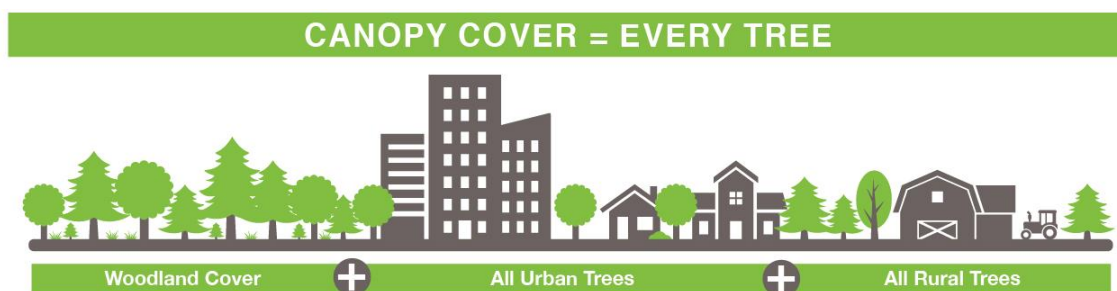
Engaging residents and partners since 2001, Greening Strategy innovation inspires protection, restoration and enhancement of the natural environment

In response to public input the Greening Strategy was developed in 2001 to demonstrate on the ground action in support of the Region's goal of a sustainable natural environment. Through its four action areas the strategy supports healthy natural environments that foster healthy, sustainable communities for current and future generations. Success is achieved through a variety of programs that inspire action by engaging residents including; subsidized tree planting on public and private lands, promotion of stewardship activities, and securing strategic environmental lands. Innovative partnerships are the cornerstone of program delivery. The Strategy continues to be a key delivery mechanism for increasing tree canopy and woodland cover in the Region. Achievements are reported annually to celebrate successes and demonstrate continuous improvement.

Achievements contribute to increasing tree canopy and woodland cover toward targets adopted by Council

The York Region Forest Management Plan, approved by Council on [November 17, 2016](#), confirmed the Regional Official Plan objective to increase woodland cover to 25% by 2031, and established a Regional tree canopy cover target of 35% by 2031. Canopy cover includes all woodlands, individual trees and small treed areas (Figure 1). Woodlands are heavily treed areas that are at least 0.2 hectares in size. Woodland and canopy cover were last reported to Council on [March 23, 2017](#) to be 23.2 per cent and 31 per cent respectively. The Management Plan guides decisions and activities related to the protection and management of forests on private and public land to the year 2031. The Greening Strategy actions compliment this plan and its achievements, including tree and shrub planting and resident engagement.

Figure 1
Canopy Cover Measures the Contribution of All Trees and Shrubs



4. Analysis

2018 Greening Strategy achievements continue to demonstrate the Region's commitment to a sustainable natural environment

Greening Strategy achievements continue to exceed targets in several action areas, contributing to a greener York Region (Table 1). Through 2019 targets will be reviewed to ensure alignment with program delivery. The Region's investment in the Greening Strategy, including tree planting and protection of forests, provides multiple benefits to residents. Increased canopy and woodland cover also contributes to climate change mitigation by reducing energy needed to cool and heat buildings, slowing storm water run-off, and sequestering carbon. Scientific evidence has also demonstrated the link between human health and the presence of green space. As a key delivery mechanism, the Regional Greening Strategy supports the 2019-2023 Strategic Plan priority to build sustainable communities and protect the environment. Attachment 1 showcases 2018 Greening Strategy achievements.

Table 1
Greening Strategy Action Areas, Goals, Annual Targets and Achievements

Action Area	Goal	Target (minimum)	2018 Achievement
Stewardship and public education	Educate residents about the value of green infrastructure and provide opportunities to connect with nature and inspire action	100 outreach events	289 outreach events
		Engage 50,000 residents	Over 50,000 residents engaged
Enhancement and rehabilitation	Enhance and rehabilitate the natural environment on both public and private lands	Plant 70,000 trees and shrubs	101,122 trees and shrubs planted
Environmental land protection and preservation	Protect core natural areas and restore linkages	Increasing area (hectares) of environmental lands secured	32.5 hectares of environmental land secured
Leadership, innovation and knowledge	Share knowledge, demonstrate leadership and be innovative in the protection of the natural environment	Host four technical regional forums	13 forums hosted with agencies and local municipalities
		Present at two science and technology forums	12 presentations at science and technology forums

Delivery of Forest Management Plan actions focussing on a variety of activities targeting increasing tree canopy cover and woodland cover are on track

The York Region Forest Management Plan 2016, identified 34 short term actions to be completed by the end of 2019 with a focus on increasing tree canopy cover and woodland cover. Twenty one of these actions are being delivered through existing programs while the remaining 13 are being advanced through new initiatives. Of the 13 new initiatives, seven have been completed and the remaining six are on track for completion by the end of 2019. Attachment 2 summarizes the details and progress on the 34 short term actions.

A total of 101,122 trees and shrubs were planted on public and private lands creating an additional 44.4 hectares of woodland

Greening Strategy partnerships continued to deliver excellent results in 2018 with 101,122 trees and shrubs planted through a variety of initiatives (Figure 2). Through partnerships and funding grants the Region's investment of \$309,000 leveraged an additional \$621,000 towards planting. Partners are able to use the Region's contributions to leverage additional funds through programs such as the provincial 50 Million Tree Program delivered by Forests Ontario.

Planting efforts created 44.4 hectares of new woodlands, primarily located in the Regional Greenlands System. Sixty-five per cent of the trees were planted through our subsidized large scale planting program, Grow Your Legacy, delivered by Conservation Authorities. Collaboration among Regional departments resulted in 10,971 trees being planted on York Region properties (e.g. street trees and Roads Maintenance North Yard). Planting on Regional properties demonstrates our commitment to increasing tree canopy and woodland cover.

The Region remains committed to the protection of pollinators including Monarch butterflies, and offered incentives and opportunities for residents to plant milkweed through; seedling and seed package hand-outs, support for municipal native plant sales and promotion of pollinator garden kits.

Figure 2**2018 Tree and Shrub Planting Accomplishments**

Successful partnerships protected 32.5 hectares of environmentally significant lands valued at \$2.1M last year

Over 1,367 hectares of environmental lands have been permanently protected through the Greening Strategy since 2001. Projects are brought forward through partnership agreements, direct negotiations with private landowners, and collaboration with Conservation Authorities and municipal partners. Land securement tools include stewardship agreements, donations, conservation easements and purchase. Property securement requires considerable time and effort to complete including building relationships with landowners, negotiating details and completing transactions.

In 2018 the Oak Ridges Moraine Land Trust secured a 32.5 hectare property in King Township through a \$2,075,000 purchase (Attachment 3) now managed as the Maple Cross Nature Reserve. The Region contributed \$741,615 towards the purchase and the remaining balance was provided through a generous private donation and the Federal Government's Natural Areas Conservation Program.

Residents were inspired to act through 289 environmental outreach and education events delivered by partners and the Region

Significant environmental gains can be made when residents are inspired to make a personal commitment to protect and preserve the natural environment. The Greening Strategy engages residents through education and outreach programs including interpretive forest walks, presence at local festivals/events, and a variety of environmental outreach activities delivered by partners. In 2018 over 50,000 residents were engaged through a variety of media and activities including 15,613 residents participating in 289 outreach events. More than half of these events were delivered by partners. Participation at events continues to grow indicating a strong interest from residents to learn more about the natural environment.

Seniors engaged through a pilot project funded through a Ontario Seniors Community Grant

A pilot program to engage seniors was delivered in 2018 with seven events and 121 participants. Through this partnership program seniors learned about nature, the York Regional Forest, accessible trails and also received valuable information about seniors programs across the Region. Participant feedback from the pilot was very positive with seniors enjoying the opportunities for physical activity and socializing with their peers. Based on the positive feedback received during the pilot, seniors programming will be offered as part of the Nature's Classroom program. Inclusion of new seniors programming supports implementation of the [York Region Seniors Strategy](#).

The Region continues to be recognized as a leader in protecting the natural environment through innovative approaches to conservation

Innovative projects including the Bill Fisch Forest Stewardship and Education Centre and the Green Infrastructure Asset Management Plan were recognised for their innovation and leadership in 2018. The Forest Stewardship Centre was recognized as the first building in Canada to receive full Living Building Challenge certification. This global sustainability standard places the building amongst only 21 buildings worldwide to meet this criterion. As well, through its work on the Green Infrastructure Asset Management Plan the Region was recently awarded a Lieutenant Governor's Ontario Heritage Award for Excellence in Conservation. The plan recognizes the value of green infrastructure (e.g. street trees and York Regional Forest) and outlines a strategy to optimize the financial investment in our living assets.

The Region continues to demonstrate excellence in the management of natural areas through its work in the York Regional Forest. After two years of extensive stakeholder engagement through 2017 and 2018, Council approved It's in Our Nature: Management Plan for the York Regional Forest 2019 - 2038 in April 2019. The plan sets the direction for sustainable management of the Regional Forest until 2038, and seeks to balance the protection of ecological features with the provision of multiple benefits to residents.

5. Financial

Through partnerships, the Greening Strategy leverages significant resources and funds for projects in each action area. Funding contributions leveraged through partnerships vary with each project, and often achieve a minimum of a two dollar contribution for every dollar invested by the Region. In 2018, \$1.76 million was allocated to Greening Strategy delivery including a \$770,000 contribution to the Environmental Land Protection and Preservation reserve account for future land protection initiatives. The remaining \$990,000 supports projects and programs such as large scale reforestation, backyard tree planting, outdoor education and land protection partnership agreements. In addition the Region contributed \$741,615 from the land securement reserve to the Oak Ridges Moraine Land Trust property acquisition of the Maple Cross Nature Reserve in King Township. In 2018 the Region's

Greening Strategy project investment leveraged \$2.57 million in additional funding from external sources.

6. Local Impact

Local municipalities have a strong history of involvement in natural environmental projects and programs, and have benefited directly from the Greening Strategy. Local municipalities are consulted or involved in many of the programs and projects, including outreach, tree planting projects and environmental land protection and preservation initiatives. Local municipal staff are active on Greening Strategy working groups including the Land Securement Working Group, Invasive Species Working Group and Urban Forestry Forum. Collaborative forums provide an opportunity for communication, alignment and sharing best practices.

Greening Strategy programs provide local municipalities and residents with opportunities to enhance the natural environment. Greening initiatives support protection of Regional and local natural heritage systems, which in turn support sustainable communities.

7. Conclusion

Community engagement, incentives and partnerships are the foundation for Greening Strategy success. Significant gains continue to be made towards increasing tree canopy and woodland cover with 101,122 trees and shrubs planted in 2018. Through innovation and continuous improvement the Greening Strategy adapts to create efficiencies in programs and partnerships. This report demonstrates the Region's leadership and the value of the Greening Strategy as a proactive measure supporting a healthy sustainable Region.

For more information on this report, please contact Laura McDowell, Director of Environmental Promotion and Protection 1-877-464-9675 ext. 75077 or Ian Buchanan, Manager, Natural Heritage and Forestry 1-877-464-9675 ext. 75204. Accessible formats or communication supports are available upon request.

Recommended by: **Erin Mahoney, M. Eng.**
Commissioner of Environmental Services

Approved for Submission: **Bruce Macgregor**
Chief Administrative Officer

April 18, 2019
Attachments (3)
#9110543



2018 GREENING STRATEGY
ACHIEVEMENTS

The Greening Strategy promotes on the ground action that supports healthy natural environments. It plants the seeds of inspiration for people of all ages to cultivate sustainable communities, now and for the future.

FORESTRY
1-877-464-9675
Tty 1-888-512-6228
accessyork@york.ca

york.ca/forestry

edocs #8222026



YORK REGION FORESTRY
Healthy Trees, Healthy Communities



ENHANCEMENT AND REHABILITATION

Trees and shrubs produce oxygen, remove pollutants, reduce floods, filter water, improve health, provide shade and offer many more valuable ecosystem services.



101,122 trees were planted through more than **21 partnerships** and many programs including:

- 65,472** Grow Your Legacy program
- 10,971** York Regional property plantings
- 10,166** Green Action Partnership Fund
- 3,094** Adopt-A-Stream Crossing
- 11,419** Other programs

Plantings occurred on both public and private land. Enhancement is accomplished for all habitat types including woodlands, meadows, prairies, wetlands and streams.



Targets

WOODLAND COVER

Current 2031 Target

23% 25%

CANOPY COVER

Current 2031 Target

31% 35%

STEWARDSHIP AND EDUCATION

Our greatest gains are when residents are inspired to make a personal commitment to protect and preserve the natural environment.



Residents learned about the importance of the natural environment and the benefits of trees at a variety of events hosted by York Region and partners. These events provide opportunity to further educate residents about protection and enhancement of the natural environment.



Senior specific outdoor education programming was created to teach seniors about the benefits of connecting with nature and to highlight the York Regional Forest.

Programs were developed with funding support from Ontario Senior's Community Grant and partnerships with York Region Community and Health Services Department and the Oak Ridges Trail Association.



PROTECTION AND PRESERVATION

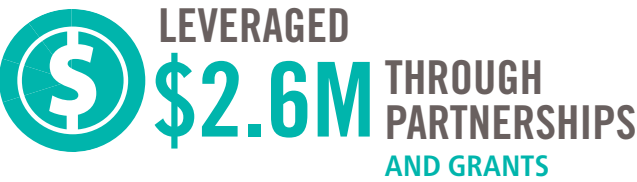
Protection of our Regional Greenland System is fundamental to achieving our canopy and woodland cover targets and an ecologically diverse natural environment.



In 2018, the Region contributed one-third of the funds to protect a property in the Township of King, linking natural areas in the Greenlands System.

Since 2001, this program has protected more than **1,367 hectares** of environmentally significant land.

Through partnership agreements, partners work cooperatively with residents, municipalities and others to encourage environmental land protection and secure individual lands.



Every York Region dollar spent is matched through partnerships.

Agreements with not-for-profit, grassroots, credible organizations, help to achieve a high level of performance and optimize the return on investment across all of the Greening Strategy Action Areas.

LEADERSHIP AND INNOVATION

To support a diverse and healthy ecosystem, York Region shares knowledge, demonstrates leadership and promotes innovation with partners and local municipalities.

Exchanged information, shared accomplishments and continued innovation at **13 Regional forums** and **12 technical presentations** throughout the Region.



In early 2018, the Bill Fisch Forest Stewardship and Education Centre became the **first building in Canada** to receive Living Building Challenge Certification.

The **Green Infrastructure Asset Management Plan** won the Lieutenant Governor Ontario Heritage Award for Excellence in Conservation and the Association of Consulting Engineers - Engineering Excellence Award.



PROGRAM, PARTNERSHIP AND ACHIEVEMENT HISTORY

2001	2002	2005	2007	2010	2012	2013	2015	2016	2017	2018
<ul style="list-style-type: none">Greening Strategy AdoptedPartnerships and Programs Begin	<ul style="list-style-type: none">Forest Walks and Events	<ul style="list-style-type: none">Significant Woodland CriteriaForest Conservation Bylaw Update	<ul style="list-style-type: none">Backyard Tree Planting	<ul style="list-style-type: none">First York Regional Forest Accessible TrailEmerald Ash Borer (EAB) Management Plan	<ul style="list-style-type: none">Envirothon Education CompetitionGreening Strategy Refinement	<ul style="list-style-type: none">One Millionth Tree Planted	<ul style="list-style-type: none">Bill Fisch Forest Stewardship and Education Centre Opens	<ul style="list-style-type: none">York Region Forest Management Plan	<ul style="list-style-type: none">State of the Forest ReportMonarch Friendly Region	<ul style="list-style-type: none">Bill Fisch Forest Stewardship and Education Centre receives full Living Building Challenge Certification



YORK REGION FOREST MANAGEMENT PLAN

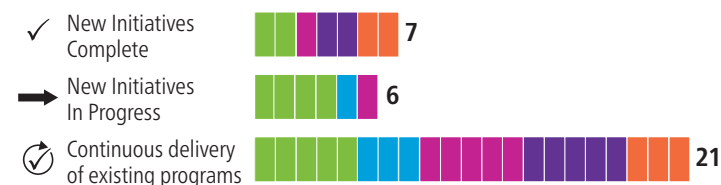
Short Term Actions (2017 to 2019) | 2018 STATUS



ACTION STATUS



ACTION STATUS BY GOAL



GOAL 1 | Canopy Cover and Woodland Cover

STATUS

Develop a prioritized planting plan by analyzing current planting opportunities. →

Continue to assess tree planting opportunities on Regional-owned properties. ✓

Prepare a summary report of urban forest studies, including results of integrated monitoring. ✓

Continue to optimize existing tree planting partnerships (e.g. school boards). ✓

Implement 'Grow Your Legacy' large-scale private land tree planting campaign. →

Continue to actively support others in the development of urban Forest Management Plans. ✓

Continue to collaborate with York Region departments, local municipalities, agencies and partners to share information and exchange ideas. ✓

Monitor to ensure that the York Region Forest Management Plan is followed, reports on results are prepared and activities achieve desired results. ✓

Complete the update of York Region's Street Tree and Forest Preservation and Compensation Guidelines. ✓

Update York Region's Street Tree Planting Design Guidelines and share with local municipalities. →

Assess the alignment of the Forest Management Plan with Provincial Plans and York Region's Official Plan. →

GOAL 2 | Climate Change and Sustainability

STATUS

Continue to undertake assisted migration trial plantings to adapt to climate change. ✓

Continue to collaborate with organizations including the Invasive Species Council, Canadian Food Inspection Agency and the Canadian Forest Service to quickly detect and respond to threats. ✓

Continue to collaborate with partners to explore science-based biological control opportunities. ✓

Look into innovative low-impact development practices that emphasize conservation and use of green infrastructure to manage storm water quantity and quality. →



GOAL 3 | Awareness and Education

STATUS

- Produce and distribute a 'State of the Forest' report summarizing the results of urban forest studies. ✓
- Educate York Region residents about the ecosystem functions and services provided by trees and woodlands. ➡
- Continue to deliver York Region forest festivals and events and education programs. ✓
- Continue to expand partnerships with York Region Public Health. ✓
- Participate in and contribute to legislation and policy reviews that recognize connections of trees and public health. ✓
- Support and participate in local community events that promote the benefits of trees. ✓
- Update website to post educational materials; promote events and solicit public feedback. ✓

GOAL 4 | Stewardship and Taking Action

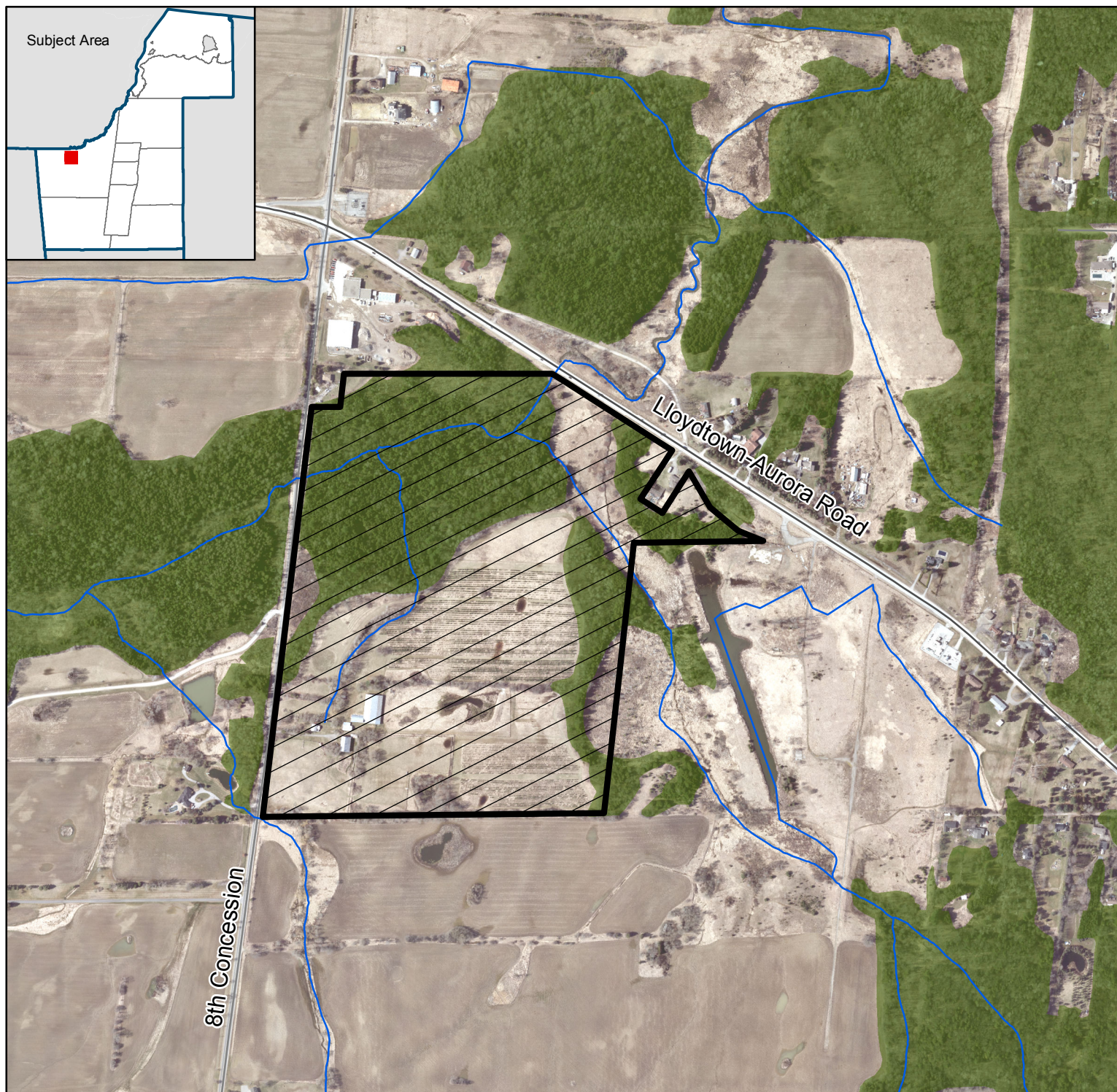
STATUS

- Continue to explore environmental partnerships with the agricultural community to protect farmland and improve canopy cover. ✓
- Document use of agricultural easements and shared benefits, practices in collaboration with the Ontario Farmland Trust. ✓
- Continue to coordinate the Emerald Ash Borer Technical Working Group. ✓
- Continue to manage the York Regional Forest to meet the Forest Stewardship Council certification requirements. ✓
- NEW!** Prepare York Regional Forest 20 Year Forest Management Plan for 2019-2038 period. ✓
- Share best practices on urban tree planting and maintenance through forums and events. ✓
- Strengthen relationships among the Region, local municipalities, Ontario Woodlot Association, Forests Ontario and others to encourage good forestry practices on private land. ✓

GOAL 5 | Governance, Innovation, Research and Development

STATUS

- Continue to review emerging science-based arboriculture practices and integrate into tree planting and maintenance specifications. ✓
- Continue to review science-based silvicultural practices to inform management of the York Regional Forest and implementation of the Forest Conservation Bylaw. ✓
- Complete a green infrastructure asset management plan for Regional assets, including street trees. ✓
- Promote green infrastructure asset management as a best practice to the province, municipalities and other organizations. ✓
- Continue to provide input to provincial and federal legislation through coordinated reviews within and between departments. ✓



Environmental Lands Protected in 2018



2018 Greening Strategy Achievemnets
May 2, 2019

Produced by: Barbara Davies
The Regional Municipality of York
Environmental Promotion & Protection, Environmental Services
March 8, 2019





Data: © Queen's Printer for Ontario 2003-2017

Doc#9249762



0 45 90 180 270
Metres

Legend

-  Maple Cross Nature Reserve (32.5 hectares)
-  Forest
-  Municipal Boundary
-  Regional Boundary



Regional Clerk's Office
Corporate Services

May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: Protecting York Region's School Children through Immunization

On May 16, 2019 Regional Council adopted the following recommendations:

1. Regional Council endorse the position of the Council of Ontario Medical Officers of Health in support of a seamless immunization registry whereby health care providers directly input immunization information at the time of vaccine administration.
2. The Regional Clerk circulate this report to the Minister of Health and Long-Term Care, the Chief Medical Officer of Health, York Region Members of Provincial Parliament, the Association of Municipalities of Ontario, the Association of Local Public Health Agencies, the Council of Ontario Medical Officers of Health, the other 34 Ontario Boards of Health and the local municipalities.

The original staff report is enclosed for your information.

Please contact Marjolyn Pritchard, Director, Infectious Disease Control at 1-877-464-9675 ext. 74120 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to be "C. Raynor", written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Committee of the Whole
Community and Health Services
May 2, 2019

Report of the Commissioner of Community and Health Services and Medical Officer of Health

Protecting York Region's School Children through Immunization

1. Recommendations

It is recommended that:

1. Regional Council endorse the position of the Council of Ontario Medical Officers of Health in support of a seamless immunization registry whereby health care providers directly input immunization information at the time of vaccine administration.
2. The Regional Clerk circulate this report to the Minister of Health and Long-Term Care, the Chief Medical Officer of Health, York Region Members of Provincial Parliament, the Association of Municipalities of Ontario, the Association of Local Public Health Agencies, the Council of Ontario Medical Officers of Health and the other 34 Ontario Boards of Health.

2. Summary

This report outlines York Region Public Health's (Public Health) efforts in enforcing the *Immunization of School Pupils Act* (the Immunization Act) – an Ontario law requiring children under age 18 years attending school to have up-to-date immunization records (or valid exemptions) on file with their public health unit for a designated subset of publicly-funded childhood immunizations.

Key Points:

- Administration and enforcement of the Immunization Act is an important tool for: improving immunization coverage among school-age children; understanding trends and patterns in vaccine coverage; and supporting public health interventions in the event of a vaccine-preventable disease case or outbreak
- Administration of the Immunization Act in York Region would be enhanced if the provincial government were to create a provincial Electronic Medical Record and merge this record with the existing Digital Health Immunization Repository so that any time a health care provider administers a vaccine, it is captured in a central provincial registry

3. Background

Ontario's publicly-funded immunization program prevents diseases that could otherwise cause illness and death

Immunization is one of the most successful and cost-effective public health interventions available. It protects an individual from the negative health impacts of vaccine-preventable diseases like measles or pertussis, and further protects the community at large including those who cannot receive a particular vaccine due to their age or a medical condition.

York Region's immunization program is governed by the *Immunization of School Pupils Act* (the Immunization Act) for school-aged children, and the *Child Care and Early Years Act* for children attending licensed child care centres. Program specific requirements are detailed in the Ontario Public Health Standards, including the requirement to assess, maintain records, and report on the immunization status of children enrolled in schools and licensed child care centres.

Under the Immunization Act, parents or guardians of school-aged children are required to provide Public Health with proof of immunization or a valid exemption (medical or conscience/religious belief). These immunizations include diphtheria, tetanus, polio, measles, mumps, rubella, meningococcal disease, pertussis (whooping cough), and varicella (chickenpox). Most of these vaccine-preventable diseases are highly contagious and can have serious health consequences, including death.

York Regional Council as the Board of Health in York Region supports the activities of Public Health in promoting immunization among school age children

On February 18, 2016 Council endorsed Public Health's role in enforcement of the Immunization Act. The report detailed the administration and enforcement, discussed the benefits of publicly-funded immunization programs and outlined ongoing community efforts to improve immunization uptake and compliance among the Region's students. On April 20, 2017, an update on enforcement of the Immunization Act in York Region was received by Council, including details regarding the approach Public Health would take to improve Immunization Act-related activities in York Region private schools.

Currently, immunization information is not shared between primary health care providers and Public Health

Under the current system, children receive most childhood vaccinations by their primary care provider, who will then typically update the child's personal paper immunization record (the "yellow card"). Immunization information is also recorded in the electronic or paper-based medical record held by their primary care provider. It is then the responsibility of parents or guardians to provide their child's immunization record to Public Health in order for their immunization information to be updated within the provincial Digital Health Immunization Repository.

The Digital Health Immunization Repository is the provincial electronic immunization database that houses all student immunization information. Public Health can input and access student immunization information through this database however, primary health care providers who administer vaccines to children do not have access to the system.

There have been previous attempts to create online portals where patients and health care providers could securely submit immunization information to the Digital Health Immunization Repository. For example, Immunization Connect Ontario developed a platform for both the public as well as primary health care providers to enter information. However, there have been barriers to universal adoption of Immunization Connect Ontario by primary health care providers and public health units across Ontario.

The provincial government recently announced plans to create a provincial Electronic Medical Record and merge it with the Digital Health Immunization Repository

A provincial immunization registry would allow for the seamless reporting of immunization information by primary health care providers at the time of administration.

4. Analysis

Public Health employs a number of strategies to promote immunization among school-aged children

A number of activities occur to support parents and guardians in ensuring their children follow Ontario's publicly-funded immunization schedule (Attachment 1). Public Health sends letters to parents detailing the Immunization Act process and ensures local clinicians are aware of the immunization requirements for school-aged children. Through the school immunization program, Public Health nurses administer three publicly-funded vaccines to grade 7 (twelve year old) students: hepatitis B (two doses), meningitis (one dose, required under the Immunization Act), and human papillomavirus virus (HPV) (two doses). Over the course of the calendar year, community clinics are also held where students can receive publicly funded vaccines.

Public Health responds to vaccine education requests from the community, and proactively raises awareness among the community and local clinicians about the benefits of immunization.

The Immunization Act enforcement process occurs yearly, with Catholic, Public, French and private school boards

The process begins with merging the student demographic information, provided by the schools, with the provincial immunization database and the Digital Health Immunization Repository to identify which students do not have up-to-date records or valid exemptions on file.

Students aged 7 to 17 who are not up-to-date on their immunizations are identified. At least two reminder letters are sent out to parents or guardians and students, which:

- provide information on the benefits of vaccination
- provide the process for submitting updated immunization records to Public Health and how students can receive immunizations they have missed
- notify parents or guardians and students of any pending enforcement activities

Parents or guardians and students have two months after receiving the reminder letters to update their records with Public Health

The Immunization Act provides authority for Public Health to suspend a student for up to a maximum of 20 school days if he/she does not provide up-to-date records or a valid exemption. School principals are responsible for implementing a suspension order. Suspending students is a last resort for Public Health.

Between 2015 and 2018, approximately 82,000 student records were assessed for compliance, resulting in approximately 1,200 suspensions (Table 1). For those students who were suspended, almost all were permitted to return to school within a few days.

Table 1

Results of the Act Enforcement, 2015/16 to 2017/18 School Years, York Region

School Year	Number of student records assessed	Number of students received first letter*	Number of students received second letter	Number of suspension orders sent	Number of students suspended (% of students assessed)
2015/2016¹					
First year of Digital Health Immunization Repository	19,415	8,893	5,050	3,098	356 (1.8%)
2016/2017²	26,540	17,640	10,696	6,860	273 (1.0%)
2017/2018³	36,935	23,866	15,752	12,159	649 (1.8%)

Notes:

1. Only 17 year olds attending York Region Catholic and public high schools were assessed
2. 7 and 17 year olds attending York Region Catholic, public and French schools were assessed
3. 7 and 17 year olds attending York Region Catholic and public schools and 7 to 17 year olds attending York Region private and French schools were assessed

* refers to the total number of students who were non-compliant at the onset of enforcement

In 2012/2013, Public Health set out to build relationships with each of the private schools and their respective boards. This has been a major undertaking because the private schools are not unified by one all-encompassing board like the Catholic, French and Public boards. Public Health recently partnered with York Region's 71 private schools to administer the Immunization Act. This work resulted in 100 per cent compliance with the Act among private

school students age 7 to 17 during the 2017/18 school year within the 70 schools who provided student demographic records that year. Since that time, the additional private school has provided Public Health with their student demographic information. Immunization data for all 71 private schools will be captured in 2018/2019.

Under the Ontario Public Health Standards, Public Health is required to maintain immunization records for children in licensed child care centres

In York Region, licensed child care centre operators collect and retain immunization information from parents, and provide it to Public Health upon request. In the event of a vaccine-preventable disease occurring in a licensed child care centre, Public Health can assess each child's records to decide who to exclude and who can safely remain in the child care centre.

Immunization information for children currently in licensed child care centres is captured in the Immunization Act school enforcement activities when the children turn seven. Moving forward, Public Health will focus on collecting information from younger cohorts since most of the publicly-funded immunizations recommended for children are to be given before school entry (Attachment 1). The earlier Public Health can ensure up-to-date records, the more streamlined the Immunization Act process is once children are enrolled in school.

Parents or guardians are able to obtain a medical or conscience/religious belief exemption if they choose not to immunize their child

Medical exemptions are available to children who are unable to receive a vaccine for medical reasons. Parents may request a medical exemption for a child who has a life-threatening allergy and cannot receive a vaccine that contains the allergy-inducing component, or for a child who is undergoing certain treatments for cancer. A written statement from a physician or a nurse practitioner outlining medical reason(s) why the child should not be immunized must be provided to public health to obtain a medical exemption. For the 2017/18 school year, less than one per cent of 7 year-old students in York Region obtained a medical exemption.

A non-medical exemption may be obtained when a parent or guardian has chosen not to vaccinate their child based on conscience or religious belief. Parents or guardians wishing to file a non-medical exemption must complete a "statement of conscience or religious belief" form, have their exemption form signed and affirmed before a lawyer or notary public, and submit to Public Health. In addition, the Immunization Act requires parents or guardians who are requesting an exemption based on conscience or religious beliefs to attend an education session developed by the Ministry of Health and Long-Term Care (Ministry). Public Health provides these sessions at the immunization clinic located at the Newmarket Health Centre. For the 2017/18 school year, approximately one per cent of 7 year-old students in York Region obtained a religious or conscience (non-medical) exemption. Previous Ontario data suggest that non-medical exemptions are increasing over time, however, the absolute proportion remains low, at less than 2.5 per cent on average for the province.

Public Health uses immunization data from the age seven cohort to estimate immunization coverage

Health units across Ontario report data for the age 7 cohort because most childhood vaccines are administered by this age. Seven year-old students in York Region have higher than average immunization coverage rates compared to the rest of the province. For example, for the 2017/18 school year, the proportion of 7 year-old students (those born in 2010) who are up-to-date for immunizations under the Act in York Region is 86.9 per cent, compared to the provincial average of 79.5 per cent. For specific diseases, York Region students have immunization coverage comparable to the provincial average for the 2016/17 school year (Table 2).

Table 2
Immunization Coverage Estimates¹ (%) for 7 year-olds for
Key Childhood Vaccines, 2016/17 school year

	Measles	Mumps	Rubella ²	Tetanus	Pertussis	Polio
York Region	90.7	90.5	94.1	84.8	84.7	84.9
Ontario	91.2	91.1	96.2	84.7	84.6	85.0

Notes:

1. more robust estimates of vaccine coverage are not available because Ontario does not have a provincial immunization registry
2. the Provincial definition of up-to-date is ≥ 1 valid dose of rubella compared to ≥ 2 valid doses for measles and mumps

Public Health is well-positioned to respond in the event of a vaccine-preventable disease case or outbreak in a school, such as measles

Measles has been in the news recently with outbreaks in New York City, Vancouver, and recently, a report of an infected individual being in a public place in York Region. In the event of a measles case in a York Region school, Public Health can quickly determine those students whose records indicate inadequate protection (based on immunization history or exemptions). For students who are under-immunized, the measles vaccine can be administered within 72 hours of exposure to help prevent them from becoming sick, or they can be removed from school to ensure their safety and the safety of others.

Public Health has implemented an eight-year strategic program plan for implementation of the Immunization Act

York Region has the third largest student population in Ontario, with 194,082 students in 408 schools. Immunization information recorded in the Digital Health Immunization Repository covers approximately 83 per cent of students aged 4 to 17, and 95 per cent of students, aged 7 to 17, attending schools in York Region. By June 2023 the annual student record

assessment and the Act enforcement expansion will include all York Region students aged 7 to 17 and moving forward will continue to include every student within this age range, with the exception of the age 12 cohort, which currently receive immunizations directly from Public Health through the grade 7 program.

Once the immunization records of all students, aged 7 to 17 have been collected, Public Health will begin collecting immunization records for school aged children less than seven years of age. Currently, immunization information captured in the Digital Health Immunization Repository covers approximately 33 per cent of students aged four to six. Under Ontario's publicly-funded immunization schedule, two vaccines are administered between the ages of four to six; however immunization records are not captured until age seven when Public Health collects student demographic information from the schools under the Immunization Act.

York Region Public Health and the Council of Ontario Medical Officers of Health strongly support creation of an immunization registry

A major challenge to administration of the Immunization Act is the lack of a provincial immunization registry to seamlessly transfer immunization information from primary health care providers at the time the vaccine is administered, to the Digital Health Immunization Repository. Self-reporting of immunization information without verification is the standard across all Ontario health units. Public Health Units across Ontario do not have a process to verify the "yellow card" with primary health care providers since this would be immensely labour intensive and costly. It is possible some inaccuracies exist in records collected by Public Health because of the reliance on parents to provide immunization information themselves.

In March 2019, the Council of Ontario Medical Officers of Health – a subgroup of the Association of Local Public Health Agencies representing Associate Medical Officers of Health and Medical Officers of Health across the province – wrote to the Minister of Health and Long-Term Care supporting the Ministry's proposed plan to develop a provincial Electronic Medical Record and merge it with the Digital Health Immunization Repository (Attachment 2). This Electronic Medical Record - Digital Health Immunization Repository integration project would allow for the seamless reporting of immunizations from primary health care providers at the time of vaccine administration directly to local public health.

Public Health is very supportive of the recommendation made by the Council of Ontario Medical Officers of Health that the Ministry assume the role of the health information custodian for the Digital Health Immunization Repository. The Ministry has previously assumed this role with the Ontario Laboratory Information System and the Digital Health Repository. The Ministry taking on the role of the health information custodian, instead of 35 Medical Officers of Health doing so would mean a more consistent approach in obtaining consent for the collection of vaccine information not covered under the Immunization Act.

Immunization Act enforcement supports the corporate strategic goal of supporting community health, safety and well-being

The York Region *2019 to 2023 Corporate Strategic Plan: From Vision to Results* articulates the corporate priority of supporting community health, safety and well-being. Enforcing the Immunization Act among designated cohorts of students supports this priority.

5. Financial

In 2018, activities related to enforcement of the Immunization Act were managed within the Public Health Branch council approved budget of \$65.7 million. Table 3 provides a summary of the budget for Public Health in 2018. In 2019, program activities related to the enforcement of the Act will continue to be managed within the approved Public Health Branch budget of \$68.4 million

Table 3
Public Health Branch 2018 Financial Summary

	2018 Budget	2019 Budget
	(\$'000)	(\$'000)
Gross expenditures	65,750	68,365
Provincial funding	(48,746)	(49,962)
Net Levy	17,004	18,403

6. Local Impact

There is no direct impact from these recommendations on local municipalities. Enforcement of the Immunization Act relies heavily on partnerships with the local public, Catholic, and French school boards and individual private schools to support suspension orders. Enforcement will continue on a yearly basis to ensure students comply with the legislation and to ensure that students are vaccinated as they move through the publicly-funded immunization schedule, before they reach their 18th birthday when they no longer fall within the requirements of the Immunization Act.

7. Conclusion

York Region Public Health protects the health of the community by preventing vaccine-preventable diseases among our growing population. In light of recent media reports of vaccine-preventable disease outbreaks and issues relating to our current system of

immunization data collection, Public Health will continue to collaborate with parents, local school boards, and individual schools to ensure compliance of the Act, improve immunization rates and protect the health of our communities. Moving toward a seamless immunization registry would increase efficiencies and result in more accurate information about vaccine coverage in the population, supporting public health interventions in the event of a school outbreak or exposure to a vaccine-preventable disease.

For more information on this report, please contact Marjolyn Pritchard, Director, Infectious Disease Control at 1-877-464-9675 ext. 74120. Accessible formats or communication supports are available upon request.

Recommended by:

Katherine Chislett

Commissioner of Community and Health Services

Dr. Karim Kurji

Medical Officer of Health

Approved for Submission:

Bruce Macgregor

Chief Administrative Officer

April 17, 2019

Attachments (2)

#9309454

Publicly Funded Immunization Schedules for Ontario – December 2016

Publicly funded vaccines may be provided only to eligible individuals and must be free of charge

Routine Schedule: Children Starting Immunization in Infancy													
Vaccine	Age	2 Months	4 Months	6 Months	12 Months	15 Months	18 Months	4-6 Years ⁴	Grade 7	14-16 Years ⁴	24-26 Years ⁴	≥34 Years ⁴	65 Years
DTaP-IPV-Hib Diphtheria, Tetanus, Pertussis, Polio, <i>Haemophilus influenzae</i> type b		◆	◆	◆			◆						
Pneut-C-13 Pneumococcal Conjugate 13		◆	◆		◆								
Rot-1 Rotavirus		▲	▲										
Men-C-G Meningococcal Conjugate C					◆								
MMR Measles, Mumps, Rubella					■								
Var Varicella						■							
MMRV Measles, Mumps, Rubella, Varicella								■					
Tdap-IPV Tetanus, diphtheria, pertussis, Polio								◆					
HB Hepatitis B									●				
Men-C-ACYW Meningococcal Conjugate ACYW-135									●				
HPV-4 Human Papillomavirus									●				
Tdap Tetanus, diphtheria, pertussis										◆	◆		
Td (booster) Tetanus, diphtheria												◆	
HZ Herpes Zoster													■
Pneu-P-23 Pneumococcal Polysaccharide 23													
Inf Influenza													■
◆ = A single vaccine dose given in a syringe and needle by intramuscular injection ■ = A single vaccine dose given in a syringe and needle by subcutaneous injection ▲ = A single vaccine dose given in an oral applicator by mouth ● = Provided through school-based immunization programs. Men-C-ACYW is a single dose; HB is a 2 dose series (see Table 6); HPV-4 is a 2 dose series (see Table 6); Each vaccine (dose is given in a syringe and needle by intramuscular injection ▲ = Preferably given at 4 years of age \$ = Given 10 years after the (4-6 year old) Tdap-IPV dose † = Given 10 years after the adolescent (14-16 years old) Tdap dose ‡ = Once a dose of Tdap is given in adulthood (24-26 years of age), adults should receive Td boosters every 10 years thereafter * = Children 6 months to 8 years of age who have not previously received a dose of influenza vaccine require 2 doses given 24 weeks apart. Children who have previously received 21 doses of influenza vaccine should receive 1 dose per season thereafter Note: A different schedule and/or additional doses may be needed for high risk individuals (see Table 3) or if doses of a vaccine series are missed (see appropriate Tables 4-23).													

⁴ Every year in the fall

◆ = A single vaccine dose given in a syringe and needle by intramuscular injection
 ■ = A single vaccine dose given in a syringe and needle by subcutaneous injection
 ▲ = A single vaccine dose given in an oral applicator by mouth
 ● = Provided through school-based immunization programs. Men-C-ACYW is a single dose; HB is a 2 dose series (see Table 6); HPV-4 is a 2 dose series (see Table 10). Each vaccine dose is given in a syringe and needle by intramuscular injection
 ▲ = Preferably given at 4 years of age

§ = Given 10 years after the (4-6 year old) Tdap-IPV dose

† = Given 10 years after the adolescent (14-16 year old) Tdap dose

‡ = Once a dose of Tdap is given in adulthood (24-26 years of age), adults should receive Td boosters every 10 years thereafter

* = Children 6 months to 8 years of age who have not previously received a dose of influenza vaccine require 2 doses given 2-4 weeks apart. Children who have previously received 1 dose per season thereafter

Note: A different schedule and/or additional doses may be needed for high risk individuals (see Table 3) or if doses of a vaccine series are missed (see appropriate Tables 4-23)

*The Council of Ontario
Medical Officers of
Health (COMOH) is a
Section of*

alPHA
Association of Local
PUBLIC HEALTH
Agencies

alPHA's members are
the public health units
in Ontario.

alPHA Sections:

Boards of Health
Section

Council of Ontario
Medical Officers of
Health (COMOH)

Affiliate

Organizations:

Association of Ontario
Public Health Business
Administrators

Association of
Public Health
Epidemiologists
in Ontario

Association of
Supervisors of Public
Health Inspectors of
Ontario

Health Promotion
Ontario

Ontario Association of
Public Health Dentistry

Ontario Association of
Public Health Nursing
Leaders

Ontario Dietitians in
Public Health

ATTACHMENT 2

2 Carlton Street, Suite 1306
Toronto, Ontario M5B 1J3
Tel: (416) 595-0006
Fax: (416) 595-0030
E-mail: info@alphaweb.org

March 14, 2019

Hon. Christine Elliott
Minister of Health and Long-Term Care
10th Flr, 80 Grosvenor St,
Toronto, ON M7A 2C4

Dear Minister Elliott,

**Re: Support of Immunizations and the Electronic Medical Record (EMR) and Digital
Health Immunization Repository (DHIR) Integration Project**

On behalf of the Council of Ontario Medical Officers of Health, I am writing to express our thanks for the Minister's support of immunizations and the immunization programs in Ontario. Getting the public support of the Minister in the face of so much misinformation on vaccines is very valuable and appreciated.

We would also like to provide our full support to the Ministry for moving forward with online health records for patients, and in particular, the Electronic Medical Record (EMR) and Digital Health Immunization Repository (DHIR) Integration Project, namely the seamless reporting of immunizations from health care providers directly to local public health. This will reduce the considerable burden on parents to manually report their child's immunizations to local public health units. It will also be more efficient and ensure more accurate vaccine records. If done well, it could also serve as a model for future digital integration between electronic medical record solutions and other provincial health digital assets, supporting the Ontario government's priorities for digitization.

Public health uses vaccination records in the DHIR to prevent and stop outbreaks of infectious diseases such as measles. When EMR integration with the DHIR is established, in order for a vaccination record to be shared between a patient's physician and public health, consent from the patient or their guardian would be required. We would like to encourage the Ministry to consider removing the need for individual informed consent to share vaccine records to improve the efficiency for public health to prevent the spread of infectious diseases.

The Ministry might also consider being the Health Information Custodian for immunization records in the DHIR, administering the DHIR in a manner similar to other Ministry assets like the Ontario Laboratory Information System (OLIS) and the Digital Health Drug Repository. This would further simplify the system by eliminating the need for individual agreements between each of the 35 local public health units and the Ministry and streamline the current process where each local PHU must verify immunization records as they are added to the DHIR.

If the Ministry prefers that local medical officers of health remain the health information custodians for the immunization records of their respective health units, a new consent form would be required. A Ministry-approved, IPC-compliant consent form for the collection of non-ISPA/CCEYA information would be needed for use by all 35 public health units prior to the project being implemented.

Having one database containing the immunization records for all Ontarians would also provide added protection and benefit when outbreaks of infectious diseases occur: quickly identifying those that are susceptible and vulnerable and inform the provision of timely vaccinations to interrupt transmission.

Vaccine wastage or inappropriate administration could also be managed by permitting patients and health care providers across the province to easily access recorded immunization histories.

The proposed project is also consistent with the mention in "Ending Hallway Medicine" to consider technology solutions to improve health outcomes for patients, to integrate care at the local level, and to identify options for integrated health information systems that would facilitate smooth transfers between care settings, in this case from doctor's offices to local public health.

To that end, we thank you again for your announced commitment to this project and look forward to working with your office towards an efficient health care system that meets the needs of Ontarians.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Chris Mackie', with a stylized flourish at the end.

Dr. Chris Mackie
Chair, Council of Ontario Medical Officers of Health

COPY: Dr. David Williams, Chief Medical Officer of Health
Dr. Rueben Devlin, Chair, Premier's Council on Improving Healthcare and Ending Hallway
Medicine



Regional Clerk's Office
Corporate Services

May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: Planning for Employment Background Report

On May 16, 2019 Regional Council adopted the following recommendations:

1. Council direct staff to proceed with consultation on the draft employment framework as outlined in this report and attachments as part of the Municipal Comprehensive Review.
2. The Regional Clerk forward this report and attachments to the Ministry of Municipal Affairs and Housing and the Clerks of the local municipalities.

The original staff report is enclosed for your information.

Please contact Paul Bottomley, Manager, Policy, Research and Forecasting at 1-877-464-9675 ext. 71530 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to be "Chris Raynor", written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Committee of the Whole
Planning and Economic Development
May 9, 2019

Report of the Commissioner of Corporate Services and Chief Planner

Planning for Employment Background Report

1. Recommendations

1. Council direct staff to proceed with consultation on the draft employment framework as outlined in this report and attachments as part of the Municipal Comprehensive Review.
2. The Regional Clerk forward this report and attachments to the Ministry of Municipal Affairs and Housing and the Clerks of the local municipalities.

2. Summary

The Growth Plan for the Greater Golden Horseshoe (Growth Plan) requires municipalities to plan for employment by ensuring availability of land in appropriate locations to accommodate the employment forecast and by designating and setting density targets for employment areas in the Regional Official Plan. This report along with attachments provides background analysis and forms the basis for consultation on a proposed employment framework as part of the Municipal Comprehensive Review (MCR).

Key Points:

- York Region has become a top destination for business across a number of economic sectors. The employment growth outlook is for stable growth in manufacturing and rapid growth in services including jobs in knowledge and creative industries.
- Despite 24% of the Region's labour force being at risk of automation, York Region is well positioned to withstand the impacts of automation and Artificial Intelligence (AI) with an economy increasingly focused on higher skilled activities. The impacts are anticipated to be gradual, with automation likely to create more jobs in the long run.
- Amenity rich and transit accessible work environments are increasingly important to employers to attract talent. Regional Centres and Corridors are well positioned to attract highly skilled, knowledge-based jobs.
- Maintaining an appropriate supply of employment areas will be critical for providing flexibility for employers in high quality locations over the long term.
- Staff will continue to consult with local municipalities, the public, and other stakeholders in developing the Employment Strategy as part of the MCR.

3. Background

Business and job growth are fundamental to the economic vitality and long term livability of York Region

York Region is in competition with municipalities around the world to retain and grow existing businesses, attract new employers, skilled employees, and good paying jobs. The attraction of new businesses and growth or expansion of existing business operations are the generators of wealth and job creation. A region that can attract and keep high quality jobs across a range of sectors will increase economic stability for the entire community, improve resiliency, and raise the overall standard of living.

Providing residents with access to a full range of employment opportunities contributes toward the overarching goal of the Growth Plan of building complete communities. Complete communities provide opportunities for residents to work close to where they live, reducing impacts on the environment and reliance on the automobile. Communities that offer a mix of land uses and a range of commuting alternatives offer optimal conditions to support knowledge based employment growth and to attract highly skilled and talented employees.

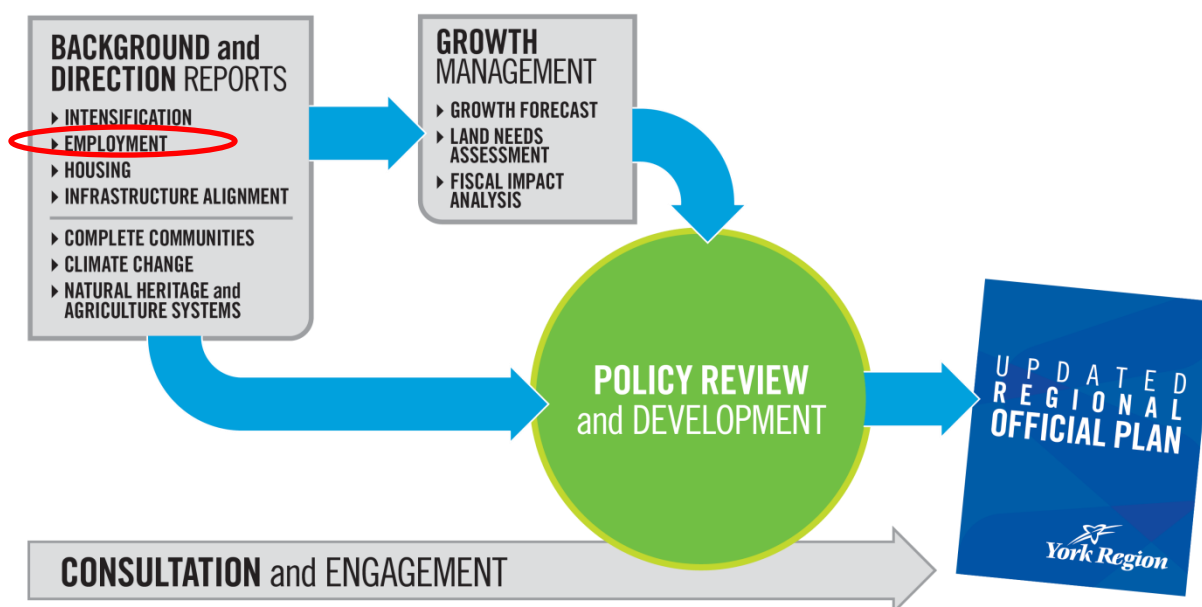
This is one of a series of reports to support planning for employment through the Regional Municipal Comprehensive Review

Through the MCR, York Region will be updating employment policies and the employment forecast in the Regional Official Plan (ROP). The Region is forecast to grow to 900,000 jobs by 2041, growth of approximately 264,000 jobs from 2018. To plan for this employment growth, a number of employment related reports are being presented to Council:

1. [Proposed Employment Area Conversion Criteria](#) and [York Region 2018 Employment and Industry](#) reports presented to Regional Council in March 2019
2. Planning for Employment Background Report
3. Employment forecast (by employment type) and land needs assessment to 2041, incorporating staff recommendations on employment area conversions
4. Draft policies and mapping of employment areas for the York Region Official Plan

These reports will form part of a broader series of reports and studies summarized in Figure 1 associated with the Region's Municipal Comprehensive Review.

Figure 1
Municipal Comprehensive Review Components



Source: York Region Planning and Economic Development

The report provides an overview of recent and anticipated employment trends and key findings from a global jurisdictional scan on planning for employment

For forecasting and land needs assessment purposes, employment is categorized into four types:

1. Employment area: employment within designated employment areas, excluding major office, and typically including manufacturing, warehousing, and ancillary retail uses
2. Major office: employment in free standing office buildings of 20,000 square feet or greater
3. Population-related: jobs serving the local population such as retail and services, including those working from home
4. Rural: primary and agricultural jobs dispersed throughout rural areas

This report is a summary of the content contained in Attachment 1 and provides an overview of recent and anticipated employment trends in the Region as well as key themes from a global jurisdictional scan of municipalities planning for the changing nature of employment. To inform the analysis on anticipated employment trends, York Region retained Hemson Consulting to prepare a [York Region Future Employment Trends Study](#).

Understanding employment trends will be a critical input to the Region's employment forecast and policy update as well as the designation of employment areas in the Regional Official Plan, a responsibility that was uploaded to the Region by the 2017 Growth Plan.

Local municipalities, Regional programs, and a number of industry partners play important roles in achieving the Region's long term employment goals

Through its updated forecast to 2041, York Region will be responsible for distributing employment growth to each of the nine local municipalities. Local municipalities will then be required to update their official plans to conform to the Regional Official Plan and plan to achieve the employment forecast. While the trends work presented in this report is important to inform the forecast, close collaboration between regional and local municipal staff will continue in order to ensure that regional policy directions align with local municipal planning objectives. Regional staff have been meeting with local municipal staff on a regular basis to discuss specific local issues.

Business attraction and economic growth in the Region is highly dependent on Regional plans, studies, and programs that recognize the importance of economic vitality as well as collaborative efforts of a number of public and private partners such as the Building Industry, local Chambers of Commerce, Boards of Trade, and institutions such as colleges, universities, and hospitals. Planning for employment through the MCR is also being coordinated with the update of York Region's Economic Development Action Plan, which sets out a strategic course of action for the economic growth and prosperity of the Region over the four year Council term.

4. Analysis

TRENDS ANALYSIS

The globalization of markets, automation, and the 'digital economy' are key drivers reshaping the Greater Golden Horseshoe economy

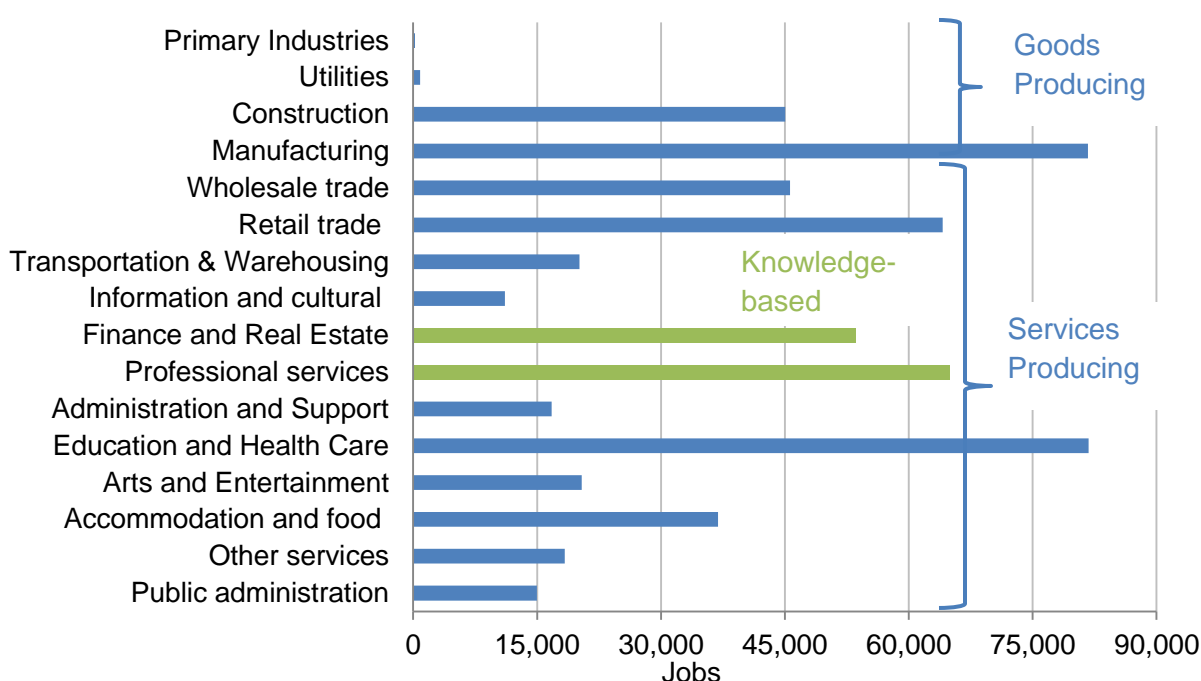
The economic landscape of the Greater Golden Horseshoe (GGH) has undergone economic transformation over the past several decades. According to recent studies, innovation, automation, and globalization are the main drivers of this economic change. The shift towards automation is resulting in less demand for lower skill and routine-based work and fostering growth in high skilled and knowledge-intensive industries such as business services, professional, scientific and technical services, finance, and insurance. Office space is being re-defined as a result of computer and digital technologies, and the emergence of e-Commerce has resulted in significant growth in the distribution and logistics sector and impacted traditional retail operations.

This shift is having an impact on locational preferences and the nature of work. There has been a growing concentration of employment in Downtown Toronto due to a number of factors including employee preferences of the millennial workforce, downtown transit connections, and access to a range of amenities. There has also been an increase in self-employment and the number of people working at home or with no fixed workplace address, and in contract or part-time capacity.

The outlook for employment growth in York Region remains favourable, driven by rapid growth in higher skilled and knowledge-based jobs

Within broader economic trends, the growth outlook for the GTHA and York Region remains positive. Since 1971, employment growth in the Region has outpaced population growth, growing at an average rate of 5.8 per cent per year, compared to population growth of 4.3 per cent. York Region has evolved into a top destination in the GGH and Canada for businesses across a number of industries and key economic clusters. As shown in Figure 2, the diversity of the Region's employment base promotes resiliency in the face of potential disruptions. The Region is home to the highest technology sector concentration in Canada relative to population and the second largest financial services cluster in Ontario. Some of the world's biggest companies are located in the Region, many of which are leaders in their industries. A sample of these companies includes IBM, Allstate, Honda, Johnson & Johnson, Oracle, FedEx, and General Motors.

Figure 2
Distribution of York Region Employment by Sector, 2018



Source: York Region Planning and Economic Development, 2018

The outlook for employment growth in York Region is for relative stability in the manufacturing sector with continued rapid growth in professional and service-based industries. With an economy increasingly focused on higher-skilled activities, including knowledge-based and creative industries, York Region is well positioned to compete for new business investment in the years to come. Over the past decade, employment in knowledge-based sectors (industries premised on their intensive use of technology and/or human capital) grew by 40 per cent compared to employment Region-wide at 32 per cent. Investment from Regional Council in key business supportive initiatives such as the recent introduction of Region-wide bandwidth (YorkNet) and commitment to a York Region

University Campus in Markham is important in supporting existing and new businesses in these rapidly growing sectors.

York Region is well positioned to withstand impacts of automation

The impacts of automation and AI by economic sector are related to several factors including overall susceptibility to automation, level of employment, and concentration of certain industries within the economy as well as the ability for displaced workers to transition to comparable jobs. According to Hemson, the impacts of automation and AI will occur gradually and likely create more jobs in the long run. This is consistent with broader historical trends that have seen technological advancements create jobs that did not exist in the past.

As shown in Table 1, based on the analytical framework developed by the Brookfield Institute and analysis from Hemson, an estimated 24 per cent of York Region's 2016 employed labour force, or 133,200 jobs, is at risk of automation over the next 10-20 years. A similar analysis for jobs located within the Region indicates that 143,000 jobs, or 25 per cent of 2018 surveyed employment, are at risk of being automated. Automation has the potential to impact all economic sectors; however, relatively lower-skilled and routine-based occupations such as manufacturing are particularly susceptible. Compared to the national average of 42 per cent, the share of occupations at risk is much lower in York Region as a result of its diverse economy and strength in high-skilled knowledge based sectors less susceptible to automation.

Table 1
Jobs at risk of Automation in the York Region Employed Labour Force

Occupation	Potential for Automation	Potential Jobs Lost
Manufacturing and Utilities	62%	12,800
Trades and Transport	39%	22,400
Business, Finance, and Admin	39%	41,600
Sales and Service	35%	43,300
Natural Resources and Agriculture	16%	800
Health Occupations	7%	2,300
Arts, Culture, Recreation & Sport	5%	900
Natural and Applied Sciences	7%	3,800
Management Occupations	4%	3,000
Education, Law, & Government	4%	2,300
York Region Total	24%	133,200

Note: Reflects jobs held by York Region residents, does not represent actual jobs in the Region.

Source: Hemson Consulting based on methodology from Brookfield

Automation has the potential to increase demand or create jobs in higher-skilled industries

Automation and other technologies have the potential not only to replace existing jobs, but to result in increased demand in others, or create entirely new ones. The adoption of technology has led to increased productivity and demand for human skills, judgement, cognitive, and interactive tasks. Many significant sectors in the economy such as website and application designers did not exist a few decades ago. As computer and information technologies continue to expand and evolve, knowledge-based industries such as software engineering and data analysis are likely to grow and compensate for losses in other industries.

The Region's urban structure supports a range of employment opportunities

As the backbone of the Region's urban structure, Regional Centres and Corridors are planned to achieve the highest population and employment densities in the Region and become mixed-use economic hubs with a range of live-work opportunities for York Region residents. The Growth Plan requires municipalities to direct major office employment to these areas. Clustering of economic activities, compact community design, and access to transit enhances the attractiveness of Centres and Corridors for businesses to cluster and gain access to a highly skilled and talented workforce.

Strategically located throughout the Region, employment areas continue to be major drivers of economic activity

Employment areas offer sites for small and large businesses at lower costs than elsewhere in the Region. Although traditionally home to industrial business uses, employment areas have evolved over time to support a wide range of business uses. Among the Region's employment areas are three key nodes (shown in Attachment 2) that play important, but distinct roles in the Regional economy:

- The high-tech node in Richmond Hill and Markham forms part of the Tor-East megazone identified by the Neptis Foundation and has been identified by Hemson as one of only three major office nodes outside of Downtown Toronto
- The node in Central and West Vaughan includes lands in the Tor-West megazone and is strategically located around major rail and highway infrastructure such as the 400 and 427 and home to a large number of traditional/industrial type jobs
- Emerging employment areas along the 404 north provide attractive vacant sites to support significant employment growth moving forward

Outside of the Region's Centres and Corridors and employment areas are community and residential areas. Driven by population growth, employment in these areas is largely population-related and includes a number of people working at home (an estimated 51,100, or 8 per cent of total employment in 2018). Local retail and personal services such as schools, hospitals, and medical clinics in these areas are key components to mixed-use

communities as they allow residents, workers, and visitors to purchase goods locally. Shopping locally promotes active lifestyles, reduces travel times and congestion, and supports the Region's economy.

There are also 14,700 jobs (or 2 per cent of total 2018 employment) in the Region's rural areas outside the urban boundary that support primary and agricultural-related employment.

Driven by rapid growth in Centres and Corridors, major office employment is anticipated to continue to outpace growth in all other employment types

As of 2018, one out of every five surveyed jobs (22 per cent) in the Region was located in Centres and Corridors, accounting for approximately 22,400 new jobs over the past decade. Approximately 72 per cent of the jobs created in Centres and Corridors since 2008 have been in the major office employment category. Region-wide, major office employment has outpaced employment growth overall, growing by over 33,400 jobs, or 48 per cent since 2008 to an estimated total of 102,300 jobs in 2018.

As the knowledge economy continues to evolve, the concentration of major office growth in Toronto is likely to continue which presents both challenges and opportunities for the Region. The challenge is that the overall demand for new office buildings outside Toronto has been reduced and is compounded by the increasing prevalence of office employment in non-office forms such as multi-unit industrial buildings. The opportunity will likely arise from the growing costs and other dis-benefits associated with Downtown Toronto such as congestion and crowding on transit which may drive employers to consider locations outside the City. Since 2010, the Region has attracted companies such as Aviva, Celestica, and Lenovo that were previously located in Toronto.

Outside of the City of Toronto, York Region is positioned better than most to compete for office development. Over the past ten years, York Region has accommodated 25 per cent of new major office jobs created in the GTHA. As of 2018, there were 21.6 million square feet of major office space in the Region with an additional 640,000 square feet (8 buildings) under construction and 3.9 million square feet (38 buildings) within proposed applications.

Amenity rich and transit accessible work environments will be critical to attract and retain talent

Key factors for knowledge and creative industries are access to talent and amenity-rich office space and work environments. The competition for talent is driving companies to locate in areas well served by transit with access to services such as restaurants and retail that cater to younger workers.

Attracting talent and business growth to York Region is supported by the Region's commitment to infrastructure investments and transportation expansion. Viva bus rapid transit and the Spadina Subway extension into Vaughan have supported significant office and residential construction. Working with the Province on the Yonge subway extension and all day two-way GO service will further support new business opportunities.

Increasing the attractiveness of Centres and Corridors for businesses and the broader GGH labour force will be dependent on prioritizing development of a high-quality, sustainable, and walkable public realm. As the urban structure evolves and Regional Centres and Corridors mature, these core attributes will promote the continued competitiveness of the Region as a top business location in the GTHA.

Protection of employment areas is essential as the demand for employment land is anticipated to remain strong

Employment areas are vital to the Regional economy. As of 2018, 53 per cent of York Region jobs were located in employment areas, including 76 per cent of the Region's largest employers. As of 2017 there were 2,600 ha of vacant employment land in the Region, protection of these areas to 2041 and beyond will be critical to ensure that choice is available to prospective businesses. More detail on each of the Region's employment areas can be found in Attachment 2.

Future demand for employment area development in York Region is anticipated to remain strong. Growth in e-Commerce has driven a surge in demand for distribution space close to major urban centres. Manufacturing will continue to play an important role with fewer workers and more automation. Mixed-use employment areas are not appropriate to support growth in these sectors because of higher land costs and because businesses in these industries often have specific location requirements that are often incompatible with sensitive uses such as residential and institutional.

Growth in employment areas will be driven by increasing demand for large sites with superior transportation access and evolving trends towards office uses in industrial flex space and older multi-unit industrial buildings. An appropriate land supply will be required for all types of industry to provide flexibility for employers over the long-term. The Region's strategically located employment areas, particularly along major highways and near intermodal facilities, will be important assets as these industries grow. While the composition of jobs is likely to shift toward more advanced forms of manufacturing, protection of employment areas will be important to accommodate employment growth in this export-based sector.

The Province is contemplating the introduction of Provincially Significant Employment Zones through proposed Amendment 1 to the Growth Plan but no amendments have been finalized at this time. It is staff's opinion that the identification of these zones, and Council's recommendations to the Province on Amendment 1, does not impact this background report. Future MCR related reports will address any applicable Growth Plan amendments once finalized.

Increasing office uses and intensification will contribute to higher densities in employment areas

While the Region encourages office development in Centres and Corridors, recent trends show that increases in employment area employment have been driven primarily by growth in service and knowledge-based sectors. These office-based sectors are being accommodated in a range of building types, specifically flex-office space and older industrial

buildings that have been re-purposed to accommodate higher density uses. The impact of this trend has been a “blurring of the lines” between traditional employment area employment such as manufacturing and industrial uses, and office employment. Approximately 54 per cent of “office type” jobs in employment areas are accommodated outside of major office buildings, a trend likely to continue as service sector and knowledge based uses are accommodated in employment areas. Flex-office and multi-unit industrial building types in employment areas will play an important role moving forward by providing space at a lower cost than other areas of the Region, particularly for small businesses and technology-related start-ups.

Intensification in employment areas is another factor contributing to increased densities. Since 2011, over 60 per cent of employment area growth has been accommodated through employment intensification of existing built parcels and buildings. Despite part of this growth being attributed to re-occupancy of vacant space following the 2008/2009 recession, considerable job growth is anticipated to be accommodated through intensification moving forward.

These trends have resulted in an overall decrease in floor space per worker and a corresponding increase in employment area density over the past five years from 65 jobs per hectare in 2013 to 70 jobs per hectare in 2018. Largely due to location and the sector makeup of employment areas, densities vary across the Region. In West Vaughan where there are a large number of warehouse and distribution facilities, densities are as low as 15 to 25 jobs per hectare compared to densities of 290 jobs per hectare in employment areas such as the Commerce Valley business park in Markham where there is a large concentration of professional service employment in office and multi-unit industrial buildings.

Retail locations remain important as their role evolves to incorporate different types of retail delivery and support online retailers

Along with growth in e-Commerce and demand for industrial distribution there has been a shift in the pattern of retail development, as evidenced by recent closures of major large North American brick and mortar stores. While this trend may continue, it is being moderated by the establishment of retail stores by major online retailers, notably Amazon, to create a physical footprint for the sale and delivery of goods. Other related trends are growth in stand-alone pick up locations and the ability to order items online and pick up in stores (“click and collect”).

The likely impact will be a reduced need for new retail space combined with the continued repurposing of existing stores to accommodate a wider range of uses. At a local scale, needs of residents still need to be met, and at a regional scale, there is still demand for space in regional malls because of the enduring appeal of the shopping experience. Most of the change will be in mid-scale developments such as community shopping centres as traditional anchor tenant’s move their business online.

These shifts are likely to result in a reduction in employment in the retail sector due to the continued automation of routine-oriented service tasks.

EMPLOYMENT AREA PLANNING

Municipalities in Canada and around the world are changing the way in which they plan employment areas

The employment trends presented in this analysis are reflective of broader national and global economic trends that relate to employment policy planning. To better understand and address these trends and plan for the changing nature of employment, municipalities worldwide have completed studies to review employment areas. In Canada, Toronto, Waterloo, Milton, Victoria, British Columbia, and Surrey, British Columbia and others such as Sydney, London, Stockholm, and Anaheim have created new policy direction to help prepare and plan for future change. Common findings from these studies are summarized below, and Attachment 3 provides additional detail on each study.

Increasing flexibility along corridors and improving built form are two common approaches to increase attractiveness of employment areas

While the overarching theme in all municipalities studied was an emphasis on protecting and preserving employment areas, there was a focus on improving the attractiveness of these areas for businesses and improving live-work relationships for residents. To accomplish this, two inter-related policy directions emerged: the need for increased flexibility in employment area designations along corridors and the need to improve built-form and the pedestrian environment.

Jurisdictions studied are amending existing policies to both limit the number of employment area designations and introduce designations that permit a broader range of employment uses in strategic locations. Locations identified include areas adjacent to major arterial roads or within broader community centres. Through the introduction of increased flexibility, municipalities are hoping to better align these targeted areas with other city building initiatives to capitalize on investments in infrastructure, better integrate employment and non-employment uses, and provide for a broader mix of employment uses and amenities. While increasing flexibility in strategic locations, municipalities are stressing the importance of protecting inner and core areas for traditional employment uses such as manufacturing and industrial uses.

Municipalities are also developing implementation plans, guidelines, programs and incentives to improve the built form of employment areas to make these areas more attractive to employers and employees. Municipalities cited use of landscape and urban design guidelines to improve pedestrian environments and encourage mobility and connectivity to support multi-modal uses in employment areas.

Municipalities are developing creative solutions to rejuvenate employment areas and stimulate economic growth

Municipalities are recognizing older employment areas that may be in transition and are developing strategies and policies to support redevelopment where appropriate. This may

include use of Community Improvement Plans and/or identification of Business Improvement Areas to revitalize sites previously occupied by heavy industry or rail yards. In some cases, financial incentives are being used to encourage office development in “innovation or creative districts”.

Analysis will inform the Region’s employment forecast and policy considerations

This report, along with Attachments, provide background analysis for the Region’s employment forecast and policy update which forms part of the Municipal Comprehensive Review and update of the Regional Official Plan. The following are examples of policy considerations that will be explored with local municipalities and the public in development of the Region’s policy framework:

- Planning for the changing nature of employment by promoting transit supportive high quality urban environments attractive to office development as the knowledge economy evolves
- Protecting employment areas over the long term for a broad range of employment uses, including growth in transportation, logistics, and warehouse facilities
- Appropriate land use flexibility in suitable employment area locations
- Developing strategies to support redevelopment and rejuvenation of employment areas

Further analysis is required to designate employment areas in the Regional Official Plan and derive employment area density targets

Preserving employment areas is an important planning tool for securing the Region’s economic future. Over the coming months, Regional staff will be working with local municipalities to ensure the unique needs of each local municipality are considered when delineating and designating employment areas in the Region Official Plan. The work will incorporate the following:

1. Findings from the historical and future trends analysis and jurisdictional scan
2. Results of the assessment of site specific conversion requests
3. A broader review of the Region’s employment areas in the context of the evolving urban structure, infrastructure investments, and the changing nature of employment

A key input to this work will be a Council Workshop which has yet to be scheduled.

5. Financial

Work related to analysis of employment data is completed by internal resources and all costs are addressed in the approved Planning and Economic Development budget. Consideration

of the findings and observations through the review and update of the Regional Official Plan will occur within the existing staff complement and necessary consultant services through the approved budget.

6. Local Impact

York Region staff have met with local municipal planning staff to discuss employment planning. Extensive consultation with local municipal staff will continue to occur when developing the Region's employment forecast, policy update and when designating employment areas in the ROP, including assessment of employment area conversion requests. Local municipalities are key partners in planning for employment in the Region.

7. Conclusion

York Region has a diverse employment base with a range of industries and key economic clusters that continue to grow and prosper. Moving forward, consistent with broader economic trends, knowledge-based sectors are expected to be among the fastest growing sectors in the Region. The Region's strengths in these industries will contribute towards a more resilient economy to withstand impacts of automation.

In planning for future employment growth through the employment forecast and policy update, protection of employment areas will continue to be important to accommodate an increasing demand for warehouse and distribution facilities as well as flex-office space uses. Increasing flexibility in strategic locations and improving built form of employment areas through creative solutions will also be an important policy consideration.

For more information on this report, please contact Paul Bottomley, Manager, Policy, Research and Forecasting at 1-877-464-9675 ext. 71530. Accessible formats or communication supports are available upon request.

Recommended by: **Paul Freeman, MCIP, RPP**
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April 25, 2019
Attachments (3)
eDOCS #: 9313516

2019 **PLANNING** FOR **EMPLOYMENT** **BACKGROUND REPORT**

YORK REGION'S MUNICIPAL COMPREHENSIVE REVIEW

MAY 2019



1.0 SUMMARY

The Growth Plan for the Greater Golden Horseshoe, 2017 (Growth Plan) requires the Region to plan for employment as part of the Regional Municipal Comprehensive Review (MCR). This report provides the background analysis to support development of the Region's Employment Strategy. This Planning for Employment report:

- Summarizes the Provincial, Regional and local municipal policy context for employment
- Assesses historic employment trends in the Greater Toronto and Hamilton Area and York Region
- Provides an overview of anticipated employment trends in the Region based on a "York Region Future Employment Trends Study" produced by Hemson Consulting
- Summarizes a jurisdictional scan on how municipalities are planning for the changing nature of employment
- Identifies key policy considerations, directions, and next steps for the forthcoming York Region Employment Strategy

The report includes the following key findings:

- Since the Region was created in 1971, employment growth has outpaced population growth, increasing at an average rate of 5.8 per cent per year compared to 4.3 per cent per year, for population.
- York Region's economy has evolved into a top destination for business across a number of industries and key economic clusters such as information and communications technology (ICT), finance and business services, distribution and logistics, as well as manufacturing.
- The structure of employment in York Region is well-established through Regional Centres and Corridors which are attractive for office development and related services and amenities and accommodate one in every five jobs in the Region.
- Employment areas contain 53 per cent of the Region's employment base including 76 per cent of the Region's largest employers.
- Residential community areas provide retail and service jobs that are important for serving the needs of local communities.
- According to Hemson Consulting, the employment growth outlook for York Region is favourable and is anticipated to be characterized by stable growth in manufacturing and rapid growth in services-producing industries including high-skilled jobs in knowledge and creative industries.
- Despite 24 per cent of the Region's labour force being at risk of automation, York Region is well positioned to withstand the impacts of automation and Artificial Intelligence (AI)

with an economy increasingly focused on higher skilled activities. The impacts are anticipated to be gradual, with automation likely to create more jobs in the long run.

- Amenity rich and transit accessible work environments are increasingly important location decisions for employers to attract talent. Regional Centres and Corridors are well positioned to attract highly skilled, knowledge-based jobs.
- Demand for employment areas is anticipated to remain strong and be driven by land-extensive logistics and warehouse facilities as the role of e-Commerce continues to expand as well as increasing shares of service sector employment in small offices and multi-unit industrial buildings. Maintaining an appropriate supply of employment areas will be important for all types of industry to provide flexibility for employers in high quality locations over the long term.
- To plan for the changing nature of employment, municipalities around the world are increasing flexibility in employment area designations in strategic locations, implementing strategies to improve built-form, and introducing plans to redevelop and rejuvenate older employment areas.

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1.0 INTRODUCTION

The Growth Plan, 2017 requires that all municipalities develop and implement, through their official plans and other supporting documents, an employment strategy.

This report provides the foundation for developing the York Region Employment Strategy by presenting background work completed to date and providing direction for the Region's employment forecast to 2041 and regional official plan policy updates.

The report:

- discusses historical and current employment trends in York Region and the GTHA
- discusses the potential impacts of automation, artificial intelligence, and other disruptors on the future of employment
- assesses existing densities and the potential for intensification in employment areas
- summarizes a jurisdictional scan on how municipalities are planning for the changing nature of employment
- identifies preliminary policy considerations and next steps

The final York Region 2041 Employment Strategy will inform the York Region Official Plan update to bring it into conformity with the Growth Plan and the Provincial Policy Statement, 2014 (PPS) by:

- demonstrating the Region's ability to achieve the employment forecast
- presenting the Region's employment area density target
- identifying opportunities for intensification of employment areas
- providing the framework for updating employment policies in the York Region Official Plan, including mapping and designating employment areas

2.0 BACKGROUND

2.1 Provincial Policy Context

The Planning Act and Provincial Policy Statement recognize the importance of employment and economic vitality

A number of provincial planning documents recognize the importance of planning for employment in building complete communities. The Planning Act declares that the adequate provision of employment opportunities is of provincial interest. The PPS recognizes the need to protect and preserve employment areas for current and future uses, especially in prime locations along 400-series highways and other major goods movement corridors.

Stressing the importance of employment areas to the vitality of a Region, the PPS allows planning authorities to plan beyond a 20-year horizon for the long term protection of employment areas.

A guiding principle of the Growth Plan is to allow flexibility to capitalize on new economic opportunities while providing certainty for traditional industries

The Growth Plan strives to support the achievement of complete communities designed to support healthy and active living and meet peoples needs through an entire lifetime. Ensuring that employment opportunities are available for residents is a key component of building complete communities. Policy direction in the Growth Plan, therefore, aims to align land use planning with economic development goals and strategies to retain and attract investment and employment by:

- Directing major office and major institutional development to urban growth centres, major transit station areas and other strategic growth areas
- Better connecting areas with high employment densities to transit
- Directing retail and office uses to locations that support active transportation
- Planning for a transit-supportive and compact built form by encouraging the integration of retail and office uses with other land uses
- Supporting office parks by improving connectivity with transit and active transportation
- Providing for an appropriate mix of amenities and open space to serve the workforce

The Growth Plan has strengthened protection of employment areas

The Growth Plan directs municipalities to protect employment areas and ensure the availability of sufficient land, in appropriate locations, for a variety of employment types. Employment areas are defined in the PPS as “areas designated in an official plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices and associated retail and ancillary facilities”.

New policy direction in the Growth Plan, 2017 requires upper- and single-tier municipalities to:

- Delineate and designate employment areas in the Regional Official Plan
- Consider identifying employment areas located near goods-movement facilities and corridors as prime employment
- Establish a minimum density target for employment areas that incorporates opportunities for intensification of employment uses

In planning for employment areas, updates to the Growth Plan require municipalities to prohibit or establish a size or scale threshold for major retail uses. Any new or expanded permissions for major retail in an employment area can only occur through a Regional MCR.

The Growth Plan only allows for the conversion of employment areas to non-employment uses at the time of a Regional MCR based on a set of criteria. Additionally, provincial policies prevent appeals of conversions and conversion policies in Regional Official Plans, once approved by the Province.

Proposed Amendment 1 to the Growth Plan, if approved, will not have a significant impact on how the Region plans for employment

On January 15th, 2019, the Province released proposed Amendment 1 to the Growth Plan and a Proposed Framework for Provincially Significant Employment Zones. Changes related to employment policies include:

1. Provincially Significant Employment Zones – 29 areas across the Greater Golden Horseshoe (GGH) that are important to the provincial economy and should not be converted outside of an MCR. Five of these zones include land within York Region
2. A policy that would allow consideration of employment area conversions in advance of the next MCR, outside of Provincially Significant Employment Zones
3. A requirement to establish minimum density targets for all employment areas, rather than an overall target
4. Removal of the consideration for prime employment areas

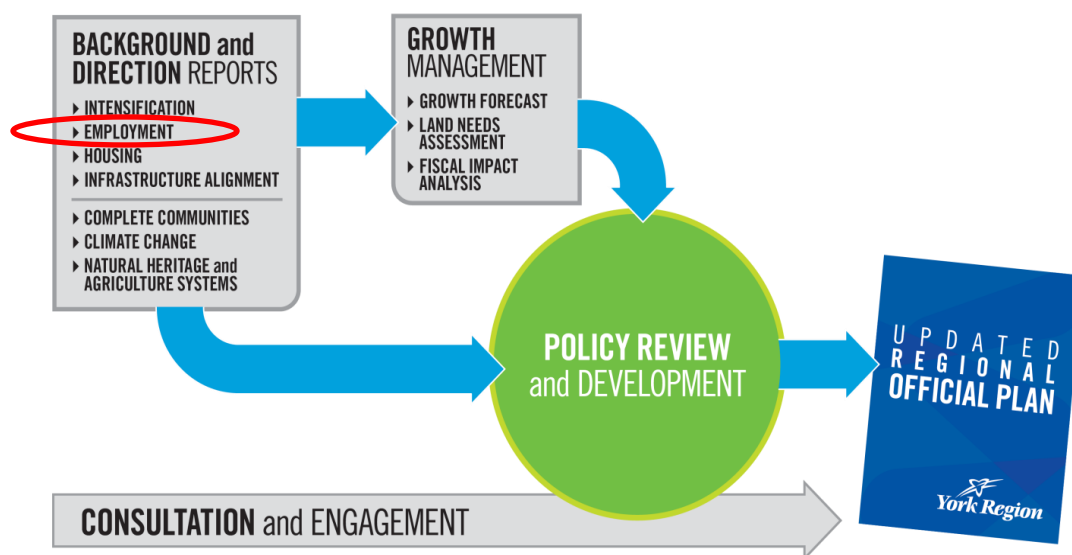
[Staff's and Council's position](#) on these aspects of proposed Amendment 1 is that all requests for employment area conversions only be considered comprehensively through the MCR process. The Province is contemplating the introduction of Provincially Significant Employment Zones through proposed Amendment 1 to the Growth Plan but no amendments have been finalized at this time. It is staff's opinion that the identification these zones, and Council's recommendations to the Province on Amendment 1, do not impact this background report. Future MCR related reports will address any applicable Growth Plan amendments once finalized.

2.2 Regional Context

The Region is forecast to grow to 900,000 jobs by 2041

The Growth Plan forecasts York Region to grow to 1.79 million people and 900,000 jobs by 2041. The 2018 employment survey estimates that there were approximately 636,600 jobs in the Region as of mid-2018, requiring growth of 263,400 jobs by 2041 in order to meet the forecast. Updates to the employment forecast will be informed by the directions provided in this report. The historical and future employment trends analysis discussed in this report will be particularly important in planning for growth of this magnitude.

Planning for employment will form part of the Region's MCR. Figure 1 summarizes the various components of the MCR.

Figure 1: Municipal Comprehensive Review Components

Source: York Region Planning and Economic Development

Changes to the Growth Plan have uploaded the designation of employment areas and assessment of requests for employment area conversions to the Region

Changes to employment policies in the Growth Plan have resulted in an uploading of the following responsibilities to the Region previously undertaken at the local municipal level: designating employment areas and assessing requests for employment area conversions. Despite now being the responsibility of the Region, this work will continue to be done in close consultation with local municipalities throughout the MCR process.

The Region monitors employment trends in order to respond to changing industry needs

The employment trends data presented in this report is closely tied to data portrayed in other regional reports and studies. The Region undertakes a considerable amount of research and analysis on the regional economy and employment, including:

- An in-depth analysis of employment growth by sector through an annual Employment and Industry Report. Data is gathered through a region-wide Employment Survey
- An annual Economic Development Year in Review which highlights economic activity in the Region and the impact of York Region programs on business and job growth
- An annual Growth and Development Review that provides updates on key development and population indicators in the Region and reports on the competitiveness of York Region's economy within the GTHA and Canada
- Annual Regional Centres and Corridors reports which provide updates on development activity and transit investments within Regional centres and corridors

- A Vacant Employment Land Inventory which provides an overview of the supply and characteristics of vacant employment lands in the York Region. The inventory was last updated in 2017.

Employment is categorized into four main categories

For forecasting and land needs purposes, the Region organizes employment into four main employment categories:

1. Major office: Employment occurring in free standing buildings of 20,000 square feet or larger (excluding city or town halls, hospitals or school board offices and other local serving office uses)
2. Employment area: Refers to employment within the Region's designated employment areas and business parks, excluding major office employment, and includes activities such as manufacturing, research and development, warehousing and ancillary retail, office, and service uses
3. Population-related: Employment serving the local population such as retail, services, education, municipal government, institutions, and community services. This type of employment tends to increase with population growth and also includes home-based businesses.
4. Rural: Jobs dispersed throughout rural areas (i.e. agriculture, primary industries)

Employment area land need will be assessed through the land needs assessment

Employment area employment is an important component of the land needs assessment exercise which staff will be undertaking later in the MCR process, informed by this report. Through this process, it will be determined if additional employment area land is required to accommodate the 2041 employment forecast. Findings in this report will also support the designation of employment areas in the Regional Official Plan. A map of the Region's employment areas can be found in the [York Region 2017 Vacant Employment Land Inventory](#), presented to Council in March of 2018.

2.3 Local Municipal Context

Local municipalities are important partners in achieving long term employment goals of the Region and meeting the 2041 employment forecast

Local municipalities play a key role in attracting and supporting business growth in the Region. Aligning updates to employment area policies in the Regional Official Plan with local municipal planning and economic development goals will be critical in continuing to provide York Region residents with access to good quality, high paying jobs.

Through its updated employment forecast, the Region will be responsible for allocating employment growth to 2041 to each of the nine local municipalities. Local municipalities will then be required to update their official plans to conform to the Regional Official Plan and plan to achieve their 2041 employment forecasts. Local municipal official plan conformity is to occur

within one year of the Regional Official Plan being approved by the Province. This has reinforced the need for continued collaboration between regional and local municipal staff to ensure that regional policy directions align with local municipal planning objectives. Regional staff meet with local municipal staff on a regular basis to discuss local specific issues.

3.0 EMPLOYMENT AND ECONOMIC VITALITY IN YORK REGION

Business growth, job growth, and the creation of wealth are fundamental to the economic vitality and long term livability of York Region

Aligning planning and growth management policies with economic development goals is critical for the economic viability. York Region is in competition with jurisdictions around the world to retain and grow existing businesses, attract new employers, skilled employees, and good paying jobs. The attraction of new businesses and growth or expansion of existing business operations are the generators of wealth and job creation. A region that can attract and keep high quality jobs across a range of sectors will increase economic stability for the entire community and raise the overall standard of living. Business growth leads to investment and supports the regional economy by providing residents with access to good paying jobs. Providing opportunities to work close to home reduces congestion and commuting times and provides more family time and opportunities for workers to both live and work in their own community.

There is a strong connection between the physical and social quality of place and economic growth

Providing residents with access to a full range of employment opportunities in proximity to where they live contributes toward an overarching Growth Plan objective of building complete communities. Complete communities provide opportunities to live, work, learn, and play locally, improve health outcomes, reduce impacts on the environment and reduce reliance on personal vehicle use by offering the potential for improved transit access and greater active transportation. In turn, communities that offer a mix of land uses and alternatives to the automobile offer optimal conditions to support knowledge-based employment growth and to attract highly skilled and talented employees. Communities catering to business growth also play a key role in achieving fundamental planning objectives related to the efficient use of infrastructure, sustainable transportation, and a livable region.

The Regional Official Plan provides a strong foundation for planning for employment growth in the Region

It is a goal of the York Region Official Plan to provide one job for every two York Region residents by creating a competitive and flexible economic environment that encourages investment and a diversity of employment opportunities. This is to be achieved through a policy framework that ensures:

- support for the Regional Centres and Corridors as the focus of economic activity and culture in York Region
- the long term supply and effective planning and design of employment areas

- that retail is well-designed and appropriately integrated into communities in a manner that encourages active transportation
- that growth is financially responsible

The Official Plan recognizes employment areas as strategic and vital to the Regional economy and aims to protect them over the long term by prohibiting conversions to non-employment uses, prohibiting major retail uses and limiting ancillary retail uses to 15 per cent of the employment area defined in the local official plan.

The 2041 conformity update of the Regional Official Plan aims to build upon and strengthen the existing policy framework. Updates will address changes to the Growth Plan and reflect the changing nature of employment in the Region as a result of historical and future trends.

A number of competitive advantages position the Region as a top business destination

Its location in one of the most attractive and vibrant economic areas in North America position the Region to capitalize on opportunities in the economy.

1. The Region benefits from core underlying economic attributes of strong population and employment growth, a highly educated labour force, and a high quality of living. In addition to being Ontario's fastest growing large municipality and third largest business hub, York Region's median household income ranks second among all municipalities in Ontario.
2. The Region's location in the GTHA is also strategic from a goods movement perspective. York Region is within a one day drive to the United States market with over 140 million people and a one hour flight to global markets like New York, Philadelphia, Boston, Chicago and Detroit. It is located in close proximity to Toronto Pearson Airport, is home to both the CP intermodal facility and the CN MacMillan rail yard, and has a strong network of 400-series highways which connect the Region to both the broader provincial and national markets as well as the United States border.
3. The Region has recently committed to key business supports such as consistent high-level bandwidth, the Ontario Research and Innovation Optical Network in Newmarket, and a York University campus to Markham Centre.

Council has endorsed a number of strategic plans and capital investments to support and attract employment growth

To support business attraction and job growth, Regional Council has made significant investments in infrastructure and endorsed a number of strategic plans, studies, and programs that recognize the importance of economic vitality.

- Vision 2051 has links to economic growth in all eight goal areas
- The 2019-2023 Strategic Plan provide high level policy objectives related to business growth, job creation, and maintaining a resilient economy
- The Economic Development Action Plan 2016-2019, including a Broadband Strategy. Post-Secondary Investment Attraction Strategy, and the York Link Investment and Marketing plan targeting office development in the Region

- The York Region Office Attraction Study (2015) identified the importance of clustering and access to amenities in office location decisions and confirmed that Centres and corridors should be developed as economic hubs with a high concentration of major office uses
- The Retail Trends Study (2015) presented an analysis of retail in the Region and a potential outlook for the retail market moving forward
- Long term infrastructure planning ensures that services will be provided in appropriate locations to support population and employment growth over the 2041 planning horizon

Continued transit investment in Regional Centres and Corridors is a catalyst for economic growth

Business and job growth is supported by transit investments in the Region, particularly in the Region's Centres and Corridors. The Regional Official Plan establishes the Regional Centres and Corridors as the backbone of the Region's urban structure and city building initiatives. Regional Centres and Corridors are planned to achieve the most intensive and greatest mix of development in the Region and are supported by over \$3 billion in transit infrastructure investment.

Transit investment helps connect people and jobs more efficiently and increases employers access to a talented workforce. Transportation infrastructure such as the Viva bus rapid transit and Spadina Subway extension into Vaughan support significant office and residential construction and business attraction. The new subway to the Vaughan Metropolitan Centre (VMC), the anticipated arrival of two-way all day GO transit service and continued construction on Bus Rapid Transit corridors will be a catalyst for office development in the Region's Centres and Corridors, realizing the vision of mixed use centres. As the Region's urban structure continues to evolve and the Regional Centres and Corridors mature, these core attributes help maintain and promote continued competitiveness as a top business location in the Greater Toronto Area.

Regional economic development plans and programs support growth of local businesses

The Economic Development Action Plan 2016 to 2019 was endorsed by Council in 2016 and sets out a strategic course of action for economic growth and prosperity of York Region. The Plan guides economic development activities of the Region and outlines programs that explore the Region's economy and business needs, connect businesses into a network that promotes innovation and growth, and share success stories with audiences to generate interest and excitement both within and outside York Region. York Region's Economic Development Action Plan addresses key economic challenges and opportunities facing York Region, and translates them into economic action areas for programs.

In collaboration with local municipalities and a network of business partners, York Region provides services in the areas of business advisory, economic research, innovation, and investment attraction marketing and sales. Innovation and business expansion/attraction are supported region-wide by York Link, the Region's Investment and Marketing platform and the

Strategic Economic Initiatives programs. Entrepreneurship support is delivered in York Region's northern six municipalities by the York Small Business Enterprise Centre (YSBEC).

In March of 2016 Regional Council authorized staff to enter into an agreement with Toronto Global to undertake global investment attraction on behalf of Greater Toronto Area municipalities. Toronto Global's mandate is to identify and attract new investments from foreign companies into the Greater Toronto Area (GTA).

The Region collaborates with a number of public and private sector partners to support and grow the economic base

Business attraction and economic growth in the Region is highly dependent on the collaborative efforts of a number of public and private sector partners. Some key partners are listed below:

- Federal and provincial government
- Local Municipalities
- Building Industry and Land Development Association
- Local chambers of commerce and boards of trade
- Venture LAB
- York University and Seneca College
- Greater Golden Horseshoe Agricultural Alliance

Together with the Region, these partners have provided York Region residents with access to high quality employment opportunities. Continuing to foster these relationships will be important in sustaining and growing the economic base.

York Region is home to a number of global companies across a range of industry clusters

An industry cluster is a geographic concentration of interconnected businesses and institutions in a common industry that both compete and cooperate. Industry clusters advance regional economic growth through the benefits that can be realized as a result of firms in related industries locating in close proximity to one another. Industry clustering provides a number of key economic benefits including encouraging networking, innovation and facilitating the incubation of new businesses. New firms and workers are drawn to the cluster which further contributes to overall productivity and efficiency.

York Region is a top destination in the Toronto area and Canada for businesses across a number of industry clusters. The Region is home to:

- the highest technology sector concentration in Canada relative to population
- the second largest financial services cluster in Ontario
- the second largest consulting engineering, building and construction cluster in the GTA
- the top automotive cluster in the GTA and Canada's fifth largest manufacturing cluster

York Region businesses also play a role on the global stage by delivering goods and services around the world and attracting international investment. Over 2,000 businesses in the Region rely on exporting as their primary source of revenue collectively generating \$19 billion annually.

The Region is attractive for international investment and home to major global research and development centres for some of the world's biggest companies. Foreign companies account for close to 10 per cent of local jobs and business investment in the Region. There are an estimated 500 foreign companies operating in York Region providing over 50,000 local jobs. A sample of these companies includes IBM, Allstate, Aviva, Honda, Johnson & Johnson, Oracle, FedEx and General Motors. These companies typically provide high paying knowledge-based jobs and export goods and services around the world.

More is required to continue to attract employment growth in York Region

The Region's investment and strategic planning initiatives to fostering job growth and economic development has been significant but needs to continue due to the following threats that may restrict economic growth moving forward:

1. Strong competition for business investment and attracting talent within the GTHA, Ontario and around the world. Recent economic restructuring has brought about the hyper-concentration of economic activity in and around downtown Toronto
2. Continuing traffic congestion as a result of the Region's rapid growth has the potential to make the Region and its strategic location less attractive to prospective businesses
3. Housing in the Region becoming increasingly less affordable. Many people that work in the Region can't afford to live in the Region, resulting in long commute times, further impacts on congestion, and the risk that these employees will find jobs elsewhere

4.0 HISTORICAL AND CURRENT TRENDS ANALYSIS

A more detailed understanding of employment trends will inform updated forecasts and policy review

The following section outlines key economic and employment trends in York Region and the broader GTHA, including:

1. A high level overview of the changing nature of employment growth in the GTHA and York Region's role in the broader regional economy
2. An overview of how the York Region economy has evolved since the Region was created in 1971
3. A detailed review of employment trends over the most recent ten year period (2008-2018)
4. A detailed analysis of the structure of employment in York Region with a specific focus on major office and employment area employment trends in the past 10 years

The analysis is intended to provide insight into the nature of future employment growth with respect to the rate and location of development, employment density and built form, and the mix of employment uses. Unless otherwise stated, the analysis below has been conducted using surveyed employment data for 2008 and 2018. It does not include estimates for businesses that were unable to contact, home based, or agriculture/farm based operations.

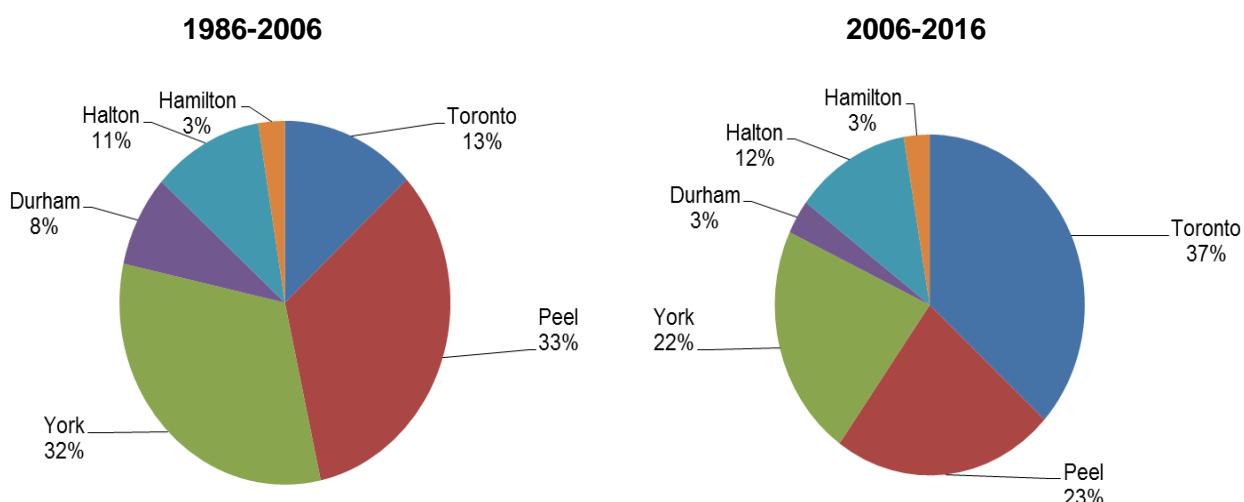
4.1 Employment Growth in the Greater Toronto and Hamilton Area

The economic landscape of the GTHA has undergone significant transformation over the past several decades as the broader regional economy continues to evolve

York Region is not an isolated economy, and local business and employment growth are closely tied to external economic conditions, trends, and government policies. For the past 30 years, the GTHA has been one of the fastest growing urban areas in Canada and the United States, reaching over 3.5 million jobs in 2016. Similar to national and provincial trends, the composition of GTHA employment has gradually shifted from a goods-producing economy to a services-producing economy over the past several decades. This has been led by a decline in industrial and manufacturing employment in favour of growth in services-producing sectors such as business services, financial services, health care and social assistance, professional, scientific, and technical services, and retail trade.

More recently, innovation, automation and globalization have been main drivers of economic change and are reshaping the economic makeup of the GTHA. The shift is resulting in a lower demand for low skill and routine-based work, and fostering growth in skilled, tech-related and knowledge – intensive industries such as professional scientific and technical services as well as finance and insurance. Office growth is being re-defined as a result of computer and digital technologies, and the emergence of e-Commerce has resulted in significant growth in the distribution and logistics sector and continues to impact traditional retail operations.

The shift is having an impact on the makeup of employment within the GTHA. As shown in Figure 2, the distribution of Census employment growth more heavily weighted towards York and Peel Regions in the 20-year period between 1986 and 2006 has given way to significant employment growth in downtown Toronto and lower shares of growth in the “905” between 2006 and 2016.

Figure 2: GTHA Employment Growth by Municipality, 1986-2016

Source: York Region Planning and Economic Development based on Statistics Canada

York Region is an important contributor to the GTHA economy and home to regionally-significant employment nodes

York Region is centrally located within the GTHA and has experienced some of the fastest employment growth within the broader economic region. Between 2006 and 2016, over 1 in every 5 (22 per cent) new jobs created in the GTHA were accommodated in York Region. Within the GTHA, the Neptis foundation has identified three regionally, provincially, and nationally significant employment zones. These zones are large, continuous multijurisdictional areas focused on “core”, or traded or tradeable industries that bring revenue and income into the region to drive its growth. Two of these three zones (shown in Attachment 2), have significant portions within York Region, each playing a different role in the regional economy.

The Tor-York East megazone surrounds the interchange of Highways 404 and 407, including parts of the cities of Markham and Richmond Hill, and represents a significant regional concentration of finance and business services, manufacturing, and the information and technology cluster.

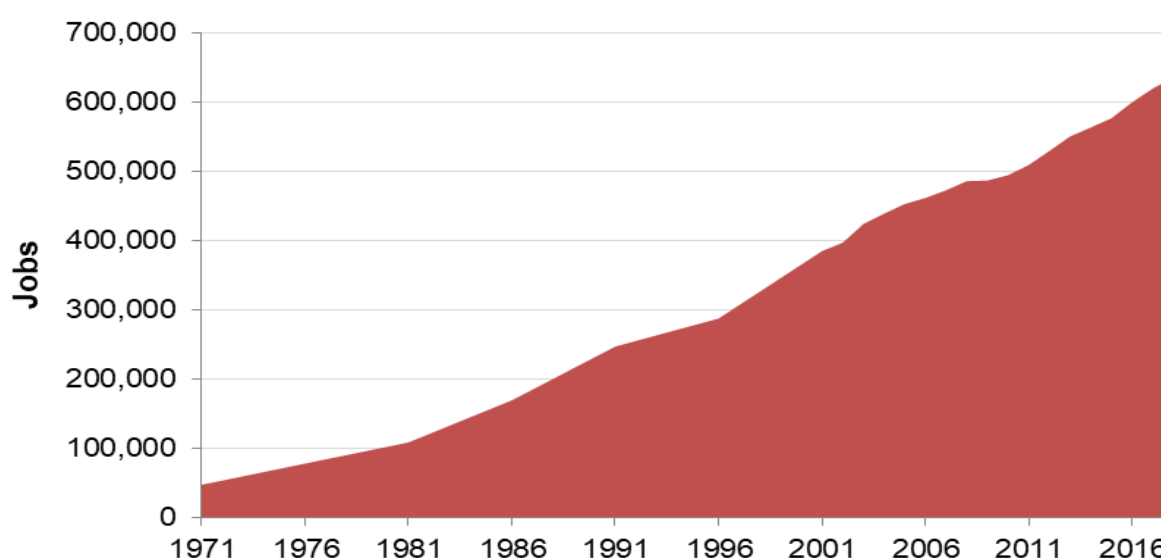
The Tor-York West megazone covers a large area in the City of Vaughan, including the CN MacMillan facility. This megazone has a significant concentration of manufacturing, construction, and wholesale trade and transportation jobs. Although this megazone has experienced recent declines in manufacturing employment, these declines have been largely compensated for with employment growth in construction, business services, higher education and personal services. This area is experiencing significant transition, with new office development in the VMC driven by major transit investments in the extension of the Spadina Subway and the addition of bus rapid transit on the Highway 7 corridor.

4.2 The History of Employment in York Region

Employment in York Region has grown by 588,800 jobs since the Region was created in 1971

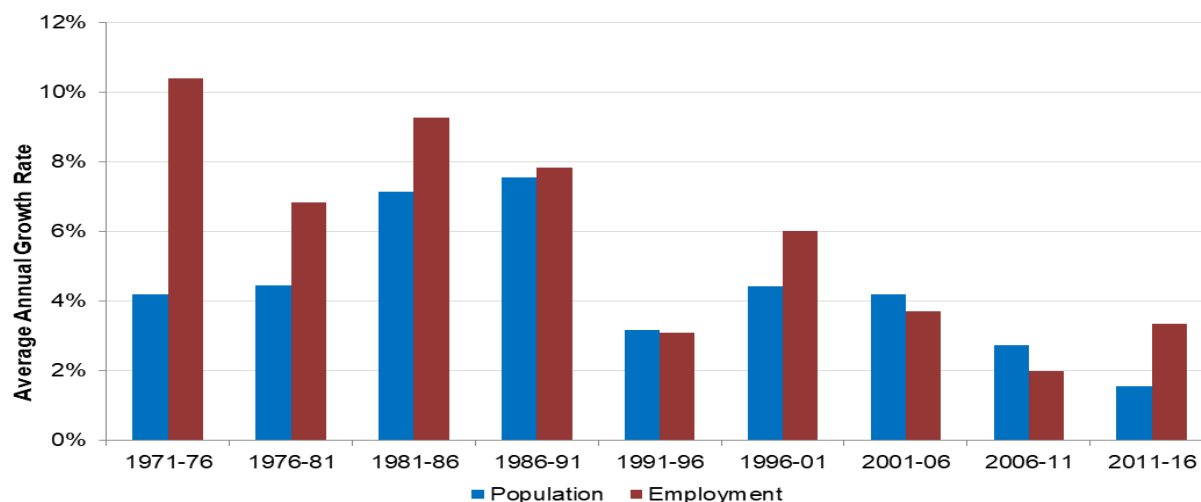
When York Region was created in 1971, it was considered a bedroom community with most of the existing development being residential in nature and workers commuting outside of the Region for work. The Region had a population of 169,200 and 47,800 jobs. As shown in Figure 3, since 1971 the Region has increased its employment base by over 13 times to an estimated 636,600 total jobs in 2018, increasing its share of GTHA employment from 4 per cent in 1971 to 15 per cent in 2016.

Figure 3: York Region Total Employment, 1971-2018



Source: York Region Planning and Economic Development

Despite economic recessions over the 45-year period, the Region has experienced strong overall employment growth, outpacing population in terms of average annual growth during most five year periods as well as overall (Figure 4). Since 1971, employment growth has averaged 5.8 per cent per year compared to population growth at 4.3 per cent per year resulting in a better balance between jobs and residents.

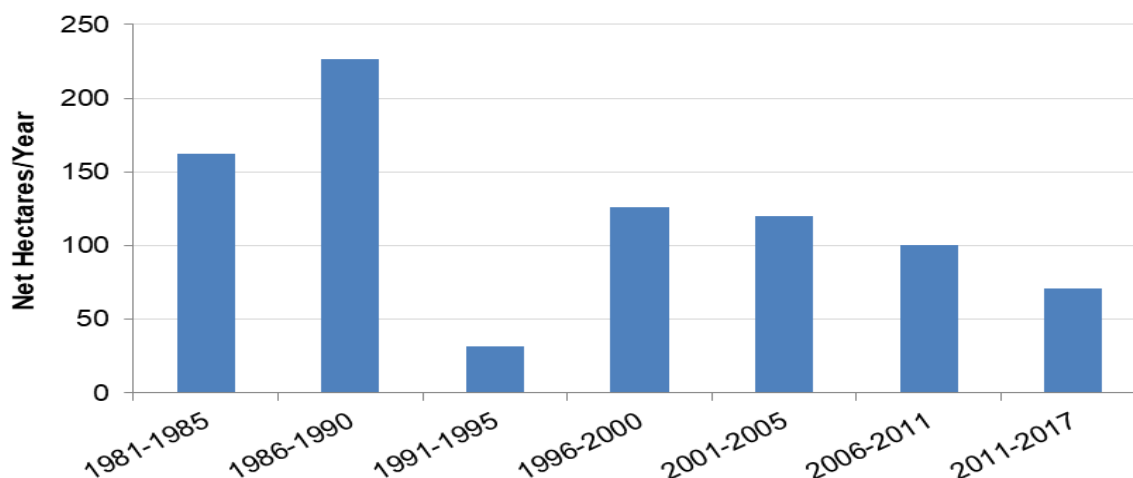
Figure 4: Average Annual Population & Employment Growth by 5-Year Period, 1971-2018

Source: York Region Planning and Economic Development

Employment growth in York Region peaked in the 1980s

After its creation in 1971, the Region grew quickly during the 1970s, but less so than some other GTHA locations, particularly the Region of Peel. Growth was constrained until completion of the York-Durham water and sewer-servicing scheme in the late 1970s. This led to significant levels of growth in York Region during the 1980s, a period of overall strong population and employment growth in the GTHA.

Total employment in the Region almost doubled during the 1980s, growing from 103,000 jobs to 232,000 jobs, or at a rate of 8.5 per cent per year over the ten-year period. As shown in Figure 5, the 1980s were also a peak for employment land absorption in the Region, averaging 195 ha per year.

Figure 5: Average Annual Employment Land Absorption, 1981-2017

Note: 1981-2006 are full year; 2007-2017 are mid-year to mid-year

Source: York Region Planning and Economic Development

Largely due to a recession toward the beginning of the decade, the nineties averaged steady, but slower employment growth than the 1980s. Employment growth in the 1990s averaged 13,400 jobs per year, or a growth rate of approximately 4.7 per cent per year. Despite another economic recession in 2008/2009, total employment has continued to grow at an average of 15,000 jobs per year between 2000 and 2018.

The economy underwent significant diversification in the 1980s and 90s as the Region's goods movement network and high tech office cluster began to take shape

With the completion of a number of key infrastructure projects including the York-Durham servicing scheme, Highway 404, and the CP intermodal facility in Vaughan, York Region's economy experienced not only rapid growth, but significant diversification in the 1980s and 1990s.

The strengthening of the goods movement network in the 80s and 90s perpetuated strong growth in the manufacturing sector but also facilitated the beginning of the warehouse and logistics market in Vaughan as well growth in the office sector. The opening of Highway 404 and the intermodal terminal allowed Vaughan and Aurora to develop strong employment bases in the auto parts industry while the intersection of Highway 404 with Highways 7 and 407 in Markham and Richmond Hill enabled the development of a high-tech manufacturing and office centre.

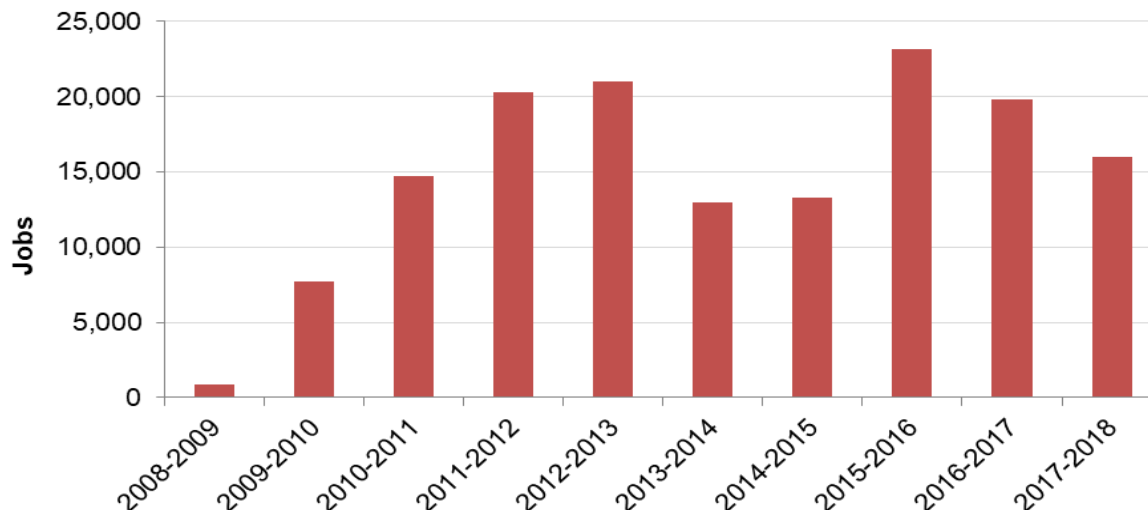
Through the 90s and early 2000s, the continued diversification of the Region's economy can be attributed to the beginning stages of the Region's Centres and Corridors and the development of three unique large scale employment nodes. These three zones consist of the office/high tech employment growth in Markham/Richmond Hill (Tor-York East megazone), manufacturing, transportation and logistics jobs in Central and West Vaughan (Tor-York West megazone), as well as employment growth in emerging employment areas in Aurora and Newmarket.

4.3 Employment and Industry Trends since 2008

Similar to the GTHA, following the 2008/2009 recession the regional economy has continued to shift from goods to services-producing sectors, with a profound shift occurring towards knowledge-based industries. This shift and the impacts to employment growth, land use and built form, are explored in detail in the following section.

Employment growth continues to outpace population growth in the Region

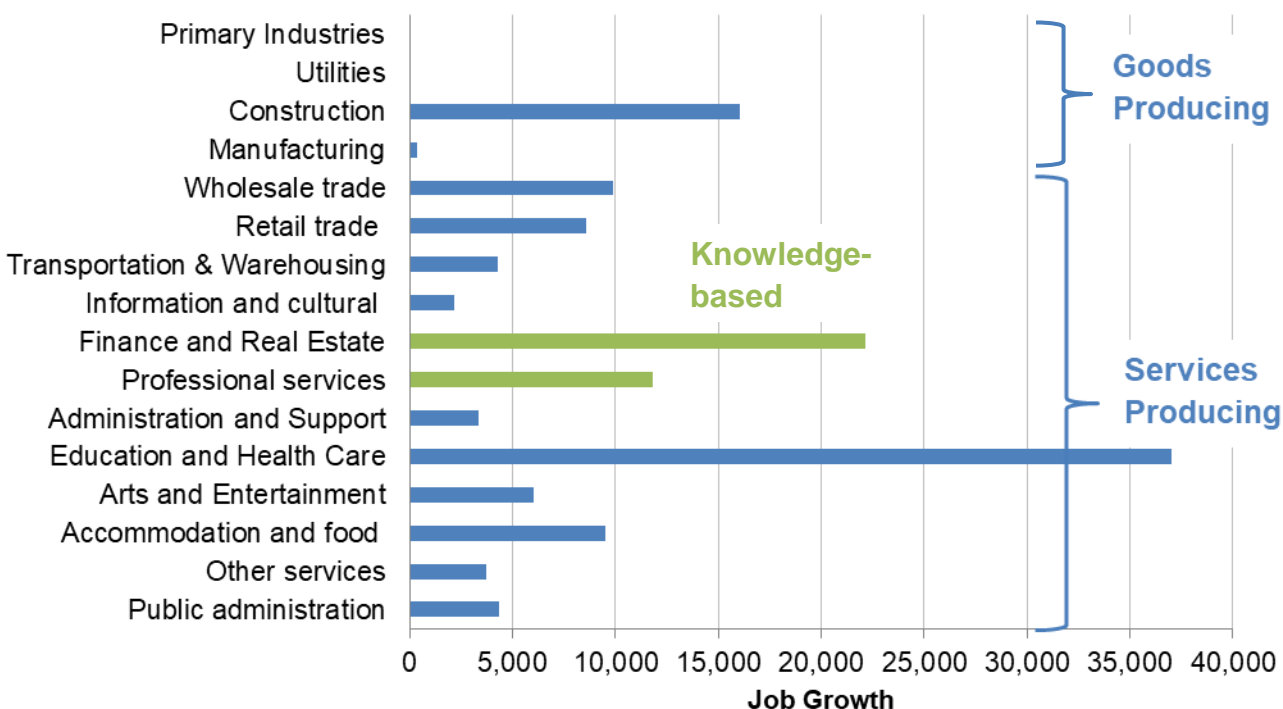
As shown in Figure 6, since 2008, total employment in York Region has grown by 149,900 jobs, representing a strong average annual growth rate of 2.7 per cent over the ten-year period. While population growth has also been strong over this period at 1.8 per cent per year, employment growth continues to outpace population growth in the Region.

Figure 6: York Region Annual Employment Growth, 2008-2018

Source: York Region Planning and Economic Development

Knowledge-based sectors are among the fastest growing sectors in the Region

Employment growth since 2008 has been largely in services-producing sectors. As shown in Figure 7, over the past 10 years, 88 per cent of jobs created in the Region have been in services-producing sectors, increasing its overall share of jobs in 2018 to 78 per cent compared to 75 per cent in 2008. Services-producing industries include technology support, financial services, research and development as well as the sale of goods. Businesses in the goods-producing industries make tangible products and are primarily found in the manufacturing and construction sectors.

Figure 7: York Region Employment Growth by Sector, 2008-2018

Source: York Region Planning and Economic Development

The high growth in service-based industries can be attributed to rapid growth in a subset of service based industries that are generally accepted as being knowledge-based. These industries are those which, based on their intensive use of technology and/or human capital, include sectors such as finance and insurance, real estate, and professional and scientific services. Over the past ten years, knowledge-based jobs grew by 40 per cent compared to employment Region-wide at 32 per cent.

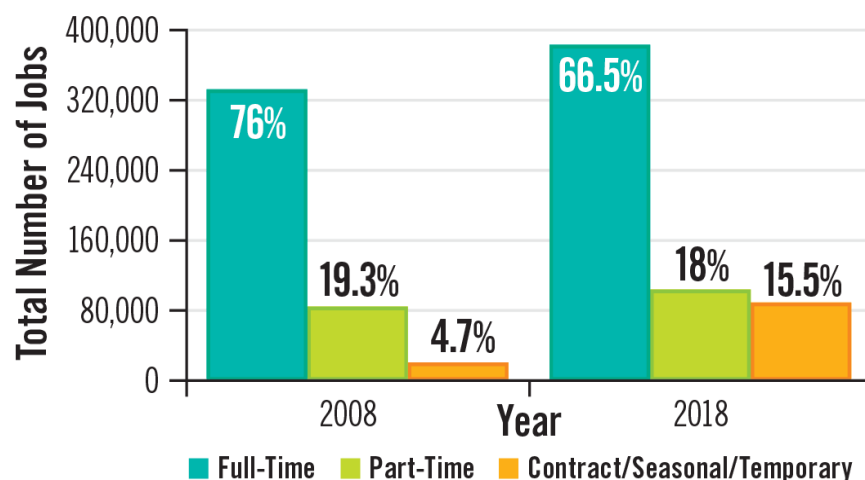
Employment in knowledge-based sectors such as finance and insurance and management of companies increased by over 50 per cent since 2008, while jobs in the real estate sector more than doubled over the past decade.

Growth in York Region residents who are self-employed, working at home, or with no fixed workplace address has outpaced employment growth for those with a usual place of work

Globalization, advances in technology, and strong growth in knowledge-based sectors have had an impact on the type of work in the Region. Statistics Canada Census data illustrates that the growth in York Region residents who were self-employed, working at home, or with no fixed workplace address has outpaced growth in those with a usual place of work. No fixed workplace employment has grown the fastest since 2006, experiencing a 36 per cent increase while work at home employment increased by 32 per cent. Both of these have outpaced growth in residents with a usual place of employment, which has grown by 16 per cent.

Part time and contract/seasonal work has increased dramatically over the past ten years. As shown in Figure 8 below, contract/seasonal employment accounts for 15.5 per cent of the 2018 jobs in the Region compared to 4.7 per cent in 2008, while full time employment has decreased from 76 per cent to 66.5 per cent. The decreasing share of full time employment is part of a global trend. Many business leaders indicate this trend is likely to continue as more people are employed in contract/temporary employment positions. Many of these jobs are highly skilled professions as workers prefer the flexibility that contract/temporary employment provides.

Figure 8: York Region Employment by Type of Worker, 2008 and 2018

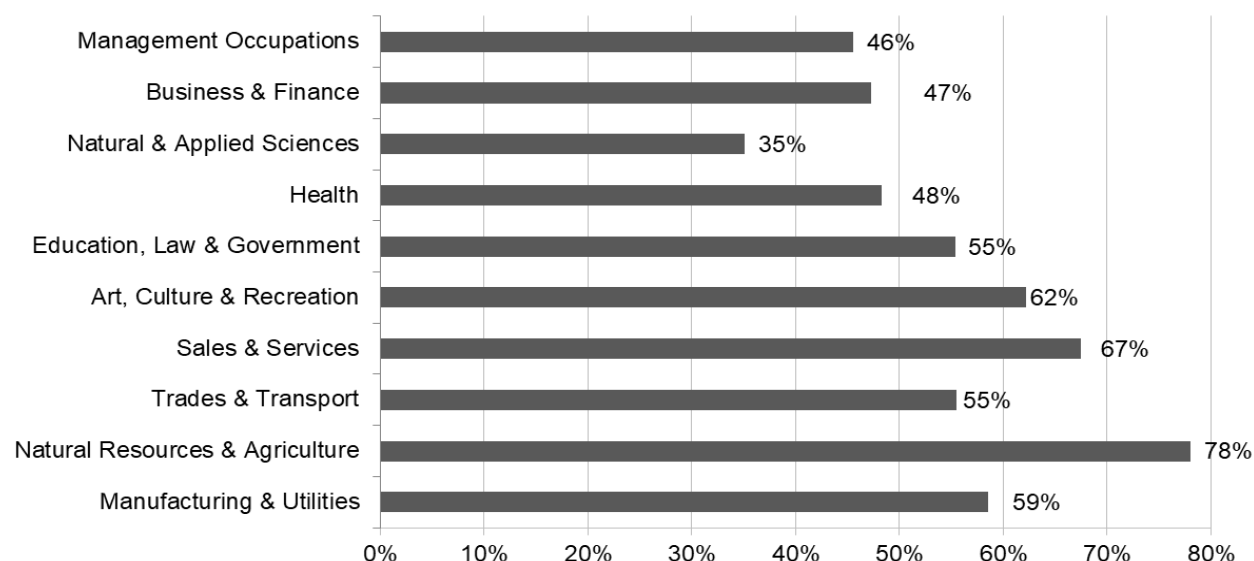


Source: York Region Planning and Economic Development

York Region has a highly educated labour force with training in knowledge-based occupations

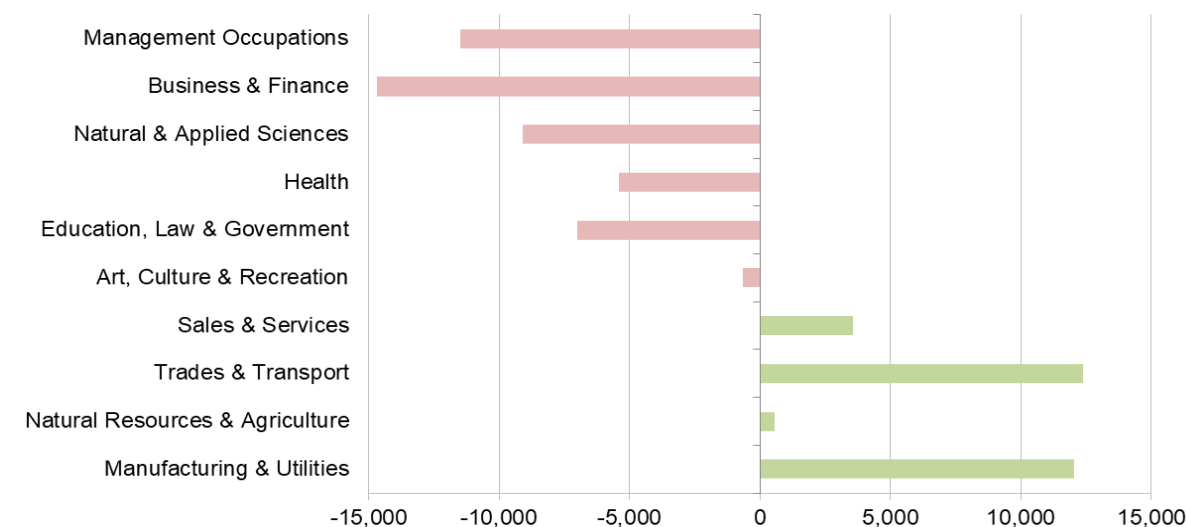
Live work percentage (percentage of residents who live and work within the Region) provides a measure of how well the resident labour force is served from an employment standpoint in the Region. A higher live-work percentage is positive for the economy as it generally means shorter commute times, less traffic congestion, and more quality time for workers to spend with their families.

Over the past decade, the live-work percentage in York Region has increased from 56 per cent in 2006 to 58 per cent in 2016. As shown in Figure 9, there is significant variation in the live-work percentage by occupation in the Region. While the percentage of residents finding jobs in the Region in natural resource and sales and service occupations are high, only 1 in every 3 residents trained in natural and applied sciences are working within the Region.

Figure 9: Live-work percentage by occupation, 2016

Note: Based on York Region residents with a usual place of work (excludes work at home and no fixed workplace address).
 Source: York Region Planning and Economic Development based on Statistics Canada

Related to the Figure above, York Region's resident labour force is trained in high skilled occupations without corresponding jobs in the Region. As shown in Figure 10, there are significantly more York Region residents trained in business and finance occupations than there are job opportunities in the Region. On the other hand, there are more manufacturing and utilities occupations in the Region than York Region residents working in those occupations. Putting this simply, York Region residents who are trained in business and finance are more likely to look for employment opportunities outside the Region, while others in the GTHA and beyond are commuting into the Region to fill jobs in manufacturing.

Figure 10: Labour Force Demands vs Availability of Jobs in the Region, 2016

Source: York Region Planning and Economic Development based on Statistics Canada

4.4 The Structure of Employment in York Region

Regional Centres and Corridors, Employment Areas, and Community Areas are important to provide a range of employment opportunities

As the backbone of the Region's urban structure, Regional Centres and Corridors are a focal point of commerce, businesses, and cultural activities. These areas are planned to achieve the highest population and employment densities in the Region and to become mixed-use economic hubs with live-work opportunities for York Region residents. The clustering of economic activities, compact community design, and accessibility of these areas from transit will enhance their attractiveness to the talented GTHA labour pool.

Strategically located throughout the Region, employment areas continue to be major drivers of economic activity. These areas offer sites for small and large businesses at lower cost than elsewhere in the Region where a broader range of uses are permitted. Although traditionally home to primarily industrial uses, employment areas have evolved over time to support a wide range of employment activities.

Among the Region's employment areas are three key nodes that play important, but distinct roles in the Regional economy. A map of these nodes is provided in Attachment 2.

- the high-tech node in Richmond Hill and Markham is within the Tor-York East megazone identified by the Neptis Foundation and is as one of only three major office nodes outside of Downtown Toronto
- the traditional manufacturing / industrial node in Central and West Vaughan (Tor-York West megazone) is home to a significant number of jobs and a wide range of industries. Its strategic location around the CP intermodal facility, the CN rail yard, and a network of 400-series highways, such as the 400 and 427, makes this area attractive for growth, particularly in the distribution and logistics sector
- emerging employment areas along the 404 north provide attractive sites with significant vacant capacity to support employment growth, including land extensive employers, moving forward

Integrated into the urban structure are the Region's community areas. Employment in these areas is generally tied to population growth and includes a growing number of people working at home. Local retail and personal service jobs in community areas are key components to mixed-use communities as they allow residents, workers, and visitors to purchase goods locally. Shopping locally reduces travel times and congestion, and support's the Region's economy.

4.4.1 Centres and Corridors

One in every five jobs in the Region is located in Centres and Corridors

As of 2018, an estimated 22 per cent of the Region's employment was located in Centres and Corridors. Over the past decade, over 22,400 jobs have been created in these areas. During the same period, Centers and Corridors have also supported growth of 18,400 new residential units accommodating an estimated 40,000 people. Since 2008, employment growth in Centres and

Corridors has been almost exclusively in service-based sectors (97 per cent), with almost 1 in 2 jobs (49 per cent) created being in knowledge-based industries.

A significant driver of growth in the Regional Centres and Corridors has been in the major office employment category. The extension of the Spadina subway to the VMC and developing Bus Rapid Transit along Highway 7 has been a catalyst for major office growth in the Region. Over the past decade, major office employment in York Region grew by over 33,400 jobs to an estimated total of 102,300 jobs in 2018. Just under half of this growth (16,200) was in Centres and Corridors, accounting for 72 per cent of total employment growth in these areas.

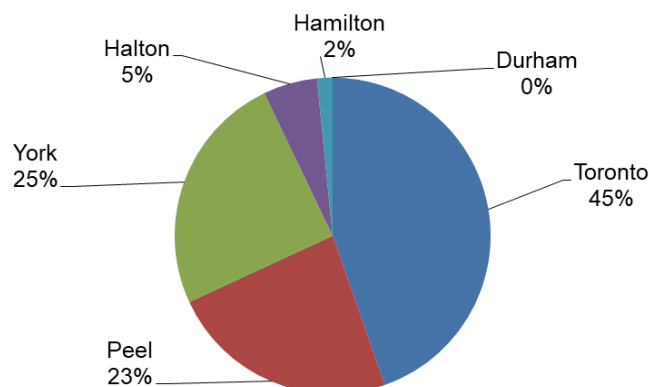
4.4.2 Major Office Employment

Despite the City of Toronto being the focal point for new office development, York Region's share of the GTHA major office market is increasing

One of the major outcomes of the economic and demographic trends discussed so far has been the recent concentration of office growth in the City of Toronto and corresponding high vacancy rates in the GTHA that have only recently started to decline. According to Hemson Consulting and shown Figure 11, over the most recent 10-year period, 45 per cent of major office employment growth in the GTHA has been in the City of Toronto. The concentration of new office growth in Toronto is well documented, and is driven by a number of factors including access to an extremely large labour pool via the multi-modal transportation network converging at Union Station.

Although not immune to the new realities of the current competitive environment, York Region has been more successful than other "905" GTHA municipalities in competing for office development outside Toronto. Major Office employment growth in York Region is outpacing growth in other "905" municipalities and between 2006 and 2016, major office employment in the Region grew almost three times faster than major office employment growth GTHA-wide. As shown in Figure 11, over the 10-year period, one in four new major office jobs created in the GTHA was accommodated in York Region, bringing the Region's share of the GTHA major office employment to 10 per cent compared to 8 per cent in 2006.

Figure 11: Distribution of 2006-2016 GTHA Major Office Employment Growth



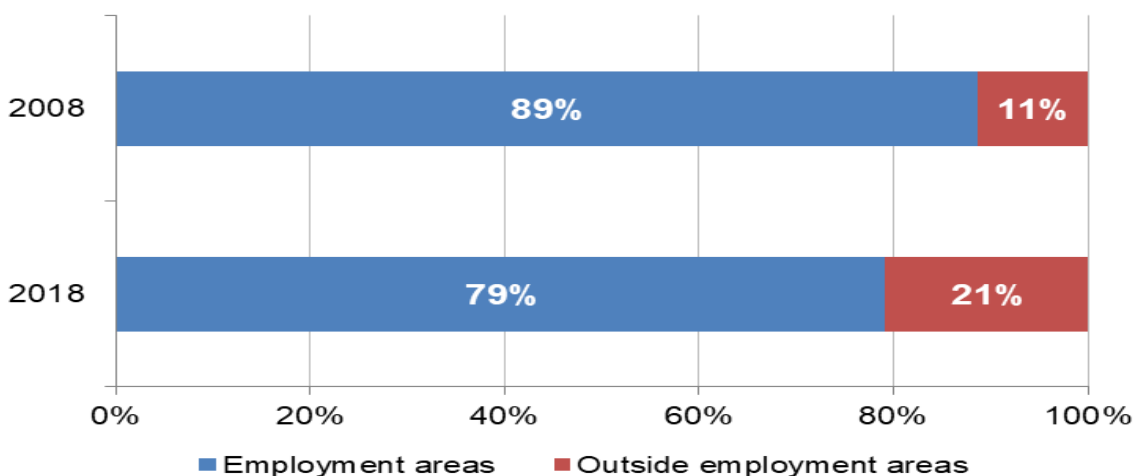
Source: Hemson Consulting based on Statistics Canada

Driven by rapid growth in Centres and Corridors, growth in major office is outpacing employment growth region-wide

The strength of the Region's major office category is further illustrated by its pace of growth relative to employment growth overall. Over the past decade, major office employment grew at an average annual rate of 4.0 per cent, faster than employment growth overall which grew by approximately 2.8 per cent per year. Of the Region's major office employment growth between 2008 and 2018, 61 per cent was in knowledge-based sectors. The finance and insurance sector in particular accounted for 22 per cent of major office employment growth over the last decade.

As shown in Figure 12, major office employment is still primarily located in employment areas, has seen a shift towards Centres and Corridors. This supports the Growth Plan objective of directing major office growth towards areas supported by higher order transit. It should be noted that some of the Region's major office employment is located within employment areas that overlap Centres and Corridors.

Figure 12: Distribution of York Region Major Office Employment by Location



Densities in Major Office buildings are increasing

The major office market in the GTHA is exhibiting a trend of decreased floor space per worker (an increase in density) especially in newer buildings. The average space per worker has been declining for decades, particularly since the early 2000s when, according to the Financial Post, average densities across North America were 250 sqft per employee compared to an estimated 150 sqft per employee in 2017. A declining floor space per worker means that more jobs can be accommodated within the standing inventory as well as in new buildings.

This trend is a result of many factors including demographic change, changing workplace practices, more efficient space design, and the preference of employees to reduce commuting time and/or have ready access to an attractive live-work environment. To partially illustrate this trend in York Region, Table 1 compares the share of onsite and offsite employment in major office buildings in 2008 and 2018. Between 2008 and 2018, the share of offsite employment within the major office category increased to 20 per cent of all jobs, compared to per cent in

2008. York Region specific major office density trends will be determined through the updated employment forecast.

Table 1: York Region Major Office Employment Onsite vs Offsite, 2008 and 2018

	Onsite Jobs	Offsite Jobs
2008	89%	11%
2018	80%	20%

Source: York Region Planning and Economic Development

The outlook for Major Office growth remains positive

The major office market in York Region is expected to continue to experience strong growth moving forward. As of 2018, there were 21.6 million square feet of existing major office space in the Region with an additional 640,000 square feet (8 new buildings) under construction and 3.9 million square feet (38 new buildings) within proposed applications. This equates to an estimated 16,600 new major office jobs. As shown in Table 2, over half of new major office space is expected to locate in employment areas compared to a third in Centres and Corridors.

Table 2: Proposed Major Office developments in York Region

	Under Construction sq.ft. (# buildings)	Proposed sq.ft. (# buildings)	Share of total sq.ft.
Centres and Corridors	0.2 M (1)	1.3 M (8)	33%
Employment Areas	0.3 M (4)	2.2 M (24)	56%
Other	0.1 M (3)	0.4 M (6)	11%
Total	0.6 M (8)	3.9 M (38)	100%

Source: York Region Planning and Economic Development

4.4.3 Employment Area Employment

The following presents the current state of employment areas in the Region, as well as a detailed analysis of growth trends since 2008. More detail on each of the Region's employment areas as well as a summary of employment area employment in each of the nine municipalities can be found in Attachment 2.

Employment areas are vital to the Regional economy

Employment areas play an important role in York Region's economy and are fundamental to job growth and business attraction. These areas are often the only viable home for businesses that require sites close to goods movement corridors such as 400 series highways, intermodal facilities, and rail yards at lower development costs. Examples of these businesses include land-extensive distribution and logistics facilities and manufacturing based businesses that are often incompatible with sensitive land uses such as residential. York Region provides prospective employers with flexibility and choice in employment areas with approximately one third (2,600 net ha) of the close to 7,800 net ha of employment land in the Region being vacant and available for future development.

Employment areas accommodate over half of the Region's employment base

As of 2018, the Region's employment areas accommodated 53 per cent of total employment and have accounted for 76,000 or 55 per cent of surveyed employment growth in the Region

over the past decade. Employment areas are also home to 76 per cent of the Region's largest employers. TD, Desjardins, and Honda are recent examples of large scale employers arriving into the Region's employment areas.

Continuing to protect employment areas is essential to accommodating a diverse range of industries in a variety of building types. In addition to a significant number of traditional manufacturing and industrial uses, the Region's employment areas are home to a significant number of major office and retail and personal services jobs. As referred to above, 79 per cent or 81,000 of the Region's 102,300 major office jobs are located within employment areas and approximately 10,100, or 12 per cent, of employment area jobs are within the retail and personal services category.

Employment areas continue to accommodate a broader mix of employment uses

There has been a trend in recent years toward an increasing number of offices, commercial, retail and mixed use employment in employment areas. Similar to overall employment trends, jobs created in employment areas have been driven by growth in service-based sectors. As illustrated in Table 3, between 2008 and 2018, 79 per cent of employment area employment growth was in service-based sectors. Breaking this down further, knowledge-based jobs accounted for 30 per cent of employment growth in employment areas over the past decade.

Table 3: Employment Area Employment in Goods- vs Services-Producing Sectors

	2008	2018	2008-2018
Goods Producing	39%	35%	21%
Services Producing	61%	65%	79%

Source: York Region Planning and Economic Development

While access and exposure to 400-series highways and major arterial roads are still critical for many industries, the general decline in goods-producing towards more service and knowledge-based jobs is increasing the demand for other more compact building types close to amenities and supported by transit. Space to accommodate this type of growth is still required, with smaller office and industrial condominium building types in employment areas being attractive for these types of industries. Employment areas are particularly important to support many of the Region's entrepreneurs and smaller businesses because of the lower land costs and rental rates in these areas. It is important that the Region protect these areas from conversion to other uses that will drive up land costs.

Employment area densities have been increasing as a higher share of employment is being accommodated through intensification

While employment area employment growth has remained strong, employment area absorption has been declining since 2011. An average of 71 ha per year was absorbed for greenfield construction between 2011 and 2017 with total absorption between 2011 and 2016 being lower than the single year peak of 361 ha in 1985. Demand for employment areas in recent years has begun to increase, with building permits showing approximately 4.2 million square feet of industrial/commercial space constructed or under construction in the Region's employment areas between 2017 and year end 2018.

The slower absorption of employment land in the Region's employment areas can be partially attributed to the shift from a manufacturing and goods-producing to a service and knowledge-based economy. The economic recession of 2008-2009 also resulted in some buildings becoming vacant, many of which have since been re-occupied. The result has been significant job growth without a corresponding uptake of land and an increase in employment area density from 65 jobs/Ha in 2013 to 70 jobs/Ha in 2018 (Table 4). Largely due to location and the sector makeup of employment areas, densities vary across the Region. In West Vaughan where there are a large number of warehouse and distribution facilities densities are as low as 5-10 jobs per hectare compared to densities of 290 jobs per hectare in employment areas like Commerce Valley with large concentrations of professional services employment in office and multi-unit industrial building types. For a list of 2017 employment area densities by employment area, please see Appendix A.

Table 4: Employment Area Density, 2013-2018

	2013 (jobs/Ha)	2018 (jobs/Ha)
Density (including major office)	65	70
Density (excluding major office)	55	58

Source: York Region Planning and Economic Development

Intensification in employment areas is one factor driving increasing densities in employment areas. Intensification in employment areas can occur in two main categories: Intensification on existing built parcels and intensification within existing space. For a more detailed methodology on defining and quantifying intensification potential, please see Appendix B.

1. Intensification on existing built parcels refers to the construction of new building space on employment area parcels that are considered built in the Region's employment land inventory. Intensification through new building space can occur through expansion of an existing building or through construction of an entirely new structure on the same parcel.
2. Intensification within existing space refers to new jobs that are accommodated within the existing floor space of a building.

Over the 2011 to 2017 period, an estimated 60 per cent of employment area employment growth has been accommodated through intensification of existing built parcels or growth in existing buildings.

The trend towards intensification in employment areas is likely to continue. As of 2017, there were 328 ha of intensification potential identified in the Region's inventory.

Office jobs in employment areas are increasingly occurring in building types other than major office

Contributing to increasing densities in employment areas and driven by an increase in knowledge-based jobs, a continuing trend in York Region has been for growth in office-oriented uses to occupy built-forms other than major office building types, notably 'flex space' and smaller co-working spaces in employment areas. Although office work activities occurring in

non-office spaces has long been a feature of the York Region space market, the prevalence of this has become much more widespread in recent years.

Increasingly, new industrial type buildings are being marketed as flex office space for initial tenancies. In many ways, these office uses represent a different part of the market demand for lower-cost and high amenity work environments. Demand for more flexible space continues to grow as employers cater to the millennial workforce, both in downtown and suburban locations with amenities nearby including transit access. Examples in York Region include the IBM Innovation Space in Markham, a tech-based co-working space offering access to IBM resources and joint education, marketing and promotion as well as the TechConnex HUB, also in Markham.

In York Region, 54 per cent of traditional “office type” employment in employment areas is accommodated in non-office forms. This refers to employment in sectors that have traditionally located in office-type buildings. Within designated employment areas, roughly half of the total office employment is accommodated outside of major office buildings, as shown in Table 5 below:

Table 5: Office Employment in Employment Areas, 2018

Sector	"Office" Sector Employment in Major Office	"Office" Sector Employment Outside of Major Office	Total "Office" Sector Employment	Proportion outside major office
Information and Cultural	3,300	5,800	9,100	64%
Finance and Insurance	15,100	8,000	23,100	35%
Real estate and rental	4,200	8,200	12,400	66%
Professional and Scientific	24,100	21,800	45,900	47%
Management of Companies	4,100	4,400	8,500	52%
Administrative and support	2,200	10,100	12,300	82%
Public Administration	1,200	4,300	5,500	78%
Health Care - doctor and dentist office	2,000	2,200	4,200	52%
Total	56,200	64,800	121,000	54%

Source: York Region Planning and Economic Development

Employment areas have experienced an uptake in large scale industrial building types with low employment densities

Although the trend is towards more mixed use development and higher overall employment area densities Region-wide, there has been an increase in land intensive warehouses in west Vaughan. This shift has increased desirability of large serviced, freight supportive vacant parcels of land in greenfield areas. New warehouse facilities in the Region include distributions centres for Costco and Fed Ex in West Vaughan. Unlike other employment area uses in the Region, the employment density in these facilities is very low, averaging 22 jobs/ha or 1,500 square feet per employee.

The GTHA is one of the largest industrial real estate markets in North America. According to Cushman and Wakefield, in the third quarter of 2018 industrial vacancy rates in the GTA

declined to an all-time low of 1.7 per cent, with a record high 9.4 million square feet of new space under construction; nearly 75 per cent of which is focused in the GTA west and north, including York Region.

4.4.4 Community Based and Rural Employment

Population-related employment growth continues to grow at a similar pace to employment overall

As stated above, population-related employment largely includes service type jobs including retail, commercial, personal services located in the Region's community and mixed used areas. Growth in this employment category is closely tied to population growth. Work at home employment, a rapidly growing employment type in the Region, is also captured in this category with an estimated 51,100 jobs, or 8 per cent of total employment as of 2018.

Population-related employment growth shares over the past decade have remained relatively constant. Between 2008 and 2018, population-related employment grew at a similar pace to employment growth overall, growing by 31 per cent and 32 per cent, respectively. As a share of total employment, population-related employment has remained the same at approximately 40 per cent.

While the share of population related employment growth has remained relatively constant, the ratio of population to population-related employment has decreased over the 10-year period. This ratio provides an indicator of the number of population-related jobs that are required meet the needs of a growing population and is an important input to the Region's employment forecast. Table 6 compares population-related employment ratios in 2008 and 2018.

Table 6: York Region population-related employment ratios, 2008 and 2018

	Population-related employment ratio
2008	5.2
2018	4.7

*Measured by dividing population by population-related jobs.

Source: York Region Planning and Economic Development

Rural employment growth has been modest

Rural employment includes primary and agricultural jobs dispersed outside of the Region's urban area. There were an estimated 14,700 rural jobs in the Region in 2018.

While rural-based and agricultural jobs are important to the Region's economy, growth in this employment category represents the smallest share of employment by type in the Region. As a share of overall employment, rural employment grew slower (20 per cent) than all other employment types and the share of overall employment decreased from 3 per cent in 2008 to 2 per cent in 2018.

4.5 Key Observations

1. York Region's employment growth over the past decade has remained strong at approximately 2.7 per cent per year, outpacing population growth at 1.8 per cent per year.
2. The GTHA and York Region economy is transitioning to a knowledge economy where access to talent and skilled labour are becoming increasingly important.
3. Knowledge-based industries such as finance, real estate, and professional services have been among the fastest growing sectors in the Region over the past decade.
4. York Region plays an important role in the GTHA economy, accommodating 22 per cent of employment growth over the 2006 to 2016 period.
5. The Region has evolved into a top destination for business with strengths across a number of sectors and major economic clusters.
6. The structure of employment in the Region is already well established through Regional Centres and Corridors which are attractive for office development, employment areas which contain 53 per cent of the Region's employment base, and residential areas that provide retail and service jobs that serve the local economy.
7. The nature of work is changing – self-employment, part-time, work at home and no fixed workplace employment are increasing.
8. Driven by the strength of the Region's Centres and Corridors, Major Office employment growth is outpacing growth in all other categories.
9. Intensification of existing built space and low land absorption have contributed to higher employment area densities.
10. Growth in population related and rural employment categories have been in line with population growth.

5.0 FUTURE TRENDS ANALYSIS

In the fall of 2018, York Region retained Hemson Consulting to prepare a York Region Future Employment Trends Study (Study). The intent of the Study was to develop an in-depth understanding of emerging technological trends and their impact on planning for employment growth in York Region. Key findings from this study will provide direction for the Region's Employment Strategy and inform the employment forecast and policy update.

The Study explored potential short and long term trends in the sectoral composition of employment as well as changing location preferences of employers, built forms, and patterns of real estate development. The following provides a summary of the Hemson Study, with additional analysis from recent studies from the Neptis Foundation (Planning the Next GGH) and the Brookfield Institute. The entirety of the Hemson Study can be found at the following [link](#) on York.ca.

5.1 High level economic, demographic, and technological trends impacting employment growth

Trends at the Global, National, Provincial and regional level (GGH) will continue to affect the employment growth outlook and demand for land in the Region

Trends in the global, national, provincial and GGH economy will continue to impact employment growth in York Region. Examples of high level trends with the potential to impact employment growth moving forward include:

- a national economy that is anticipated to grow at a somewhat slower rate than the global economy with the strongest influence on the distribution of growth being international immigration
- market access issues in the energy sector and the decline in oil production
- tighter labour markets, the current housing market slowdown, recent tariffs imposed by the United States, and rising interest rates
- emerging trends in non-usual place of work, co-working and the 'gig' economy (short to medium term contracts)
- automation of work activities in a growing number of industries
- changing consumer behaviours and preferences driving rapid growth in e-commerce and just in time delivery
- an economy increasingly focused on professional services, including knowledge-based and creative industries

Innovation and access to talent are playing an increasingly important role in the evolving economic landscape

Within the broader context of shifting employment composition, the key location factors for firms in professional services, especially knowledge and creative industries, is access to talent and amenities. The competition for talent is driving companies to locate in areas that are well served by transit and provide access to the infrastructure and services that cater to a younger working age cohort. This trend has underpinned the recent trend towards rapid population and employment growth in downtown Toronto.

Integration and co-location of workers with institution and research facilities has also been observed. There is an emerging trend in the development of employment spaces and facilities that integrate different functions including innovation, institutional, lab spaces, training, co-working, and production space.

5.2 Quantifying the potential for automation in York Region

The proportion of York Region's Labour Force at risk of automation is significantly lower than the national average

Based on the analytical framework developed by the Brookfield Institute, Hemson estimates that 24 per cent, or 133,200 residents, of the York Region employed labour force is at risk of having their jobs lost to automation over the next 10-20 years. Compared to the national average of 42 per cent, the share of occupations at risk is much lower in York Region as a result of its diverse economy and strength in high-skilled knowledge-based sectors that are less susceptible to automation. A similar analysis for jobs in York Region indicates that 143,000 York Region jobs, or 25 per cent of 2018 surveyed employment, are at risk of being automated.

From a timing perspective, there are a variety of views on long term impacts of automation. Hemson's view is that future changes in employment are likely to occur slowly and gradually as a continuation of existing patterns rather than some sudden change. Both the Neptis and Brookfield work agree that the restructuring of employment as a result of automation is not likely to be a one-time event, but rather a continuous process evolving over time.

Lower-skill work activities are particularly susceptible to automation

The potential for automation is likely to impact all economic sectors, to varying degrees. From an occupational perspective, the analysis shows that relatively lower-skill and more routine activities are particularly susceptible to automation (See Table 7). In particular, the occupations that show the greatest risk include:

1. Manufacturing (60 per cent of employed labour force)
2. Trades and transportation (40 per cent of employed labour force)
3. Routine business, finance, and administration (40 per cent of employed labour force)

Occupations with the lowest risk of automation are those which are more reliant on human judgement including professional services, education, and health care.

Table 7: Risk of Automation to the Employed Labour Force, 2016

Occupation	Potential for Automation	Potential Jobs Lost
Manufacturing and Utilities	62%	12,800
Trades and Transport	39%	22,400
Business, Finance, and Admin	39%	41,600
Sales and Service	35%	43,300
Natural Resources and Agriculture	16%	800
Health Occupations	7%	2,300
Arts, Culture, Recreation and Sport	5%	900
Natural and Applied Sciences	7%	3,800
Management Occupations	4%	3,000
Education, Law, Community & Government	4%	2,300
York Region Total	24%	133,200

Source: Hemson Consulting based on Brookfield Institute

Automation is anticipated to have less impact on jobs at the high end of the skills spectrum

While automation does have the potential to impact jobs at the high end of the skills spectrum, these jobs are likely to be replaced than jobs at the low end. In an analysis comparing manufacturing and finance and insurance, two of the largest sectors in Ontario, it is apparent that jobs that have been lost to automation in the manufacturing sector have not been easily replaced while the finance and insurance sector continues to experience significant growth. This is likely due to the ability of workers to find jobs in similar occupations because of transferable skills as well as advances in automation and other evolving technologies actually creating new jobs in knowledge-based industries.

Automation is impacting employment growth in the Region's major employment clusters

In partnership with York Region and neighbouring labour markets serving York Region employers, the Workforce Planning Board of York Region and Bradford-West Gwillimbury undertook a detailed study of York Region's three largest clusters, Information and Communication Technology (ICT), Manufacturing, and Financial Services that included engagement with over 50 York Region employers.

Universal among York Region employers surveyed were difficulties finding employees that have the "non-technical" skills, which appear to have become as important, or more important than technical skills. In fact, "soft" skills seemed to represent a bigger "gap" area than industry or subsector-specific skills shortages. Examples of these skills include: adaptability, problem solving and analysis, independence and pro-activity, and the ability to manage one's own work.

5.3 Implications on the structure of employment and demand for land

The growth outlook for York Region remains positive

Within these broader economic trends, the growth outlooks for the GTHA and York Region remain positive. With an economy increasingly focused on professional services, including knowledge-based and creative industries, the GTHA is very well positioned to compete for new business investment in years to come.

As part of this integrated and rapidly growing economic region, York Region's central location and large and diverse economic base makes the Region attractive within the broader GTHA and more resilient in the face of economic change. Rapidly growing industries such as information and communications technology (ICT), finance, higher order business services, life sciences, and healthcare technology are all expected to experience strong growth moving forward. The building and construction industry as well as transportation and logistics are also anticipated to perform very well.

According to Hemson Consulting, York Region is home to one of only three major office nodes in the GTHA outside central Toronto, which bodes well for attracting workers in occupations that require highly-skilled workers, are at low risk of being affected by automation, and are anticipated to grow more rapidly than the rest of the labour force. Further advantage can be

found in the clusters of economic activity located in the Region's major employment areas, along with a supply of vacant land to accommodate growth.

While concentration of office employment in Downtown Toronto is likely to continue, York Region is better positioned than many other GTHA municipalities to attract office growth. Major advantages include the existing cluster and critical mass of office development, an established role as a major office node in the GTHA, and a 'natural' location for future office development given superior highway and transit access. Current and pending transit infrastructure in the Region is likely to improve the competitiveness of many locations for new business investment. For example, the recent subway extension to VMC has been a catalyst for office growth, a trend that is expected to continue.

Over the long term, disbenefits in the form of congestion and inaccessibility to downtown Toronto may begin to shift some types of businesses to other locations, including York Region. Since 2010, significant companies such as Aviva, Celestica, and Lenovo have relocated to York Region from Toronto.

Higher skilled jobs will be the focus of employment growth going forward

The outlook for employment growth in York Region is for relative stability in the manufacturing sector with continued rapid growth in services. The Regional economy will almost certainly undergo a continued evolution and transformation both within and between sectors, towards higher-skill activities. Recent trends have shown that highly skilled and more educated labour will be a significant driver of growth in the future. Since this effect will be felt across all economic sectors, workforce development will become an increasingly important issue over time.

Technology has the potential not only to replace existing types of economic activities and jobs, but also to result in increased demand for certain types of jobs, or even create entirely new ones. Many significant sectors in the economy simply did not exist a few decades ago, such as website and app designers. As the use of computer and information technologies continue to evolve, knowledge-based jobs such as software engineering and data analysis are likely to be created and may compensate for losses in other industries.

According to Hemson, occupations that are likely to grow are those that have relatively lower probabilities of automation and either represent a high share of the overall employment base or are anticipated to grow rapidly over the forecast period. For York Region, these occupations may include:

- Occupations in management and in natural and applied sciences
- Professional occupations in the health sector, including nursing and related life science and health care technology activities
- Occupations in education, law and government services, along with a range of occupations in art, culture, recreation and sport

Demand for office space is expected to increase in both major office and non-office forms

The shifting office market dynamic has implications for the overall forecast by type (major office and employment area) as well as regional objectives for centres and corridors. As the knowledge economy continues to evolve and Centres and Corridors continue to develop, demand for major office space is expected to continue to increase.

An emerging trend is for growth in the service sector and office-oriented use in other built forms, notably 'flex space' and smaller co-working spaces throughout the community. Reasons for this include:

- The Region is well located with access to a network of 400 series highways as well as existing or planned transit routes
- Flexible industrial facilities tend to offer a larger and wider range of signage opportunities and more open work environments due to the lack of core building elements
- Units are frequently in large buildings that include warehousing capability which makes them attractive to a range of users including professional services, logistics, technology firms, medical/ pharmaceutical laboratories, and research and development firms

It is generally expected that the flex space market will continue to grow as tenants seek to reduce costs and maximize space efficiency, particularly in the context of the continued concentration of very intensive forms of development in Toronto and escalating disbenefits in terms of costs, among others.

As a result of continuing trends related to co-working and increasing numbers of employees working at home, office densities are likely to continue to increase.

High quality urban environments and continued investment in transit will be critical in attracting talent and supporting growth in knowledge-based industries

Amenity rich and accessible work environments are increasingly important in the location decisions of employers, particularly in knowledge and creative industries. Access to transit along with high-quality urban environments is important to the attraction of new business investment in office-type uses as well as industrial development, which have been increasingly marketed with an emphasis on amenities to attract workers. One of the key competitive advantages driving the recent concentration of employment growth in Toronto has been the City's ability to provide access to a labour pool that is both wide and deep. As the economy continues its transition toward knowledge-intensive activities, developing high quality urban environments accessible by higher order transit will be critical in attracting and retaining the Region's talented labour force.

The Region's commitment to infrastructure investments and transportation expansion will increase the Region's competitiveness for economic development by improving access to talent. Viva bus rapid transit and the Spadina Subway extension into Vaughan support tremendous office and residential construction and business attraction. Regional Council continues to place

a priority on future infrastructure improvements such as the Yonge subway extension and two-way GO service that will support new business opportunities.

In addition to transit investment, it will be important for the Region to recognize the importance of other attributes of urban environments that contribute to business and talent attraction. Prioritizing the development of high-quality, walkable public realms with access to amenities in areas that are already served by higher order transit will help create attractive employment nodes that are accessible to the broader GTHA labour force.

Demand for employment areas expected to remain strong

Future demand for employment area development in York Region is anticipated to remain strong. Growth in e-Commerce has driven a surge in demand for distribution space close to major urban centres such as the GTHA. Mixed-use areas are not appropriate to support growth in these sectors because of the higher land costs associated with these areas and because businesses in these industries often have specific location requirements that are incompatible with sensitive uses such as residential and institutional.

Manufacturing will continue to play an important role with fewer workers and more robots relative to the past. This new space demand is likely to be off-set by the simultaneous repurposing of older manufacturing space, as has been the case for many years, to accommodate other types of employment uses.

Growth in employment areas will be driven by increasing demand for large sites with superior transportation access and evolving trends towards office uses in non-office forms in employment areas closer to transit with access to amenities. An appropriate land supply will be required for all types of industry to provide flexibility for employers in high quality locations over the long-term.

While the increasing prevalence of office uses in employment areas is likely to continue to result in increasing employment areas densities overall, densities by employment area are likely to vary significantly as a result of their location within the Region as well as their sectoral composition.

The role of the Region's three employment nodes is expected to evolve and strengthen

The three major employment nodes all play distinct roles in the regional economy in terms of the amount and types of employment, the occupied and vacant land supply, and growth expectations moving forward:

1. Markham/Richmond Hill

The employment node at Highway 404 and 407 has the highest employment density among employment areas in the GTHA, owing in part to the significant amount of office activities occurring in the industrial building stock in the area, including a number of major office buildings. Moving forward, this area is likely to continue to accommodate the highest employment area densities in the Region and will remain important for accommodating the existing employment base and new office development.

2. Central and West Vaughan

Given current trends in e-Commerce and industrial land markets, strong demand for employment areas is likely to continue and the Region's ability to provide large parcels of development lands is a major competitive advantage. The West Vaughan Employment Area, for example, is one of the largest employment areas remaining in the GTHA and likely to be in very high demand, particularly for large distribution uses and transportation/logistics providers in close proximity to the CP intermodal yard. Retention of these lands will be critical. The key challenge from a Regional perspective will be to ensure that lands are brought to market in a timely and orderly fashion in order to take advantage of these opportunities.

3. 404 North

The employment node in northern York Region along Highway 404 is characterized by a mixture of occupied and developing areas and demand for these areas is likely to be more long term. Given that many of these lands require servicing before they can be brought to market, the timing of development in these areas is tied in part to the timing of infrastructure delivery.

Retail locations anticipated to remain important as their role evolves to incorporate different types of retail delivery and support online retailers

Along with growth in e-Commerce and demand for industrial distribution there has been a shift in the pattern of retail development, as evidenced by recent closures of major large North American brick and mortar stores. While this trend may continue, it is being moderated by the establishment of retail stores by major online retailers, notably Amazon, to create a physical footprint for the sale and delivery of goods. Other related trends are growth in stand-alone pick up locations and the ability to order items online and pick up in stores ("click and collect").

The likely impact will be a reduced need for new retail space combined with the continued repurposing of existing stores to accommodate a wider range of uses. At a local scale, needs of residents still need to be met, and at the regional scale, there is still demand for space in regional malls because of the enduring appeal of the shopping experience. Most of the change will be in mid-scale developments such as community shopping centres as traditional anchor tenants move their business online.

The continued automation of routine-oriented service tasks will drive a number of shifts in retail jobs, moving away from traditional retail outlets towards other sectors, including warehousing and logistics.

Planning and economic development initiatives should continue to be considered by the Region to support business growth and attraction

Additional considerations and recommendations provided by Hemson include:

- Devoting the resources necessary to encourage expansion of the Regional innovation "ecosystem" (for example, initiatives such as ventureLab), particularly in regards to the commercialization of new products or processes.

- Proactively support and grow the regional office market through all available means, including planning tools, consideration of financial and other incentives, as well as ongoing economic development and investment attraction efforts
- Together with economic development, local municipalities, post-secondary institutions and other partners, support and advance current skills training initiatives and consider additional strategies to attract and retain local talent in sectors that are of strategic importance to the Region as well as those at high risk of automation
- Consider place based strategies to focus redevelopment and renewal initiatives on the locations with the best market prospects and development potential
- Carefully balancing opportunities for residential and non-residential development in Urban Growth Centres and Major Transit Station Areas

5.4 Key Observations

1. The employment growth outlook for York Region is favourable and is anticipated to be characterized by stable growth in manufacturing and rapid growth in services including high-skilled jobs in knowledge and creative industries
2. Despite 24 per cent of the Region's labour force being at risk of automation, York Region is well positioned to withstand the impacts of automation with an economy increasingly focused on higher skilled activities. Impacts of automation and AI are likely to be slow and gradual. Automation will impact all economic sectors and likely create more jobs in the long run.
3. Amenity rich and transit accessible work environments are increasingly important for the location decisions of employers to attract talent. Regional Centres and Corridors are well positioned to attract highly skilled, knowledge-based job
4. Demand for employment areas will remain strong and will be driven by land-extensive logistics and warehouse facilities as the role of e-Commerce continues to expand as well as increasing shares of service sector employment in small offices and industrial multiples. The overall impact is likely to be an increase in density in employment areas.
5. Investing in and supporting a highly skilled labour force will be critical in remaining competitive in the midst of the dramatic restructuring of the GTHA economy.

6.0 EMPLOYMENT AREA PLANNING

6.1 Designating Employment Areas in the Regional Official Plan

Employment areas are those designated for employment uses in official plans

The existing York Region Official Plan defines employment areas as lands that are designated for employment uses including land designated as industrial and business park in local municipal official plans.

From a regional standpoint, uses currently not permitted in employment areas include residential, major retail, and other non-ancillary retail and commercial. Local municipalities differentiate between types of employment areas with additional official plan designations. These designations are usually reflective of sectoral employment or location based categories. Local municipal Official Plan designations provide explicit direction on permitted uses for those lands.

The Growth Plan requires the Region to map and designate employment areas in the Regional Official Plan

As previously mentioned in section 4.1 of this report, the economic landscape of the GTHA, including York Region, has undergone significant transformation over the past several decades as the regional economy continues to evolve. In response to the ever-changing economy, it is increasingly important to have employment policies in place that provide a supply of employment areas that allow flexibility for business location decisions and that protect and preserve employment areas over the long term.

The Growth Plan has reinforced the protection of employment areas by introducing new policy direction for employment area planning. One of the most significant changes of the 2017 Growth Plan was for upper tier municipalities to designate and map employment areas in their Official Plans, a responsibility previously assumed by local municipalities. While the existing Regional Official Plan does not map employment areas, the Region does have a high level policy framework for their planning and protection.

The Growth Plan requires upper-tier municipalities to set density targets for employment areas and encourages them to make more efficient use of employment areas by considering opportunities for intensification. Intensification and density assumptions for employment areas will be used when determining existing capacity in the Region's employment areas as input to the land needs assessment.

Existing Regional Official Plan policies are premised on the long term protection and high quality design of employment areas

The employment area planning policy framework in the existing Regional Official Plan states that the ongoing viability of employment areas is contingent upon long term protection, effective planning and design, and a shift towards increasingly sustainable and innovative industrial processes. At a high level, policies aim to:

- Ensure a sufficient supply of employment areas
- Protect, maintain, and enhance the long term viability of employment areas by requiring that employment areas are designated and protected in local municipal official plans for employment area uses
- Limit ancillary uses (retail and commercial uses servicing the needs of the employment area) to a maximum of 15 per cent of an employment area
- Encourage intensification and higher density employment uses, particularly in centres and corridors

- Direct municipalities to establish criteria for conversion of employment areas to non-employment uses

There are currently 24 different employment area designations across the Region

Prior to designating employment in the Regional Official Plan, it was important for staff to gain an understanding of existing employment designations across the Region, staff performed an analysis of employment designations in each of the nine local municipalities and organized them into four broad categories. The results of this analysis are provided in Appendix C.

The main conclusion of the analysis was that there were differences across the Region in the way in which local municipalities designate employment areas. There are 24 different employment designations across the Region, all with varying extents to which specific uses are permitted. While all nine municipalities have designations that allow for traditional industrial and manufacturing uses, there are differences in the extent to which retail and office uses are permitted employment designations. Additionally, only six municipalities have a specific designation that allows for a broad range of employment uses, including industrial, office, and retail.

6.2 Planning for employment areas

Municipalities in Canada and around the world are changing the way in which they plan for employment areas

The employment trends presented in this analysis are reflective of broader national and global economic trends that are challenging employment policy planning. To better understand and plan for the changing nature of employment, municipalities worldwide have recently completed studies and reviews of their employment areas. Through these reviews, jurisdictions in Canada such as Toronto, Waterloo, Milton, Victoria British Columbia, and Surrey, British Columbia and others around the world such as Sydney (Australia), London (England), Stockholm (Sweden), and Anaheim (California) have created new policy direction to help prepare and plan for change. The common findings of these studies are presented below while Attachment 3 provides a matrix with additional detail on each review.

There is continued emphasis on protecting “core” employment areas for traditional employment uses

Despite an overall trend toward increasing flexibility in employment areas to accommodate a broader range of uses, jurisdictions identified the need to continue to protect and preserve employment areas, specifically inner and core areas, for more industrial, manufacturing, and land-intensive employment uses.

Municipalities recognize that these types of “traditional” employment area uses typically have lower employment densities, have specific location requirements adjacent to goods-movement corridors, and have the potential to create land use conflicts with sensitive uses such as residential. As a result, jurisdictions identified the need to protect employment areas that meet these criteria. An example of this is the Town of Milton, which has identified areas meeting these criteria as “historical industrial areas” and has provisions in its Official Plan to preserve them.

A broader range of employment uses are being permitted in strategic locations on the fringe of employment areas and within centres and nodes

Several jurisdictions studied are recommending employment area designations that permit a wide range of employment uses in areas that are adjacent to major road arteries or within broader community nodes. In doing so, municipalities are aiming to better align these areas with other city building initiatives. The premise is that more flexibility will create a better integration of employment areas with adjacent non-employment uses and attract high density employment uses that could benefit from more mixed-use and amenity rich environments with access to transit.

The intent is also to provide amenities for businesses within or in close proximity to employment areas. For example, the City of Toronto has a provision in their Official Plan that states that “uses that support the prime economic function of employment areas, such as parks, small scale retail stores and services to meet the daily needs of businesses and employees, workplace daycare and restaurants, must also be readily accessible within employment areas.”

Guidelines and implementation plans are being developed to improve the built form and public realm in employment areas

Aging built form has commonly been identified as a weakness of employment areas. In response, municipalities are developing guidelines, implementation plans, and programs to improve the built form and public realm of employment areas. In order to become more attractive to employers and more desirable to employees, studies identified the importance of improving the integration of urban design with natural features, improving connectivity between buildings, and creating an improved sense of community, place, and character. An example of this is the City of Anaheim with landscape design guidelines and a mobility and connectivity plan as part of a multi-faceted approach to improve the built form of employment areas and create a safer & healthier pedestrian environment.

Municipalities are developing creative solutions to rejuvenate employment areas and stimulate economic growth

Municipalities are recognizing that older employment areas may be in transition and strategies and policies are being developed to support redevelopment where appropriate. Implementation techniques include the use of Community Improvement Plans and marketing strategies in Waterloo and the identification of Business Improvement Areas or Creative Districts supported by financial incentives to encourage office development in Victoria BC.

North Okanagan is taking this one step further and prioritizing parcels of land that would yield the most benefit in terms of employment area development and identifying these areas as Investment Zones. These areas were defined as having sufficient infrastructure, accessibility, visibility, and market (investor) attractiveness to attract new development.

7.0 PRELIMINARY POLICY CONSIDERATIONS

The PPS, Growth Plan, and existing York Region Official Plan provide a policy framework for employment growth moving forward. The following provides a review of the existing employment policy framework as well as considerations for potential changes and/or additions in order to conform to the Growth Plan. A matrix providing a comparison between employment policies in the PPS, Growth Plan, existing Regional Official Plan, and the following policy considerations is attached in Appendix D.

7.1 Supporting and growing a resilient and diverse employment base

York Region is located in one of the most attractive and vibrant economic areas in North America. Employment in the Region is distributed across a diverse economy within a broad range of industry sectors. Knowledge-based sectors are anticipated to play a more important role in the Region's economy, including information and communication technologies, health and life sciences, engineering and building, transportation and logistics, and advanced manufacturing. There are also a number of emerging sectors in York Region including green industries, such as sustainable agriculture and alternative energy. Attracting high quality jobs that match the skills in the labour force will generate good paying employment opportunities for York Region residents, increase live-work opportunities, and continue to foster the high standard of living in the Region.

Policy considerations may include:

- Continuing to provide York Region residents with access to high quality jobs by maintaining the 2:1 people to jobs target
- Continuing to emphasize the development of complete communities with access to transit to facilitate attracting talent and the skills of the York Region and GTHA labour force
- Improving coordination with the Region's Economic Development initiatives (including the 2019 update to the Economic Development Action Plan)
- Encouraging and strengthening public and private partnerships with local municipalities, York Region Boards of Trades, Chambers of Commerce, and Post-Secondary Institutions etc. to improve live-work opportunities and reduce commute times for York Region residents by focusing on attracting high quality jobs that match the skills in the Region's labour force
- Strengthening the Region's economic clusters by developing a built form that supports a better linking of talent to employers

7.2 Positioning Centres and Corridors as the primary location for office development

Regional Centres and Corridors are a focal point of commerce, business, and cultural activities. The Region and local municipalities should continue to support the development of Regional Centres and Corridors by encouraging attractive, compact community design, and the clustering

of economic activities. This will promote creativity, the exchange of ideas, ease of business transactions and an increased opportunity for economic spin-offs.

Policy considerations may include:

- Continuing to plan Regional Centres and Corridors for the highest concentration of major office, mixed-use commercial, and high-density residential development
- Integrating employment areas in Centres and Corridors with Major Transit Station Areas and other intensification areas
- Further exploring the potential for financial incentives to attract new office development

7.3 Fostering innovation and attracting talent

Both the Hemson and Neptis studies emphasize the growing importance of access to a large and talented workforce in the location decisions of employers. It will be important for the Region to develop a policy framework that is directed at attracting and retaining talent as well as growth in knowledge-based industries. Developing these areas as high quality urban environments where employees want to spend their time will also be important.

Policy considerations may include:

- Developing a policy framework that is tailored to support growth in knowledge-based industries, skills development, and investment in business supportive resources
- Strengthening relationships with higher education and post-secondary institutions and attracting investments supporting training, research, and higher education
- Continuing to promote high quality business resources such as the Regional broadband strategy
- Prioritizing high quality urban environments that are accessible by transit
- Recognizing that multi-modal transportation access is increasingly important
- Improving the competitiveness of major office nodes accessible by transit

7.4 Protecting employment areas over the long term

York Region is committed to maintaining and enhancing the long term viability of employment areas. Employment areas are major drivers of economic activity and contain over 50 per cent of the Region's employment. These areas play a significant role in the Region's economy, primarily accommodating industrial and business uses. Employment areas are strategic to the Region and critical to maintaining an appropriate balance between population and employment growth over the long term, which exceeds the 20-year planning horizon.

The ongoing viability of these lands is contingent upon long term protection, effective planning and design, and a shift towards increasingly sustainable and innovative industrial processes. Employment areas located within close proximity to 400-series highways and other goods-movement corridors are particularly important as highway access continues to be important to export based businesses. These sites also provide access to labour as well as exposure.

Policy considerations may include:

- Protecting employment areas over the planning horizon and beyond for businesses with specific locational requirements
- Maintaining a sufficient supply of employment areas to accommodate the employment forecast, including continuing to monitor employment area supply on a regular basis to ensure an adequate supply of sites that provide choice in location, site size etc.
- Ensuring servicing and critical infrastructure are available in employment areas to attract investment
- Supporting the goods movement network by ensuring protection of employment areas adjacent to existing and future freight rail and highway corridors
- Ensuring an adequate supply of employment land in all three of the Region's major employment area nodes as well as in northern communities to promote live/work opportunities
- Protecting employment areas from conversion to non-employment uses through incorporating employment area conversion criteria into the Regional Official Plan
- Continuing to restrict major retail and limit retail uses in employment areas

7.5 Planning for and designating employment areas in the Regional Official Plan

In light of the Growth Plan requirement to map and designate employment areas in the Regional Official Plan, further consideration should be given to increasing flexible in employment area designations, where appropriate. The Region's trends analysis, literature from the Neptis Foundation, and the jurisdictional scan performed by regional staff have indicated that employment areas are continuing to see a broader range of uses than in the past. In response to this, some municipalities studied are recommending fewer, and more general designations in employment areas, while others are proposing to loosen permissions in fringe areas along corridors and in local nodes. The Growth Plan policy for integrating employment areas with adjacent non-employment areas and developing vibrant, mixed-use areas and innovation hubs, where appropriate, provides further justification for this policy direction.

Policy considerations may include:

- Increasing flexibility in select employment area designations, particularly along major arterial roads and nodes
- Focusing ancillary retail and office uses to locations that are transit-supportive and exhibit a compact built form
- Encouraging local municipal implementation plans and guidelines to improve built form, urban structure, and public realm
- Encouraging a safer, healthier, and more desirable built environment

- Encouraging high quality and sustainable urban design as well as a mix of amenities and open space to serve the workforce
- Planning for higher overall densities in employment areas while protecting for low employment densities uses in appropriate locations
- Strengthening policies for intensification in employment areas
- Exploring transit solutions for the workforce that address the “last mile” challenge in low density employment areas

7.6 Proactively planning for the changing nature of employment

An aging labour force, changing consumer preferences, e-Commerce, the changing nature of employment, and the impacts of automation and AI have the potential to significantly change the landscape of employment in the Region. Proactively addressing these evolving macro-demographic and economic trends and their impacts on employment will be critical in maintaining a resilient economic base.

Policy considerations may include:

- Preserving employment areas for land-extensive uses to support stabilizing growth in manufacturing and rapid growth in transportation, logistics, and warehouse facilities
- Planning for the evolving nature of the retail landscape, particularly mid-scale developments such as community shopping centres that are experiencing decreasing demand as more and more companies move their business online
- Encouraging innovation in the manufacturing sector
- Supporting and promoting high quality, transit supportive, urban environments that are attractive to office-type development as the knowledge economy continues to evolve and outpace growth in other goods and service based industries

8.0 CONCLUSIONS AND NEXT STEPS

The Planning for Employment Background report provides analysis and a draft framework for developing the Region’s Employment Strategy and satisfying the requirements of the Growth Plan. This work builds upon existing policies in the Regional Official Plan and incorporates key findings from a York Region Future Employment Trends Study undertaken for the Region by Hemson Consulting.

York Region is in competition with municipalities around the world to retain and grow its existing businesses, attract new employers, skilled employees, and good paying jobs. The attraction of new businesses and growth or expansion of existing business operations improves the overall quality of life for York Region residents by creating high quality, good paying jobs close to where they live. Providing residents with access to a full range of employment opportunities also contributes toward overarching goals of the Growth Plan of building complete communities and reducing the impacts of congestion.

York Region is well positioned to continue to attract employment growth. Transit investment in the Region's Centres and Corridors such as the extension of the Spadina Subway, Bus Rapid Transit, GO service improvements and planned future extension of the Yonge subway will support growth in knowledge-based and creative industries and be critical in the attraction and retention of talent.

Employment areas are vital to the Regional economy and will be in high demand moving forward, particularly for land extensive distribution and warehouse facilities as the role e-Commerce continues to expand, as well as smaller office and multi-unit industrial uses to support the increasing share of service sectors and knowledge-based jobs in employment areas. An adequate supply of employment areas will be important for all types of industry to provide flexibility for employers in high quality locations over the long term.

Finally, the Region's community and residential areas will continue to support local retail and personal services jobs to allow residents, workers, and visitors to purchase goods locally.

Over the coming months, Regional staff will be working with local municipalities to ensure the unique needs of each local municipality are considered when delineating and designating employment areas in the Region Official Plan. The work will incorporate the following:

1. Findings from the historical and future trends analysis and jurisdictional scan
2. Results of the assessment of site specific conversion requests
3. A broader review of the Region's employment areas in the context of the evolving urban structure, infrastructure investments, and the changing nature of employment

The work will also be coordinated with the update to the Economic Development Action Plan.

The Employment Strategy report, scheduled for the first quarter of 2020 will include the following components:

- Local municipal employment forecasts
- Delineation, designation, and density targets for the Region's employment areas
- Finalization of the employment framework including principles, key attributes, and the role of Centres and Corridors, employment areas, and community areas in attracting high quality jobs
- Employment policy recommendations
- Role of local municipalities in implementing the York Region Employment Strategy and recommended tools for implementation
- Framework for monitoring the progress in achieving the Employment Strategy
- How the York Region Employment Strategy conforms to the Growth Plan and PPS

APPENDIX A: Employment Area Density by Employment Area

Employment Area Densities

The following table is a summary of employment area densities in York Region. The employment area density calculation uses built area in net hectares as per the 2017 employment land inventory and 2018 surveyed employment data including major office and estimates for no contact employment.

Municipality	Employment Area	Employment Area Density
Aurora	AURORA 2C	-
Aurora	AURORA EAST	56
Aurora	INDUSTRIAL PARKWAY NORTH	68
Aurora	INDUSTRIAL PARKWAY SOUTH	48
Aurora	MAGNA/PRESERVE	50
Aurora	WELLINGTON/404	78
East Gwillimbury	BALES DRIVE	29
East Gwillimbury	GREEN LANE	47
East Gwillimbury	HIGHWAY 404/QUEENSVILLE	-
East Gwillimbury	HOLLAND LANDING	19
East Gwillimbury	MOUNT ALBERT	26
East Gwillimbury	ROPA 1	-
Georgina	KESWICK BUSINESS PARK	-
Georgina	PEFFERLAW	-
King	NOBLETON	-
King	KING CITY	29
King	SCHOMBERG	26
Markham	ROPA 3	-
Markham	407 LESLIE SOUTHWEST	-
Markham	ALLSTATE	97
Markham	ARMADALE	48
Markham	BOX GROVE	128
Markham	BULLOCK DRIVE	46
Markham	CACHET	72
Markham	CATHEDRAL	-
Markham	COCHRANE	144
Markham	COMMERCE VALLEY/LEITCHCROFT	289
Markham	CORNELL	-
Markham	DENISON STEELES	113
Markham	FOURTEENTH AVENUE	74
Markham	HIGHWAY 404 NORTH	20
Markham	LANGSTAFF - MARKHAM	-
Markham	MOUNT JOY BUSINESS PARK	45
Markham	RISEBOROUGH	93

Municipality	Employment Area	Employment Area Density
Markham	RODICK ROAD	49
Markham	THORNHILL	86
Markham	THORNLEA	41
Markham	TOWN CENTRE	123
Newmarket	BAYVIEW SOUTH	93
Newmarket	LESLIE DAVIS	65
Newmarket	LESLIE MULOCK	50
Newmarket	LESLIE NORTH	56
Newmarket	LESLIE SOUTH	76
Newmarket	MULOCK NORTH	42
Newmarket	MULOCK SOUTH	99
Newmarket	MULOCK SOUTHEAST	68
Richmond Hill	NORTH LESLIE	-
Richmond Hill	BARKER BUSINESS PARK	57
Richmond Hill	BEAVER CREEK	111
Richmond Hill	HEADFORD	84
Richmond Hill	NEWKIRK	70
Vaughan	HIGHWAY 400 NORTH - NORTHWEST	-
Vaughan	HIGHWAY 400 NORTH - TESTON EAST	-
Vaughan	HIGHWAY 400 NORTH - TESTON WEST	-
Vaughan	BEECHWOOD	15
Vaughan	EMERY CREEK	50
Vaughan	HIGHWAY 400 NORTH - NORTHEAST	-
Vaughan	HIGHWAY 427 EAST	60
Vaughan	HIGHWAY 427 WEST	27
Vaughan	JANE NORTH	58
Vaughan	JANE SOUTH	44
Vaughan	KEELE	51
Vaughan	LANGSTAFF - VAUGHAN	62
Vaughan	MAPLE	31
Vaughan	PINE VALLEY	89
Vaughan	STEELES CAMPUS	76
Vaughan	STEELES WEST	91
Vaughan	TUDOR EAST	83
Vaughan	TUDOR WEST	79
Vaughan	VAUGHAN 400	82
Vaughan	VAUGHAN 400 NORTH	85
Vaughan	VAUGHAN MILLS CENTRE	-
Vaughan	WEST VAUGHAN EMPLOYMENT AREA - ELDER MILLS	-

Municipality	Employment Area	Employment Area Density
Vaughan	WEST VAUGHAN EMPLOYMENT AREA - HUNTINGTON EAST	-
Vaughan	WEST VAUGHAN EMPLOYMENT AREA - HUNTINGTON WEST	30
Vaughan	WEST VAUGHAN EMPLOYMENT AREA - NASHVILLE	-
Vaughan	WEST WOODBRIDGE	54
Vaughan	WESTON 400	80
Vaughan	WESTON 400 NORTH	66
Vaughan	WESTON HIGHLANDS	93
Whitchurch-Stouffville	CARDICO DRIVE	26
Whitchurch-Stouffville	GORMLEY	20
Whitchurch-Stouffville	STOUFFVILLE EAST	-
Whitchurch-Stouffville	STOUFFVILLE NORTH	20
Whitchurch-Stouffville	STOUFFVILLE SOUTH	52
Whitchurch-Stouffville	VANDORF	46
York Region Total		71

Source: York Region Planning and Economic Development, 2019.

APPENDIX B: Intensification in Employment Areas

Measuring Intensification in Employment Areas

The Growth Plan requirement to identify opportunities for intensification on employment lands led staff to perform a detailed analysis of intensification trends over the 2011 to 2017 period. The analysis also identified further potential for intensification, for consideration in the development in the Region's draft forecast and land needs assessment.

A - Methodology:

Intensification in employment areas was considered in two main categories: Intensification on existing built parcels and intensification within existing buildings. Parcels containing major office buildings were excluded.

1. Intensification on vacant portions of built parcels refers to the construction of new building space on employment area parcels that are considered built in the Region's employment land inventory. Intensification through new building space can occur through expansion of an existing building or through construction of an entirely new structure on the same parcel.
2. Intensification within existing buildings refers to new jobs that are accommodated within the existing floor space of a building.

1. Intensification on existing parcels:

- I. York Region's Employment Land Inventory has been tracking intensification potential on parcels with a "built" status since 2011. For the purposes of this analysis, criteria was expanded to consider intensification potential for parcels that were identified as "storage" or "parking" in the inventory.
- II. Intensification potential on built parcels was assessed in two ways:
 - i. Through new buildings: Parcels where the vacant portion(s) have road access and vacant portions are >0.5 ha in size parcels that are >50 per cent vacant
 - ii. Through expansion: Parcels where the vacant portion(s) does not have road access and vacant portions are >0.25 ha
- III. An analysis was completed to identify the rate at which intensification on employment parcels was occurring and at what densities.
- IV. Densities were estimated using surveyed employment growth in the year the parcel was considered to be fully occupied.

2. Intensification within existing buildings:

- I. Analysis was conducted at a high-level (Region-wide) and in more detail using a sample employment area in the Region.
- II. Region-wide: Using only parcels that were built as of 2011 (excluding those which had been identified as having intensification potential in the analysis above), on an annual basis, the number of unoccupied parcels and total jobs accommodated by parcels that were built were assessed. The analysis was attempting to assess trends in region-wide employment area density within a fixed built space and the relationship between densities and the number of unoccupied parcels (if any).
- III. Sample employment area - More detailed analysis using parcels built as of 2011 in a specific employment area to measure year-over-year changes and on a parcel by parcel basis, assesses whether changes observed in Region-wide density trends were more likely due to re-occupancy of previously vacant buildings or through higher densities in occupied buildings.

B – Key Findings:

1. Intensification vacant portions of existing parcels:

- Between 2011 and 2017, 51 ha of employment land were intensified on 42 parcels, accommodating an estimated 1,300 jobs
- 29 intensified parcels (45 ha) were through expansion and 14 (6 ha) intensified parcels were through a new development
- Estimated densities for intensification were higher through expansion (38 jobs/ha) than through new development (31 jobs/ha)
- There was no significant re-development of parcels being used for parking or storage
- A further 330 ha of intensification potential was identified beyond 2017

2. Intensification within existing buildings:

Region-wide:

- Density of 2011 built parcels increased from 52 jobs/ha in 2011 to 58 jobs/ha in 2017
- The number of unoccupied parcels declined from 390 in 2011 to 230 in 2017

Sample employment area:

- The number of jobs accommodated through re-occupied parcels peaked in 2013 and has since declined
- An estimated 50 per cent of jobs created in the employment area between 2011 and 2017 were within buildings that were built as of 2011

3. Overall Impact:

- An estimated 60 per cent of jobs created in the employment area between 2011 and 2017 were within buildings that were built as of 2011

APPENDIX C: Local Municipal Employment Area Designations

Municipal Employment Area Use Designations by Regional Employment Category:

Municipality	Traditional Employment	Traditional Employment with Office	Business Park	Mixed Employment – Industrial, Office & Commercial
Aurora		Existing Employment – General Industrial	Business Park Uses	Existing Employment – Light Industrial Service
East Gwillimbury		General Employment Areas Prestige Employment Areas		
Georgina Keswick Business Park Secondary Plan	Business Park III	Business Park I (allows Institutional uses)		Business Park II
Pefferlaw Secondary Plan	Industrial			
King				Employment Area
Markham	General Employment			Business Park Employment* Business Park Office Priority Employment Service Employment (with Commercial uses)
Newmarket		Business Park – General Employment		Business Park – Mixed Employment
Richmond Hill		Employment Area	Employment Corridor	
Vaughan	General Employment	Prestige Employment		Employment Commercial Mixed Use (Industrial uses not permitted)
Whitchurch- Stouffville	Prestige Industrial Industrial			Business Park

*Note that some employment area designations may fit within the definition of more than one regional employment category.

Category Definitions:

Traditional Employment:

- The majority of the permitted uses are industrial, such as: manufacturing, processing, assembly, warehousing, & fabrication
- Ancillary retail & service uses are permitted

Traditional Employment – Office:

- The majority of the permitted uses are industrial, but with office uses also permitted
- Hotels & conference facilities are typically permitted where there is office uses
- Ancillary retail & service uses are permitted

Business Park:

- Office, including high-density in multi-storey buildings, is the primary use
- Hotels and conference centres, and ancillary retail & service uses are permitted

Mixed Employment:

- Wide range of permitted uses including: industrial, commercial, public & private recreational, retail, service, institutional, office & automobile related
- Note that Vaughan 'Employment Commercial Mixed Use' does not permit industrial uses

APPENDIX D: Policy Analysis

Employment Policy Analysis

Provincial Policy Statement, 2014	Growth Plan, 2017	Regional Official Plan, 2010	Preliminary Policy Considerations
Employment Policy Theme: Supporting and Growing a Resilient and Diverse Employment Base			
<p>1.3.1 Planning authorities shall promote economic development and competitiveness by:</p> <p>a) providing for an appropriate mix and range of employment and institutional uses to meet long-term needs;</p> <p>b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;</p> <p>d) ensuring the necessary infrastructure is provided to support current and projected needs.</p>	<p>2.2.5.1 - Economic development and competitiveness in the GGH will be promoted by:</p> <p>(a) Making more efficient use of existing employment areas</p> <p>(b) ensuring the availability of sufficient land, in appropriate locations, to accommodate forecasted employment growth</p> <p>(c) Planning to better connect areas with high employment densities to transit;</p> <p>(d) aligning land use planning and economic development goals</p> <p>2.2.5.14 - Upper- and single-tier municipalities, in consultation with lower-tier municipalities, the Province, and other appropriate stakeholders, are encouraged to undertake a coordinated approach to planning for large areas with high concentrations of employment that cross municipal boundaries and are major trip generators</p> <p>2.2.5.15 - In recognition of the importance of cross-border trade with the United States, recognize a Gateway Economic Zone and Gateway Economic Centre near the Niagara-United States border and promote opportunities for cross-border trade.</p>	<p>4.1.2 - To create high-quality employment opportunities with the goal of 1 job for every 2 residents.</p> <p>4.1.3 - To create vibrant and healthy communities that attract and retain youth, a highly skilled labour force, and quality employers.</p> <p>4.1.4 - To annually monitor the location, type and characteristics of business and the supply of serviced employment lands.</p> <p>4.1.5 - To create a business friendly environment.</p> <p>4.1.6 - To promote the Region as a location for knowledge-based activities by leveraging existing clusters and the Region's highly diverse workforce, and establishing and maintaining strong links to educational and research institutions and companies.</p> <p>4.1.7 - Continue working with local municipalities and the agricultural community.</p> <p>4.1.8 - Encourage and support the development of a green industry.</p> <p>4.1.9 - To research and analyze the Region's economy, including conducting an annual comprehensive survey of York Region businesses</p> <p>4.1.10 - To work with local municipalities to encourage telecommuting where appropriate</p> <p>4.1.11 - To work with local municipalities to promote work-at-home through the adoption of enabling zoning provisions that allow for live-work units where appropriate.</p> <p>4.1.12 To work with local municipalities, the Province and Federal government to ensure that the Region is a high-priority location for major sporting, trade, and convention facilities.</p> <p>4.1.1 - To invest in infrastructure to support job creation, strengthen the Regional economy and ensure an equal integration between economic vitality, the natural environment and healthy communities.</p>	<ul style="list-style-type: none"> • Continuing to provide York Region residents with access to high quality jobs by maintaining the 2:1 people to jobs target • Continuing to emphasize the development of complete communities with access to transit to facilitate attracting a talent and skilled labour force. • Encouraging partnerships with economic development, local municipalities, and public institutions to improve live-work opportunities and reduce commute times for York Region residents. • Improving coordination with the Region's Economic Development initiatives to develop and implement strategies to better match skills in the Region's labour force. • Maintaining and strengthening partnerships with York Region Boards of Trades, Chambers of Commerce, the Workforce Planning Board of York Region etc. • Strengthening the Region's economic clusters by promoting a built form that enhances the linking of talent to employers. • Continuing to promote high quality business resources like the recent regional broadband strategy <p>Proactively planning for the changing nature of employment by:</p> <ul style="list-style-type: none"> • Encouraging innovation in the manufacturing sector • Encouraging the education of York Region workers about the impacts of automation and promoting the retraining and skills development for those displaced by automation

Provincial Policy Statement, 2014	Growth Plan, 2017	Regional Official Plan, 2010	Preliminary Policy Considerations
Employment Policy Themes: Positioning Centres and Corridors as the primary location for office growth and Fostering Innovation and access to talent			
1.3.1 Planning authorities shall promote economic development and competitiveness by: c) encouraging compact, mixed-use development that incorporates compatible employment uses to support liveable and resilient communities	2.2.5.2 - Major office and appropriate major institutional development will be directed to urban growth centres, major transit station areas or other strategic growth areas with existing or planned frequent transit service.	4.2.1 To recognize Regional Centres and Corridors as hubs of commerce, business and entertainment activities. 4.2.2 To recognize Regional Centres and Corridors as the preferred location for major office uses and to develop incentives to attract major office uses to these locations. 4.2.3 To encourage the Province and Federal government to provide incentives to attract major office, institutional, educational, cultural and entertainment facilities to Regional Centres and Corridors. 4.2.5 That government, educational, institutional, major office, cultural, entertainment and other commercial uses be located and designed to support the Regional Centres and Corridors structure of this Plan.	<ul style="list-style-type: none"> • Developing a policy framework that is tailored to support growth in knowledge-based industries and skills development, investment in business supportive resources • Continuing to plan Regional Centres and Corridors for the highest concentration of major office, mixed-use commercial and high-density residential development • Integrating employment areas in Centres and Corridors with Major Transit Station Areas and other intensification areas • Further exploring the potential for financial incentives to attract new office development • Strengthening relationships with higher education and post-secondary institutions • Prioritizing high quality urban environments that are accessible by transit
	<p>2.2.5.3 - Retail and office uses will be directed to locations that support active transportation and have existing or planned transit.</p> <p>2.2.5.4 - In planning for employment, surface parking will be minimized and the development of active transportation networks and transit-supportive built form will be facilitated.</p>	<p>4.4.4 - To direct a significant amount of mixed-uses, including street-related retail, to Regional Centres and Corridors.</p> <p>4.2.6 - To work with local municipalities to ensure that Regional Centres and Corridors include a significant amount of mixed-use, pedestrian-oriented, and street-related uses, including retail.</p>	<ul style="list-style-type: none"> • Recognizing that multi-modal transportation access is increasingly important • Improving the competitiveness of major office nodes accessible by transit <p>Proactively planning for the changing nature of employment by:</p> <ul style="list-style-type: none"> • Supporting and promoting high quality, transit supportive, urban environments that are attractive to office-type development for knowledge and creative industries

Provincial Policy Statement, 2014	Growth Plan, 2017	Regional Official Plan, 2010	Preliminary Policy Considerations
Employment Policy Themes: Protecting Employment Areas over the long term and Designating employment areas in the Regional Official Plan			
<p>1.3.2.1 Planning authorities shall plan for, protect and preserve employment areas for current and future uses and ensure that the necessary infrastructure is provided to support current and projected needs.</p> <p>1.3.2.3 Planning authorities shall protect employment areas in proximity to major goods movement facilities and corridors for employment uses that require those locations.</p> <p>1.3.2.4 Planning authorities may plan beyond 20 years for the long-term protection of employment areas provided lands are not designated.</p>	<p>2.2.5.6 - Upper- and single-tier municipalities, in consultation with lower-tier municipalities designate all employment areas, in official plans and protect them for appropriate employment uses over the long-term.</p> <p>2.2.5.7 - Municipalities will plan for all employment areas within settlement areas, with the exception of any prime employment areas, by:</p> <ul style="list-style-type: none"> a) prohibiting residential uses and limiting other sensitive land uses that are not ancillary b) prohibiting major retail uses or establishing a threshold for any major retail uses c) integrating employment areas with adjacent non-employment areas and developing vibrant, mixed use, areas and innovation hubs, where appropriate. <p>2.2.5.8 - Municipalities may identify employment areas near major goods movement corridors, as prime employment areas and plan for their protection over the long-term by:</p> <ul style="list-style-type: none"> a) prohibiting residential, institutional, other sensitive uses b) prohibiting retail and office uses that are not associated with or ancillary c) planning for freight-supportive land use patterns 	<p>4.3.1 - That the employment forecasts be used as the basis for planning for employment lands.</p> <p>4.3.2 - That a sufficient supply of employment lands based on the applicable municipal comprehensive review will be maintained to accommodate the employment growth forecasts.</p> <p>4.3.4 - To require local municipalities to designate and protect employment lands in local municipal official plans.</p> <p>4.3.5 - To protect, maintain and enhance the long term viability of all employment lands designated in local municipal official plans for employment land uses.</p> <p>4.3.6 - To protect strategic employment lands, including lands identified in Figure 2. These lands are identified based on their proximity to existing or planned 400-series highways and shall be designated for employment land uses in local municipal official plans.</p> <p>4.3.7 - To require local municipalities to give priority to the strategic employment lands identified in Figure 2 when considering additional employment land designations.</p> <p>4.3.15 - That employment land development be designed to be both walkable and transit accessible where possible.</p> <p>4.3.23 - That the employment land designation policies and transportation corridor policies in ROPA 52 continue to apply to these lands.</p> <p>4.3.24 - Lands located in the vicinity of Highway 48, Donald Cousens Parkway and the GO commuter rail line may have the potential to support future employment uses.</p>	<ul style="list-style-type: none"> • Continuing to protect employment areas over the planning horizon and beyond for businesses with specific locational requirements. • Maintaining a sufficient supply of employment lands to accommodate the employment forecast, including continuing to monitor employment area supply on a regular basis to ensure an adequate supply of sites that provide choice in location, site size etc. • Ensuring servicing and critical infrastructure are available in employment areas to attract investment. • Continuing to support the goods movement network by ensuring protection of employment areas adjacent to existing and future freight rail and highway corridors. • Ensuring an adequate supply of employment land in all three of the Region's major employment land nodes. • Continuing to restrict major retail and limit retail uses in employment areas • Encouraging high quality and sustainable urban design as well as a mix of amenities and open space to serve the workforce • Planning for higher overall densities in employment areas while protecting for low densities uses in appropriate locations • Strengthening policies for intensification in employment areas

Provincial Policy Statement, 2014	Growth Plan, 2017	Regional Official Plan, 2010	Preliminary Policy Considerations
<p>1.3.2.2 Planning authorities may permit conversion of lands within employment areas to non-employment uses through a comprehensive review, only where it has been demonstrated that the land is not required for employment purposes over the long term and that there is a need for the conversion.</p>	<p>2.2.5.9 -The conversion of lands within employment areas or prime employment areas to non-employment uses may be permitted only through a municipal comprehensive review where it is demonstrated that</p> <ul style="list-style-type: none"> a) there is a need for the conversion; b) the lands are not required over the horizon of this Plan for the employment purposes for which they are designated; c) the municipality will maintain sufficient employment lands to accommodate forecasted employment growth; d) the proposed uses would not adversely affect the overall viability of the employment area or the achievement of targets e) there are existing or planned infrastructure and public service facilities to accommodate the proposed uses <p>2.2.5.10 - The re-designation of an employment area to a designation that permits non-employment uses is considered a conversion and may occur only through a municipal comprehensive review</p> <p>2.2.5.11 - Any change to an official plan to permit new or expanded opportunities for major retail in an employment area may occur only through a municipal comprehensive review</p>	<p>4.3.3 - To recognize that employment lands are strategic and vital to the Regional economy and are major drivers of economic activity in the Region</p> <p>4.3.8 - That the conversion of employment lands to non-employment land uses is not permitted. For the purposes of this policy:</p> <ul style="list-style-type: none"> a. employment lands are lands that are designated for employment uses including land designated as industrial and business park in local official plans; b. uses not permitted on employment lands include residential, major retail and other retail and commercial non ancillary uses <p>4.3.9 - The conversion of employment lands to non-employment land uses may only be considered, at the time of a municipal comprehensive review in accordance with the applicable policies and population/employment forecasts of the Region.</p> <p>4.3.10 - To require local municipalities to include employment land conversion policies within local official plans and secondary plans that are consistent with the employment land conversion policies of the Province and the Region.</p> <p>4.3.11 - Provided that the proposed uses are intended to primarily service businesses in the employment lands, that ancillary uses collectively do not exceed 15 per cent of an employment area as defined in the local official plan.</p> <p>4.3.12 - To require local municipalities, through local official plan policies, to determine the location, amount and size of ancillary uses on employment lands based on the planned function, size and scale of the overall employment land area.</p> <p>4.3.13 - That local municipalities include official plan and secondary plan policies and zoning provisions to allow only employment and ancillary uses on Local Corridors and major streets within employment lands.</p> <p>4.3.17 - To work with local municipalities to provide a diverse mix of lot sizes on employment lands.</p> <p>4.4.6 - That major retail is not permitted on designated or strategic employment lands.</p>	<p>Proactively planning for the changing nature of employment by:</p> <ul style="list-style-type: none"> • Preserving employment areas for land-extensive uses to support growth in manufacturing and rapid growth in transportation, logistics, and warehouse facilities • Protecting employment areas from conversion to non-employment uses through incorporating employment land conversion criteria into the Regional Official Plan. • Exploring transit solutions for the workforce that address the “last mile” challenge in low density employment areas • Improving the competitiveness of major office nodes accessible by transit • Encouraging a safer, healthier and desirable built environment • Developing implementation plans and guidelines to improve built form, urban structure and public realm. • Increasing flexibility in specific employment area designations, particularly along major arterial roads and nodes. • Encouraging targeted redevelopment and rejuvenation of employment areas through marketing strategies and incentives

Provincial Policy Statement, 2014	Growth Plan, 2017	Regional Official Plan, 2010	Preliminary Policy Considerations
	<p>2.2.5.5 - Upper- and single-tier municipalities, in consultation with lower-tier municipalities, the Province, and other appropriate stakeholders, will each develop an employment strategy that:</p> <ul style="list-style-type: none"> a) establishes a minimum density target for all employment areas, measured in jobs per hectare, that reflects the current and anticipated type and scale of employment that characterizes the employment areas and aligns with policy 2.2.5.1; b) identifies opportunities for the intensification of employment areas on sites that support active transportation and served by existing or planned transit; c) will be implemented through a municipal comprehensive review, including official plan policies and designations and zoning by-laws. 	<p>4.3.14 - That local municipalities, in consultation with York Region, prepare comprehensive secondary plans for new employment lands.</p> <p>4.3.16 - That development on fully serviced employment lands be compact and achieve a region-wide average minimum density of 40 jobs per hectare in the developable area. This target is expected to be higher for lands adjacent to centres and corridors.</p> <p>4.3.18 - To require flexible and adaptable employment lands that include street patterns and building design and siting that allow for redevelopment and intensification.</p> <p>4.3.19 - To work with local municipalities to review and monitor opportunities for employment land intensification.</p> <p>4.3.20 - To require local municipalities to conduct 5-year reviews of employment lands to accommodate employment intensification.</p> <p>4.3.21 - To encourage employment intensification and higher density employment uses in Regional Centres and Corridors.</p>	
	<p>2.2.5.13 - Existing office parks will be supported by:</p> <ul style="list-style-type: none"> a) improving connectivity with transit and active transportation networks; b) providing for an appropriate mix of amenities and open space to serve the workforce; c) planning for intensification of employment uses; d) approaches to transportation demand management that reduce single-occupancy vehicle use 	<p>4.2.4 - To require a mixed-use pedestrian environment in Regional Centres and Corridors that promotes transit use and enhances these areas as destinations for business, entertainment and recreation.</p>	

Provincial Policy Statement, 2014	Growth Plan, 2017	Regional Official Plan, 2010	Preliminary Policy Considerations
Employment Policy Theme: Supporting the retail sector			
	<p>2.2.5.12 - The retail sector will be supported by promoting compact built form and intensification of retail and service uses and areas and encouraging the integration of those uses with other land uses to support the achievement of complete communities</p>	<p>4.4.1 - To require that retail be designed to be walkable, transit-supportive, and integrated into communities and pedestrian and cycling networks, with high-quality urban design.</p> <p>4.4.2 - To work with local municipalities to improve urban design in new retail developments and to identify opportunities for the intensification and revitalization of existing retail.</p> <p>4.4.5 - To require local municipalities to define major retail uses within the context of the local commercial hierarchy.</p> <p>4.4.7 - That major retail sites should be designed to support redevelopment or retrofitting.</p> <p>4.4.8 - To work with local municipalities to plan comprehensively for all retail uses, including major retail uses, that are integrated and provided for within the community. Planning should include the identification and designation of lands to accommodate these uses.</p> <p>4.4.9 - That new retail facilities in excess of 30,000 gross leasable square metres shall require a Regional impact analysis.</p> <p>4.4.10 - To undertake a study of the Region's retail sector.</p>	<ul style="list-style-type: none"> • Continuing to work with local municipalities ensure that retail is designed to be walkable, transit-supportive, and integrated into communities and pedestrian and cycling networks, with high-quality urban design. • Continuing to work with local municipalities to improve urban design in new retail developments and to identify opportunities for the intensification and revitalization of existing retail. <p>Proactively planning for the changing nature of employment by:</p> <ul style="list-style-type: none"> • Planning for the evolving nature of the retail landscape

2019 **PLANNING** FOR **EMPLOYMENT**

EMPLOYMENT AREA PROFILES

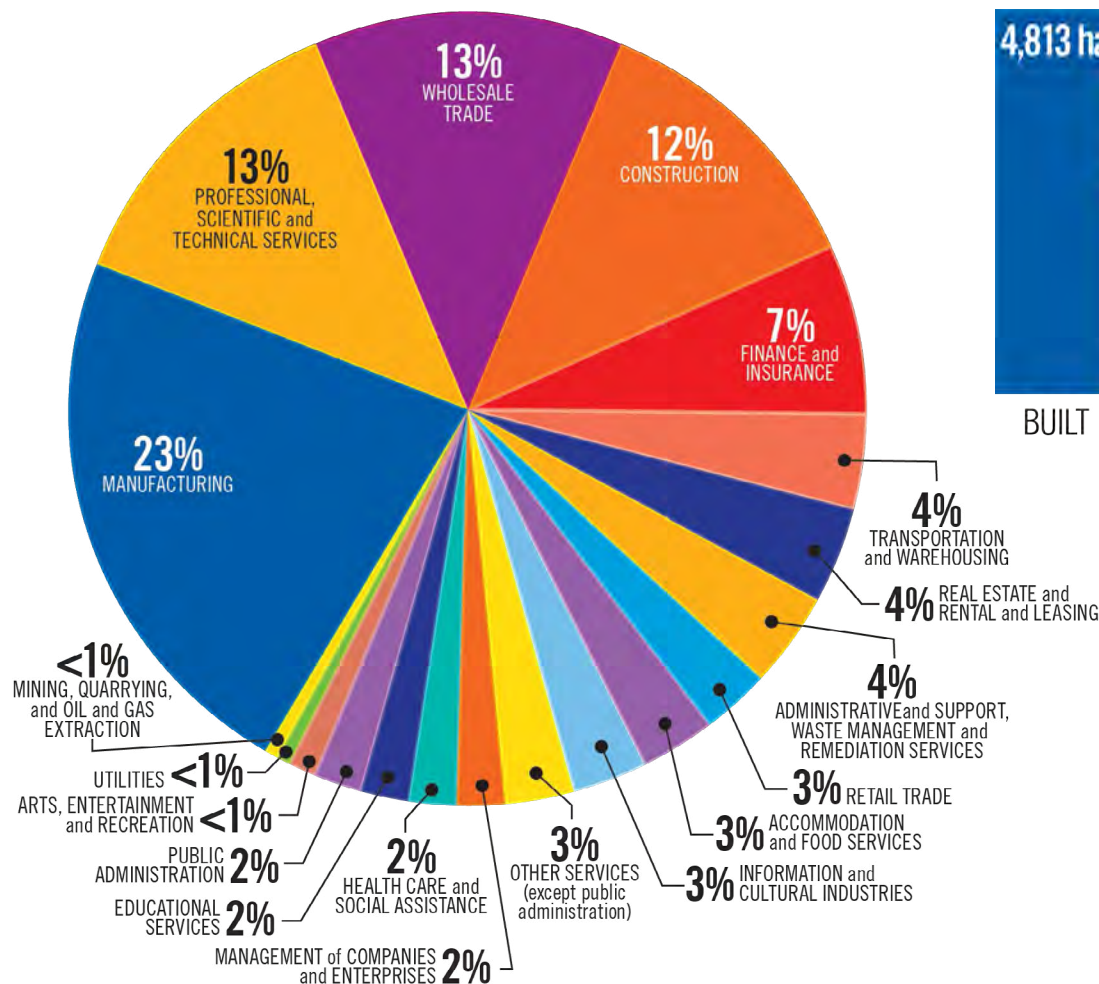
MAY 2019



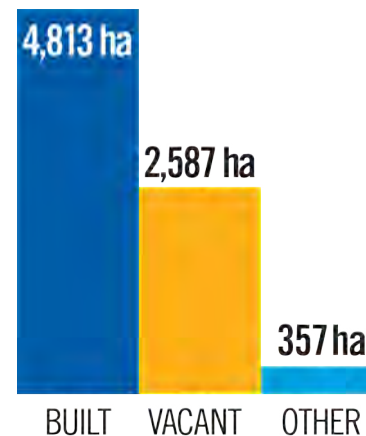
YORK REGION EMPLOYMENT AREAS SUMMARY

- York Region's employment areas are major drivers of economic activity and account for 55 per cent of total surveyed job growth since 2008
- Their strategic location along highway corridors and close proximity to higher order transit make them attractive places to do business
- The composition of the Region's employment areas are unique and range from large parcels of land that are well suited for land extensive uses with access to goods movement networks to higher density, transit-supportive business parks
- The construction, wholesale trade, and finance and insurance sectors accounted for the majority of job growth in employment areas over the past ten years
- Many of the Region's top employers are located within employment areas including TD Waterhouse Inc., IBM Canada Ltd, and CGI Information Systems

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



7,757 TOTAL HECTARES 2017



340,260 JOBS in 2018

29% INCREASE (76,510 JOBS) SINCE 2008

65% SERVICES PRODUCING **35% GOODS PRODUCING**

80% ONSITE **20% OFFSITE**

12% RETAIL and PERSONAL SERVICES

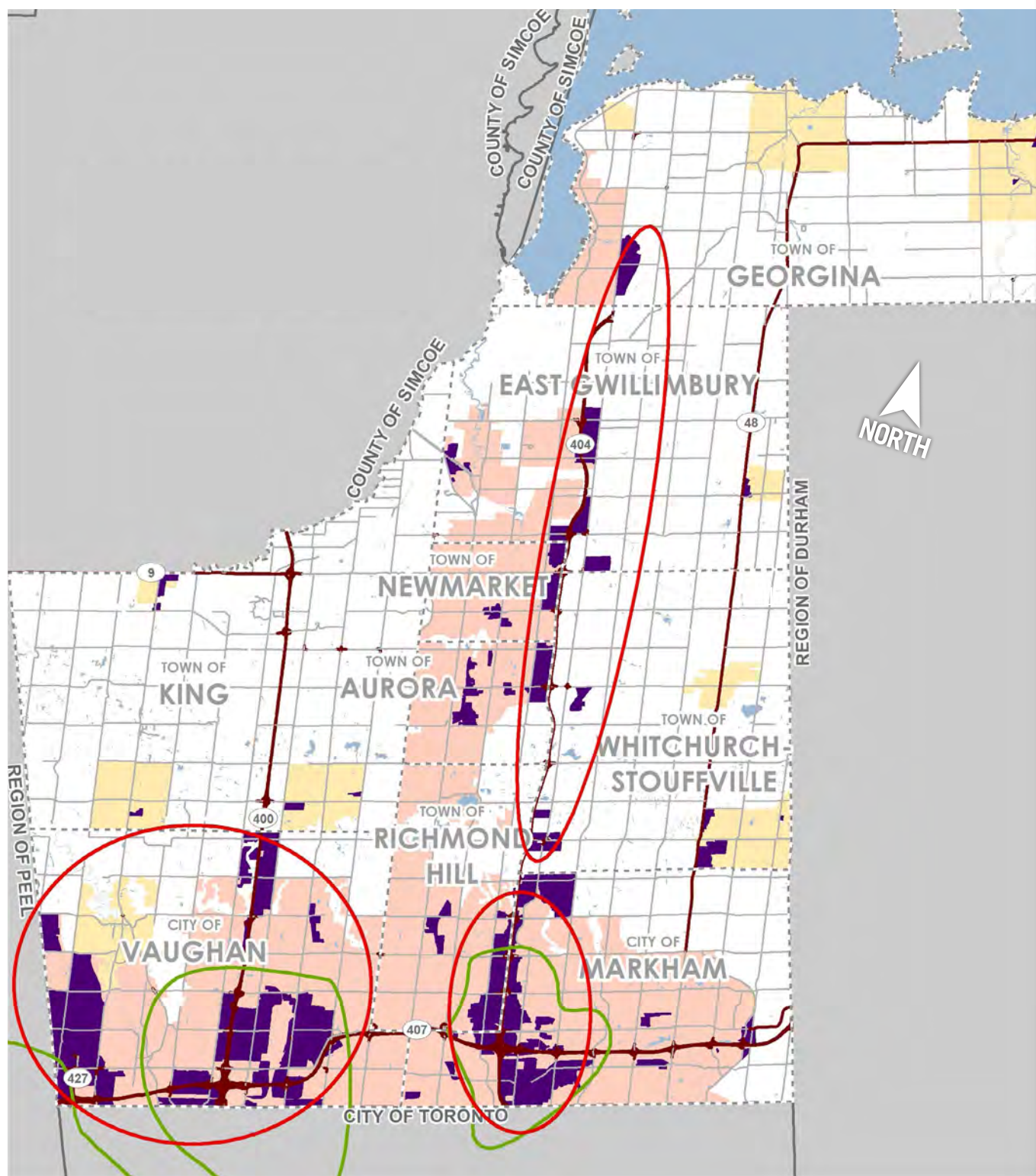
MAJOR OFFICE
80,958 JOBS 215 BUILDINGS












EXISTING EMPLOYMENT AREA DENSITY 71 JOBS per HECTARE

190 SITES [328 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

YORK REGION

EMPLOYMENT AREAS, 2017



-  EMPLOYMENT AREA BOUNDARY
-  NEPTIS MEGAZONE BOUNDARY
-  YORK REGION EMPLOYMENT NODE
-  TOWNS and VILLAGES
-  URBAN AREA
-  LAKE/RIVER
-  HIGHWAY
-  ROAD
-  RAILWAY
-  MUNICIPAL BOUNDARY
-  REGIONAL BOUNDARY

0 3 6 km

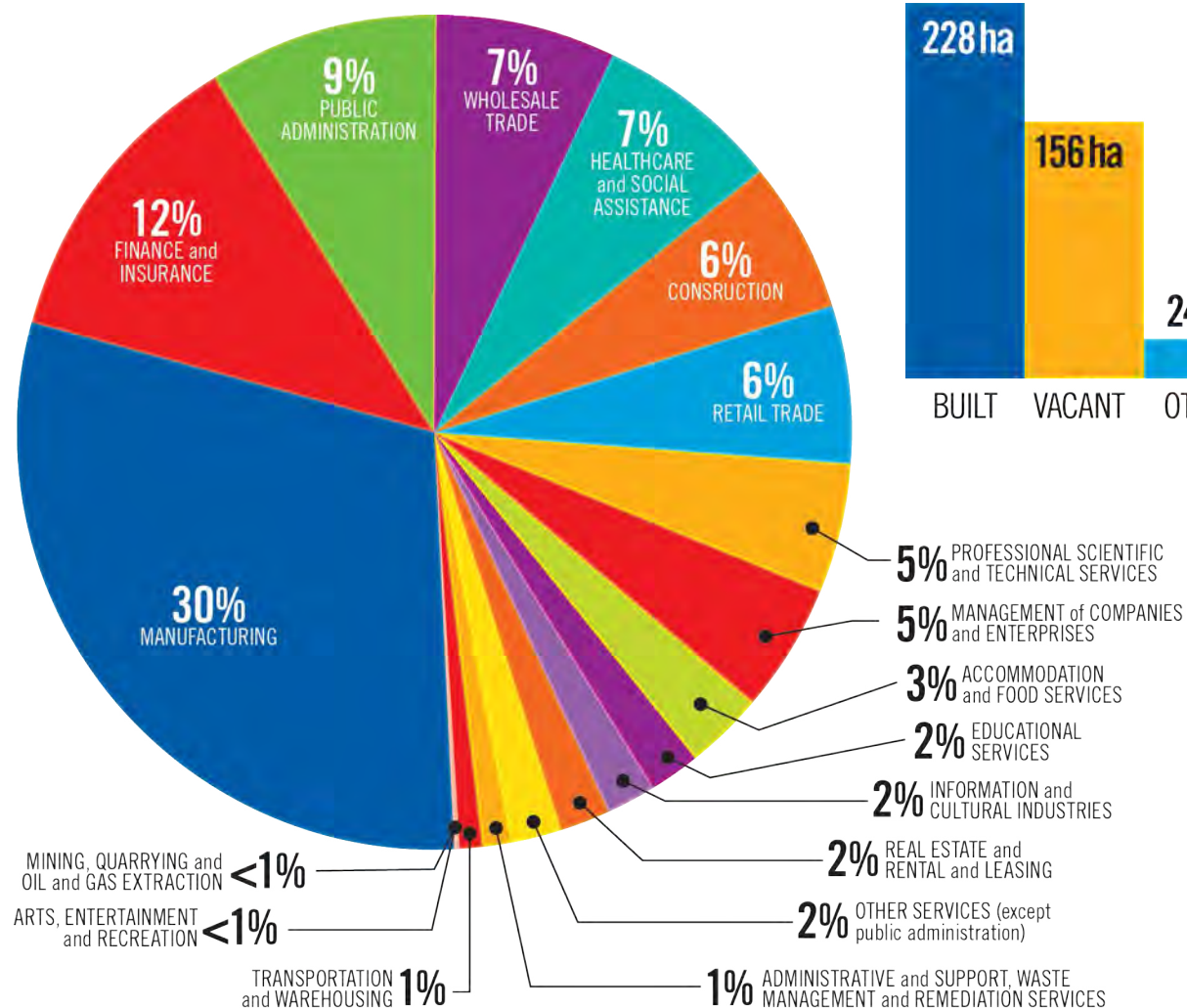
Produced by: The Regional Municipality of York,
Planning and Economic Development, Corporate Services
April 2019
Data: © Queen's Printer for Ontario 2003-2019

Note: Employment area boundaries are subject to change through the Regional Municipal Comprehensive Review and Land Needs Assessment.

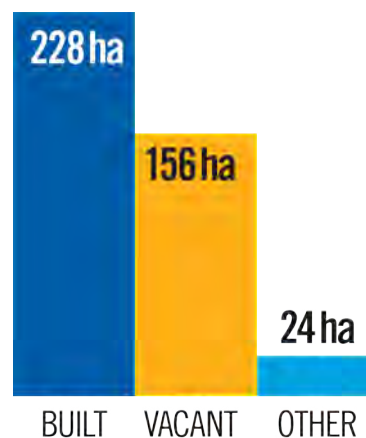
AURORA EMPLOYMENT AREAS SUMMARY

- ▶ Town of Aurora's employment areas account for 54 per cent of the Town's 2018 surveyed employment and are home to some of Region's top employers such as Magna, Desjardins Insurance and TC Transcontinental.
- ▶ Employment area employment in Aurora has grown by 71 per cent since 2008, over two times faster than employment area growth across the Region (29 per cent)
- ▶ Almost a third (30 per cent) of the Town's employment area employment is in the manufacturing sector, however the share of manufacturing jobs has declined since 2008 (44 per cent)
- ▶ Employment areas in the Town are attractive to employers with frontage onto Highway 404 and/or proximity to existing and proposed higher order transit stations and the Aurora Promenade area

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



408 TOTAL HECTARES 2017



13,820 JOBS in 2018

71% INCREASE (5,750 JOBS) SINCE 2008

64% SERVICES PRODUCING 36% GOODS PRODUCING

93% ONSITE 7% OFFSITE

13% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
2,720 JOBS 7 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 61 JOBS per HECTARE

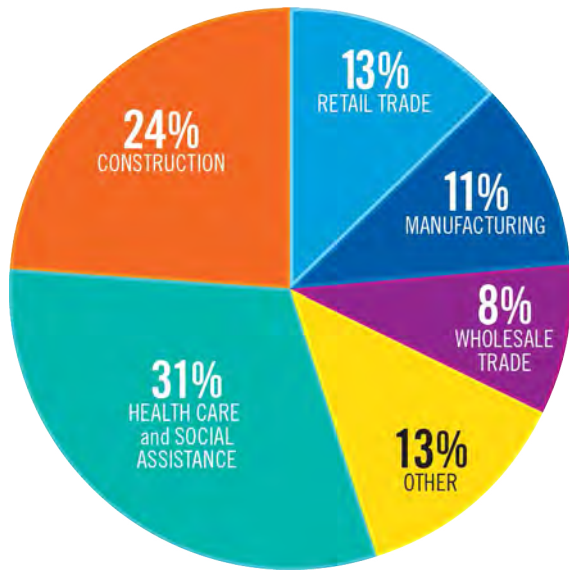
22 SITES [23 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

York Region

AURORA EAST TOWN of AURORA

- ▶ Located at the southwest corner of Bayview Avenue and St. John's sideroad, this employment area is bound by existing low rise residential to the north, west and south and retail uses to the east
- ▶ Employment has more than doubled over the last ten years, growing from 230 to 540 jobs
- ▶ The construction and the health care and social assistance sectors were the main drivers of growth, accounting for a 70 per cent share of growth since 2008

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



540 JOBS in 2018

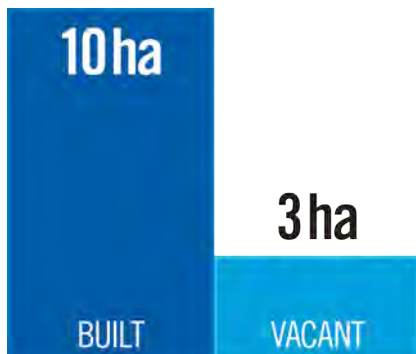
135% INCREASE (310 JOBS) SINCE 2008

66% SERVICES PRODUCING **34%** GOODS PRODUCING

96% ONSITE **4%** OFFSITE

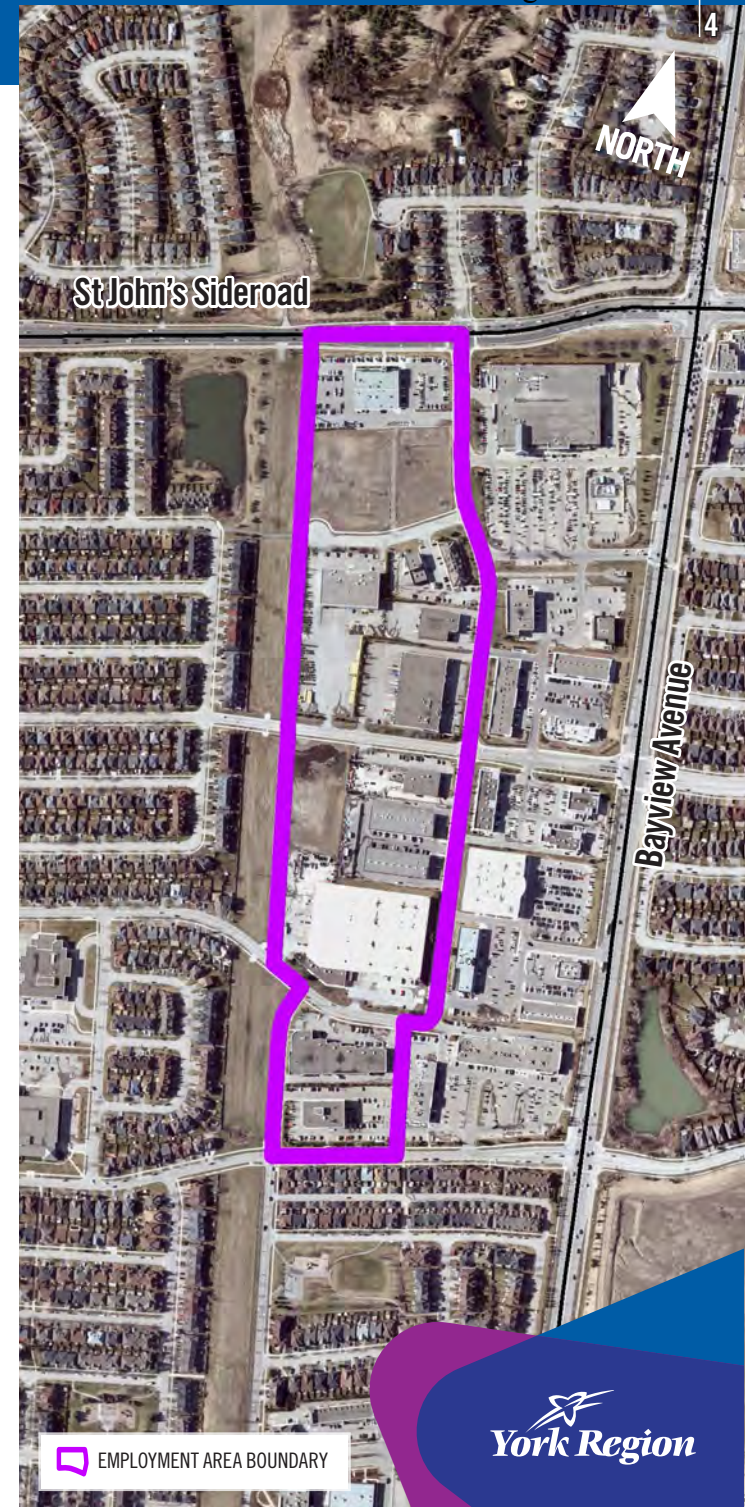
14% RETAIL and PERSONAL SERVICES

13 TOTAL HECTARES 2017



MAJOR OFFICE
110 JOBS 1 BUILDING

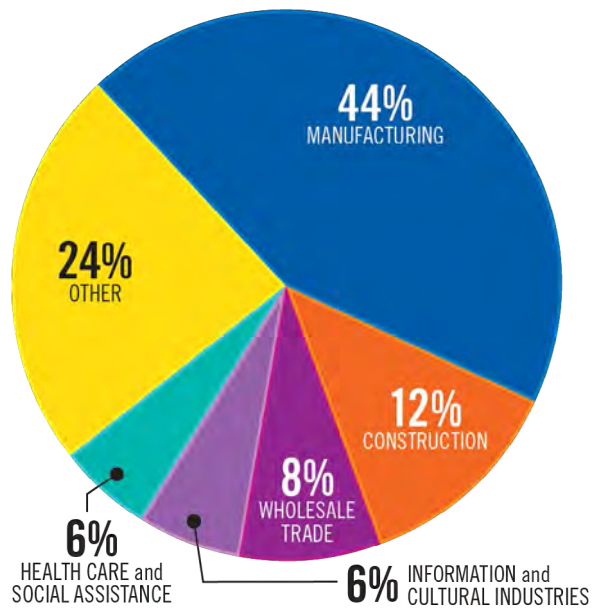
EXISTING EMPLOYMENT AREA DENSITY 56 JOBS per HECTARE



INDUSTRIAL PARKWAY NORTH AURORA

- ▶ This area is bound by existing residential to the west and environmental features to the east. The southern part of the employment area is located within the Aurora Promenade, an area identified for intensification which includes the Aurora GO station
- ▶ Home to one of the Region's large employers in the manufacturing sector, TC Transcontinental Printing, this employment area continues to have a strong presence in the manufacturing sector
- ▶ The construction and information and cultural sectors accounted for the majority of growth over the past ten years

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



3,700 JOBS in 2018
46% INCREASE (1,170 JOBS) SINCE 2008

43% SERVICES PRODUCING **57%** GOODS PRODUCING

85% ONSITE **15%** OFFSITE

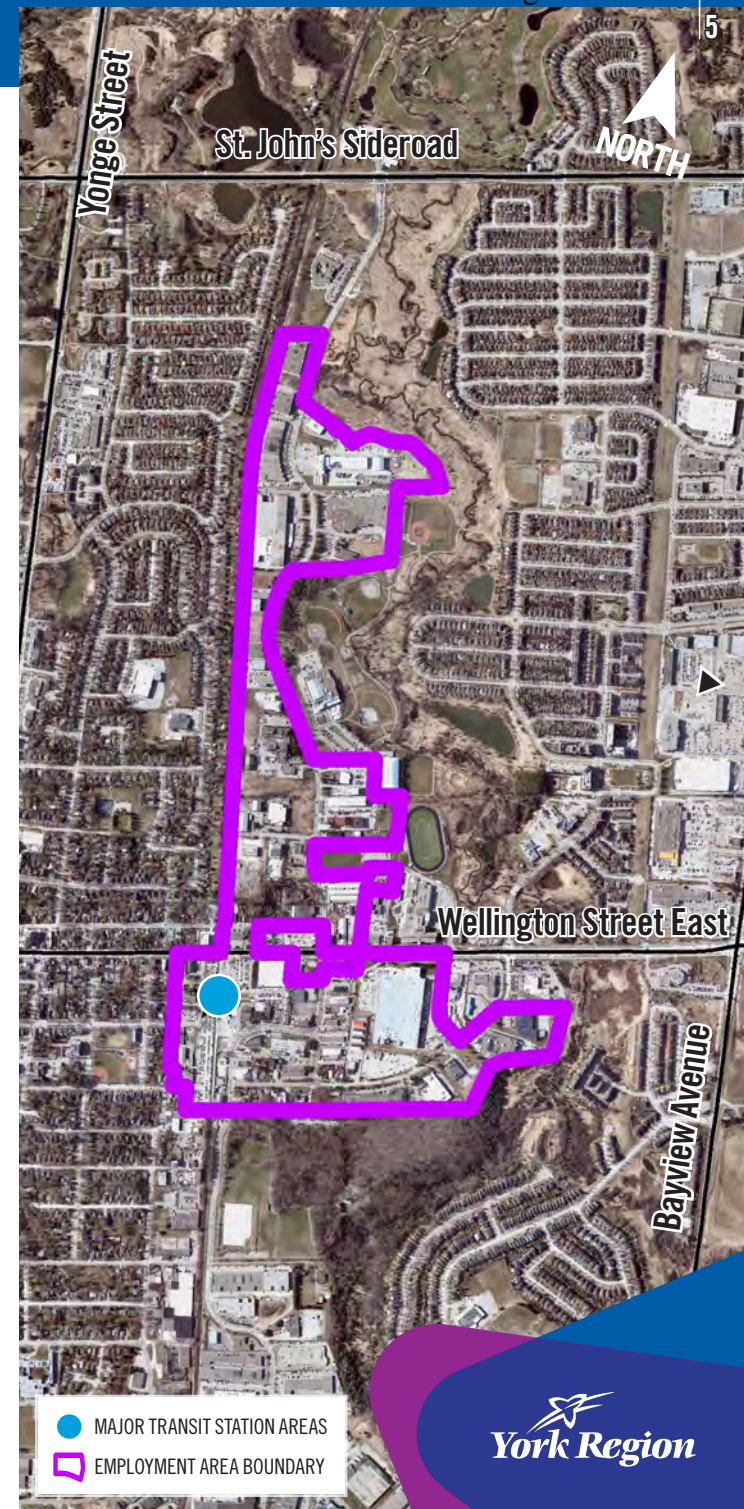
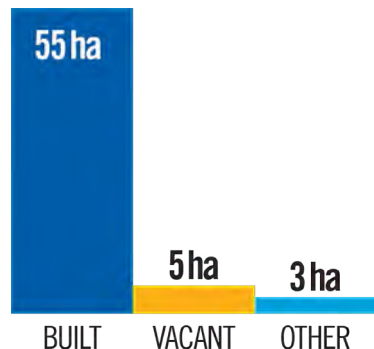
12% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
 210 JOBS 2 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 68 JOBS per HECTARE

6 SITES [4.0ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL

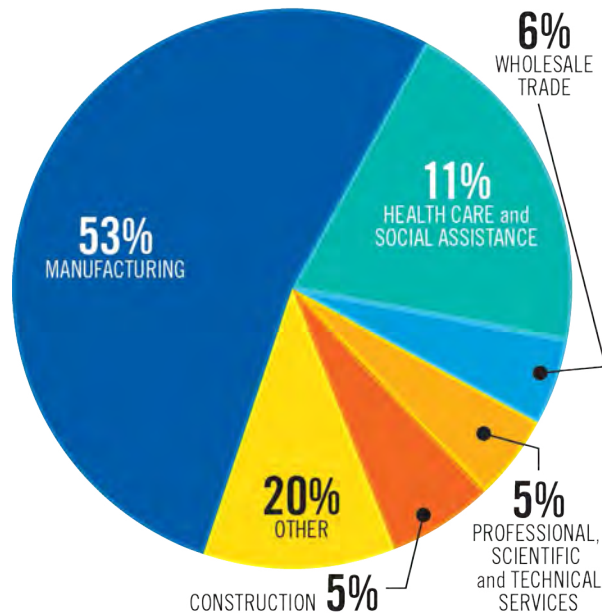
63 TOTAL HECTARES 2017



INDUSTRIAL PARKWAY SOUTH AURORA

- ▶ This employment area exhibits similar characteristics to Industrial Parkway North with regards to its location and sectoral make-up.
- ▶ Manufacturing accounts for the largest share (53 per cent) of employment in Industrial Parkway South followed by the health care and social assistance sector (11 per cent)
- ▶ Since 2008, 67 per cent of the net employment growth has been in goods-producing sectors

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



4,340 JOBS in 2018

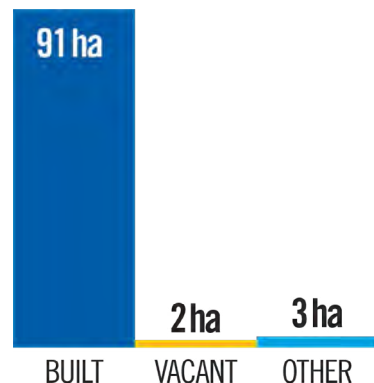
23% INCREASE (800 JOBS) SINCE 2008

42% SERVICES PRODUCING **58% GOODS PRODUCING**

93% ONSITE **7% OFFSITE**

7% RETAIL and PERSONAL SERVICES

96 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 48 JOBS per HECTARE

11 SITES [13 ha TOTAL AREA]
with INTENSIFICATION POTENTIAL



MAGNA PRESERVE AURORA

- Magna, a Canadian global automotive supplier operating internationally, has its headquarters located in Aurora and accounts for the large share of management of companies and enterprises employment (72 per cent) located in this employment area
- Professional, scientific and technical services are the second highest employment sector at 23 per cent in 2018

DISTRIBUTION of EMPLOYMENT by SECTOR 2018

840 JOBS in 2018

332% INCREASE (640 JOBS) SINCE 2008

96% SERVICES PRODUCING

4% GOODS PRODUCING

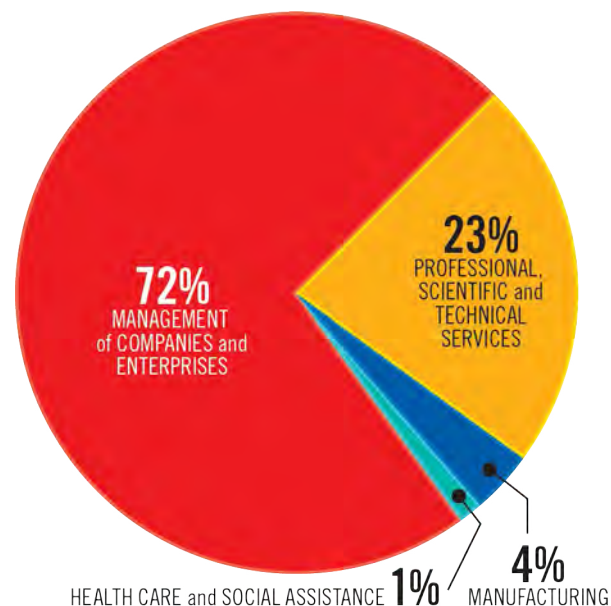
99% ONSITE

1% OFFSITE

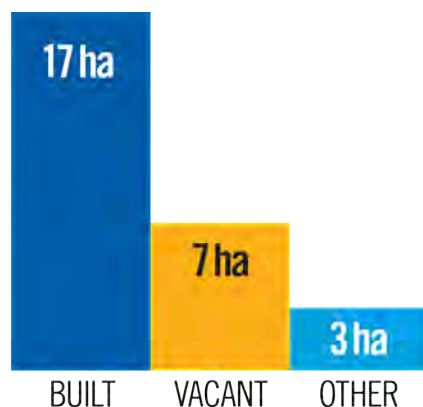
MAJOR OFFICE
740 JOBS 2 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 50 JOBS per HECTARE

1 SITE [1.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



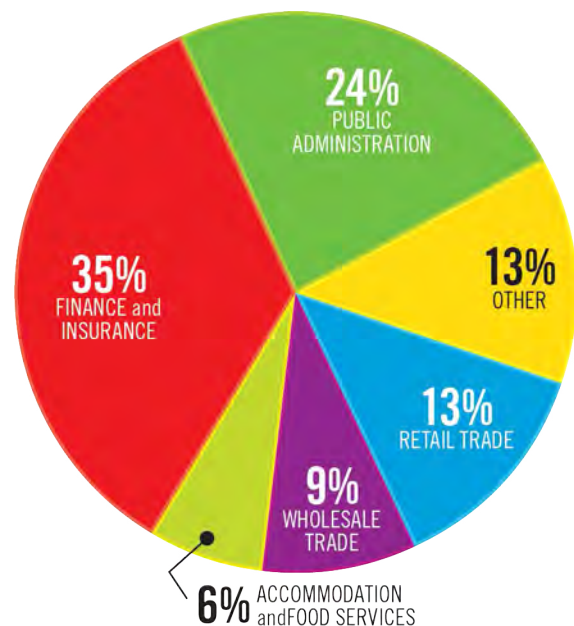
27 TOTAL HECTARES 2017



WELLINGTON/HIGHWAY 404 AURORA

- ▶ Employment has more than doubled since 2008 from 1,570 to 4,440 jobs
- ▶ The relocation of York Regional Police Headquarters into this Employment Area resulted in the addition of 1,050 jobs in the Public administration sector
- ▶ The finance and insurance sector accounts for the largest share (35 per cent) of employment, including Desjardins Insurance, one of the Region's top employers

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



4,400 JOBS in 2018

180% INCREASE (2,820 JOBS) SINCE 2008

96% SERVICES PRODUCING

4% GOODS PRODUCING

97% ONSITE

3% OFFSITE

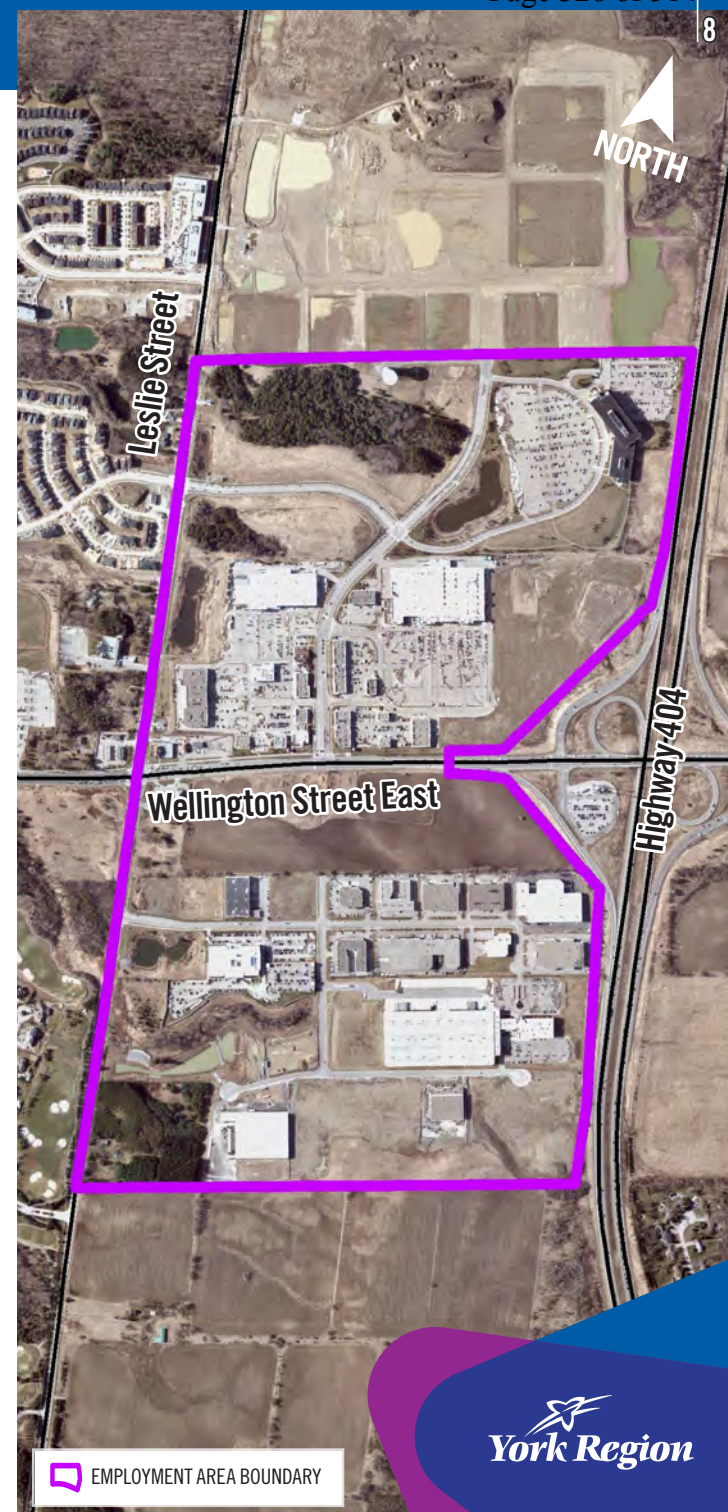
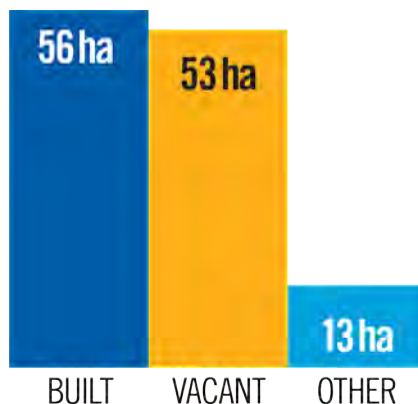
21% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
1,670 JOBS 2 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 78 JOBS per HECTARE

4 SITES [4.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

122 TOTAL HECTARES 2017

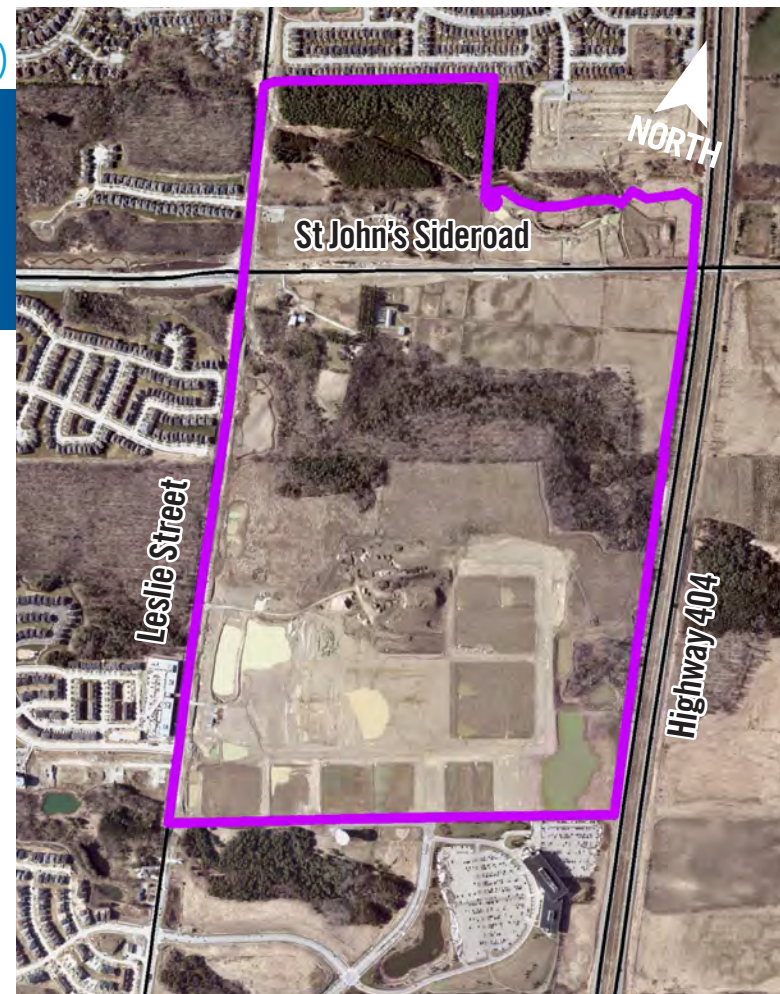


EMPLOYMENT AREA BOUNDARY

York Region

HIGHWAY 404/ST JOHN'S SIDEROAD (AURORA 2C) (VACANT)

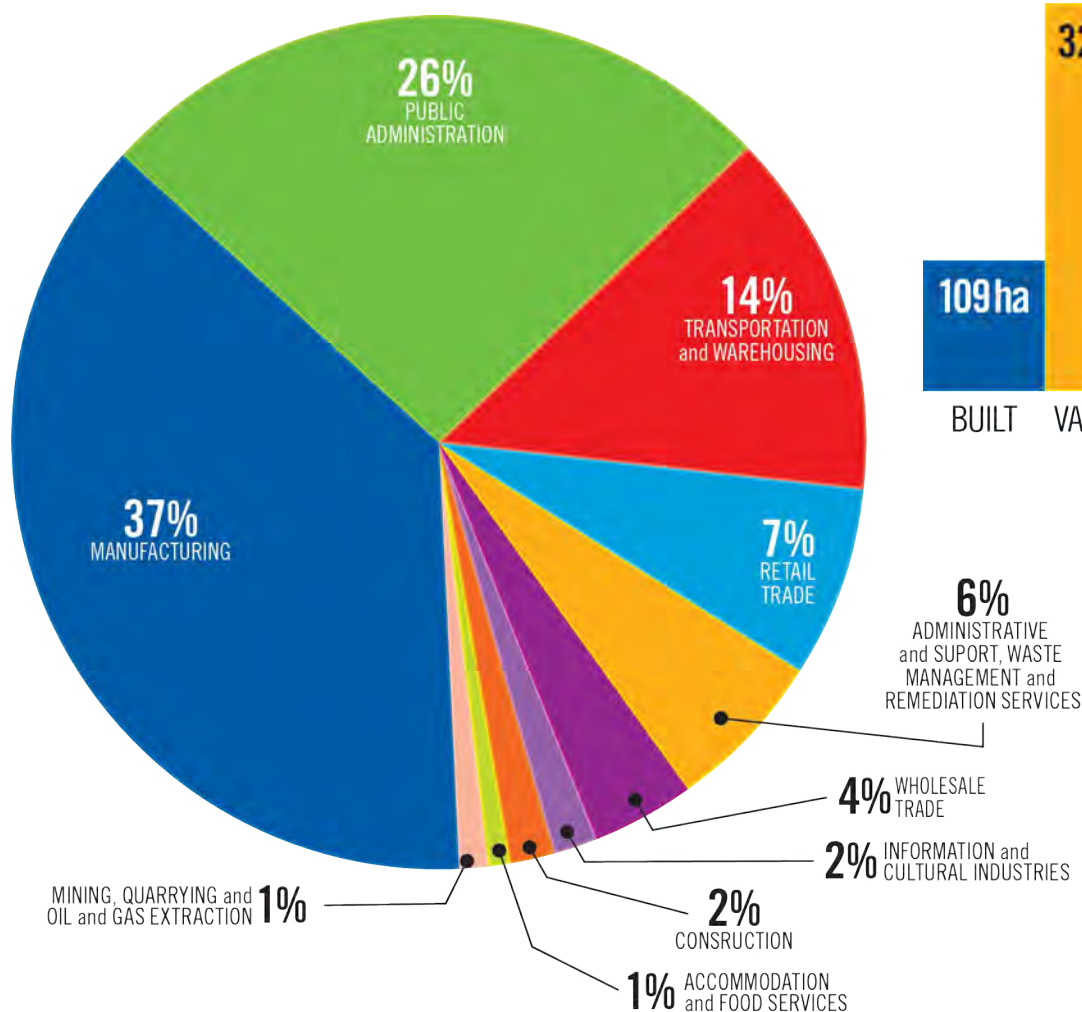
- ▶ The Aurora 2C employment area has a total area of 87 net Ha
- all of which were vacant in 2017
- ▶ The employment area is strategically located adjacent to Highway 404,
just north of the Wellington Interchange



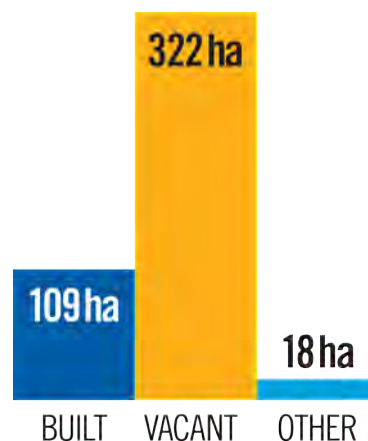
EAST GWILLIMBURY EMPLOYMENT AREAS SUMMARY

- ▶ 42 per cent of East Gwillimbury's 2018 surveyed employment is located in employment areas
- ▶ Employment in employment areas has more than doubled over the past ten years, adding close to 2,000 jobs
- ▶ Much of the growth experienced was in the public administration, manufacturing and transportation/warehousing sectors
- ▶ The Town's employment areas are strategically located with access to Highway 404 and the East Gwillimbury GO Station
- ▶ The Town provides significant opportunity for future development by offering a large and varied supply of vacant employment land

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



449 TOTAL HECTARES 2017



3,360 JOBS in 2018
146% INCREASE (1,990 JOBS) SINCE 2008

60% SERVICES PRODUCING **40% GOODS PRODUCING**
84% ONSITE **16% OFFSITE**
10% RETAIL and PERSONAL SERVICES

EXISTING EMPLOYMENT AREA DENSITY 31 JOBS per HECTARE

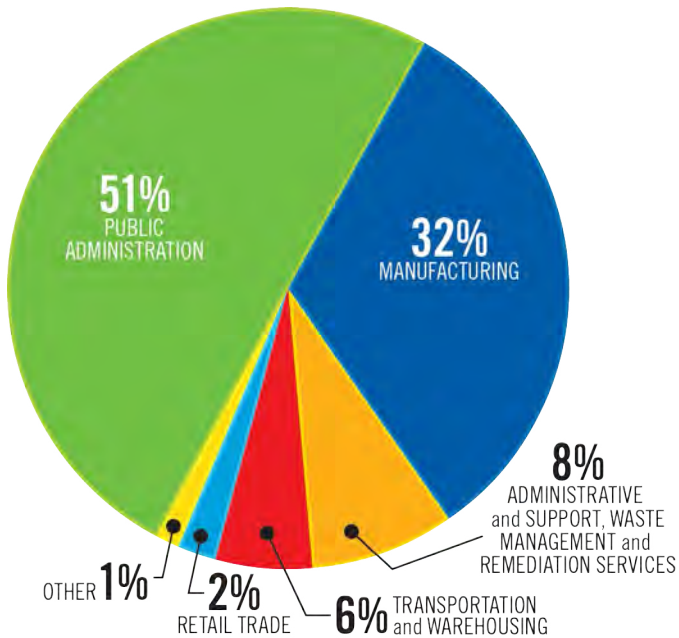
12 SITES [27 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



BALES DRIVE EAST GWILLIMBURY

- ▶ The Bales employment area is located in close proximity to the Highway 404 and Davis Drive interchange and employment in the area has more than tripled in the last ten years
- ▶ Since 2008, the employment distribution has shifted from predominantly manufacturing (61 per cent) in 2008 to 50 per cent Public Administration in 2018 - largely a result of the new York Region Transportation and Works Operations Centre and York Region Paramedic Services Headquarters locating in this employment area

DISTRIBUTION of EMPLOYMENT by SECTOR 2018

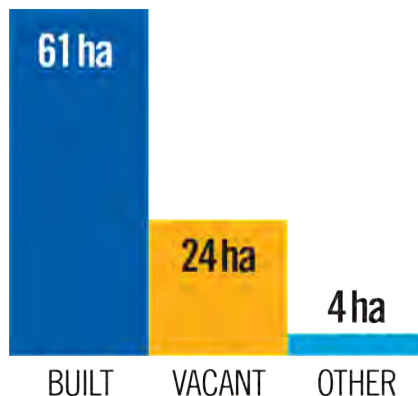


1,750 JOBS in 2018
270% INCREASE (1,270 JOBS) SINCE 2008

68% SERVICES PRODUCING **32%** GOODS PRODUCING
97% ONSITE **3%** OFFSITE

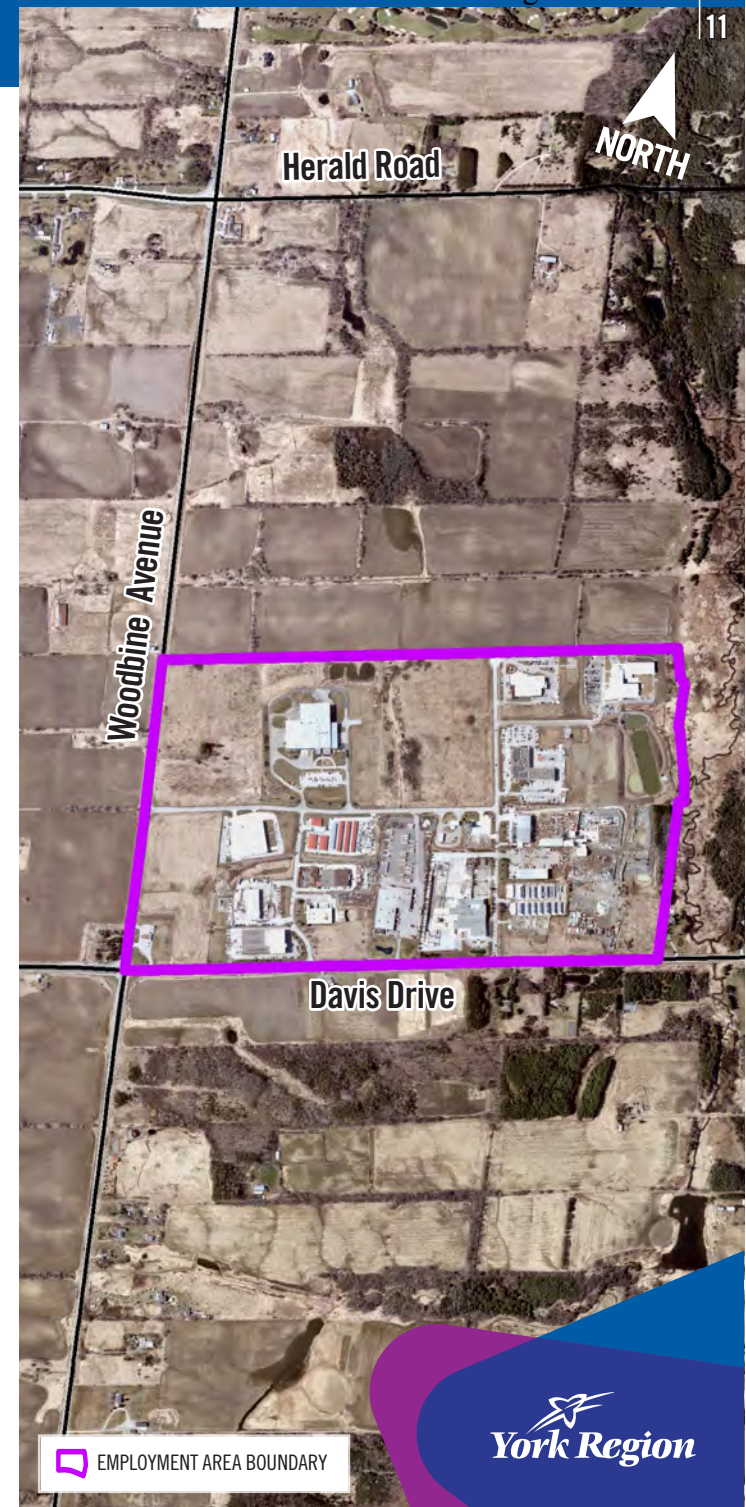
2% RETAIL and PERSONAL SERVICES

89 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 29 JOBS per HECTARE

6 SITES [21 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL

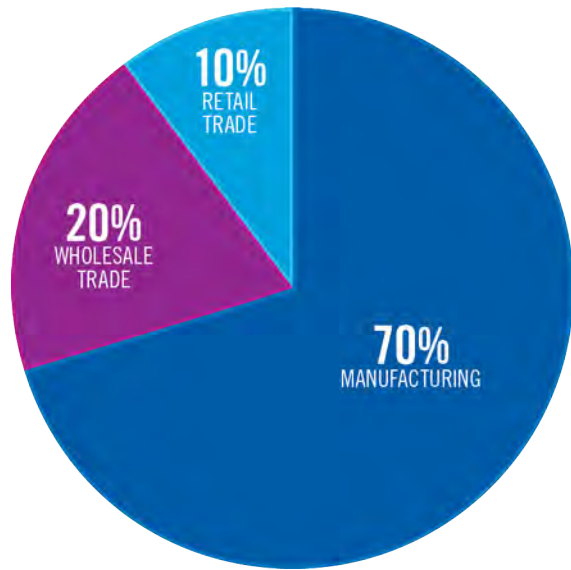


EMPLOYMENT AREA BOUNDARY

GREEN LANE EAST GWILLIMBURY

- ▶ This employment area offers development opportunities for prospective employers. It offers visibility and immediate access to Highway 404 for businesses that rely on the movement of goods and services. Additionally, it offers access to transit with its close proximity to the East Gwillimbury GO Station
- ▶ Employment is predominantly within the manufacturing sector (70 per cent), which has grown by 230 per cent since 2008

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



500 JOBS in 2018

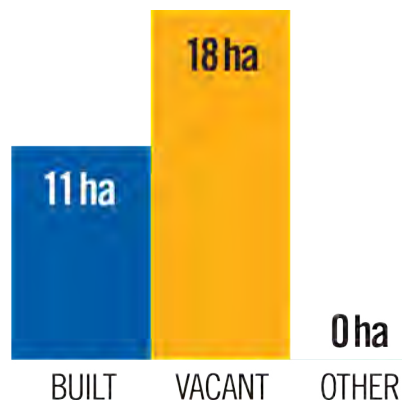
261% INCREASE (360 JOBS) SINCE 2008

30% SERVICES PRODUCING **70% GOODS PRODUCING**

95% ONSITE **5% OFFSITE**

 **10% RETAIL and PERSONAL SERVICES**

29 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 47 JOBS per HECTARE

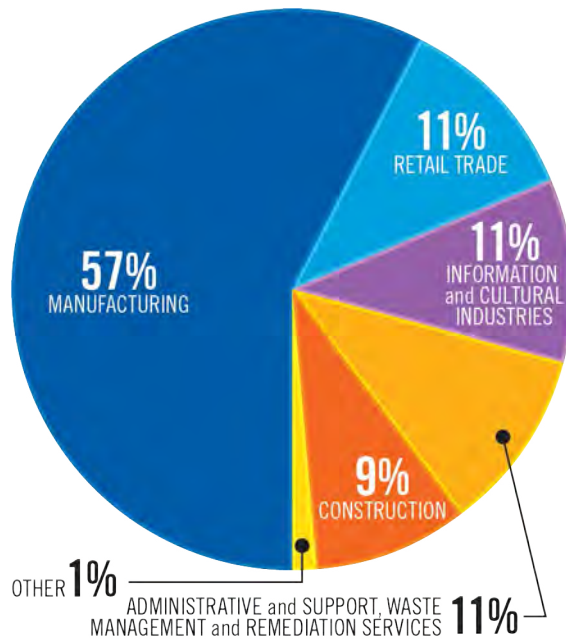
 **1 SITE** [2.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



HOLLAND LANDING EAST GWILLIMBURY

- ▶ The manufacturing sector, although declining in overall employment from 2008 to 2018, accounts for the largest share of employment (57 per cent)
- ▶ Over the past ten years, employment growth in the information and cultural industries and administrative and support, waste management and remediation services sectors has offset job loss in the manufacturing sector by adding 106 jobs to the employment area

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



570 JOBS in 2018

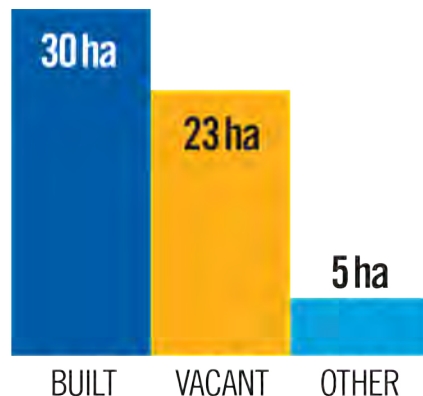
3% DECREASE (-20 JOBS) SINCE 2008

34% SERVICES PRODUCING **66%** GOODS PRODUCING

84% ONSITE **16%** OFFSITE

23% RETAIL and PERSONAL SERVICES

58 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA DENSITY **19** JOBS per HECTARE

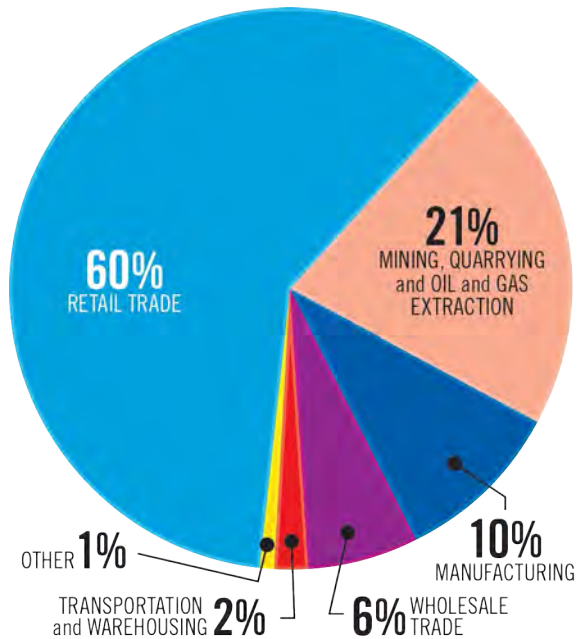
2 SITES [3.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



MOUNT ALBERT EAST GWILLIMBURY

- ▶ While there has been minimal change in the overall number of jobs in the Mount Albert employment area since 2008, the distribution of employment has shifted
- ▶ The mining, quarrying, and oil and gas extraction sector has experienced growth in this employment area, making up for jobs lost in the retail trade sector
- ▶ The employment lands are accessible by Highway 48

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



150 JOBS in 2018

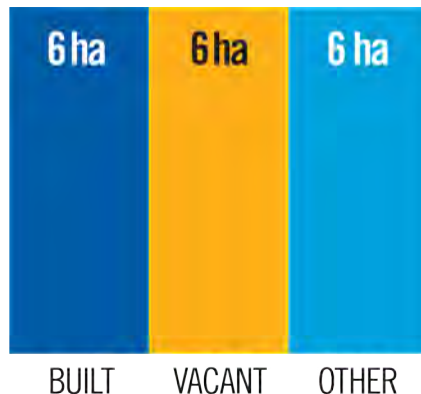
7% DECREASE (-11 JOBS) SINCE 2008

69% SERVICES PRODUCING **31%** GOODS PRODUCING

85% ONSITE **15%** OFFSITE

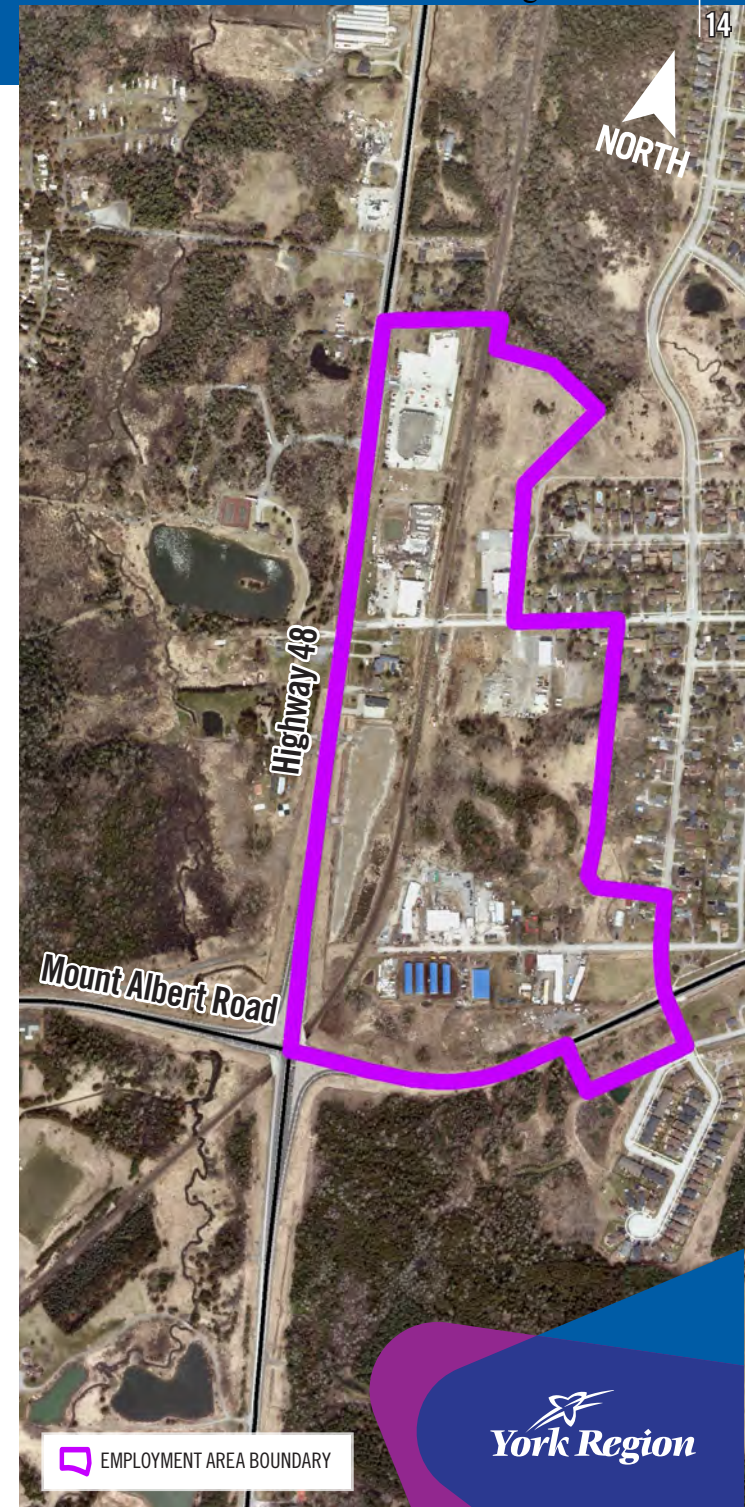
60% RETAIL and PERSONAL SERVICES

18 TOTAL HECTARES 2017



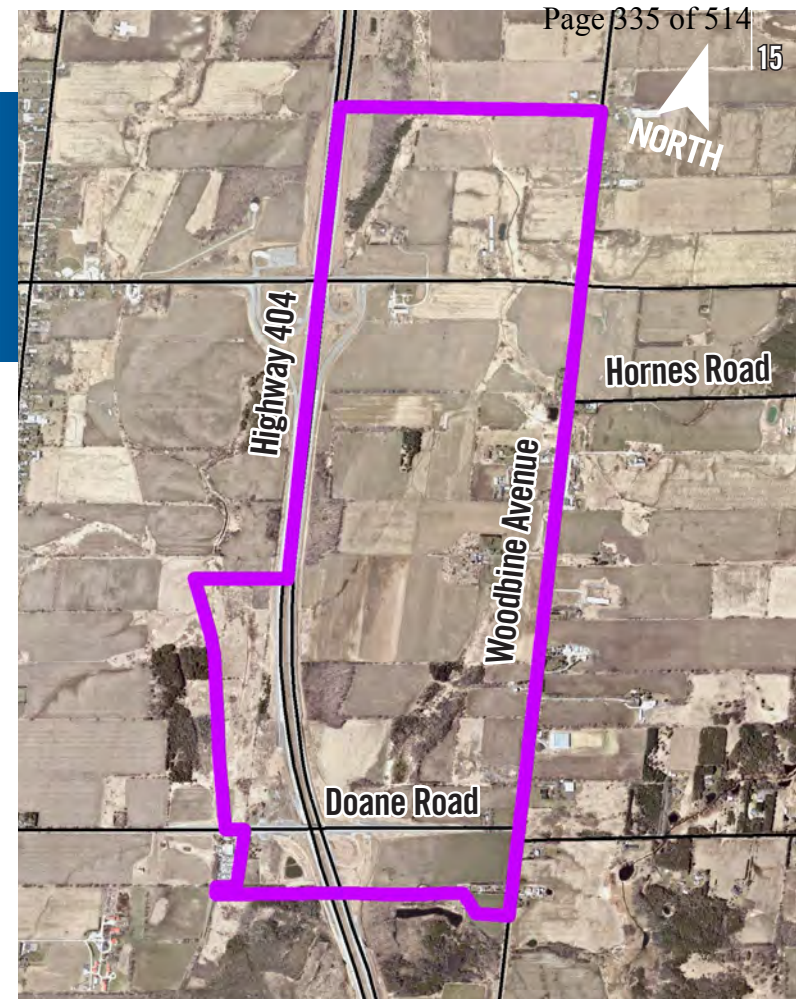
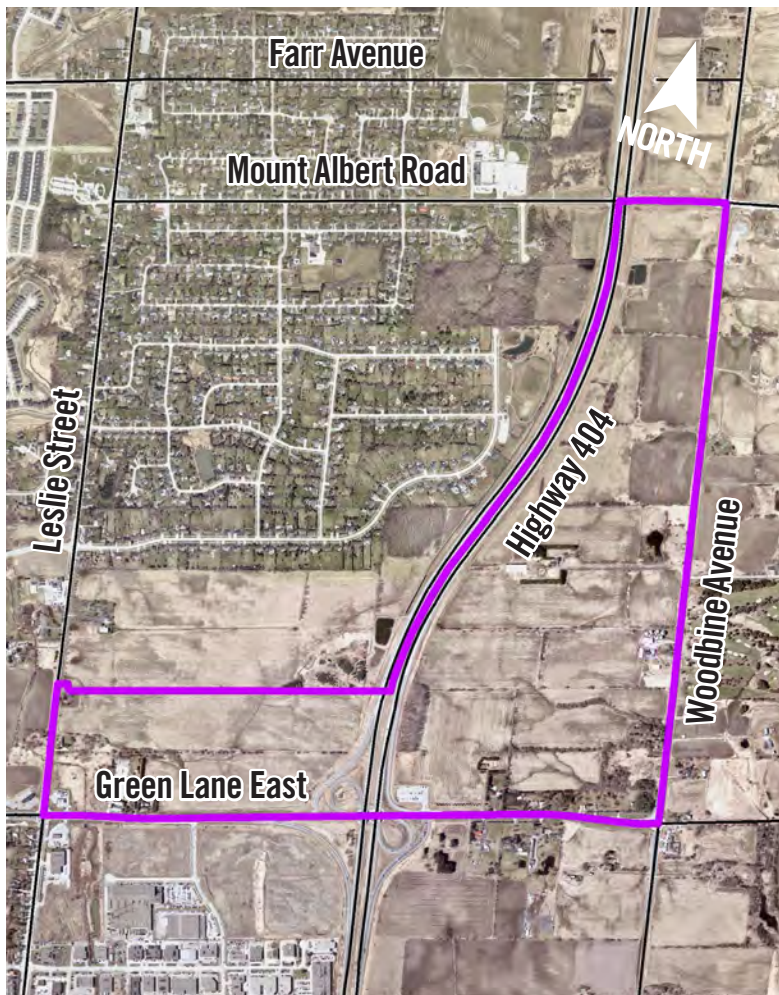
EXISTING EMPLOYMENT AREA DENSITY 26 JOBS per HECTARE

3 SITES [1.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



HIGHWAY 404/QUEENSVILLE (VACANT)

- ▶ The Highway 404 Queensville employment area totals 151 net Hectares – 149 of which were vacant in 2017
- ▶ Properties in this employment area are either directly fronting or located in close proximity to the Highway 404 extension and interchanges, which opened in fall 2014



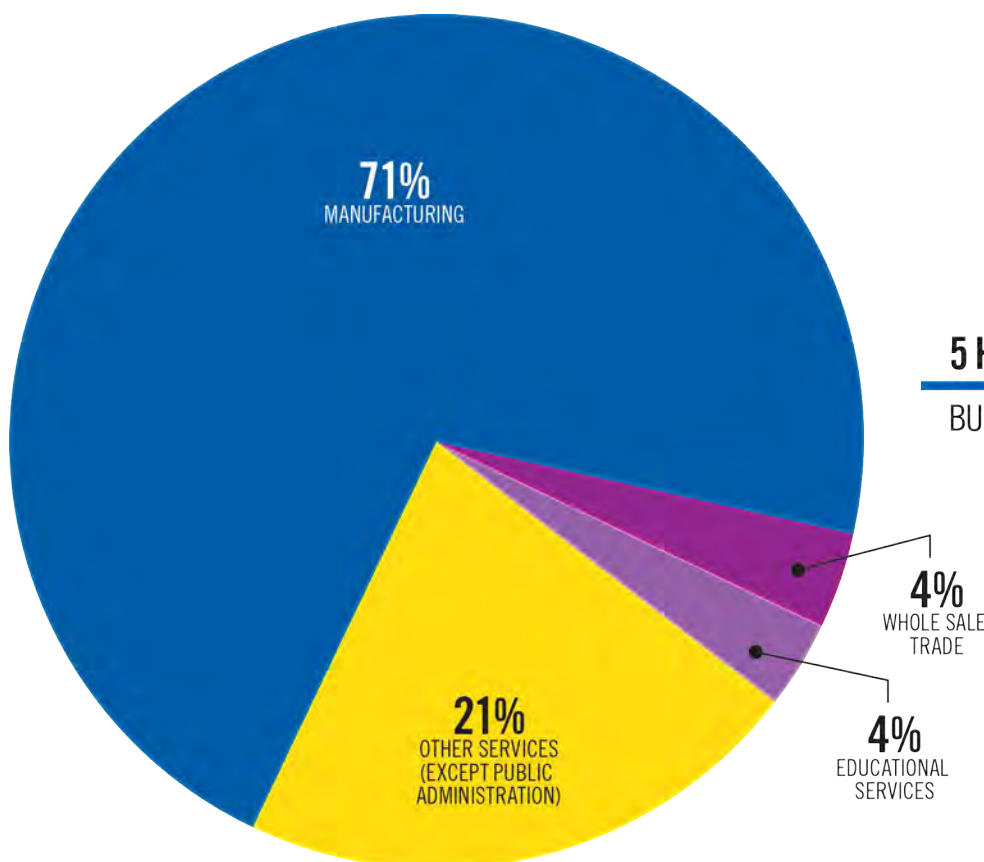
ROPA 1 (VACANT)

- ▶ The ROPA 1 employment area totals 103 Ha of land - 101 net Ha of which were vacant in 2017
- ▶ It was established in 2010 as part of the Regional Official Plan update and since then has accommodated close to 400 jobs in the transportation and warehousing sector
- ▶ The employment area has frontage on Highway 404 and is in close proximity to the East Gwillimbury GO Station

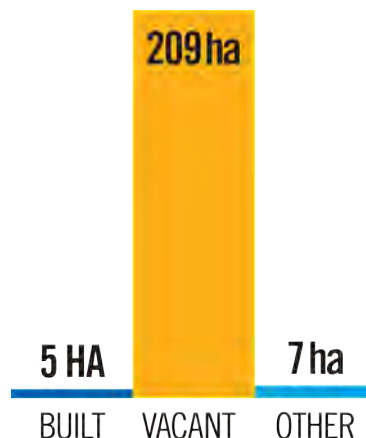
GEORGINA EMPLOYMENT AREAS SUMMARY

- Employment areas in Georgina, including Keswick business park and Pepperlaw, remained largely vacant (94 per cent) in 2018
- The extension of Highway 404 in 2014 is likely to make Georgina's employment areas more attractive to prospective employers

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



221 TOTAL HECTARES 2017



30 JOBS in 2018

50% INCREASE (10 JOBS) SINCE 2008

29% SERVICES PRODUCING **71%** GOODS PRODUCING

100% ONSITE **0%** OFFSITE

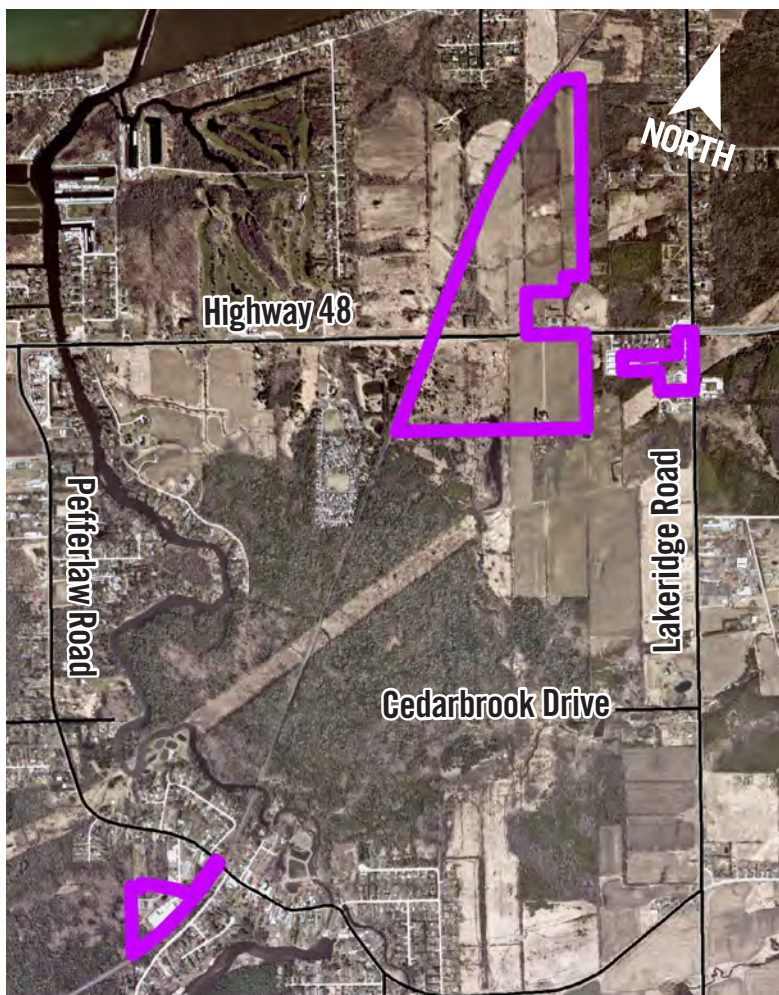
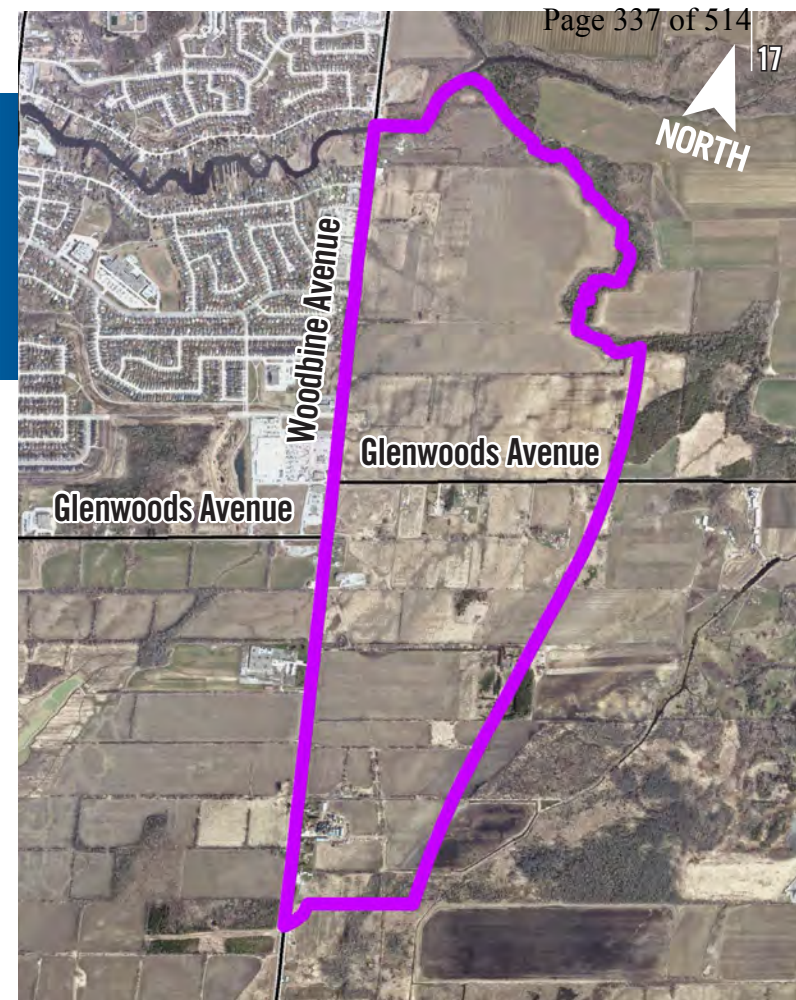
21% RETAIL and PERSONAL SERVICES

EXISTING EMPLOYMENT AREA DENSITY 6 JOBS per HECTARE

3 SITES [2.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

KESWICK BUSINESS PARK (VACANT)

- Keswick Business Park has a total area of 182 net Ha – 175 net Ha of which were vacant in 2017
- The employment area is located in close proximity to Highway 404 due to the recent extension of the highway in 2014
- In 2018 there were only 10 jobs in the business park, all of which were in the retail and personal services sectors



PEPPERLAW (VACANT)

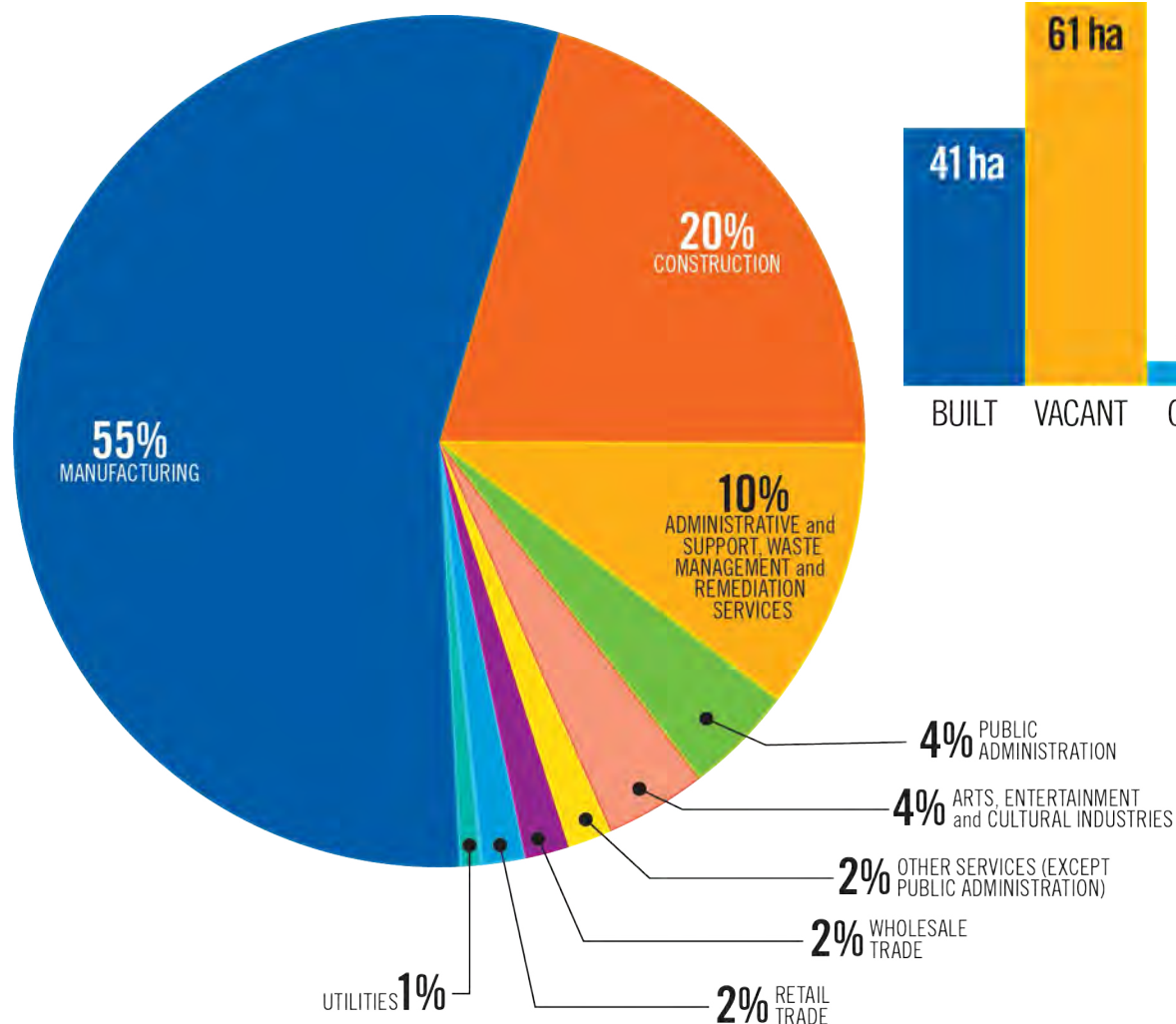
- The Pepperlaw employment area has a total area of 34 net Ha - 30 net Ha were vacant in 2017
- There were 20 jobs in the employment area in 2018, 95% of which were in the manufacturing sector

KING EMPLOYMENT AREAS SUMMARY

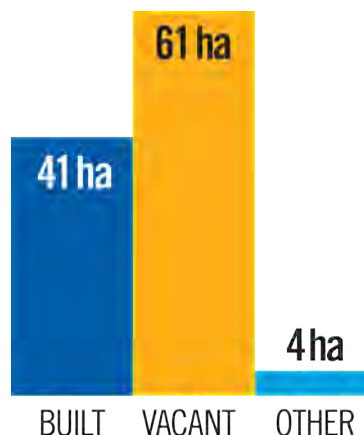
- ▶ Employment area employment has experienced modest growth since 2008 (12 per cent) relative to the Region (29 per cent)
- ▶ 14 per cent of the Township's employment is located in employment areas
- ▶ The administrative and support, waste management and remediation services, manufacturing, and arts, entertainment and recreation sectors accounted for the largest share of job growth over the past ten years

1,085 JOBS in 2018
12% INCREASE (120 JOBS) SINCE 2008

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



106 TOTAL HECTARES 2017



23% SERVICES PRODUCING **77%** GOODS PRODUCING

86% ONSITE **14%** OFFSITE

7% RETAIL and PERSONAL SERVICES

EXISTING EMPLOYMENT AREA DENSITY **27** JOBS per HECTARE

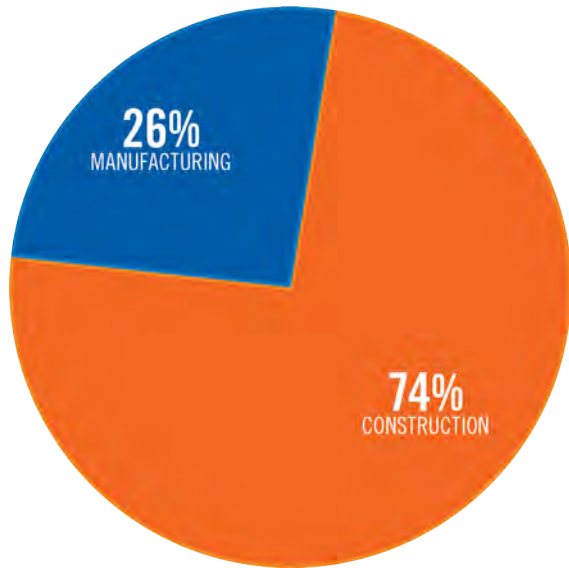
7 SITES [14 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



KING CITY TOWNSHIP of KING

- ▶ All existing employment within the King City employment area is found within the eastern portion which is located at the corner of Dufferin St and King Rd. It is bordered by residential and commercial uses to the south
- ▶ The western portion of the employment area is located at the corner of Jane St and King Rd and is in close proximity to the Highway 400/King road interchange. This 29 hectare plot of vacant employment land is the largest within King Township and offers development opportunities for prospective employers
- ▶ The majority of employment in this area is in the construction sector and is home to one of the Township's large employers, Robert B. Somerville

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



211 JOBS in 2018

36% DECREASE (-120 JOBS) SINCE 2008

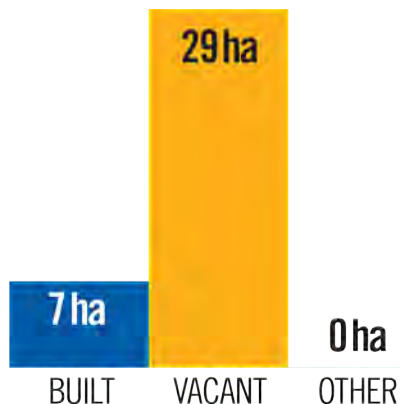
0% SERVICES PRODUCING

100% GOODS PRODUCING

53% ONSITE

47% OFFSITE

36 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 29 JOBS per HECTARE

1 SITE [1.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

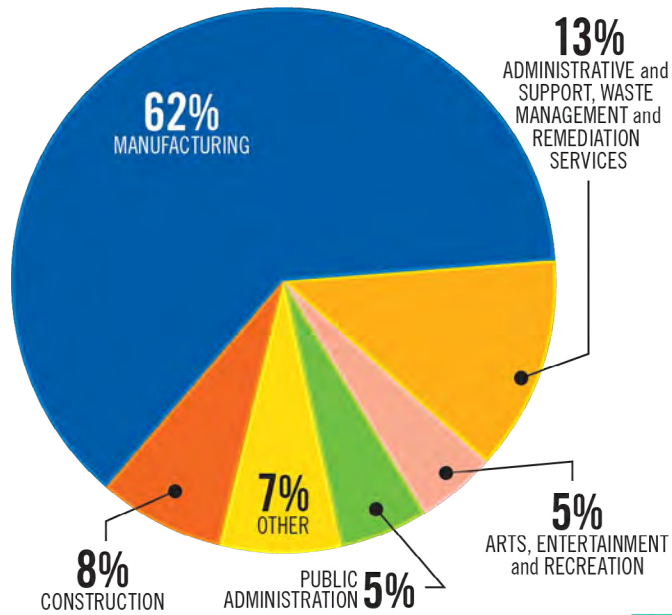


EMPLOYMENT AREA BOUNDARY

SCHOMBERG TOWNSHIP of KING

- ▶ This employment area is located at the southwest corner of Highway 9 and Highway 27 and is bordered by commercial and residential uses to the west
- ▶ It is the largest employment area in King Township in terms of land area and number of jobs and accounts for over 80 per cent of all employment area employment within King
- ▶ The manufacturing and administrative and support, waste management and remediation services sectors were the two main drivers of growth since 2008
- ▶ Some of the Township's top employers are located here including Showa Canada Inc. and B.C. Instruments

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



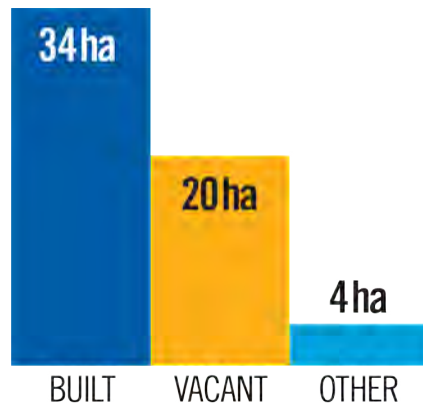
870 JOBS in 2018
38% INCREASE (240 JOBS) SINCE 2008

29% SERVICES PRODUCING **71%** GOODS PRODUCING

93% ONSITE **7%** OFFSITE

9% RETAIL and PERSONAL SERVICES

58 TOTAL HECTARES 2017



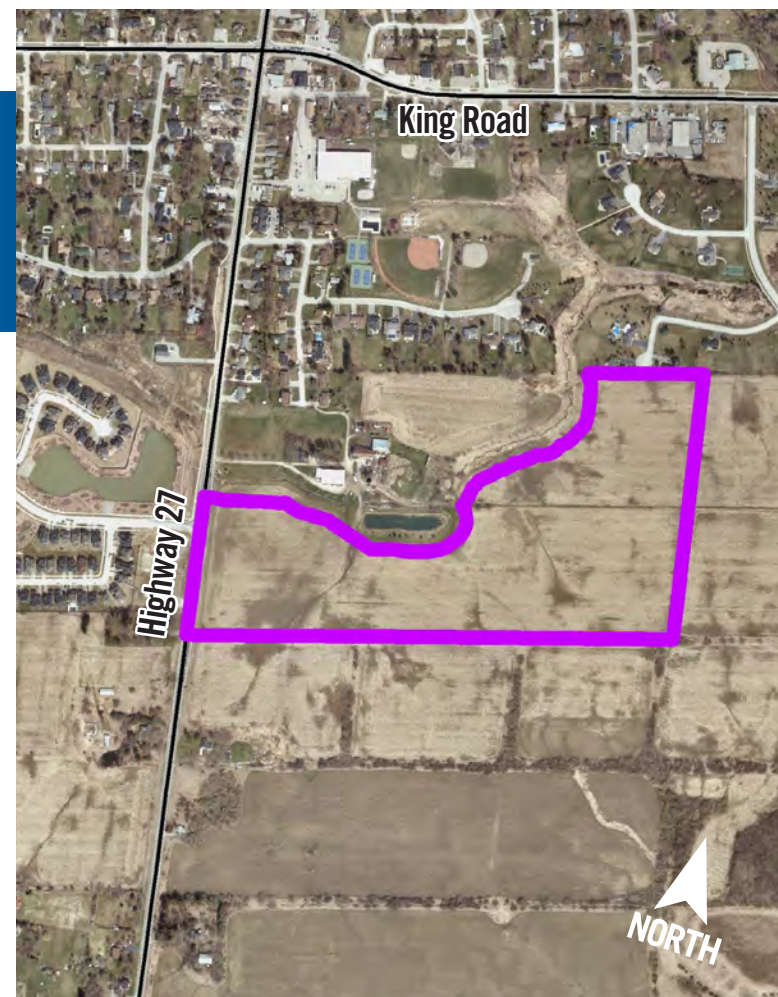
EXISTING EMPLOYMENT AREA
DENSITY 26 JOBS per HECTARE

6 SITES [13 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



NOBLETON (VACANT)

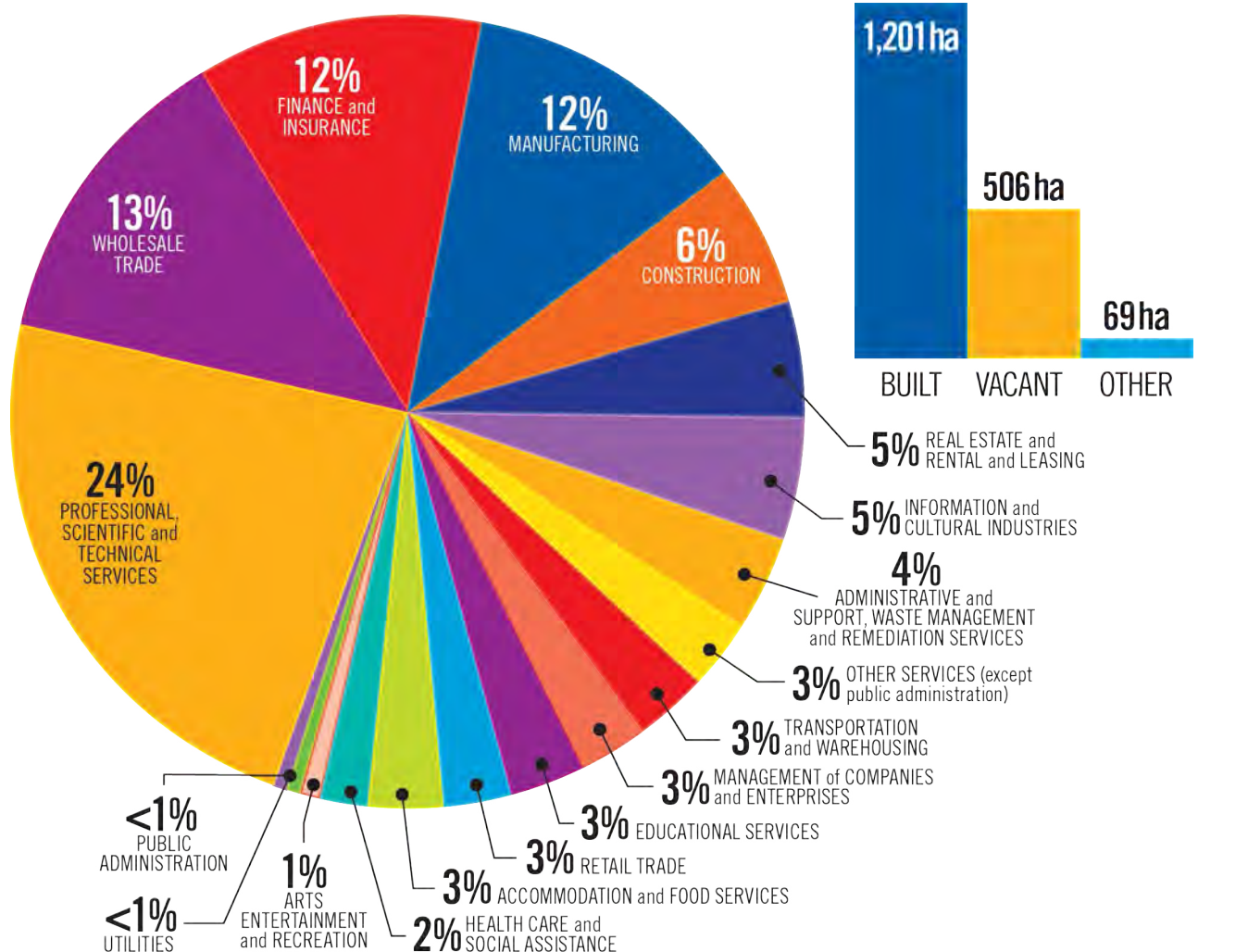
- The Nobleton employment area has a total area of 12 net Ha - all of which were vacant in 2017



MARKHAM EMPLOYMENT AREAS SUMMARY

- ▶ The City of Markham's employment areas account for 66 per cent of the City's total surveyed employment
- ▶ Employment areas in the City are an attractive place to do business as they are well located along highway corridors and are in close proximity to higher order transit stations
- ▶ With 506 hectares of vacant employment land available, the City has many competitive development opportunities for prospective employers
- ▶ Markham's employment areas are home to several major employers including: All State Insurance, CAA, Honda, Huawei, IBM, Seneca College, TD Insurance, TD Waterhouse, and WSP Canada

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



116,690 JOBSⁱⁿ 2018

20% INCREASE (19,530 JOBS) SINCE 2008

82% SERVICES PRODUCING **18% GOODS PRODUCING**

80% ONSITE **20% OFFSITE**

14% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
56,660 JOBS 121 BUILDINGS

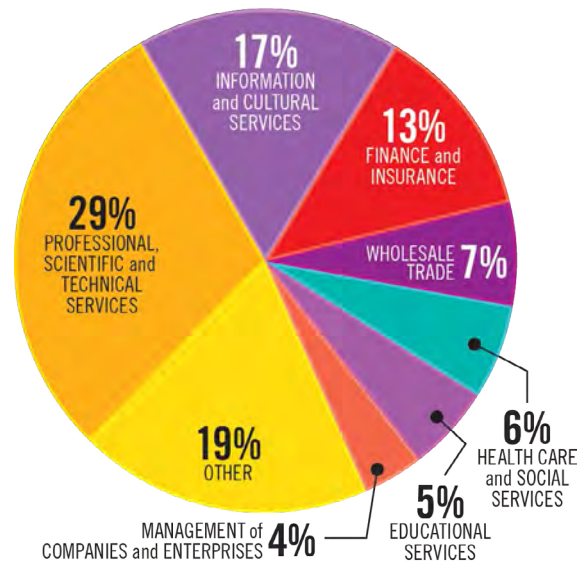
EXISTING EMPLOYMENT AREA DENSITY 97 JOBS per HECTARE

41 SITES [53 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

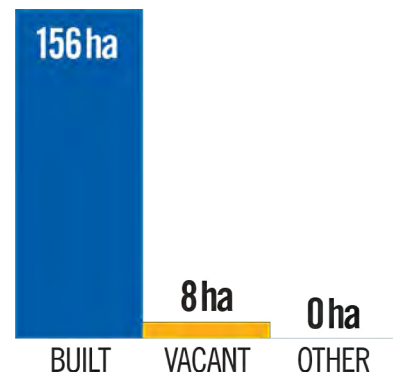
ALLSTATE CITY of MARKHAM

- ▶ The Allstate employment area accounts for the second largest share of employment land employment in the City of Markham and is home to a number of the Region's top employers including Huawei Technologies and Allstate Insurance
- ▶ This business park is home to a number of prestige office and industrial developments. Furthermore, out of all of the City's employment areas, it has the largest number of major office buildings and 72 per cent of all jobs in this area are located within major offices
- ▶ It is home to Buttonville airport and is located adjacent to Highway 404 and the Highway 7 transit corridor
- ▶ Since 2008, over 50 per cent of job growth has been in the ICT cluster, making it a notable contributor to the Region's growing ICT cluster

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



164 TOTAL HECTARES 2017



15,250 JOBS in 2018
27% INCREASE (3,270 JOBS) SINCE 2008

93% SERVICES PRODUCING 7% GOODS PRODUCING

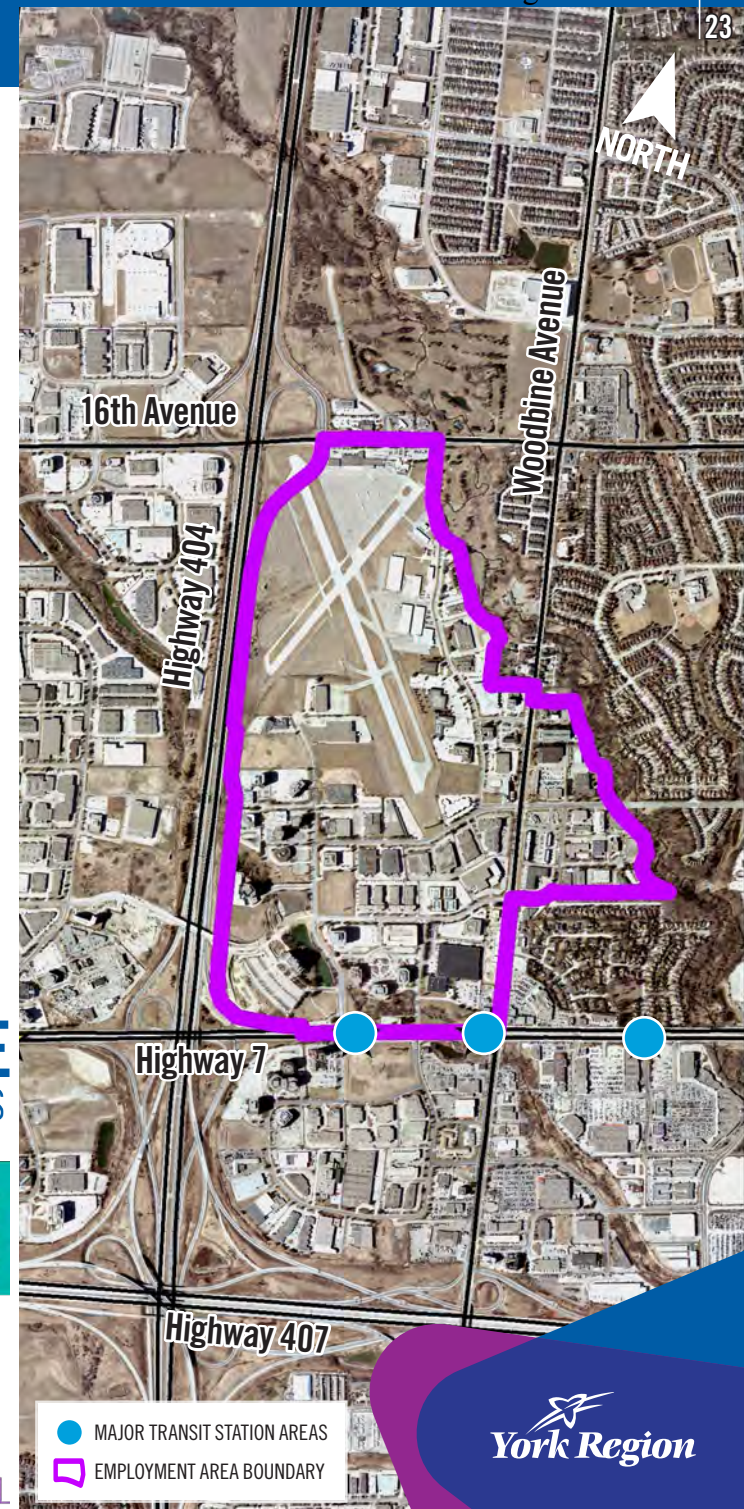
82% ONSITE 18% OFFSITE

22% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
10,790 JOBS 32 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 97 JOBS per HECTARE

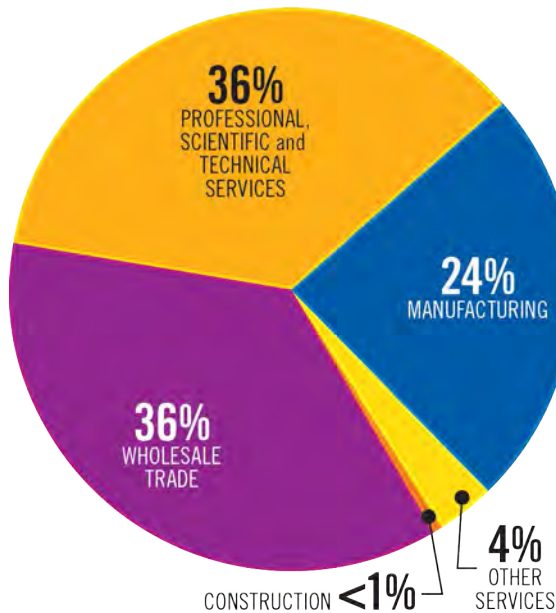
9 SITES [14 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



ARMDALE CITY of MARKHAM

- ▶ This employment area is comprised of a variety of industrial buildings with uses predominantly in the wholesale trade, and manufacturing sectors
- ▶ It is in close proximity to Highway 407 and located along arterial roads with access to nearby residential areas
- ▶ With 33 hectares of vacant employment land available, there are development opportunities for future employers

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



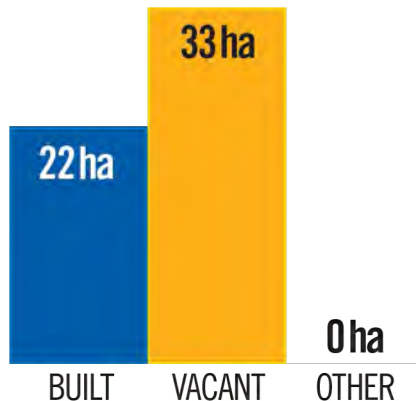
1,070 JOBS in 2018
6% INCREASE (60 JOBS) SINCE 2008

76% SERVICES PRODUCING **24% GOODS PRODUCING**

98% ONSITE **2% OFFSITE**

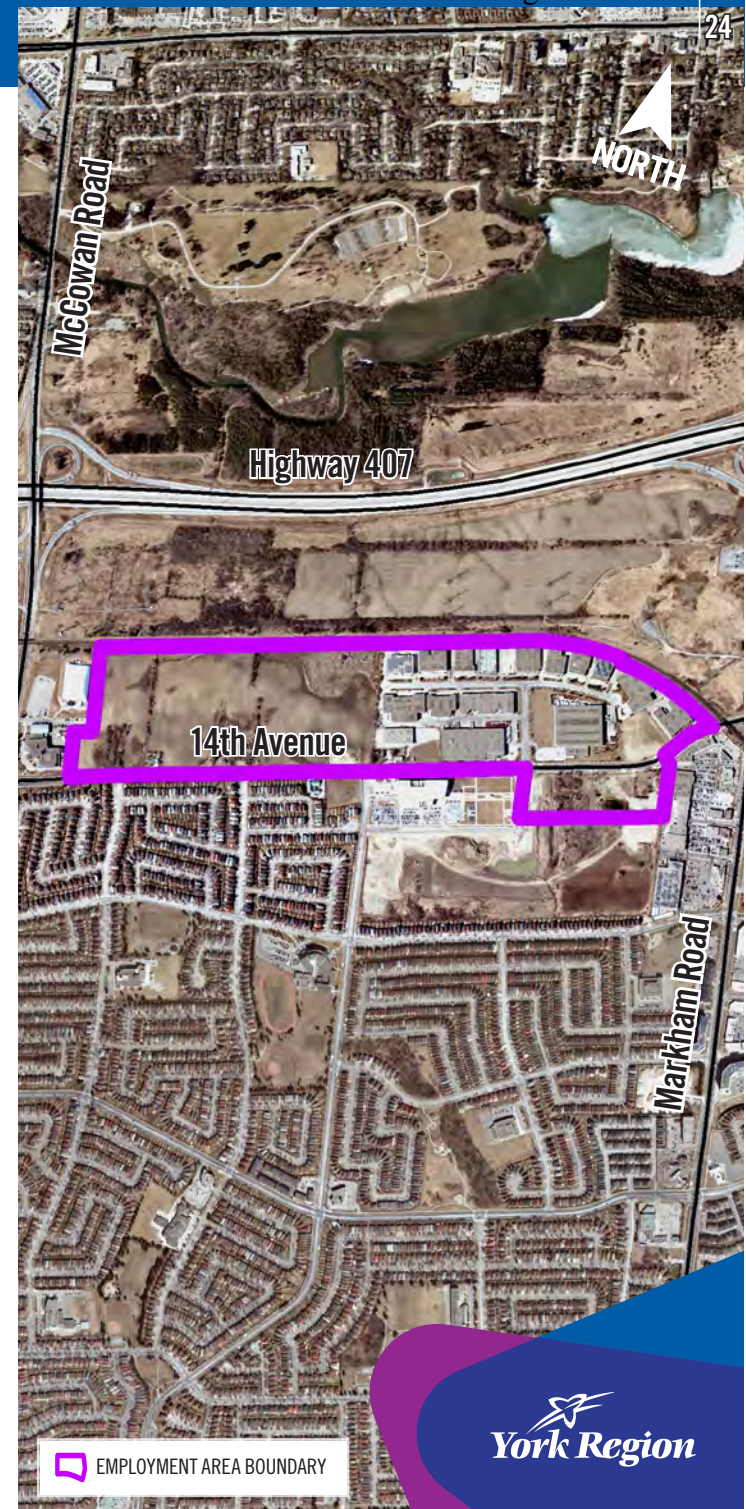
3% RETAIL and PERSONAL SERVICES

55 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 48 JOBS per HECTARE

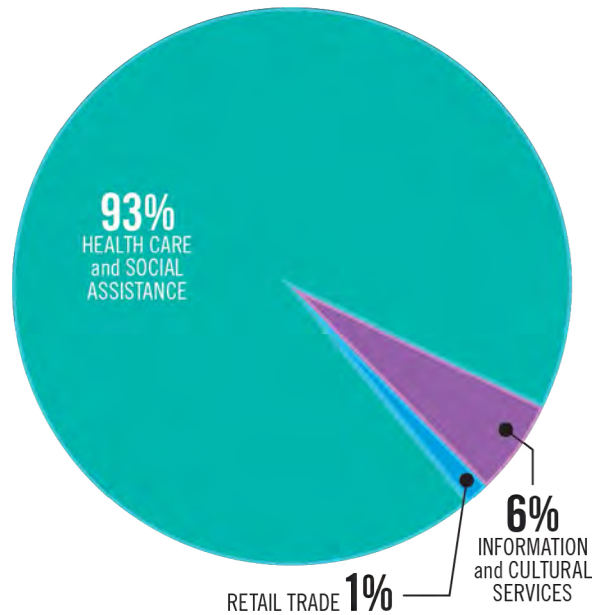
2 SITES [2.0ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



BOX GROVE CITY of MARKHAM

- This employment area is integrated into Markham's Box Grove community. It is adjacent to existing residential neighborhoods, natural heritage features and commercial developments that serve the community
- The majority of lands in this employment area are vacant and can be found in close proximity to the Highway 407 and Donald Cousens Parkway interchange making them ideal locations for freight-supportive businesses to locate

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



160 JOBS in 2018

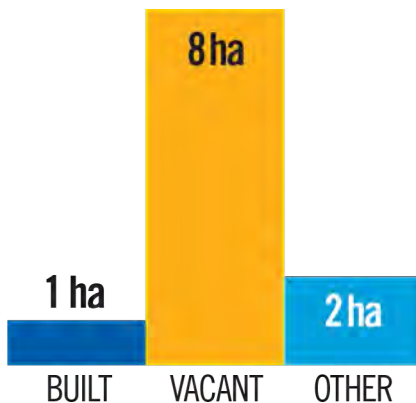
INCREASE of 160 JOBS SINCE 2008

100% SERVICES PRODUCING 0% GOODS PRODUCING

90% ONSITE 10% OFFSITE

7% RETAIL and PERSONAL SERVICES

11 TOTAL HECTARES 2017



MAJOR OFFICE
160 JOBS 1 BUILDING

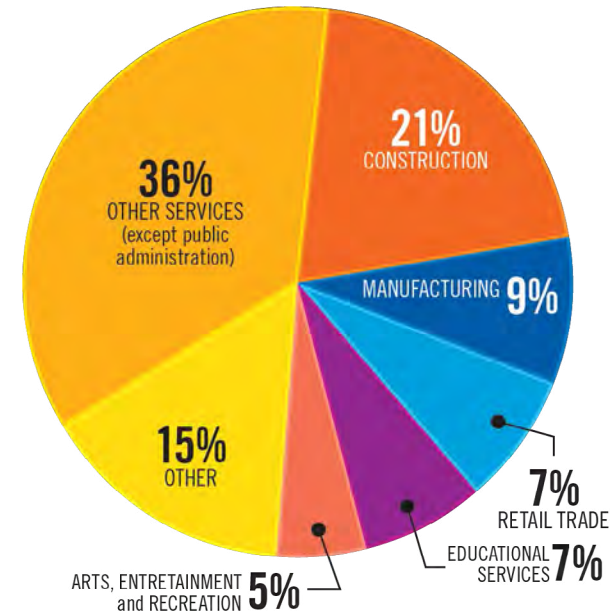
EXISTING EMPLOYMENT AREA DENSITY **128** JOBS per HECTARE



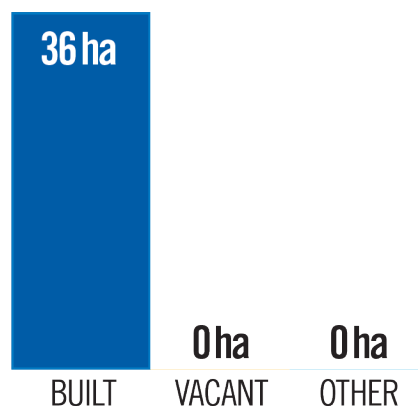
BULLOCK DRIVE CITY of MARKHAM

- ▶ The Bullock drive employment area is comprised of a mix of service, retail, and light industrial uses and is located along arterial roads making it accessible to businesses and surrounding residential communities
- ▶ The western portion of the employment area is bordered by an intensification area and is serviced by rapid transit routes
- ▶ Over the past ten years, the composition of employment in this area has transitioned from traditional industrial and warehouse uses to smaller scale service employment uses

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



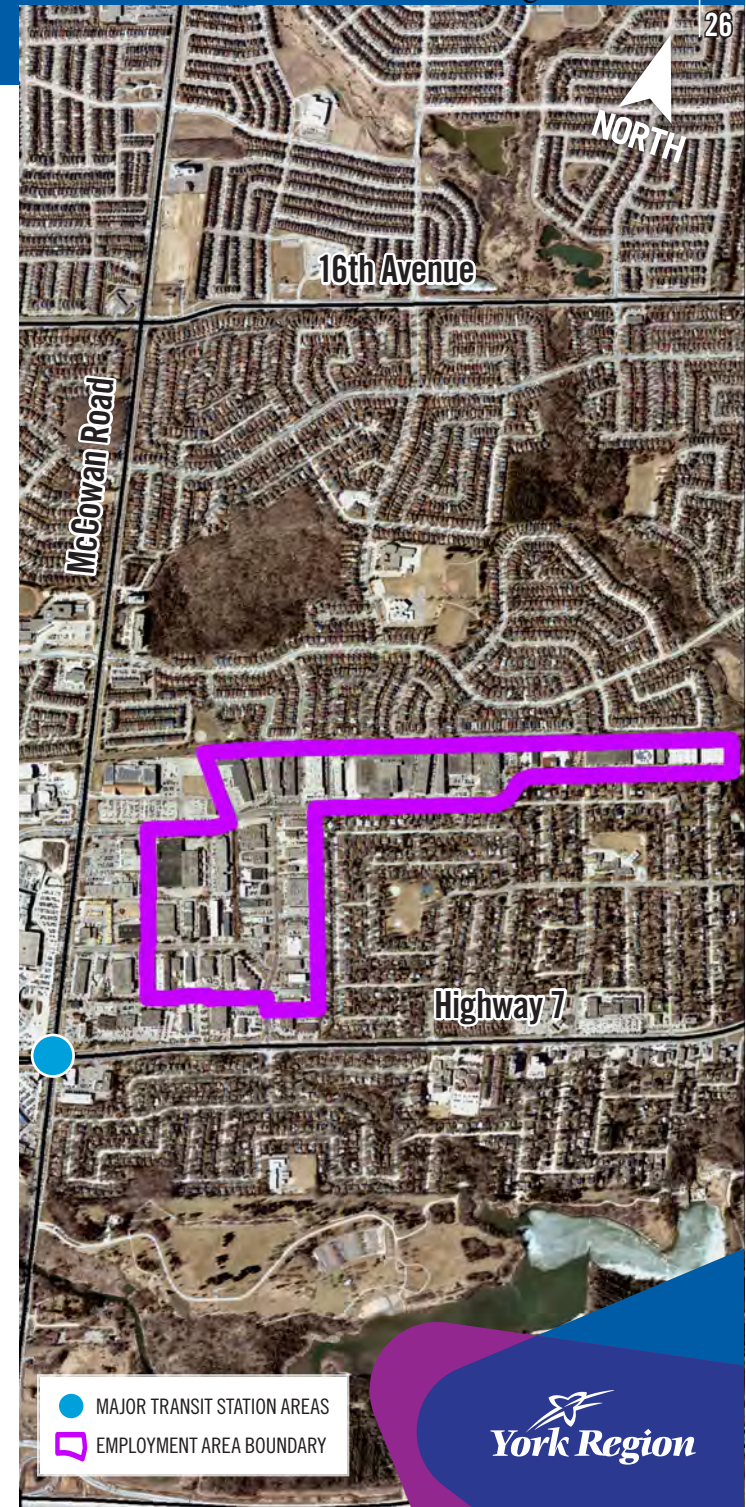
36 TOTAL HECTARES 2017



1,630 JOBS in 2018
27% DECREASE (-590 JOBS) SINCE 2008

71% SERVICES PRODUCING **29% GOODS PRODUCING**
81% ONSITE **19% OFFSITE**
50% RETAIL and PERSONAL SERVICES

EXISTING EMPLOYMENT AREA
DENSITY 46 JOBS per HECTARE

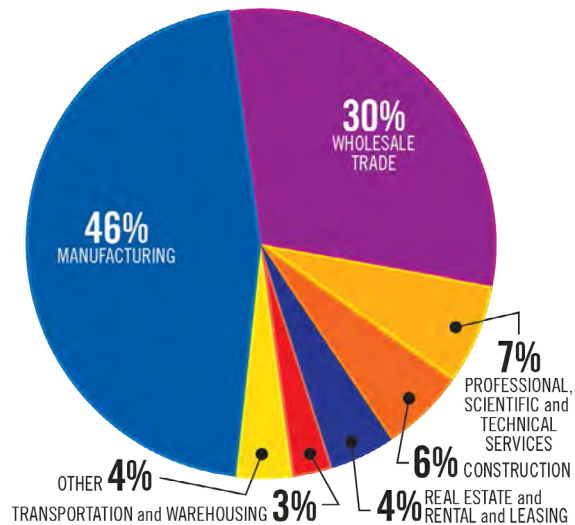


● MAJOR TRANSIT STATION AREAS
 □ EMPLOYMENT AREA BOUNDARY

CACHET CITY of MARKHAM

- ▶ The location of the Cachet employment area offers existing and prospective employers excellent visibility and accessibility to Highway 404 and fosters opportunities for economic synergies with its neighbouring employment areas
- ▶ It is comprised of prestige industrial and office buildings which are home to some of the Region's top employers including GE Grid IQ Innovation centre and Phillips Canada
- ▶ The largest share of employment growth can be attributed to the manufacturing sector, accounting for 86 per cent of job growth since 2008
- ▶ A portion of the employment area contains protected natural features, however with 15 hectares of vacant employment land available there is opportunity available for future development

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



3,050 JOBS in 2018

51% INCREASE (1,030 JOBS) SINCE 2008

48% SERVICES PRODUCING **52% GOODS PRODUCING**

93% ONSITE **7% OFFSITE**

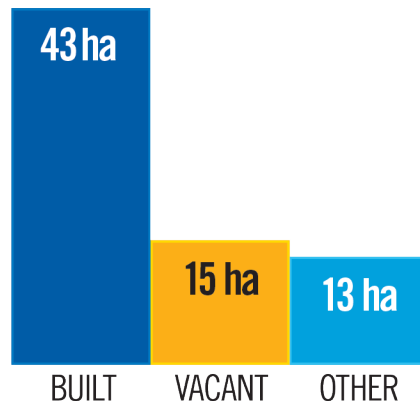
3% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
1,090 JOBS 3 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 72 JOBS per HECTARE

3 SITES [8.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

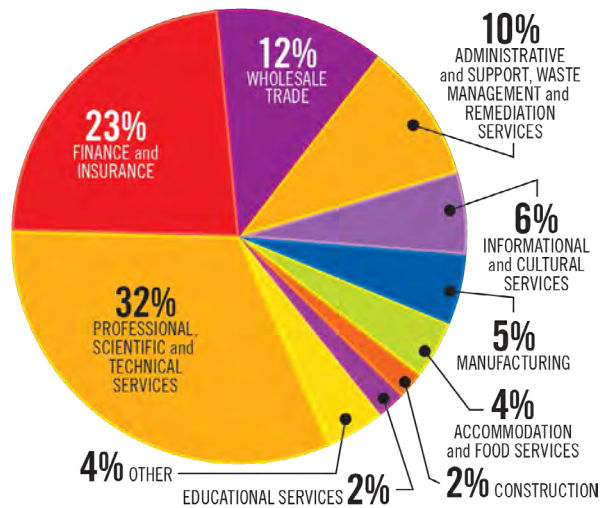
71 TOTAL HECTARES 2017



COCHRANE CITY of MARKHAM

- ▶ This employment area is located within the Highway 7 East corridor and is adjoined to the Highway 404 and Highway 407, offering visibility and access to the Regional Rapid transit corridor
- ▶ The finance and insurance sector experienced the largest share of employment growth, increasing from a 7 per cent share in 2008 to a 23 per cent share in 2018
- ▶ Over 70 per cent of jobs in this employment area are located in major office buildings and are home to some large employers in knowledge-based sectors including Torco Financial Group, Ceridian Canada and WSP Global

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



5,150 JOBS in 2018
7% INCREASE (320 JOBS) SINCE 2008

92% SERVICES PRODUCING **8% GOODS PRODUCING**

78% ONSITE **22% OFFSITE**

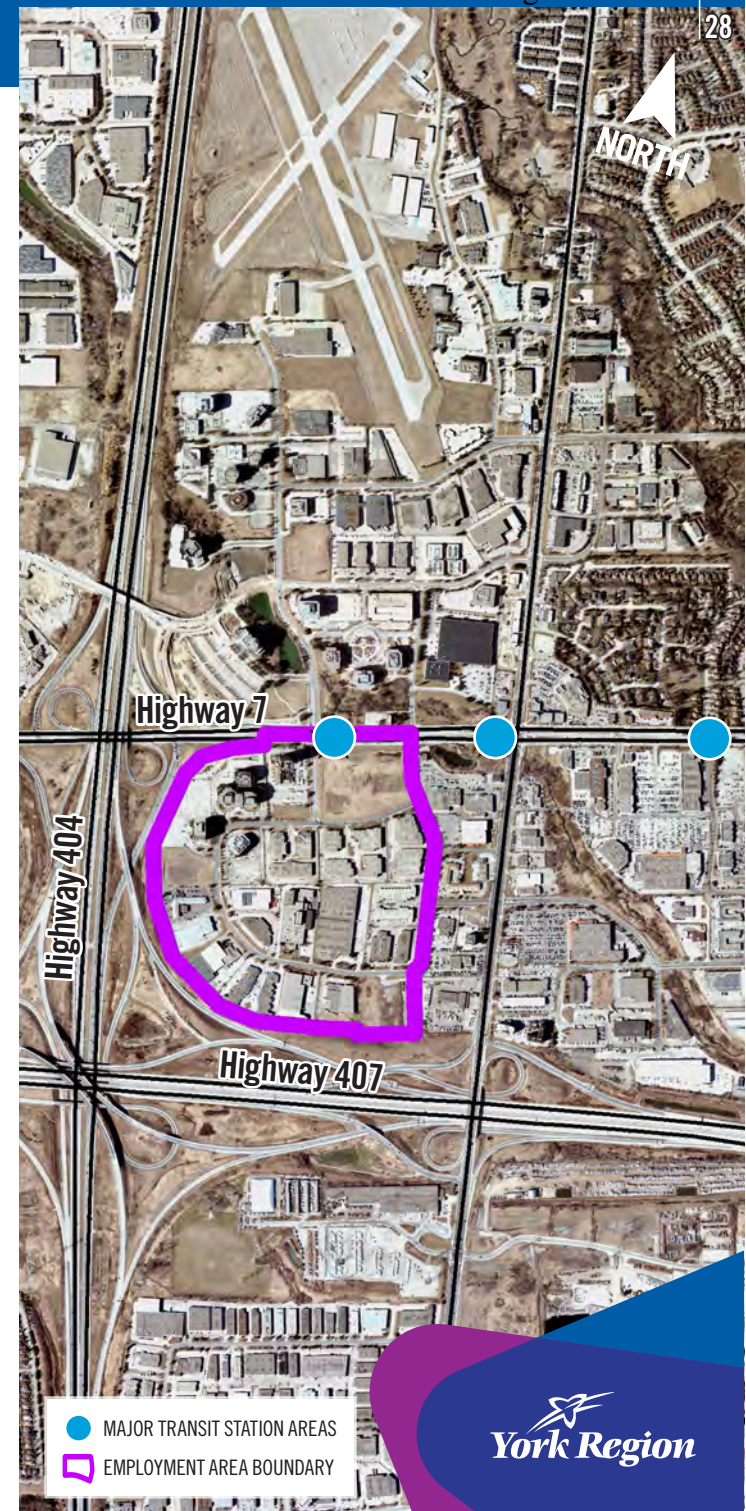
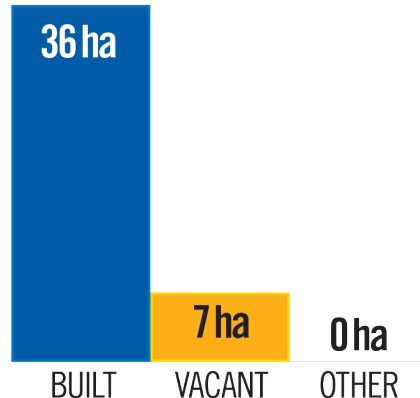
11% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
 3,720 JOBS 9 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 144 JOBS per HECTARE

3 SITES [3.0 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL

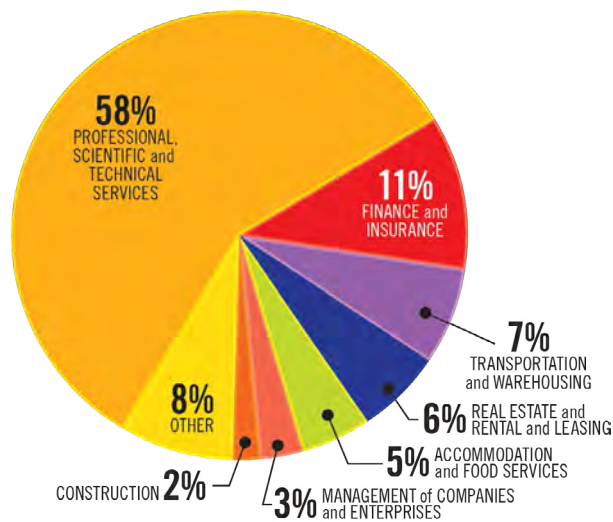
43 TOTAL HECTARES 2017



COMMERCE VALLEY LEITCHCROFT CITY of MARKHAM

- ▶ This employment area is well located within the Highway 7 East corridor and bounded by Highway 407 to the south and Highway 404 to the east
- ▶ This area is comprised of a significant concentration of offices which are home to a number of the Region's top ICT employers including CGI Information Systems and AMD Technologies
- ▶ Over 65 per cent of job growth in the past ten years has been in the finance and insurance and professional, scientific and technical services sectors

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



14,450 JOBS in 2018

28% INCREASE (3,150 JOBS) SINCE 2008

96% SERVICES PRODUCING

4% GOODS PRODUCING

78% ONSITE

22% OFFSITE

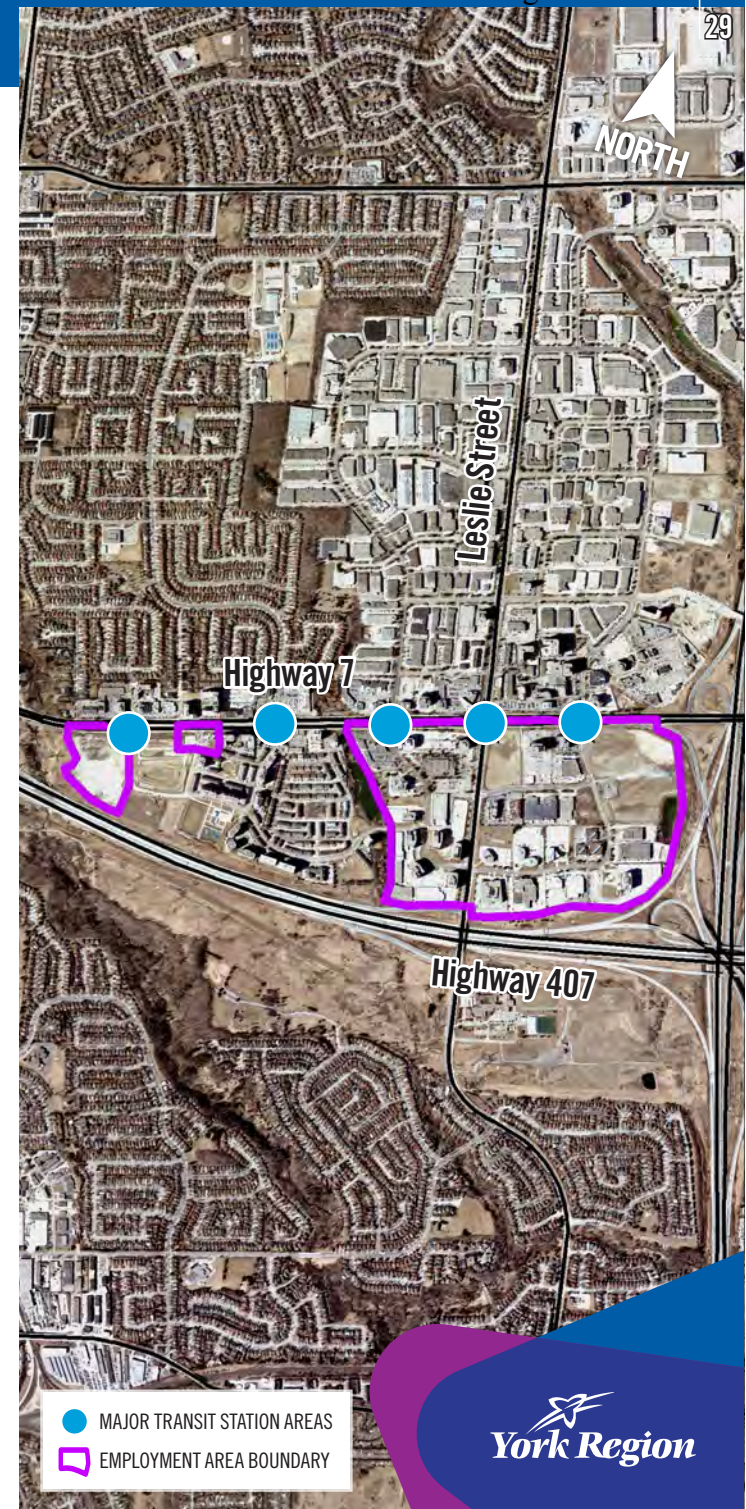
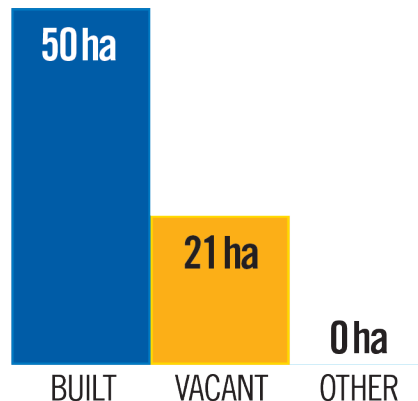
7% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
13,670 JOBS 19 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 289 JOBS per HECTARE

2 SITES [2.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

71 TOTAL HECTARES 2017



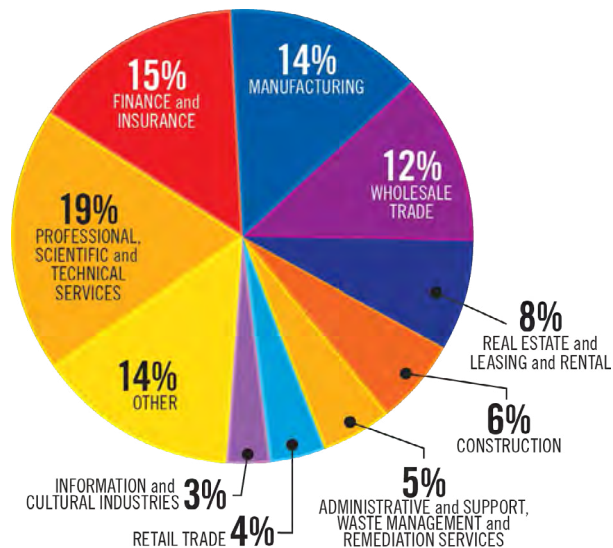
● MAJOR TRANSIT STATION AREAS
□ EMPLOYMENT AREA BOUNDARY

York Region

DENISON STEELES CITY of MARKHAM

- ▶ This is the largest employment area in terms of the number of jobs and accounts for 34 per cent of all employment area employment in the City of Markham
- ▶ It sits on the municipal border between York Region and the City of Toronto and is easily accessible via Highway 404
- ▶ Over 6,100 jobs have been added to this employment area since 2008. Over 54 per cent of this growth can be attributed to the Finance and Insurance sector
- ▶ Its diverse economic composition includes a mix of traditional industrial/warehousing and office uses. Since 2008, the majority of growth has occurred in office type uses

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



39,600 JOBS in 2018

18% INCREASE (6,160 JOBS) SINCE 2008

80% SERVICES PRODUCING 20% GOODS PRODUCING

76% ONSITE 24% OFFSITE

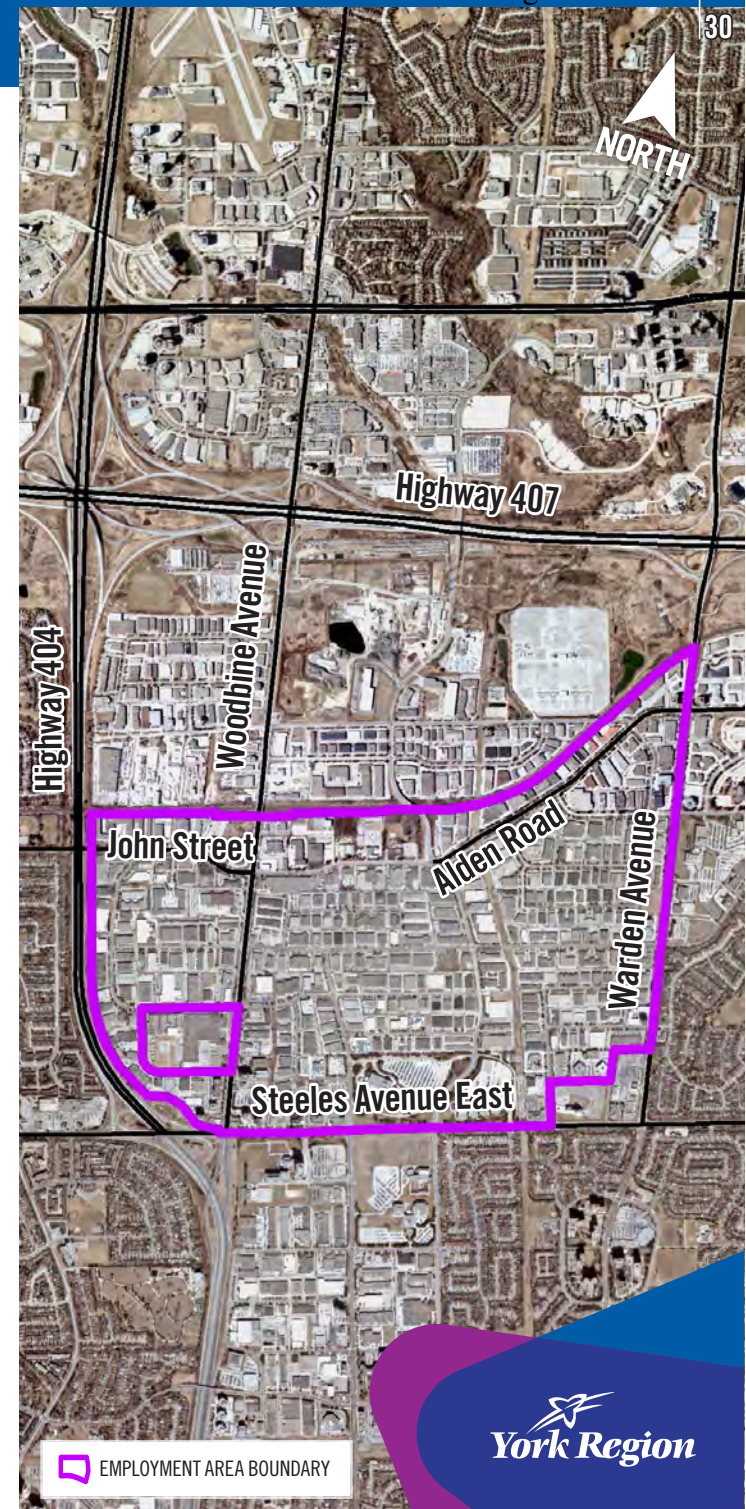
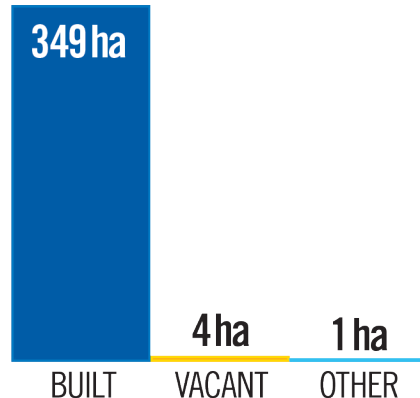
14% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
14,420 JOBS 21 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY **113** JOBS per HECTARE

4 SITES [3.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

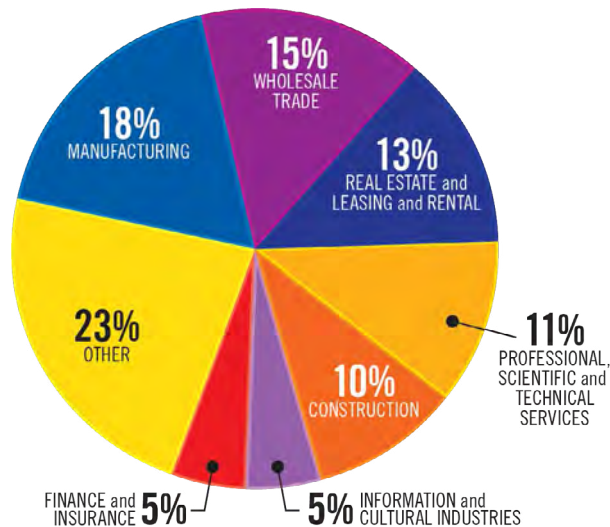
354 TOTAL HECTARES 2017



FOURTEENTH AVENUE CITY of MARKHAM

- ▶ This established employment area is situated southeast of Highway 404 and Highway 407
- ▶ Despite experiencing declines in the manufacturing and transportation/warehousing sectors in the past ten years, it can still be characterized as a traditional employment area with industrial and warehousing uses
- ▶ The real estate and rental and leasing and construction sectors accounted for the largest share of employment growth since 2008

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



8,200 JOBS in 2018
9% INCREASE (700 JOBS) SINCE 2008

71% SERVICES PRODUCING **29% GOODS PRODUCING**

86% ONSITE **14% OFFSITE**

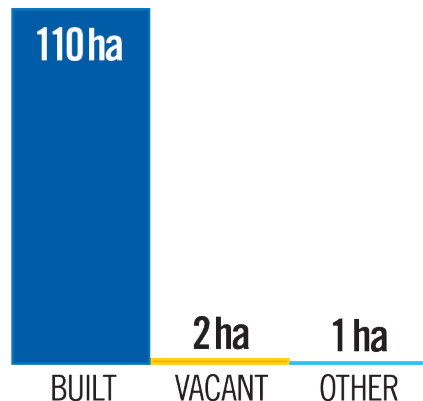
13% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
 1,660 JOBS 4 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 74 JOBS per HECTARE

3 SITES [2.0ha TOTAL AREA]
 with INTENSIFICATION POTENTIAL

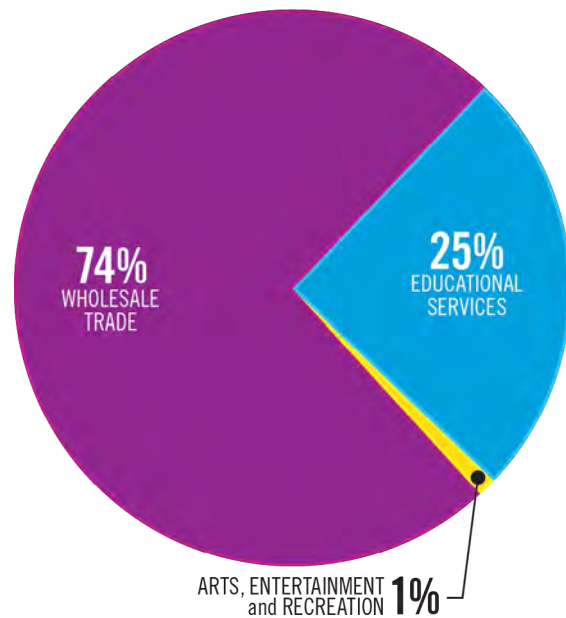
113 TOTAL HECTARES 2017



HIGHWAY 404 NORTH CITY of MARKHAM

- ▶ This employment area offers excellent visibility and accessibility from the adjoining 400 series highway and has further development potential with 48 hectares of vacant land
- ▶ Honda Canada, Enbridge Gas and Mobis Parts Canada have located their operations here over the past ten years. All three employers feature prestige industrial and office uses and account for all 1,220 jobs in this employment area

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



1,220 JOBS in 2018

10,083% INCREASE (1,210 JOBS) SINCE 2008

100% SERVICES PRODUCING

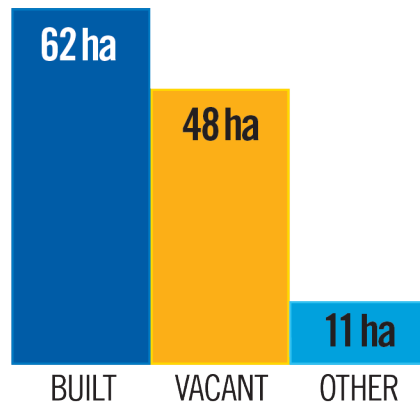
0% GOODS PRODUCING

84% ONSITE

16% OFFSITE

1% RETAIL and PERSONAL SERVICES

121 TOTAL HECTARES 2017



MAJOR OFFICE
1,040 JOBS 2 BUILDINGS

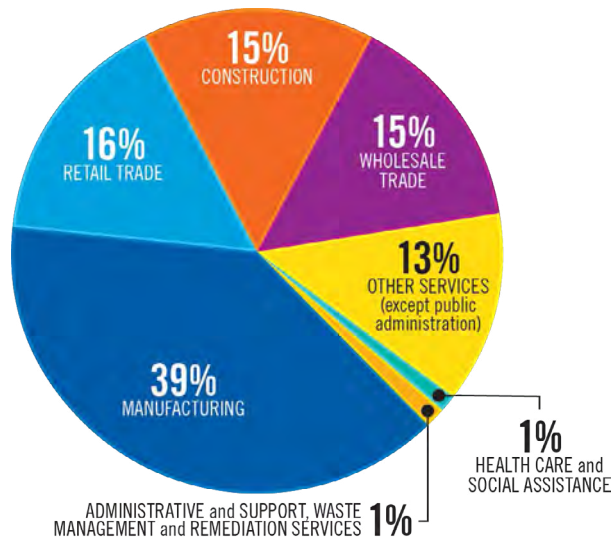
EXISTING EMPLOYMENT AREA
DENSITY 20 JOBS per HECTARE



MOUNT JOY BUSINESS PARK CITY of MARKHAM

- ▶ The Mount Joy business park is located within the mixed-use Markham Rd/Mount Joy corridor
- ▶ This area is adjacent to the Mount Joy GO station and is well integrated into the surrounding communities of Berczy Village, Wismer Commons and Greensborough
- ▶ Employment growth has remained relatively steady since 2008. The area is mainly comprised of small scale multi-unit industrial buildings used for light manufacturing and wholesale businesses

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



160 JOBS in 2018

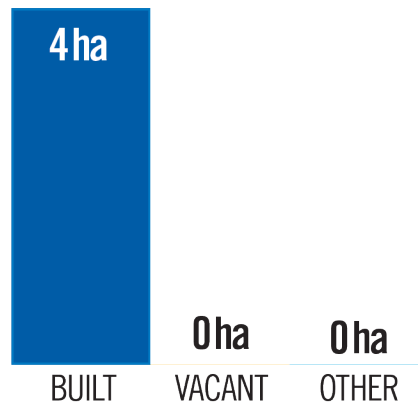
14% INCREASE (20 JOBS) SINCE 2008

46% SERVICES PRODUCING 54% GOODS PRODUCING

93% ONSITE 7% OFFSITE

29% RETAIL and PERSONAL SERVICES

4 TOTAL HECTARES 2017



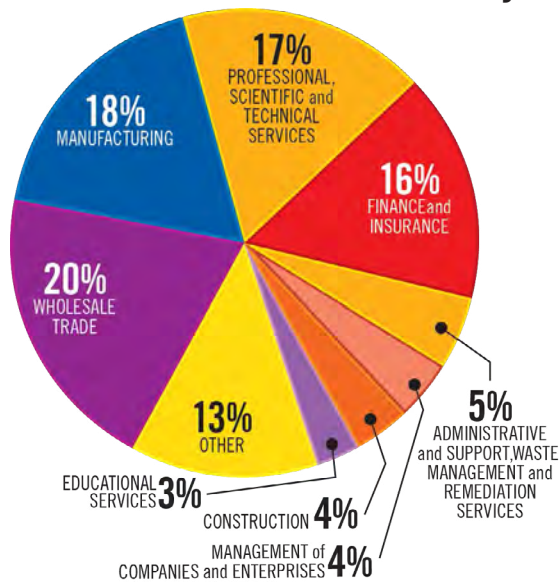
EXISTING EMPLOYMENT AREA DENSITY **45** JOBS per HECTARE



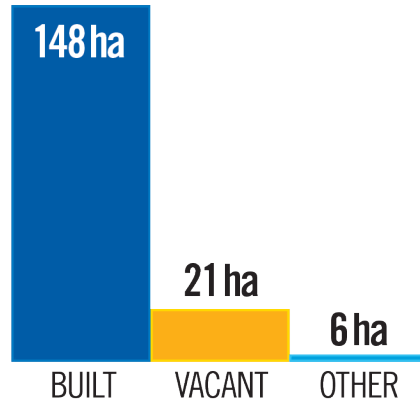
RISEBOROUGH CITY of MARKHAM

- ▶ This employment area is conveniently located at the southeast corner of Highway 407 and Warden Avenue and with access to frequent transit service on the surrounding arterial roads. It is comprised of a range of prestige office and industrial buildings and is home to a number of top employers including TD Insurance, Veoneer Canada, Enercare Home Services and GM Canada
- ▶ The wholesale trade, administrative and support, waste management and remediation services and manufacturing sectors all experienced notable growth over the past ten years despite an overall net decline in employment in this area
- ▶ 29 of the 511 businesses located in this area employ over 100 employees and account for 60 per cent of all jobs in the business park

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



175 TOTAL HECTARES 2017



13,740 JOBS in 2018
6% DECREASE (-950 JOBS) SINCE 2008

78% SERVICES PRODUCING 22% GOODS PRODUCING

86% ONSITE 14% OFFSITE

6% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
5,870 JOBS 18 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 93 JOBS per HECTARE

5 SITES [5.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



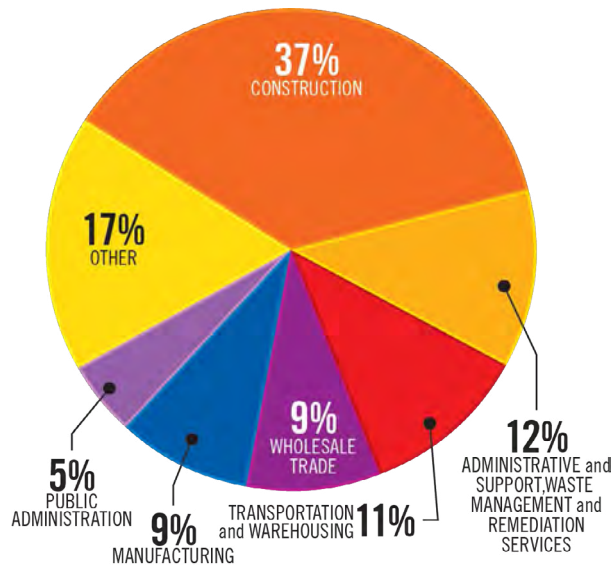
● MAJOR TRANSIT STATION AREAS
□ EMPLOYMENT AREA BOUNDARY

York Region

RODICK ROAD CITY of MARKHAM

- ▶ The northern part of this employment area is located close to the Highway 7 east corridor and Markham Centre and is comprised of mainly industrial standalone and industrial condo buildings in the Administrative and support, waste management and remediation services, wholesale trade and manufacturing sectors
- ▶ The employment lands south of Highway 407 are home to The Miller Group, one of the Region's top employers. This business alone accounts for nearly all of the construction sectors jobs within this employment area and accounted for 51 per cent of job growth in this area over the past ten years
- ▶ Both the northern and southern parts of this employment area are easily accessed via Highway 407

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



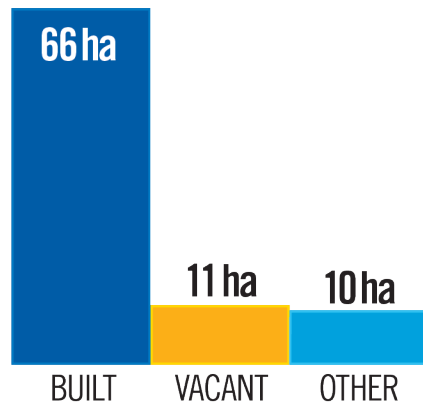
3,210 JOBS in 2018
180% INCREASE (2,060 JOBS) SINCE 2008

50% SERVICES PRODUCING **50% GOODS PRODUCING**

55% ONSITE **45% OFFSITE**

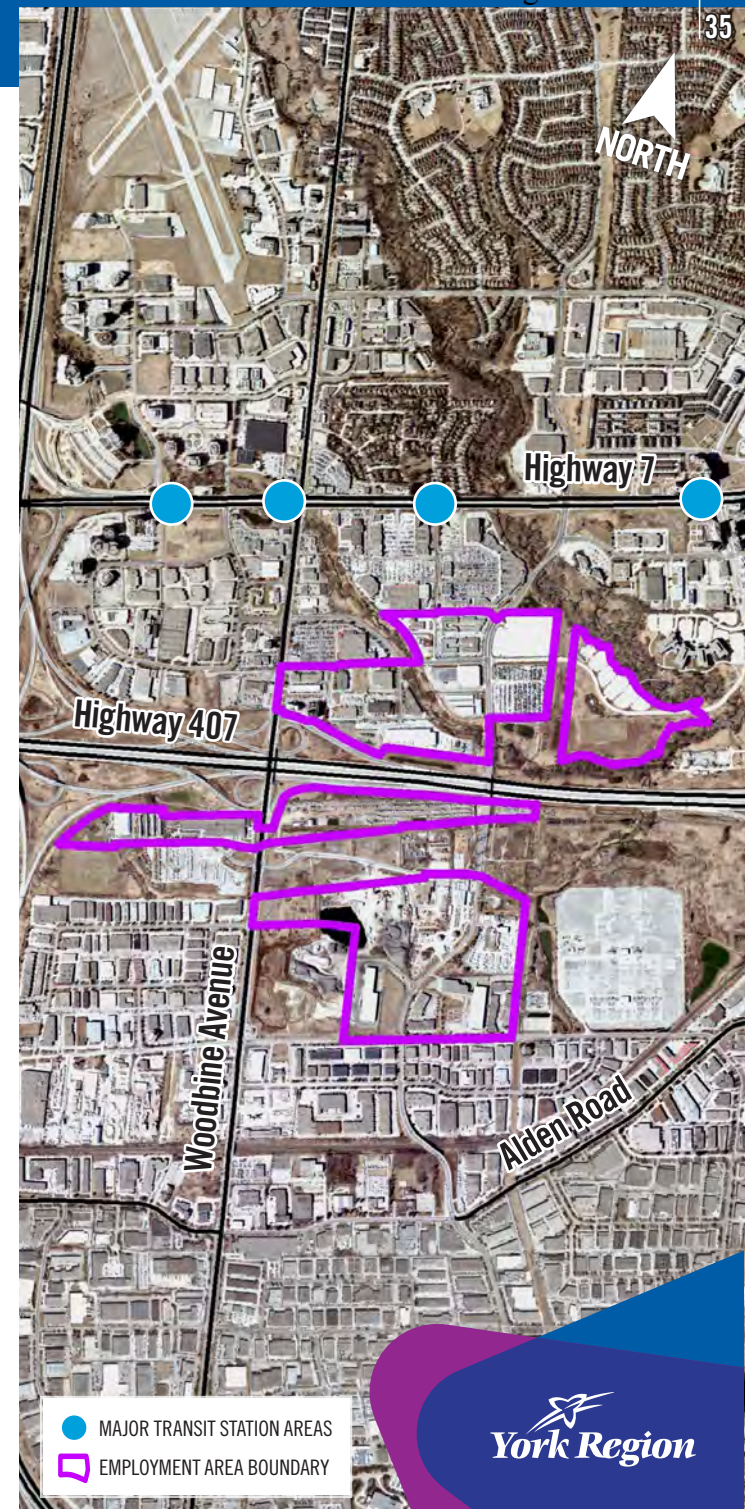
10% RETAIL and PERSONAL SERVICES

87 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 49 JOBS per HECTARE

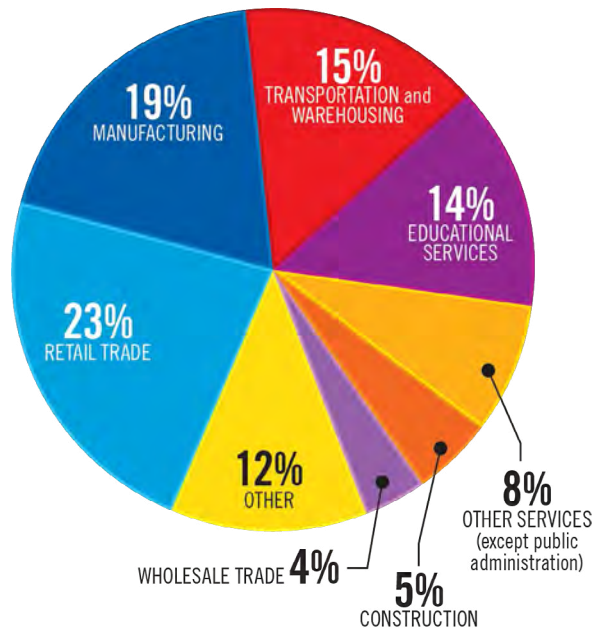
5 SITES [8.0 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



THORNHILL CITY of MARKHAM

- ▶ The Thornhill employment area is located adjacent to the Yonge Steeles Corridor mixed-use area and is transit supportive with existing York Region Transit/VIVA bus routes and the future Yonge subway extension
- ▶ Employment in this area has remained relatively stable over the past ten years
- ▶ Employment uses in the area are comprised of light industrial, small office and retail uses that primarily serve the surrounding community and businesses

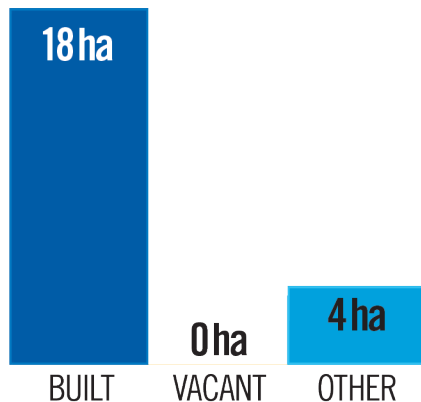
DISTRIBUTION of EMPLOYMENT by SECTOR 2018



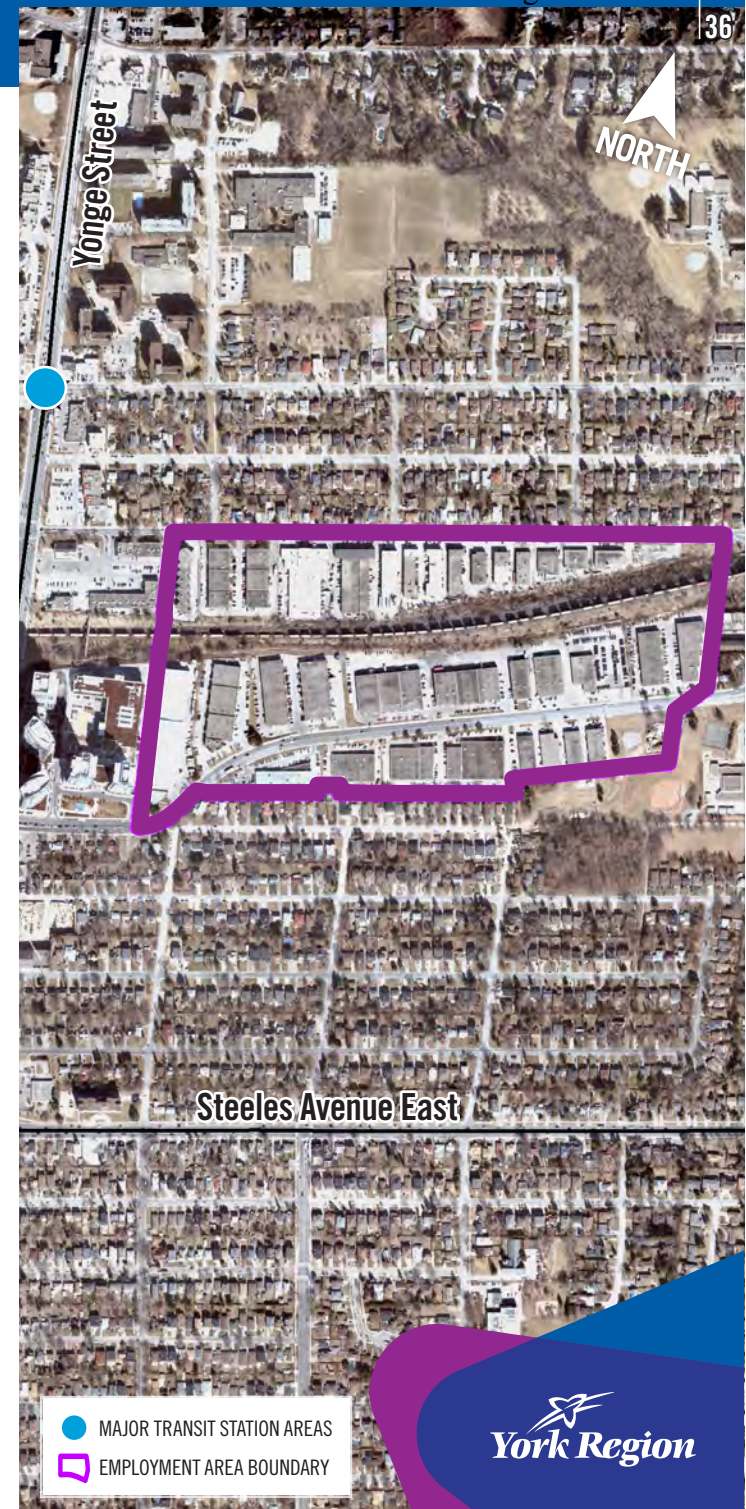
1,530 JOBS in 2018
6% INCREASE (80 JOBS) SINCE 2008

76% SERVICES PRODUCING **24%** GOODS PRODUCING
74% ONSITE **26%** OFFSITE
35% RETAIL and PERSONAL SERVICES

22 TOTAL HECTARES 2017



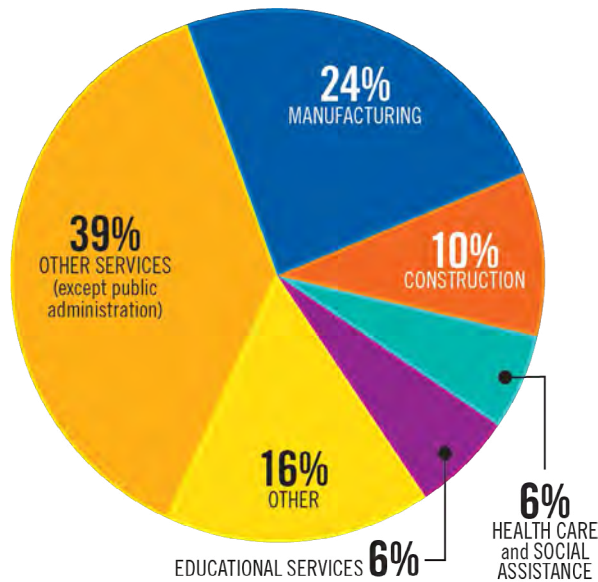
EXISTING EMPLOYMENT AREA
DENSITY 86 JOBS per HECTARE



THORNLEA CITY of MARKHAM

- ▶ The Thornlea employment area is situated in the community of Thornhill
- ▶ This area is comprised of a mix of multi-unit buildings that provide light industrial uses and services to businesses and residents
- ▶ The other services and manufacturing sectors account for the largest shares of employment in this area. These businesses are primarily in automotive repair and light manufacturing including millwork and food production
- ▶ Despite an overall decline in employment due to job losses in the manufacturing sector in the past ten years, growth in the other services sector was able to recover the majority of jobs lost

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



1,020 JOBS in 2018

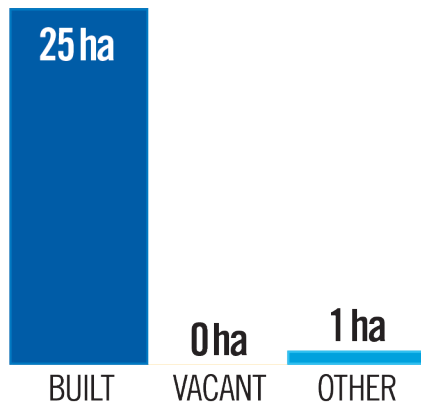
6% DECREASE (-60 JOBS) SINCE 2008

66% SERVICES PRODUCING **34%** GOODS PRODUCING

88% ONSITE **12%** OFFSITE

43% RETAIL and PERSONAL SERVICES

26 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 41 JOBS per HECTARE

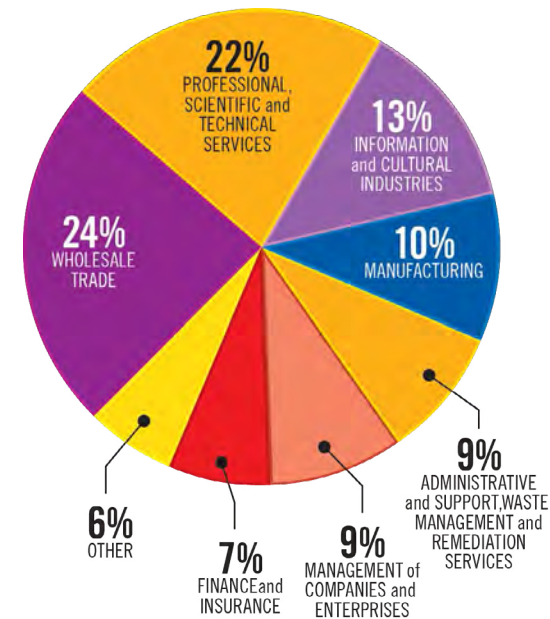
1 SITE [1.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



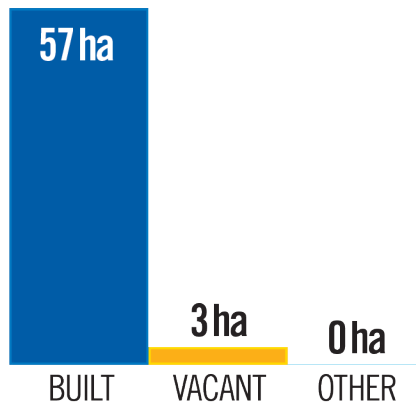
TOWN CENTRE CITY of MARKHAM

- ▶ The Town Centre employment area is located within Markham Centre and is strategically located along the Highway 7 rapid transit corridor and is adjacent to Highway 407
- ▶ The area is primarily comprised of major office and office/industrial developments and is home to some of the Region's large employers including Hydro One, Jonas Software and Allergan Inc.
- ▶ Over the past ten years, a number of companies in the wholesale trade, information and cultural industries and the management of companies and enterprises sectors have located their operations here and significantly contributed to the City and Region's knowledge based clusters

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



60 TOTAL HECTARES 2017



7,040 JOBS in 2018
70% INCREASE (2,890 JOBS) SINCE 2008

89% SERVICES PRODUCING 11% GOODS PRODUCING

86% ONSITE 14% OFFSITE

14% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
4,250 JOBS 12 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 123 JOBS per HECTARE

3 SITES [2.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



CATHEDRAL (VACANT)

- The Cathedral employment area has a total area of 45 net Ha – 37 of which were vacant and available for future development as of 2017
- This employment area is strategically located along Highway 404, offering excellent visibility and access to the goods movement corridor

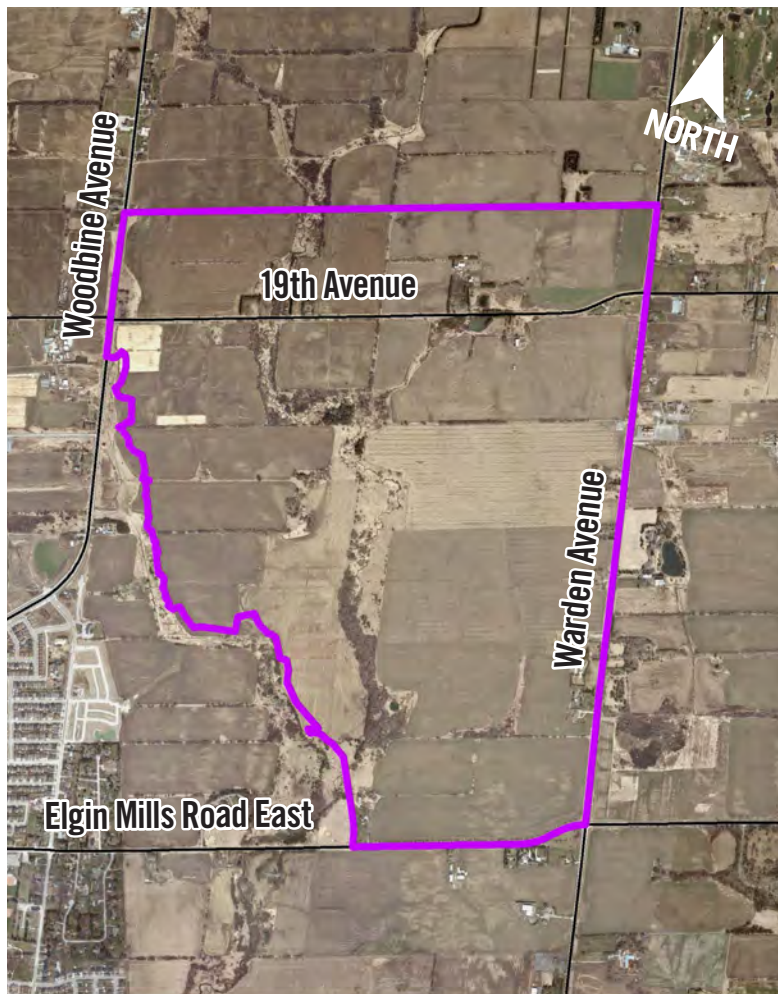


CORNELL (VACANT)

- The Cornell employment area has a total area of 52 net Ha – 37 of which were vacant in 2017
- Cornell is strategically located adjacent to Highway 407

LANGSTAFF (VACANT)

- ▶ The Langstaff employment area is located within the Richmond Hill/Langstaff Gateway Urban Growth Centre (UGC). The UGC is situated at the crossroads of numerous existing and planned transportation corridors and is anticipated to accommodate up to 32,000 people and 15,000 jobs
- ▶ The two hectares of employment land, which are currently home to approximately 50 jobs, are slated for future redevelopment in the gateway's master plan with employment uses being focused at the transit nodes and bordering Highway 407 granting greater access and exposure to prospective employers



ROPA 3 (VACANT)

- ▶ ROPA 3 was brought into the Region's urban boundary through the 2010 ROP as part of the 2031 Growth Plan conformity exercise
- ▶ There is a total of 248 ha in this employment area with 246 ha vacant in 2017
- ▶ The employment area is located in close proximity to Highway 404 and Elgin Mills Road East

HIGHWAY 407 LESLIE SOUTHWEST (VACANT)

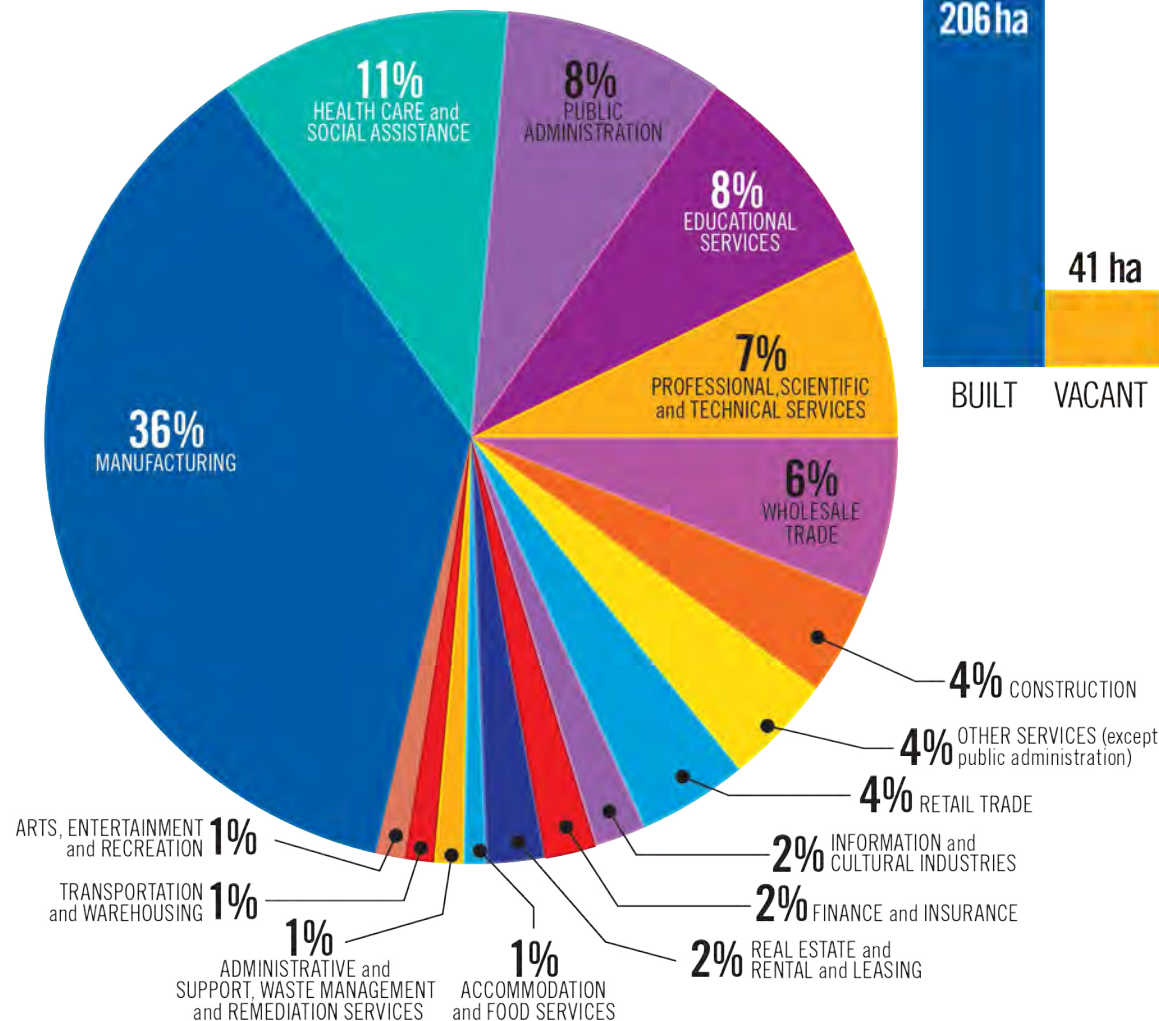
- 100 per cent of the employment in this employment area is in the Education services sector
- There is a total of 14Ha in the 407 Leslie Southwest employment area with 6 Ha vacant in 2017
- The employment area is located adjacent to Highway 407



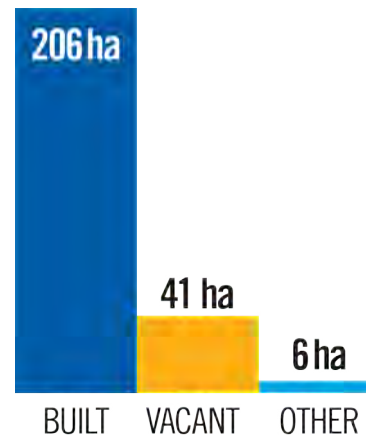
NEWMARKET EMPLOYMENT AREAS SUMMARY

- ▶ The Town of Newmarket's employment areas account for 33 per cent of the Town's total surveyed employment and are well situated along highway 404
- ▶ Over the past ten years, job growth has been driven by the health care and social assistance, educational services and professional, scientific and technical services sectors
- ▶ Manufacturing accounts for over one third of employment area employment, with just over 5,000 jobs. Nearly 50 per cent of these jobs are in the automotive manufacturing subsector
- ▶ These areas are home to some of the Region's top employers including subsidiaries of Magna International

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



253 TOTAL HECTARES 2017



14,100 JOBS in 2018

12% INCREASE (1,510 JOBS) SINCE 2008

59% SERVICES PRODUCING **41% GOODS PRODUCING**

90% ONSITE **10% OFFSITE**

11% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
780 JOBS 4 BUILDINGS

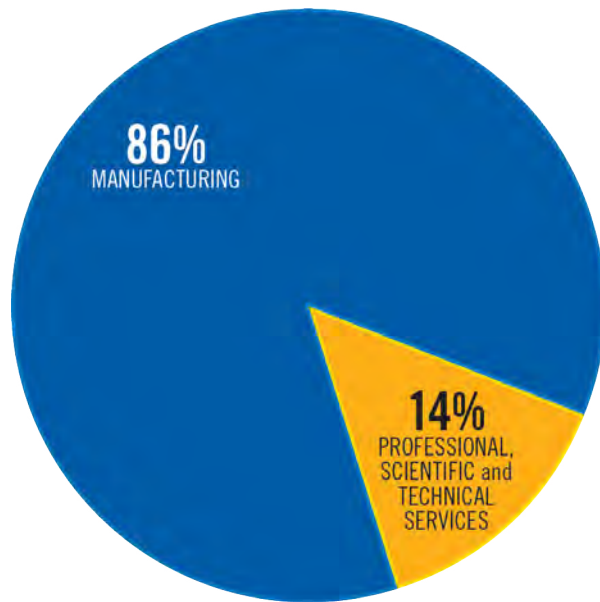
EXISTING EMPLOYMENT AREA DENSITY 67 JOBS per HECTARE

14 SITES [22 ha TOTAL AREA]
with INTENSIFICATION POTENTIAL

BAYVIEW SOUTH TOWN of NEWMARKET

- ▶ Located at the southeast corner of Mulock Drive and Bayview Avenue, the area is serviced by numerous YRT stops and is within close proximity to the Mulock Southeast employment area
- ▶ It is predominantly comprised of large scale industrial buildings which house top employers in the automotive manufacturing sector including Dortec industries and Cam-Slide manufacturing
- ▶ Job growth in this area has been driven by the manufacturing sector, adding 446 jobs since 2008

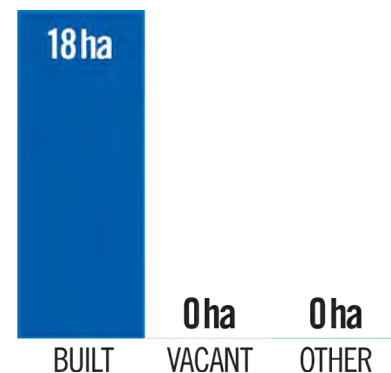
DISTRIBUTION of EMPLOYMENT by SECTOR 2018



1,760 JOBS in 2018
42% INCREASE (520 JOBS) SINCE 2008

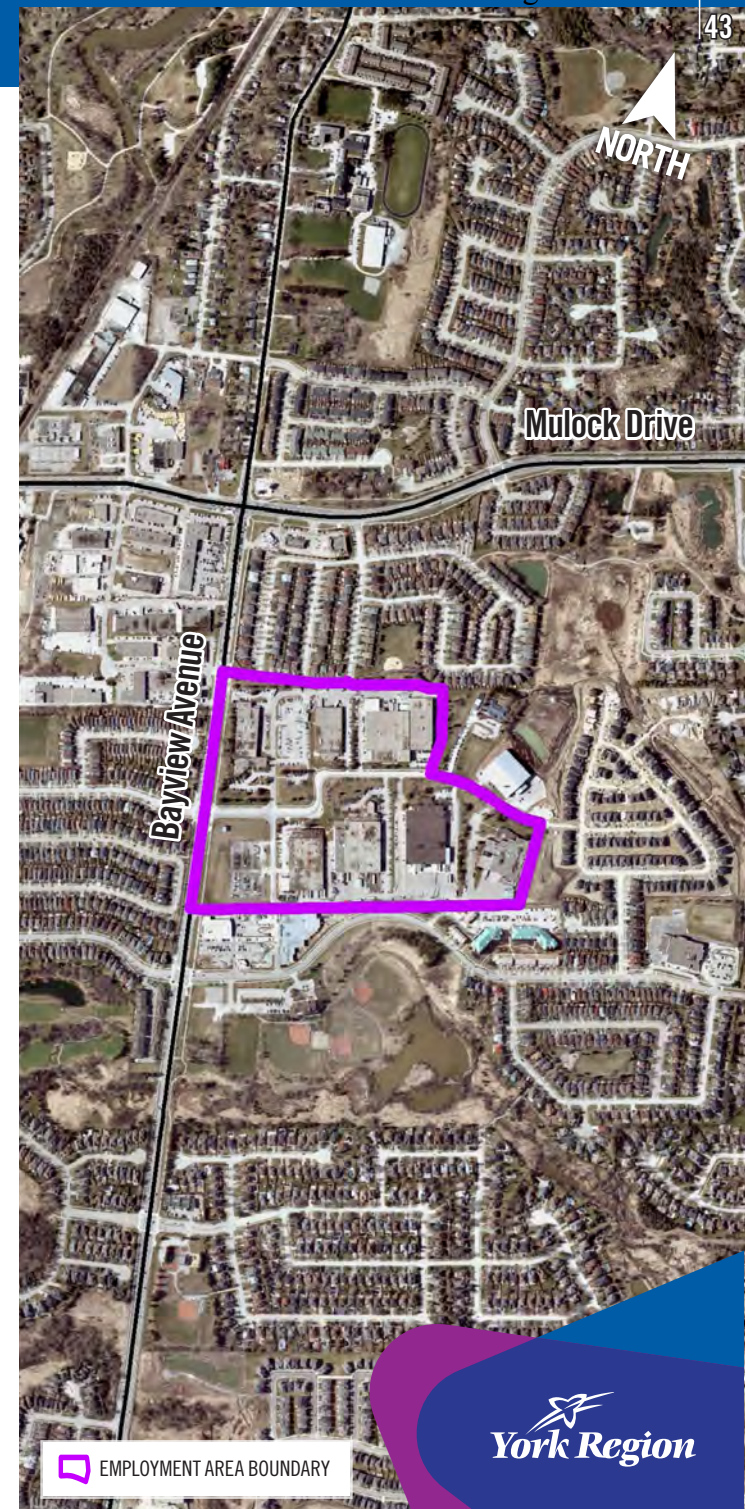
14% SERVICES PRODUCING **86% GOODS PRODUCING**
96% ONSITE **4% OFFSITE**
0% RETAIL and PERSONAL SERVICES

18 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA DENSITY 93 JOBS per HECTARE

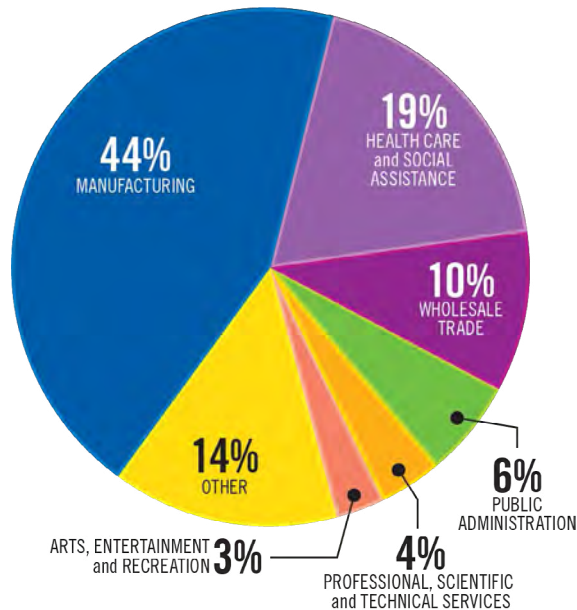
3 SITES [2.0ha TOTAL AREA]
 with **INTENSIFICATION POTENTIAL**



LESLIE DAVIS TOWN of NEWMARKET

- ▶ Manufacturing is the predominant sector within Leslie Davis employment area, representing 44 per cent of all employment
- ▶ The health care and social assistance sector experienced the largest increase in employment since 2008, and represents the second largest share of employment in this area at 19 per cent
- ▶ The close proximity of the employment area to the Davis and 404 interchange makes this area attractive for goods movement, as 46 per cent of employment is within goods-producing sectors

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



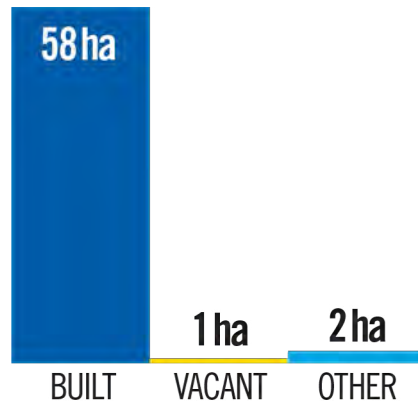
3,790 JOBS in 2018
11% INCREASE (380 JOBS) SINCE 2008

54% SERVICES PRODUCING **46% GOODS PRODUCING**

85% ONSITE **15% OFFSITE**

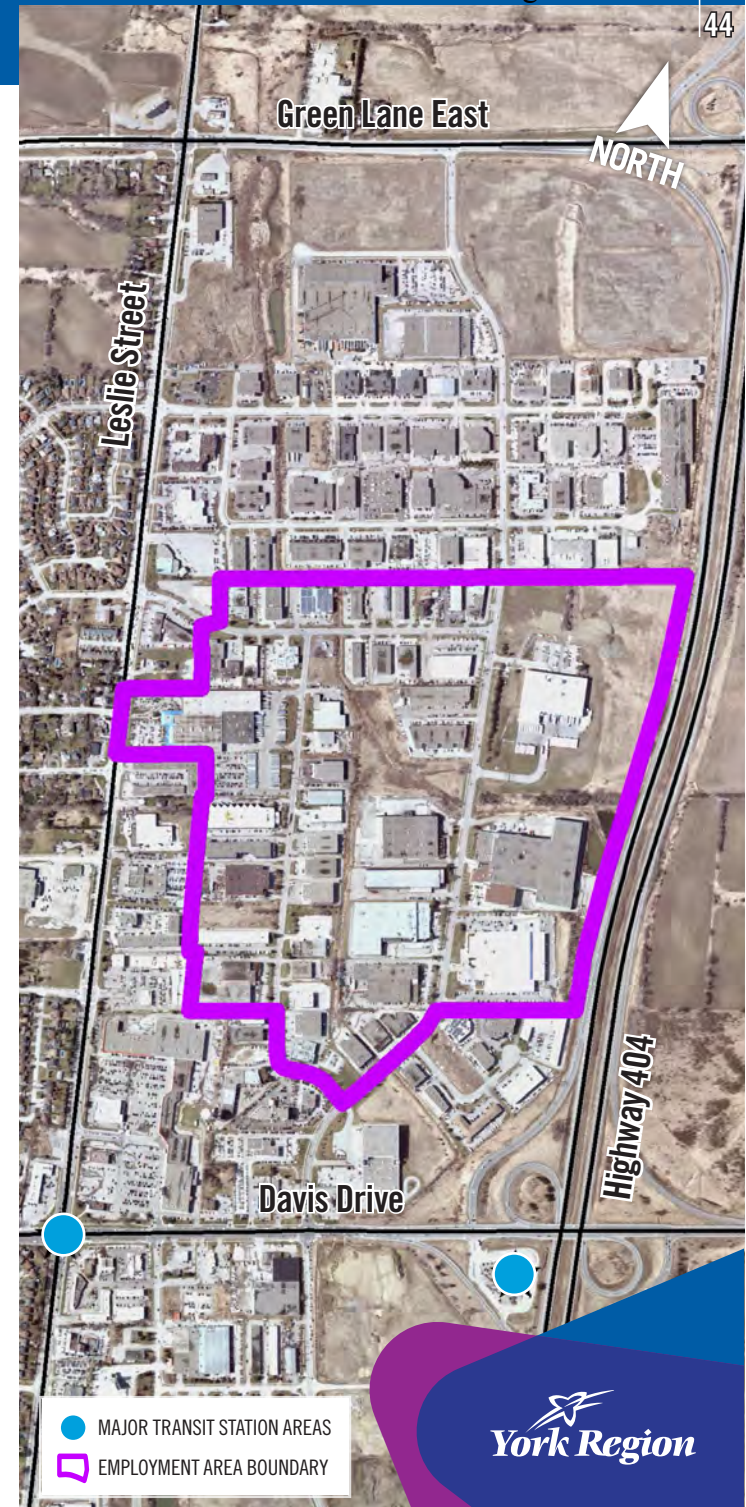
6% RETAIL and PERSONAL SERVICES

61 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA DENSITY 65 JOBS per HECTARE

2 SITES [7.0ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



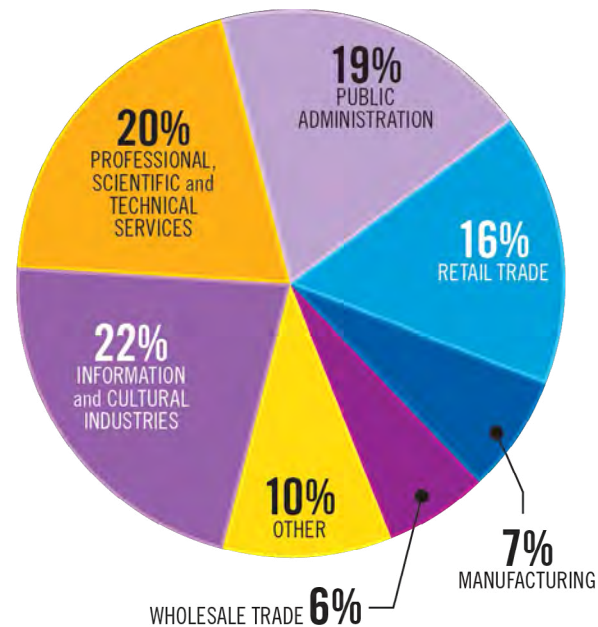
● MAJOR TRANSIT STATION AREAS
 □ EMPLOYMENT AREA BOUNDARY

York Region

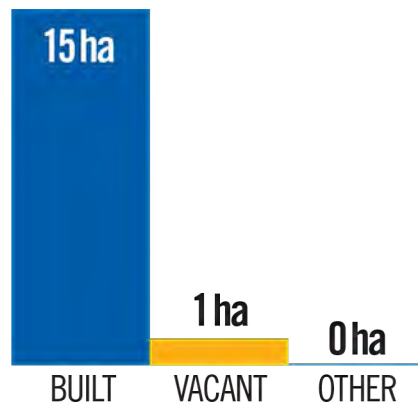
LESLIE MULOCK TOWN of NEWMARKET

- ▶ Located in the northwest quadrant of the highway 404 and Mulock drive interchange, this employment area offers excellent accessibility for goods movement activities
- ▶ While only 17 ha in size, between 2008-2018 employment grew by 615 jobs, representing the largest growth in that time period amongst all Newmarket employment areas
- ▶ The information and cultural industries and professional, scientific and technical services sectors accounted for over 50 per cent of job growth since 2008

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



16 TOTAL HECTARES 2017



800 JOBS in 2018

333% INCREASE (620 JOBS) SINCE 2008

90% SERVICES PRODUCING 10% GOODS PRODUCING

94% ONSITE 6% OFFSITE

40% RETAIL and PERSONAL SERVICES

EXISTING EMPLOYMENT AREA DENSITY 50 JOBS per HECTARE

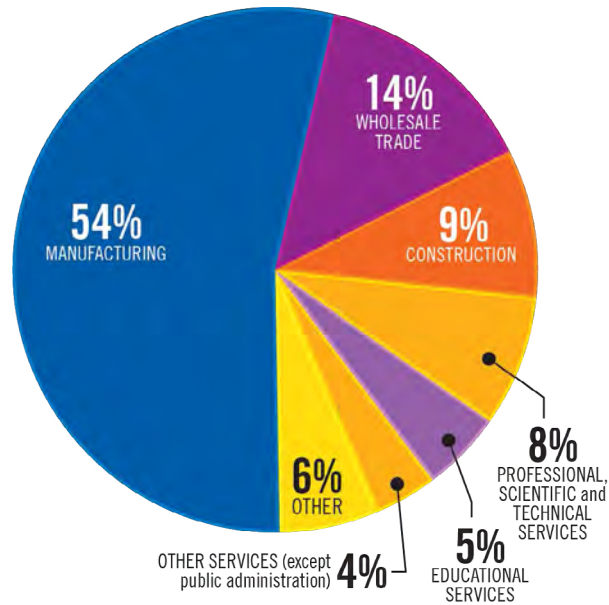
1 SITE [3.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



LESLIE NORTH TOWN of NEWMARKET

- ▶ The employment area is in proximity to the Green Lane and highway 404 interchange as well as the East Gwillimbury GO station
- ▶ It is made up of multi-unit industrial buildings with industrial and office uses primarily in the manufacturing and wholesale trade sectors
- ▶ Over the past ten years, the manufacturing sector has added 250 jobs to the areas employment base

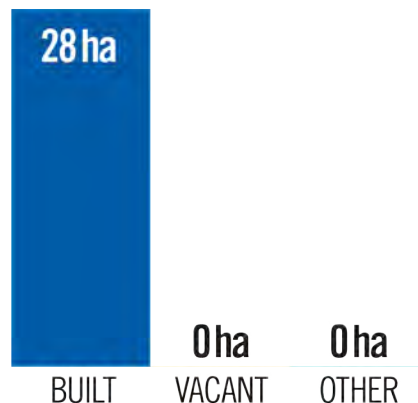
DISTRIBUTION of EMPLOYMENT by SECTOR 2018



1,610 JOBS in 2018
29% INCREASE (360 JOBS) SINCE 2008

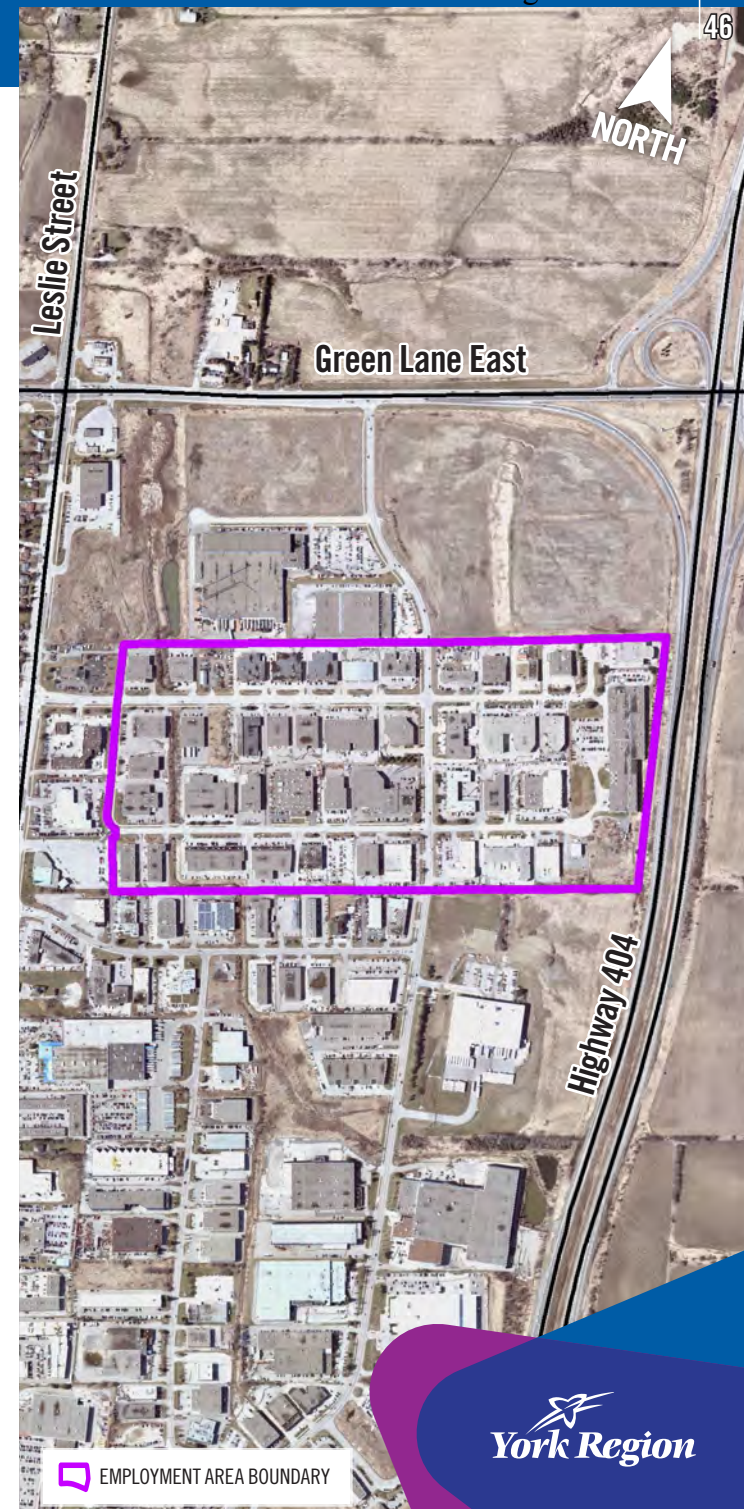
37% SERVICES PRODUCING **63% GOODS PRODUCING**
90% ONSITE **10% OFFSITE**
8% RETAIL and PERSONAL SERVICES

28 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 56 JOBS per HECTARE

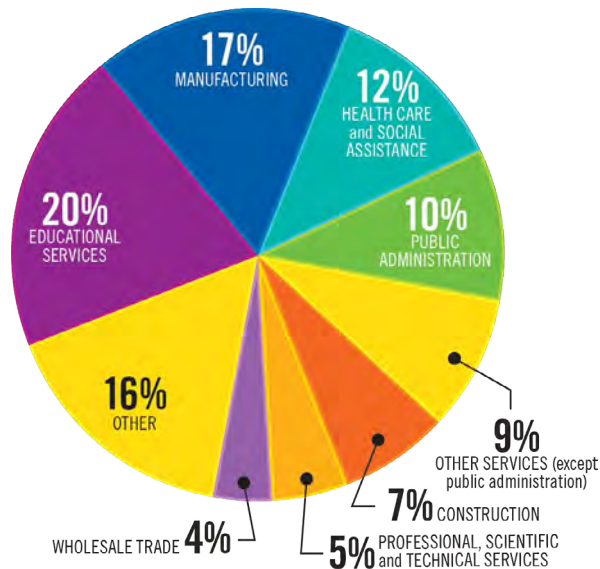
1 SITE [1.0 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



LESLIE SOUTH TOWN of NEWMARKET

- ▶ This is the largest employment area within Newmarket with over 4,700 jobs (33 per cent of total employment in Newmarket)
- ▶ Its strategic location offers excellent accessibility and exposure to highway 404
- ▶ The area's economic composition has diversified over the past ten years. The job losses in the manufacturing sector over the past ten years have been offset by growth in the educational services and health care and social assistance sectors

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



4,700 JOBS in 2018

7% INCREASE (320 JOBS) SINCE 2008

77% SERVICES PRODUCING **23% GOODS PRODUCING**

90% ONSITE **10% OFFSITE**

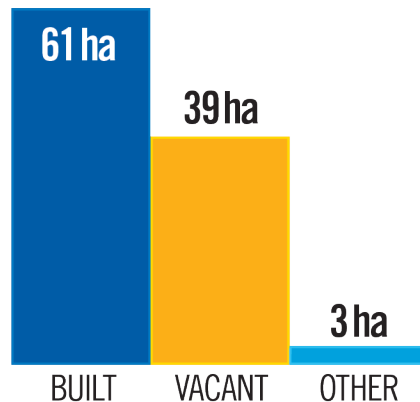
14% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
710 JOBS 3 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 76 JOBS per HECTARE

3 SITES [8.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

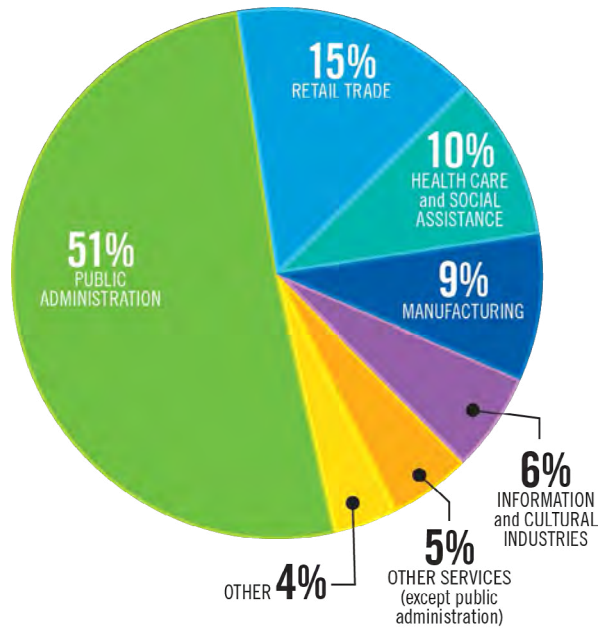
103 TOTAL HECTARES 2017



MULOCK NORTH TOWN of NEWMARKET

- ▶ This employment area has experienced a 29 per cent decrease in employment since 2008
- ▶ One in every two jobs in this employment area are in the public administration sector
- ▶ Located in the Northwest corner of Mulock and Bayview this area is serviced by York Region Transit and is located in proximity to the proposed Mulock GO station

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



590 JOBS in 2018

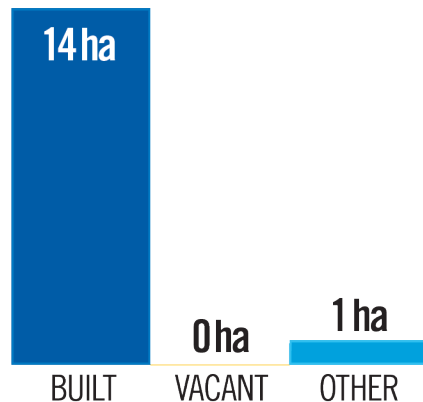
29% DECREASE (-240 JOBS) SINCE 2008

89% SERVICES PRODUCING **11% GOODS PRODUCING**

99% ONSITE **1% OFFSITE**

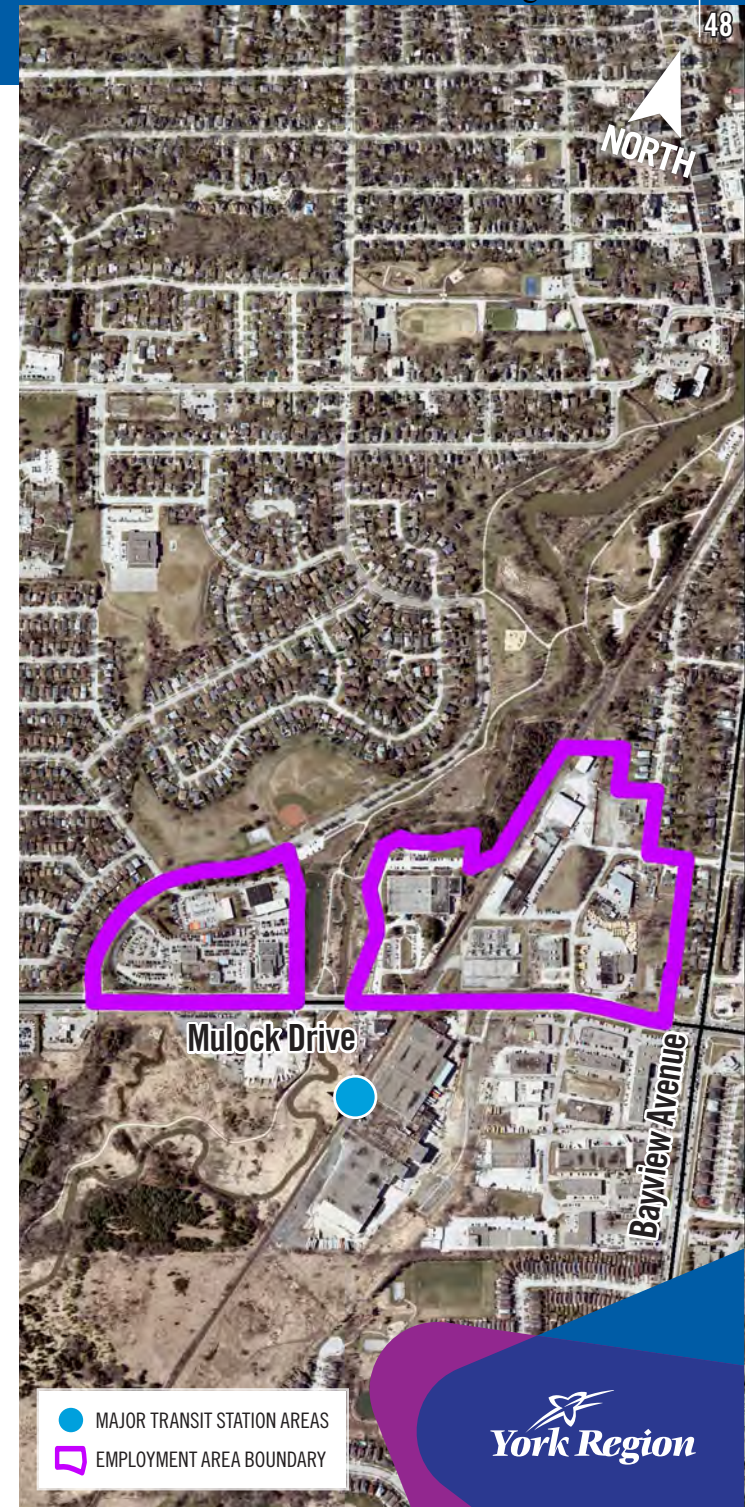
26% RETAIL and PERSONAL SERVICES

15 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA DENSITY 42 JOBS per HECTARE

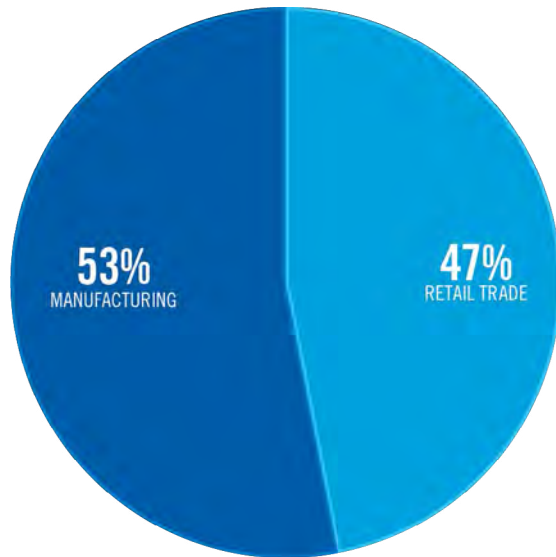
2 SITES [1.0ha TOTAL AREA] with INTENSIFICATION POTENTIAL




MULOCK SOUTH TOWN of NEWMARKET

- Mulock South is the smallest employment area within Newmarket in terms of land size at 0.3 Ha and total employment (30 jobs)
- The employment area is located directly next to Bailey Ecological Park, a protected area and is in close proximity to the proposed Mulock GO station

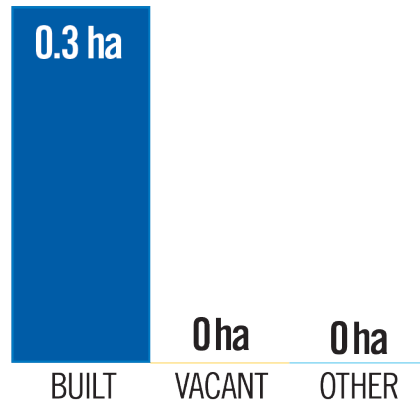
DISTRIBUTION of EMPLOYMENT by SECTOR 2018



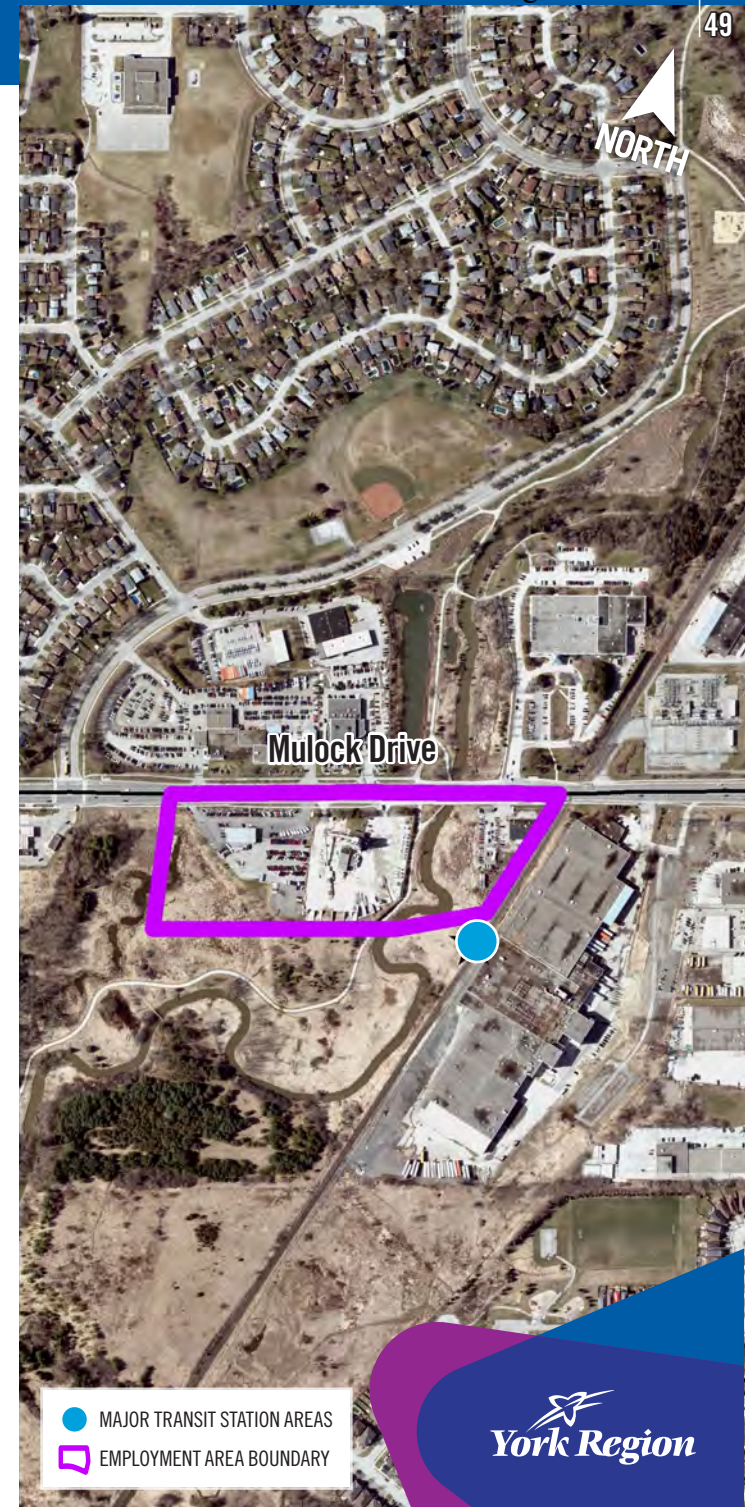
30 JOBS in 2018
53% INCREASE (10 JOBS) SINCE 2008

47% SERVICES PRODUCING **53%** GOODS PRODUCING
67% ONSITE **33%** OFFSITE
 **47%** RETAIL and PERSONAL SERVICES

0.3 TOTAL HECTARES 2017



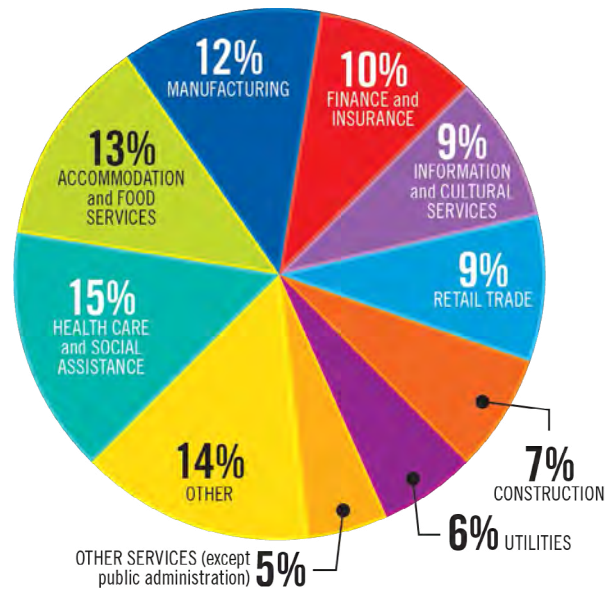
EXISTING EMPLOYMENT AREA
DENSITY 99 JOBS per HECTARE



MULOCK SOUTHEAST TOWN of NEWMARKET

- ▶ Located in the southwest corner of Mulock and Bayview, this area is located in proximity to the proposed Mulock GO station
- ▶ The majority of the job losses in the past ten years can be attributed to the manufacturing sector. Employment in service-producing sectors have experienced a small amount of job growth (+108 jobs), primarily in the finance and insurance, accommodation and food services and health care and social assistance sectors

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



820 JOBS in 2018

35% DECREASE (-450 JOBS) SINCE 2008

75% SERVICES PRODUCING **25%** GOODS PRODUCING

91% ONSITE **9%** OFFSITE

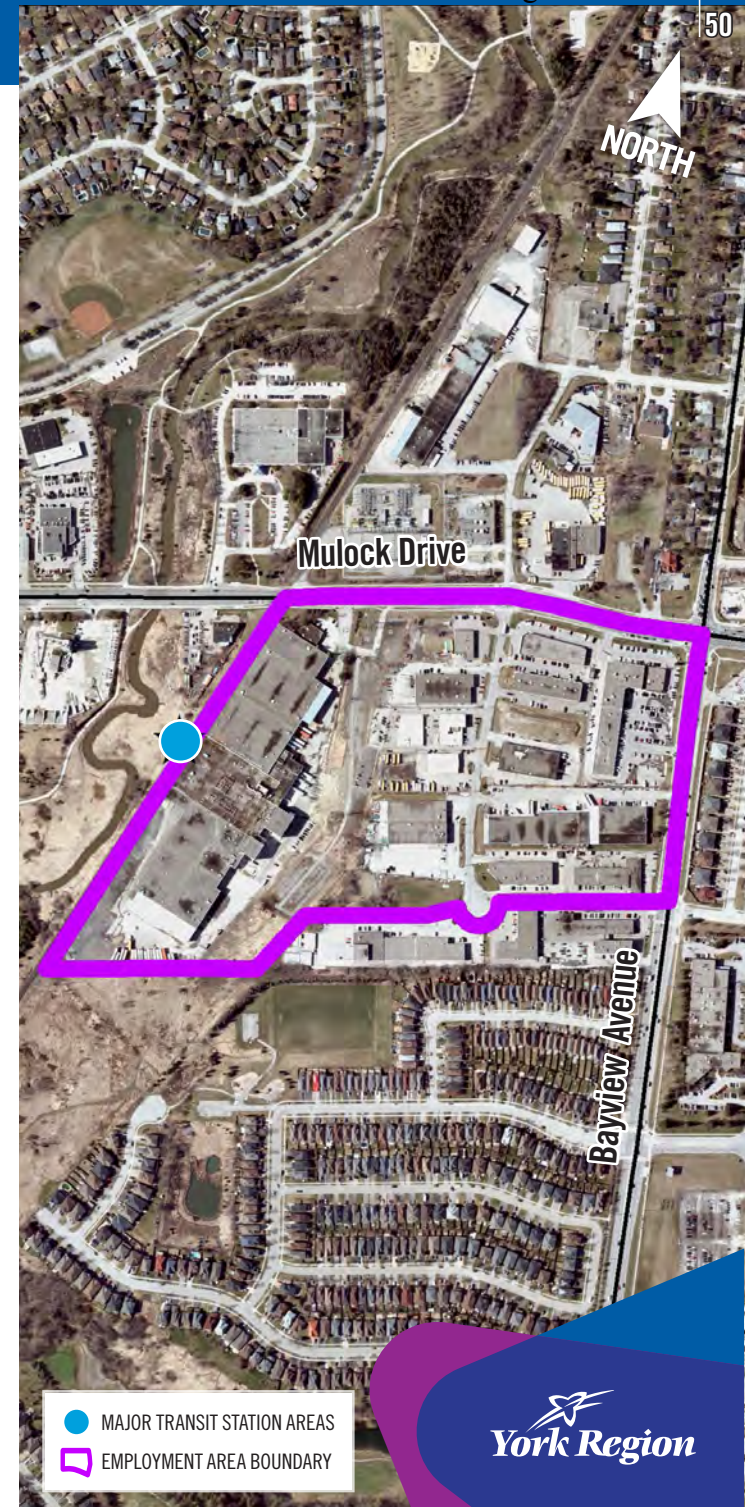
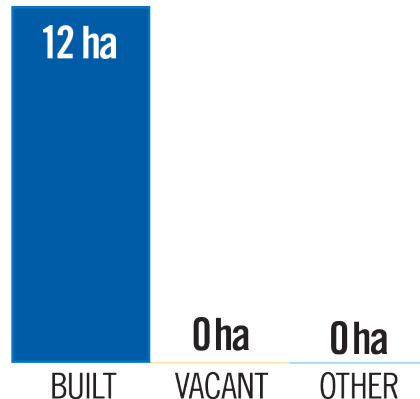
39% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
70 JOBS 1 BUILDING

EXISTING EMPLOYMENT AREA DENSITY 68 JOBS per HECTARE

2 SITES [1.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

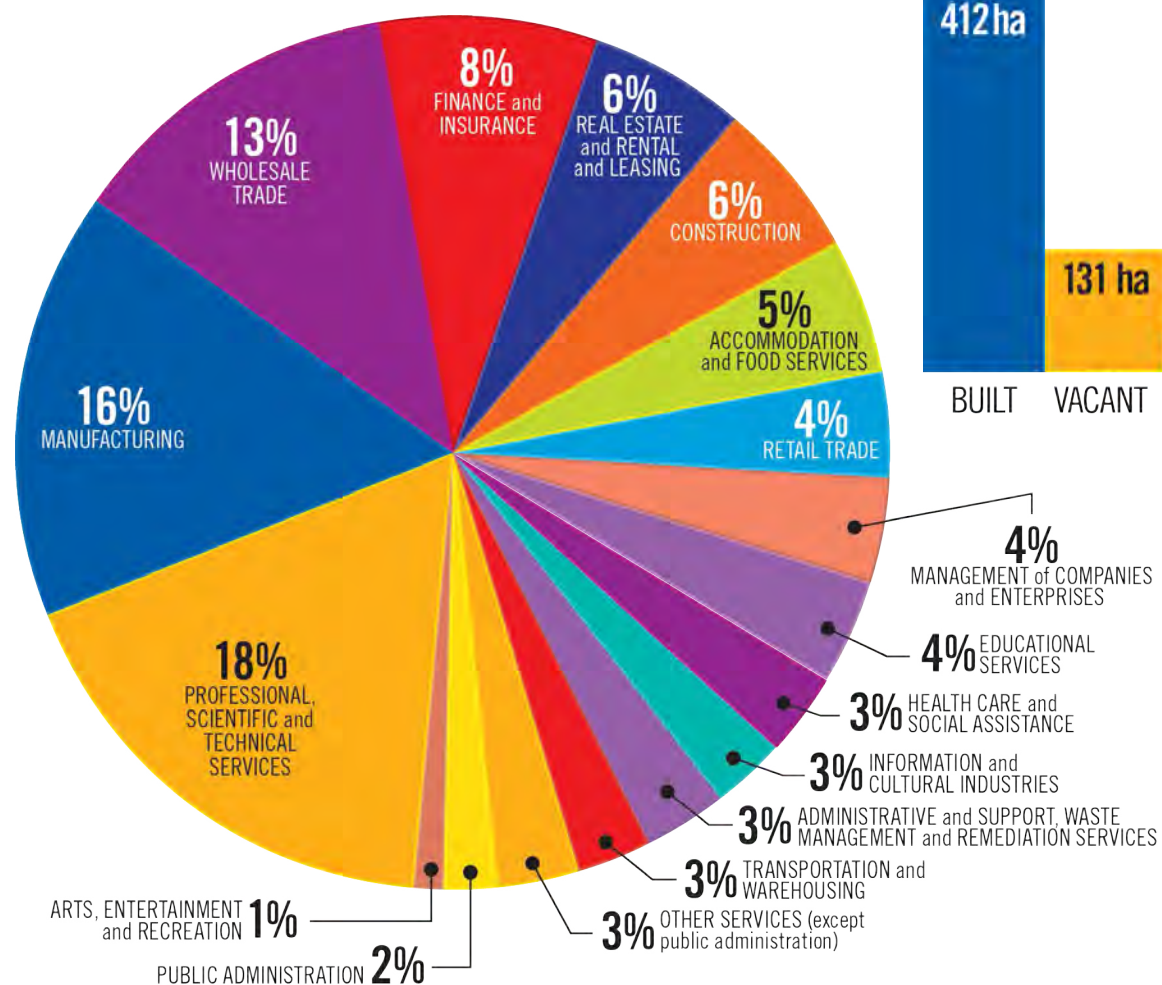
12 TOTAL HECTARES 2017



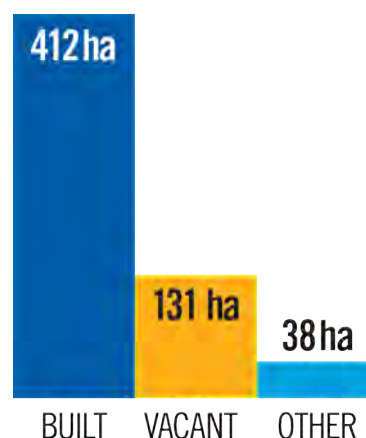
RICHMOND HILL EMPLOYMENT AREAS SUMMARY

- ▶ Employment areas within Richmond Hill are located favorably along Regional Corridors and 400-series highways
- ▶ All employment areas have experienced job growth with the majority of growth occurring within services-producing sectors
- ▶ A total of four major employers are located in employment areas, totaling over 2,600 jobs
- ▶ Major office jobs account for 18 per cent total employment
- ▶ With 20 hectares of vacant employment lands, the employment areas within Richmond Hill have potential for future employment growth

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



581 TOTAL HECTARES 2017



38,290 JOBS in 2018

28% INCREASE (8,290 JOBS) SINCE 2008

78% SERVICES PRODUCING **22% GOODS PRODUCING**

81% ONSITE **19% OFFSITE**

15% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
8,020 JOBS 29 BUILDINGS

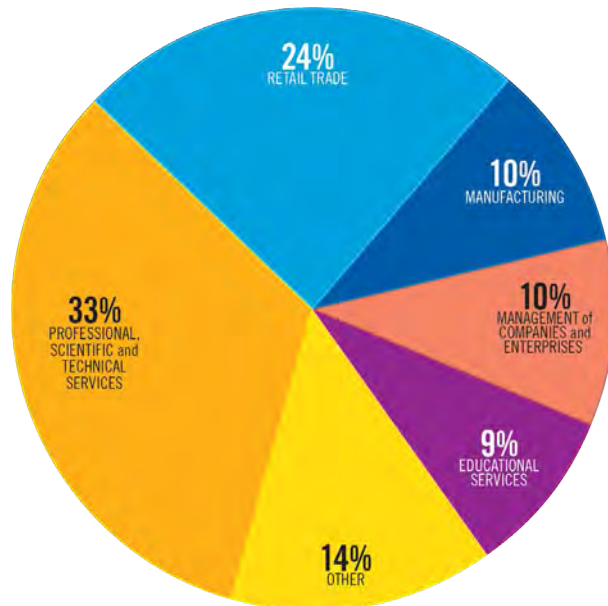
EXISTING EMPLOYMENT AREA DENSITY 93 JOBS per HECTARE

14 SITES [20 ha TOTAL AREA]
with INTENSIFICATION POTENTIAL

BARKER BUSINESS PARK CITY of RICHMOND HILL

- ▶ This employment area has experienced the highest growth in Richmond Hill over the last ten years, tripling its employment numbers since 2008, adding over 1,900 jobs
- ▶ It is home to one of the Region's major employers, Compugen, with over 500 employees
- ▶ Located along highway 404, it has easy access to both the Elgin Mills Road and Major Mackenzie Drive interchanges and is well-served by York Region Transit
- ▶ Employment in the services-producing sectors accounts for 89 per cent of the total employment, with a heavy presence in professional and scientific services (970 jobs) as well as retail (700 jobs)

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



106 TOTAL HECTARES 2017



2,920 JOBS in 2018
196% INCREASE (1,930 JOBS) SINCE 2008

89% SERVICES PRODUCING **11% GOODS PRODUCING**

95% ONSITE **5% OFFSITE**

28% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
 450 JOBS 3 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 57 JOBS per HECTARE

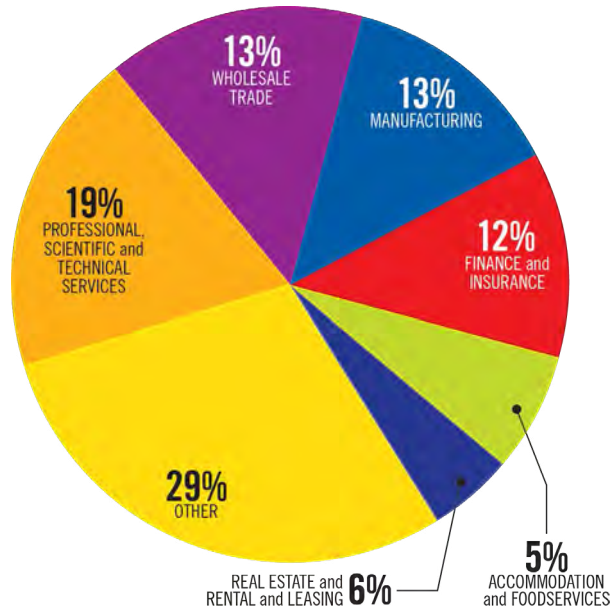
2 SITES [12 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



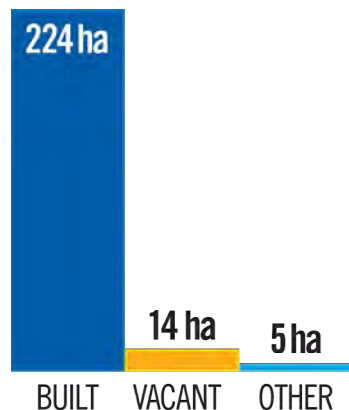
BEAVER CREEK CITY of RICHMOND HILL

- ▶ This is Richmond Hill's largest employment area in both land size (243 Ha) and employment with almost 25,000 jobs
- ▶ It has a desirable location along Highway 7, with access to Bus Rapid Transit, as well as easy access to both the 407 and 404 highways
- ▶ 22 major office buildings are in this area, making up most of the major office in Richmond Hill
- ▶ The services producing sectors are predominant here with a share of 81 per cent of total jobs. Professional, scientific services (19 per cent) and wholesale trade (15 per cent) hold the top shares of employment

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



243 TOTAL HECTARES 2017



24,970 JOBS in 2018

17% INCREASE (3,700 JOBS) SINCE 2008

81% SERVICES PRODUCING 19% GOODS PRODUCING

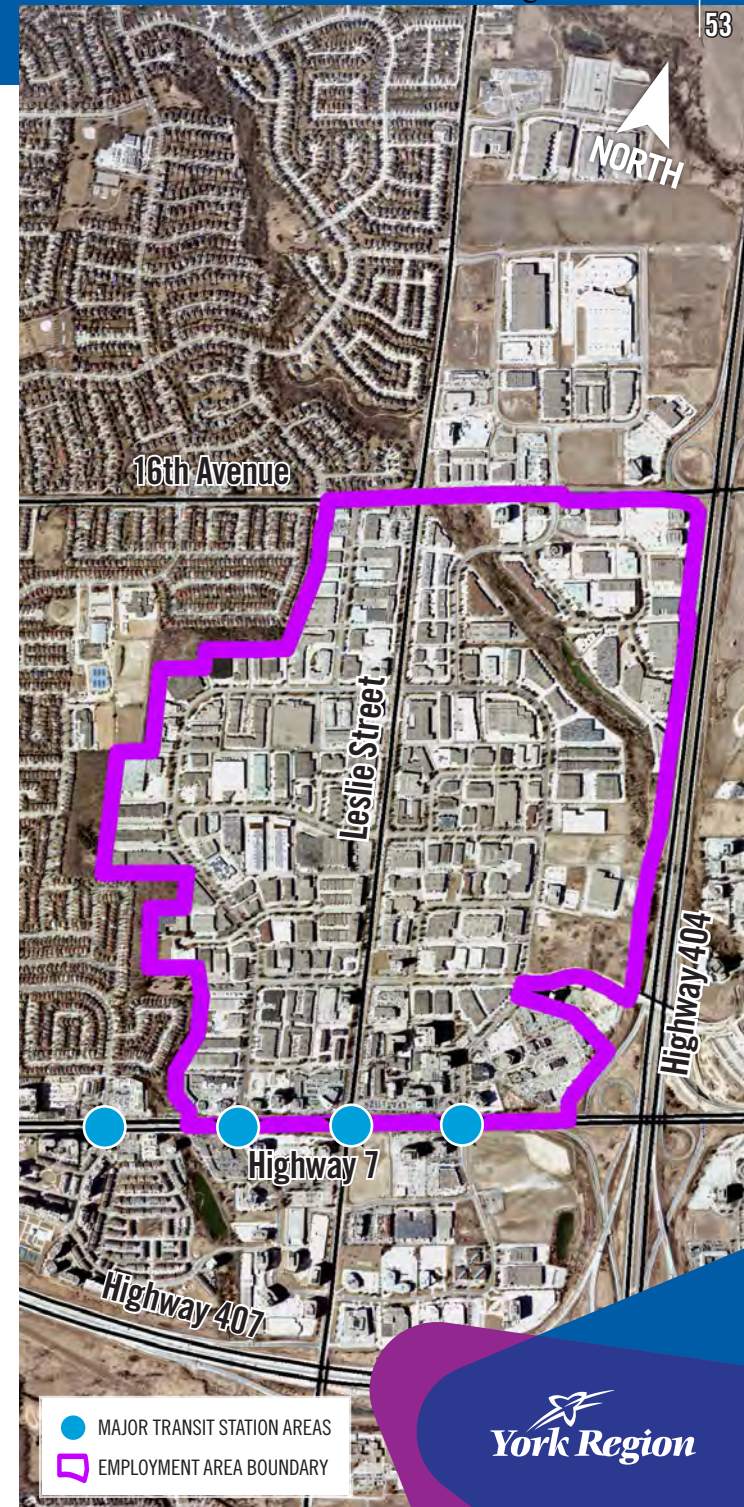
84% ONSITE 16% OFFSITE

15% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
6,510 JOBS 22 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 111 JOBS per HECTARE

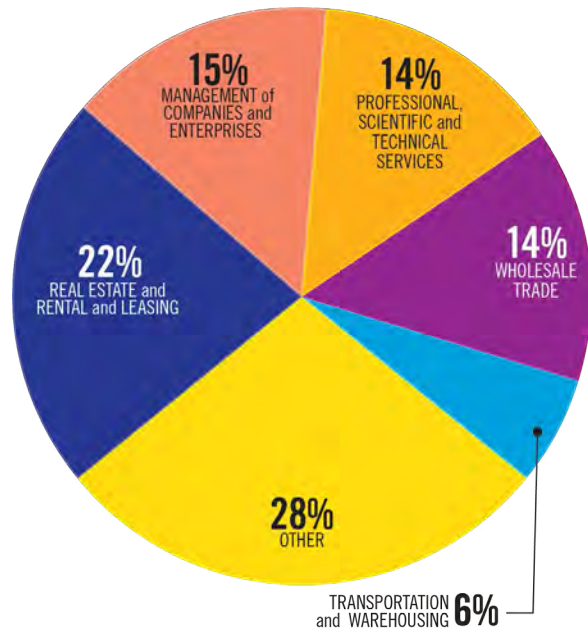
5 SITES [4.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



HEADFORD CITY of RICHMOND HILL

- ▶ This is Richmond Hill's second largest employment area in land size and has direct access to both the 16th Avenue/404 and Major Mackenzie Drive/404 interchanges
- ▶ It is home to many large employers including the Staples head office
- ▶ Job growth in this area has doubled since 2008, adding over 2,400 jobs in ten years

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



4,920 JOBS in 2018

99% INCREASE (2,450 JOBS) SINCE 2008

94% SERVICES PRODUCING **6% GOODS PRODUCING**

69% ONSITE **31% OFFSITE**

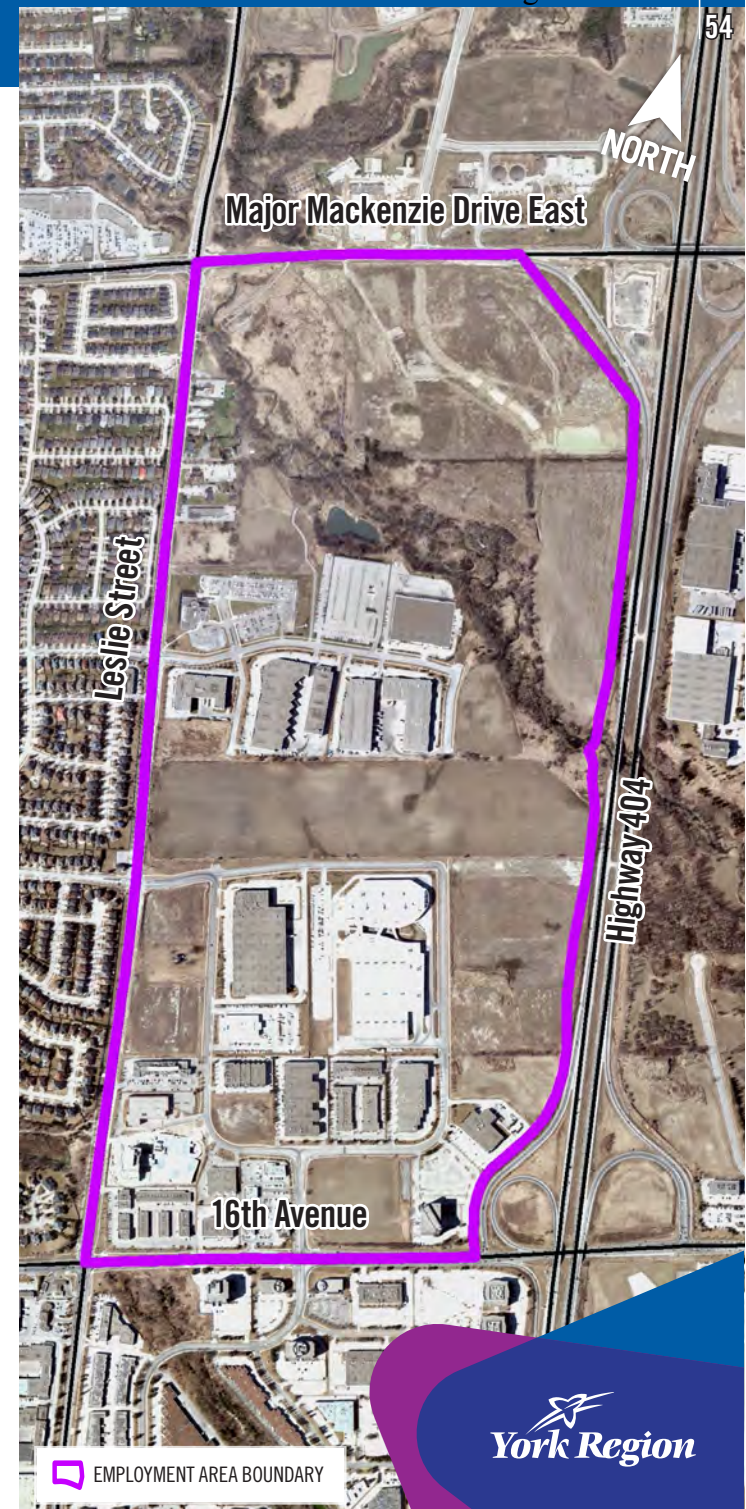
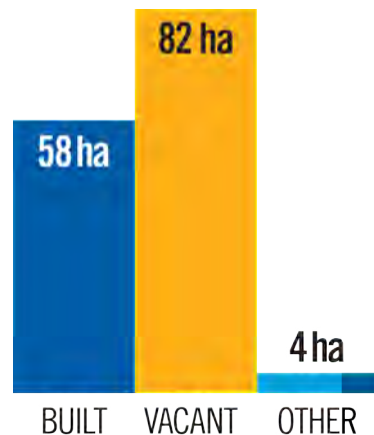
10% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
1,060 JOBS 4 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 84 JOBS per HECTARE

1 SITE [1.0 ha] TOTAL AREA
with **INTENSIFICATION POTENTIAL**

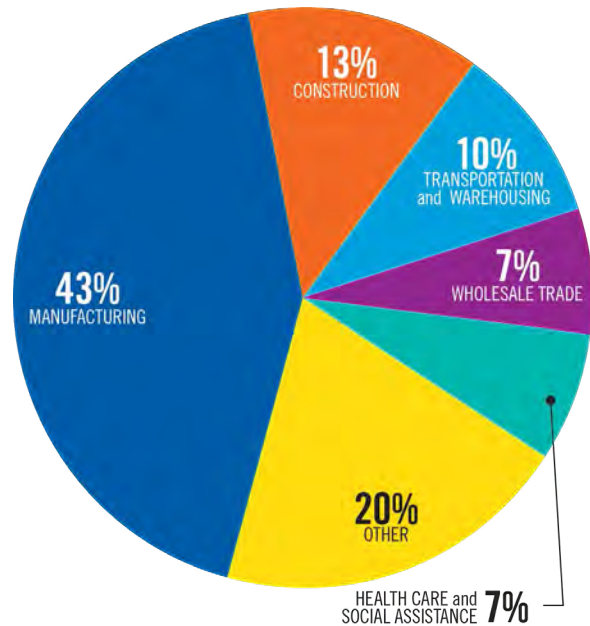
144 TOTAL HECTARES 2017



NEWKIRK CITY of RICHMOND HILL

- ▶ The employment area is located along Yonge Street, a Regional Corridor, and is bisected by Elgin Mills Road to the North
- ▶ It is serviced by multiple public transit operators including York Region Transit, Viva and the Richmond Hill GO station and is surrounded by predominantly low-density residential
- ▶ The manufacturing sector holds the largest share of total employment with 43 per cent (2,350 jobs). Contributing to this is one of the Region's major employers, Apotex, with over 500 jobs

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



5,490 JOBS in 2018

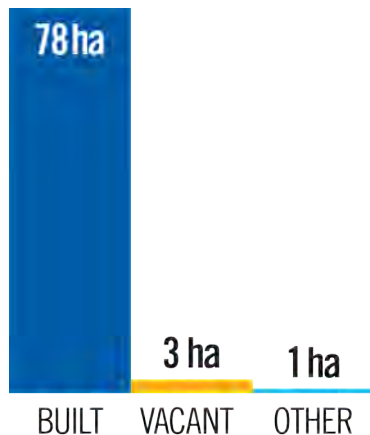
4% INCREASE (210 JOBS) SINCE 2008

45% SERVICES PRODUCING **55% GOODS PRODUCING**

73% ONSITE **27% OFFSITE**

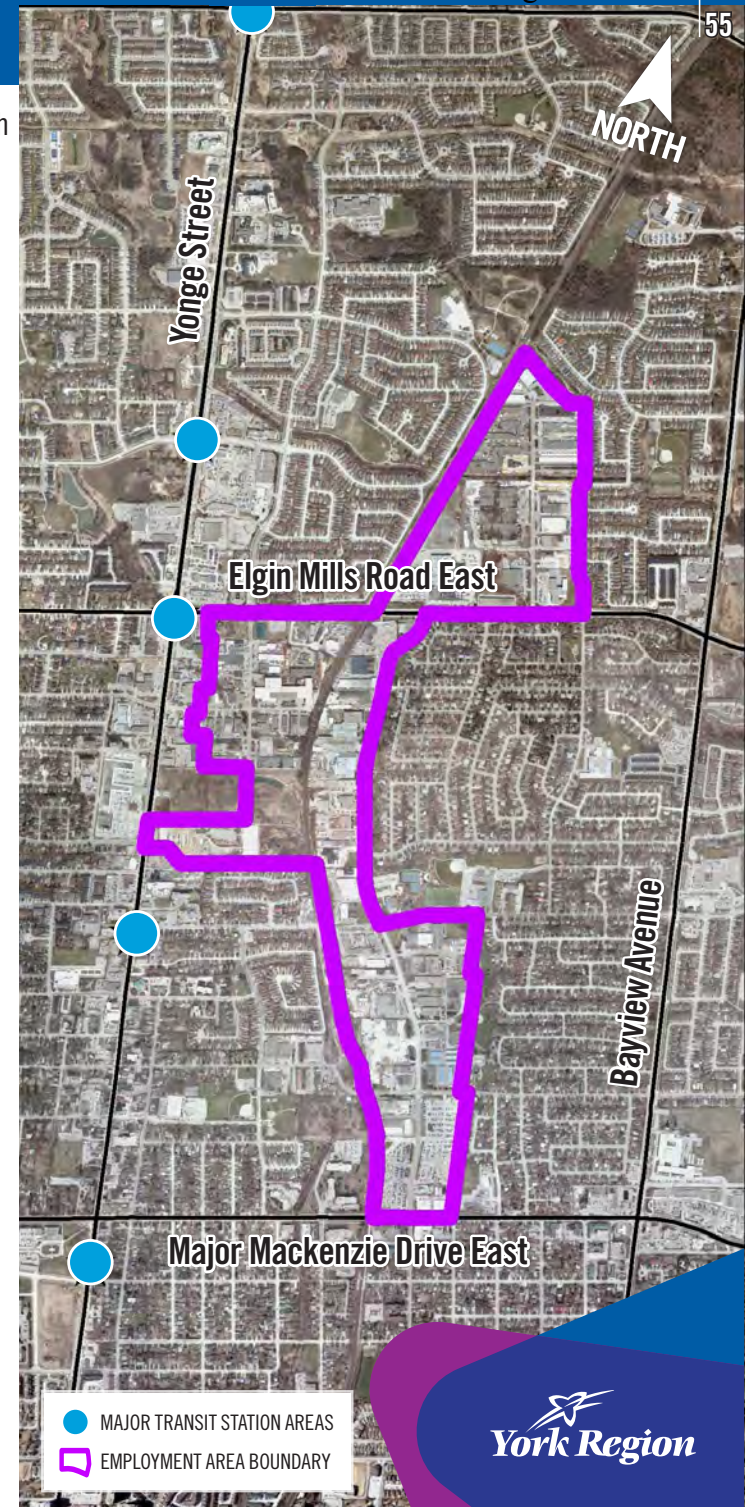
12% RETAIL and PERSONAL SERVICES

82 TOTAL HECTARES 2017



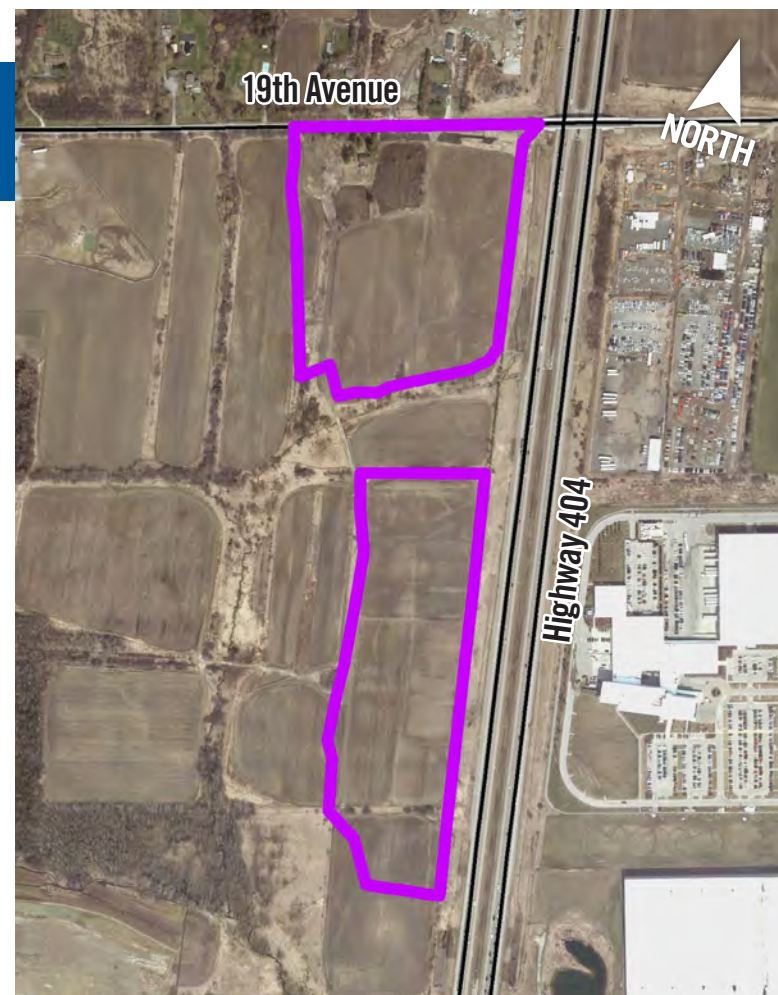
EXISTING EMPLOYMENT AREA DENSITY **70** JOBS per HECTARE

6 SITES [3.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



NORTH LESLIE (VACANT)

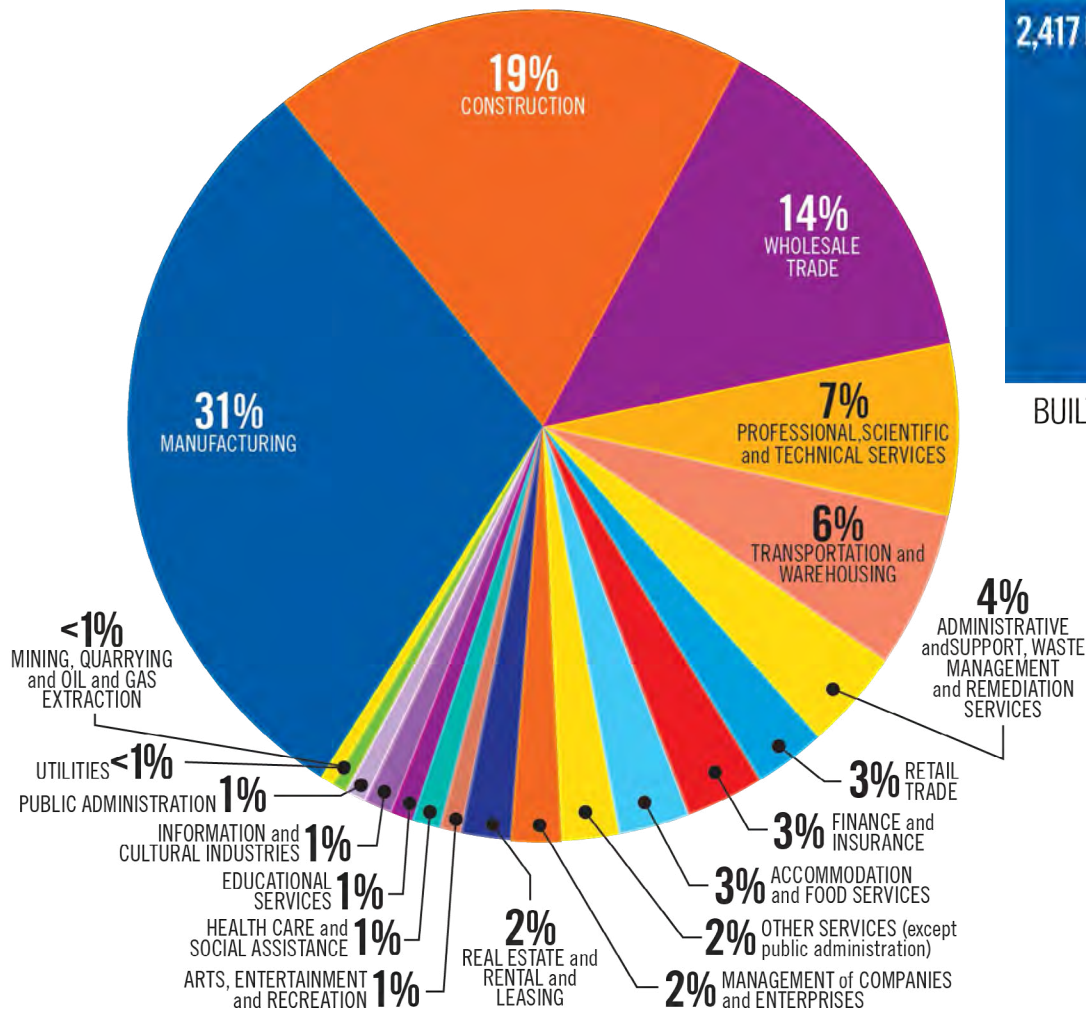
- Part of the North Leslie secondary plan, this employment area is located adjacent to Highway 404 and includes six hectares of vacant land



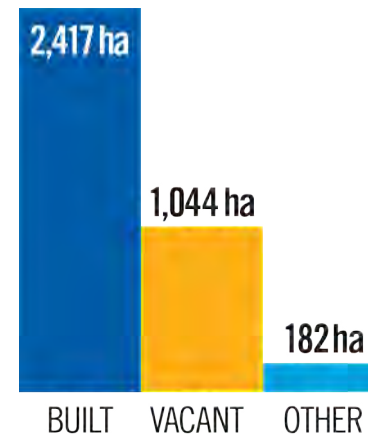
VAUGHAN EMPLOYMENT AREAS SUMMARY

- ▶ The City of Vaughan's 3,643 ha of employment areas account for 66 per cent of the City's total surveyed employment
- ▶ Employment areas in the City are well situated with access and exposure to transportation corridors and gateways including two national rail networks, the TTC subway, 400-series highways, GO train and bus rapid transit service
- ▶ The construction, wholesale trade and professional, scientific and technical services sectors accounted for 55 per cent of job growth over the past ten years
- ▶ Vaughan's employment areas are home to many top employers including UPS Canada Ltd, Bondfield Construction and subsidiaries of Magna International

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



3,643 TOTAL HECTARES 2017



146,590 JOBS in 2018

34% INCREASE (37,270 JOBS) SINCE 2008

50% SERVICES PRODUCING

50% GOODS PRODUCING

78% ONSITE

22% OFFSITE



10% RETAIL and PERSONAL SERVICES



MAJOR OFFICE
12,370 JOBS 52 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 61 JOBS per HECTARE



62 SITES [135 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

BEECHWOOD CITY of VAUGHAN

- ▶ The Beechwood employment area is located at the southeast corner of Highway 407 and Jane Street and is in close proximity to other employment lands in the Concord community
- ▶ It is bounded by undevelopable lands including the Parkway Belt West utility corridor to the south, the rail corridor to the east, the Beechwood cemetery to the northwest
- ▶ Over the past ten years, jobs in this employment area have transitioned from the manufacturing and construction sectors to the wholesale trade sector

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



340 JOBS in 2018

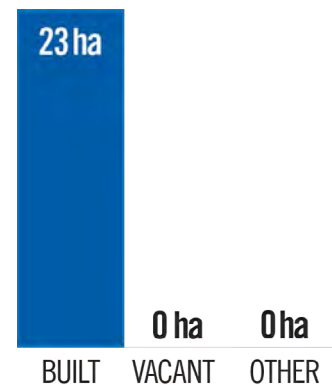
128% INCREASE (190 JOBS) SINCE 2008

100% SERVICES PRODUCING **0% GOODS PRODUCING**

100% ONSITE **0% OFFSITE**

 **0% RETAIL and PERSONAL SERVICES**

23 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA DENSITY 15 JOBS per HECTARE

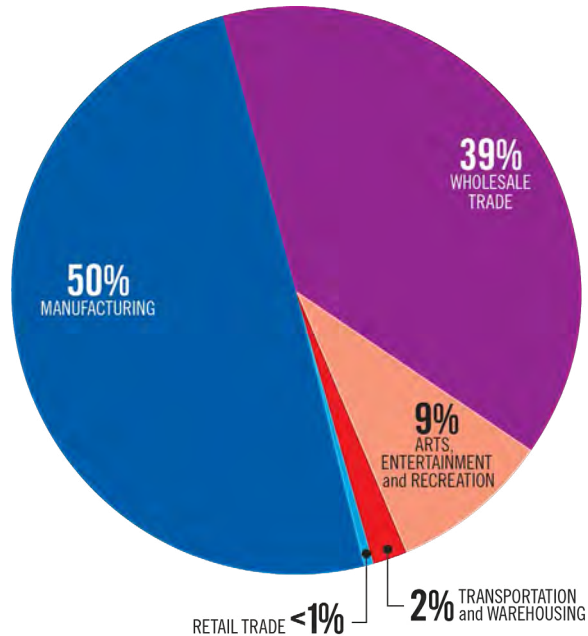
 **1 SITE** [8.0 ha TOTAL AREA] with **INTENSIFICATION POTENTIAL**



EMERY CREEK CITY of VAUGHAN

- ▶ The Emery Creek employment area is strategically located at the southwest corner of the highway 400 and 407 interchange
- ▶ It is comprised of primarily large scale industrial buildings with some retail ancillary uses which house large employers including Alfield Industries, Mytox Manufacturing and Grand & Toy Ltd.
- ▶ The wholesale trade sector has been the biggest contributor to employment growth over the past ten years, and combined with the manufacturing sector, both account for over 80 per cent of employment in this area

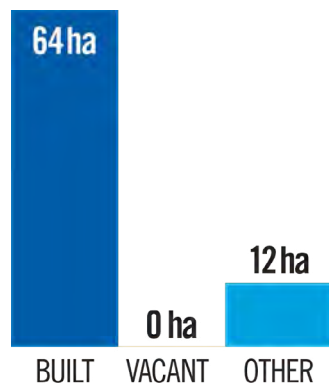
DISTRIBUTION of EMPLOYMENT by SECTOR 2018



3,160 JOBS in 2018
6% INCREASE (180 JOBS) SINCE 2008

50% SERVICES PRODUCING **50% GOODS PRODUCING**
96% ONSITE **4% OFFSITE**
10% RETAIL and PERSONAL SERVICES

76 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 50 JOBS per HECTARE

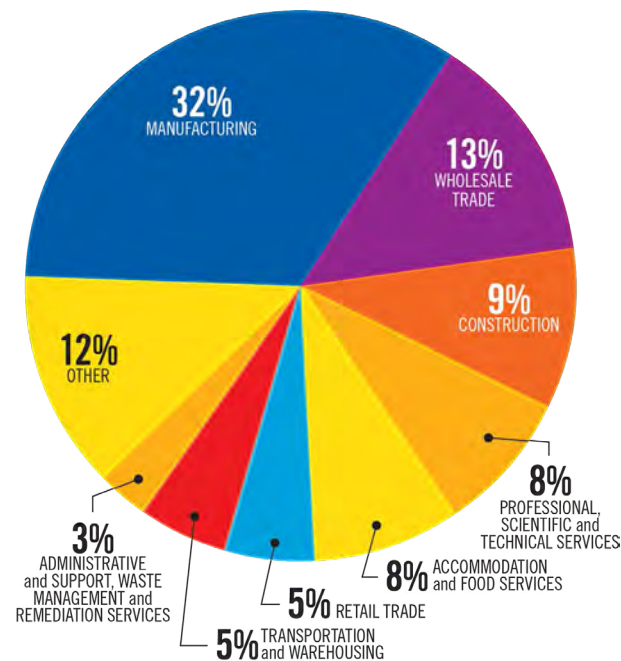
0 SITES [2.0 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



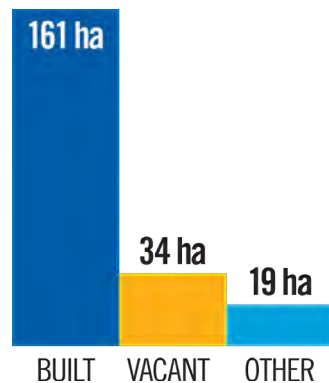
HIGHWAY 427 EAST CITY of VAUGHAN

- ▶ Since 2008, employment has more than doubled, giving it the largest share of employment area growth in Vaughan
- ▶ Over 300 businesses have moved to this area since 2008, having attracted top employers such as Saputo Dairy Products Canada, Adidas Canada Ltd and Vision Extrusions
- ▶ Despite having experienced job growth, the manufacturing sector's share of employment has declined from 70 per cent in 2008 to 32 per cent in 2018. This is due to significant growth in all sectors which has diversified the area's economic base

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



214 TOTAL HECTARES 2017



9,610 JOBS in 2018

143% INCREASE (5,660 JOBS) SINCE 2008

59% SERVICES PRODUCING **41% GOODS PRODUCING**

86% ONSITE **14% OFFSITE**

18% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
510 JOBS 4 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 60 JOBS per HECTARE

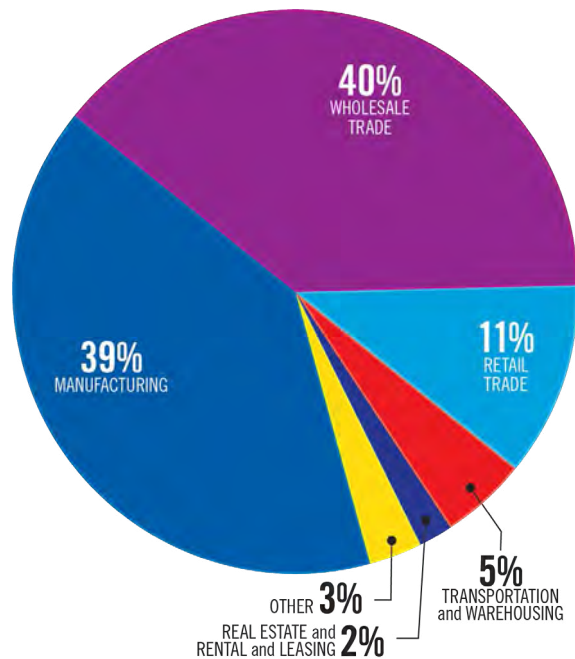
9 SITES [14 ha TOTAL AREA]
with **INTENSIFICATION POTENTIAL**



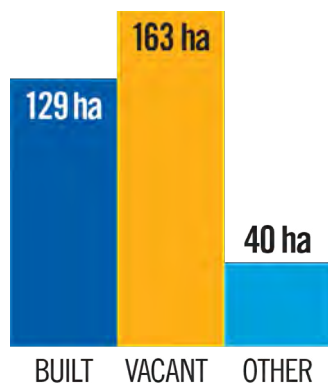
HIGHWAY 427 WEST CITY of VAUGHAN

- It is the second largest employment area in Vaughan in terms of land area and its prime location in the Vaughan Enterprise Zone offers excellent access to the Highway 427 and 407 goods movement corridors and the CP Intermodal facility
- It is home to many land extensive uses, primarily in the manufacturing and wholesale trade sectors
- The significant job growth over the past ten years has attracted many top employers including the Sobeys Vaughan Support Center, Sunview Patio Doors and Anatolia Tile and Stone Inc.

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



332 TOTAL HECTARES 2017



3,530 JOBS in 2018
1,429% INCREASE (3,300 JOBS) SINCE 2008

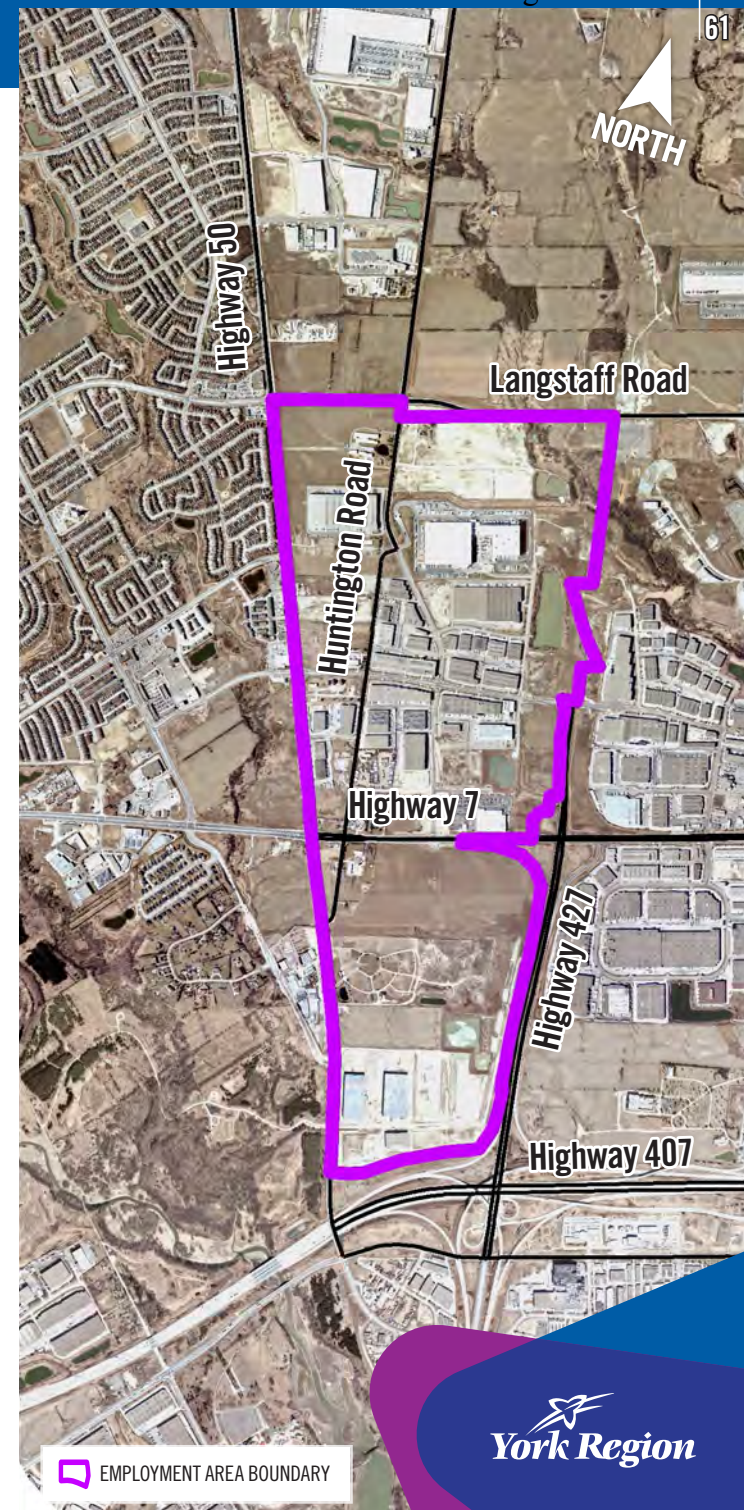
59% SERVICES PRODUCING **41%** GOODS PRODUCING

94% ONSITE **6%** OFFSITE

12% RETAIL and PERSONAL SERVICES

EXISTING EMPLOYMENT AREA
DENSITY 27 JOBS per HECTARE

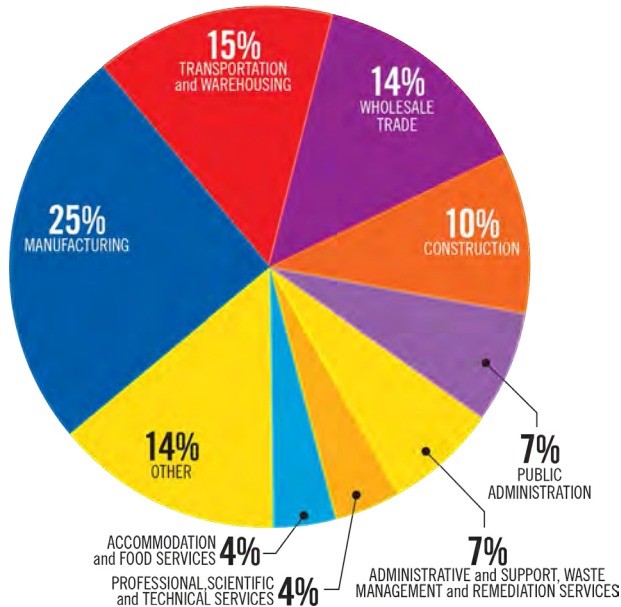
8 SITES [23 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



JANE NORTH CITY of VAUGHAN

- ▶ This employment area is in close proximity to highway 400 and is bordered by the CN Rail yard to the east
- ▶ The area is primarily comprised of single-storey and multi-unit industrial building with a mix of industrial and office uses
- ▶ Nearly 50 per cent of growth in the area has been driven by the wholesale trade and transportation and warehousing sectors

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



8,900 JOBS in 2018

23% INCREASE (1,680 JOBS) SINCE 2008

66% SERVICES PRODUCING **34% GOODS PRODUCING**

82% ONSITE **18% OFFSITE**



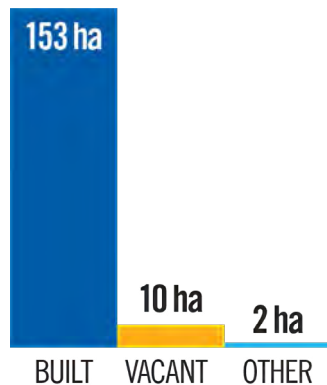
10% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
280 JOBS 1 BUILDING

EXISTING EMPLOYMENT AREA DENSITY 58 JOBS per HECTARE

2 SITES [1.0 ha TOTAL AREA]
with **INTENSIFICATION POTENTIAL**

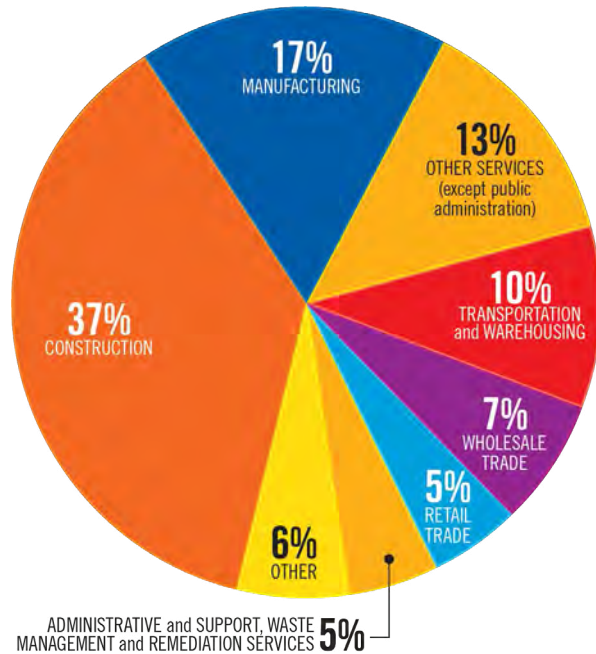
165 TOTAL HECTARES 2017



JANE SOUTH CITY of VAUGHAN

- ▶ The Jane South employment area is located along the Highway 7 rapid transit corridor and is bordered by the Vaughan Metropolitan Centre. It is also in close proximity to the VMC Subway station and to the Highway 400 and 407 interchange
- ▶ Manufacturing and construction sectors have accounted for the majority of employment in this area over the past ten years. The manufacturing sector has experienced job loss due to the relocation of a large employer, however the construction sector saw some growth, adding 136 jobs since 2008

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



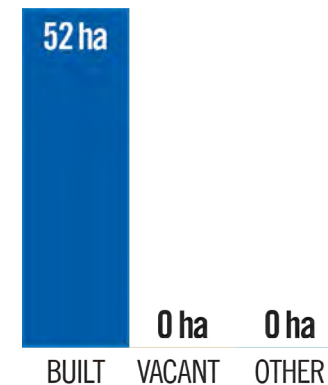
2,300 JOBS in 2018
1% DECREASE (-20 JOBS) SINCE 2008

47% SERVICES PRODUCING **53%** GOODS PRODUCING

75% ONSITE **25%** OFFSITE

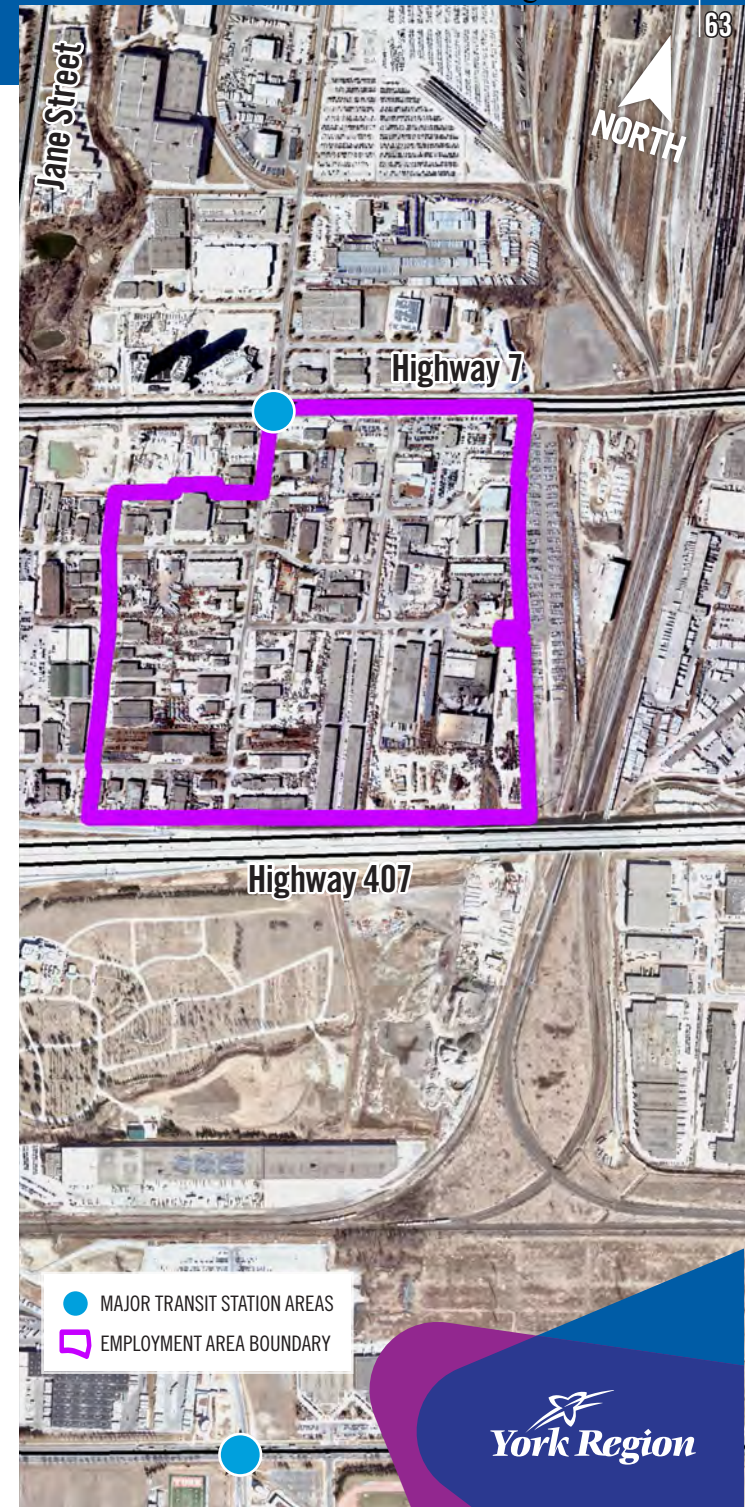
19% RETAIL and PERSONAL SERVICES

52 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 44 JOBS per HECTARE

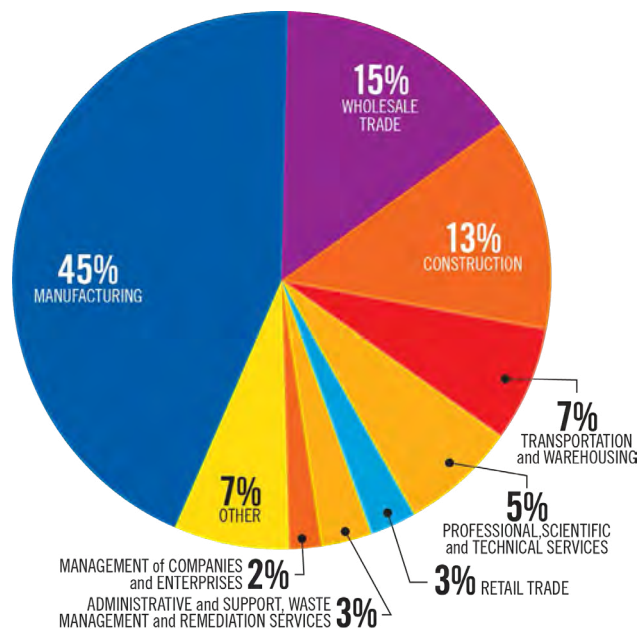
0 SITES [1.0 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



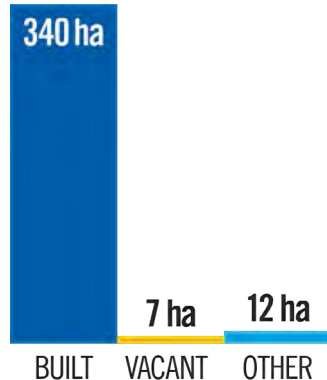
KEELE CITY of VAUGHAN

- ▶ This is the largest employment area in terms of land area and second largest in terms of employment area in the City of Vaughan
- ▶ It is bounded by the highway 7 corridor to the south, employment lands to the east, Rutherford road to the north and the CN Rail yard to the west
- ▶ Employment uses in this area are predominately industrial with some office uses and are composed of single storey buildings, industrial condominiums and some office buildings. The area is home to major employers including Rollstamp manufacturing, Fileco Inc. and Magna Powertrain systems

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



359 TOTAL HECTARES 2017



17,410 JOBS in 2018

15% INCREASE (2,230 JOBS) SINCE 2008

42% SERVICES PRODUCING 58% GOODS PRODUCING

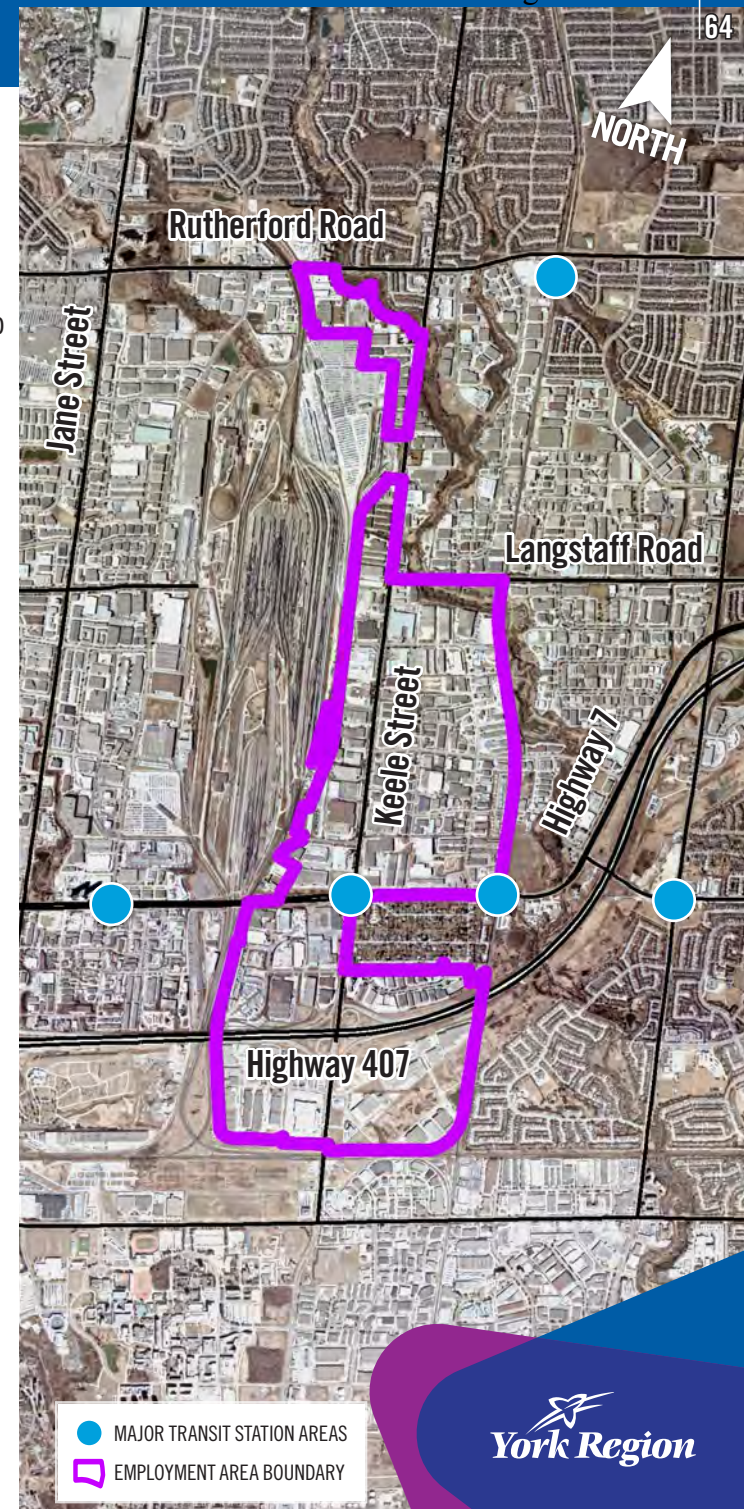
88% ONSITE 12% OFFSITE

7% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
1,340 JOBS 6 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 51 JOBS per HECTARE

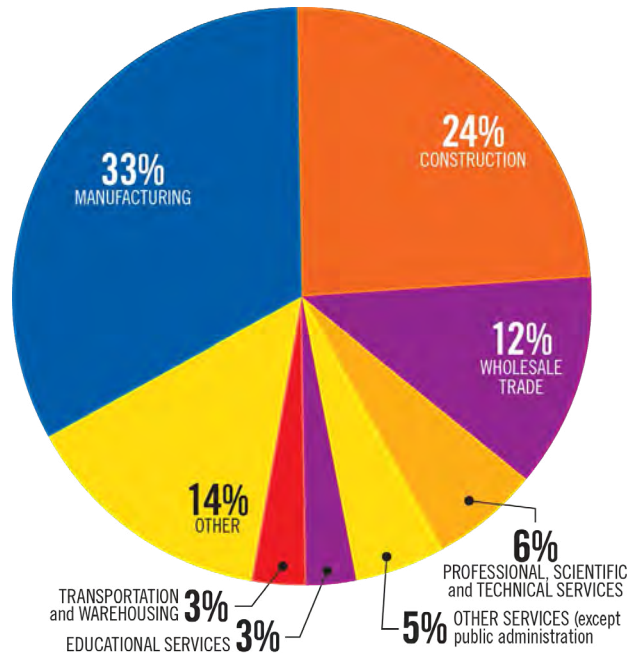
6 SITES [5.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



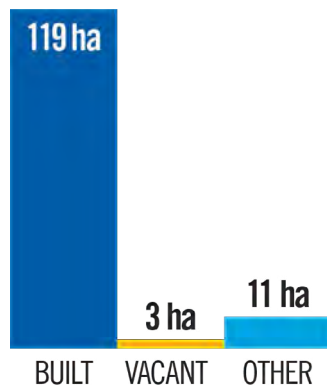
LANGSTAFF-VAUGHAN CITY of VAUGHAN

- ▶ This employment area is surrounded by employment lands to the north, west and south and offers employers excellent visibility to Highway 407
- ▶ The area is primarily comprised of multi-unit industrial buildings with a mix of industrial and office uses
- ▶ The educational services, professional, scientific and technical services and transportation and warehousing sectors accounted for nearly 50 per cent of employment growth since 2008

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



133 TOTAL HECTARES 2017



7,410 JOBS in 2018

26% INCREASE (1,540 JOBS) SINCE 2008

43% SERVICES PRODUCING 57% GOODS PRODUCING

78% ONSITE 22% OFFSITE

12% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
280 JOBS 2 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 62 JOBS per HECTARE

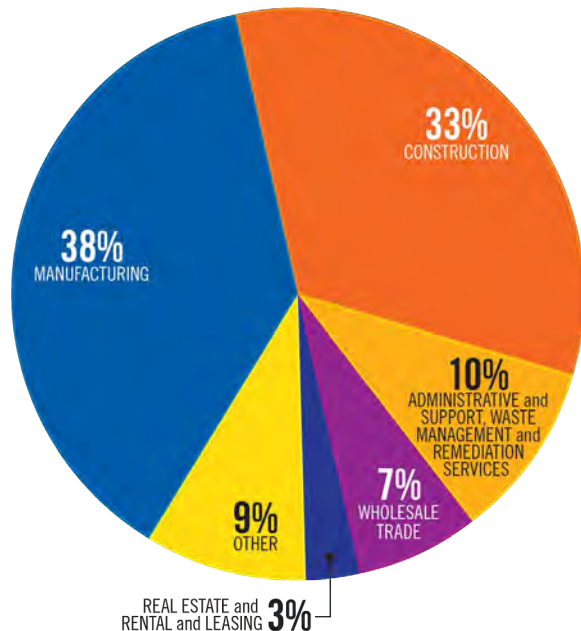
3 SITES [3.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



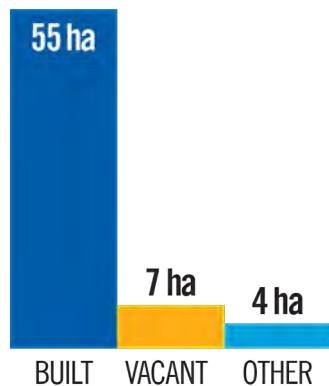
MAPLE CITY of VAUGHAN

- ▶ This employment area is located in the community of Maple and is adjacent to the Maple GO station, offering transit accessibility to employers
- ▶ The area is comprised of industrial standalone buildings and multi-unit industrial buildings which are occupied by businesses primarily in the construction and manufacturing sectors
- ▶ The construction sector has been the main driver of growth, adding 420 jobs to the employment base since 2008. This is followed by the manufacturing sector with 184 jobs and the administrative and support, waste management and remediation services sector with 153 jobs

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



66 TOTAL HECTARES 2017



1,730 JOBS in 2018
140% INCREASE (1,010 JOBS) SINCE 2008

29% SERVICES PRODUCING **71% GOODS PRODUCING**
67% ONSITE **33% OFFSITE**
2% RETAIL and PERSONAL SERVICES

EXISTING EMPLOYMENT AREA DENSITY 31 JOBS per HECTARE

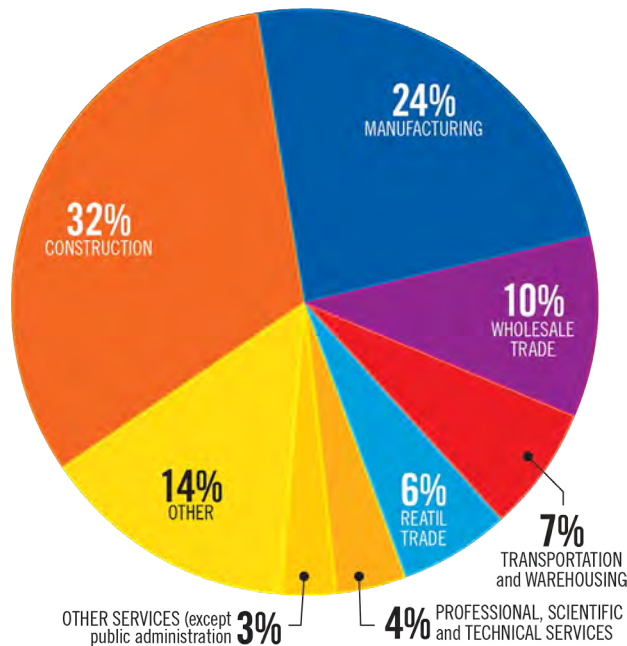
1 SITE [3.0 ha TOTAL AREA]
 with **INTENSIFICATION POTENTIAL**



PINE VALLEY CITY of VAUGHAN

- ▶ Pine Valley employment area provides convenient accessibility and attractive live/work opportunities to residents in the surrounding area as it is located along the Highway 7 rapid transit corridor and is in close proximity to the Highway 400 and 407 interchange. It is comprised of a mix of employment uses in multi-unit industrial buildings
- ▶ The construction sector accounted for 66 per cent of growth in this area since 2008, significantly contributing to the Region and City's growing consulting, engineering, building & construction cluster
- ▶ Due to the nature of work in the construction sector, nearly 2,700 jobs reported in this area are offsite employees

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



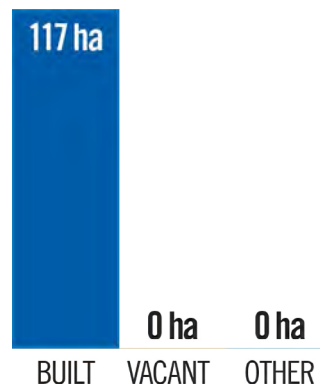
10,450 JOBS in 2018
57% INCREASE (3,800 JOBS) SINCE 2008

44% SERVICES PRODUCING **56%** GOODS PRODUCING

63% ONSITE **37%** OFFSITE

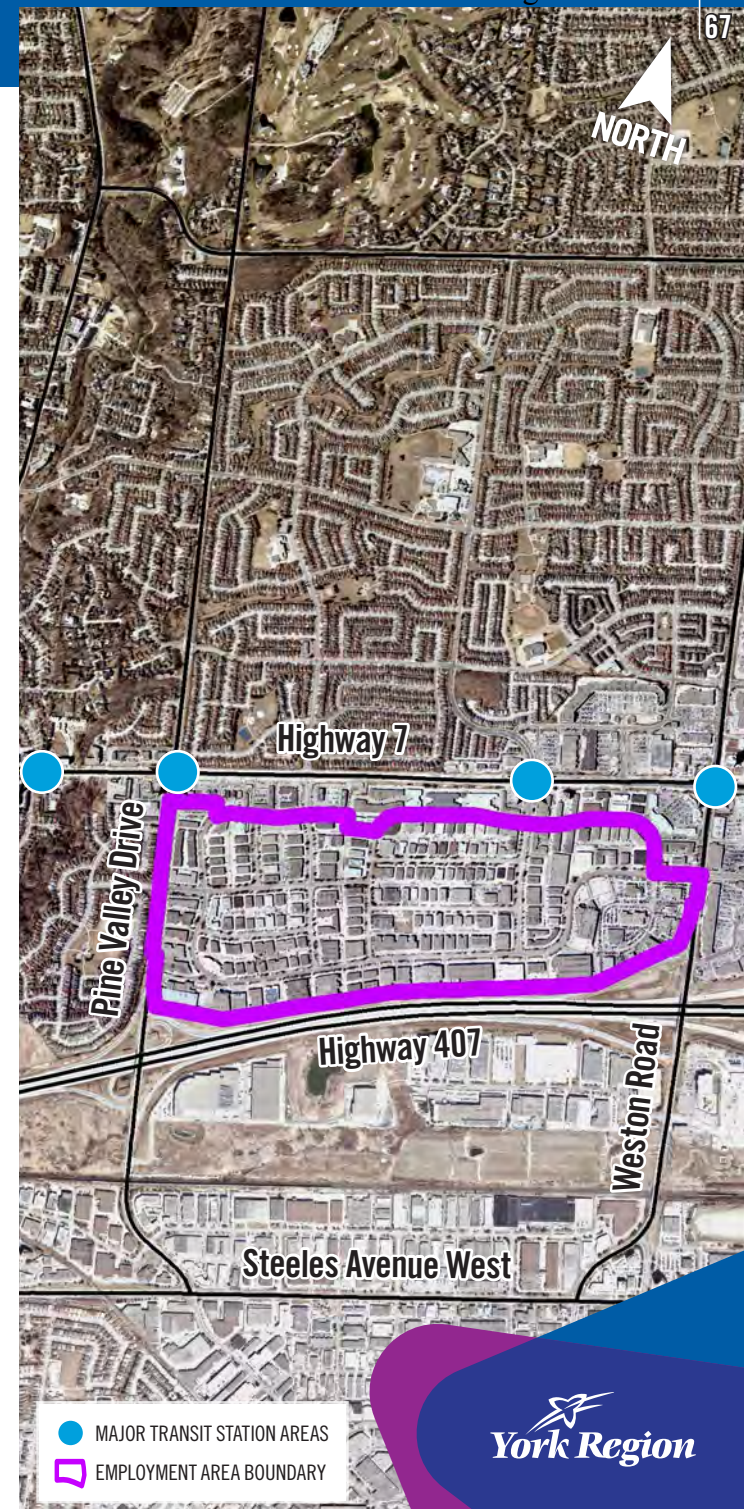
13% RETAIL and PERSONAL SERVICES

117 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA
DENSITY 89 JOBS per HECTARE

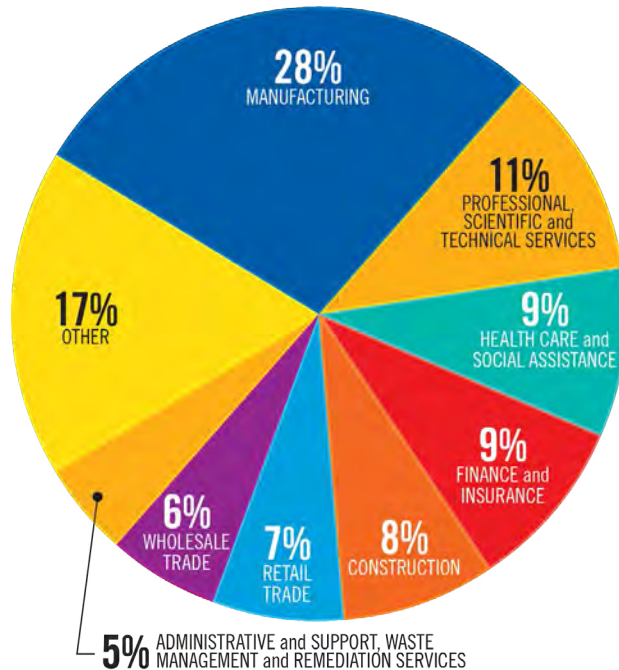
1 SITE [1.0 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



STEELES CAMPUS CITY of VAUGHAN

- ▶ This established employment area is located at the most southern part of Vaughan bordering the City of Toronto
- ▶ It is comprised of a mix of industrial, commercial and offices uses located within multi-unit industrial buildings and offices
- ▶ Job losses in the manufacturing and professional, scientific and technical services sectors were offset by growth in the finance and insurance and health care and social assistance sectors

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



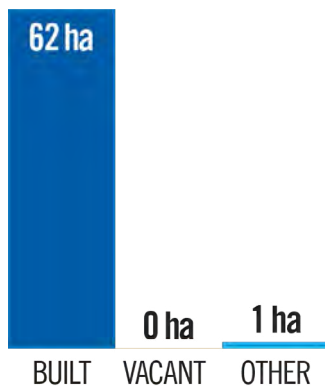
4,690 JOBS in 2018
5% INCREASE (240 JOBS) SINCE 2008

63% SERVICES PRODUCING **37%** GOODS PRODUCING

84% ONSITE **16%** OFFSITE

14% RETAIL and PERSONAL SERVICES

63 TOTAL HECTARES 2017



MAJOR OFFICE
 1,350 JOBS 4 BUILDINGS

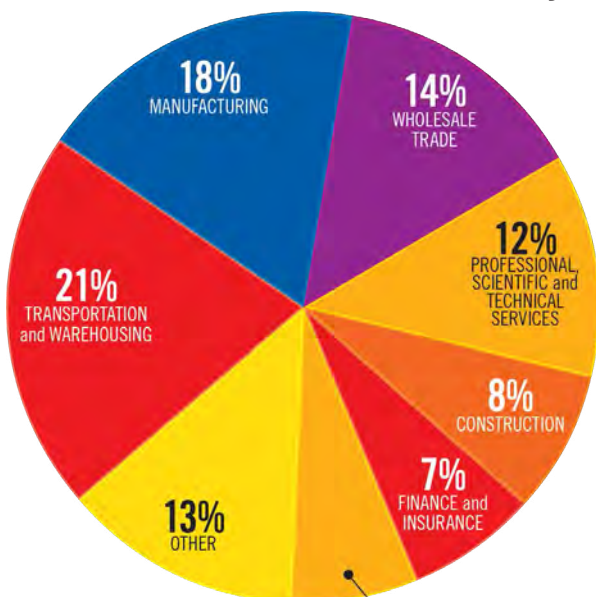
EXISTING EMPLOYMENT AREA
DENSITY 76 JOBS per HECTARE



STEELES WEST CITY of VAUGHAN

- ▶ This well established employment area is located at the northwest corner of Steeles Avenue West and the Highway 400 interchange and borders the City of Toronto. The eastern portion of this area is adjacent to the Pioneer Village subway station
- ▶ It is comprised primarily of standalone and multi-unit industrial buildings with a small cluster of office buildings located to the east. It is home to UPS Canada and Ganz, which are two of the Region's top employers
- ▶ Over the past ten years, job growth has been driven by the administrative and support, waste management and remediation services, professional, scientific and technical services and transportation and warehousing sectors

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



10,830 JOBSⁱⁿ 2018

7% INCREASE (690 JOBS) SINCE 2008

74% SERVICES PRODUCING 26% GOODS PRODUCING

80% ONSITE 20% OFFSITE

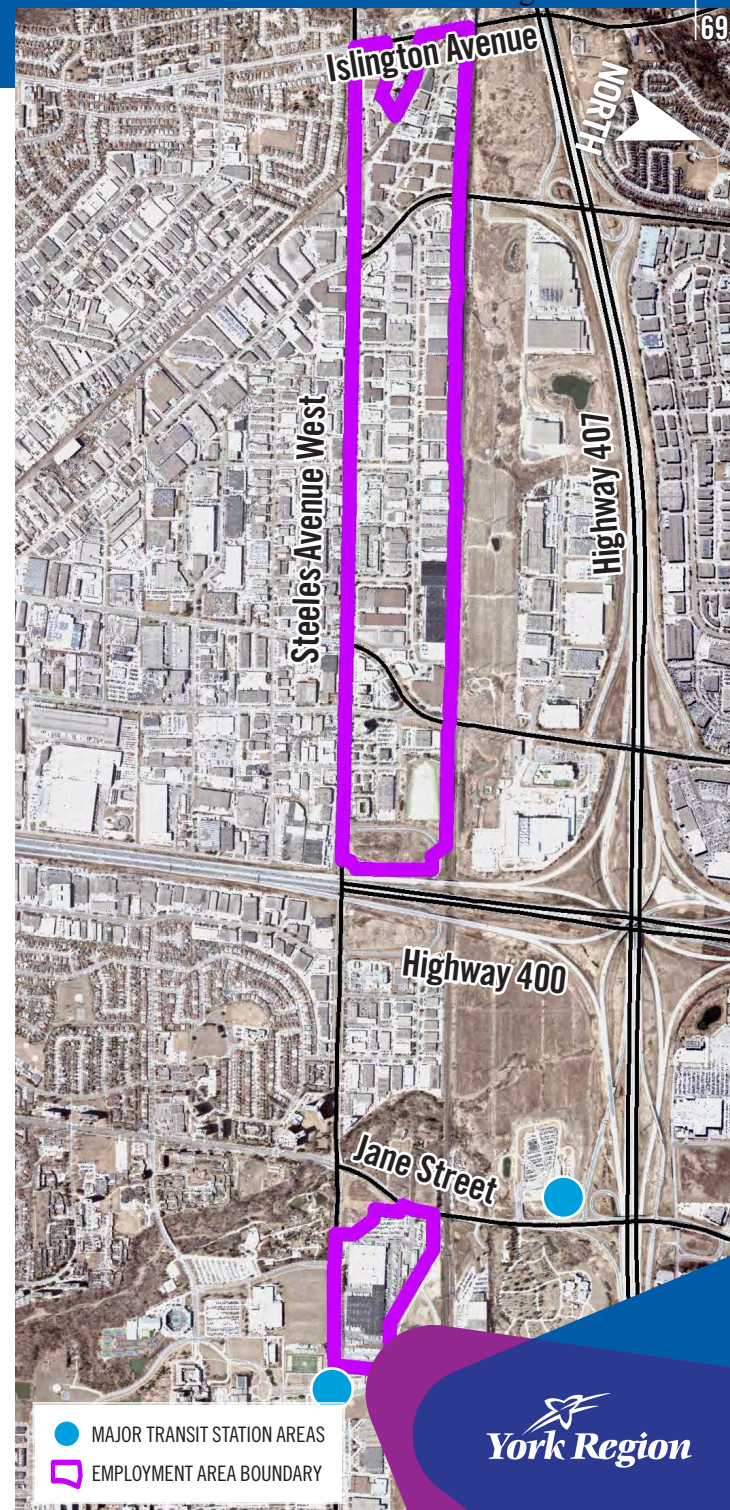
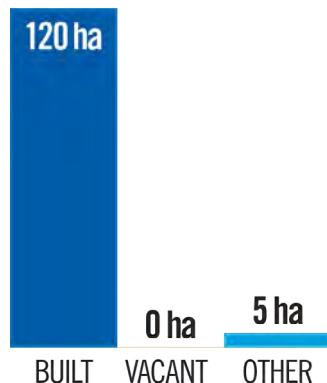


8% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
1,730 JOBS 5 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 91 JOBS per HECTARE

125 TOTAL HECTARES 2017



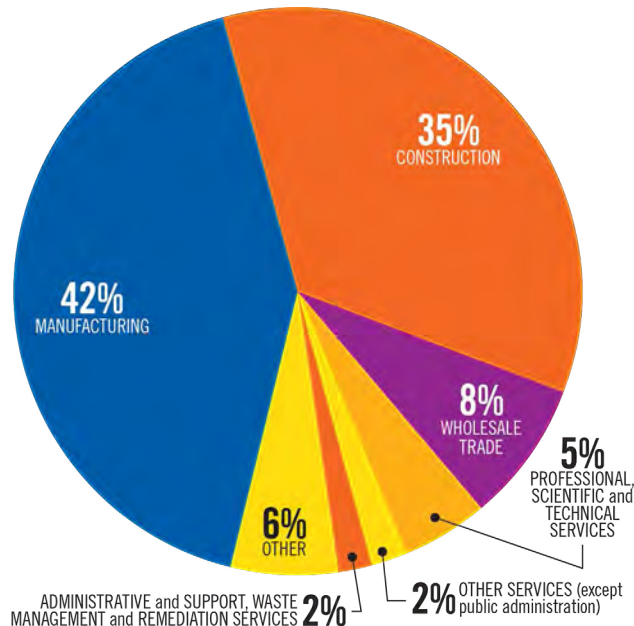
● MAJOR TRANSIT STATION AREAS
□ EMPLOYMENT AREA BOUNDARY

York Region

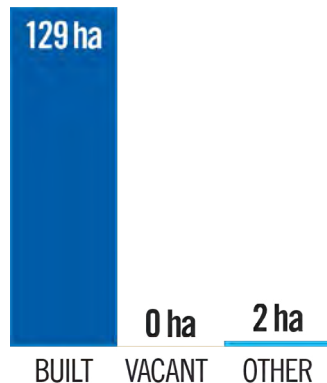
TUDOR EAST CITY of VAUGHAN

- ▶ The area is bounded by employment lands to the south and west and existing low rise residential uses to the northeast. It is located in close proximity to the Highway 407 interchange. Made up of mainly industrial buildings with some standalone office buildings located on the fringe
- ▶ It is home to some of the Region's large employers in the manufacturing and construction sectors including Condrain Ltd, Ozz Electric and Magna international
- ▶ Nearly 40 per cent of jobs in this area are found in the consulting, engineering, building and construction cluster and have also been the main drivers of growth in the past ten years

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



131 TOTAL HECTARES 2017



10,740 JOBS in 2018

11% INCREASE (1,090 JOBS) SINCE 2008

24% SERVICES PRODUCING 76% GOODS PRODUCING

69% ONSITE 31% OFFSITE

4% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
1,630 JOBS 5 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 83 JOBS per HECTARE

2 SITES [3.0 ha TOTAL AREA]
with INTENSIFICATION POTENTIAL



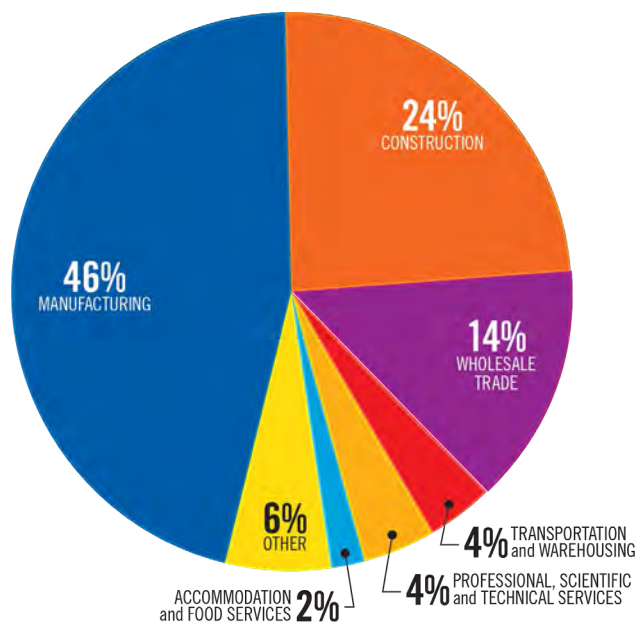
EMPLOYMENT AREA BOUNDARY

York Region

TUDOR WEST CITY of VAUGHAN

- ▶ The proximity of this employment area to surrounding employment lands as well as the CN railway and Highway 407 promotes strong economic synergies
- ▶ Low-rise, industrial buildings primarily house businesses in typical industrial uses including manufacturing, warehousing, and construction
- ▶ Employment growth in the area has primarily been driven by the construction, manufacturing and professional, scientific and technical services sectors

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



6,430 JOBS in 2018

16% INCREASE (900 JOBS) SINCE 2008

30% SERVICES PRODUCING **70% GOODS PRODUCING**

74% ONSITE **26% OFFSITE**

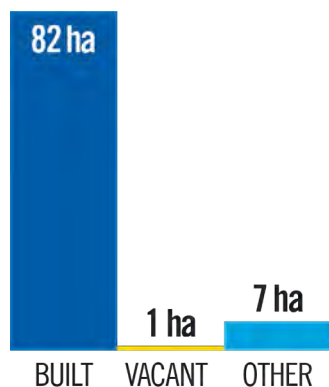
5% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
170 JOBS 2 BUILDINGS

EXISTING EMPLOYMENT AREA DENSITY 79 JOBS per HECTARE

5 SITES [3.0 ha TOTAL AREA]
with **INTENSIFICATION POTENTIAL**

90 TOTAL HECTARES 2017



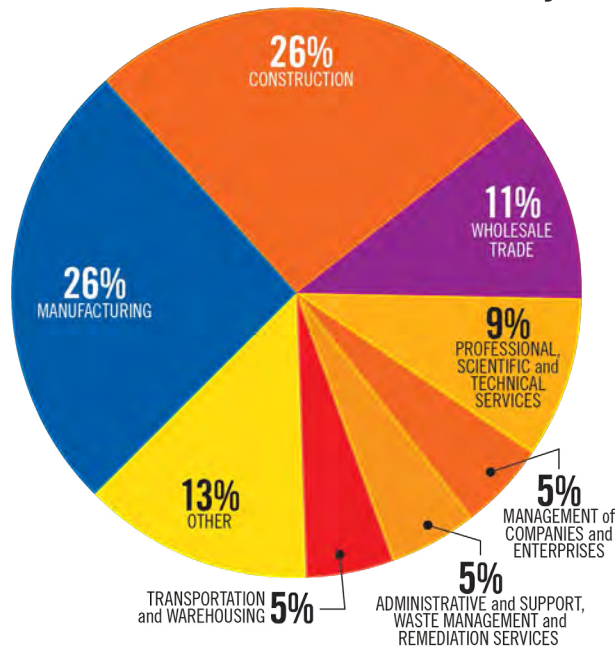
● MAJOR TRANSIT STATION AREAS
□ EMPLOYMENT AREA BOUNDARY

York Region

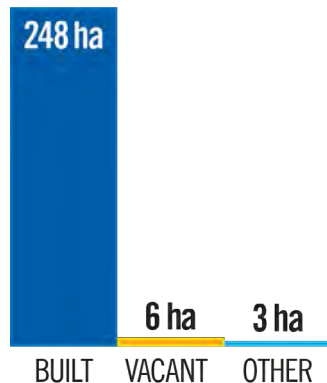
VAUGHAN 400 CITY of VAUGHAN

- ▶ This is Vaughan's largest employment area in terms of jobs and is the fastest growing in terms of absolute growth. Its strategic location offers employers excellent accessibility to the highway 400 and 407 interchange as well as the Vaughan Metropolitan Centre, Highway 7 rapid transit corridor and VMC subway station
- ▶ The buildings accommodate a diverse range of industrial, office and retail uses and are home to top employers including St. Joseph Communications, Toro Aluminum, Deloitte and SmartCentres
- ▶ 33 per cent of job growth since 2008 occurred in major office buildings. The majority of which are located along Highway 400

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



257 TOTAL HECTARES 2017



20,380 JOBSⁱⁿ 2018

29% INCREASE (4,540 JOBS) SINCE 2008

49% SERVICES PRODUCING 51% GOODS PRODUCING

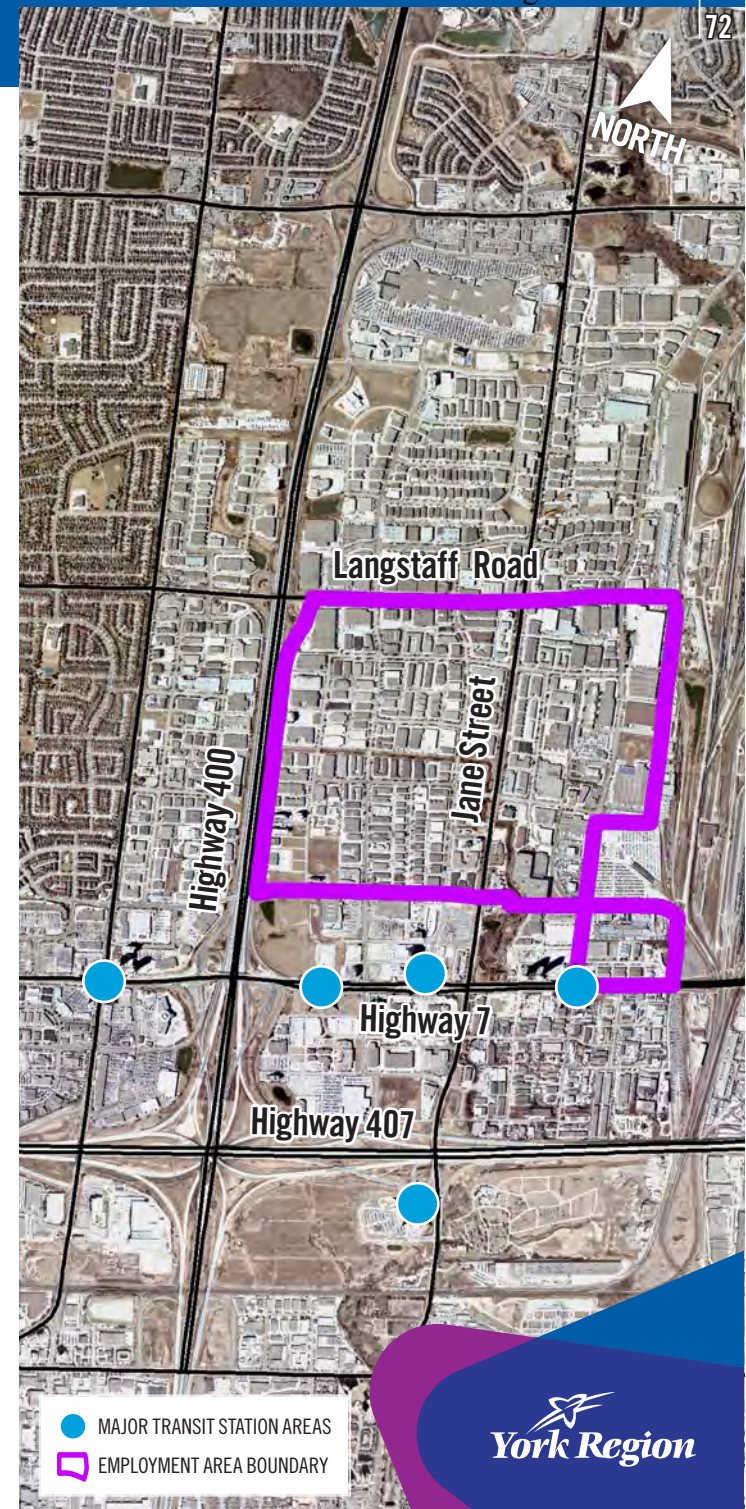
76% ONSITE 24% OFFSITE

8% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
2,120 JOBS 8 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 82 JOBS per HECTARE

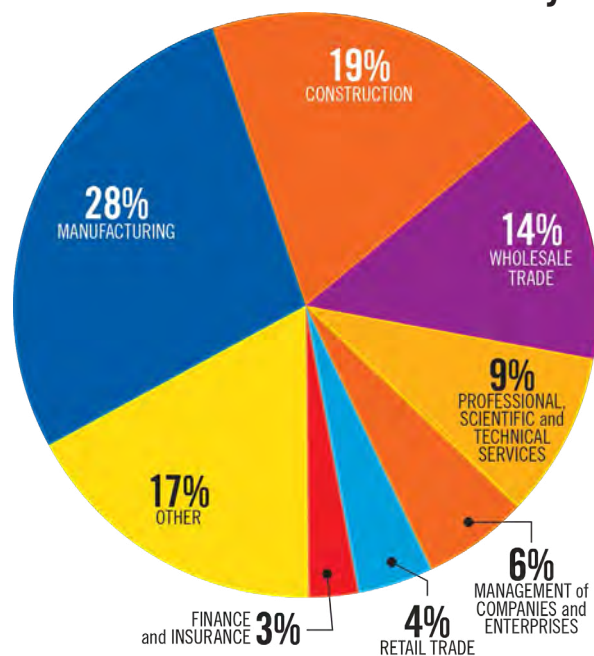
3 SITES [4.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



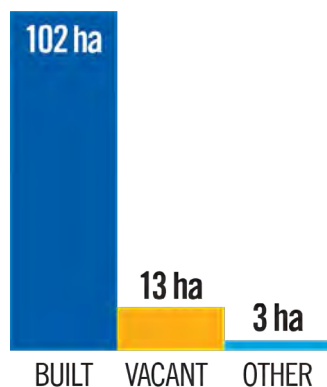
VAUGHAN 400 NORTH CITY of VAUGHAN

- ▶ The Vaughan 400 North employment area is surrounded by employment lands to the south, east and west. It is bordered by the Vaughan Mills Centre to the north which is a shopping destination of regional significance and has the potential for residential intensification with proposals for mixed-use and mid to high rise residential developments
- ▶ The economic composition of the area continues to diversify. Over the past ten years, growth in traditional industrial sectors has been outpaced by services and knowledge based sectors such as the professional, scientific and technical services sector, retail trade and management of companies and enterprises

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



118 TOTAL HECTARES 2017



8,710 JOBS in 2018

39% INCREASE (2,460 JOBS) SINCE 2008

53% SERVICES PRODUCING 47% GOODS PRODUCING

75% ONSITE 25% OFFSITE

11% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
1,500 JOBS 8 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 85 JOBS per HECTARE

1 SITE [0.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



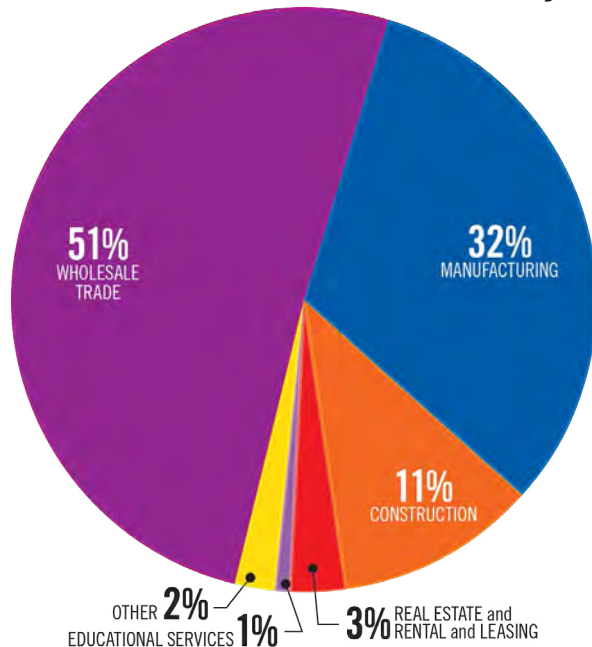
EMPLOYMENT AREA BOUNDARY

York Region

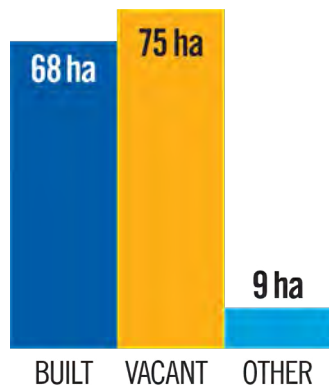
WEST VAUGHAN-HUNTINGTON WEST CITY of VAUGHAN

- ▶ Located within the Vaughan Enterprise zone, this employment area is bordered by the Region of Peel to the west, the CP intermodal terminal to the north and employment lands to the south and east
- ▶ Over 50 per cent of employment growth in the past ten years was in the wholesale trade and manufacturing sectors
- ▶ It offers a variety of large parcel sizes that are occupied by large employers with land extensive business activities such as Home Depot Canada's shipping facility and Longo's Canadian head office and central distribution center
- ▶ The 75 hectares of vacant land with goods access to highways and the intermodal terminal offer many development opportunities for prospective employers

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



152 TOTAL HECTARES 2017



2,030 JOBS in 2018
3,177% INCREASE (1,970 JOBS) SINCE 2008

57% SERVICES PRODUCING **43%** GOODS PRODUCING

93% ONSITE **7%** OFFSITE

1% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
 470 JOBS 1 BUILDING

EXISTING EMPLOYMENT AREA
DENSITY 30 JOBS per HECTARE

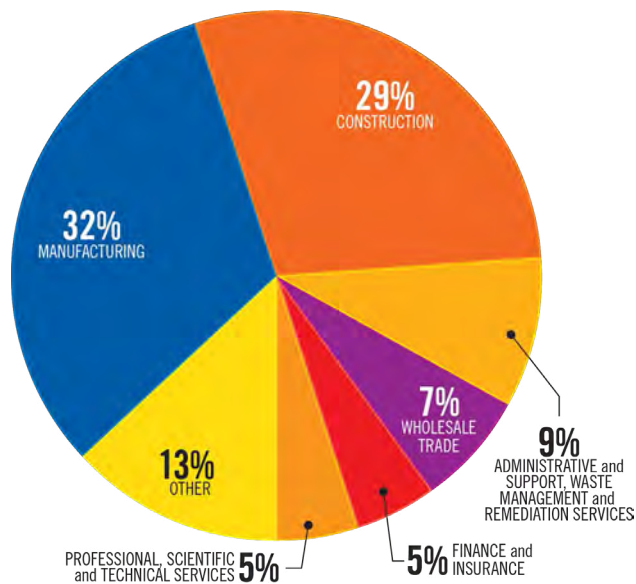
4 SITES [8.0 ha] TOTAL AREA
 with INTENSIFICATION POTENTIAL



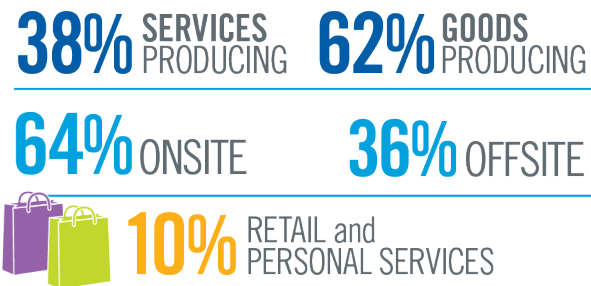
WEST WOODBRIDGE CITY of VAUGHAN

- Located at the northeast corner of the Highway 407 and 427 interchange and includes part of the Highway 7 corridor
- The area is comprised of a mix of commercial and industrial uses which can be found in either more traditional industrial buildings concentrated along Highway 27 and Highway 407 or multi-unit buildings concentrated along Martin Grove Road
- Employment growth in the area has been driven by the construction sector which has added over 500 jobs, the majority of which were offsite employees. Other sectors that have experienced growth include the administrative and support, waste management and remediation services and manufacturing sectors

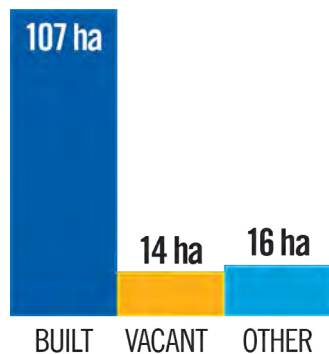
DISTRIBUTION of EMPLOYMENT by SECTOR 2018



5,700 JOBS in 2018
47% INCREASE (1,820 JOBS) SINCE 2008



137 TOTAL HECTARES 2017



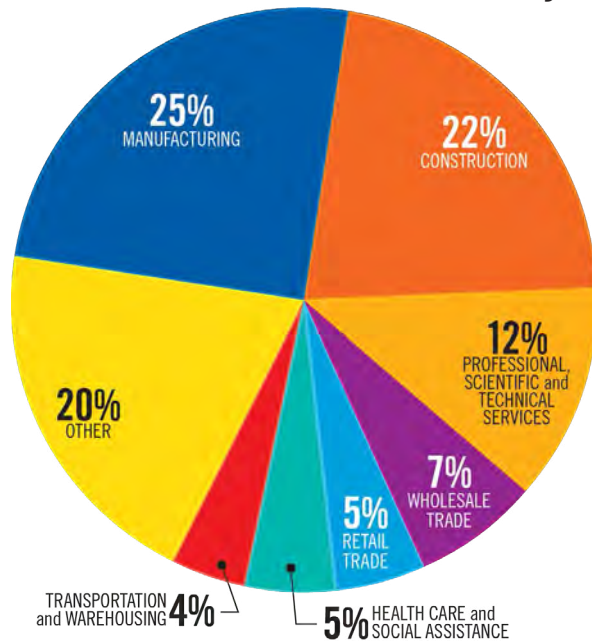
EXISTING EMPLOYMENT AREA DENSITY 54 JOBS per HECTARE



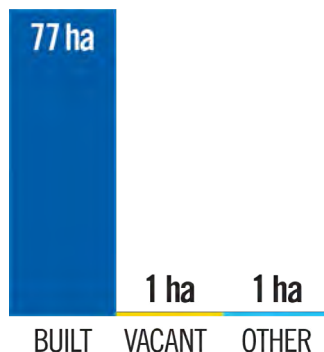
WESTON 400 CITY of VAUGHAN

- ▶ This employment area is well situated with accessibility to Highway 400 and the Highway 7 rapid transit corridor
- ▶ It is made up of multi-unit and standalone industrial uses which are located primarily in the interior and along Highway 400 and retail and office buildings located on the fringe
- ▶ The construction, professional, scientific and technical services and management of companies and enterprises sectors were the main drivers of growth accounting for 65 per cent of employment growth since 2008
- ▶ It is home to large employers including Soroc Technology Inc. and Tacc Construction Ltd

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



79 TOTAL HECTARES 2017



6,090 JOBS in 2018
23% INCREASE (1,150 JOBS) SINCE 2008

53% SERVICES PRODUCING 47% GOODS PRODUCING

78% ONSITE 22% OFFSITE

14% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
470 JOBS 3 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 80 JOBS per HECTARE

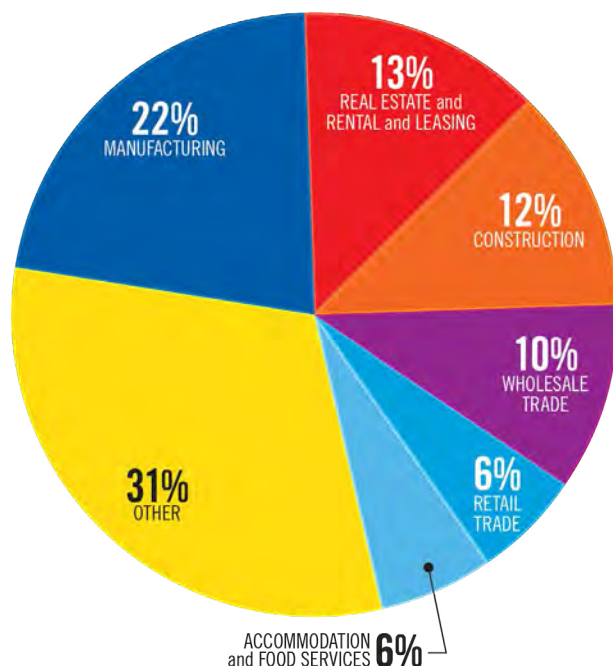
2 SITES [1.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



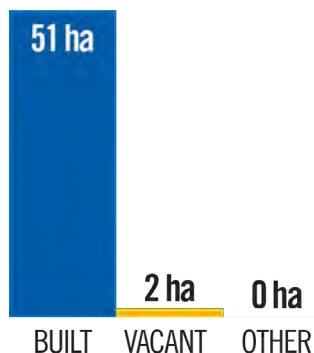
WESTON 400 NORTH CITY of VAUGHAN

- ▶ The north, east and southern boundaries of this employment area are surrounded by other employment areas. The western portion is bordered by an existing low residential neighborhood. Its location alongside Highway 400 offers employers excellent exposure and access
- ▶ While more traditional industrial uses still hold a significant share of employment, over the past ten years there has been a shift towards more office type uses specifically in the finance and insurance, real estate and rental and leasing and management of companies and enterprises sectors

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



53 TOTAL HECTARES 2017



3,380 JOBS in 2018

47% INCREASE (1,080 JOBS) SINCE 2008

64% SERVICES PRODUCING **36%** GOODS PRODUCING

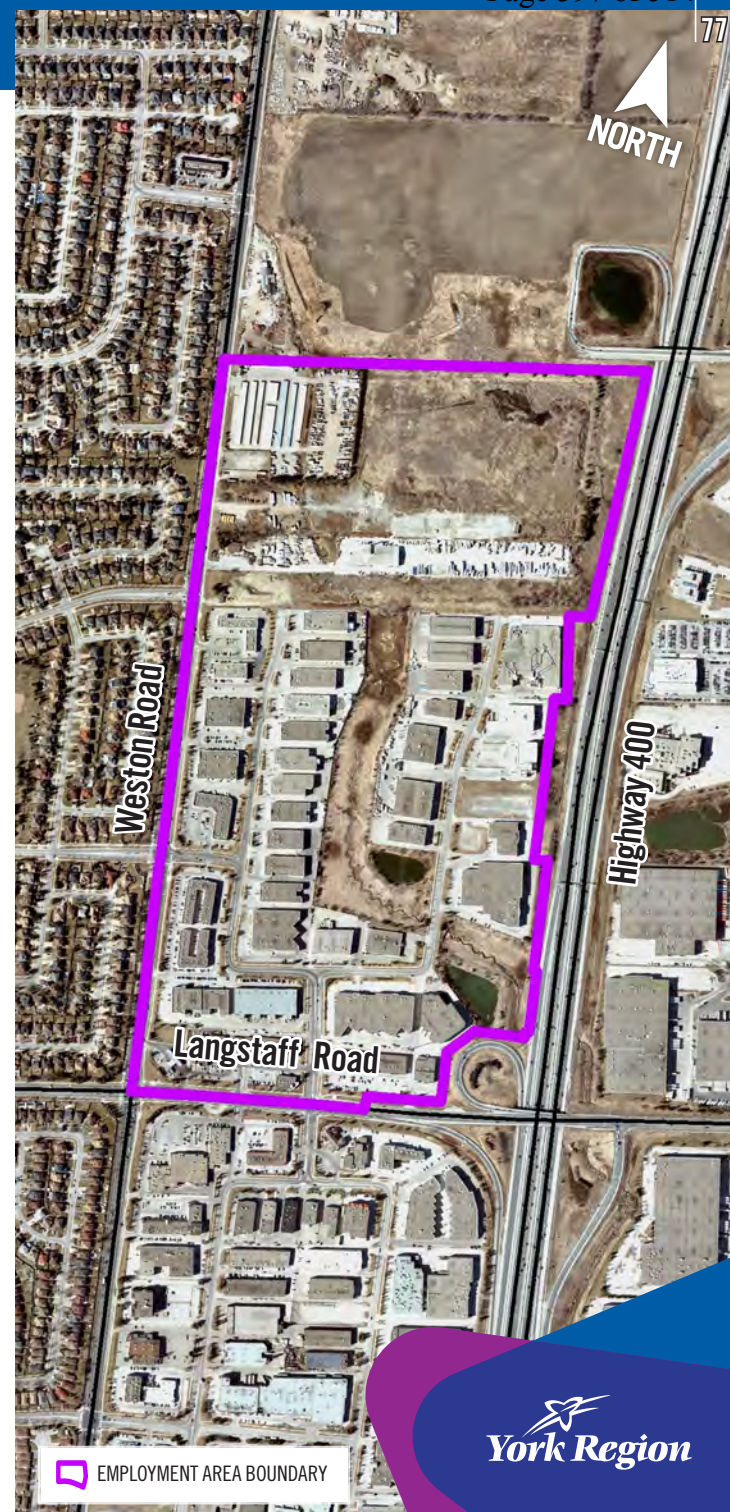
71% ONSITE **29%** OFFSITE

19% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
190 JOBS 1 BUILDING

EXISTING EMPLOYMENT AREA
DENSITY 66 JOBS per HECTARE

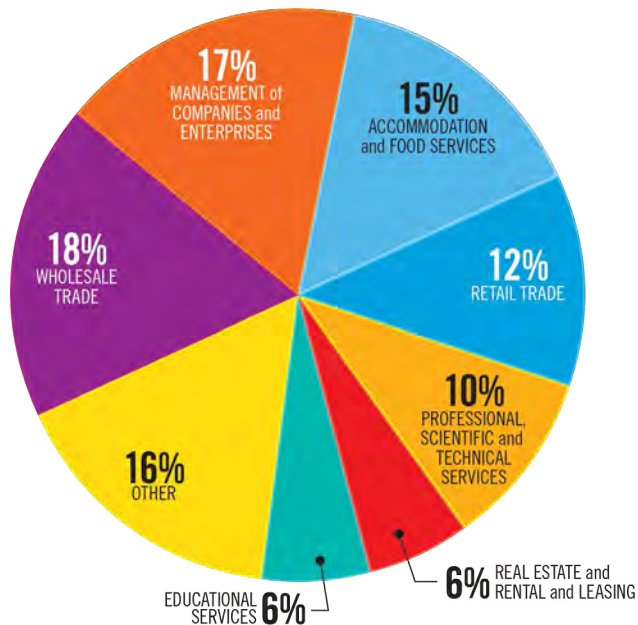
5 SITES [31 ha TOTAL AREA]
with INTENSIFICATION POTENTIAL



WESTON HIGHLANDS CITY of VAUGHAN

- ▶ This employment area has excellent visibility and accessibility from Highway 400. It is integrated into the communities of Woodbridge and Maple, is adjacent to existing low rise residential to the southwest and is bordered by Highway 400 to the east
- ▶ It is comprised of light industrial, office and retail uses that serve both the business and residential community
- ▶ Since 2008, the majority of growth has been driven by the retail and personal service sectors, followed by wholesale trade and professional, scientific and technical services

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



1,640 JOBS in 2018
253% INCREASE (1,170 JOBS) SINCE 2008

94% SERVICES PRODUCING

6% GOODS PRODUCING

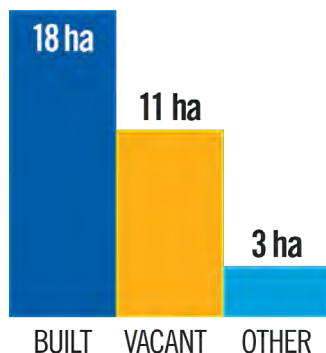
79% ONSITE

21% OFFSITE



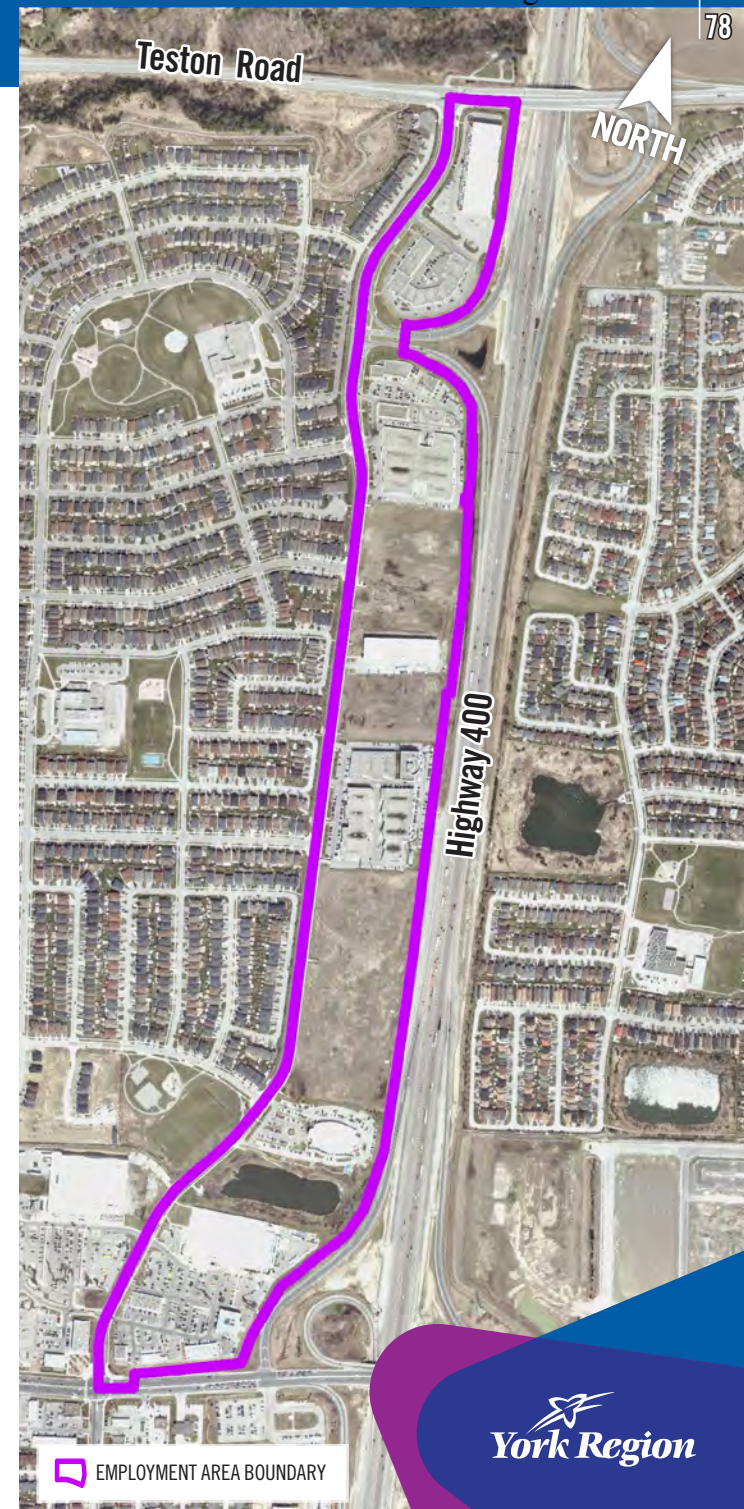
33% RETAIL and PERSONAL SERVICES

32 TOTAL HECTARES 2017



MAJOR OFFICE
 330 JOBS 2 BUILDINGS

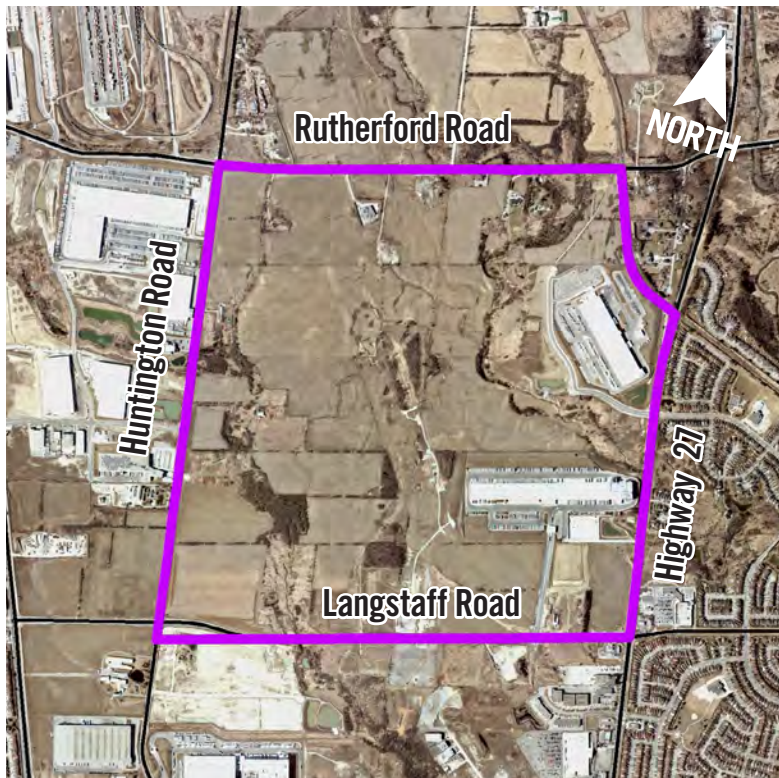
EXISTING EMPLOYMENT AREA DENSITY 93 JOBS per HECTARE



EMPLOYMENT AREA BOUNDARY

VAUGHAN MILLS CENTRE (VACANT)

- ▶ These lands, referred to as the Vaughan Mills business district, have been identified as an integral part to the future development of the City of Vaughan's urban structure through the Vaughan Mills secondary plan. They are envisioned to develop with a mix of prestige office uses, attracting knowledge-based businesses in the technology, research and development and service-oriented businesses
- ▶ It is surrounded by existing low residential to the north and west and employment areas to the south. Its high exposure and excellent accessibility to Highway 400 makes it a desirable location for prospective employers to locate
- ▶ It is currently home to jobs in the retail and personal services sectors that primarily serve local residents however this area offers many intensification and redevelopment opportunities with the potential to accommodate 7,590 jobs by 2031 in the 28ha of vacant land

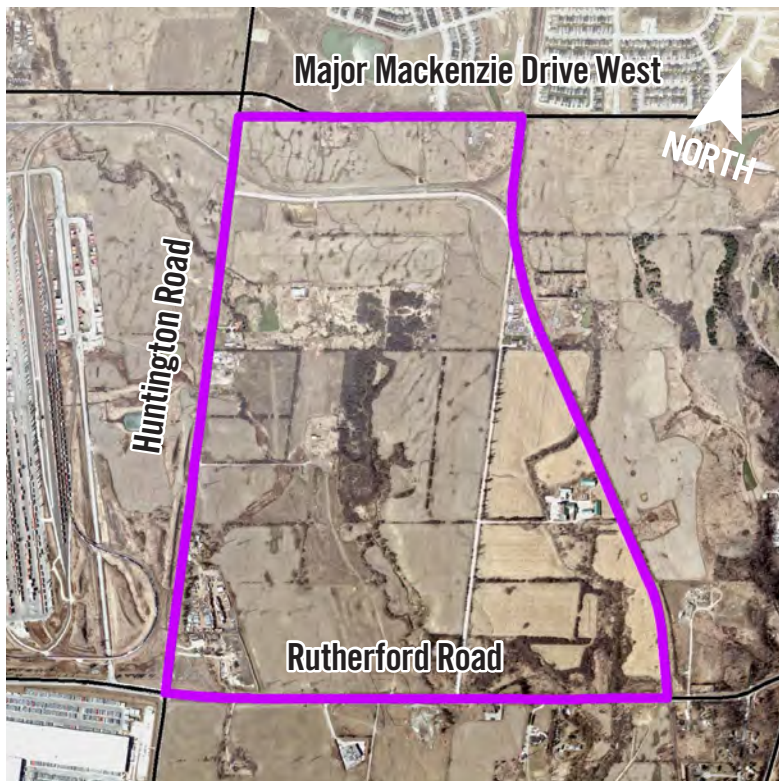
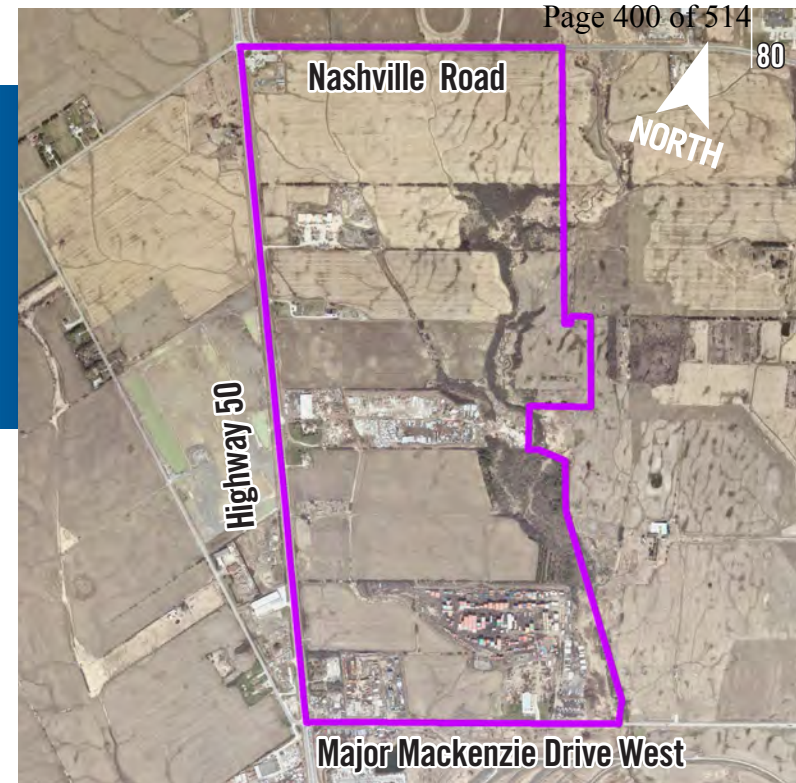


WEST VAUGHAN-HUNTINGTON EAST (VACANT)

- ▶ This employment area can be found within the northeast quadrant of the Vaughan enterprise zone and is strategically located in proximity to the Highway 427 interchange and the CP intermodal yard. The future extension of Highway 427 to Major Mackenzie will further strengthen accessibility for goods movement activities
- ▶ Due to its location and the variety of parcel sizes, the 165ha of vacant land is well suited for the future development of manufacturing, warehousing and limited office uses
- ▶ Fedex and Costco are two large employers in the Region who have recently located their distribution centers on these lands in the past three years. These businesses combined have added over 500 jobs to the Region's warehousing and logistics cluster

WEST VAUGHAN-NASHVILLE (VACANT)

- ▶ Located at the northwest portion of the Vaughan enterprise zone, this employment area offers close proximity to the CP intermodal rail terminal and the future Highway 427 extension
- ▶ There are a total of 104 ha in this employment area, 59 ha of which were vacant as of 2017
- ▶ As of 2018, the 210 jobs located in this area were primarily in the transportation and warehousing sector

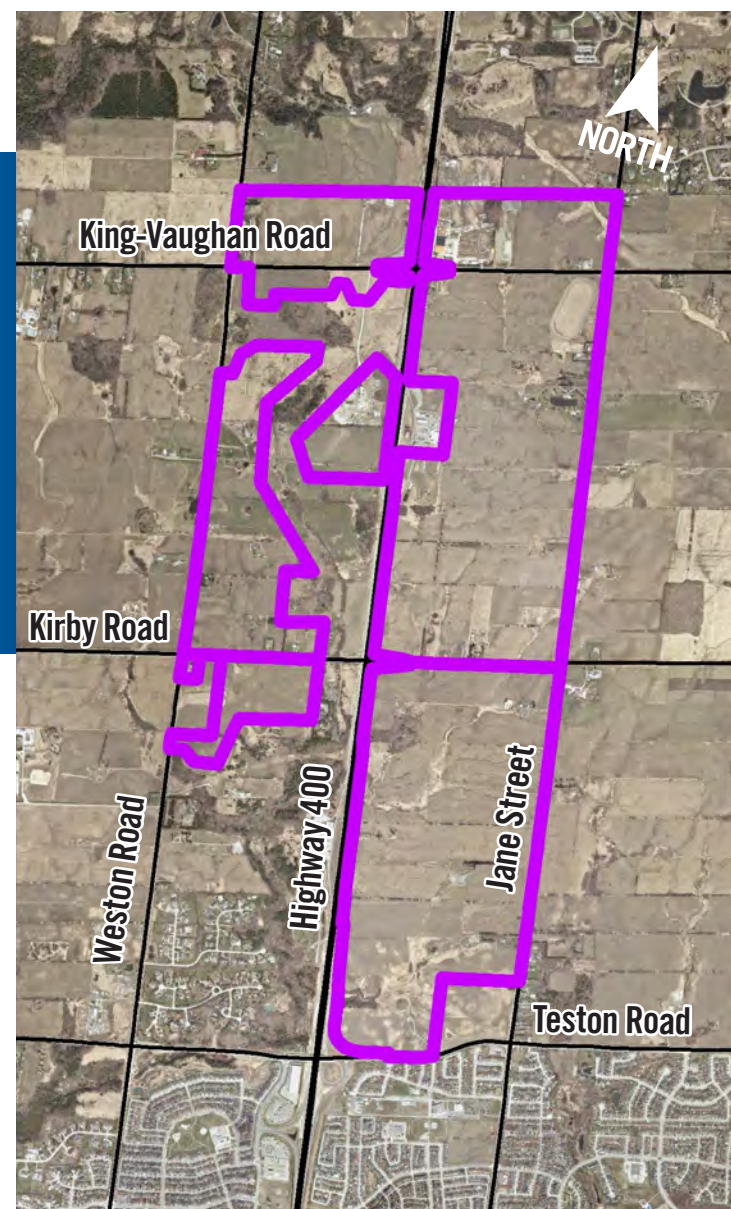


WEST VAUGHAN-ELDER MILLS (VACANT)

- ▶ This employment area is located in the northeast portion of the Vaughan enterprise zone. It is bound by other employment lands, also part of the zone, along the southern and western boundary
- ▶ It offers accessibility to the CP intermodal rail facility and will be home to the future highway 427 extension which will make the 116 hectares of vacant land very appealing to prospective employers that require goods movement access
- ▶ As of 2018, there were 37 jobs on these lands. All of which are in the construction and administrative and support, waste management and remediation services sectors

HIGHWAY 400 NORTH-NORTHEAST, NORTHWEST, TESTON EAST, TESTON WEST (VACANT)

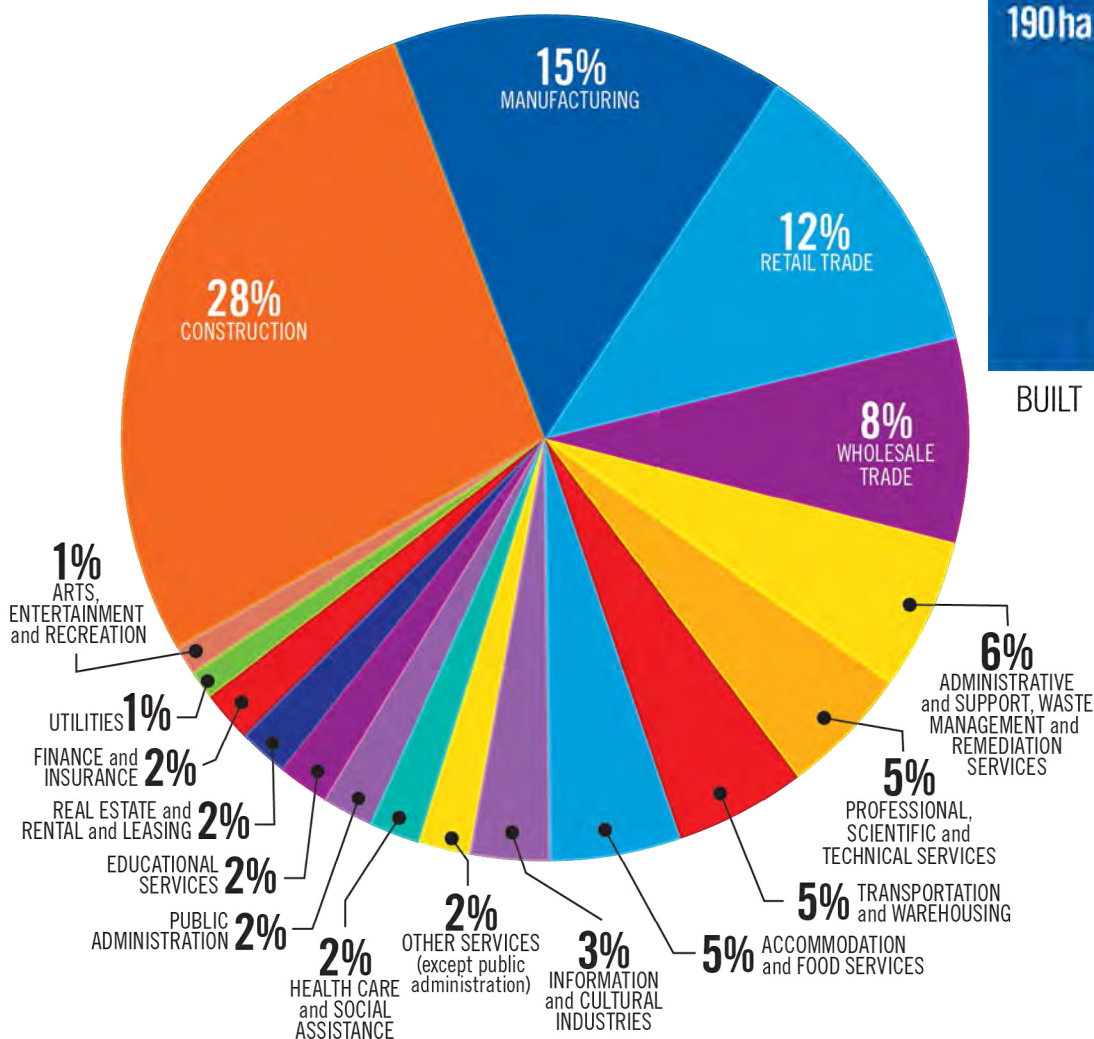
- ▶ The Highway 400 north employment areas are strategically located in north Vaughan with direct access and exposure to Highway 400
- ▶ The lands were brought into the urban area through the 2010 York Region Official Plan to accommodate the long term employment needs of the Region and the City of Vaughan
- ▶ The 329 hectares of vacant land provide future opportunities for the development of prestige offices, campus style employment uses and ancillary retail uses to serve the employment area
- ▶ The lands between Kirby Road and King-Vaughan road are located within the GTA West Transportation Corridor protection area and interchange study area. Which if developed would be a key goods movement transportation corridor that would grow local and regional economies



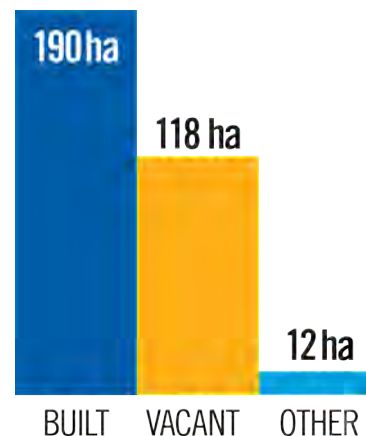
WHITCHURCH-STOUFFVILLE EMPLOYMENT AREAS SUMMARY

- ▶ Nearly 50 per cent of total job growth in the Town of Whitchurch-Stouffville occurred in employment areas over the past ten years
- ▶ The share of jobs in the Town's employment areas remains predominately in the goods producing sectors, however there has been some modest growth in the services producing sectors (+1,296 jobs)
- ▶ Since 2008, the construction, retail trade and wholesale trade sectors accounted for nearly all growth in employment areas

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



320 TOTAL HECTARES 2017



6,310 JOBS in 2018

48% INCREASE (2,050 JOBS) SINCE 2008

56% SERVICES PRODUCING **44%** GOODS PRODUCING

78% ONSITE **22%** OFFSITE

23% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
410 JOBS 2 BUILDINGS

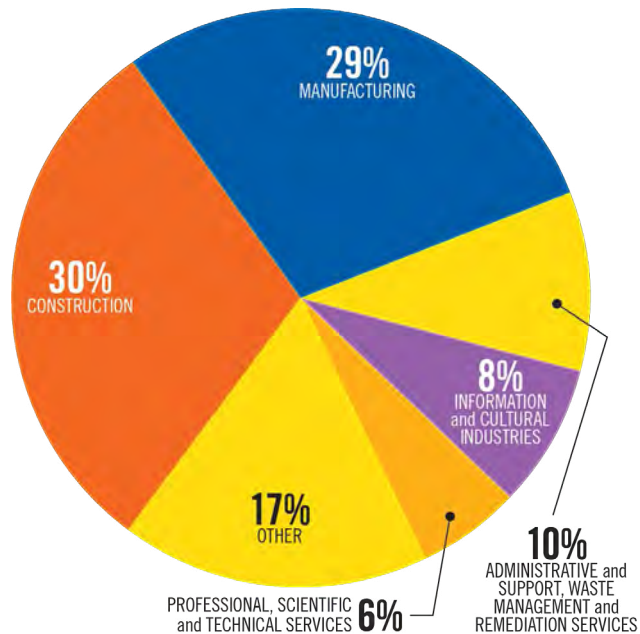
EXISTING EMPLOYMENT AREA DENSITY 33 JOBS per HECTARE

14 SITES [15 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

CARDICO DRIVE TOWN of WHITCHURCH-STOUFFVILLE

- ▶ Located within the Oak Ridges Moraine (ORM) protected countryside this longstanding industrial employment area was established well before the ORM plan came into effect in the early 2000's
- ▶ It can be accessed via the Highway 404 and Stouffville Road interchange to the south
- ▶ Since 2008, the decline in employment can be attributed to the transportation and warehousing sector which lost over 300 jobs

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



790 JOBS in 2018

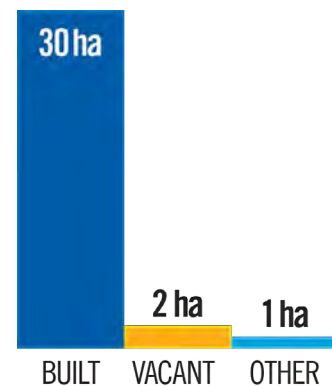
29% DECREASE (-320 JOBS) SINCE 2008

41% SERVICES PRODUCING **59% GOODS PRODUCING**

59% ONSITE **41% OFFSITE**

12% RETAIL and PERSONAL SERVICES

33 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA DENSITY 26 JOBS per HECTARE

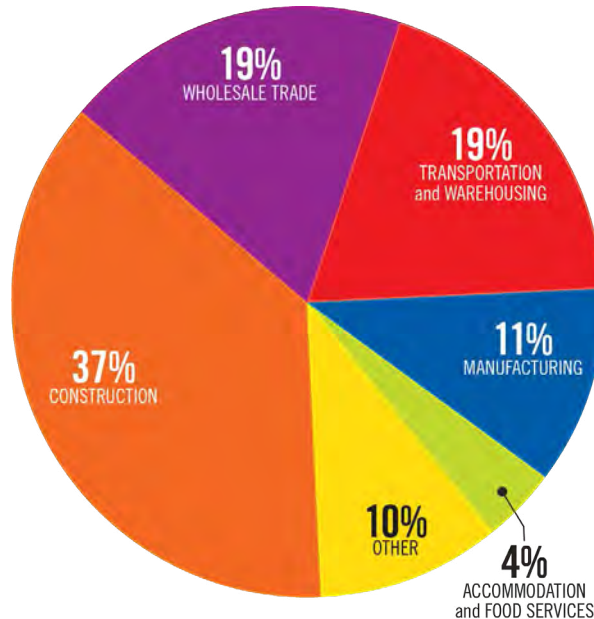
1 SITE [0.3 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



GORMLEY TOWN of WHITCHURCH-STOUFFVILLE

- ▶ Located in the hamlet of Gormley, this industrial employment area is situated east of the Highway 404 and Stouffville Road interchange
- ▶ It is comprised of a mix of industrial buildings primarily located on the eastern portion of the lands and is surrounded by protected countryside. Additionally, an established low residential neighborhood is located in the southwest corner of Stouffville Road and Woodbine Avenue
- ▶ Since 2008, employment has more than doubled. Much of this growth has been driven by the construction sector which has added 340 jobs to the area's economic base

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



1,090 JOBS in 2018

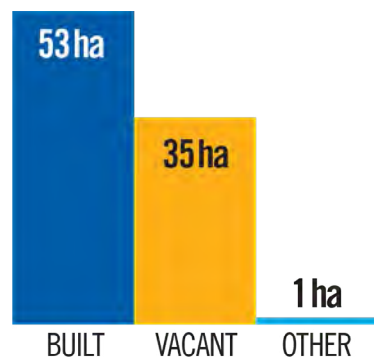
118% INCREASE (590 JOBS) SINCE 2008

52% SERVICES PRODUCING **48% GOODS PRODUCING**

62% ONSITE **38% OFFSITE**

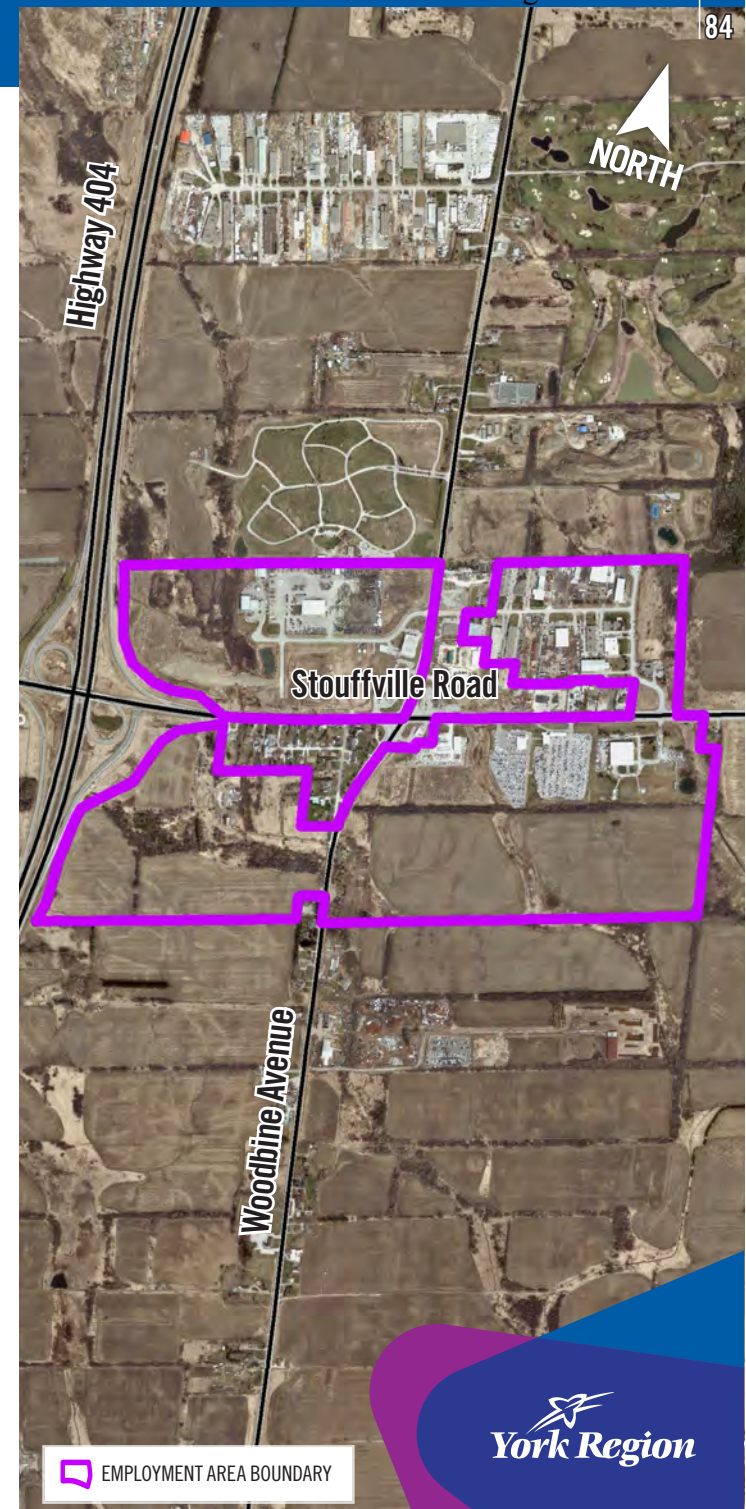
11% RETAIL and PERSONAL SERVICES

89 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA DENSITY 20 JOBS per HECTARE

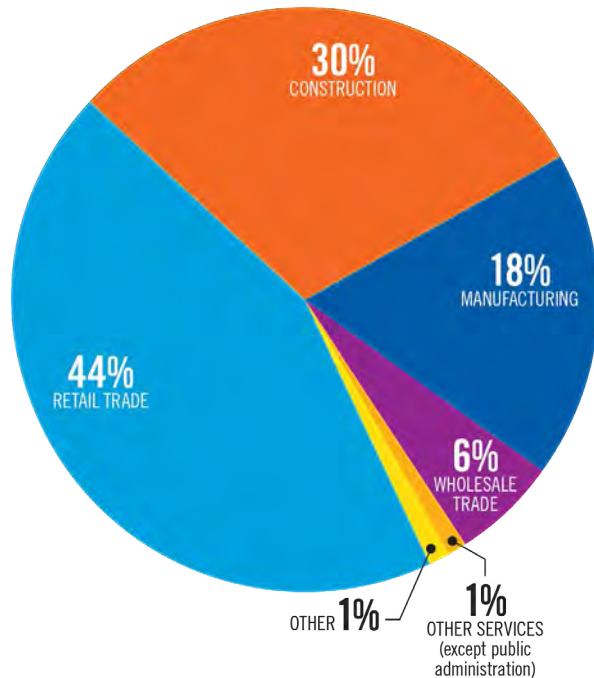
2 SITES [4.0 ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



STOUFFVILLE NORTH TOWN of WHITCHURCH-STOUFFVILLE

- ▶ Located in the southeast corner of Highway 48 and Bethesda Sideroad, this employment area is comprised of industrial uses to the north and retail uses to the south
- ▶ Much of the job growth in the area can be attributed to the retail trade sector, having added 217 jobs since 2008
- ▶ The construction, manufacturing and wholesale trade sectors also experienced modest growth over the past ten years, adding a combined 95 jobs

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



500 JOBS in 2018

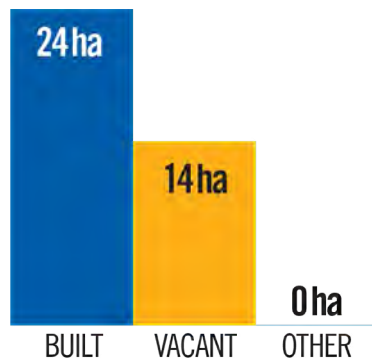
184% INCREASE (320 JOBS) SINCE 2008

52% SERVICES PRODUCING **48% GOODS PRODUCING**

80% ONSITE **20% OFFSITE**

45% RETAIL and PERSONAL SERVICES

38 TOTAL HECTARES 2017



EXISTING EMPLOYMENT AREA DENSITY 20 JOBS per HECTARE

2 SITES [2.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

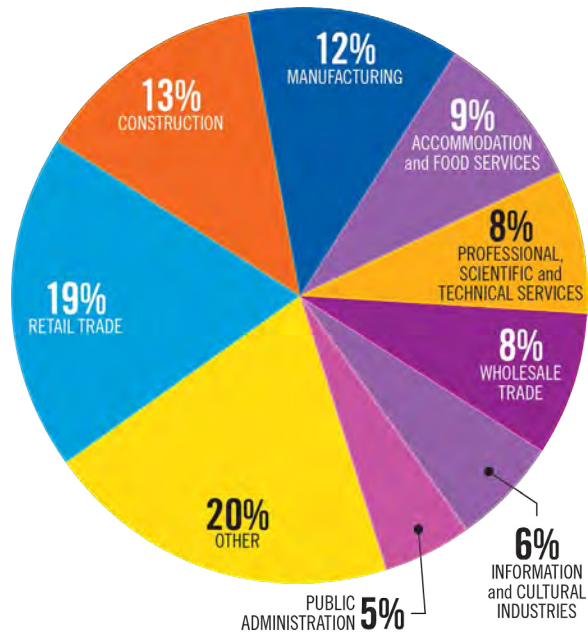


EMPLOYMENT AREA BOUNDARY

STOUFFVILLE SOUTH TOWN of WHITCHURCH-STOUFFVILLE

- ▶ Within the Town of Whitchurch-Stouffville, this is the largest employment area in terms of land area. It is comprised of a mix of diverse employment uses ranging from heavy to light industrial, office and retail
- ▶ The construction, retail trade and accommodation and food services sectors were the main drivers of growth over the past ten years, adding 551 jobs to the employment base
- ▶ It is home to Teva Canada Ltd, which is a large employer in the pharmaceutical manufacturing sector

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



2,600 JOBS in 2018

40% INCREASE (740 JOBS) SINCE 2008

75% SERVICES PRODUCING **25%** GOODS PRODUCING

88% ONSITE **12%** OFFSITE

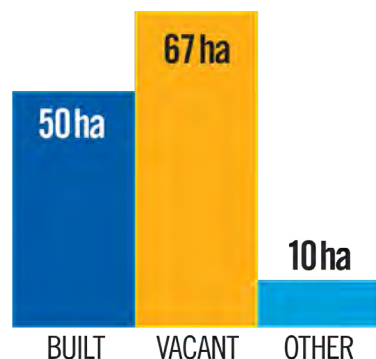
38% RETAIL and PERSONAL SERVICES

MAJOR OFFICE
410 JOBS 2 BUILDINGS

EXISTING EMPLOYMENT AREA
DENSITY 52 JOBS per HECTARE

6 SITES [8.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL

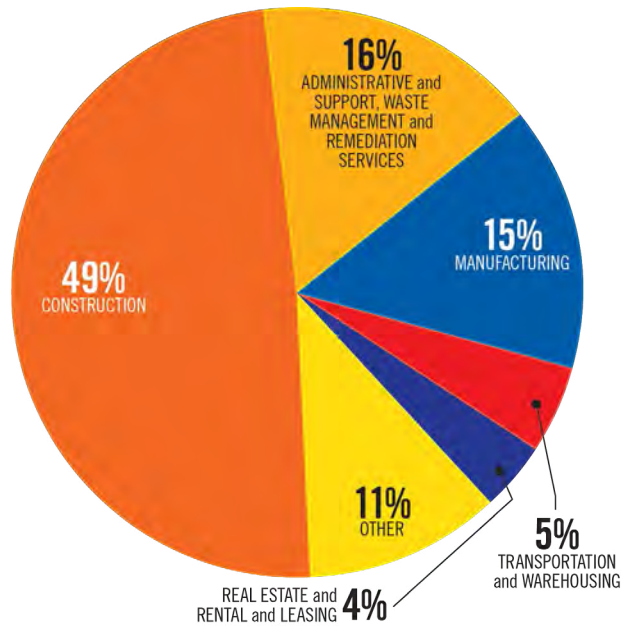
127 TOTAL HECTARES 2017



VANDORF TOWN of WHITCHURCH-STOUFFVILLE

- ▶ Located at the southeast corner of Aurora Road and Woodbine Avenue, this established industrial employment area can be accessed via the Highway 404 interchange to the west
- ▶ It is primarily comprised of standalone industrial buildings with some ancillary office uses
- ▶ Employment in the area has more than doubled since 2008, with the construction and administrative and support, waste management and remediation services sectors driving this growth

DISTRIBUTION of EMPLOYMENT by SECTOR 2018



1,310 JOBS in 2018

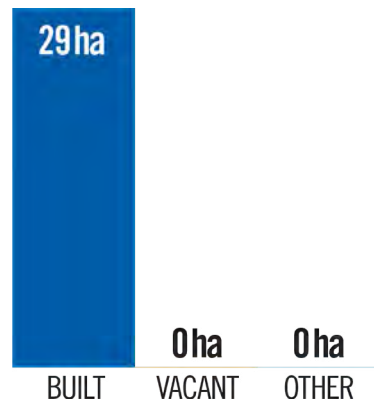
160% INCREASE (810 JOBS) SINCE 2008

33% SERVICES PRODUCING **67% GOODS PRODUCING**

80% ONSITE **20% OFFSITE**

2% RETAIL and PERSONAL SERVICES

29 TOTAL HECTARES 2017



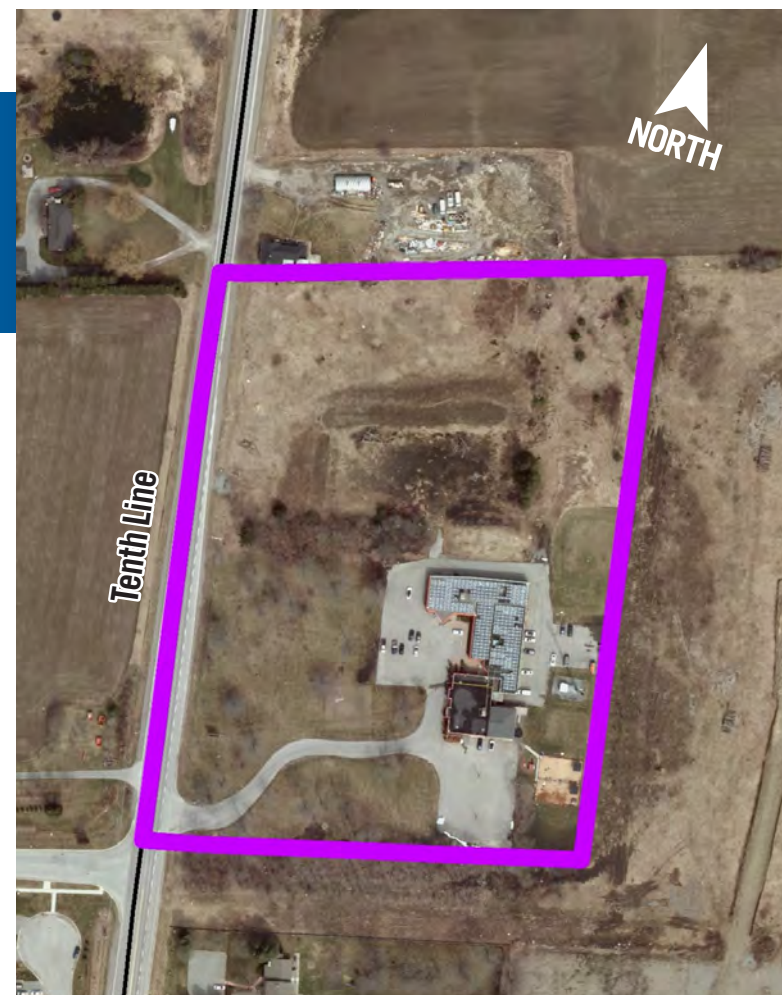
EXISTING EMPLOYMENT AREA DENSITY 46 JOBS per HECTARE

2 SITES [1.0ha] TOTAL AREA
with INTENSIFICATION POTENTIAL



STOUFFVILLE EAST (VACANT)

- Located adjacent to tenth line, there is a total of 4ha in this employment area, 2ha of which are vacant
- As of 2018 there were 26 jobs in this employment area, the majority of which were in the health care and social assistance sector



York Region Employment Area Profiles

Data Sources and Definitions

The information contained in the York Region Employment Area profiles was derived from the York Region Planning and Economic Development Branch, 2018 and is based on the most up-to-date available data. The following table provides data sources and definitions for the information presented.

Data	Sources and Definitions
Distribution of employment by Sector and employment growth	<ul style="list-style-type: none"> • Employment data is based on the Region's 2008 and 2018 Employment Survey. It is based on surveyed employment only and does not include estimates for home-based, farm-based or no contact businesses. • Employment data has been classified using the 2012 North American Industrial Classification (NAIC) system
Services and Goods Producing	<ul style="list-style-type: none"> • Based on 2018 York Region Employment Survey Data • Goods Producing Industries are comprised of the following sectors: Mining, Oil and Utilities Sector (NAIC 21, 22), Construction Sector (NAIC 23), Manufacturing Sector (NAIC 31-33). • Services Producing Industries are comprised of the following sectors: Wholesale Trade Sector (NAIC 41), Retail Trade Sector (NAIC 44-45), Transportation/Warehousing Sector (NAIC 48-49), Information and Cultural Studies Sector (NAIC 51), Finance and Insurance Sector (NAIC 52), Real Estate and Rental and Leasing Sector (NAIC 53), Professional, Scientific and Technical Services Sector (NAIC 54), Management of Companies and Enterprises Sector (NAIC 55), Administrative and Support, Waste Management and Remediation Services Sector (NAIC 56), Education Sector (NAIC 61), Health and Social Services Sector (NAIC 62), Arts, Entertainment and Recreation Sector (NAIC 71), Accommodation and Food Services Sector (NAIC 72), Other Services Sector (except public administration) (NAIC 81), Public Administration Sector (NAIC 91).
Onsite and Offsite Employment	<ul style="list-style-type: none"> • Based on 2018 York Region Employment Survey Data • Onsite Employment includes permanent fulltime, permanent part-time and Contract/Seasonal/Temporary employees that typically work 30 hours or more per week at the

Data	Sources and Definitions
	<p>surveyed business location.</p> <ul style="list-style-type: none"> • Offsite Employment includes permanent fulltime, permanent part-time and Contract/Seasonal/Temporary employees that typically work 30 hours or more per week however work is done at various and changing locations away from the surveyed business location
Retail and Personal Services Sectors	<ul style="list-style-type: none"> • Based on 2018 York Region Employment Survey Data • The Retail and Personal Services sectoral grouping includes NAICS 44-45, 51,71,72 and 81
Major Office Employment and Locations	<ul style="list-style-type: none"> • A Major office is generally defined as a freestanding office building greater than 20,000 square feet. Institutional offices such as municipal buildings, school boards or police stations are not included. • The count of major office buildings is based on York Region's Major Office Inventory 2018 and the major office employment is based on the York Region employment survey 2018.
Total Land Area by Category	<ul style="list-style-type: none"> • Based on the 2017 Employment Land inventory • All area calculations are reported in net hectares • Net Area can be defined as developable area, with a 20% reduction to parcels greater than or equal to 25 developable hectares to account for future local roads and stormwater management facilities. For parcels less than 25 developable hectares, there is no reduction in developable area, with the assumption that local roads and stormwater management facilities already exist in the area. If an employment area was 60% vacant or greater, the 20% reduction was applied to all vacant parcels in the employment area. • The employment land inventory includes three vacant/built status categories: <ul style="list-style-type: none"> ○ Vacant – parcels that are currently vacant. This includes parcels that are not in use as well as parcels currently under construction or being used for agricultural purposes. ○ Built – parcels that are currently in use. This includes parcels that support industrial, major office, parking, and storage uses. Although parking and storage uses may have some redevelopment potential, they have not been included in the vacant analysis. ○ Other – parcels that are being used for non-employment uses such as road right of-ways, storm water management ponds, natural heritage features, legal nonconforming residential, and other infrastructure such as water towers and hydro corridors.
Existing Employment Area Density	<ul style="list-style-type: none"> • Employment area density calculation uses built area in net hectares as per the 2017 employment land inventory and 2018 surveyed employment data including major office and estimates for no contact employment.
Intensification Potential	<ul style="list-style-type: none"> • Intensification on existing built parcels refers to the construction of new building space on employment area parcels that are considered built in the Region's employment land inventory.

Data	Sources and Definitions
	<p>Intensification through new building space can occur through expansion of an existing building or through construction of an entirely new structure on the same parcel.</p>
Spatial Data - Employment Area Boundary	<ul style="list-style-type: none"> • Employment areas can be defined as “areas designated in an official plan for clusters of business and economic activities, including but not limited to, manufacturing, warehousing, offices and associated retail and ancillary facilities” (PPS, 2014) • The delineation of the employment area boundaries are based on the 2017 York Region employment land inventory which was updated with input from the local municipalities.
Spatial Data - Major Transit Station Area	<ul style="list-style-type: none"> • MTSA locations are based on the 2019 draft intensification strategy and MTSA report. All identified MTSA locations are pending final approval through the Region’s municipal comprehensive review. • Major Transit Station Areas (MTSAs) are defined by the 2017 Growth Plan as “the area including and around any existing or planned higher order transit station or stop within a settlement area; or the area including and around a major bus depot in an urban core. Major transit station areas generally are defined as the area within an approximate 500 metre radius of a transit station, representing about a 10-minute walk.” • The Growth Plan requires that MTSAs located in priority transit corridors be delineated and have minimum density targets. The Growth Plan also encourages municipalities to identify, delineate, and set density targets for additional MTSAs outside of priority transit corridors. Additional higher order transit stations and stops were identified as MTSAs, in consultation with local municipalities, based on the following considerations: <ul style="list-style-type: none"> • Their location within a Regional intensification corridor; • The level of anticipated intensification or the potential for intensification; and • The potential to become a required MTSA through a future extension of a priority transit corridor.
Spatial Data - Ortho photography	<ul style="list-style-type: none"> • 2018 York Region Orthophotography provided by © First Base Solutions Inc.

Summary of employment areas policy scan

The purpose of this scan is to gather information on current employment planning practices in both a national and international context. The challenge of planning for the future of employment areas is similar in both contexts. Preserving employment lands, accessibility, providing critical infrastructure, access to a skilled labour force, remaining competitive and integrating employment areas into communities are global challenges. Attachment 3 summarizes the findings from the jurisdictional scan into key themes and provides linkages to the Regional Official Plan (ROP) as well as identifies opportunities for consideration for the ROP review. The jurisdictions examined were:

- City of Toronto, Ontario
- Town of Milton, Ontario
- City of Waterloo, Ontario
- City of Montreal, Quebec
- North Okanagan Region, British Columbia
- Chester County, Pennsylvania
- City of Victoria, British Columbia
- Anaheim, California USA
- Sydney, Australia
- London, UK
- Stockholm, Sweden

Theme	Detail	Regional Examples	Policy Consideration
1. Protect and preserve employment areas, specifically inner and core areas, for traditional employment uses such as manufacturing and industrial uses	<p>Protect and preserve inner employment areas (lands that are furthest from residential uses and adjacent to highways) for industrial type businesses that are land intensive (lower employment densities) and that have more disruptive activities (e.g. manufacturing).</p> <p>These areas have specific locational requirements and potential to create land use conflicts.</p>	<ul style="list-style-type: none"> • Town of Milton identified these areas as “historical industrial areas” and has provisions in their Official Plan (OP) to preserve them • City of Waterloo preserves employment areas that the city owns with a land holdings company • The City of Toronto OP provides provisions to “preserve core areas for industrial uses” • London, UK designates key industrial sites to retain land for industrial uses. To supplement this, tighter policies have been introduced to limit the release (conversions) of key industrial areas 	<p>The ROP has several policies related to the protection of employment lands including 4.3.3 and 4.3.5</p> <p>Planning staff, through the Employment Area Conversion work, have developed a set of criterion to evaluate employment area conversion requests.</p> <p>Policies that reduce land use conflicts by identifying and maintaining areas for traditional employment uses for the long term will attract and provide for a variety of employment uses, creating opportunity for residents.</p>

Theme	Detail	Regional Examples	Policy Consideration
2. Allow and encourage a mix of land uses, increased density and a broader range of employment uses along fringe* and strategic areas <p><i>*While the definition of 'Fringe Areas' varies, it is most commonly defined as the outermost areas or border surrounding the perimeter of an employment area.</i></p>	<p>Allow flexibility for increases in density and mixed uses in areas most accessible by public transportation (along major arterials, nodes, corridors).</p> <p>More flexibility creates integration of employment areas with adjacent non-employment uses and attracts high density employment uses that benefit from mixed-use and amenity rich environments.</p>	<ul style="list-style-type: none"> Sydney, Australia permits affordable housing on the fringe of employment areas, furthest away from disruptive activities (such as industrial uses). This more flexible approach to land-uses in employment areas creates a mix of land uses. Additionally, Sydney changed their strategic plan employment designations from "industrial" to "employment" to emphasize design rather than specific use The Town of Milton has a Residential/Employment designation in their OP applying to lands where a mix of uses is appropriate based on specific locational considerations. The main permitted use within this designation is residential and gives consideration to integrating employment uses such as office, light industrial and institutional uses. 	<p>The ROP includes policies to allow for flexibility and mixed uses. It directs mixed-use to Regional Centres and Corridors as a component of City Building.</p> <p>Major Transit Station Areas (MTSA) are being identified through the MCR. MTSA work will identify areas with existing high densities or potential for higher densities and will encourage intensification and a mix of land uses, where appropriate, within these areas.</p>
3. Develop implementation plans and guidelines to improve built form, urban structure and public realm within and adjacent to employment areas	<p>Aging built-form has commonly been listed as a weakness of employment areas. By improving the built-form and therefore the public realm, employment areas become more attractive to employers and also help businesses attract talent.</p>	<ul style="list-style-type: none"> The City of Waterloo through their Employment Area Implementation Plan, listed five characteristics of what was considered a successful employment area including character, walkability, transit, amenities, flexibility and safety. Additionally, a master plan was created for each employment area. Anaheim, CA created landscape design guidelines to beautify the built form, and created a mobility and connectivity plan to 	<p>ROP includes objectives for planning for employment lands to ensure the long term supply and effective planning and design of employment lands.</p> <p>Specifically, policies 4.3.15 and 7.2.5 speak to the design of employment lands to be</p>

Theme	Detail	Regional Examples	Policy Consideration
	Implementation plans and guidelines set standards to guide development and policy implementation by creating desirable built-form standards.	<p>encourage bike share program and bus shuttle programs to run to train stations as part of a 'multifaceted approach' to update employment areas</p> <ul style="list-style-type: none"> • Chester County, PA identified its weaknesses with its employment areas / office parks included limited connectivity to transit, ageing office buildings, limited affordable housing within a reasonable commuting distance, and previously segregating office parks from other office uses. • Montreal's Master Plan aims to improve architectural and urban quality of employment areas by implementing measures that reinforce the urban character and favour the reconfiguration of these areas in accordance with the architectural and public space improvement principles, increase the multifunctional roles of business and retail areas and through a detailed planning process define the means for redeveloping identified business and retail areas 	<p>transit accessible, walkable and provide safe pedestrian facilities.</p> <p>Further opportunities exist at the Regional and Local Municipal level to develop built form standards or guidelines to improve ageing/existing employment areas that will attract new businesses and highly skilled workforce.</p>
4. Encourage redevelopment and rejuvenation through marketing strategies and incentives	Encouraging redevelopment and rejuvenation of older or in-transition employment areas by implementing strategies and policies addressing these areas to support their redevelopment and attract prospective investors.	<ul style="list-style-type: none"> • Anaheim, CA uses development agreements as incentives for developers who include plazas and open public space as part of their development plan to, "continue to provide special incentives and improvement programs (e.g., density bonuses) to revitalize major business corridors and employment centers." 	York Region's Economic Development Action Plan sets strategic actions each term of Council. The next iteration of the Plan will be done in conjunction with the MCR to align policy with

Theme	Detail	Regional Examples	Policy Consideration
		<ul style="list-style-type: none"> • City of Waterloo emphasizes creative solutions to rejuvenate employment areas including eco-industrial parks, marketing strategies, incentives through Community Improvement Plans • Town of Milton included an objective in their Official Plan to revitalize employment areas, by encouraging 'revitalization and conversion of older employment and industrial areas, where appropriate' • Victoria developed responses such as Business Improvement Areas (BIAs), incubation and acceleration programs, financial incentives and by creating innovation / creative districts in their Official Community Plan (OCP) • Montreal Master Plan supports the revitalization and redevelopment of sites previously occupied by heavy industry or railyards. The rehabilitation of these sites will contribute to the renewal of the City as well as create added value for its economy. • Chester County, PA identified the threats to its employment areas / office parks which were: outdated buildings responsive to today's employment market, the overbuilding of specific uses during redevelopment, difficulty of attracting employees and the tech / collaborative economy with shared space, and changes in millennial behaviour. 	<p>implementation.</p> <p>An opportunity exists to examine a Regional or Local approach to identifying existing older or in-transition employment areas and supporting their redevelopment through policy or incentive-based programs.</p>

Theme	Detail	Regional Examples	Policy Consideration
5. Increasing densities in underutilized employment areas	<p>Realizing the potential of other employment areas to create new and vibrant areas that add value to the economy.</p> <p>Identify underutilized employment areas for redevelopment to increase densities and address traffic congestion into existing employment areas.</p>	<ul style="list-style-type: none"> • London, UK mapped areas of intensification that can support redevelopment at higher densities. The London Plan includes minimum guidelines for employment capacity as well as a set of policies that include taking into consideration locational characteristics and the integration of existing uses in the surrounding areas. • Stockholm's Master Plan identifies expanding job creation outside the downtown area to ease traffic congestion. This includes the identification of sites outside the downtown that could be re-purposed for employment uses • Montreal intends to support the conversion of large brownfields by defining and implementing a development strategy for each site that would promote the intensification of employment in those areas 	<p>ROP requires that employment lands are flexible and adaptable for future redevelopment and intensification opportunities such as 4.3.18 and 4.3.19</p> <p>Analysis (Planning for Employment Background Report, Attachment 1) has been completed through the MCR process identifying employment areas for intensification potential, noting that since 2011, 60% of employment area employment growth has been accommodated in existing spaces.</p>
6. Ensuring servicing and critical infrastructure are available in employment areas to attract investment	<p>Investing in critical and sought after infrastructure such as broadband, transit and water/wastewater facilities, that will attract new businesses,</p>	<ul style="list-style-type: none"> • North Okanagan, BC promotes regional employment land growth by focusing on transportation connections and prioritizing parcels of land that will yield the most benefit in terms of employment lands development by dividing them into 'Investment Zones' to ensure each zone has sufficient infrastructure, visibility and market attractiveness 	<p>The ROP includes policies related to infrastructure investment including 4.1.1 and 4.1.5. Further, the Region has made considerable investments in transit infrastructure to support job create and strengthen the Regional economy.</p>

Theme	Detail	Regional Examples	Policy Consideration
		<ul style="list-style-type: none"> City of Waterloo Section 7.2 (employment areas) of the Waterloo OP states, “Make strategic investments, or provide support to other public agencies and/or private entities, to provide key competitive infrastructure that supports sustainable business development and activity” 	<p>York Region’s 2019 Capital Budget includes \$949 million in transportation investments.</p>
<p>7. Provide employers with a skilled workforce by ensuring access to housing options and quality education</p>	<p>A skilled workforce is an essential component to business attraction and retention.</p>	<ul style="list-style-type: none"> Stockholm relates the importance of remaining attractive for businesses by continuing to offer access to a skilled workforce, high-quality educational institutions and a fully functioning housing market with a wide choice of tenure types 	<p>The Economic Development Action Plan addresses key components of access to a skilled workforce for business attraction. Staff continues to support the York University Markham campus that aims to develop programming that will connect students to the local business community.</p> <p>The ROP includes a comprehensive set of policies related to affordable housing to promote, encourage and provide housing options in York.</p>

Theme	Detail	Regional Examples	Policy Consideration
8. Provide amenities for businesses and employees within employment areas and within close proximity to employment areas or business parks	<p>Amenity rich areas and accessible work environments are increasingly important in attracting businesses and workers.</p> <p>Permit a wide range of employment uses adjacent to major road arteries, or broader community nodes, to attract high density employment.</p>	<ul style="list-style-type: none"> City of Toronto OP includes “uses that support the prime economic function of employment areas, such as parks, small scale retail stores and services to meet the daily needs of business and employees, workplace daycare and restaurants, must also be readily accessible within employment areas.” Stockholm promotes a mix of functions that create vibrant and safe environments with people moving around and encountering others virtually round the clock. This benefits the streetscape and local cohesion and creates a thriving climate for businesses. 	<p>The ROP limits ancillary uses on employment lands to protect them for employment uses (4.3.11)</p> <p>Future opportunities include adding flexibility to this policy to encourage uses that create vibrant multi-functional employment areas without compromising their primary function.</p>



May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: Formal Response to Province on Regional Government Review

On May 16, 2019 Regional Council adopted the following recommendations:

1. Staff bring to Regional Council on May 16, 2019 a written submission to the Province on the Regional Government Review as generally set out in this report.
2. The Regional Clerk forward this report to the local municipalities.

Council also adopted the following resolution:

WHEREAS, the Government of Ontario has announced a review of Ontario's eight regional municipalities (Durham, Halton, Muskoka District, Niagara, Oxford County, Peel, Waterloo, York), the County of Simcoe and their lower-tier municipalities by appointed Special Advisors; and

WHEREAS, the provincially appointed Special Advisors are to provide advice and develop recommendations for the Minister of Municipal Affairs and Housing for the purpose of improving governance, decision-making and service delivery in the eight regions and Simcoe County and their lower-tier municipalities; and

WHEREAS, the province requested feedback on the regional review through an online survey or written submission by May 21, 2019 and asked respondents to focus on:

- improving representation and decision-making;
- improving the quality of municipal services and reducing costs;
- where you see municipal governments in 10 years; and

WHEREAS, in response to the regional review focus on **improving representation and decision-making**:

- i. York Regional Council consists of 21 members; an increase of just four members in 48 years while the population served has grown 7 fold, from 170,000 to 1,200,000
- ii. York Regional Council's representation has been considered several times, most recently in 2016 when Regional Council discussed current membership and the issue of weighted voting with the status quo remaining on both fronts
- iii. collaboration is enhanced by double-direct election where members serve on both Regional Council and Local Councils

WHEREAS, in response to the regional review focus on **improving the quality of municipal services and reducing costs**:

- i. the scope of regional services delivered has expanded greatly with York Region assuming responsibility for housing, paramedics and court services through provincial downloading and uploads relating to Regional transit, waste processing and disposal
- ii. York Regional Council tracks and reports on key performance measures, often with independent, 3rd party verification
- iii. York Regional Council continuously builds upon a long history of partnerships, collaborative efforts and shared procurement within regional and local municipalities and is constantly evolving to strengthen partnerships and achieve additional efficiencies

WHEREAS, responding to the regional review inquiry of **where you see municipal governments in 10 years**, the Regional Municipality of York and its constituent municipalities are well positioned as municipal leaders in many areas by employing best practices that serve residents well now and in the future, including:

- i. a long term Vision (to 2051) and Regional Official Plan complemented by infrastructure Master Plans
- ii. four-year strategic planning to align with Council's term
- iii. multi-year budgeting also focused on the term of Council

- iv. reporting to the public on key performance measures that are reviewed and verified by 3rd parties and accreditation agencies
- v. a robust 10-year capital infrastructure plan reflecting growth and state-of-good-repair needs
- vi. an annual public report highlighting successes, efficiencies and a record of financial statements and fiscal strategy

THEREFORE be it resolved that:

- 1. York Regional Council supports two-tier government as a means to deliver critical infrastructure and consistent service levels across all York Region communities.
- 2. York Regional Council believes in the democratic process that enables members of the public to engage directly with locally elected public representatives in their communities.
- 3. The Regional Municipality of York remains strongly and demonstrably committed to drive efficiencies through continuous improvement and a relentless commitment to incremental progress.
- 4. York Regional Council agrees that land use planning and the related delivery times for critical infrastructure is an area that has opportunity for further efficiencies.
- 5. This resolution be forwarded to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the Special Advisors, local MPPs, local municipal Councils and made publicly available.

The staff report is enclosed for your information.

Please contact Bruce Macgregor, Chief Administrative Officer at 1-877-464-9675 ext. 71200 if you have any questions with respect to this matter.

Sincerely,



Christopher Raynor
Regional Clerk

Attachment

The Regional Municipality of York

Governance Task Force

April 18, 2019

Report of the Chief Administrative Officer

Formal Response to Province on Regional Government Review

1. Recommendations

1. Council authorize a written submission to the Province on the Regional Government Review as generally set out in this report.
2. The Regional Clerk forward this report to the local municipalities.

2. Summary

The Governance Task Force met on March 21, 2019. The Task Force is represented by nine local municipal mayors and the Regional Chair.

Key Points:

- On March 13, 2019 the Provincial Government requested public feedback on the Regional Government Review
- On March 21, 2019 the Governance Task Force had its first meeting requesting staff draft a communication to the Province in response to the Province's request for feedback
- On April 1, 2019 the Provincial Government extended public comment on the regional review to May 21, 2019

3. Background

On March 13, 2019 the Province invited the public to provide input through online surveys or written submission

On March 13, 2019 the Province announced online consultation for residents, businesses and stakeholders. All people who live or work in the 82 upper and lower tier municipalities that are part of the regional government review are invited to share their thoughts through an online survey or by written submission.

The guidelines for a written submission are:

- Consider the following themes in preparing your feedback:
 - Improving representation and decision-making (for example, council size, selection process and municipal structure)
 - Improving the quality of municipal services and reducing costs (for example, land-use planning, public infrastructure, economic development and social services)
 - Where you see municipal governments in 10 years

The province requested that submissions be 500 words or less, but if over 500 words, that an executive summary be provided.

On April 1, 2019 the Province extended the closing date for comments to May 21, 2019 and added an opportunity to meet with the special advisors

As of April 1, 2019, meeting with the special advisors, Michael Fenn and Ken Seiling, is a new option available to people who live or work in the regions covered by the review. Individuals or organizations can submit their request to give a public deputation between April 3, 2019 to April 9, 2019 through the Province's online registration process (www.Ontario.ca/regionalgovernment).

A location in each of the regions under review has been reserved for these meetings. The meeting in York Region is scheduled for Monday, May 6 from 9 am to 4 pm in Council Chambers at the York Region Administrative Centre located at 17250 Yonge Street, Newmarket. This meeting is open to the public as space permits.

4. Analysis

On March 21, 2019 the Governance Task Force requested staff to prepare a draft submission to the Province

At the March 21, 2019 Governance Task Force meeting, members discussed a response to the Province highlighting key principles that have guided York Region historically, and will continue to be applied moving forward. These key principles include:

- Working in partnership with local municipalities – as demonstrated through a snapshot of recent collaborative opportunities and shared procurement
- Effective management of municipal organizations – including tracking and reporting of key performance measures
- Value for taxpayers – including the relentless pursuit of incremental efficiencies and continuous improvement

- Open and transparent government – including measuring, tracking and reporting of progress

These key principles are consistent with York Region's vision of *Strong, Caring, Safe Communities* and mission of *Working together to serve our thriving communities – today and tomorrow*.

Using the guidelines as set out by the Province for written submissions, staff would prepare a communication including information summarized in Table 1:

Table 1
High Level Summary of York Region Response

Themes	York Region Response
Improving representation and decision-making	<ul style="list-style-type: none"> • Council representation has been considered several times since York Region was formed in 1971 when the original Council consisted of 17 members (1 Regional Chair, 9 Mayors and 7 Councillors) • Since 1971, only 4 additional members have been added – 2 from Markham, and 2 from Vaughan • Most recently in May 2016, Council undertook an exercise that resulted in maintaining status quo (21 members – 1 Regional Chair, 9 Mayors and 11 Councillors) – the option of weighted voting was also discussed but not advanced at this time • Collaboration is enhanced by double-direct election where members serve on both Regional Council and Local Councils. • Consistent driver for Council representation has been by population, although assessment and land area have factored into discussions
Improving the quality of municipal services and reducing costs	<ul style="list-style-type: none"> • Regional service delivery has changed substantially over the years due to provincial downloads (housing, paramedics, courts, etc) and uploads (transit, waste processing and disposal, additional arterial roads, etc)

Themes	York Region Response
Where you see municipal governments in 10 years	<ul style="list-style-type: none"> For years, York Region has partnered with some or all nine local municipalities to reduce costs including sharing services or joint procurements. York Region's municipalities have collaborated successfully in a number of areas to bring about cost savings and increase efficiencies Land use planning is an area both the Region and local municipalities agree has opportunity for further efficiencies All municipalities will be reporting to the public on key performance measures that are reviewed and verified by a 3rd party with the ability to compare against municipalities with similar populations (example: Municipal Benchmarking Network of Canada (MBNC) as well as common key performance indicators (KPIs) to drive efficiencies) All municipalities will have 4-year strategic planning and multi-year budgeting practices to align with Council's term to support continued accountability, transparency and efficiency with a focus on partnerships and collaboration All municipalities will have standardized Codes of Conduct set out by the Province as a minimum requirement There will be improved alignment of land use planning responsibilities and an outcome-focused orientation

5. Financial

There are no financial implications associated with this report.

6. Local Impact

The outcome of the Provincial review may result in changes to local and/or regional councils and services.

7. Conclusion

On March 21, 2019 the Governance Task Force requested staff to prepare a submission to the Province to meet the April 23, 2019 deadline for comments. The new deadline for submission is May 21, 2019.

For more information on this report, please contact Bruce Macgregor at 1-877-464-9675 ext. 71200. Accessible formats or communication supports are available upon request.

Approved for Submission: **Bruce Macgregor**
Chief Administrative Officer

April 10, 2019
#9336812



2019 MARKHAM CANADA DAY COMMITTEE

MINUTES April 17, 2019 Meeting No. 2

Attendance

Members

Allan Bell
Perry Chan
John Chin
Edward Chiu
Zulaika Hoosainny
Teresa Ing
Prem Kapur
Sabrina Luong (SEAS)
Saadia Zakki

Council

Councillor Amanda Collucci

Staff

Andrea Berry, Corporate Communications
& Community Engagement
Michael Blackburn, Corporate Communications
Craig Breen, Operations
Trinela Cane,
Commissioner of Corporate Services
Fion Lau, EA to Councillor Amanda Collucci
Yvonne Lord Buckley, Corporate
Communications
Jay Pak, Financial Analyst
Maxine Roy, Corporate Communications
Jing Yu, Corporate Communications
Renee Zhang, Special Events
Bev Shugg Barbeito, Committee Coordinator

Guests

YRP PC Karen Chen
YRP PC Niko Dimitrakopoulos
YRP PC Jin Park

Regrets

Kane Elliott
Kash Khan
Susan Li (SEAS)
Aaron Madar
Francis Yim (SEAS)
Matt Busato, Operations
Jason Britton, Working Supervisor, Operations
Morgan Jones, Operations
Dean McDermid, Plant Operations
David Plant, Manager, Operations
Andrea Tang, Manager Financial Planning

The second meeting of the 2019 Markham Canada Day Committee convened at 5:36 p.m. with Councillor Amanda Collucci serving as Chair.

1. WELCOME

Councillor Amanda Collucci welcomed everyone to the meeting and introductions of all members were made.

2. ADOPTION OF THE MINUTES OF THE MEETINGS HELD ON SEPTEMBER 10, 2018 AND ON FEBRUARY 26, 2019

It was

Moved by Sabrina Luong
Seconded by Teresa Ing

That the minutes of the 2018 Markham Canada Day Committee meeting held on September 10, 2018 and the minutes of the 2019 Markham Canada Day Committee meeting held on February 26, 2019 be adopted as distributed.

CARRIED

3. PLANNING FOR CANADA DAY 2019

a) Budget

Jay Pak, Financial Analyst, distributed and reviewed the report entitled *Canada Day 2018 Preliminary Results as of April 17, 2019*. He noted that the Canada Day 2018 budget had started with a deficit, but that through the diligent efforts of Committee members, savings were found and there is now an accumulated surplus for Canada Day 2019 events. The 2018 Actual Expenses will serve as the Canada Day 2019 base budget; Committee members were asked to advise him if changes could be expected.

Trinela Cane, Commissioner of Corporate Services, advised that the Heritage Grant of \$32,000 had been received.

b) Road Occupancy Approvals

It was reported that road closures facilitated smooth transit movement and pedestrian access to and from Milne Park. Signage advising of road closures was posted in advance of Canada Day. YRP noted that if the routes were similar to last year, the number of paid duty officers would remain the same.

John Chin advised that he is part of Scouts Canada First Aid division where youth are provided opportunities to learn first aid, explore emergency services occupations, and employ their first aid skills at community and scouting events. The youth are trained to provide first aid and can handle most situations until paramedics arrive. He will speak with youth about the opportunity to provide first aid services on Canada Day, obtain their commitment that they'll attend that day, and then advise Yvonne Lord Buckley. This innovative approach was applauded, noting that it is beneficial for youth as well as for Markham. This service would be integrated into Canada Day emergency plans. It was noted that EMS will also attend the Canada Day events to provide emergency services.

c) Security

It was reported that quotes are being obtained for the additional lighting, fencing and security. It was noted that York Region Police were very positive about the increased efforts and resources, including plans by Markham's Emergency Coordinator, devoted to increasing pedestrian safety and access for transit.

d) Parade

Yvonne Lord Buckley confirmed that the staging area will be at the Centennial Community Centre because space at the Markville Mall parking lot is no longer available. Staging will begin at 2:30 pm and the parade will start at 4:00 pm. Roads will be closed from 3:00 – 5:00 pm.

It was reported that there are already six participants confirmed for the parade. Staff will follow up with participants from previous years. The parade is being promoted on social media; applications are being accepted until May 15, but this date may be extended to June 1 if necessary. It was noted that YRP would appreciate having a list of parade participants.

Action: Yvonne Lord Buckley

YRP asked about the possibility of implementing a City by-law to prohibit cars from stopping on Highway 7 to watch the fireworks. Staff will investigate this possibility.

Action: Trinela Cane

The Committee considered the possibility of incorporating Markham's 225th birthday into the theme for Canada Day events, including inviting the Markham Museum to enter a parade float and possibly decorating Council's float parade to celebrate Markham's birthday. Andrea Berry reported that Corporate Communications is creating a themed logo and suggested having a large picture of a Berczy settler or something similar that Milne Park attendees could pose with.

e) Corporate Communications and Community Engagement Proposal

Andrea Berry advised that the communications and social media plan is underway, the Markham web site has new branding, there are exciting opportunities to use video footage taken last year, and the School of Rock has been recruited to provide entertainment.

It was reported that the Mayor's Press Conference is scheduled for June 18, 2019 at 10:00 am in the Great Hall. The School of Rock will provide videos for this event.

f) Mayor's Seniors' Luncheon

Yvonne Lord Buckley reported that Le Parc, the venue for the luncheon, has been confirmed. Approximately 950 seniors and volunteers attend the luncheon. It was noted that registrations for the luncheon fill up quickly.

Allan Bell serves as emcee for the luncheon. Andrea Berry will discuss entertainment options with members of two seniors' committees. It was noted that the Canada Day Committee would need to move quickly to reserve a group to entertain at the luncheon.

It was noted that it was wise to have additional volunteers attend, in case police or fire services' volunteers needed to leave to attend to an emergency. It was also noted that volunteers are needed to assist in cleaning up the venue. Trinela Cane reported that, in the past, many Markham staff volunteer and she has already emailed a request for volunteers this year.

Saadia Zakki agreed to assist in coordinating the luncheon arrangements.

g) Transit Arrangements

Yvonne Lord Buckley advised that meetings will be held soon to discuss and plan the transit arrangements.

h) Food Vendors

Jing Yu, Corporate Communications, reported that there are seven confirmed and paid food vendors, and others are interested in participating. Cost is \$400 per vendor because each vendor gets a spot offering good exposure.

Jing Yu reported that ten tents would need to be rented from Gervais Party and Tent Rentals at the same price as last year.

It was

Moved by	Prem Kapur
Seconded by	Saadia Zakki

To approve the expense of renting tents from Gervais Party and Tent Rentals.

CARRIED

i) Children's Activities

Fion Lau, EA to Councillor Amanda Collucci, reported that plans for the children's activities are in progress and many activities will be returning again in 2019. Prem Kapur will continue to assist in coordinating the children's activities.

j) Stage & Sound

Perry Chan reported that the stage has been reserved. However, the stage will be used for the Asian Festival immediately before Canada Day and therefore will not be delivered to Milne Park until 11 pm on June 30. This will require set-up overnight on June 30 and all appropriate inspections to be scheduled for early in the day on July 1, 2019. Perry Chan noted it will be important to have the banners ready on June 29. He will develop a schedule of required activities and send it to the Committee Chair. He will work to keep costs the same as last year.

k) Fireworks

It was reported that planning for the fireworks is underway. It was noted that this is the last year of the current contract.

l) Entertainment

It was reported that local adult and youth bands, School of Rock, will provide five different sets of entertainment between 6 pm and midnight. The Chair expects to receive the contract soon. Doo Doo the Clown has been confirmed but other afternoon entertainment needs to be reserved. Fireworks will occur at 10 pm.

m) Volunteers

Sabrina Luong, SEAS Centre, reported that SEAS Centre would need to know by June 6 how many volunteers would be needed for each activity and what the duties would be.

n) Sponsorship

Jay Pak advised that if 2019 expenses stayed the same as in 2018, then the sponsorship target could be decreased. It was reported that Bell has committed to the Stage sponsorship @\$10,000, JD Developments @\$3,000, and several other companies have expressed interest in various sponsorship levels. Corporate Communications hopes to finalize many sponsorships this month.

o) Signage

Many signs, including those prohibiting the use of illegal substances, were created last year and can be used again in 2019. Corporate Communications will work with Craig Breen to produce all required signs.

p) Parking

It was reported that the parking plans ran smoothly and will be used again this year.

q) Citizenship Court

It was reported that the Corporate Communications coordinates the arrangements in conjunction with the Clerk's Office.

4. OTHER BUSINESS

None was identified.

5. NEXT MEETING

The next meeting will be held at the call of the Chair.

6. ADJOURNMENT

It was

Moved by Zulaika Hoosainny
 Seconded by Saadia Zakki

That the second meeting of the 2019 Markham Canada Day Committee adjourn at 7:00 PM.

CARRIED



MARKHAM ENVIRONMENTAL ADVISORY COMMITTEE

MINUTES

**Ontario Room, Markham Civic Centre
April 18 2019**

Attendance

Members

Kevin Boon, Chair
Christopher Ford, Vice Chair
Ashok Bangia
Karl Lyew, Immediate Past Chair
Nadine Pinto
Diane Ross
Natasha Welch

Regrets

Alimasi Chen
Karl Fernandes
Phil Ling
Elvis Nurse

Council

Regional Councillor Jack Heath
Regional Councillor Joe Li

Guests

Martin Bush, Drawdown
Lloyd Helferty, Drawdown
Ariana Lim, Student
Rumaisha Qadar, Student

Staff

Jacqueline Tung, Community Engagement
Assistant
Jennifer Wong, Sustainability Coordinator
Bev Shugg Barbeito, Committee Coordinator

1. CALL TO ORDER

The Markham Environmental Advisory Committee (MEAC) was called to order at 7:06 PM with Kevin Boon presiding as Chair.

2. CHANGES OR ADDITIONS TO THE AGENDA

It was agreed to add the following items to Other Business:

- Hiatus of Alimasi Chen
- York Region EAC meeting

The agenda was accepted as amended.

3. ADOPTION OF THE MINUTES OF THE MARKHAM ENVIRONMENTAL ADVISORY COMMITTEE MEETING HELD ON MARCH 21, 2019

It was

Moved by Natasha Welch
Seconded by Diane Ross

That the minutes of the Markham Environmental Advisory Committee (MEAC) meeting held on March 21, 2019 be adopted as distributed.

CARRIED

4. MATTERS ARISING FROM THE MINUTES

A. INFORMATION ON MARKHAM INITIATIVES AND COUNCIL MATTERS

- Regional Councillor Joe Li reported that Markham is encouraging personal gardens. Jacqueline Tung advised that a limited number of community garden plots are available for rental in the Kirkham Community Gardens @\$125 for the season.

B. FOLLOW UP ON ACTION ITEMS

Chair Kevin Boon reviewed and updated the action items.

5. NEW BUSINESS

A. DRAWDOWN

Lloyd Helferty presented information about Project Drawdown, founded by author and environmentalist, Paul Hawken. It is a scientifically based plan to implement the top 80 solutions to reverse global warming by 2050. The Project Drawdown book sets out the solutions, the math and the economics of how society can actually do this.

Drawdown is the point in time when the concentration of greenhouse gases in the atmosphere have peaked and begin to decline on a year to year basis. Project Drawdown is a coalition of over 200 contributors from over 22 countries. The Drawdown mandate is to map, measure and model substantive, technological, ecological, and behavioral solutions and analyze their potential to reduce and draw down greenhouse gases, include carbon dioxide, methane, fluorinated gases and several others all with different global warming impacts, over a 30 year period.

The Drawdown project focused on existing solutions with sufficient data available for global modelling. The solutions were then evaluated based on their current performance, scalability, economic viability, potential to reduce greenhouse gases over 30 years and the balance of other positive/negative impacts. Each solution was measured and modeled to determine its global carbon impact between 2020 and 2050.

The results include the (i) ranking (ii) carbon avoided, reduced, or sequestered (iii) the cost to implement and (iv) net cost/savings over a 30 year period. The top 80 solutions were grouped into seven sectors: Energy, Food, Women & Girls, Building & Cities, Land Use, Transport, and Materials. The top 10 ranked solutions included:

#1 Refrigerant Management	#6 Educating Girls
#2 Wind Turbines (onshore)	#7 Family Planning
#3 Reduced Food Waste	#8 Solar Farms
#4 Plant Rich Diet	#9 Silvopasture
#5 Tropical Forests	#10 Rooftop Solar

Of the 80 ranked solutions some have more impact than others, but it was felt that reversing global warming would not be possible unless all the solutions were undertaken. In addition to the top 80 solutions, the book also includes 20 emerging solutions that, while they are scientifically valid, there is not yet sufficient economic and/or scientific data to accurately model the net impact on carbon and cost. These innovations include marine permaculture, smart grids, the hyperloop, autonomous vehicles and living buildings.

Local Drawdown projects create “climate hubs” or living labs where solutions can be implemented and tested before being scaled up. There are approximately 1,300 such hubs in 600 communities across Canada; although there aren’t any in Markham yet, a Drawdown Meet Up group hopes to implement projects which will benefit Markham.

B. EARTH MONTH PLANNING

Jacqueline Tung reviewed planning details of the event. She reviewed the layout of the Remington Centre, the venue for the event, and showed the proposed set up of booths and tables. The animals would be housed in covered tents outside.

Ms. Tung reviewed the proposed schedule for the day:

8:30-9:30 am – Exhibitors, volunteers, event staff start to arrive

Environmental Advisory Committee

April 18, 2019

Page 4 of 4

9:00 am – Volunteer briefing and setting up signage

10:00 am – Event starts

10:00 am - 4:00pm – various activities for the whole family, including a sustainability fair showcasing environmental projects, free carousel rides, electric vehicle test driving, passport activity, animal interactions, eco-craft zone

11:00 am – 4:00 pm – Face to Face painting

Tentative timing regarding speeches has been revised to reflect the Mayor's and Council members' schedules.

Ms. Tung advised that sub-committee co-chairs Nadine Pinto and Natasha Welch have organized the schedule for MEAC members and student volunteers to staff booths.

Ms. Tung mentioned that Radio 105.9 may attend the event and reminded MEAC members to direct any media enquiries to City staff for response.

6. OTHER BUSINESS

- Chair Kevin Boon advised Committee members that Alimasi Chen is not able to participate in Committee meetings or events this year. After discussion, it was

Moved by Karl Lyew

Seconded by Christopher Ford

To respectfully request the resignation of Alimasi Chen.

CARRIED

- The Committee discussed the possibility of hosting the York Region EAC meeting in May 2019, but decided not to do so since it would follow so closely after the Earth Day event.
- The Markham Youth Expo will be held at the Aaniin Community Centre on May 4, 2019 from 2:00-9:00 pm. MEAC has been offered the opportunity to host a booth there.

7. NEXT MEETING

The next meeting of the Markham Environmental Advisory Committee will be held on Thursday, May 16, 2019 at 7:00 p.m., in the Ontario Room, Markham Civic Centre.

8. ADJOURNMENT

It was

Moved by Karl Lyew

Seconded by Natasha Welch

That the Markham Environmental Advisory Committee adjourn at 9:10 PM.

CARRIED

AGENDA 2.1

MARKHAM PUBLIC LIBRARY BOARD

Regular Meeting

Minutes of Meeting held on Monday, April 22, 2019 7:05 p.m. Markham Village Library, Program Room, 6031 Highway 7 East, Markham L3P 3A7

Present from Board: Mr. Ben Hendriks, Chair
Mr. Alick Siu, Vice-Chair
Ms. Margaret McGrory
Mrs. Lillian Tolensky
Mrs. Pearl Mantell
Mrs. Marilyn Aspevig
Regional Councillor Jack Heath
Mrs. Yemisi Dina
Mr. Alfred Kam
Regional Councillor Joe Li (from 5.1)

Present from Staff: Mrs. Catherine Biss, CEO & Secretary-Treasurer
Mrs. Diane Macklin, Director, Community Engagement
Ms. Deborah Walker, Director, Library Strategy & Planning
Ms. Andrea Cecchetto, Director, Service Excellence
Ms. Michelle Sawh, Director, Administration
Ms. Megan Garza, Manager, Organizational Transformation
Mr. Shaun McDonough, Research Analyst
Mrs. Susan Price, Board Secretary

Regrets: Councillor Alan Ho
Ms. Jennifer Yip

1.0 **Call to Order/Approval of Agenda**

Mr. Ben Hendriks, Chair, called the meeting to order at 7:05 p.m.

Moved by Mrs. Lillian Tolensky
Seconded by Mr. Alick Siu

Resolved that the agenda be approved.

Carried.

1.1 **Declaration of Conflict of Pecuniary Interest**

None.

1.2 **Delegation**

None.

AGENDA 2.1

1.3 Chair's Remarks

CHAIR'S INDIGENOUS LAND ACKNOWLEDGMENT

Before we begin today's meeting, we would like to give acknowledgment to the traditional lands we are grateful to have the opportunity to gather on today. We acknowledge our presence on the traditional territory of many Indigenous Nations who have and continue to call this territory home including the Wendat, Anishnabek Nation, the Haudenosaunee Confederacy, the Mississaugas of Lake Scugog, Rice Lake and Mud Lake and Alderville First Nation.

The Chair explained that he removed the Metis acknowledgment as they did not inhabit this area.

The Chair declared that this April meeting would be the last one for the current Board. As is the custom when Board Members complete their terms and retire, select books are chosen and a nameplate affixed to the inside cover.

It was suggested that the Indigenous Atlas series written by the Royal Canadian Geographic Society in collaboration with Indigenous organizations would be appropriate.

This is a four volume set and we have four Board members leaving so nameplates have been placed in each volume:

"In honour of MPL Board Members Marilyn Aspevig, Yemis Dina, Alfred Kam and Jennifer Yip for their years of dedicated service 2011-2019".

Regional Councillor Jack Heath said that the retiring Members had been excellent and it had been a great Board.

The Chair mentioned the quality of the returning members.

The Chair provided an update on SOLS (Southern Ontario Library Services) and OLSN (Ontario Library Service-North). He advised the Board that he had contacted the new Board members with regard to the upcoming Governance Best Practice Workshop in Richmond Hill May 4, 2019.

The possibility of amalgamation of municipal services in York Region was discussed at length.

Mr. Hendriks mentioned that after the regular meeting there would be a brief intermission while we have some refreshment and Staff will have an opportunity to speak with retiring Board members.

2.0 Consent Agenda:

Moved by Mrs. Marilyn Aspevig
Seconded by Mr. Alick Siu

Resolved that the Consent Agenda comprising Agenda items 2.0 to 2.3.2 and the same are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

- 2.1 Minutes of Regular Meeting, March 25, 2019**
- 2.2 Declaration of Due Diligence by the CEO**
- 2.3 Communication and Correspondence:**

AGENDA 2.1

2.3.1 Volunteer Letter 2018

2.3.2 The Globe and Mail: Cambridge Library

Carried.

There were numerous questions and clarifications on the revamped Cambridge Public Library- The Old Post Office Branch.

3.0 **CEO's Highlights, April, 2019:**

The CEO drew the Board's attention to the following items in the CEO's Highlights:

City Strategic Planning: The CEO attended the first of four scheduled Strategy Sessions at the City.

Library Strategic Planning: The design of the MPL Strategic Plan Online Survey has been completed and there were some clarifications on some questions.

2020 Budget Timelines: The budget 2020 process has begun and this report lays out the proposed timelines.

Quarterly Statistical Report: There were some questions on some of the numbers contained in the report. Staff explained that opening a new branch (Aaniin) creates a spike in the numbers in the year that it opens but may appear as a decline in the following year. Also Aaniin was a test site for additional programming and piloting of potential new school programming curriculum. Electronic circulation is up 53.6 % with resources such as PressReader accounting for a large percentage of this increase.

Some discussion followed on the responsibilities and roles of libraries in the community.

Regional Councillor Heath had a question about provincial grants and comments on extending library hours. There was a discussion regarding the need for a multi-year plan to continue expanding library hours. It was noted that the upcoming Strategic Plan Survey will provide data regarding customer priorities for library hours.

Moved by Mr. Alfred Kam

Seconded by Mr. Alick Siu

Resolved that the report entitled "CEO's Highlights, April 2019" be received.

Carried.

4.0 **Annual Monthly Policy Review:** (To be undertaken at the January meeting)

AGENDA 2.1

- 5.0 **Internal Monitoring Reports:**
(Compliance list of internal monitoring reports and discussion led by members.)

- 5.1 **Monitoring Report-Executive Limitation EL-2a Asset Protection**
(Assigned to Ms. Jennifer Yip)

Mr. Hendriks explained that Ms. Yip could not attend the meeting and that she did not receive any questions or concerns from Members prior to the meeting.

There were no questions from the floor.

The report confirmed that the CEO and MPL's practices relative to MPL's Asset Protection comply with the requirements of EL-2e policy.

Moved by Mr. Ben Hendriks
Seconded by Mrs. Marilyn Aspevig

Resolved that the internal monitoring report entitled "Executive Limitation EL -2e Asset Protection)" be received.

Carried.

- 6.0 **Ends:**

Strategic Plan Update

Staff mentioned several new initiatives contained in the report such as;

- **The New Telephony Replacement Strategy**
- **Development of Overdrive consortium with Richmond Hill**
- **Collaborate & partner with appropriate City Departments to optimize service delivery;** Participate in a "pilot" of the City Neighborhood Team initiative to foster community engagement and further social development outcomes. The place-based pilot will focus on the Milliken community

Staff updated the Board on the **Markham Centre Story**, comparing precinct plans from 1992 to 2016.

Although specific areas have been built up, there remains lots of land that will be developed. A **Markham Centre Library** is Recommendation #95 of the Draft 2019 ILMP (Integrated Leisure Master Plan). The delivery of library space is to be phased in with population growth. This branch may form part of a mixed-use development. The Development charges update indicates that there are funds in place for a new library branch to begin development in 2021.

Staff encouraged all those present to log in to the City of Markham website/ **Your Voice Markham** <https://yourvoicemarkham.ca> for an opportunity to provide input online: tell us your ideas, tell us your stories and show us your places. There will also be "pop-up" events happening across the City where one can provide feedback in-person. We should encourage family, friends and neighbours to participate and share their feedback.

Moved by Ms. Margaret McGrory
Seconded by Mrs. Yemisi Dina

Resolved that the report "Strategic Plan Update January to March 2019" be received.

AGENDA 2.1

Carried.

7.0 **Governance:**

7.1 **2019 Library Capital Budget Report**

The Chair asked if there were questions or comments and the CEO advised that in addition to the library budget there were tablets approved for library use in the City's IT Capital Budget.

Moved by Mrs. Lillian Tolensky
Seconded by Mr. Alick Siu

Resolved that the Library Board adopts the 2019 Capital Budget of \$2,918,300 for the Library's portion of the City of Markham's 2019 Capital Budget; and,

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

Carried.

7.2 **2019 Library Operating Budget Report**

There was one question on service agreements that was answered by the CEO.

Moved by Mrs. Marilyn Aspevig
Seconded by Mr. Alick Siu

Resolved that the Library Board approves the 2019 City of Markham Grant in the amount of \$13,378,131; and,

That the Board approves the 2019 Library Operating Budget consisting of Library Income in the amount of \$1,132,432 , and Operating Expenditures (excluding Personnel Ramp-ups) in the amount of \$14,510,563; and,

That upon finalization of the 2018 Library audited financial statements, the 2019 Operating Budget be adjusted to reflect the 2018 operating results; and,

That the above figures be subject to further adjustment as required throughout the year based on information received from the City of Markham; and,

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

Carried.

8.0 **Ownership Linkage:**

8.1 **Input from Board Members**

9.0 **Board Advocacy**

10.0 **Education:**

AGENDA 2.1

10.1 Website Activity for Board Members

Deferred to a later date with new Board.

11.0 Incidental Information

12.0 New Business

13.0 Board Evaluation :

13.1 Feedback to the Chair

Moved by Mrs. Pearl Mantell

Seconded by Mr. Alick Siu

Resolved that report entitled “Questionnaire Results: Feedback to the Chair” be received.

Carried.

14.0 In Camera Agenda

Moved by Mr. Alick Siu

Seconded by Mrs. Yemisi Dina

Resolved that the Board meet in Camera at 8:28 p.m. to discuss a confidential personnel matter.

Carried.

The Board returned to its regular meeting at 9:39 p.m.

Moved by Mrs. Yemisi Dina

Seconded by Mr. Alick Siu

Resolved that the motions approved In Camera be ratified.

Carried.

15.0 Adjournment

Moved by Mr. Alfred Kam that the meeting be adjourned at 9: 40 p.m.



Report to: General Committee

Meeting Date: June 11, 2019

SUBJECT: 2020 Budget Schedule
PREPARED BY: Matthew Vetere, Manager, Budgeting

RECOMMENDATION:

- 1) That the report dated June 11, 2019 titled “2020 Budget Schedule” be received; and,
- 2) That the following schedule for the 2020 Budget be approved with the dates and times below:

Meeting #1 – Tuesday, September 24, 2019 (9:00 a.m. to 12:00 p.m. Council Chamber)

Meeting #2 – Friday, September 27, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)

Meeting #3 – Friday, October 4, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)

Meeting #4 – Tuesday, October 29, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)

Meeting #5 – Friday, November 1, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)

Meeting #6 – Tuesday, November 5, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)

Meeting #7 – Friday, November 8, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)

Meeting #8 – Tuesday, November 12, 2019 (3:00 p.m. to 5:00 p.m. – Council Chamber)

General Committee – Monday, November 18, 2019 (9:30 a.m. – Council Chamber)

- Draft presentation of the proposed 2019 Budget for the public meeting

Meeting #9 – Tuesday, November 19, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)

Public Meeting – Wednesday, November 27, 2019 (7 p.m. to 9 p.m. – Council Chamber)

- Feedback from the public meeting will be incorporated into the report to Council

Council Decision – Tuesday, December 10, 2019 (1:00 p.m. – Council Chamber)

Press Conference – Wednesday, December 11, 2019 (2 p.m. – Canada Room);
and,

- 3) That the following schedule for the 2020 Water & Wastewater Rate be approved with the dates and times below:

General Committee – Monday, October 7, 2019 (9:30 a.m. – Council Chamber)

Public Meeting – November 5, 2019 (6:30 p.m. – Council Chamber)

- Feedback from the public meeting will be incorporated into the report to Council

Council Decision – Wednesday, November 13, 2019 (1:00 p.m. – Council Chamber); and further,

- 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 obtain approval on the proposed meeting dates for:

- 1) 2020 Budget; and
- 2) 2020 Water & Wastewater Rate

BACKGROUND:

The 2020 Budget process will include nine Budget Committee meetings that will be held over the months of September, October and November 2019. In addition, input will be sought through a public meeting to be held on November 27, 2019 at the Civic Centre. Staff will incorporate feedback from the public meeting into the report to Council. It is proposed that a Council decision on the 2019 Budget will be made on December 10, 2019, followed by a press conference on December 11, 2019.

The 2020 water & wastewater rate will be discussed at General Committee on October 7, 2019. A public meeting will be held on November 5, 2019 at the Civic Centre. Staff will incorporate feedback from the public meeting into the report to Council on November 13, 2019. The new rate will become effective April 1, 2020.

OPTIONS/ DISCUSSION:

Markham is focused on effective fiscal management and operational excellence to ensure sustainability of our City for the future.

1. 2020 Budget

Staff commenced the 2020 Budget in March 2019 with the annual Life Cycle Reserve Study update. The goal of the update is to determine if there are sufficient funds in the Life Cycle Replacement & Capital Reserve Fund at the end of the 25-year period. Details of the 2019 update will be provided at the first Budget Committee meeting on September 24, 2019.

Preliminary operating and capital budgets will be developed with consideration of items such as the departmental business plans, Life Cycle Reserve Study, Development Charges Background Study. Consideration will also be given to findings from an economic (fiscal) scan, which is a forecast of items that may have a financial impact on the budget such as collective agreements, inflation, interest rates and legislative changes.

A comprehensive review of budgets will be conducted by Staff, Commissioners and the CAO prior to being presented to the Budget Committee.

1a. Budget Committee and Other Meeting Dates

The proposed dates for the Budget Committee meetings to review, discuss and approve the 2019 Budget are outlined below:

Budget Committee

- Meeting #1** – Tuesday, September 24, 2019 (9:00 a.m. -12:00 pm, Council Chamber
– **2020 Budget Overview** (including review of the budget process, fiscal scan, overview of the Primary Operating budget, Capital budgets and Life Cycle Reserve Study update)
- Meeting #2** – Friday, September 27, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
– **Department presentations and Capital review**
- Meeting #3** – Friday, October 4, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
– **Continuation of Department presentations and Capital review**
- Meeting #4** – Tuesday, October 29, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
– **Continuation of Department presentations and Capital review**
- Meeting #5** – Friday, November 1, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
– **Continuation of Department presentations and Capital review**
- Meeting #6** – Tuesday, November 5, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
– **Continuation of Department presentations and Capital review**
- Meeting #7** – Friday, November 8, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)
– **Continuation of Department presentations and Capital review**
- Meeting #8** – Tuesday, November 12, 2019 (3:00 p.m. to 5:00 p.m. – Council Chamber)
– **Primary Operating Budget**
- General Committee** – Monday, November 18, 2019 (9:30 a.m. – Council Chamber)
– Draft Operating Budget Public Meeting Presentation (based on the budget status following the November 12 Budget Committee meeting)

Meeting #9 – Tuesday, November 19, 2019 (9:00 a.m. to 12:00 p.m. – Council Chamber)

– **Building, Planning, Engineering and Waterworks Operating Budgets**

Public Meeting – November 27, 2019 (7:00 p.m. to 9:00 p.m. – Council Chamber)

- Public input to the 2020 Budget
- Staff will incorporate feedback from the public meeting into the report to Council

Council – Tuesday, December 10, 2019 (1:00 p.m. – Council Chamber)

- Council decision on 2020 Budget

Press Conference – Wednesday, December 11, 2019 (2 p.m. – Canada Room)

- Press conference and media release on 2020 Budget

1b. Communications Plan

All Budget Committee meetings are open to the public, and the meetings are streamed through Markham's website. Following the meetings, the presentation can be viewed and listened to on the Markham's website.

Notices of the Budget Committee meetings will be advertised in the Economist & Sun, Thornhill Liberal, SNAPd, Markham Review, 105.9 The Region, Markham's electronic information boards, social media, and on Markham's website.

1c. Paperless Capital Budget

On-line access to capital request forms was implemented in 2013 to align with the paperless agenda initiative. The process of accessing 2020 capital request forms on-line will be provided to Members of Council on Tuesday, September 10, 2019. Training, if required, will be provided prior to the budget deliberation process.

Capital Budget binders will be provided only on an exception basis. Requests should be made to Matthew Vetere by Tuesday, August 20, 2019.

1d. Process Improvements

As part of the City's continuous improvement to the budget process and based on Committee comments during the 2019 Budget process, Staff are proposing the following enhancements for the 2020 Budget review.

Department budget presentations

For the 2020 Budget process, Directors will make a presentation to Budget Committee on their department's operating and capital budgets to provide Committee with an overall perspective of the department's objectives and outcomes. The presentations will focus on

the department's organizational structure, its roles and responsibilities, alignment to the strategic plan, and new operating budget requests. As part of the presentation, the capital budget submissions will be reviewed on an exception basis.

These presentations will take place over meetings #2-7 beginning September 27th.

Detailed operating statements for the departments will be provided to Members of Council on Tuesday, September 10, 2019.

Capital budget requests and additional details

In prior years each capital project was submitted for review on a two page request form. As a means of streamlining the process the capital request form has been condensed to one page. Sections removed from the form to incorporate this change are incorporated within the remaining sections or were deemed redundant based on staff processes. An example of the one page form can be found in Appendix A.

To complement this change and based on Committee comments during the 2019 Budget process, staff will provide additional information to further explain capital projects over \$500,000 or capital projects that are politically sensitive.

2. 2020 Water & Wastewater Rate

Markham owns and operates the water distribution and wastewater collection systems, and purchases water supply and wastewater treatment from the Region of York. The Region of York purchases water from the City of Toronto and the Region of Peel.

The 2020 water & wastewater rate will be discussed at General Committee on October 7, 2019. A public meeting will be held on November 5, 2019 at the Civic Centre. Staff will incorporate feedback from the public meeting into the report to Council on November 13, 2019. The new rate will be effective April 1, 2020.

HUMAN RESOURCES CONSIDERATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Not applicable.

RECOMMENDED BY:

Joel Lustig
Treasurer

Trinela Cane
Commissioner, Corporate Services

ATTACHMENTS:

Appendix A – 2020 One Page Capital Form



2019 PROJECT FUNDING REQUEST FORM

Number: **19001**

Project Cost: **\$145,000**

Project Name: **Public Art Program**

Commission: Development Services

Repair/Replace

Department: Culture

Useful Life: 0 Pre Approval: ☐

Project Mgr: Stephen Chait

Category: Major

Ward(s): CW ☒ 1 ☐ 2 ☐ 3 ☐ 4 ☐

Cost Validation: Internal peer review

5 ☐ 6 ☐ 7 ☐ 8 ☐

Requirement Validation: Other(specify in Notes)

DETAILED DESCRIPTION (SCOPE OF PROJECT):

Culture will continue to grow and maintain the public art collection with installations across the City. This project also includes funding for a public art coordinator who oversees the administration of the Public Art Program.

BUILDING MARKHAM'S FUTURE TOGETHER: Engaged, Diverse & Thriving City

PROJECT COSTS (\$)			NOTES
2019	Future Phases		
Cost/Quote:	98,270	0	Old: Public art program funding: \$5,000 Civic Centre/public spaces collection, \$15,000 conservation, \$80,000 public art projects and \$45,000 for public art coordinator. Reserve Fund - Public Art Acquisition Reserve Revised: \$5,000 Civic Centre/public spaces collection \$15,000 conservation \$80,000 public art projects \$45,000 for public art coordinator
Internal Charges:	0	0	
External Consulting:	44,208	0	
Sub Total:	142,478	0	
HST Impact:	2,508	0	
Total Project Cost:	145,000	0	

SOURCE(S) OF FUNDING (\$)		Components					Future Phases
Funding Type	Budget	Program	Coordinator			TOTAL	
Operating Funded Non-Life Cycle	45,000	0	45,000	0	0	45,000	0
Reserve Fund	100,000	100,000	0	0	0	100,000	0
TOTAL FUNDING	145,000					145,000	0

OPERATING BUDGET IMPACT	Personnel	Non Personnel	Revenues	Expenditures/(Revenues)
	\$0	\$0	\$0	\$0

DCA/LIFE CYCLE DETAILS

DCA	Year	Amount	Amount in Study	Life Cycle
Name				
				Amount in Study: <input type="text"/>
				Amount Incl HST <input type="text"/>
				Year in the study <input type="text"/>
DCA and/or Life Cycle: Explain if there is a change in the year and/or cost:				
<input type="text"/>				



Report to: General Committee

Meeting Date: June 11, 2019

SUBJECT: Staff awarded contracts for May 2019
PREPARED BY: Alex Moore Ext. 4711

RECOMMENDATION:

1. That the report entitled "Staff Awarded Contracts for the Month of May 2019" be received; and,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

Pursuant to Part III section 15 of the Procurement Bylaw (No. 2017-8), passed by Council on March 21, 2017, a report shall be submitted to Council on a monthly basis to advise of awarded contracts greater than \$50,000.

This report advises Council of all contracts, awarded by the Chief Administrative Officer or Commissioners, or Directors with a total cost exceeding \$50,000 for the month of May 2019

BACKGROUND:

The Procurement By-Law delegates authority to staff to award contracts if the contract award meets specific criteria. The following chart outlines the contract award approval authority:

Dollar threshold	Within Criteria*	Outside Criteria*
\$50,000 or greater, but less than \$100,000	Director	Commissioner
\$100,000 or greater, but less than \$350,000	Commissioner	CAO
\$350,000 or greater	CAO	Council

* If one (1) of the below noted criteria is not met then the contract award is identified as outside criteria and the approval authority.

- The Contract Award is to the lowest priced or highest ranked (as applicable), compliant Bidder
- The expenses relating to the goods/ services being procured are included in the budget (Operating/Capital).
- The Contract Award is within the approved budget.
- The term of the Contract is for a maximum of four (4) years.
- There is no litigation between the Successful Bidder and the City at the time of Contract Award.

There is no disqualified Bidder (which disqualified Bidder is also the lowest priced or highest ranked Bidder (as applicable) pursuant to the Quotation process) at the time of Contract Award.

Staff Awarded Contracts for the Month of May 2019

Number	BMFT Objective	Description	Award Details	Commission
1	Safe & Sustainable Community	249-T-18 Pool Change Rooms Renovation at Milliken Mills Community Centre	Lowest Priced Bidder	CS
2	Safe & Sustainable Community	253-T-18 Installation and Commissioning of a Combined Heat and Power (CHP) System at Angus Glen Community Centre	Lowest Priced Bidder	CS
3	Safe & Sustainable Community	029-T-19 Sanitary Sewers - Rehabilitation	Lowest Priced Bidder	C&FS
4	Safe & Sustainable Community	045-T-19 Consultant to Audit Playground Equipment	Lowest Priced Bidder	C&FS
5	Safe & Sustainable Community	058-T-19 - Backflow Prevention Testing	Lowest Priced Bidder	CS
6	Safe & Sustainable Community	071-T-19 Roof Replacement at Box Grove Community Centre & Roof Re-coating at Fire Training Centre	Lowest Priced Bidder	C&FS
7	Safe & Sustainable Community	081-T-19 Roof Replacement at Centennial Community Centre & Fire Station No. 96	Lowest Priced Bidder	C&FS
8	Safe & Sustainable Community	082-T-19 Erosion Restoration at 32-34 Dalmeny Road	Lowest Priced Bidder	C&FS
9	Safe & Sustainable Community	251-S-18 Community Energy Plan Modelling Tool for the North District	Non-Competitive Bidder	CS
10	Safe & Sustainable Community	074-S-19 Consulting Services Markham Centre Trails (Phase 1, Area 3)	Non-Competitive Bidder	DS
11	Stewardship of Money and Resources	037-Q-19 Towel Laundry at Various Community Centres	Lowest Priced Bidder	C&FS
12	Stewardship of Money and Resources	035-T-15 Ice Resurfacing Machine for Thornhill Community Centre	Non-Competitive Bidder	C&FS
13	Stewardship of Money and Resources	104-S-19 Supply and Delivery of One (1) Dual Stream Haul-All Vehicle	Non-Competitive Bidder	C&FS

#1

**STAFF AWARD REPORT**

To:	Andy Taylor, Chief Administrative Officer
Award:	249-T-18 Pool Change Rooms Renovation at Milliken Mills Community Centre
Date:	May 16, 2019

BID INFORMATION

Bid closed on	April 3, 2019
Number picking up document	20
Number responding to bid	13

BACKGROUND

Scope of work includes conversion of gender specific male and female change-rooms to universal change-rooms for Milliken Mills Community Centre's Aquatic Centre. The project will be completed by November 15, 2019.

RECOMMENDATION

Recommended bidder	Hylan Group Inc. (lowest priced bidder)	
Current budget available	\$ 17,832.35 <u>\$1,479,300.00</u> \$1,497,132.35	500-101-5399-18151 Milliken Mills CC Universal Change Rm 500-101-5399-19137 Milliken Mills CC Universal Change Rm Total Budget Available
Less cost of award	\$1,418,981.13 <u>\$ 78,043.96</u> \$1,497,025.09	Cost of Award (Incl. of HST) Contingency (5.5%) Total cost of award (Inclusive of HST)
Budget remaining after award	\$ 107.26	*

*The remaining budget of \$107.26 will be returned to the original funding source (19137)

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no impact to operating budget. Life cycle will be updated accordingly based on the award and cost of materials as well as new industry lifespan of materials.

ENVIRONMENTAL CONSIDERATIONS

All construction waste will be properly sorted, recycled and disposed.

#2

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Award:	253-T-18 Installation and Commissioning of a Combined Heat and Power (CHP) System at Angus Glen Community Centre
Date:	April 23, 2019

BID INFORMATION

Bid closed on	April 12, 2019
Number picking up document	8
Number responding to bid	5

BACKGROUND

The installation and commissioning of a Combined Heat and Power (CHP) System at Angus Glen Community Centre & Library will be completed by September 2019.

RECOMMENDATION

Recommended bidder	Superior Boiler Works & Welding Ltd. (lowest priced bidder)	
Current budget available	\$1,021,625.36	043-5350-18083-005 AGCC Combined Heat and Power (CHP) System
Less cost of award	\$ 945,561.04	Cost of Award
	\$ 75,644.89	Contingency
	\$1,021,205.93	Total cost of award (Inclusive of HST)
Budget remaining after this award	\$ 419.43	*

* The remaining balance of \$419.43 will be returned to the original funding source.

OPERATING BUDGET AND LIFE CYCLE IMPACT

The expected service life of the new CHP is 25 years with an estimated annual net cost savings of \$270,000, which are calculated as estimated annual energy savings of \$390,000 less estimated operations and maintenance cost (O&M) of \$120,000, starting in 2020. The realized cost savings will be determined year-to-year through revenue-grade metering, and will vary depending on weather, facility operational changes, electricity and natural gas rates, and O&M contract pricing.

The capital investment is upfronted by the life cycle Replacement and Capital Reserve with a payback period of approximately 6.3 years from anticipated savings. Once the initial upfronted costs have been fully paid back, the estimated net savings of \$270,000 will be split 50% (\$135,000) to the MECO account to fund other energy management initiatives and 50% (\$135,000) as a reduction to the Angus Glen Community Centre operating budget.

In order for there not to be an operating budget impact, \$120,000 of the \$390,000 energy savings will be utilized to offset the operating budget increase of \$120,000 in O&M.

There is a one-time utility incentive of approximately \$646,000, of which 50% (\$323,000) will be received upon project completion and the remaining 50% will be received one year following in-service operation. The incentive will be returned to the life cycle as part of the capital investment payback.

There is an existing heat exchanger being replaced as part of the award. The estimated replacement cost of the new heat exchanger is \$37,711 and it has a useful life of 15 years. The incremental life cycle impact of the heat exchanger is an increase of \$4,906 over next 25 years. The incremental life cycle impact of the CHP system should be nominal, as its end of life replacement decision in 25 years will be based on a new business case at that time.

**253-T-18 Installation and Commissioning of a Combined Heat and Power (CHP) System at Angus Glen
Community Centre** **Page 2 of 2**

ENVIRONMENTAL CONSIDERATIONS

The new CHP is projected to achieve significantly lower utility costs and will extend the useful life of the current heating system equipment due to reduced use. The CHP will improve community resilience, enhance grid reliability and flexibility, and help protect public health and the environment. CHP system is a strong example of how energy-efficient technologies can help achieve these significant benefits for end-user facilities, utilities, and communities.

#3

**STAFF AWARD REPORT**

To:	Andy Taylor, Chief Administrative Officer
Award:	029-T-19 Sanitary Sewers - Rehabilitation
Date:	April 16, 2019

BID INFORMATION

Bid closed on	April 10, 2019
Number picking up document	9
Number responding to bid	6

BACKGROUND

This project addresses defects in sanitary sewer manholes, mainline pipes and laterals. Project will commence in May and will be completed by December of each year.

RECOMMENDATION

Recommended bidder	PipeFlo Contracting Corp (lowest priced bidder)	
Current budget available	\$1,070,600.00	053-6150-19249-005 Sanitary Sewers - Rehabilitation
Less cost of award	\$ 694,194.51	Year 1 (2019) Cost of Award (Inclusive of HST)
	\$ <u>27,767.78</u>	Year 1 (2019) Contingency (4%)
	\$ 721,962.29	Year 1 (2019) Award
	\$ 721,962.29	Year 2 (2020) (Inclusive of HST and contingency)*
	\$ <u>721,962.29</u>	Year 3 (2021) (Inclusive of HST and contingency)*
	\$2,165,886.87	Total cost of award (2019-2021)
Budget remaining after this award	\$ 348,637.71	**

*The scope of work for 2020 and 2021 will be finalized based on the CCTV inspections in the prior year (2019 & 2020) at the same itemized pricing, subject to Council approval of the annual capital budget. The annual volume of work is expected to be similar to the 2019 program.

**The remaining balance of 348,637.71 is due to favourable pricing and will be returned to the original funding source.

OPERATING BUDGET AND LIFE CYCLE IMPACT

The unit costs for sanitary sewer rehabilitation will be addressed during the next reserve study update. There is no incremental operating budget impact.

ENVIRONMENTAL CONSIDERATIONS

Timely rehabilitation of the sanitary sewer pipes will prevent groundwater infiltration into pipes, which compromises pipe bedding leading to settlement of road surface and causing safety risk to the vehicular traffic. During positive pressure, sanitary sewage may spill out to the ground and contaminate the surrounding environment.

#4

**STAFF AWARD REPORT**

To:	Brenda Librecz, Commissioner – Community & Fire Services
Award:	045-T-19 Consultant to Audit Playground Equipment
Date:	May 1, 2019

BID INFORMATION

Bid closed on	April 23, 2019
Number picking up bid document	7
Number responding to bid	7

RECOMMENDATION

Recommended bidder	PARCS Ltd. (lowest priced bidder)	
Current budget available	\$ 38,500.00	730-739-5399 Contracted Service
Less cost of award	\$ 24,292.59	2019 – (Inclusive of HST)
	\$ 2,429.26	2019 – (10% Contingency)
	\$ 26,721.85	2019 – Total (Inclusive of HST and contingency)
	\$ 26,721.85	2020 – Total (Inclusive of HST and contingency)
	\$ 26,721.85	2021 – Total (Inclusive of HST and contingency)
	\$ 26,721.85	2022 – Total (Inclusive of HST and contingency)
	\$106,887.40	Total cost of award (2019-2022)
Budget remaining after this award	\$ 11,778.15	*

Note: The term of the Contract is for one (1) term starting June 1, 2019 to August 31, 2019, with an option to renew for an additional three (3) terms from June 1 to August 31 of the renewal period. The renewal terms are subject to annual price increases based on the Consumer Price Index for All Items Canada for the twelve (12) month period ending August 31 in the applicable year. Years 2 – 4 are subject to Council approval of the 2020-2022 budgets.

* The remaining budget in the amount of \$11,778.15 will be reported as part of the 2019 year-end results of operations and the 2020 operating budget will be adjusted accordingly.

OPERATING BUDGET AND LIFE CYCLE IMPACT

The 2020 operating budget will be reduced by \$11,778.15 based on this award. There is no incremental impact to the life cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS

N/A

#5

**STAFF AWARD REPORT**

To:	Graham Seaman, Director, Sustainability & Asset Management
Award:	058-T-19 - Backflow Prevention Testing
Date:	April 25, 2019

BID INFORMATION

Bid closed on	April 24, 2019
Number picking up document	13
Number responding to bid	11

BACKGROUND

This project includes annual testing of backflow prevention devices and a one-time cross connection control survey at 81 locations throughout the City. Project will commence in May and will be completed by September of each year.

RECOMMENDATION

Recommended bidder	Newmarch Technical Systems (lowest priced bidder)	
Current budget available	\$56,100.00	750-101-5399-19079 Municipal Building Backflow Prevention Surveying and Testing
Less cost of award	\$23,404.80 <u>\$ 2,340.48</u> \$25,745.28 \$18,945.17 \$18,945.17 <u>\$18,945.17</u> \$82,580.78	Year 1 (2019) Cost of Award (Inclusive of HST) Year 1 (2019) Contingency (10%) Year 1 (2019) Award Inclusive of HST and contingency) Year 2 (2020) (Inclusive of HST and contingency)* Year 3 (2021) (Inclusive of HST and contingency)* Year 4 (2022) (Inclusive of HST and contingency)* Total cost of award (2019-2022)
Budget remaining after this award	\$30,354.72	**

* Subject to Council approval of the annual capital budget.

** The remaining balance of \$30,354.72 was due to favourable market pricing and will be returned to the original funding source.

Note: Year 1 includes the performance of a one-time cross connection control survey at 81 locations throughout the City. This occurs every five years and will be completed in year 1 of this contract. Pricing under this contract remains the same for the four (4) year period.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental operating budget impact. There is no incremental impact to life cycle.

ENVIRONMENTAL CONSIDERATIONS

The City's Backflow Prevention Program helps to ensure the quality of water in the City's domestic potable water supply infrastructure.

#6

**STAFF AWARD REPORT**

To:	Trinela Cane, Commissioner, Corporate Services
Award:	071-T-19 Roof Replacement at Box Grove Community Centre & Roof Re-coating at Fire Training Centre (John Street)
Date:	May 8, 2019

BID INFORMATION

Bid closed on	May 7, 2019
Number picking up document	14
Number responding to bid	7

BACKGROUND

The roof replacement at Box Grove Community Centre & roof re-coating at Fire Training Centre (John Street) will be completed by July 31, 2019.

RECOMMENDATION

Recommended bidder	Industrial Roofing Services Limited (lowest priced bidder)	
Current budget available	\$122,085.99	270-101-5399-19085 Roofing Replacement Projects
Less cost of award	\$ 96,859.24	Cost of Award (Inclusive of HST)
	\$ <u>9,685.92</u>	Contingency (10%)
	\$106,545.16	Total cost of award (Inclusive of HST)
Budget remaining after this award	\$ 15,540.83	*

* The remaining budget in the amount of \$15,540.83 will be returned to original funding source.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental operating budget impact and life cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS

To reduce the environment impact of the work environmentally friendly products were specified. As specified in the bid document, the old/existing roofs will be disposed of at an authorized dump, waste treatment site or recycling facility by the Contractor, and will be disposed of in accordance with applicable by-laws and regulations.

#7

**STAFF AWARD REPORT**

To:	Trinela Cane, Commissioner, Corporate Services
Award:	081-T-19 Roof Replacement at Centennial Community Centre & Fire Station No. 96
Date:	May 13, 2019

BID INFORMATION

Bid closed on	May 7, 2019
Number picking up document	10
Number responding to bid	7

BACKGROUND

The roof replacement at Centennial Community Centre & Fire Station #96 will be completed by July 31, 2019.

RECOMMENDATION

Recommended bidder	Trinity Roofing Ltd. (lowest priced bidder)	
Current budget available	\$118,094.85	270-101-5399-19085 Roofing Replacement Projects
Less cost of award	\$106,853.09	Cost of Award (Inclusive of HST)
	<u>\$ 10,685.31</u>	Contingency (10%)
	\$117,538.40	Total cost of award (Inclusive of HST)
Budget remaining after this award	\$ 556.45	*

* The remaining budget in the amount of \$556.45 will be returned to the original funding source.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental operating budget impact. There is no incremental impact to the life cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS

To reduce the environment impact of the work environmentally friendly products were specified. As specified in the bid document, the old/existing roofs will be disposed of at an authorized dump, waste treatment site or recycling facility by the Contractor, and will be disposed of in accordance with applicable by-laws and regulations.

#8

**STAFF AWARD REPORT**

To:	Brenda Librecz, Commissioner of Community and Fire Services
Award:	082-T-19 Erosion Restoration at 32-34 Dalmeny Road
Date:	May 14, 2019

BID INFORMATION

Bid closed on	May 10, 2019
Number picking up document	9
Number responding to bid	7

BACKGROUND

The eroded site located at 32-34 Dalmeny Road within the East Don River tributary requires immediate restoration as it poses a risk to private property. This site qualifies for City funding under Group '1' (Public ownership) and Category 'A' (Erosion problems within private property which are the results of altered flow regimes due to upstream development) as per Council resolution dated August 11, 2016. The project will be completed by September 2019.

RECOMMENDATION

Recommended bidder	Hawkins Contracting Services Limited (lowest priced bidder)	
Current budget available	\$ 96,247.00	750-101-5699-19232 Erosion Restoration Program
Less cost of award	\$ 87,385.96	Cost of Award (Inclusive of HST)
	\$ 8,738.60	Contingency (10%)
	\$ 96,124.56	Total cost of award (Inclusive of HST)
Budget remaining after award	\$ 122.44	*

*The remaining balance of \$122.44 will be returned to the original funding source.

OPERATING BUDGET AND LIFE CYCLE IMPACT

The next restoration at these sites are anticipated to be beyond 25 years and therefore there is no incremental life cycle impact. There is no incremental operating budget impact.

ENVIRONMENTAL CONSIDERATIONS

Erosion restoration reduces downstream sedimentation and improves water quality and fish habitat while contributing to a sustainable, healthy ecosystem that is in line with the City's Greenprint initiative. The restoration construction will endeavour to restore the natural form and function of the East Don River system while limiting the hazards to existing infrastructure and private property.

#9

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	251-S-18 Community Energy Plan Modelling Tool for the North District
Date:	May 9, 2019

BACKGROUND

To obtain approval to award the contract for the development of the Community Energy Plan (CEP) modelling tool to evaluate energy and emissions in the Future Urban Area, now known as the North District (ND).

City staff from Planning & Urban Design, Engineering and Sustainability & Asset Management have been working with York Region staff, ND landowners and developers to develop a process to complete the pilot Community Energy Plan for the ND, a new component for all Secondary Plans. It was agreed by all stakeholders that a modelling tool will help to identify energy and emissions opportunities and goals for the CEP.

The modelling tool will:

- Analyze and recommend the energy and greenhouse gas (GHG) emissions targets for the North District
- Improve alignment of CEPs with the requirements of the Municipal Energy Plan (MEP), York Region Official Plan (2016) and the City's Official Plan (2014). Requirements include:
 - o Minimize the use of electricity, natural gas and gasoline consumption and resulting GHG emissions through compact urban design;
 - o Address energy-efficient building operation, design and construction; and,
 - o Identify opportunities for on-site energy generation, district energy and renewable energy options
- Improve accuracy and speed of CEP approval within the proposed Secondary Plan review

The scope of work includes:

- Data collection and processing from City and stakeholders
- Model development
- Energy and emissions analysis for each of the four Secondary Plans within the ND
- Reporting on methods, assumptions analysis and recommendations for each of the Secondary Plans
- Staff training on the use of the tool

The pilot project will commence upon award and be completed in 4 months.

RECOMMENDATION

Recommended bidder	Sustainability Solutions Group "SSG" (Non-competitive procurement)	
Current budget available	\$145,000.00	270-101-5399-14065 Integrated Community Energy Plan*
Less cost of award	\$131,728.32	Consultation & Modelling Tool
	\$ 13,271.68	Contingency
	\$145,000.00	Total cost of award (inclusive of HST)
Budget remaining after this award	\$ 0.00	

*The budget is funded by external developer(s).

Staff further recommends that the City's Tender process be waived in accordance with Purchasing By-Law 2017-18, Part II, Section 11.1 (h) which states "where it is necessary or in the best interests of the City to acquire Consulting Services from a supplier who has a proven track record with the City in terms of pricing, quality and service."

OPTIONS/DISCUSSION

The CEP is a new requirement for Secondary Plans. Energy modelling for each new community will include the development of energy and emissions optimization scenarios to inform CEP targets. ND stakeholders and City staff agreed to pioneer the development of the modelling tool. Utilizing the current draft CEP, Secondary Plans and Community Design Plans available, the modelling tool will estimate the potential energy and emissions reduction within each of the four Secondary Plans within the ND. The use of the tool can be potentially expanded to review other Secondary Plans submitted for other community areas in the future.

251-S-18 Community Energy Modelling Tool for the Future Urban Area**Page 2 of 2****OPTIONS/DISCUSSION (Continued)**

Staff recommend waiving the City's Tender process due to the following rationale:

Proven Track Record

SSG was awarded the contract to develop Markham's MEP in 2015 (017-R-15) as the highest ranked and lowest priced supplier through a competitive bid process. Staff is satisfied with the level of service, professionalism and technical expertise provided by the supplier. SSG has also successfully completed CEP related work for other public organizations.

Technical Expertise

Founded in 2001, SSG has established itself as a leader of community energy planning in Canada, with a key focus area of integrated community energy systems.

Qualifications of Project Team

The proposed lead consultant is SSG's Principal with 15 years of experience in modelling energy and emissions trajectories for more than 40 municipalities, including Region of Durham, City of Edmonton and City of Toronto. He has served as technical advisor to 1000 cities for carbon freedom with the United Nations Development Programme (UNDP), advisor to the United Nations Environment Programme (UNEP) and as an active participant in United Nations Framework Convention on Climate Change (UNFCCC) negotiations.

The proposed project team includes strong and experienced staff members with qualifications in the practice of strategic planning, stakeholder and public consultation, energy and environmental consulting, energy conservation and demand management, scenario analysis, forecasting, custom modelling, energy planning, integrated resource recovery, sustainability, local improvement charges and social equity.

Niche Market

As reflected in the City's previous bid results in 2015, of the 3 consulting companies that submitted a bid, only 1 met the technical threshold and specializes in this field of work.

Cost Savings, Efficiency & Interchangeability

The experience and knowledge gained by SSG through the MEP development can be applied and transferred to this project. Cost savings and efficiencies are expected through knowledge transfer and minimizing any duplication of efforts and costs that would be associated with engaging another consultant.

All of the proposed staff have previously worked on the development of the City's MEP and are familiar with the milestone targets the City needs to reach in order to meet the net zero emissions objective by 2050.

Price Competitiveness

Staff negotiated with SSG a 6% or \$8,853.12 cost reduction from the original bid price (\$140,581.44) as allowed under the Purchasing By-Law. Staff confirmed that the proposed project schedule and unit rates are reasonable.

FINANCIAL CONSIDERATIONS

The ROPA 3 Landowners Group Inc. agreed to fund the modelling exercise to a maximum of \$145,000, in accordance with the North Markham Development Area – Future Urban Area Expansion and Master Plan Funding, Credit and Reimbursement Agreement dated March 25, 2014. Senior staff from Finance, Engineering, Planning & Urban Design and Sustainability & Asset Management departments have been involved in this agreement.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to operating budget. There is no incremental life cycle impact.

ENVIRONMENTAL CONSIDERATIONS

The residential sector has proven to be the largest consumer of energy and producer of GHG emissions among other sectors, based on the analysis in City's MEP. As such, development in the North District represents a key opportunity to make significant gains in support of the MEP objective of Net Zero emissions by 2050 and the Greenprint's Energy & Climate priority.

#10

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Award:	074-S-19 Consulting Services Markham Centre Trails (Phase 1, Area 3)
Date:	April 29, 2019

BACKGROUND

To obtain approval to award the contract for consulting services for the design of a trail system on Markham Centre from Warden Avenue to Birchmount Road. As part of the scope of work, the consultant will obtain environmental permits and prepare the tender documents.

RECOMMENDATION

Recommended bidder	Schollen & Company Inc (Non-competitive procurement)	
Current budget available	\$123,800.00	083-5350-19262-005 Markham Centre Trails
Less cost of award	\$ 26,323.53 \$ 12,769.35 \$ 60,542.88 <u>\$ 7,970.86</u> \$ 107,606.62 <u>\$ 15,912.79</u> \$ 123,519.41	Detailed Design (Schollen & Company Inc) Contract Administration (Schollen & Company Inc) Allowances* (MECP and TRCA) Contingency @ 8.0% Total Internal Management Total cost of award (Inclusive of HST)
Budget remaining after award	\$ 280.59	**

* The alignment of the proposed Markham Centre Greenland's trail in Area 3, Phase 1 encroaches into the regulated Red Side Dace Habitat and permits from the Ministry of Environment, Conservation and Parks (MECP), the Toronto Region and Conservation Authority (TRCA) and the Department of Fisheries and Oceans (DFO) are required. The allowances will also be used for utility locates, geotechnical investigations and technical consultations as required.

**The remaining budget will be returned to the original funding source.

Staff further recommends

That the tendering process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1 Non Competitive Procurement, item 1 item 1 (c) "When the extension of an existing contract would prove more cost-effective or beneficial." And

(h) "Where it is necessary or in the best interests of the City to acquire non-standard items or Consulting and Professional Services from a supplier who has a proven track record with the City in terms of pricing, quality and service."

OPTIONS/DISCUSSIONS

The Markham Greenlands Master Plan was prepared by Schollen and Company Inc. and endorsed by Council in principle in June 2004. The Master Plan sub-divided the Markham Greenlands into three (3) areas stretching from Apple Creek to Main Street Unionville. Conceptual Trail locations for the entire Markham Greenlands were proposed in the Master Plan with ultimate locations to be determined through a Class Environmental Assessment (EA) Study.

Schollen & Company Inc. was retained by the City's Parks and Open Space Development in 2010 to prepare the Implementation Strategy Plan for the Markham Centre Greenland Area 3 from Warden Avenue to Main Street Unionville (See Appendix A). In November 2016, Schollen & Company Inc. was retained by the City's Urban Design Group to finalize the Implementation Strategy for Area 3, Phase 1 from Warden Avenue to Birchmount Road, north of the Rouge River. Phase 1, Area 3 is not subject to a Class EA Study since there are no proposed crossings across the Rouge River. Schollen & Company Inc. delivered the conceptual drawings of the Implementation Plan to the City in June 2018.

074-S-19 Consulting Services Markham Centre Trails (Phase 1, Area 3)**Page 2 of 2****OPTIONS/DISCUSSIONS (Continued)**

Given Schollen and Company Inc.'s familiarity with the project, Staff are recommending extending the contract so that they can complete the design. If the City were to hire a new consultant to complete the design, Staff estimate this cost would be double (estimate of \$50,000 compared with \$26,323). The contract administration task in the amount of \$12,769 is to prepare the tender documents and on-site work during construction and these costs are competitive to industry pricing.

OPERATING BUDGET AND LIFE CYCLE IMPACT

The Operating budget for the maintenance of the trail system and its life cycle impact will be determined by Operations Department once design is complete and prior to construction.

The Capital cost estimate for the 830m Area 3, Phase 1 trail system from Warden Avenue to Birchmount Road under the conceptual design stage was estimated to be \$930,000.

ENVIRONMENTAL CONSIDERATIONS

The encroachment of the proposed trail system into the Red Side Dace habitat would require permit under clause 17(2)(c) of the Endangered Species Act (ESA), 2007. The jurisdiction for the ESA used to be with the Ministry of Natural Resources and Forestry (MNR) but has since been transferred to the Ministry of Environment, Conservation and Parks (MECP) under the new provincial government.

The Red Side Dace habitat are also subject to the Species at Risk Act (SARA) under the jurisdiction of the Department of Fisheries and Oceans (DFO). A screening and submission process to obtain the SARA permit is required for this project.

#11

**STAFF AWARD REPORT**

To:	Brenda Librecz, Commissioner, Community & Fire Services
Re:	037-Q-19 Towel Laundry at Various Community Centres
Date:	May 7, 2019

BACKGROUND

Used towel pick up, laundering, and delivery is required on a weekly basis at Centennial, Cornell, and Thornhill Community Fitness Centres.

BID INFORMATION

Bids closed on	April 29, 2019
Number picking up bid documents	3
Number responding to bid	3

RECOMMENDATION

Recommended bidder	Comfy Cotton Diaper Service Inc. (lowest priced bidder)	
Current budget available	\$17,197.44	Various Operating Accounts
Less cost of award	\$19,525.71	July 1, 2019 – June 30, 2020*
	\$19,525.71	July 1, 2020 – June 30, 2021*
	\$19,525.71	July 1, 2021 – June 30, 2022*
	\$19,525.71	July 1, 2022 – June 30, 2023**
	\$19,525.71	July 1, 2023 – June 30, 2024**
	\$97,628.54	Total cost of award (2019-2024)
Budget remaining after this award	(\$2,328.27)	***

* The term of the Contract is for three (3) years commencing on July 1, 2019 and ending on June 30, 2022 with the option to renew for two (2) additional one year periods subject to Council's approval of the 2020-2024 operating budgets. Prices are firm fixed for the first three years.

** The remaining two (2) years will be subject to an annual price increase based on the Consumer Price Index for All Items Canada for the twelve (12) month period ending March in the applicable year.

*** Shortfall will be funded by an increase in towel usage fees: 505-9418826, 503-9418826, 501-9418826, totaling an annual revenue budget of \$29,444 for 2019.

OPERATING BUDGET AND LIFE CYCLE IMPACT

Operating budget shortfall in 2019 will be \$1,162.15 and in years 2020-2024 will be \$2,328.27. This will be offset by the revenue increases for towel usage service starting in 2020. There is no incremental life cycle impact.

ENVIRONMENTAL CONSIDERATIONS

N/A

#12

**STAFF AWARD REPORT**

To:	Mary Creighton, Director, Recreation Alex Moore, Senior Manager, Procurement & Accounts Payable
Award:	035-T-15 Ice Resurfacing Machine for Thornhill Community Centre
Date:	May 10, 2019

BACKGROUND

To obtain approval to purchase one (1) ice resurfacing machine for Thornhill Community Centre.

Council at its April 15th, 2015 meeting resolved that Zamboni Company Ltd. be established as the City's preferred supplier for ice resurfacing machines for the next five years (2015–2019). Additionally, Council approved the following recommendation:

That the Director of Recreation and Senior Manager of Purchasing be authorized to approve annual purchases of new ice resurfacing machines in years 2015-2019 subject to 1.75% annual increase;

Upon delivery of the new ice resurfacing machine, unit number 520-8165 will be traded in with the proceeds from the sale posted to account 890-890-9305 (proceeds from the sale of other fixed assets) in accordance with the Purchasing By-Law 2017-08.

RECOMMENDATION

Recommended bidder	Zamboni Company Ltd. (non-competitive procurement)	
Current budget available	\$98,300.00	057-6150-19209-005 Ice Resurfacing Machine Replacement
Less cost of award	\$98,081.38	Total cost of award (Inclusive of HST)
Budget remaining after this award	\$218.62	*

*The remaining budget in the amount of \$218.62 will be returned to the original funding source.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the operating budget and life cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS

Staff reviewed zero-emission electric ice resurfacing options provided by Zamboni. The cost estimate provided was \$145,000 per unit, inclusive of transport costs. The technology has improved, and the units have the ability to maintain single and twin pad facilities. The traditional resurfacing machine requires approximately \$2,250 of fuel per year. As such, the cost savings from fuel is still significantly less than the increased capital required to transition. Therefore, transition to electric ice resurfacing machines is not supported at this time.

#13

**STAFF AWARD REPORT**

To:	Andy Taylor, Chief Administrative Officer
Award:	104-S-19 Supply and Delivery of One (1) Dual Stream Haul-All Vehicle
Date:	May 21, 2019

BACKGROUND

To obtain approval to award the contract for the supply and delivery of one (1) dual stream Haul-All vehicle for the dual stream collection of waste in all community and destination parks throughout the City.

RECOMMENDATION

Recommended bidder	Haul-All Equipment Ltd. (non-competitive procurement)	
Current budget available	\$151,680.00	057-6150-19207-005 Corporate Fleet Replacement*
Less cost of award	\$148,555.78	Total cost of award (Inclusive of HST)
Budget remaining after this award	\$3,124.22	**

*The budget available for this purchase excludes Markhamizing costs of \$1,664.00.

**The balance remaining of \$3,124.22 shall be returned to the original funding source.

Staff further recommends:

That the tendering process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1

(b) "where there is only one source of supply for the goods to be purchased;

and

That the tendering process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1 (e)

"Where the City is acquiring equipment...in which case the sources of supply may be identified based on technical specifications prepared by the User Department".

OPTIONS/DISCUSSIONS

Haul-All Equipment Ltd. is the only vendor that builds a small garbage vehicle suited for use in parks and open space environments. Due to the vehicle being smaller in size and weight compared to other garbage vehicles, it can be used to access park and open space areas without damaging walkways, driveways, trees and turf.

The dual stream Haul-All vehicle is a patented product and is the only low side waste collection unit with compaction as well as dump features, a 16 cubic yard body capacity design and a body weight of 4,500lbs. The 19,500 gross vehicle weight rating (GVWR) chassis allows for a gas/CNG (Compressed Natural Gas) prepared engine that eliminates costly repairs experienced with the diesel DPF systems due to the increased idling hours encountered while the vehicle and staff are performing their daily collection duties.

This patented design allows for operators maintaining a Class G licence to operate the vehicle as opposed to a higher GVWR requiring a minimum Class DZ driver's license. This allows both Parks full-time permanent staff and temporary/seasonal staff to operate the vehicle and provides cost savings associated with the Class DZ licence. In addition, as more staff are qualified to operate this vehicle, it will ensure maximum usage of the vehicle.

Alternative units were investigated; however, the chassis size, weight capability, maneuverability, impacts to the parks environment and operator training did not meet the requirements of the City.

Staff research revealed that the majority of municipalities procure the Haul-All product through a non-competitive process (Ajax, Oshawa, Pickering, Whitby, Richmond Hill, Toronto). The City of Richmond Hill awarded a similar unit with fewer specifications, in 2018 at a cost of \$144,710.29 (exclusive of taxes). In 2018, the City replaced unit 3346, via a non-competitive procurement, at a cost of \$145,986.43 (exclusive of taxes) for the same model as Richmond Hill, with higher specifications, including a reverse camera for additional safety.

104-S-19: Supply and Delivery of One (1) Dual Stream Haul-All Vehicle**Page 2 of 2****OPTIONS/DISCUSSIONS (Continued)**

Unit 3345 was purchased in 2008 with a life expectancy of 10 years and requires replacement. Unit 3345 will be sold upon delivery of the new unit in accordance with Purchasing By-law 2017-8-, PART V, Disposal of Personal Property. Proceeds will be posted to account 890 890 9305 (proceeds from the Sale of Other Fixed Assets).

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the operating budget or life cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS

The unit in this award utilizes the most current technology, reducing overall engine emissions.

RECOMMENDED BY:

Joel Lustig
Treasurer

Trinela Cane
Commissioner Corporate Services



Report to: General Committee

Meeting Date: June 11, 2019

SUBJECT: Quality Management System - Management Review
PREPARED BY: Eddy Wu, Manager, Operations & Maintenance – ext. 2445
 Vincent Feng, QMS Coordinator – ext. 2737

RECOMMENDATION:

1. That the report titled “Quality Management System - Management Review” and be received; and,
2. That Council, as the Owner of the City’s drinking water system, acknowledge and support the outcome and action items identified from the Management Review; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

Not applicable.

PURPOSE:

To provide information outlining the results of the Management Review process. This report updates Council on the status of the drinking water Quality Management System (QMS). This report is required by the Ministry of the Environment, Conservation and Parks’ (MECP) Drinking Water Quality Management Standard (DWQMS).

BACKGROUND:

As per Element 20 of the DWQMS, under the Safe Drinking Water Act (SDWA), 2002, Top Management of the Operating Authority is required to report the results of the Management Review to the Owner on an annual basis. Top Management is defined as the highest level of management within the Operating Authority that makes decisions and recommendations regarding the QMS, and is comprised of the Chief Administrative Officer, the Commissioner of Community & Fire Services and the Director of Environmental Services.

OPTIONS/ DISCUSSION:

An annual management review is required by the DWQMS. Top Management uses this management review as an opportunity to assess the QMS. The review focuses on a set of specific components identified in the DWQMS. The following topics are legislated to be included in the review:

<ul style="list-style-type: none"> • Incidents of non-compliance with applicable regulations 	<ul style="list-style-type: none"> • Previous Management Review meeting action items
<ul style="list-style-type: none"> • Incidents of adverse drinking-water tests 	<ul style="list-style-type: none"> • Updates on action items identified between Management Review meetings
<ul style="list-style-type: none"> • Deviations from critical control point limits and corresponding actions taken 	<ul style="list-style-type: none"> • Changes that could impact the QMS
<ul style="list-style-type: none"> • The effectiveness of the risk assessment 	<ul style="list-style-type: none"> • Consumer feedback
<ul style="list-style-type: none"> • Findings from internal and external audits 	<ul style="list-style-type: none"> • Resources needed for QMS maintenance
<ul style="list-style-type: none"> • Emergency preparedness and response 	<ul style="list-style-type: none"> • Results of the infrastructure review
<ul style="list-style-type: none"> • Operational performance 	<ul style="list-style-type: none"> • The currency of the Operational Plan
<ul style="list-style-type: none"> • Trends in the quality of raw water supply and drinking-water 	<ul style="list-style-type: none"> • Comments and suggestions

This review process helps identify opportunities for continuous improvement of the QMS. Top Management met on April 30, 2019, to review system performance for the time period of July 1 to December 31, 2018, and confirm the adequacy, suitability and effectiveness of the QMS. Each of the managers provided detailed information on the City's water system to the Top Management in which there were no major issues identified and there were no outstanding items from previous reviews.

Outcome and action items identified during the review are indicated in the Report on Quality Management System to Council from Management Review, Attachment "A".

FINANCIAL CONSIDERATIONS

Not applicable.

HUMAN RESOURCES CONSIDERATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Municipal Services – The QMS allows for the continual improvement of municipal service levels provided to City residents and businesses with regards to safe drinking water.

Excellence Markham – The continuous review and improvement of the QMS ensures that policies, documentation and practices remain current and reflect best management practices where applicable.

BUSINESS UNITS CONSULTED AND AFFECTED:

Not applicable.

The undersigned represent the Top Management of the City of Markham's Drinking Water System and by signing below; the Top Management of the Operating Authority has reviewed and approved the outcome of the Management Review meeting held on April 30, 2019.

RECOMMENDED BY:

Phoebe Fu, P. Eng.
Director, Environmental Services

Brenda Librecz
Commissioner, Community and Fire Services

Andy Taylor
Chief Administrative Officer

ATTACHMENTS:

Attachment "A" – Report on Quality Management System to Council Management Review Outcome (April 30, 2019)

Report on Quality Management System to Council Management Review Outcome

Meeting Date: April 30, 2019

Attendees: Andy Taylor, Brenda Librecz, Daphne Ross, Eddy Wu, Gord Miokovic, Irene Weiss, Jawaid Khan, Noris Dela Cruz, Prathapan Kumar, Vincent Feng

RESULTS OF MANAGEMENT REVIEW	REPORT
Summary of Management Review	<ul style="list-style-type: none">• Presentation and supporting documentation provided to Top Management covered all required items identified in the Operational Plan and Drinking Water Quality Management Standard.• Top Management reviewed information from July 1 to December 31, 2018.
Deficiencies Identified	<ul style="list-style-type: none">• No deficiencies were identified at this meeting
Decisions Made	<ul style="list-style-type: none">• Officially appoint Vincent Feng (QMS Coordinator) as the QMS Representative
Action Items	<ol style="list-style-type: none">1. Notice of Appointment letter to be signed by Top Management at the end of the Management Review meeting<ul style="list-style-type: none">○ Completed
Other QMS Issues Identified (including summary of corrective actions)	<ul style="list-style-type: none">• No other issues were identified

Management Review Meeting Minutes are available upon request from the QMS Coordinator.



Report to: General Committee

Meeting Date: June 11, 2019

SUBJECT: Province of Ontario Audit and Accountability Fund
PREPARED BY: Joel Lustig, Treasurer ext. 4715

RECOMMENDATION:

- 1) That the report dated June 11, 2019 entitled “Province of Ontario Audit and Accountability Fund” be received; and,
- 2) That staff be directed to apply for funding from the Provincial Audit and Accountability Fund for service delivery and modernization opportunity reviews;
 - a) Development process related to the Building, Engineering, and Planning departments
 - b) New parks delivery and parks maintenance processes; and further,
- 3) 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 the report is to obtain Council approval to apply for funding from the Provincial Audit and Accountability Fund.

BACKGROUND:

On May 21st the Province of Ontario (Province) announced the creation of a \$7.35 million Provincial Audit and Accountability Fund to help large municipalities become more efficient and modernize service delivery, while protecting front line jobs.

Eligible municipalities can apply individually or collectively, with other eligible municipalities, to undertake independent third-party reviews.

Fund Criteria

The following are the three eligibility criteria for the program:

1. Review municipal service delivery expenditures to find efficiencies. The review project could take a number of forms including:
 - A line-by-line review of the municipality’s entire budget
 - A review of service delivery and modernization opportunities
 - A review of administrative processes to reduce costs
2. Result in a final report by the independent third-party reviewer that provides specific and actionable recommendations for cost savings and improved efficiencies.

3. Be completed by November 30, 2019. Municipal applicants will be required to publicly post the independent third-party report that outlines the analysis, findings and actionable recommendations by November 30, 2019.

Funded Costs

Only third-party service provider fees will be eligible. Municipal administrative costs, such as staff time, are not eligible.

The program will not cover review projects where:

- The object of the review project is to identify opportunities for revenue generation or reductions in front line services.
- The review does not result in a formal report prepared by a third party.
- The object of the review extends beyond municipal accountability.

The Province expects that most review projects will be less than \$250,000; however projects will be reviewed on a case-by-case basis and funding amounts may depend on the available appropriation. Municipalities can submit more than one audit for consideration.

Application Process

The following are the application key milestone dates and actions:

June 14, 2019 - confirm municipality's intention to apply for funding to the Province

June 30, 2019 - complete the Audit and Accountability Fund Expression of Interest form along with:

- an outline of the project costs and timelines
- draft procurement documents
- project charters
- workplans, or other similar documents detailing the proposed project.
- Council resolution in support of the project (if passed)

(Note: a resolution of council is not a requirement for the program.)

Summer 2019 – Transfer Payment Agreement executed

November 30, 2019 – Final audit report submitted to the Province



OPTIONS/ DISCUSSION:

Staff identified four potential service delivery and modernization opportunities that could be submitted to the Province for funding:

- 1) Development review process related to the Building, Engineering & Planning departments
- 2) New parks delivery and parks maintenance processes
- 3) Recreation processes
- 4) By-law processes

Staff recommend the City submit an expression of interest to the Province for a service delivery and modernization opportunity review for items one and two above in priority order.

FINANCIAL CONSIDERATIONS

It is expected that audit will be fully funded by the Provincial Audit and Accountability Fund.

HUMAN RESOURCES CONSIDERATIONS

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Not applicable

BUSINESS UNITS CONSULTED AND AFFECTED:

Development Services Commission, Community and Fire Services Commission, and Corporate Services Commission

RECOMMENDED BY:

Trinela Cane
Commissioner Corporate Services

ATTACHMENTS:

- Letter dated May 22, 2019 from Steve Clark introducing the audit opportunity
- Letter from Premier Doug Ford discussing the Audit and Accountability Fund
- Letter from Deputy Minister Laurie LeBlanc received on May 29, 2019 with fund guidelines & Expression of Interest form:
 - Audit and Accountability Fund guidelines
 - Audit and Accountability Expression of Interest form

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M5G 2E5
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**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

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Télec. : 416 585-6470



May 22, 2019

Dear Mayor/Regional Chair:

Our government for the people was elected to restore trust, transparency and accountability in Ontario's finances. As you know, the province has undertaken an independent line-by-line review of our own expenditures and in the 2019 Ontario Budget we put forward a plan that sets Ontario on the right path to achieve savings of four cents on every dollar.

Municipalities play a key role in delivering many provincial services that people across Ontario rely on. Taxpayers deserve modern, efficient service delivery that puts people at the centre and respects hard-earned dollars. The province has been clear that we expect our partners, including municipalities, to take steps to become more efficient.

In March, we announced funding to support small and rural municipalities' efforts to become more efficient and reduce expenditure growth in the longer term. In order to support large municipalities in driving modernization and transformation, the government is establishing the Audit and Accountability Fund which will allow these municipalities to access funding to undertake line-by-line reviews of their operations, led by independent third-party experts, with a goal of finding administrative efficiencies of four cents on every dollar spent.

In the coming days, Deputy Minister Laurie LeBlanc will be writing to your Chief Administrative Officers and/or Treasurers to provide more information about this application-based funding.

Thank you once again for your commitment to demonstrating value for money. I look forward to continuing to work together to help the people and businesses in communities across our province thrive.

Sincerely,

Steve Clark
Minister of Municipal Affairs and Housing

c. Municipal CAO/Treasurer



Premier of Ontario
Premier ministre
de l'Ontario

Legislative Building
Queen's Park
Toronto, Ontario
M7A 1A1
Édifice de l'Assemblée législative
Queen's Park
Toronto (Ontario)
M7A 1A1

Dear Heads of Council:

Our government was elected to clean up Ontario's financial nightmare that was created by 15 years of mismanagement and irresponsible actions on the part of the Liberals. The \$15 billion annual deficit and \$347 billion long-term debt they left to our children and grandchildren is a direct threat to critical public services the people of Ontario rely on. The interest payments on our debt alone amount to \$1 billion a month, not one cent of which goes to hiring more front line-emergency workers, lowering taxes or paying down the debt.

Getting Ontario back on a path to balance is essential for protecting important government services, long-term prosperity, attracting investment and creating good-paying jobs.

And we also believe that every government needs to step up and do its part; there is only one taxpayer, and the job of finding savings while protecting core services rests with every elected official in Ontario.

Having spent time at the city level I also understand that, with municipal budgets already set for the 2019-20 fiscal year, our partners need to have flexibility to achieve those savings.

After listening to the concerns of our partners and following the advice of my Minister of Municipal Affairs and Housing, Steve Clark, our government has made the decision to maintain the in-year cost sharing adjustments for land ambulance, public health and child care services.

Minister Clark has advised us to take this approach on the understanding that, as partners, Ontario's municipalities will use the additional time to work with the Government of Ontario to transform critical shared public services and find the efficiencies that will ensure their sustainability.

Our commitment to provide \$7.35 million, through the Audit and Accountability Fund, to help large municipalities find four cents on every dollar will support these efforts. And the \$200 million we have committed to small and rural municipalities to modernize services will also play an important part in meeting these objectives.

- 2 -

Our government was elected to protect public services for future generations, and a big part of that is by balancing the budget in a responsible way – that was our commitment. It is reassuring for me to hear that municipalities understand the fiscal challenges we face, but more importantly they understand that we face these challenges together. I look forward to working collaboratively with you to find savings, strengthen front-line services and protect what matters most to the people of Ontario. Sincerely,

The Hon. Doug Ford
Premier of Ontario

Ministry of
Municipal Affairs
and Housing

Ministère des
Affaires municipales
et du Logement



Office of the Deputy Minister
777 Bay Street, 17 Floor
Toronto ON M5G 2E5
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Bureau du sous-Ministre
777, rue Bay, 17^e étage
Toronto ON M5G 2E5
Tél. : 416 585-7100

MAY 29 2019

Mr. Andy Taylor
Chief Administrative Officer
City of Markham

By e-mail: ataylor@markham.ca

Dear Mr. Taylor:

Further to the May 22, 2019 letter from the Honourable Steve Clark, Minister of Municipal Affairs and Housing, on the launch of the *Audit and Accountability Fund*, I am writing to provide additional information on the program and to highlight important deadlines.

Through the *Audit and Accountability Fund*, the Ontario government is offering large municipalities an opportunity to benefit from provincial funding to conduct service delivery and administrative expenditure reviews with the goal of finding efficiencies while protecting important front-line services. Please see the attached guideline for information on the program, including eligibility criteria and how to apply.

If your municipality is interested in applying to the program, please contact your Municipal Services Office to confirm your intention to apply by **June 14, 2019**. To apply, municipalities must submit a completed Expression of Interest form with attached supporting documents to municipal.programs@ontario.ca by **June 30, 2019**.

I encourage you to consider an application to the *Audit and Accountability Fund*. If you have questions on the program, or would like to discuss a proposal, I encourage you to contact your regional Municipal Services Office, or e-mail municipal.programs@ontario.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read "Laurie LeBlanc".

Laurie LeBlanc
Deputy Minister

cc. Municipal Treasurer
Marcia Wallace, ADM, Municipal Services Division

Audit and Accountability Fund

Program Guidelines

WHAT YOU NEED TO KNOW

Ontario is making an investment to help municipalities become more efficient and modernize service delivery while protecting front line jobs.

Large urban municipalities that were not eligible for the *Municipal Modernization Payment Initiative* can apply to the *Audit and Accountability Fund* for funding to undertake expenditure reviews with the goal of finding service delivery efficiencies.

Eligible municipalities can apply individually or collectively, with other eligible municipalities, to undertake independent third-party reviews similar to the *Managing Transformation A Modernization Action Plan for Ontario* line-by-line review of Ontario Government expenditures.

ELIGIBILITY CRITERIA

To be eligible, the proposed review project will:

1. Review municipal service delivery expenditures to find efficiencies. The review project could take a number of forms including:
 - a line-by-line review of the municipality's entire budget;
 - a review of service delivery and modernization opportunities;
 - a review of administrative processes to reduce costs.
2. Result in a final report by the independent third-party reviewer that provides specific and actionable recommendations for cost savings and improved efficiencies.
3. Be completed by November 30, 2019. Municipal applicants will be required to post publicly the independent third-party report that outlines the analysis, findings and actionable recommendations by **November 30, 2019**.

It is expected that most review projects will be less than \$250,000, however projects will be reviewed on a case-by-case basis and funding amounts may depend on the available appropriation. Only third-party service provider fees will be eligible. Municipal administrative costs, such as staff time, are not eligible.

The program will not cover review projects where:

- The object of the review project is to identify opportunities for revenue generation or reductions in front line services.
- The review does not result in a formal report prepared by a third party.

- The object of the review extends beyond municipal accountability.

HOW TO APPLY

- If you're thinking of applying to the program, please contact your Municipal Services Office to discuss your planned review project, and confirm your intention to apply by **June 14, 2019**.
- Complete the *Audit and Accountability Fund: Expression of Interest* form.
- Ensure that the final form has been attested to by the appropriate municipal staff.
- Attach an outline of your project costs and timelines. Draft procurement documents, project charters, workplans, or other similar documents detailing your proposed review project are examples that would be sufficient to meet this requirement.
- If the municipal council passed a resolution in support of the project, attach a copy and submit along with your form and other documents. (Note: a resolution of council is not a requirement for the program.)
- E-mail the Expression of Interest to Municipal.Programs@Ontario.ca by **June 30, 2019**, or earlier if possible.

HOW IT WORKS

- Expressions of Interest will be reviewed and approved by the Ministry of Municipal Affairs and Housing as they are received.
- Confirmation through an executed transfer payment agreement that sets out reporting requirements and a payment schedule will be needed to complete the process.

PROGRAM TIMELINE



Municipalities can direct program questions to Municipal.Programs@Ontario.ca or contact their regional Municipal Services Office for further information. See below for a list of Municipal Services Offices.

MUNICIPAL SERVICES OFFICES CONTACT INFORMATION

Central Region – Toronto

Tel: 416-585-6226 or
1-800-668-0230

Eastern Region – Kingston

Tel: 613-545-2100 or
1-800-267-9438

Northern Region – Thunder Bay

Tel: 807-475-1651 or
1-800-465-5027

Western Region – London

Tel: 519-873-4020 or
1-800-265-4736

Northern Region - Sudbury

Tel: 705-564-0120 or
1-800-461-1193



Audit and Accountability Fund: Expression of Interest

To apply to the Audit and Accountability Fund:

- 1.) Complete all required fields of this Expression of Interest.
- 2.) Ensure that the completed Expression of Interest has been attested to by the appropriate municipal staff.
- 3.) Include an outline of your project timeline and costs (procurement documents, a project charter, a project work plan, or any other document as appropriate).
- 4.) Email this Expression of Interest and any additional supporting materials to municipal.programs@ontario.ca by **June 30, 2019**.

Attestation

I have reviewed this expression of interest and the supporting material and can verify that it is accurate to the best of my knowledge and understanding.

Signature

Date (DD/MM/YYYY)

Legal Name of Municipality

Name of Signatory

Position Title

Applicant Information

Mailing Address

Name of Primary Contact

Position Title

Email Address

Telephone Number

- ☐ I acknowledge that it is a program requirement that the proposed third-party review project result in a publicly posted report by November 30, 2019.

What is the anticipated cost of your proposed third-party review project? **Note:** only the cost of a third-party service provider should be included. Attach a document to support the timeline and costs of your project.

Have you included a resolution of council demonstrating support for the proposed third-party review project?
Note: this is not a program eligibility requirement.

- ☐ Yes (If yes, please attach a copy to this Expression of Interest form)
- ☐ No

Review Project Description

1.) Provide a brief description of your proposed third-party review project.

2.) Provide a summary of the objectives of your proposed third-party review project.

3.) Provide a summary of expected outcomes of your proposed third-party review project.



Report to: General Committee

Meeting Date: June 11, 2019

SUBJECT: Destination Marketing Organization Update

PREPARED BY: Shane Manson, Senior Manager, Revenue & Property Tax
Stephen Chait, Director of Economic Growth, Culture & Entrepreneurship

RECOMMENDATION:

1. That the report “Destination Marketing Organization Update” be received; and,
2. That Council approve naming the City of Markham’s recently incorporated non-share capital corporation “Destination Markham Corporation”; and,
3. That Council approve a Board of Directors composition of nine (9) Directors, which will be comprised of six (6) independent Directors and three (3) non-independent Directors (being the Mayor and two (2) members of Council); and,
4. That Council approve the advertising cost of the Board of Directors recruitment process to a maximum of \$20,000, which will be funded from the DMO’s share of 2019 MAT revenue; and,
5. That Staff be authorized to establish a Nominating Committee comprised of the Mayor and two (2) Members of Council to identify suitable candidates for the Board of Directors of the Destination Markham Corporation; and,
6. That Staff report back to Council in the fall of 2019 with recommendations for the selection of the six (6) independent Director positions; and further,
7. 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 provide Council with an update on the recently incorporated non-share capital corporation (the “Corporation”) which was established to operate as the City of Markham’s Destination Marketing Organization (referred to in this report as “DMO”), and the recommended next steps.

BACKGROUND:

In April, 2017 the Province of Ontario passed legislation that provided lower or single tier municipalities in Ontario with the authority to levy a transient accommodations tax (referred to in this report as a Municipal Accommodation Tax “MAT”). The legislation further prescribed that at least fifty per cent (50%) of the MAT revenue be allocated to a non-profit entity whose mandate includes the promotion of tourism in Ontario or in a municipality.

In February 2018, Council approved that the City's portion of the Municipal Accommodation Tax (MAT) revenue (50%) be directed towards the Life Cycle Replacement and Capital Reserve Fund as a funding source to support the replacement and rehabilitation requirements of the City's tourism-related infrastructure and, that staff be directed to develop the business case for the purpose of creating a Municipal Services Corporation (MSC), which will operate as the City of Markham's New Tourism Organization

In April, 2018, Council approved the implementation of a 4% Municipal Accommodation Tax on all Markham hotels effective January 1, 2019, and requested that Staff report back with a business case for the purpose of creating a Municipal Services Corporation (MSC), which will operate as the City of Markham's new Destination Marketing Organization (DMO).

In September, 2018, Council approved the Destination Marketing Corporation Business Case and authorized Staff to complete the incorporation of the DMO, with the City Solicitor, Treasurer, and the Director of Economic Growth, Culture & Entrepreneurship being appointed as the initial Directors of the Corporation.

On December 27, 2018, the Letters Patent were issued for the incorporation of a non-share capital corporation (not for profit) which will operate as the City's DMO. The incorporation was completed utilizing a placeholder name for the Corporation. The objectives of the Corporation include the following;

- To promote tourism in the City of Markham
- Develop & implement multi-year marketing plans that address Markham's goals as a tourism destination
- Support & facilitate growth of the local tourism sector by identifying & promoting opportunities to attract strategic investments and new infrastructure that will generate net positive growth in Markham
- Conduct targeted economic and market research for purposes of identifying growth opportunities and developing competitive strategies
- Facilitate a high level of marketing collaboration amongst Markham's tourism industry stakeholders
- To encourage the establishment and growth of small businesses or any class of them

The implementation of the 4% Municipal Accommodation Tax commenced January 1, 2019, and to date the City has received remittances totaling \$1,018,954 for the months of January through April 2019 from the sixteen (16) hotels located in Markham. The original 2019 MAT revenue forecast was estimated to be \$2.6 million, however staff have revised the 2019 forecast to approximately \$3,000,000 based on the remittances received to date.

The City will contribute 50% of the net MAT revenue to the new Corporation, which will operate as Markham's new tourism organization. The remaining MAT revenue (50%) collected by the City will be directed towards the Life Cycle Replacement and Capital

Reserve Fund as a funding source to support the replacement and rehabilitation requirements of the City's existing and future tourism-related infrastructure.

OPTIONS/ DISCUSSION:

The next phase in the establishment of the City's DMO is to:

1. Select the Corporation's name; and,
2. Select the Corporation's Board of Directors

1. Corporation Name

Staff are recommending that the current placeholder name of the Corporation be changed to "Destination Markham Corporation" (DMC). This is a well-established brand name that captures the essence and intent of the Corporation, which is to promote and market the City of Markham as a four season destination, with the goal of enhancing the overall growth of the City's tourism economy with increased visitation and visitor-related spending. The City has been using Destination Markham as a theme and brand for the past two years.

Staff have completed a NUANS search of "Destination Markham Corporation" which is currently valid and available (and gives the City priority) until August 8, 2019. With Council's approval, Staff will proceed with the Corporation name change.

2. Board of Directors

Staff are recommending the Corporation be governed by a Board of Directors that consist of nine (9) Directors who will be responsible for the overall stewardship and management of the Corporation. Staff are recommending that the Board of Directors composition be comprised of six (6) independent Directors and three (3) non-independent Directors (*being the Mayor and two (2) members of Council*).

Staff are developing the plan for the advertisement and recruitment process to source potential candidates for the six (6) independent Director positions. The goal of the recruitment process is to attract candidates from tourist related industries (hotels, film/arts, sports, food/beverage) and other industries, who have a broad range of skill sets (including business, financial, legal, and marketing), which will ensure an effective and diverse Board of Directors with the necessary skill and experience to achieve the objects of the Corporation.

Staff are recommending that a Nomination Committee be struck, composed of the Mayor and two (2) Members of Council, to present Council with a short list of potential Director candidates for Council's consideration and approval.

FINANCIAL CONSIDERATIONS

Staff anticipate the cost of the recruitment process to be in the range of \$18,000 - \$20,000, due to the costs associated with print and digital advertisements, which are required to source qualified candidates from a broad range of industry sectors and with a range of

appropriate skill sets. Staff is recommending this cost be funded from the DMO's share of 2019 MAT revenue.

HUMAN RESOURCES CONSIDERATIONS

None

ALIGNMENT WITH STRATEGIC PRIORITIES:

Engaged, Diverse, and Thriving City

Stewardship of Money and Resources

BUSINESS UNITS CONSULTED AND AFFECTED:

Economic Growth, Culture & Entrepreneurship

Legal Services Department

RECOMMENDED BY:

Joel Lustig
Treasurer

Trinela Cane
Commissioner, Corporate Services

Stephen Chait
Director of Economic Growth,
Culture & Entrepreneurship

Arvin Prasad
Commissioner, Development Services

ATTACHMENTS:

none



Report to: General Committee

Meeting Date: June 11, 2019

SUBJECT: Ontario's Main Street Revitalization Initiative Fund
PREPARED BY: David Plant, Senior Manager Operations – Parks, Horticulture and Forestry Division ext. 4893

RECOMMENDATION:

1. That the report, "Ontario's Main Street Revitalization Initiative Fund," dated May 26, 2019, be received; and,
2. That Council approve the projects noted below (by Main Street Area) for the *Main Street Revitalization Initiative* funded by the Province of Ontario in the amount of \$320,609.39, as administered by the Association of Municipalities of Ontario with projects to be completed prior to March 31st 2020:

Main Street Unionville – Total of \$140,304.53 to be allocated among three projects:

- i. Access Gate Between Parkview Public School property and Main Street Unionville (to permit access during special events);
- ii. Bandstand extension of hard surfacing for seating areas, site improvements and flagpole;
- iii. Greening of laneway on Main Street.

Main Street Markham – Total of \$140,304.53 to be allocated among three projects:

- iv. Replacement of the planter/landscaping at Main Street and Robinson Street;
- v. Heritage Style Clock (2 sided) as an entrance feature on the island south of Highway #7;
- vi. Self-watering planters for streetscape.

Yonge Street Thornhill – Total of \$40,000.33 to be allocated among two projects:

- vii. Heritage themed banners
- viii. Self-watering planters for streetscape; and,

3. That Council authorize the Director of Operations to sign a Memorandum of Understanding with the owner of 98 Main Street Markham North to seek authority to use the property for public features and to outline the responsibility of the City to continue to maintain the planter and its contents subject to the review of the City Solicitor and the Commissioner of Community & Fire Services; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

As required as a condition of the Municipal Funding Agreement for the Main Street Revitalization Initiative Fund (MSRI), Council needs to approve the projects for each Main Street Area. Council approved the allocation of the funding among three of the City's Main Street Business Areas as per the program criteria. This report is seeking Council approval of eight projects within these three areas: Main Street Markham, Main Street Unionville and Yonge Street Thornhill.

BACKGROUND:

The Province of Ontario's Main Street Revitalization Initiative (MSRI) was designed to support capital improvements for energy efficiency, accessibility, aesthetics, and marketability of small businesses within main street areas, and encourage strategic public investments in municipal and other public infrastructure within main street areas that will support small businesses.

In June 2018, staff presented a report to Council outlining that the City would receive an allocation of \$320,609.39 from Ontario's Main Street Revitalization Initiative, subject to fulfilment of its program parameters. This program was established by the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) without the need for an application or matching funds. Markham can fund 100% of the total project costs with MSRI funds. Council approved the allocation of the City's funds among three business areas.

\$140,304.53 for Main Street Unionville
\$140,304.53 for Main Street Markham
\$40,000.33 for Yonge Street Thornhill

OPTIONS/ DISCUSSION:

Staff undertook an assessment of the three areas and undertook outreach to Local Councillors whom also serve on the Business Improvement Areas for improvements within the scope of the grant and the funding parameters. Staff also reviewed stakeholder feedback (such as input from the Historic Unionville Community Vision Committee), reviewed ACRs and feedback from event organizers/City staff on areas that could be improved. Following that, a review of a variety of initiatives was undertaken to determine what could be executed within the budget, criteria and project completion timelines.

The following projects by each Main Street Area meet the criteria and can be completed prior to the deadline of March 31st 2020 imposed by the MSRI:

Main Street Unionville:

Access Gate: An ornamental iron gate will replace the chain link fencing at the west end of the City-owned laneway immediately south of Blacksmith Bistro leading to Parkview Public School/Fonthill Boulevard and allow Main Street access during events and festivals facilitated through a Memorandum of Understanding signed with the York Region District School Board. In addition, a culvert and asphalt paving will be replaced.

Bandstand: The hard surface at the Millennium Bandstand on Main Street Unionville, which is used for staging events and activities, is not sufficiently sized for the number of persons using the area, which has resulted in residents standing on the shrub beds and damaging plant materials. This venue has become a vibrant urban square and the surfacing is being expanded with paving stone and concrete to provide additional seating surface and general gathering space. In addition, a flagpole will replace the spruce tree that is declining and allow staff to install seasonal lighting on the pole as part of Main Street decorations.

Laneway Greening: The asphalt laneway on the south side of 142 Main Street is City-owned property and is going to be removed and repurposed as a pedestrian pathway from Main Street to Millennium Square which is immediately west of the bandstand. This access point will allow the public to walk directly to the park. The pathway will have bollards at the street and at the edge of the current parking lot to prohibit vehicular traffic.

Main Street Markham:

Replacement Planter and Site Improvements: The existing wooden planter immediately north of the old town hall building (96 Main St. N) and in front of Whyte's Fitness (98 Main St N.) was installed by the City and requires replacement. As this planter is on private lands, the reconstruction and maintenance will be facilitated through a Memorandum of Understanding with the property owner. The new planter will be constructed of Armour stone and will contain a new evergreen tree for seasonal decoration with updated site furniture and electrical.

Heritage Clock: The most southerly traffic island on Main Street South, south of Highway 7 contains a pedestal which to date has been occupied by a seasonal planter. This will be the site of the new Main Street clock that is a heritage style black iron double-sided clock, which will be solar powered. It will serve as a definitive gateway feature. Both the Main Street Vision Plan and the Main Street Markham Streetscape and Traffic Management Study identify the desire for an entry/welcome feature at this location.

Self-Watering Streetscape Baskets- Main Street business districts are enhanced seasonally with annual flower planters and hanging baskets. In an effort to deploy a more sustainable streetscape program, we are implementing new planters and hanging baskets, which are self-watering. These planters have a water reservoir which when filled will supply the plants with water for up to 3 days meaning less frequent use of City water trucks on busy business areas.

Yonge Street Heritage District

Seasonal Banners: This main street (Yonge St) is a regional road that is part of a master plan for regional streetscapes and will be subject to future changes with the expansion of the Yonge Street Subway up into York Region. The best approach for allocating funds into this area would be to not invest in items that would be a 'throw away' as a result of the major changes coming to the streetscape. Updating the existing banner program with new banners will provide an improved streetscape and identity for the area for the businesses in a fiscally responsible manner.

Self-Watering Streetscape Planters and Baskets – As noted above, Thornhill is also a major location for seasonal floral arrangements with annual flower planters and hanging baskets. The sustainable planters and baskets will be deployed in this location as well saving on time spent watering.

Heritage Considerations

All three project areas are also designated heritage conservation districts and all works are subject to the policies and guidelines of the respective heritage conservation district plans as approved by Council. Operations staff will continue to work with Heritage Section staff to ensure that the colours, materials and infrastructure associated with the identified projects comply with heritage requirements. Heritage Permit applications have been submitted.

FINANCIAL CONSIDERATIONS

AMO has specified municipalities will not have to complete audits. Instead, the program will use a risk-based approach that recognizes municipalities as a mature and accountable order of government. In addition, AMO will audit approximately 10% of municipalities annually to provide assurance to Ontario on municipal compliance. The funds of \$320,609.39 once transferred to the City will be kept in an interest bearing reserve account until the earliest expenditure or March 31, 2020.

Operations staff have completed estimates for the above work and are confident that the grant is sufficient to meet the above objectives.

Staff will update the Life Cycle Reserve Study at the next update to incorporate the new assets.

HUMAN RESOURCES CONSIDERATIONS

N/A

ALIGNMENT WITH STRATEGIC PRIORITIES:

This report supports the 2015-2019 Building Markham's Future Together strategic plan by focusing on the goals of Engaged, Diverse & Thriving City and Stewardship of Money & Resources.

BUSINESS UNITS CONSULTED AND AFFECTED:

Finance, Heritage, Public Realm

RECOMMENDED BY:

Morgan Jones
Director, Operations

Brenda Librecz
Commissioner, Community & Fire
Services

ATTACHMENTS:

1. Main Street Revitalization By-Law
2. June 18th 2018 Report - Ontario' Main Street Revitalization Initiative Fund – Municipal Funding Agreement
3. Three (3) key maps identifying locations of the eight project locations



By-law 2018-76

A By-law to authorize the Mayor and Clerk to enter into an Agreement in order to participate in Ontario's Main Street Revitalization Initiative

WHEREAS the Province of Ontario is making funds available for the purposes of supporting Main Street Revitalization Initiatives in Ontario:

WHEREAS the Association of Municipalities of Ontario (AMO) is a signatory to Ontario's Main Street Revitalization Initiative Transfer Payment Agreement;


WHEREAS The Corporation of the City of Markham (the "City of Markham") wishes to enter into an Agreement with AMO in order to participate in Ontario's Main Street Revitalization Initiative; and

WHEREAS the City of Markham acknowledges that Funds in the amount of \$306,966 to be received through the Agreement must be invested in an interest bearing reserve account until the earliest of expenditure or March 31, 2020;


NOW THEREFORE, the Council of the City of Markham, a municipal corporation established pursuant to the Municipal Act, 2001 enacts as follows:

1. that the Mayor and City Clerk are hereby authorized and directed to execute a Municipal Funding Agreement for the transfer of Main Street Revitalization Initiative funds from the Association of Municipalities of Ontario to the City of Markham, in a form and content satisfactory to the Commissioner of Community and Fire Services and the City Solicitor.

Read a first, second, and third time and passed on June 26, 2018.



Kimberley Kitteringham
City Clerk



Frank Scarpitti
Mayor



Report to: General Committee

Meeting Date: June 18, 2018

SUBJECT: Ontario's Main Street Revitalization Initiative Fund –
Municipal Funding Agreement

PREPARED BY: Sara Tam, Manager of Business Planning & Innovation,
Ext. 7533

RECOMMENDATION:

- 1) THAT the report, "Ontario's Main Street Revitalization Initiative Fund – Municipal Funding Agreement", be received;
- 2) THAT the City of Markham's allocation from the Province of Ontario in the amount of \$320,609.39, as administered by the Association of Municipalities of Ontario, be utilized for eligible projects in the three commercial areas for streetscape-related improvements with the funding distributed as follows:
 - a. \$140,304.53 for Main Street Unionville (Municipal Road);
 - b. \$140,304.53 for Main Street Markham (Municipal Road);
 - c. \$40,000.33 for Yonge Street within the Heritage District (Regional Road);
- 3) THAT Council authorize the Mayor and the City Clerk to sign the Municipal Funding Agreement for the Main Street Revitalization Initiative with the Association of Municipalities of Ontario;
- 4) THAT Council pass an enacting bylaw in Attachment #1 as required by the Association of Municipalities of Ontario;
- 5) That a new reserve fund be established titled Main Street Revitalization Initiative Reserve Fund in the amount of \$320,609.39 for the purpose of funding eligible Main Street Revitalization projects and held in an interest bearing account until the earliest expenditure or March 31, 2020;
- 6) AND THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of the report is to inform Members of Council of the Province of Ontario Main Street Revitalization Initiative, communicate the funding amount allocated to the City of Markham, seek authorization to execute a by-law and a funding agreement, and approve the recommended funding allocation by area for the Main Street Revitalization Initiative.

BACKGROUND:

The Province of Ontario's Main Street Revitalization Initiative (MSRI) has been designed to support capital improvements for energy efficiency, accessibility, aesthetics, and marketability of small businesses within main street areas, and encourage strategic public investments in municipal and other public infrastructure within main street areas that will support small businesses. About one-third of Ontario workers are employed by small businesses, which are businesses that employ less than 100 paid employees. MSRI funding allocation to municipalities was made using population size based on the most recent data from the 2016 Statistics Canada Census of Population.

Effective April 1, 2018, the Association of Municipalities of Ontario (AMO) has assumed the role as the MSRI fund administrator on behalf of the Ministry of Agriculture, Food and Rural Affairs (OMAFRA). AMO has provided supporting information to Ontario municipalities, including but not limited to the transfer agreement between the Province and AMO, funding allocation by municipality (as of March 12, 2018), Municipal Funding Agreement, and a funding guide. The City of Markham has to accept and authorize the signing of the Municipal Funding Agreement and establish an enacting by-law in order to receive its allocated share of funds from the Main Street Revitalization Initiative by June 29, 2018.

OPTIONS/ DISCUSSION:

The City of Markham was notified that it is eligible to receive \$320,609.39 from the Ontario's Main Street Revitalization Initiative, subject to fulfilment of its program parameters. MSRI program was established by OMAFRA without the need for an application or matching funding. Municipalities can fund 100% of total project costs with MSRI funds. If a municipal project is using multiple sources of funding in addition to MSRI, the project also has to be eligible under the terms and conditions of these multiple programs.

MSRI program parameters and conditions specified municipalities can identify projects in one or both of the two available categories and that they have until March 31, 2020 to spend the funds on the eligible projects:

1. Implementation of priority financial incentives in existing Community Improvement Plans such as:
 - Commercial building façade improvements;
 - Preservation and adaptive reuse of heritage and industrial buildings;
 - Provision of affordable housing;
 - Space conversion for residential and commercial uses;
 - Structural improvements to buildings (e.g. Building Code upgrades);
 - Improvement of community energy efficiency; and
 - Accessibility enhancements.
2. Funding of strategic municipal physical infrastructure such as:
 - Signage – wayfinding/directional, and gateway;
 - Streetscaping and landscape improvements – lighting, banners, murals, street furniture, interpretive elements, public art, urban forestation,

accessibility, telecommunications/broadband equipment, parking, active transportation infrastructure (e.g. bike racks/storage, cycling lanes and paths) and pedestrian walkways/trails; and

- Marketing plan implementation – business attraction and promotion activities, special events.

Other conditions include a description of eligible costs, ineligible costs, communications and reporting requirements, electronic execution of a Municipal Funding Agreement, and an enacting by-law.

Staff are recommending that the allocation be apportioned to three commercial areas, namely Main Street Markham, Main Street Unionville, and Yonge Street / Thornhill Heritage District. Since Yonge Street is a Regional Road with plans for a major streetscaping work in conjunction with the Yonge Subway Extension, it is proposed that the allocation be smaller than the funding for the other two locations, which are Markham-owned roads/public realm. The types of projects being considered for all three areas are related to the Council-approved Public Realm Strategy. The Public Realm Strategy focuses on gateways, public space enhancements that support pedestrians, community engagement, and business development. The types of initiatives identified in Markham's Public Realm Strategy aligns well to the goals of the Main Street Revitalization Initiative. Staff will draw upon our public realm initiatives, which include signage, public space enhancements, horticultural containers, trees, benches, bike racks and other rehabilitations, to determine the eligible projects that will receive MSRI funding.

Staff will be reviewing stakeholder feedback received to date on areas for potential improvement. Once the costing and the eligible projects are finalized, they will be shared with all members of Council.

FINANCIAL CONSIDERATIONS

AMO has specified municipalities will not have to complete audits. Instead, the program will use a risk-based approach that recognizes municipalities as a mature and accountable order of government. In addition, AMO will audit approximately 10% of municipalities annually to provide assurance to Ontario on municipal compliance. The funds of \$320,609.39 are required to be kept in an interest bearing reserve account until the earliest expenditure or March 31, 2020. Operations staff will prepare capital budget sheets for each commercial area describing the eligible projects. It is expected that the projects will be undertaken in 2019 and completed as required by March 31, 2020.

HUMAN RESOURCES CONSIDERATIONS

N/A


ALIGNMENT WITH STRATEGIC PRIORITIES:

This report supports the 2015-2019 Building Markham's Future Together strategic plan by focusing on the goals of Engaged, Diverse & Thriving City and Stewardship of Money & Resources.

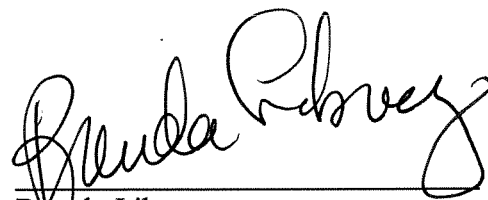
BUSINESS UNITS CONSULTED AND AFFECTED:

All Commissions were consulted.

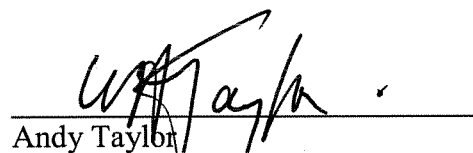
RECOMMENDED BY:



Morgan Jones
Director, Operations



Brenda Librecz
Commissioner, Community & Fire
Services



Andy Taylor
Chief Administrative Officer

ATTACHMENTS:

1. Enabling By-law – to enter into an Agreement in order to participate in Ontario's Main Street Revitalization Initiative.

By-law Number _____

A By-law to authorize the Mayor and Clerk to enter into an Agreement in order to participate in Ontario's Main Street Revitalization Initiative.

WHEREAS the Province of Ontario is making funds available for the purposes of supporting Main Street Revitalization Initiatives in Ontario:

WHEREAS the Association of Municipalities of Ontario (AMO) is a signatory to Ontario's Main Street Revitalization Initiative Transfer Payment Agreement;

WHEREAS The Corporation of the City of Markham (the "City of Markham") wishes to enter into an Agreement with AMO in order to participate in Ontario's Main Street Revitalization Initiative; and

WHEREAS the City of Markham acknowledges that Funds in the amount of \$306,966 to be received through the Agreement must be invested in an interest bearing reserve account until the earliest of expenditure or March 31, 2020;

NOW THEREFORE, the Council of the City of Markham, a municipal corporation established pursuant to the Municipal Act, 2001 enacts as follows:

1. that the Mayor and City Clerk are hereby authorized and directed to execute a Municipal Funding Agreement for the transfer of Main Street Revitalization Initiative funds from the Association of Municipalities of Ontario to the City of Markham, in a form and content satisfactory to the Commissioner of Community and Fire Services and the City Solicitor.

Read a first, second and third time and passed on ____ day of _____, 2018

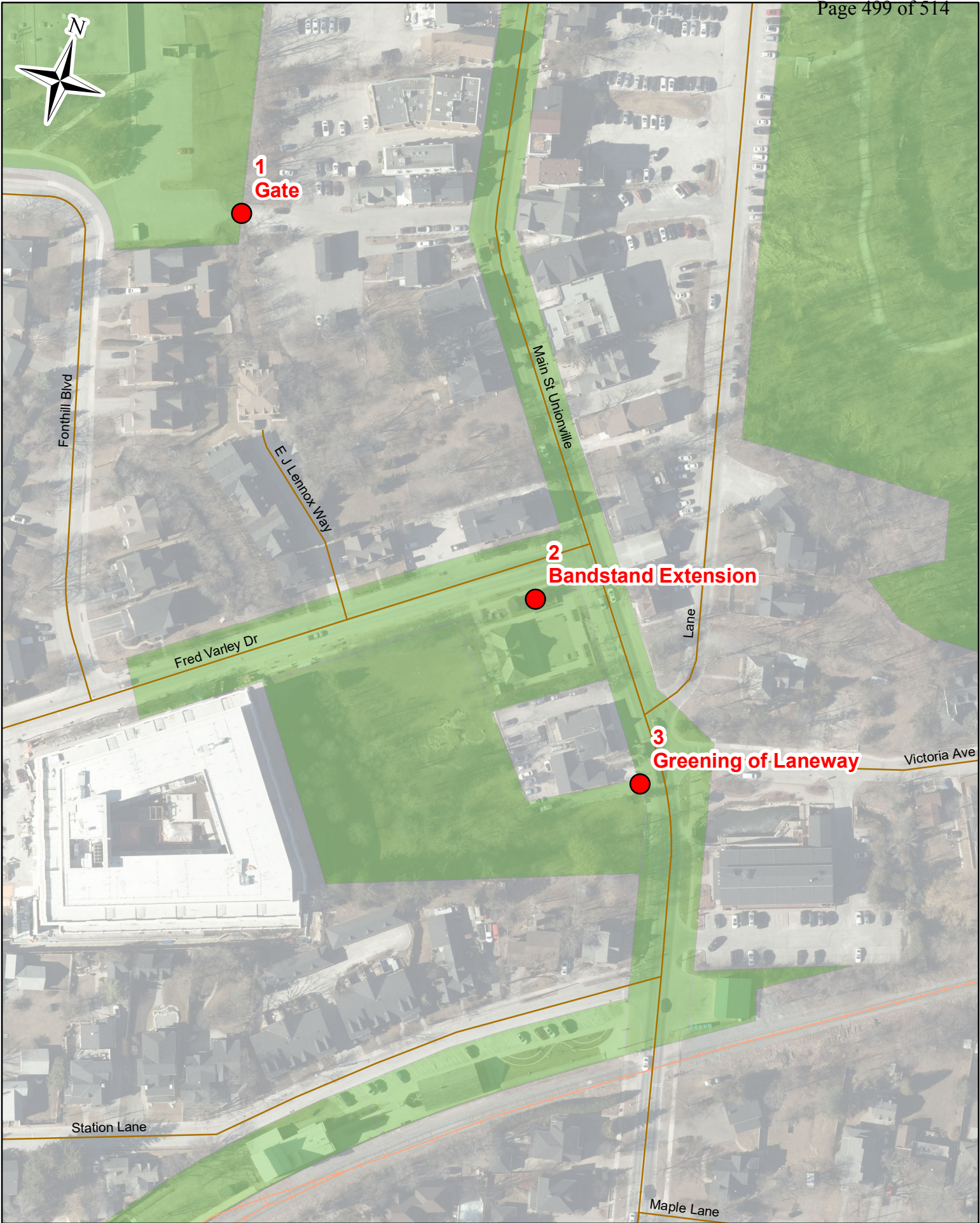
Kimberley Kitteringham
City Clerk

Frank Scarpitti
Mayor



Plot Date: 14/05/2019

Main Street Markham Projects



Plot Date: 14/05/2019

**Main Street Unionville
Projects**



7

Heritage Banners / Self-watering Planters



Report to: General Committee

Meeting Date: June 11, 2019

SUBJECT: Waste Management Collection Contract Extension
PREPARED BY: Claudia Marsales, Senior Manager, Waste & Environmental Management

RECOMMENDATION:

- 1) That the report entitled “Waste Management Collection Contract Extension” be received; and,
- 2) That the Request for Proposal process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1(c), Non Competitive Procurement, when the extension of an existing contract would prove more cost-effective or beneficial; and,
- 3) That Council approve an additional six (6) month contract extension to the Miller Waste Collection Contract, from December 1, 2020 to May 31, 2021, for the provision of residential curbside and multi-residential waste management collection services, on substantially the same terms and conditions as the current contract extension; and,
- 4) That the Mayor and Clerk be authorized to execute the contract extension agreement, in a form satisfactory to the Commissioner of Community & Fire Services and the City Solicitor; and,
- 5) That Staff report back to Council before November 2019 on the process to finalize a long-term contract for waste management collection services following the Regional Government Review by the Provincial Government, or as potential changes resulting from the review become more clear; and further,
- 6) 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 approval to extend the term of the current Miller Waste Collection Contract for an additional six (6) month period from December 1, 2020 to May 31, 2021.

BACKGROUND:

The current Miller Waste Collection Contract provides waste management collection services for all single-family units, apartment buildings, condominiums, BIA's, white goods, municipal facilities, depots, and leaf and yard waste materials.

In 2010, Council approved an 8 year collection services contract with Miller Waste (with an expiry date of November 30, 2018) (the “Miller Waste Collection Contract”). In light

of the uncertainty created by the Provincial waste management legislation enacted in 2016, Staff obtained Council approval to extend the term of the Miller Waste Collection Contract for up to two (2) successive one-year renewal terms (at the sole discretion of the City):

- YEAR ONE - December 1, 2018 – November 30, 2019
- YEAR TWO - December 1, 2019 – November 30, 2020

OPTIONS/DISCUSSION:

At the May 6, 2019 General Committee meeting, the Staff Report entitled “Waste Management Collection Services Contract Process” was presented.

As a result of the uncertainty of the Regional Government Review by the Provincial Government, the following direction was provided by General Committee:

General Committee directed Staff to report back with more information following the Governance Review by the Provincial Government, or as potential changes resulting from the review become clearer.

General Committee directed Staff to follow up on the letter from Miller Waste.

At the General Committee meeting, Staff communicated that if the process to finalize a long-term contract for waste management collection services is delayed to September 2019 or later, an additional six (6) month extension of the current Miller Waste Collection Contract would be needed in order to ensure that Staff could meet timelines and ensure service continuity. Staff have received confirmation from Miller Waste that Miller Waste is agreeable to a six (6) month contract extension on substantially the same terms and conditions as the current contract extension.

CONCLUSION:

As a result of the General Committee direction to Staff to report back with more information following the Regional Government Review (or as potential changes from the review become clearer), Staff is recommending that Council approve an additional six (6) month contract extension to the Miller Waste Collection Contract, from December 1, 2020 to May 31, 2021, on substantially the same terms and conditions as the current contract extension. The additional six (6) month contract extension will ensure the continuity / interoperability of existing waste collection services during the time period required for Staff to report back to Council, and for the process to finalize a long-term contract for waste management collection services to be approved by Council and implemented by Staff.

If the additional six (6) month contract extension is approved, Staff will report back to Council on the process to finalize a long-term contract for waste management collection services following the Regional Government Review by the Provincial Government, or as potential changes resulting from the review become more clear.

FINANCIAL CONSIDERATIONS

Complies with City Purchasing By-law #2017-8

LEGAL CONSIDERATIONS

The City is subject to the following trade agreements, which apply to public sector procurement above a certain dollar threshold: the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), effective September 21, 2017; and the Canadian Free Trade Agreement (CFTA), effective July 1, 2017.

The recommended contract extension complies with the CETA and CFTA trade agreements.

HUMAN RESOURCES CONSIDERATIONS

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

None.

BUSINESS UNITS CONSULTED AND AFFECTED:

Staff from Legal and Finance have been consulted on the recommended contract extension.

RECOMMENDED BY:

None.

RECOMMENDED BY:

Brenda Librecz
Commissioner, Community & Fire Services

Andy Taylor
Chief Administrative Officer



Report to: General Committee

Meeting Date: Monday, June 11, 2019

SUBJECT: Community Centre Boards Memorandum of Understanding Update

PREPARED BY: Janice Carroll, Community Recreation Manager, Recreation Services

RECOMMENDATION:

- 1) That the report entitled “Community Centre Boards Memorandum of Understanding Update” be received; and,
- 2) That Council authorize the Mayor and Clerk to execute an updated “Memorandum of Understanding” between the City and the Community Centre Boards , in accordance with this Report and in a form approved by Commissioner of Community and Fire Services and the City Solicitor; and further,
- 3) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

This report seeks Council approval of an updated Memorandum of Understanding (MOU) (formerly “Memorandum of Acknowledgement (MOA)”) between the City of Markham and the five Community Centre Boards comprising of the Box Grove Community Centre, the Cedar Grove Community Centre, the German Mills Community Centre, the Markham Train Station and the Victoria Square Community Centre.

BACKGROUND:

The Community Centre Memorandum of Acknowledgement (MOA) was first implemented in 2006 and outlined City and Board responsibilities for day-to-day operations, capital repairs and upkeep of Satellite Community Centres. Staff through their ongoing work with the Satellite Community Centre Boards identified the need to update the document to further help define the Boards’ roles and responsibilities and their relationship with the City and to ensure that the policy and procedure portion of the document was current with the City’s policies and procedures.

OPTIONS/ DISCUSSION:

The operation of the Satellite Community Centres by community volunteers is a model, which demonstrates strong collaboration with community partners. Each of the Boards help support access to meeting and program space at a local level, through their management of the Satellite Community Centres. The City owns the Satellite Community Centre facilities/buildings and lands.

In 2006 when the first MOA was developed, there were six Satellite Community Centre Boards:

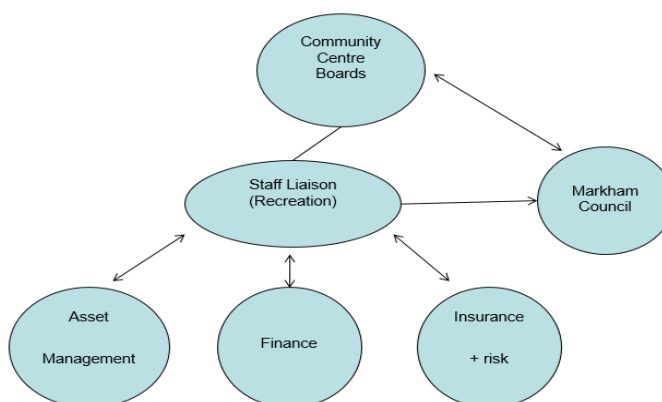
1. Heintzman House
2. Boxgrove Community Centre
3. Victoria Square Community Centre
4. German Mills Community Centre
5. Cedar Grove Community Centre
6. Markham Train Station

In 2015, staff worked with the Heintzman House Community Centre Board to transition the operation of the Heintzman House to the City of Markham- Recreation Services. The Heintzman House Advisory Board is still an active board; however, they no longer have day to day operating responsibility of the Heintzman House. Their role as an advisory board is defined in a separate document; therefore, they have been removed from the updated Memorandum of Understanding (MOU).

Recreation Services and Sustainability and Asset Management met with representatives of the Boards to review the existing MOA and discuss any concerns. The feedback from the Boards was that the existing document did not clearly lay out roles and responsibilities related to repairs and maintenance of the facilities.

The Boards identified that they did not understand the roles of City staff and were often confused about who to contact on what issues. In response to this, and prior to the update of the Memorandum of Understanding, an operational change was implemented immediately. Staff liaisons were appointed from Recreation Services to attend Board meetings and become a single point of contact between the Boards and the City.

City of Markham / Community Centre Board Structure



Role of the City Departments:

Recreation Services - Staff Liaison

- Provide a consistent, primary contact from the City
- City staff liaison will be present at Board meetings

- Work with local Councillor that serves on the Board
- Coordinate internal staff to ensure requirements of the Boards are addressed and that City's policies are communicated to Boards
- Explore joint program partnership opportunities with the Board
- Issue annual grant to Boards
- Ensure alignment to City policies

Sustainability and Asset Management

- Responsible for the lifecycle building projects
- Completion of building condition audits based the City's asset management plan and specific lifecycles within the plan.
- Capital planning of lifecycle projects based on building condition audit results.

Operations

- Parking lot maintenance
- Gardens and landscaping

Finance Services

- Responsible for annually reviewing financial statements and preparing for an audit opinion

Insurance and Risk Management

- Responsible to ensure boards have appropriate insurance

Review Process

There were a number of input sessions held with the Boards including group meetings, and meeting individual Boards to review their specific areas of concern. Staff incorporated into the updated MOU feedback from the Board members. The time and process to complete this work was slightly delayed as a number of Boards were transitioning and the new Boards requested an opportunity to have input.

A meeting was held on January 30, 2018 with representatives of the Boards and City staff to review the draft of the revised MOA and to allow an opportunity for input. The feedback has been very positive from the Board(s). They feel this updated document accurately reflects the operations of the centre, the roles and responsibilities of each party and clearly defines who is responsible.

Structure of the Agreement:

The previous Memorandum of Acknowledgement briefly outlined the role of the Board, with the majority of the document focused on the Operating Procedures, as set out by the City at that time. The updated Memorandum of Understanding expands on the roles and responsibilities section of both parties, the City and the Board. The following is a summary of the key business terms of the updated Memorandum of Understanding:

Part A- Administrative

This section has been significantly expanded to provide the Boards more clarity on roles and responsibilities and how they must operate as a Board. Part A outlines:

- The Board's authority to manage the business and affairs of the community centre in accordance with the MOU framework;
- The conditions that promote an effective and collaborative relationship between the City and the Boards;
- The type and level of support provided by the City to the Boards and responsibilities and obligations of the Boards.

Part B – Operating Procedures

- Facility Rental Guidelines
- Alcohol Policy
- Facility Maintenance

Part B - Operating Procedures Summary of Changes by Section

Section - I Facility Rental Guidelines	
2006 MOA	2018 MOA
PST and HST applies to all aspects of rental charges	HST only applies if taxable annual revenue exceeds \$50,000 if this revenue limit is met the Board must register for HST
SOCAN – City of Markham pays all fees	All music fees to be collected by Board from permit/users and submitted to City quarterly
Teen Dances ratio of 1:10	Teen functions – outlines clearer requirements including prohibition on alcohol, names & signatures of supervising adults, damage deposit, etc.
Approved functions at the discretion of Board	Added list of examples of approved functions
Prohibited functions list bachelor parties and stagettes	Prohibited functions include specific activities such as gambling, pornographic materials, games which involve consumption of alcohol, etc.
Section- II Alcohol Policy	
No Change	
Section- III Facility Maintenance	

Board Responsibilities - provide funds for day-to-day facility maintenance	<p>Clarity of roles where required resulting in the development of charts that lay out in detail all responsibilities in an easy to understand format</p> <p>See Attachment 1 for Day to Day maintenance responsibilities for Box Grove Community Centre, the Cedar Grove Community Centre, the German Mills Community Centre, and the Victoria Square Community Centre</p> <p>*See Attachment 2 for Day to Day responsibilities for the Markham Train Station</p>
Town (City) responsibilities – responsible for all capital improvements and major maintenance of the facility and property	
Capital Projects cost sharing – Board to collect rent to sustain facility and set up a capital reserve fund, where possible, Town (City), and Board will cost share all major capital projects	

*The Facility Maintenance responsibilities have been adjusted for Markham Train Station based on a different operating model. The Markham Train Station is used by GO as a transit stop, therefore Metrolinx is responsible for Maintenance of Site features and all utility costs.

The MOU also recommends a review of the document every 5 years. The next review would take place 2024.

FINANCIAL CONSIDERATIONS

There is no direct financial impact with the approval of the updated MOU. The City of Markham owns the properties and buildings, and continues to support the ongoing capital up keep of the buildings and work with the Boards on annual condition audits. Financial responsibilities of the Board and the City have not changed since the 2006 MOA. On an annual basis, each of the Boards receives a grant of \$3,000 to \$5,000 from the City to help with the day-to-day operating costs of the Centre. The only exception to this is the Markham Train Station, which does not receive the grant due to the increased level of service the City provides due to the GO /Metrolinx relationship.

HUMAN RESOURCES CONSIDERATIONS

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

The updated Memorandum of Understanding aligns to the Integrated Leisure Master Plan.

BUSINESS UNITS CONSULTED AND AFFECTED:

Sustainability and Asset Management and Finance

RECOMMENDED BY:

Mary Creighton
Director, Recreation Services

Brenda Librecz
Commissioner, Community &
Fire Services

ATTACHMENTS:

Attachment 1: Day-to-Day Operations, Maintenance and Lifecycle Replacement Responsibilities for Box Grove Community Centre, the Cedar Grove Community Centre, the German Mills Community Centre, and the Victoria Square Community Centre

Attachment 2: Day-to-Day Operations, Maintenance and Lifecycle Replacement Responsibilities for the Markham Train Station

Day-to-Day Operation, Maintenance, and Lifecycle Replacement Responsibilities

The responsibilities of each Board and the City are shown in details in the following matrix:

Box Grove/Cedar Grove/German Mills/Victoria Square

Section	Item	Responsibility	
		City (SAM)	Board
1 Architectural	<u>Day to day Operation, Maintenance and Capital Replacement of all interior non-structural items</u> Examples: <ul style="list-style-type: none"> • Interior paint • Interior windows • Interior doors • Interior drywall, ceiling tiles • Interior signage • Janitorial and cleaning services • Floor finishes (Laminate, wood, carpet, concrete sealing, etc.) 		√
2 Audio Visual	<u>Day to day Operation, Maintenance and Capital Replacement of all Audio Visual items</u> Examples: <ul style="list-style-type: none"> • TV • Sound systems, • stage equipments etc. 		√
3 Building Envelope	<u>Maintenance and Replacement of Building Envelope and Related items</u> Examples: <ul style="list-style-type: none"> • Roof, Chimney • Exterior Doors and Windows • Exterior Walls, Sealants and Painting 	√	
4 Electrical	<u>Day to day Operation of all electrical items, and Maintenance and Capital Replacement of Minor Electrical Items</u> Examples: <ul style="list-style-type: none"> • Turning breaker on/off, • Light bulb/ballast replacement • Circuit breakers, outlets repair and replacement 		√
	<u>Capital Replacement of Major Electrical Items</u> Examples: <ul style="list-style-type: none"> • Replacement of electrical panel, main feed and disconnect • Exterior light poles and fixtures (Parking Lot lights) 	√	
5 Furniture	<u>Day to day Operation, Maintenance and Capital Replacement</u> Examples: <ul style="list-style-type: none"> • Desks, chairs, benches, table, couches, etc. 		√
6 Kitchen Equipment	<u>Day to day Operation, Maintenance and Capital Replacement</u> Examples: stove, range , refrigerator, ice maker, coffee maker, etc.		√

7 (a) Life Safety – Fire Systems	<u>Day to day Operation:</u> Example: <ul style="list-style-type: none"> Monitoring of fire systems 		√
	<u>Maintenance and Capital Replacement</u> Examples: <ul style="list-style-type: none"> Fire and sprinkler system replacement, sensor replacements, power backups, fire extinguisher inspection & replacement, etc. 	√	
7 (b) Life Safety – Security Systems	<u>Day to day Operation, Maintenance and Capital Replacement</u> Examples: <ul style="list-style-type: none"> Card reader, key (Access Control System) Video monitor, recorder, camera (CCTV System) 		√
	<u>Existing CCTV system</u>	√	
8 Mechanical, HVAC, Plumbing	<u>Day to day Operation:</u> Examples: <ul style="list-style-type: none"> Operation and monitoring of air conditioners, heaters, Turning water on/off, cleaning plugged toilet, blocked drain, tap repair/replacement etc. 		√
	<u>Maintenance and Capital Items:</u> Examples: <ul style="list-style-type: none"> Replacement of air conditioner, baseboard heater, hot water tank Filter, belt changes Duct cleaning 	√	
9 Structural	<u>Maintenance and Capital Items</u> Examples: <ul style="list-style-type: none"> Foundation, framing, roof structure, sub floor 	√	
10 Site Features	<u>Day to day Operation and Maintenance:</u> Examples: <ul style="list-style-type: none"> Snow removal at all entrances and fire exits, prevention of icing at entrances and walkways during winter months, notification (providing signs) and prevention of trip hazards. Snow Plowing 	√	√
	<u>Capital Items:</u> Examples: <ul style="list-style-type: none"> Water well & septic tank system (where applicable), Parking lot, driveway, interlocking area, landscaping, deck, fence, grading etc. 	√ Operations	
	<u>Ground Maintenance Responsibilities:</u> <u>Examples:</u> <ul style="list-style-type: none"> Grass cutting, flower bed maintenance, tree pruning, snow plowing, fence & grade maintenance, etc. 	√ Operations	
11 Utilities	All energy and water costs		√

5 Furniture	<u>Day to day Operation, Maintenance and Capital Replacement</u> Examples: <ul style="list-style-type: none"> • Maintenance and replacement of building furniture 		√	
6 Kitchen Equipment	<u>Day to day Operation, Maintenance and Capital Replacement</u> Examples: <ul style="list-style-type: none"> • Maintenance and replacement of kitchen equipment 		√	
7 (a) Life Safety – Fire Systems	<u>Day to day Operation:</u> Example: <ul style="list-style-type: none"> • Monthly and yearly fire inspection 	√		
	<u>Maintenance and Capital Replacement</u> Examples: <ul style="list-style-type: none"> • Fire and sprinkler system replacement, sensor replacements, power backups, fire extinguisher inspection & replacement, etc. 	√		
7 (b) Life Safety – Security Systems	<u>Day to day Operation, Maintenance and Capital Replacement</u> Examples: <ul style="list-style-type: none"> • Card reader, key (Access Control System) • Video monitor, recorder, camera (CCTV System) 		√	√
	<u>Exceptions regarding CCTV System:</u> (If already installed. No additional CCTV system will be installed)	√		
8 Mechanical, HVAC, Plumbing	<u>Day to day Operation:</u> Examples: <ul style="list-style-type: none"> • Plumbing maintenance- plugged toilets, blocked drains, tap washers, etc. • Annual /monthly maintenance of heating and air conditioning equipment 	√ √		
	<u>Maintenance and Capital Items:</u> Examples: <ul style="list-style-type: none"> • Total replacement of plumbing fixtures 	√		
9 Structural	<u>Maintenance and Capital Items</u> Examples: <ul style="list-style-type: none"> • Structural repairs related to the foundation and the building 	√		
10 Site Features	<u>Day to day Operation and Maintenance:</u> Examples: <ul style="list-style-type: none"> • Snow removal –front entrance area and all fire exits • Property landscaping and lawn maintenance • Water quality testing and filtration requirements, including water softener and treatment chemicals • Grass cutting • Flower bed maintenance, including turning the beds in the spring and general upkeep during the growing season • Trimming and pruning of trees and shrubs as requires • Snow plowing of main lots and driveways • Sign maintenance 	√		√ √ √ √ √ √ √
	<u>Capital Items:</u>			

	<p>Examples:</p> <ul style="list-style-type: none"> • Water well replacement where applicable • Septic System repairs/replacement where applicable • Property fencing replacement • Parking lot maintenance, repairs and replacement and line markings • Exterior grounds Capital improvements including fencing replacement, planning and removing trees and grade issues • Playground equipment maintenance and replacement where this equipment is located in a park. However, if the playground is required as a part of the lessee's programs (i.e. Licensed Daycare Facilities), the Board and/or Lessee's responsible for all maintenance and replacement of equipment and fencing required for licensing. 			√
	<p><u>Ground Maintenance Responsibilities:</u></p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> • Grass cutting, flower bed maintenance, tree pruning, snow plowing, fence & grade maintenance, etc. 	√		
11 Utilities	All energy and water costs			√