

Revised Council Agenda

Revised Items are Italicized.

Meeting Number: 12
June 12, 2019, 2:30 PM
Council Chamber

Alternate formats for this document are available upon request.
Council meetings are live video and audio streamed on the City's website.

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

Pages

1. CALL TO ORDER

INDIGENOUS LAND ACKNOWLEDGEMENT

We begin today by acknowledging that we walk upon the traditional territories of Indigenous Peoples and we recognize their history, spirituality, culture, and stewardship of the land. We are grateful to all Indigenous groups for their commitment to protect the land and its resources and we are committed to reconciliation, partnership and enhanced understanding.

2. DISCLOSURE OF PECUNIARY INTEREST

3. APPROVAL OF PREVIOUS MINUTES

3.1 COUNCIL MINUTES - MAY 28, 2019

15

1. That the Minutes of the Council Meeting held on May 28, 2019, be adopted.

4. PRESENTATIONS

5. DEPUTATIONS

5.1 *DEPUTATION - DEMOLITION PERMIT APPLICATION AND INTENTION TO DESIGNATE A PROPERTY UNDER PART IV OF THE ONTARIO HERITAGE ACT - 11251 WOODBINE AVENUE (WARD 2) (16.11.3, 10.13)*

Vincent Santamaura will address Council on this matter.

(Item 8.2.1, Report 27)

6. COMMUNICATIONS

- 6.1 22-2019 LIQUOR LICENCE APPLICATION - DANCING NOODLE (WARD 8) (3.21) 32

(New Liquor License for indoor areas)

1. That the request for the City of Markham to complete the Municipal Information Form be received for information.

- 6.2 23-2019 LIQUOR LICENCE APPLICATION - STARVING ARTIST WAFFLES & ESPRESSO (WARD 4) (3.21) 40

(New Liquor License for indoor areas)

1. That the request for the City of Markham to complete the Municipal Information Form be received for information.

7. PROCLAMATIONS

- 7.1 PROCLAMATIONS AND FLAG RAISING REQUESTS (3.4)

No Attachments

1. That the following proclamations, issued by the City Clerk in accordance with the City of Markham Proclamation Policy, be received for information purposes:
 - a. Built Green® Day - June 5, 2019
 - b. International Day Against Drug Abuse and Illicit Trafficking - June 26, 2019
 - c. *Indigenous Peoples History Month - June 2019*
 - d. *Indigenous People Day - June 21, 2019*
2. *That the following request for a flag to be raised at the Anthony Roman Markham Civic Centre flagpole, approved by the City Clerk in accordance with the City of Markham Community Flag Raisings & Flag Protocol Policy, be received for information purposes:*
 - a. *Indigenous People Day - June 21, 2019 (Organized by The City of Markham)*

8. REPORT OF STANDING COMMITTEE

- 8.1 REPORT NO. 26 DEVELOPMENT SERVICES COMMITTEE (MAY 27,

2019)

Please refer to your May 27, 2019 Development Services Committee Agenda for reports.

To the Mayor and Members of Council:

That the report of the Development Services Committee be received & adopted.
(Items 1 to 2):

8.1.1 COMMERCIAL FAÇADE IMPROVEMENT GRANT PROGRAM FOR 2019 (16.11) 50

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

8.1.2 DESIGNATED HERITAGE PROPERTY GRANT APPLICATIONS – 2019 (16.11) 56

1. That the report entitled “Designated Property Grant Applications -2019” dated May 27, 2019, be received; and,
2. That Designated Property Grants for 2019 be approved in the amounts noted for the following properties, totaling \$23,776.90, provided that the applicants comply with eligibility requirements of the program:

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

8.2 REPORT NO. 27 DEVELOPMENT SERVICES COMMITTEE (JUNE 10, 2019)

Please refer to your June 10, 2019 Development Services Committee Agenda for reports.

To the Mayor and Members of Council:

That the report of the Development Services Committee be received & adopted.
(Items 1 to 5):

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

67

1. That the report dated June 10, 2019 titled “Demolition Permit

Application and Intention to Designate a Property under Part IV of the Ontario Heritage Act, David Hopper House, 11251 Woodbine Avenue, Ward 2, File No. 19 115460 DP, dated June 10, 2019, be received; and,

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

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

80

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

3. That the Value Engineering Advisory Services be awarded to NCE Value Engineers Inc. for an amount not exceeding \$25,000 inclusive of HST impact and contingencies and internal charges; and,
4. That a new 2019 Engineering capital project be created, “Yonge Street/Highway 7 Regional Centre Transit Planning Optimization Value Engineering Advisory Services, Wards 1” in the amount of \$25,000 to be funded from the City-Wide Hard Development Charges Reserve; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

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

83

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

8.2.4 *MARKHAM DELEGATION TO NORDLINGEN GERMANY SEPTEMBER 2019 (10.16)*

87

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

Business Travel account 610-9985201; and further,

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

8.2.5 MARKHAM FOUNDATION FOR THE PERFORMING ARTS (6.2)

91

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

8.3 REPORT NO. 28 GENERAL COMMITTEE (JUNE 11, 2019)

Please refer to your June 11, 2019 General Committee Agenda for reports.

To the Mayor and Members of Council:

That the report of the General Committee be received & adopted. (Items 1 to 7):

8.3.1 2020 BUDGET SCHEDULE (7.0)

183

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.

8.3.2 *QUALITY MANAGEMENT SYSTEM - MANAGEMENT REVIEW (5.3)* 189

1. That the report titled “Quality Management System - Management Review” 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.

8.3.3 *PROVINCE OF ONTARIO AUDIT AND ACCOUNTABILITY FUND (7.0)* 193

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.

8.3.4 DESTINATION MARKETING ORGANIZATION UPDATE (7.0)

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 the Chairs and Vice-Chairs of both the Economic Development and Budget Committees, 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.

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

208

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.

8.3.6 *WASTE MANAGEMENT COLLECTION CONTRACT EXTENSION (5.1)*

222

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.

8.3.7 *COMMUNITY CENTRE BOARDS MEMORANDUM OF UNDERSTANDING UPDATE (6.6)*

225

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 the 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.

9. MOTIONS

10. NOTICE OF MOTION TO RECONSIDER

11. 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".

11.1 *NEW/ OTHER BUSINESS: DECLARATION OF SURPLUS LAND - 56 BERNADOTTE DRIVE LAND EXCHANGE*

236

Notice of Proposed Sale

City of Markham

Proposed Sale of Surplus Real Property

(Pursuant to By-law 178-96)

1. That the notice of proposed sale for the City owned lands legally described as Part of Block 39 on Plan 65M -3780, designated as Part 3 on Plan 65R-38470, City of Markham, Regional Municipality of York, be confirmed.

(In-Camera Item No. 13.5, December 12, 2018 Council Meeting)

12. ANNOUNCEMENTS

13. BY-LAWS - THREE READINGS

That By-law 2019-66 be given three readings and enacted.

Three Readings

- | | | |
|------|---|-----|
| 13.1 | BY-LAW 2019-66 A BY-LAW TO STOP UP AND CLOSE THE LANDS DESCRIBED AS RESERVE BLOCKS 7 AND 8, PLAN 65M-4458 | 238 |
|------|---|-----|

14. CONFIDENTIAL ITEMS

- | | | |
|--------|---|--|
| 14.1 | APPROVAL OF CONFIDENTIAL COUNCIL MINUTES - MAY 28, 2019 (10.0) | |
| 14.2 | COUNCIL - JUNE 12, 2019 | |
| 14.2.1 | PERSONAL MATTERS ABOUT AN IDENTIFIABLE INDIVIDUAL, INCLUDING MUNICIPAL OR BOARD EMPLOYEES (BOARD/ COMMITTEE APPOINTMENTS) (16.24) [Section 239 (2) (b)] | |
| 14.2.2 | <i>PERSONAL MATTERS ABOUT AN IDENTIFIABLE INDIVIDUAL, INCLUDING MUNICIPAL OR BOARD EMPLOYEES (BOARD/ COMMITTEE APPOINTMENTS) (16.24) [Section 239 (2) (b)]</i> | |
| 14.3 | <i>DEVELOPMENT SERVICES COMMITTEE - JUNE 10, 2019</i> | |
| 14.3.1 | <i>LITIGATION OR POTENTIAL LITIGATION, INCLUDING MATTERS BEFORE ADMINISTRATIVE TRIBUNALS, AFFECTING THE MUNICIPALITY OR LOCAL BOARD – COMMITTEE OF ADJUSTMENT APPEAL, 2403502 ONTARIO INC. (WARD 2) (8.0) [Section 239 (2) (e)]</i> | |
| 14.4 | <i>GENERAL COMMITTEE - JUNE 11, 2019</i> | |
| 14.4.1 | <i>PERSONAL MATTERS ABOUT AN IDENTIFIABLE INDIVIDUAL, INCLUDING MUNICIPAL OR LOCAL BOARD EMPLOYEES (WARDS 1-8) (6.3) [Section 239 (2) (b)]</i> | |

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

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

15. CONFIRMATORY BY-LAW - THREE READINGS

That By-law 2019-67 be given three readings and enacted.

Three Readings

BY-LAW 2019-67 A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE
COUNCIL MEETING OF JUNE 12, 2019.

No attachment

16. ADJOURNMENT



Council Minutes

Meeting Number: 11
May 28, 2019, 6:00 PM
Council Chamber

Roll Call	Mayor Frank Scarpitti Deputy Mayor Don Hamilton Regional Councillor Jack Heath Regional Councillor Joe Li Regional Councillor Jim Jones Councillor Keith Irish	Councillor Alan Ho Councillor Karen Rea Councillor Andrew Keyes Councillor Amanda Collucci Councillor Khalid Usman Councillor Isa Lee
Regrets	Councillor Reid McAlpine	
Staff	Andy Taylor, Chief Administrative Officer Trinela Cane, Commissioner, Corporate Services Brenda Librecz, Commissioner, Community & Fire Services Arvin Prasad, Commissioner, Development Services Catherine Conrad, City Solicitor & Acting Director, Human Resources Biju Karumanchery, Director, Planning & Urban Design	Joel Lustig, Treasurer Bryan Frois, Chief of Staff Andrea Berry, Sr. Manager, Corp Comm & Community Engagement John Wong, Technology Support Specialist II Kimberley Kitteringham, City Clerk Martha Pettit, Deputy City Clerk

Alternate formats for this document are available upon request

1. CALL TO ORDER

The meeting of Council convened at 6:01 PM on May 28, 2019 in the Council Chamber. Mayor Frank Scarpitti presided.

2. DISCLOSURE OF PECUNIARY INTEREST

None disclosed.

3. APPROVAL OF PREVIOUS MINUTES**3.1 COUNCIL MINUTES - MAY 14, 2019**

Moved by Councillor Khalid Usman

Seconded by Councillor Keith Irish

1. That the Minutes of the Council Meeting held on May 14, 2019, be adopted.

Carried

4. PRESENTATIONS

There were no presentations.

5. DEPUTATIONS

There were no deputations.

6. COMMUNICATIONS

There were no communications.

7. PROCLAMATIONS**7.1 PROCLAMATION AND FLAG RAISING REQUESTS (3.4)**

Moved by Councillor Andrew Keyes

Seconded by Regional Councillor Jim Jones

1. That the following proclamations, issued by the City Clerk in accordance with the City of Markham Proclamation Policy, be received for information purposes:
 - a. Pride Week, June 7-16, 2019
 - b. National Seniors Day, October 1, 2019

2. That the following new requests for proclamation be approved and added to the Five-Year Proclamations List approved by Council:
 - a. National Injury Prevention Day, July 5, 2019
 - b. International Trigeminal Neuralgia Day, October 7, 2019
3. That the following requests for flag to be raised at the Anthony Roman Markham Civic Centre flagpole, approved by the City Clerk in accordance with the City of Markham Community Flag Raisings and Flag Protocol Policy, be received for information purposes:
 - a. Pride Week, June 7-16, 2019 (Organized by York Pride Fest)
 - b. National Seniors Day, October 1, 2019 (Organized by the City of Markham)

Carried

8. REPORT OF STANDING COMMITTEE

8.1 REPORT NO. 24 DEVELOPMENT SERVICES COMMITTEE (MAY 13, 2019)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Keith Irish

That the report of the Development Services Committee be received & adopted.
(Items 1 to 3):

Carried

8.1.1 INFORMATION REPORT 2019 FIRST QUARTER UPDATE OF THE STREET AND PARK NAME RESERVE LIST (10.14, 6.3)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Keith Irish

1. That the report titled 'Information Report 2019 First Quarter Update of the Street and Park Name Reserve List', be received; and,
2. That Council approve the revised Street and Park Name Reserve List set out in Appendix 'A' attached to this report, as amended at the May 13, 2019 Development Services Committee Meeting", and further,

3. That the proposed recommendation of Imran Khan Niazi Road in the Street and Park Name Reserve List be deferred to a future Development Services Committee meeting for further consideration.

Carried

8.1.2 AMENDMENT TO ENTERPRISE BOULEVARD CONSTRUCTION AGREEMENT AND ASSUMPTION OF ENTERPRISE BOULEVARD (WARD 3) (5.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Keith Irish

1. That the report entitled “Amendment to Enterprise Boulevard Construction Agreement and Assumption of Enterprise Boulevard (Ward 3)” be received; and,
2. That Council revise the obligation for Ruland Properties Inc. to install the streetscape improvements along Enterprise Boulevard (“Enterprise”) as part of the Enterprise Boulevard Construction Agreement between Ruland Properties Inc. and the Corporation of the City of Markham (2005) (“Agreement”) to include that obligation as a part of future site plan applications, and return any existing letters of credit for streetscape improvements to Ruland Properties Inc.; and,
3. That the Mayor and Clerk be authorized to execute an Amendment to the Agreement (“Amendment Agreement”) based on the terms and conditions described in this report, and to the satisfaction of the Director of Engineering and the City Solicitor; and,
4. That Council, upon Ruland Properties Inc. executing the Amendment Agreement, assume Enterprise Boulevard as outlined in this report, and pass any necessary bylaws for traffic control, parking restrictions and speed limits; and further,
5. That staff be directed to do all things necessary to give effect to this resolution.

Carried

8.1.3 FLATO MARKHAM THEATRE BRAND STRATEGY – A NEW AND FRESH IDENTITY (6.2)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Keith Irish

1. That the report “Flato Markham Theatre Brand Strategy – A New and Fresh Identity” be received; and,
2. That Council approve the new logo and brand strategy; and further,
3. That staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

8.2 REPORT NO 25 GENERAL COMMITTEE (MAY 21, 2019)

Moved by Regional Councillor Jack Heath

Seconded by Councillor Andrew Keyes

That the report of the General Committee be received & adopted. (Items 1 to 3):

Carried

8.2.1 2019 UNIONVILLE BUSINESS IMPROVEMENT AREA AND MARKHAM VILLAGE BUSINESS IMPROVEMENT AREA OPERATING BUDGETS (7.0)

Moved by Regional Councillor Jack Heath

Seconded by Councillor Andrew Keyes

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

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

Moved by Regional Councillor Jack Heath

Seconded by Councillor Andrew Keyes

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

8.2.3 2019 TAX RATES AND LEVY BY-LAW (7.0)

Moved by Regional Councillor Jack Heath

Seconded by Councillor Andrew Keyes

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

8.3 REPORT NO. 26 DEVELOPMENT SERVICES COMMITTEE (MAY 27, 2019)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Andrew Keyes

That the report of the Development Services Committee be received & adopted.
(1 Item):

Carried

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

Moved by Regional Councillor Jim Jones

Seconded by Councillor Andrew Keyes

1. That the report entitled, “City of Markham Comments on Proposed Bill 108, *More Homes, More Choice Act 2019*” dated May 27, 2019, be received; and,
2. That this report, including the 39 recommendations from the City of Markham on Proposed Bill 108, More Homes, More Choice Act 2019, as summarized in the Revised Appendix ‘A’ as amended at the May 27, 2019 Development Services Committee meeting, be forwarded to the Assistant Deputy Minister of Municipal Affairs and Housing and to York Region as the City of Markham’s comments on Bill 108; and,
3. That the City of Markham supports the Province of Ontario’s proposed measures to streamline the planning process while retaining appropriate public consultation during the planning process as long as these measures can be reasonably implemented and avoid negative impacts such as potential delays; and,
4. That, in the event that the Province proceeds with the community benefits charge as proposed, the cap on the community benefits charge should be set to include the full recovery for soft infrastructure costs and parkland dedication as now collected under the current statutes, and that the cap be tied to land values only for the parkland dedication and current section 37 portions of the community benefits charge. To ensure that growth pays for growth, a municipality should be allowed to levy both the community benefits charge and receive parkland in a development; and,

5. That the City of Markham does not support any proposed legislative changes that would in effect reduce a municipality's ability to collect funds to ensure that growth pays for growth; and,
6. That the City of Markham supports the Province of Ontario's proposed changes to increase resourcing for the Local Planning Appeal Tribunal but does not support the re-introduction of "de novo" hearings as part of the Local Planning Appeal Tribunal process; and,
7. That the City of Markham supports the Province of Ontario's efforts to clarify the role and accountability of Conservation Authorities and urges the Province to support the Ministry of Natural Resources and Forestry, Ministry of Environment, Conservation and Parks, and municipalities with enhanced natural heritage protection and watershed planning tools to fill the potential gap in natural resource, climate change and watershed planning services resulting from the proposed modified mandate of the TRCA; and further,
8. That Staff be authorized and directed to do all things necessary to give effect to this resolution

Carried

9. MOTIONS

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

Moved by Regional Councillor Jim Jones

Seconded by Regional Councillor Joe Li

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

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

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

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

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

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

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

Now therefore be it resolved:

1. That the Province of Ontario be requested to work in conjunction with the local municipalities and transit authorities to review and assess the following:
 - a. Existing and proposed infrastructure, including the feasibility of relocating storm water ponds, reconfiguring the Highway 407 interchange ramps for an urban and pedestrian friendly environment; and,
 - b. The land value uplift arising from greater intensification and to maximize the return on investment for public lands and infrastructure; and,
 - c. Opportunities for a public-private partnership including an unsolicited bid proposal for the integrated transit destination hub; and,
 - d. The potential re-designation of the lands west of Yonge Street, south of Highway 407, for Transit Oriented Development (TOD) versus the proposed 2,000-car parking lot; and,
 - e. The benefits of a world class integrated development, engaging a "best-in-class" architectural, engineering, planning and urban design firm; and,
 - f. Participating in a steering committee to coordinate development and infrastructure; and,
2. That the City of Markham requests that the Provincial Government, as part of the environmental assessment updates for both the 407 Transitway (to rail) and the Yonge Subway Extension, including the design and construction, consider the following:
 - a. An environmental assessment to bury the high-voltage hydro transmission lines from east of Bayview Avenue - west of Yonge Street - south of Highway 407 - to create greater flexibility in urban planning and release

- additional development opportunities to benefit the Province of Ontario;
and,
- b. The feasibility of optimizing the Yonge Subway Extension alignment in its own established transportation corridor which is Yonge Street; and,
 - c. Confirming the location of the Yonge Street subway stations to best serve the planned and future communities; and,
 - d. The feasibility of optimizing the Highway 407 rail transitway alignment in its own established transportation corridor; and,
- 3. That the Province of Ontario be requested to maximize the return on investment of public sector infrastructure and land in the Langstaff/Richmond Hill area; and,
 - 4. That the Province of Ontario undertake these considerations without any delay to the planning, construction and delivery of the Yonge Subway Extension; and,
 - 5. That a copy of this resolution be forwarded to the Councils of the City of Richmond Hill and the City of Vaughan for their endorsement; and further,
 - 6. That a copy of this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario; the Honourable Christine Elliott, Deputy Premier; the Honourable Victor Fedeli, Minister of Finance; the Honourable Jeff Yurek, Minister of Transportation; the Honourable Greg Rickford, Minister of Energy, Northern Development and Mines; the Honourable Todd Smith, Minister of Economic Development, Job Creation and Trade; the Honourable Steve Clark, Minister of Municipal Affairs and Housing; the Honourable Monte McNaughton, Minister of Infrastructure Ontario; the Honourable Rod Phillips, Minister of the Environment, Conservation and Parks; all Members of Provincial Parliament in the Regional Municipality of York; and the Regional Municipality of York.

Carried by Recorded Vote
(See following Recorded Vote)

Recorded Vote (10:2)

YEAS: Councillor Keith Irish, Councillor Alan Ho, Councillor Karen Rea, Regional Councillor Jim Jones, Deputy Mayor Don Hamilton, Regional Councillor Jack Heath, Regional Councillor Joe

Li, Councillor Andrew Keyes, Councillor Amanda Collucci,
Councillor Isa Lee (10)

NAYS: Mayor Frank Scarpitti, Councillor Khalid Usman (2)

ABSENT: Councillor Reid McAlpine (1)

10. NOTICE OF MOTION TO RECONSIDER

There were no notices of motions to reconsider.

11. NEW/OTHER BUSINESS

11.1 NEW/ OTHER BUSINESS - DECLARATION OF SURPLUS LANDS WITHIN LINDVEST PROPERTIES (CORNELL) LIMITED'S PHASE 4A RESIDENTIAL SUBDIVISION DEVELOPMENT (BLOCKS 7 AND 8)

Moved by Regional Councillor Jack Heath

Seconded by Councillor Karen Rea

1. That the notice of proposed sale for the City owned lands legally described as Block 7 and 8; Plan 65M-4458, City of Markham, Regional Municipality of York, be confirmed.

(In-Camera Item No. 14.3.1 – May 14, 2019 Council Meeting)

Carried

11.2 NEW/ OTHER BUSINESS: RECOMMENDATION REPORT - MARKHAM'S REGISTER OF PROPERTY OF CULTURAL HERITAGE VALUE OR INTEREST, CONSIDERATION OF REVISED NOTIFICATION PROCEDURES FOR A LISTED PROPERTY (16.11)

This matter was deferred to September 2019.

Moved by Councillor Karen Rea

Seconded by Councillor Andrew Keyes

1. That the report entitled "Recommendation Report, Markham's Register of Property of Cultural Heritage Value or Interest, Consideration of Revised Notification Procedures for a Listed Property", dated May 13, 2019, be deferred to September 2019.

Carried

1. That the report entitled “Recommendation Report, Markham’s Register of Property of Cultural Heritage Value or Interest, Consideration of Revised Notification Procedures for a Listed Property”, dated May 13, 2019, be received; and,
2. Where a new property is added to the Markham Register of Property of Cultural Heritage Value or Interest by Council in the future, the property owner be notified in writing, and that such notification will include an educational package explaining the purpose and implications of being on the Register as a listed property; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Postponed

12. ANNOUNCEMENTS

There were no announcements.

13. BY-LAWS - THREE READINGS

Moved by Councillor Amanda Collucci

Seconded by Regional Councillor Joe Li

That By-laws 2019-62 to 2019-64 be given three readings and enacted.

Three Readings

Carried

13.1 BY-LAW 2019-62 ROAD DEDICATION BY-LAW

A by-law to dedicate certain lands as part of the highways of the City of Markham:

1. Blocks 34 and 41, Plan 65M-4612 and Block 9, Plan 65M-4620 - Delft Drive;
2. Block 39, Plan 65M-4612 - Mannar Drive;
3. Blocks 35, 36, 37 and 38, Plan 65M-4612 and Blocks 7, 8 and 12, Plan 65M-4620 - Lane.

Carried

13.2 BY-LAW 2019-63 2019 TAX RATES AND LEVY BY-LAW

Being a By-Law to Provide for the Levy and Collection of Sums Required by the Corporation of The City of Markham for the Year 2019 and to Provide for the Mailing of Notices Requiring Payment of Taxes for the Year 2019.

Carried

13.3 BY-LAW 2019-64 HEBRIDES STRUCTURE DESIGN BT (LTD.) PART LOT CONTROL EXEMPTION BY-LAW

A by-law to designate part of a certain plan of subdivision not subject to Part Lot Control, Blocks 1 and 2, 65M-4618, located north of 16th Avenue, on the east side of McCowan Road.

Carried

14. CONFIDENTIAL ITEMS

Council consented to add the following item to the Confidential agenda:

14.1.3 LABOUR RELATIONS OR EMPLOYEE NEGOTIATIONS (11.0) [Section 239 (2) (d)]

Moved by Deputy Mayor Don Hamilton

Seconded by Regional Councillor Joe Li

That, in accordance with Section 239 (2) of the Municipal Act, Council resolve into a private session to discuss the following confidential matters, including an additional matter on labour relations, at 6:13 pm:

14.1 NEW/ OTHER BUSINESS

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

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

14.1.3 LABOUR RELATIONS OR EMPLOYEE NEGOTIATIONS (11.0)
[Section 239 (2) (d)]

Carried

Moved by Deputy Mayor Don Hamilton
Seconded by Councillor Isa Lee

That Council rise from confidential session at 8:01 pm.

Carried

The confidential items were approved by Council as follows:

14.1 NEW/ OTHER BUSINESS

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

Moved by Regional Councillor Jack Heath
Seconded by Regional Councillor Joe Li

1. That the minutes of the Development Services Committee confidential meeting held March 18, 2019, be confirmed.

Carried

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

Moved by Councillor Karen Rea
Seconded by Deputy Mayor Don Hamilton

1. That the matter on "Litigation or Potential Litigation, including Matters before Administrative Tribunals, Affecting the Municipality or Local Board – Minor Variance Application - 57 HawkrIDGE Avenue (Ward 4)", be received and that staff be directed to attend the LPAT meeting and defend the recommendation of the Committee of Adjustment; and,

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

Carried by Recorded Vote
(See following recorded vote)

Recorded Vote (7:5)

YEAS: Councillor Keith Irish, Councillor Karen Rea, Regional Councillor Jim Jones, Deputy Mayor Don Hamilton, Regional Councillor Jack Heath, Councillor Andrew Keyes,, Councillor Isa Lee (7)

NAYS: Councillor Alan Ho, Mayor Frank Scarpitti, Regional Councillor Joe Li, Councillor Amanda Collucci, Councillor Khalid Usman (5)

ABSENT: Councillor Reid McAlpine (1)

14.1.3 LABOUR RELATIONS OR EMPLOYEE NEGOTIATIONS (11.0)
[Section 239 (2) (d)]

Moved by Regional Councillor Jack Heath
Seconded by Regional Councillor Jim Jones

1. That the criteria in clause 3(b) of the motion adopted by Council on April 30, 2019 on the confidential report on labour relations or employee negotiations be amended to include only a minimum of twelve years.

Carried by Recorded Vote
(See following Recorded Vote)

Recorded Vote (10:2)

YEAS: Councillor Karen Rea, Regional Councillor Jim Jones, Deputy Mayor Don Hamilton, Mayor Frank Scarpitti, Regional Councillor Jack Heath, Regional Councillor Joe Li, Councillor Andrew Keyes, Councillor Amanda Collucci, Councillor Khalid Usman, Councillor Isa Lee (10)

NAYS: Councillor Keith Irish, Councillor Alan Ho (2)

ABSENT: Councillor Reid McAlpine (1)

15. CONFIRMATORY BY-LAW - THREE READINGS

Moved by Councillor Karen Rea

Seconded by Councillor Khalid Usman

That By-law 2019-65 be given three readings and enacted.

Three Readings

BY-LAW 2019-65 A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE
COUNCIL MEETING OF MAY 28, 2019.

Carried

16. ADJOURNMENT

Moved by Councillor Isa Lee

Seconded by Councillor Keith Irish

That the Council meeting be adjourned at 8:13 p.m.

Carried

Kimberley Kitteringham
City Clerk

Frank Scarpitti
Mayor

Alcohol and Gaming Commission of Ontario
Licensing and Registration
90 SHEPPARD AVE E SUITE 200
TORONTO ON M2N 0A4
Fax: 416-326-8711
Tel: 416-326-8700 or 1-800-522-2876 toll free in Ontario

The information requested below is required in support of all applications for a new Liquor Sales Licence or outdoor areas being added to an existing Liquor Sales Licence.

Premises Name Dancing Noodle	Premises Telephone Number 905-604-8268		
Contact Name Haibo Liu	Contact's Telephone Number 416-829-9138	Email Address haibo.liu@hotmail.com	
Address 3235 Highway 7 East, Unit 16817	City / Town Markham	Province / State ON	Postal Code L3R 3P3

- ☒ Indoor areas
☐ Outdoor areas

Section 2 - Municipal Clerk's Official Notice of Application for a Liquor Sales Licence in your Municipality

Please confirm the "Wet/Damp/Dry" status below.

Name of village, town, township or city where taxes are paid: (If the area where the establishment is located was annexed or amalgamated, provide the name of the Village, Town, Township or City was known as)

- ☐
- Wet (for spirits, beer, wine)
- ☐
- Damp (for beer and wine only)
- ☐
- Dry

Specific concerns regarding zoning or non-compliance with by-laws must be clearly outlined **in a separate submission or letter within 30 days of this notification.**

Signature of Municipal Official	Title
Address of Municipal Office	Date YYYY MM DD



Liquor Licence Questionnaire

The Corporation of the City of Markham

To evaluate your Liquor Licence Application, you are required to complete this Questionnaire.

Submit the all required documentation to the Clerk's Office by mail or in-person to the address below.

City of Markham
Clerk's Office
Legislative Services Department
101 Town Centre Boulevard
Markham, Ontario
L3R 9W3

Attention: Public Services Assistant

If you have any questions about this Questionnaire, please call 905-477-7000 ext. 2366.

Liquor Licence Questionnaire Checklist

The following items **must** be submitted with this completed Questionnaire to the Clerk's Office:

- ✓ Applicable fee;
- ✓ A sample menu; and,
- ✓ Copy of the floor plan showing the layout, areas that require licensing, seating arrangements, washrooms (show fixtures) and exits.

Applicant Contact Information

First Name Haibo Li		Last Name Liu	
Street Number 97	Street Name Jefferson Forest Dr.		Suite/Unit Number
City Richmond Hill		Postal Code L4E 4J4	Province O.N
Telephone Number 416-829-9138	Mobile Number 416-829-9138	Email haibo.liu@hotmail.com	

Restaurant Information

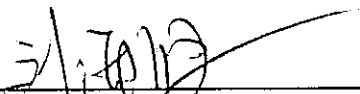
Name of Restaurant Dancing Noodle			
Street Number 3235	Street Name Highway 7 East		Suite/Unit Number 16 & 17
City Markham		Postal Code L3R 3P3	Province O.N.

Page 1 of 2

Rev. Jan/17

Information on this form is collected under the authority of Section 11 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended and Section 12 of the Liquor Licence Act, R.S.O. 1990, Chapter L.19, as amended. The information you have provided will be used to contact you and process your Liquor Licence Application. If you have questions about this collection contact the Access & Privacy Manager, Legislative Services Development, 101 Town Centre Boulevard, Markham, Ontario, L3R 9W3, 905-477-5530.

What is the closest major intersection to the restaurant? <u>Highway 7 East / Rodick</u>	What is the distance between the restaurant and the closest residential area? (in kilometres) <u>1 kilometre</u>
Does the restaurant have a valid Business Licence issued by the City of Markham? <input checked="" type="radio"/> Yes <input type="radio"/> No Business Licence Number: <u>19121437EE</u>	Does the restaurant have a working Fire Alarm System? <input checked="" type="radio"/> Yes <input type="radio"/> No
If no, please note that a Business Licence is required.	
Type of restaurant (select one) <input type="checkbox"/> Family <input type="checkbox"/> Roadhouse <input type="checkbox"/> Sports Bar <input checked="" type="checkbox"/> Fine Dining <input type="checkbox"/> Take Out <input type="checkbox"/> Cafe	
What, if any, entertainment or amusements will be provided in the restaurant? (select all that apply) <input type="checkbox"/> Karaoke <input type="checkbox"/> Live Entertainment <input type="checkbox"/> Casino <input type="checkbox"/> Off-Track Betting <input type="checkbox"/> Arcade	
Is the liquor licence application for an expansion of the existing operations? <input type="radio"/> Yes <input checked="" type="radio"/> No	
If yes, please provide the <u>current</u> existing maximum seating capacity: _____	
If no, please provide the <u>planned</u> existing maximum seating capacity: <u>102</u>	
Location History	
Has a Building Permit been applied for or obtained for this location? <input checked="" type="radio"/> Yes Building Permit Number: <u>16138966 000 00 AL</u> <input type="radio"/> No	
Was the location previously used as a restaurant? <input checked="" type="radio"/> Yes <input type="radio"/> No	
If no, a Building Permit is required. Contact Building Services at 905-477-7000 ext. 4870 for more information.	
If the location was previously used as a restaurant, has construction or alteration been proposed? <input type="radio"/> Yes <input checked="" type="radio"/> No	
If yes, please provide Alteration Permit Number: _____	


Applicant's Signature

May 28th, 2019
Date

DRY ON THE TONGUE!
你吃过，你知道吗？

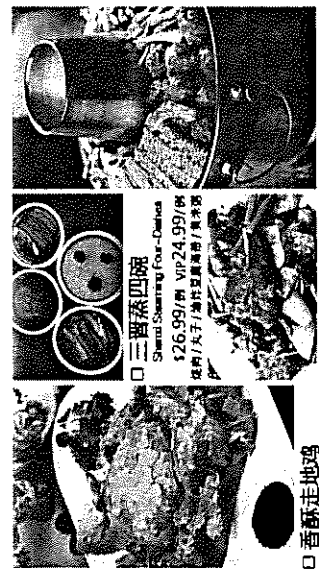
山西宴

山西菜系 山西菜系

厨师推荐



金牌岐面卷
Golden thread noodle roll
\$15.99/碗 VIP13.99/碗



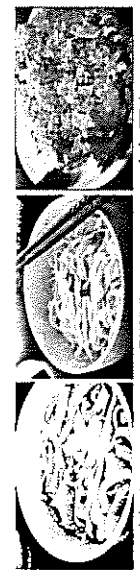
三晋蒸四碗
Shanxi Steaming Four-Dishes
\$26.99/碗 VIP24.99/碗
猪肉/牛肉/羊肉/鸡肉/鱼肉/海鲜/蔬菜/豆制品

山西过油肉
Shanxi Fried Pork
\$15.99/碗 VIP13.99/碗
猪肉/牛肉/羊肉/鸡肉/鱼肉/海鲜/蔬菜/豆制品

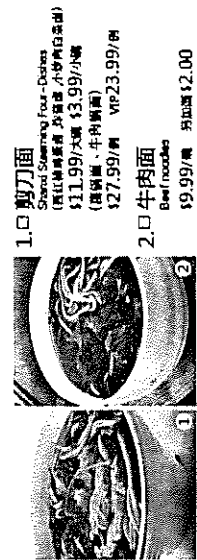
山西面食



山西过油肉
Shanxi Fried Pork
\$15.99/碗 VIP13.99/碗
猪肉/牛肉/羊肉/鸡肉/鱼肉/海鲜/蔬菜/豆制品



山西过油肉
Shanxi Fried Pork
\$15.99/碗 VIP13.99/碗
猪肉/牛肉/羊肉/鸡肉/鱼肉/海鲜/蔬菜/豆制品



牛肉面
Beef noodles
\$9.99/碗 另加汤 \$2.00



牛肉面
Beef noodles
\$9.99/碗 另加汤 \$2.00



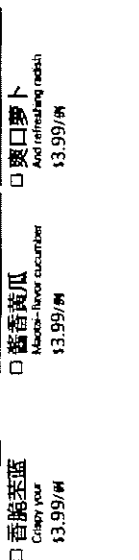
牛肉面
Beef noodles
\$9.99/碗 另加汤 \$2.00



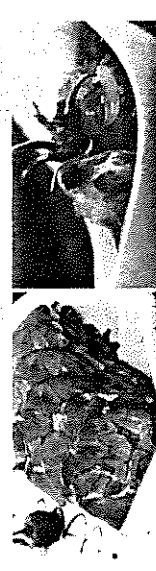
牛肉面
Beef noodles
\$9.99/碗 另加汤 \$2.00



牛肉面
Beef noodles
\$9.99/碗 另加汤 \$2.00



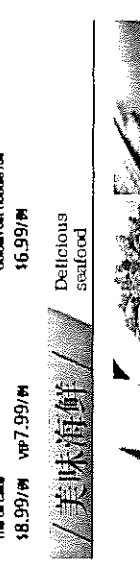
牛肉面
Beef noodles
\$9.99/碗 另加汤 \$2.00



牛肉面
Beef noodles
\$9.99/碗 另加汤 \$2.00



牛肉面
Beef noodles
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牛肉面
Beef noodles
\$9.99/碗 另加汤 \$2.00



牛肉面
Beef noodles
\$9.99/碗 另加汤 \$2.00



□ 老厨师炖牛肉
Old Chef Beef Stew
\$19.99/份 VIP 17.99/份



□ 水煮肉片
Shuan Shui Meat Slices
\$16.99/份 VIP 14.99/份



□ 山西孜然烤肉
Fried Pork Slices with Cumin
\$15.99/份 VIP 13.99/份



□ 鱼茄子煲
Fish-flavored eggplant pot
\$12.99/份 VIP 11.99/份



□ 干锅有机花菜
Dry pan organic cauliflower
\$12.99/份 VIP 10.99/份



□ 宫爆鸡丁
Kung Pao Chicken
\$10.99/份 VIP 9.99/份



□ 包菜炒粉条
Fried Vermicelli with Cabbage
\$11.99/份 VIP 10.99/份



□ 香菇炒油菜
Fried Mushrooms with rice
\$9.99/份 VIP 8.99/份



□ 蒜香鸡中翅
Garlic Chicken Wings
\$18.99/份 VIP 17.99/份



□ 金牌小炒肉
Spicy Pork Slices
\$12.99/份 VIP 11.99/份



□ 糖醋里脊
Sweet and Sour Pork
\$11.99/份 VIP 10.99/份



□ 酸汤肥牛
Beef in Sour Soup
\$18.99/份 VIP 16.99/份



□ 木桶养生豆花
Hearty Curry
\$11.99/份 VIP 10.99/份



□ 白灼菜心
Boiled cabbage
\$9.99/份 VIP 8.99/份



□ 香菇炒油菜
Fried Mushrooms with rice
\$9.99/份 VIP 8.99/份



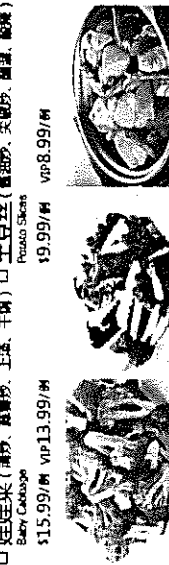
□ 香酥排骨
Fried Mushrooms with rice
\$9.99/份 VIP 8.99/份



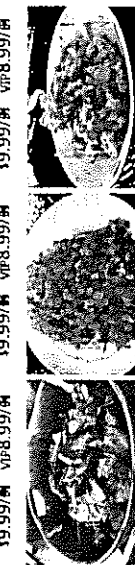
□ 山西大烩菜
Shanxi Hei Cai
\$16.99/份 VIP 14.99/份



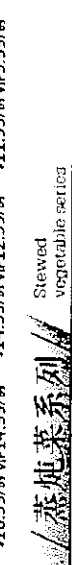
□ 糖醋丸子
Sweet and sour balls
\$15.99/份 VIP 13.99/份



□ 土豆丝 (醋溜、干煸、上汤、干锅)
Potato Slices
\$9.99/份 VIP 8.99/份



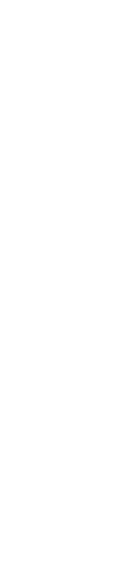
□ 地三鲜
The three fresh
\$9.99/份 VIP 8.99/份



□ 干炸蘑菇
Dry fry the mushrooms
\$11.99/份 VIP 9.99/份



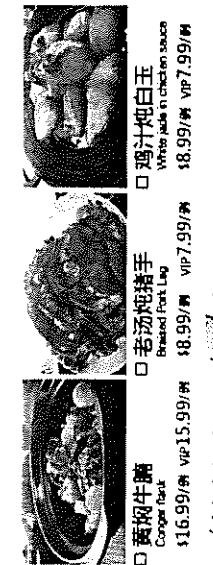
□ 田园椒香鸡
Garden chicken
\$14.99/份 VIP 12.99/份



1. 风味煎鱼
The frying fish flavor
\$19.99/份 VIP 17.99/份



2. 酱香大骨头
Big spiced bone
\$15.99/份 VIP 13.99/份



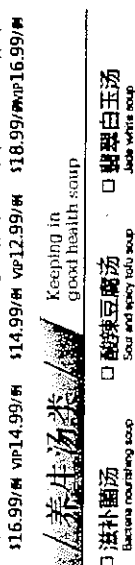
□ 黄焖牛腩
Conger fish
\$16.99/份 VIP 15.99/份



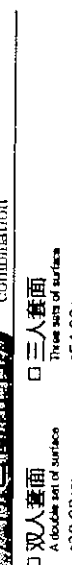
□ 老汤炖猪手
Braised Pork Leg
\$8.99/份 VIP 7.99/份



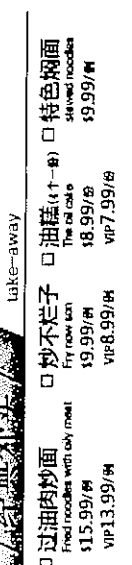
□ 铁板黑椒牛柳
Iron plate black pepper beef
\$16.99/份 VIP 14.99/份



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Iron plate black pepper beef
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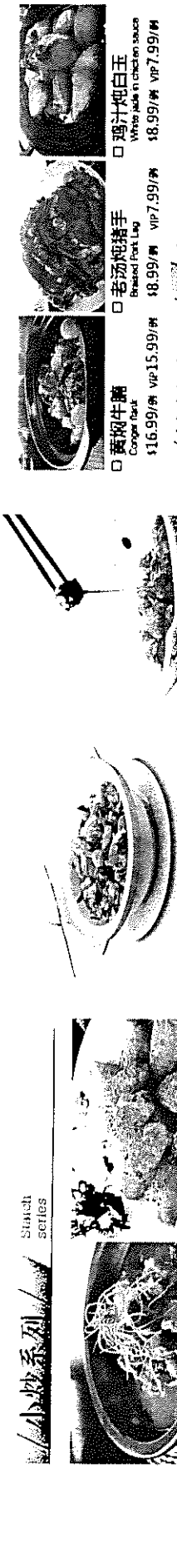
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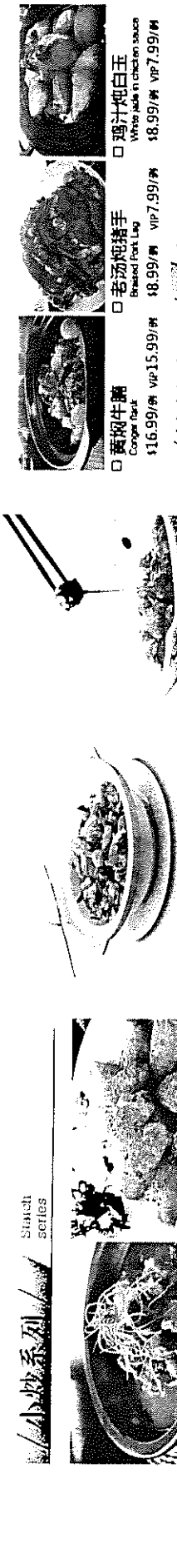
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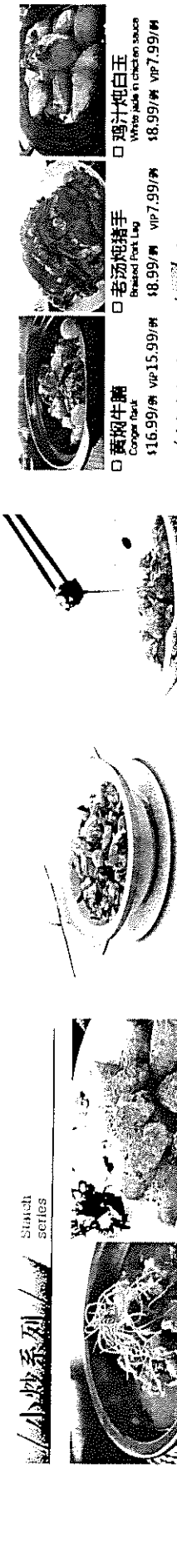
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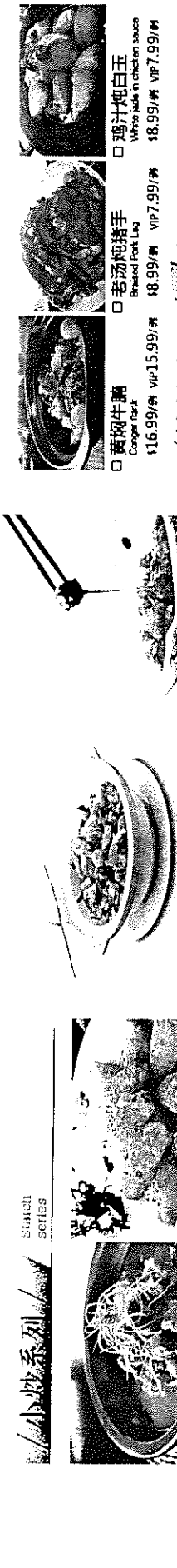
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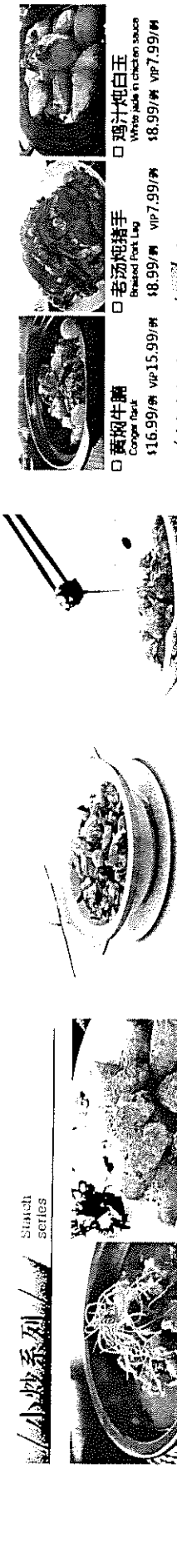
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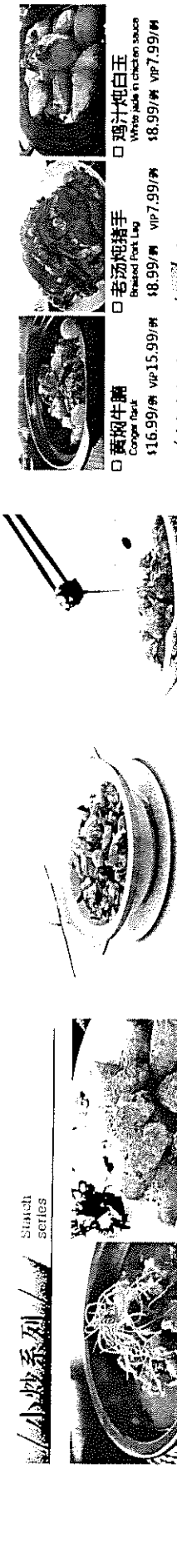
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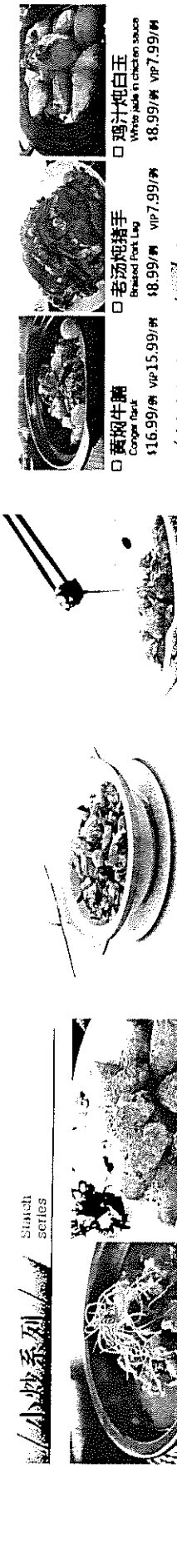
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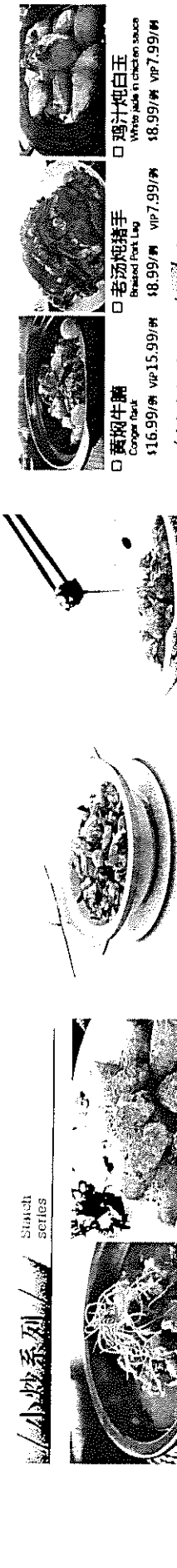
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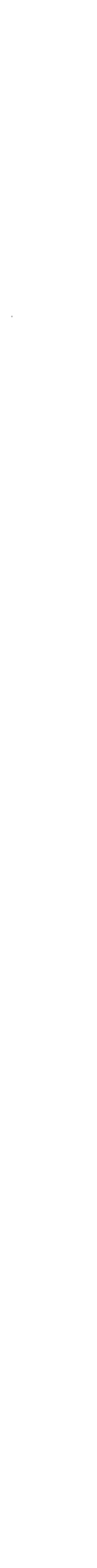
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\$16.99/份 VIP 14.99/份



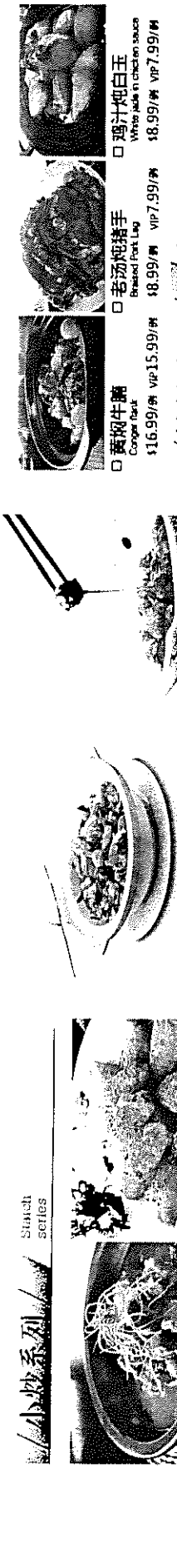
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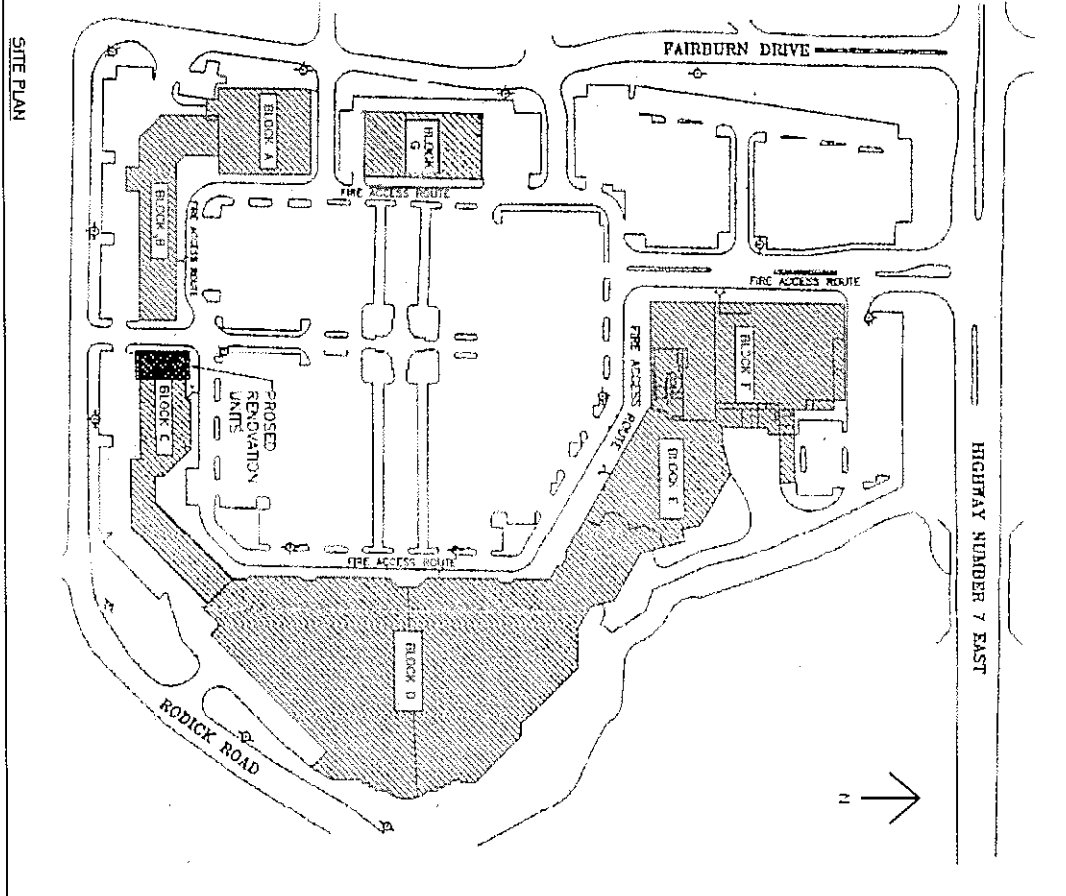
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\$16.99/份 VIP 14.99/份



SITE PLAN

General Building Data		Fire Protection	
1. Project Name	2. Block	3. Fire Alarm	4. Fire Alarm
5. Project Number	6. Project Number	7. Project Number	8. Project Number
9. Project Number	10. Project Number	11. Project Number	12. Project Number
13. Project Number	14. Project Number	15. Project Number	16. Project Number
17. Project Number	18. Project Number	19. Project Number	20. Project Number
21. Project Number	22. Project Number	23. Project Number	24. Project Number
25. Project Number	26. Project Number	27. Project Number	28. Project Number
29. Project Number	30. Project Number	31. Project Number	32. Project Number
33. Project Number	34. Project Number	35. Project Number	36. Project Number
37. Project Number	38. Project Number	39. Project Number	40. Project Number
41. Project Number	42. Project Number	43. Project Number	44. Project Number
45. Project Number	46. Project Number	47. Project Number	48. Project Number
49. Project Number	50. Project Number	51. Project Number	52. Project Number
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73. Project Number	74. Project Number	75. Project Number	76. Project Number
77. Project Number	78. Project Number	79. Project Number	80. Project Number
81. Project Number	82. Project Number	83. Project Number	84. Project Number
85. Project Number	86. Project Number	87. Project Number	88. Project Number
89. Project Number	90. Project Number	91. Project Number	92. Project Number
93. Project Number	94. Project Number	95. Project Number	96. Project Number
97. Project Number	98. Project Number	99. Project Number	100. Project Number

PROJECT DESCRIPTION	
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95. PROJECT DESCRIPTION	96. PROJECT DESCRIPTION
97. PROJECT DESCRIPTION	98. PROJECT DESCRIPTION
99. PROJECT DESCRIPTION	100. PROJECT DESCRIPTION

CZC BUILDING

CONSTRUCTION

Site Plan

Scale: 1" = 100'

1. What is the main purpose of the passage?

☐ A. To describe the process of photosynthesis.

☐ B. To explain the importance of photosynthesis in the environment.

☐ C. To discuss the different types of photosynthesis.

☐ D. To compare photosynthesis to other biological processes.

2. Which of the following is NOT a product of photosynthesis?

☐ A. Glucose

☐ B. Oxygen

☐ C. Carbon dioxide

☐ D. Water

3. What is the primary source of energy for photosynthesis?

☐ A. Light energy

☐ B. Chemical energy

☐ C. Mechanical energy

☐ D. Thermal energy

4. Which of the following is a reactant in the photosynthesis equation?

☐ A. Glucose

☐ B. Oxygen

☐ C. Carbon dioxide

☐ D. Water

5. What is the role of chlorophyll in photosynthesis?

☐ A. To absorb light energy

☐ B. To release oxygen

☐ C. To produce glucose

☐ D. To convert carbon dioxide into sugar

6. Which of the following is a characteristic of C4 plants?

☐ A. They have a high rate of photosynthesis.

☐ B. They have a low rate of photosynthesis.

☐ C. They have a high rate of transpiration.

☐ D. They have a low rate of transpiration.

7. What is the main function of the stomata in a leaf?

☐ A. To allow for gas exchange

☐ B. To regulate the temperature of the leaf

☐ C. To control the rate of photosynthesis

☐ D. To prevent water loss

8. Which of the following is a factor that affects the rate of photosynthesis?

☐ A. Light intensity

☐ B. Temperature

☐ C. Carbon dioxide concentration

☐ D. All of the above

9. What is the primary source of carbon for photosynthesis?

☐ A. The atmosphere

☐ B. The soil

☐ C. The water

☐ D. The plant itself

10. Which of the following is a characteristic of CAM plants?

☐ A. They have a high rate of photosynthesis.

☐ B. They have a low rate of photosynthesis.

☐ C. They have a high rate of transpiration.

☐ D. They have a low rate of transpiration.

11. What is the main function of the xylem in a plant?

☐ A. To transport water and minerals

☐ B. To transport food and energy

☐ C. To regulate the temperature of the plant

☐ D. To control the rate of photosynthesis

12. Which of the following is a factor that affects the rate of transpiration?

☐ A. Light intensity

☐ B. Temperature

☐ C. Humidity

☐ D. All of the above

13. What is the primary source of energy for transpiration?

☐ A. Light energy

☐ B. Chemical energy

☐ C. Mechanical energy

☐ D. Thermal energy

14. Which of the following is a characteristic of xerophytes?

☐ A. They have a high rate of photosynthesis.

☐ B. They have a low rate of photosynthesis.

☐ C. They have a high rate of transpiration.

☐ D. They have a low rate of transpiration.

15. What is the main function of the phloem in a plant?

☐ A. To transport water and minerals

☐ B. To transport food and energy

☐ C. To regulate the temperature of the plant

☐ D. To control the rate of photosynthesis

16. Which of the following is a factor that affects the rate of photosynthesis?

☐ A. Light intensity

☐ B. Temperature

☐ C. Carbon dioxide concentration

☐ D. All of the above

17. What is the primary source of carbon for photosynthesis?

☐ A. The atmosphere

☐ B. The soil

☐ C. The water

☐ D. The plant itself

18. Which of the following is a characteristic of C3 plants?

☐ A. They have a high rate of photosynthesis.

☐ B. They have a low rate of photosynthesis.

☐ C. They have a high rate of transpiration.

☐ D. They have a low rate of transpiration.

19. What is the main function of the stomata in a leaf?

☐ A. To allow for gas exchange

☐ B. To regulate the temperature of the leaf

☐ C. To control the rate of photosynthesis

☐ D. To prevent water loss

20. Which of the following is a factor that affects the rate of transpiration?

☐ A. Light intensity

☐ B. Temperature

☐ C. Humidity

☐ D. All of the above

21. What is the primary source of energy for transpiration?

☐ A. Light energy

☐ B. Chemical energy

☐ C. Mechanical energy

☐ D. Thermal energy

22. Which of the following is a characteristic of mesophytes?

☐ A. They have a high rate of photosynthesis.

☐ B. They have a low rate of photosynthesis.

☐ C. They have a high rate of transpiration.

☐ D. They have a low rate of transpiration.

23. What is the main function of the xylem in a plant?

☐ A. To transport water and minerals

☐ B. To transport food and energy

☐ C. To regulate the temperature of the plant

☐ D. To control the rate of photosynthesis

24. Which of the following is a factor that affects the rate of photosynthesis?

☐ A. Light intensity

☐ B. Temperature

☐ C. Carbon dioxide concentration

☐ D. All of the above

25. What is the primary source of carbon for photosynthesis?

☐ A. The atmosphere

☐ B. The soil

☐ C. The water

☐ D. The plant itself

26. Which of the following is a characteristic of CAM plants?

☐ A. They have a high rate of photosynthesis.

☐ B. They have a low rate of photosynthesis.

☐ C. They have a high rate of transpiration.

☐ D. They have a low rate of transpiration.

27. What is the main function of the stomata in a leaf?

☐ A. To allow for gas exchange

☐ B. To regulate the temperature of the leaf

☐ C. To control the rate of photosynthesis

☐ D. To prevent water loss

28. Which of the following is a factor that affects the rate of transpiration?

☐ A. Light intensity

☐ B. Temperature

☐ C. Humidity

☐ D. All of the above

29. What is the primary source of energy for transpiration?

☐ A. Light energy

☐ B. Chemical energy

☐ C. Mechanical energy

☐ D. Thermal energy

30. Which of the following is a characteristic of xerophytes?

☐ A. They have a high rate of photosynthesis.

☐ B. They have a low rate of photosynthesis.

☐ C. They have a high rate of transpiration.

☐ D. They have a low rate of transpiration.

31. What is the main function of the phloem in a plant?

☐ A. To transport water and minerals

☐ B. To transport food and energy

☐ C. To regulate the temperature of the plant

☐ D. To control the rate of photosynthesis

32. Which of the following is a factor that affects the rate of photosynthesis?

☐ A. Light intensity

☐ B. Temperature

☐ C. Carbon dioxide concentration

☐ D. All of the above

33. What is the primary source of carbon for photosynthesis?

☐ A. The atmosphere

☐ B. The soil

☐ C. The water

☐ D. The plant itself

34. Which of the following is a characteristic of C3 plants?

☐ A. They have a high rate of photosynthesis.

☐ B. They have a low rate of photosynthesis.

☐ C. They have a high rate of transpiration.

☐ D. They have a low rate of transpiration.

35. What is the main function of the stomata in a leaf?

☐ A. To allow for gas exchange

☐ B. To regulate the temperature of the leaf

☐ C. To control the rate of photosynthesis

☐ D. To prevent water loss

36. Which of the following is a factor that affects the rate of transpiration?

☐ A. Light intensity

☐ B. Temperature

☐ C. Humidity

☐ D. All of the above

37. What is the primary source of energy for transpiration?

☐ A. Light energy

☐ B. Chemical energy

☐ C. Mechanical energy

☐ D. Thermal energy

38. Which of the following is a characteristic of mesophytes?

☐ A. They have a high rate of photosynthesis.

☐ B. They have a low rate of photosynthesis.

☐ C. They have a high rate of transpiration.

☐ D. They have a low rate of transpiration.

39. What is the main function of the xylem in a plant?

☐ A. To transport water and minerals

☐ B. To transport food and energy

☐ C. To regulate the temperature of the plant

☐ D. To control the rate of photosynthesis

40. Which of the following is a factor that affects the rate of photosynthesis?

☐ A. Light intensity

☐ B. Temperature

☐ C. Carbon dioxide concentration

☐ D. All of the above

41. What is the primary source of carbon for photosynthesis?

☐ A. The atmosphere

☐ B. The soil

☐ C. The water

☐ D. The plant itself

42. Which of the following is a characteristic of CAM plants?

☐ A. They have a high rate of photosynthesis.

☐ B. They have a low rate of photosynthesis.

☐ C. They have a high rate of transpiration.

☐ D. They have a low rate of transpiration.

43. What is the main function of the stomata in a leaf?

☐ A. To allow for gas exchange

☐ B. To regulate the temperature of the leaf

☐ C. To control the rate of photosynthesis

☐ D. To prevent water loss

44. Which of the following is a factor that affects the rate of transpiration?

☐ A. Light intensity

☐ B. Temperature

☐ C. Humidity

☐ D. All of the above

45. What is the primary source of energy for transpiration?

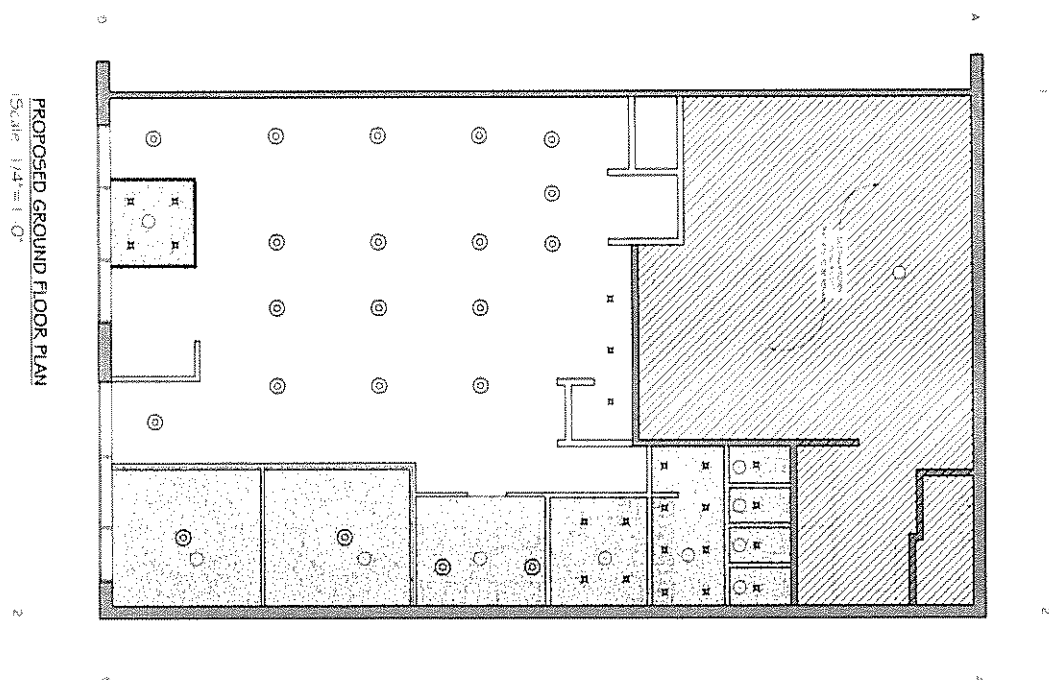
☐ A. Light energy

☐ B. Chemical energy

☐ C. Mechanical energy

☐ D. Thermal energy

46. Which of the following is a characteristic of xerophytes?



PROPOSED GROUND FLOOR PLAN
 SCALE: 1/4" = 1'-0"

[illegible]

Municipal Information

Section 1 - Application Details

Premises Name	Premises Telephone Number		
STARVING ARTIST WAFFLES & ESPRESSO	905-554-6388		
Contact Name	Contact's Telephone Number	Email Address	
BRYAN JACKSON	416-953-3049	info@starvingartistbar.com	
Address - Establishment:	City / Town	Province / State	Postal Code
5762 HIGHWAY 7 E. UNIT 3	MARKHAM	ON	L3R 1A8

☒ Indoor areas
☐ Outdoor areas

Section 2 - Municipal Clerk's Official Notice of Application for a Liquor Sales Licence in your Municipality

Municipal Clerk:

Please confirm the "Wet/Damp/Dry" status below.

Name of village, town, township or city where taxes are paid: (If the area where the establishment is located was annexed or amalgamated, provide the name of the Village, Town, Township or City was known as)

☐ Wet (for spirits, beer, wine) ☐ Damp (for beer and wine only) ☐ Dry

Note:

Specific concerns regarding zoning or non-compliance with by-laws must be clearly outlined in a separate submission or letter within 30 days of this notification.

Signature of Municipal Official	Title
Address of Municipal Office	Date <div> <div>YYYY</div> <div>MM</div> <div>DD</div> </div>

What is the closest major intersection to the restaurant? Hwy 7 & Markham Rd.	What is the distance between the restaurant and the closest residential area? (in kilometres) 2.15
Does the restaurant have a valid Business Licence issued by the City of Markham? <input checked="" type="radio"/> Yes <input type="radio"/> No Business Licence Number: 19 258717 If no, please note that a Business Licence is required.	Does the restaurant have a working Fire Alarm System? <input checked="" type="radio"/> Yes <input type="radio"/> No
Type of restaurant (select one) <input type="checkbox"/> Family <input type="checkbox"/> Roadhouse <input type="checkbox"/> Sports Bar <input type="checkbox"/> Fine Dining <input type="checkbox"/> Take Out <input checked="" type="checkbox"/> Cafe	
What, if any, entertainment or amusements will be provided in the restaurant? (select all that apply) <input type="checkbox"/> Karaoke <input type="checkbox"/> Live Entertainment <input type="checkbox"/> Casino <input type="checkbox"/> Off-Track Betting <input type="checkbox"/> Arcade	
Is the liquor licence application for an expansion of the existing operations? <input type="radio"/> Yes <input checked="" type="radio"/> No If yes, please provide the <u>current</u> existing maximum seating capacity: _____ If no, please provide the <u>planned</u> existing maximum seating capacity: _____	
Location History	
Has a Building Permit been applied for or obtained for this location? <input type="radio"/> Yes Building Permit Number: _____ <input checked="" type="radio"/> No	
Was the location previously used as a restaurant? <input checked="" type="radio"/> Yes <input type="radio"/> No If no, a Building Permit is required. Contact Building Services at 905-477-7000 ext. 4870 for more information.	
If the location was previously used as a restaurant, has construction or alteration been proposed? <input type="radio"/> Yes <input checked="" type="radio"/> No If yes, please provide Alteration Permit Number: _____	

Applicant's Signature

Date



Liquor Licence Questionnaire

The Corporation of the City of Markham

To evaluate your Liquor Licence Application, you are required to complete this Questionnaire.

Submit the all required documentation to the Clerk's Office by mail or in-person to the address below.

City of Markham
Clerk's Office
Legislative Services Department
101 Town Centre Boulevard
Markham, Ontario
L3R 9W3

Attention: Public Services Assistant

If you have any questions about this Questionnaire, please call 905-477-7000 ext. 2366.

Liquor Licence Questionnaire Checklist

The following items **must** be submitted with this completed Questionnaire to the Clerk's Office:

- ✓ Applicable fee;
- ✓ A sample menu; and,
- ✓ Copy of the floor plan showing the layout, areas that require licensing, seating arrangements, washrooms (show fixtures) and exits.

Applicant Contact Information

First Name BRYAN		Last Name JACKSON	
Street Number 5	Street Name CLARBROOK CIR.		Suite/Unit Number
City Toronto		Postal Code M9W 2E2	Province ON
Telephone Number 416	Mobile Number 953 3049	Email INFO@STARVINGARTISTBAR.com	

Restaurant Information

Name of Restaurant STARVING ARTIST			
Street Number 5762	Street Name HIGHWAY 7 E		Suite/Unit Number 3
City MARKHAM		Postal Code L3P 1A8	Province ON

Page 1 of 2

Rev. Jan/17

Information on this form is collected under the authority of Section 11 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended and Section 12 of the Liquor Licence Act, R.S.O. 1990, Chapter L.19, as amended. The information you have provided will be used to contact you and process your Liquor Licence Application. If you have questions about this collection contact the Access & Privacy Manager, Legislative Services Development, 101 Town Centre Boulevard, Markham, Ontario, L3R 9W3, 905-477-5530.

WAFFLES

PLEASE ADVISE YOUR SERVER
OF ANY FOOD ALLERGIES

STARTER WAFFLES

WAFFLE BACON... 7

FRUIT BOWL... 5

FRUIT & YOGURT GRANOLA BOWL... 7

2 WAFFLES & FRUIT... 7

WAFFLE GRILLED CHEESE... 6

ADD BACON, HAM, TURKEY OR TOMATO... 82PER

BACON & BEANS, 2 WAFFLES... 6

SIDE OF WAFFLES

MINI... 2

POTATO... 3

GLUTEN FREE/VEGAN... 3

*GLUTEN FREE AND VEGAN WAFFLES DO NOT HAVE A DESIGNATED WAFFLE PRICE.

BESIDE YOUR WAFFLES:

AVOCADO... 4 POACHED EGG... 3

BACON... 5 OMELETTE... 5

ADD CHEESE... 1

SMOKED SALMON... 8

HOLLANDAISE... 2 MAPLE BEANS... 4

ICECREAM... 3 POTATO SALAD... 4

SUB YOUR WAFFLES

BACON = AVOCADO... FREE

BACON = TOMATOES... FREE

REG. = POTATO... \$1 PER WAFFLE

REG. = VEGAN... \$1 PER WAFFLE

REG. = GLUTEN FREE... \$1 PER WAFFLE

WAFFLES

WITH YOUR WAFFLES

ALL WAFFLES BELOW ARE SERVED WITH
MIXED GREENS & YOUR CHOICE OF:
FRUIT SALAD OR MAPLE BEANS
OR POTATO SALAD

BENEDICT WAFFLES

(SERVED UNTIL 4PM)

WAFFLE BENNY... 13 BREAKFAST... 14
2 MINI WAFFLES TOPPED WITH
POACHED EGGS, CARMELIZED
BACON & HOLLANDAISE SAUCE.
GARNISHED WITH CHIVES.

SAMMY BENNY... 17 B. BENNY... 15
2 MINI WAFFLES TOPPED WITH
POACHED EGGS, ATLANTIC SMOKED
SALMON & HOLLANDAISE SAUCE.
GARNISHED WITH CAPERS.

SANDWICH WAFFLES

SERVED BETWEEN TWO WAFFLES.

SMOKED SALMON... 17 CHICKEN BACON... 15
SALMON, CAPERS, CREAM
CHEESE OR DILL WAFFLES.
ADD TOMATO OR CUCUMBER... 2

MONTE CRISTO... 17 SPOKY CHICKEN... 15
HAM, TURKEY & HAVARTI ON
FRENCH TOAST WAFFLES

B.L.T... 13 MIXED VEGGIE... 13
BACON, LETTUCE, TOMATO
& SECRET SAUCE.
ADD CHEESE... 62

BRUNCHWICH... 10 WESTERN... 15
ONE EGG, AMERICAN CHEESE,
& SECRET SAUCE, YOUR CHOICE
OF HAM, BACON, OR TURKEY.
BETWEEN TWO MINI WAFFLES.

WAFFLES

SIGNATURE WAFFLES

STARVING 4 WAFFLES

WAFFLES 8 GLUTEN FREE/VEGAN 11

ADD TOPPING 82 PER. CHOOSE FROM:

BLUEBERRIES, BLACKBERRIES, PINEAPPLE, STRAWBERRY,
BANANA, PEANUT BUTTER, BUTTER, COCONUT, PEANUTS,
CHOCOLATE CHIPS, CARMEL CHIPS, WHIPPED CREAM,
CHOCOLATE SYRUP, CARMEL SYRUP, STRAWBERRY SYRUP.

HITCHHIKER... 14 FRENCH TOAST... 13
CHEESE OMELETTE.
4 PIECES OF BACON.
2 MINI WAFFLES.

CHEESE N'CHIVE... 12 FULLY LOADED... 14
SERVED WITH SALSA & BACON, SOUR CREAM & CHIVES
SOUR CREAM.

DESSERT WAFFLES

SERVED ON ONE MINI WAFFLE

CARMEL PECAN... 7 PEANUT BUTTER
CARMEL CHIP WAFFLE.
CRUSHED PECAN, WHIPPED
CREAM & CARMEL

STRAWBERRY 'N'

BANANA... 7 STRAWBERRY

CHOCOLATE CHIP WAFFLE.

BANANA-LAYERED WITH WHIPPED

CREAM STRAWBERRIES &

CHOCOLATE SYRUP

WAFFLE 8'MORE... 6

ROASTED MARSHMALLOW FLUFF &

CHOCOLATE CHIPS TOPPED WITH

GRAHAM CRUMBS & CHOCOLATE

PINEAPPLE

BANANA CRUNCH... 6

COCONUT WAFFLES, BANANA,

PINEAPPLE, WHIPPED CREAM,

TOPPED WITH COCONUT SHREDS

& PEANUT CHUNKS

SPLIT THIS!... 10

WAFFLED BANANA ICE CREAM,

STRAWBERRIES, CHOCOLATE,

CARMEL, STRAWBERRY SYRUP,

WHIPPED CREAM, SERVED FOR TWO.

ESPRESSO

TEA... 4
 AMERICANO... 3
 AGED EARL GREY
 DOUBLE AMERICANO... 4
 BREAKFAST BLEND
 LATE... 4.50
 MOROCCAN MINT
 MOCHA LATE... 5
 GOLDEN CHAI
 VANILLA ALMOND
 MATE LEMON
 LATE... 5
 JASMINE GREEN
 CAPPUCCINO... 5
 GUNPOWDER GREEN
 CHAI LATE... 5
 CHAMOMILE LEMON
 HOT CHOCOLATE... 5
 BLACK CURRANT

COLD DRINKS

SODA... 3

TUP.
 PEPSI.
 DIET PEPSI.
 ICED TEA.
 GINGER ALE.
 ROOT BEER.
 SMOOTHIES... 6
 STRAWBERRY BANANA
 MANGO BANANA
 PEB CHOCOLATE BANANA
 BLUEBERRY BANANA
 RASPBERRY BANANA
 PINEAPPLE BANANA
 BANANA BANANA
 TRI BERRY

JUICE... 4

APPLE.
 ORANGE.
 MANGO.
 CRANBERRY.
 GRAPEFRUIT.
 PINEAPPLE... 5
 MILKSHAKES... 6
 VANILLA
 CHOCOLATE
 STRAWBERRY
 BLUEBERRY
 RASPBERRY
 BANANA
 ORANGE
 MANGO

MILK... 4

CHOCOLATE
 MILK... 4.50

ALCOHOL

MUST BE 19+

COLD BEER

ASK SERVER FOR SELECTION
 TALL BOYS 500ML 6+TAX
 DRAFT PINT 17 OZ. 7+TAX

MIMOSAS

MADE WITH CAVA

GLASS (200ML)... 10+TAX
 BOTTLE (750ML)... 35+TAX
 1 LITER ORANGE JUICE INCLUDED.

CAESARS

10Z 8.50+TAX 2 OZ 10.99+TAX
 ADD MOREBACON FOR EXTRA KICK

MIXED DRINKS

10Z 6.50+TAX
 VODKA, RUM, V.E.GIN, TEQUILA

SPICED HOT CHOCOLATE 9+TAX
 1 OZ PEPPERMINT SCHAPPS & WHIPPED CREAM

CHAI HOT TODDY 9+TAX
 1 OZ WHISKY & HONEY GARNISHED WITH ORANGE SLICE.

IRISH COFFEE... 8+TAX
 1 OZ WHISKY WHIPPED CREAM

AMERICANO & BAILEY'S 10Z... 7+TAX

STARVING ARTIST
 WAFFLES & ESPRESSO

WARNING:
 EVERYTHING IS
 MADE OF WAFFLES.
 ON WAFFLES.
 BETWEEN WAFFLES.
 OR MADE IN A WAFFLE IRON!

ESPRESSO

TEA... 4
 AGED EARL GREY
 BREAKFAST BLEND
 MOROCCAN MINT
 GOLDEN CHAI
 MATE LEMON
 JASMINE GREEN
 GURPOWDER GREEN
 CHAMOMILE LEMON
 BLACK CURRANT

AMERICANO... 3
 DOUBLE AMERICANO... 4
 LATTE... 4.50
 MOCHA LATTE... 5
 VANILLA ALMOND
 LATTE... 5
 CAPPUCINO... 5
 CHAI LATTE... 5
 HOT CHOCOLATE... 5

COLD DRINKS

SODA... 3
 7UP.
 PEPSI.
 DIET PEPSI.
 ICED TEA.
 GINGER ALE.
 ROOT BEER.

SMOOTHIES... 6
 STRAWBERRY BANANA
 MANGO BANANA
 PB&J CHOCOLATE BANANA
 BLUEBERRY BANANA
 RASPBERRY BANANA
 PINEAPPLE BANANA
 BANANA BANANA
 TRI BERRY

JUICE... 4
 APPLE.
 ORANGE.
 MANGO.
 CRANBERRY.
 GRAPEFRUIT.
 PINEAPPLE... 5

MILKSHAKES... 6
 VANILLA
 CHOCOLATE
 STRAWBERRY
 BLUEBERRY
 RASPBERRY
 BANANA
 ORANGE
 MANGO

MILK... 4
 CHOCOLATE
 MILK... 4.50

ALCOHOL

MUST BE 19+

COLD BEER

ASK SERVER FOR SELECTION

TALL BOYS 500ML 6+TAX
 DRAFT PINT 17 OZ. 7+TAX

MIMOSAS

MADE WITH DAVA

GLASS (200ML)... 10+TAX
 BOTTLE (750ML)... 35+TAX
 1 LITER ORANGE JUICE INCLUDED.

CAESARS

10Z 8.50+TAX 2 OZ 10.99+TAX
 ADD HORSE RADISH FOR EXTRA KICK

MIXED DRINKS

10Z 6.50+TAX
 VODKA. RUM. RYE. GIN. TEQUILA

SPIKED HOT CHOCOLATE 9+TAX
 1 OZ PEPPERMINT SCHNAPS & WHIPPED CREAM

CHAI HOT TODDY 9+TAX
 1 OZ WHISKY & HONEY GARNISHED WITH ORANGE SLICE.

IRISH COFFEE... 8+TAX
 1 OZ WHISKY WHIPPED CREAM

AMERICANO & BAILEY'S 10Z... 7+TAX

STARVING ARTIST
 WAFFLES & ESPRESSO

WARNING:
 EVERYTHING IS
 MADE OF WAFFLES.
 ON WAFFLES.
 BETWEEN WAFFLES.
 OR MADE IN A WAFFLE IRON!

WAFFLES

PLEASE ADVISE YOUR SERVER
OF ANY FOOD ALLERGIES

STARTER WAFFLES

WAFFLE BACON... 7

FRUIT BOWL... 3

FRUIT & YOGURT GRANOLA BOWL... 7

2 WAFFLES & FRUIT... 7

WAFFLE GRILLED CHEESE... 6

ADD BACON, HAM, TURKEY OR TOMATO... 22PER

BACON & BEANS... 2 WAFFLES... 6

SIDE OF WAFFLES

MINI... 2 POTATO... 3

GLUTEN FREE/VEGAN... 3

*GLUTEN FREE AND VEGAN WAFFLES DO NOT HAVE A DEDICATED WAFFLE PRESS.

BESIDE YOUR WAFFLES:

AVOCADO... 4 POACHED EGG... 3

BACON... 5 OMELETTE... 5

SMOKED SALMON... 8 MAPLE BEANS... 4

HOLLANDAISE... 2 POTATO SALAD... 4

ICECREAM... 3

SUB YOUR WAFFLES

BACON = AVOCADO... FREE

BACON = TOMATOES... FREE

REG. = POTATO... \$1 PER WAFFLE

REG. = VEGAN... \$1 PER WAFFLE

REG. = GLUTEN FREE... \$1 PER WAFFLE

WAFFLES

WITH YOUR WAFFLES

ALL WAFFLES BELOW ARE SERVED WITH
MIXED GREENS & YOUR CHOICE OF:
FRUIT SALAD OR MAPLE BEANS
OR POTATO SALAD

BENEDICT WAFFLES

(SERVED UNTIL 4PM)

WAFFLE BENNY... 13 BREAKFAST... 14

2 MINI WAFFLES TOPPED WITH 2 POTATO WAFFLES TOPPED

POACHED EGGS, CARAMELIZED WITH POACHED EGGS &

BACON & HOLLANDAISE SAUCE. CARAMELIZED BACON.

GARNISHED WITH CHIVES. GARNISHED WITH CHIVES.

SAMMY BENNY... 17 B. BENNY... 15

2 MINI WAFFLES TOPPED WITH 2 POTATO WAFFLES TOPPED

POACHED EGGS, ATLANTIC SMOKED WITH POACHED EGGS &

SALMON & HOLLANDAISE SAUCE. CARAMELIZED BACON &

GARNISHED WITH CHIVES. GARNISHED WITH CHIVES.

SANDWICH WAFFLES

(SERVED BETWEEN TWO WAFFLES)

SMOKED SALMON... 17 CHICKEN BACON... 15

SALMON, CAPERS, CREAM ONION, BACON, HAVARTI,

CHEESE ON DILL WAFFLES. CUCUMBER & SECRET SAUCE.

ADD TOMATO OR CUCUMBER... 2

MONTE CRISTO... 17 SPICY CHICKEN... 15

HAM, TURKEY & HAVARTI ON BQ CHICKEN, JALAPENO,

FRENCH TOAST WAFFLES. SALSA & SOUR CREAM,

WITH SEASONED WAFFLES.

B.L.T... 13 MIXED VEGGIE... 13

BACON, LETTUCE, TOMATO TOMATOES, JELL PEPPERS,

& SECRET SAUCE. RED ONION, AVOCADO,

ADD CHEESE... 62 CUCUMBERS, MIXED GREENS

& SECRET SAUCE

BRUNOCHWICH... 10 WESTERN... 15

ONE EGG, AMERICAN CHEESE, BANANA, PEANUT BUTTER, BUTTER, HAVARTI,

& SECRET SAUCE. YOUR CHOICE 2 EGGS, HAM, MIXED JELL

OF HAM, BACON, OR TURKEY. PEPPERS, RED ONION

BETWEEN TWO MINI WAFFLES. CHEESE & SECRET SAUCE

WAFFLES

SIGNATURE WAFFLES

STARVING 4 WAFFLES

WAFFLES 9 GLUTEN FREE/VEGAN 11

ADD TOPPING 12 PER, CHOOSE FROM:

BLUEBERRIES, RASPBERRIES, PINEAPPLE, STRAWBERRY,

BANANA, PEANUT BUTTER, BUTTER, HAVARTI, COCONUT, PEANUTS,

CHOCOLATE CHIPS, CARAMEL CHIPS, WHIPPED CREAM,

CHOCOLATE SYRUP, CARAMEL SYRUP, STRAWBERRY SYRUP.

HITCHHIKER... 14 FRENCH TOAST... 13

CHEESE OMELETTE, CINAMON RAISIN WAFFLES

4 PIECES OF BACON, SERVED FRENCH TOAST STYLE

2 MINI WAFFLES.

CHEESE N'CHIVE... 12 FULLY LOADED... 14

SERVED WITH SALSA & 2 POTATO WAFFLES, CHEESE,

BOUR CREAM. BACON, SOUR CREAM & CHIVES

DESSERT WAFFLES

(SERVED ON ONE MINI WAFFLE)

CARAMEL PECAN... 7 PEANUT BUTTER

CARAMEL CHIP WAFFLE. & BANANA... 6

CRUSHED PECANS, WHIPPED PEANUT BUTTER, BANANA,

CREAM & CARAMEL WHIPPED CREAM, CHOCOLATE

SYRUP & PEANUT CHUNKS

STRAWBERRY 'N'

BANANA... 7 STRAWBERRY

CHOCOLATE CHIP WAFFLE. CRAZE... 7

BANANA LAYERED WITH WHIPPED STRAWBERRY WAFFLES, FRESH

CREAM STRAWBERRIES & STRAWBERRIES, STRAWBERRY

CHOCOLATE SYRUP JAM, WHIPPED CREAM &

WAFFLE 8 MORE... 6 STRAWBERRY SYRUP

ROASTED MARSHMALLOW FLUFF & BLUEBERRY 'N'

CHOCOLATE CHIPS TOPPED WITH ICE CREAM... 7

GRAHAM CRACKS & CHOCOLATE BLUEBERRY WAFFLES, FRESH

PINEAPPLE WHIPPED CREAM & BUTTERSCOTCH

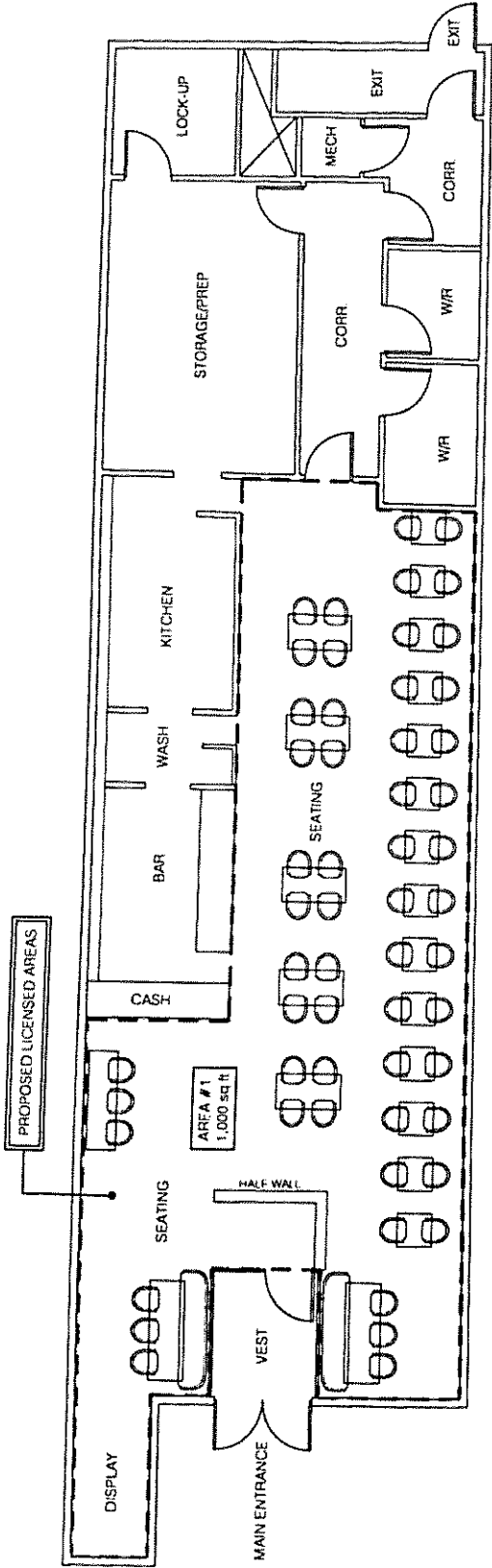
BANANA CRUNCH... 6 SPLIT THIS!... 10

COCONUT WAFFLES, BANANA, WHIPPED BANANA ICE CREAM,

PINEAPPLE, WHIPPED CREAM, STRAWBERRIES, CHOCOLATE,

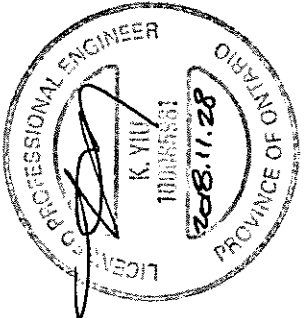
TOPPED WITH COCONUT BREADS, CARAMEL, STRAWBERRY SYRUP

& PEANUT CHUNKS WHIPPED CREAM, MIXED FOR TWO.



STARVING ARTIST WAFFLE & ESPRESSO
5762 HIGHWAY 7 EAST, UNIT 3, MARKHAM SCALE: 3/32" = 1'-0"

AREA	FLOOR LEVEL	EXACT LOCATION OF LICENSED AREA	INDOOR OR OUTDOOR	TOTAL AREA	ESTIMATED CAPACITY
#1	GROUND	SEATING AREA	INDOOR	1,000 sq ft	85





Report to: Development Services Committee

Meeting Date: May 27, 2019

SUBJECT: Commercial Façade Improvement Grant Program for 2019
PREPARED BY: Peter Wokral, Senior Heritage Conservation Planner ext. 7955
REVIEWED BY: Regan Hutcheson, Manager Heritage Planning ext. 2080

RECOMMENDATION:

- 1) THAT the report entitled “Commercial Façade Improvement Grant Program for 2019”, dated May 27, 2019 be received;
- 2) THAT Council supports a matching grant of up to \$15,000.00 for the re-conditioning of the historic wooden windows and production of historically appropriate new wooden storm windows for 6890 14th Ave.;
- 3) THAT Council supports a matching grant of up to \$3,107.50 for the selective repair and repainting of the historic wooden trims of 40-44 Main Street North, subject to the applicant obtaining a heritage permit;
- 4) THAT the identified grants be funded from the Commercial Façade Improvement Program Account (620-101-5699-19016)which has a budget of \$15,000.00 for the year 2019;
- 5) THAT the \$3,107.50 of grant assistance recommended for approval, in excess of the \$15,000.00 available for the 2019 Commercial Façade Improvement Grant program be funded through unallocated funds from the 2019 Designated Heritage Grant program (620-1010-5699-19015);
- 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 recommend the approval of grant assistance for commercial façade improvements at 6890 14th Avenue in Box Grove and 40-44 Main Street North in Markham Village.

BACKGROUND:

Council approved the creation of the Commercial Façade Improvement Grant Program and the Commercial Signage Replacement Grant Program for commercial properties located in the City’s heritage conservation districts on June 8, 2004.

The purpose of the program

The purpose of the Commercial Façade Improvement Grant program is to encourage and assist in the exterior improvement of privately owned buildings in commercial use located within the City’s heritage districts/main street areas, and individually designated

properties in commercial use. Both heritage and non-heritage buildings in heritage districts/main street areas in commercial use are encouraged to apply to the program.

Eligibility requirements for grant assistance

Commercial properties located in the City's heritage districts and individually designated properties in commercial use are eligible for façade improvement grants. Owners and tenants of commercial property can apply for assistance. The subject property must not be in default of any municipal taxes, local improvements or any other monies payable to the City (fees or penalties). Also, the property must not be the subject of a by-law contravention, work order or outstanding municipal requirements. Approved work completed since the 2018 deadline for applications to the program, may also be considered eligible for grant assistance.

Types of improvements eligible for assistance

Eligible facade improvements on heritage properties may include:

- Repair or restoration of original features (cornices, parapets, eaves, other architectural features).
- Repair, restoration or replacement of windows and doors.
- Cleaning and repair of masonry.
- Removal of non-original siding or facing
- Installation of new signage in accordance with the Special Sign District policies of the City's Sign By-law.

Eligible façade improvements on non-heritage properties may include:

- Renovation of existing commercial storefronts in accordance with standard principles of traditional storefront design (fascia board for signage above storefront, appropriate display windows, removal of incompatible alterations, etc.).
- Improvements to the principal facades of incompatible buildings provided such work is sympathetic and compatible with the historic character of the area and the policies of the heritage conservation district plan.
- Re-cladding in more traditional materials complementary to the district character.

Amount of grant assistance

The maximum façade grant is \$10,000 for non-heritage properties and \$15,000 for heritage properties. The assistance is in the form of a 50/50 matching grant that is paid upon completion of approved work. An applicant can receive one grant per calendar year. As a condition of any grant of more than \$5,000 or more, the property owner is required to enter into a façade easement agreement, in perpetuity, with the municipality.

For 2019, Council has allocated \$15,000 to this program.

Grant Agreement/Letter of Understanding

Applicants who secure grant approval are also required to enter into a Grant Agreement/Letter of Understanding with the municipality. This Agreement establishes a formal arrangement between the applicant and the City, and outlines the amount of the grant, the work to be done and the project completion date.

OPTIONS/ DISCUSSION:**The City received two applications for 2019.**

Two grant applications were received by the deadline of March 29, 2019 requesting \$18,107.50 in grant assistance (See Appendix 'A' for a detailed summary of each requested grant).

Address	• Description of Work	Grant Request
6890 14 th Ave.	• Installation of historically appropriate windows in the new addition to the historic building	\$15,000.00
40-44 Main Street North, Markham Village	• Selective repair and repainting of historic wooden trims	\$3,107.50

The review of grant applications is undertaken by Heritage Section Staff and Heritage Markham, Council's heritage advisory committee. The following criteria were considered when reviewing the applications for assistance:

- The project must comply with the policies and guidelines of the area's heritage district plan;
- Preference is given to applications proposing work on heritage properties;
- On heritage properties, conservation and restoration of original architectural features will occur to the extent possible;
- Projects must obtain municipal approval to qualify;
- The assistance should not reward poor property stewardship;
- Substantive improvements rather than short-term cosmetic patch-ups should be given priority.

Both applications were considered to meet the eligibility requirements

The following summary provides an analysis of each grant application.

6890 14th Avenue

- The subject property is an individually designated heritage property, also protected by a heritage conservation easement, in commercial use as a day care facility located at the intersection of 14th Avenue and 9th Line;
- The applicant is applying for the grant retroactively, as the work on the windows was completed in 2018 after the awarding of grant money for the same year;
- The proposed work is eligible for funding up to a maximum of \$15,000.00 because the applicant has met all eligibility requirements of the program.

40-44 Main Street North

- The subject property is a Class A heritage property located in the Markham Village Heritage Conservation District;
- The proposed work is eligible for funding under the Commercial Façade Improvement Grant Program;

-
- Staff recommends grant funding up to \$3,107.50 for the proposed work subject to the applicant obtaining a Heritage Permit;

Heritage Markham Committee reviewed the applications

Heritage Markham supported the grant applications for 6890 14th Avenue and 40-44 Main Street North at their April 10, 2019 meeting. (See Appendix “B” for the Heritage Markham Extract)

FINANCIAL CONSIDERATIONS

The total sum of the grant assistance recommended for allocation through the Commercial Façade Improvement Grant program for 2019 is \$18,107.50. The requested grants will be funded through the Heritage Façade/Signage Replacement Project Account 620-101-5699-19016 which has a budget of \$15,000.00, and \$3,107.50 of unallocated funds from the 2019 Designated Heritage Property Grant Program (620-1010-5699-19015). The staff report for the Designated Heritage Property Grant Program for 2019, dated May 27, 2019, recommends that \$3,107.50 be transferred to this grant program to address the shortfall.

HUMAN RESOURCES CONSIDERATIONS

“Not Applicable”

ALIGNMENT WITH STRATEGIC PRIORITIES:

Assisting with the costs of restoring and improving commercial properties individually designated under the Ontario Heritage Act and commercial properties in Heritage Conservation Districts promotes private investment, increases property values, and property tax revenue, while strengthening a sense of community and civic pride.

BUSINESS UNITS CONSULTED AND AFFECTED:

The applications were forwarded to Heritage Markham for review. Heritage Markham supports the recommendations of this report. The Finance Department has also reviewed this report.

RECOMMENDED BY:

Biju Karumanchery, RPP, MCIP
Director, Planning and Urban Design

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

ATTACHMENTS:

Appendix ‘A’

Summary of Applications

Appendix ‘B’

Heritage Markham Extract

Summary of 2018 Commercial Façade Improvement Grant Requests

6890 14th Avenue

Status: Part IV Designated Building in Box Grove subject to Heritage Conservation Easement Agreement



Completed Work	Quote 1	Quote 2
Re-conditioning of historic wooden windows and installation of new historically appropriate wooden storm sash	David Wylie Restorations Ltd.	Innovative Building Systems Window Craft Industries Ltd.
Total Cost	\$49,799.10	\$65,838.43

Staff Comment: Staff supports funding up to the maximum of \$15,000.00 as the applicant has met all eligibility requirements of the program and the work has been inspected and found to be satisfactory.

40-44 Main Street North

Status: Class 'A' heritage building (Markham Village Heritage Conservation District).



Proposed Work	Quote 1	Quote 2
Selective repair and re-painting of the historic wooden trim	Pro Touch Painting	The Painters Group
Total Cost	\$6,215.00	\$6,508.80

Staff Comment: the proposed work is eligible for up to \$3,107.50 worth of grant funding subject to the applicant obtaining a Heritage Permit for the proposed work.



Report to: Development Services Committee

Meeting Date: May 27, 2019

SUBJECT: Designated Heritage Property Grant Applications - 2019
PREPARED BY: Peter Wokral, Senior Heritage Planner ext. 7955
REVIEWED BY: Regan Hutcheson, Manager of Heritage Planning, ext. 2080

RECOMMENDATION:

- 1) That the report entitled “Designated Heritage Property Grant Applications -2019” dated May 27, 2019, be received;
- 2) That Designated Heritage Property Grants for 2019 be approved in the amounts noted for the following properties, totaling \$23,776.90, provided that the applicants comply with eligibility requirements of the program;
 1. 32 Washington Street, Markham Village-up to \$5,000.00 for construction costs of front veranda as required by Site Plan agreement for rear addition to the existing heritage dwelling;
 2. 6 Wismer Place, Markham Heritage Estates- up to \$7,500.00 for the replacement of the cedar shingle roof;
 3. 111 John Street, Thornhill-up to \$1,276.90 for the production of historically appropriate wooden storm windows and minor repairs to historic wooden sash and siding;
 4. 16 George Street, Markham Village –up to \$5,000.00 for re-conditioning of historic wooden windows and repairs to railing and floor deck of front veranda;
 5. 180 Main Street North, Markham Village-up to \$5,000.00 for the installation of a historically appropriate wooden front door and storm door;
- 3) That the grants be funded through the Designated Heritage Property Grant Project Fund, Account 620-101-5699-19015 (\$30,000.00 available for 2019);
- 4) That \$3,107.50 be transferred to the 2019 Commercial Façade Improvement Grant Program (Account 620-101-5699-19016);
- 5) That the remaining budget in the amount of \$3,115.60 (\$30,000 - \$23,776.90 - \$3,107.50) be returned to the original funding source;
- 6) And 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 of five applications for the 2019 Markham Designated Heritage Property Grant Program.

BACKGROUND:

The deadline for grant application submissions was March 29, 2019, and five applications were received.

Markham's Designated Heritage Property Grant Program

On January 19, 2010, Council approved the Designated Heritage Property Grant Program. Highlights of the Program include:

- Assistance to the owner in the form of a grant representing 50% of eligible work up to a maximum limit of \$5,000 per property per year for eligible work;
- Minimum amount of eligible work - \$500;
- Properties must be designated under the Ontario Heritage Act (Part IV or Part V). In the case of Part V (Heritage Districts), only properties identified in a district plan as being of cultural heritage value or interest are eligible;
- Ineligible Projects- Commercial façade projects in heritage districts as there is a separate program, and projects in Markham Heritage Estates (that have been in place less than 20 years);
- Grants are to be awarded on an annual cycle following a request for applications with a deadline established;
- Only one grant per calendar year, per property;
- First time applicants to the program receive priority funding while repeat applicants to the program are only considered if the annual funding cap is not required for first time applicants;
- Subject property must be in conformity with municipal by-laws and regulations;
- Eligible work primarily involves the repair, restoration or re-creation of heritage features or components (cornices, parapets, doors, windows, masonry, siding, woodwork, verandas, etc.);
- Eligible costs include the cost of materials, equipment and contracted labour (but not donated labour or materials). A grant of up to 50% for architectural/ design/ engineering fees to a maximum of \$1,000 (as part of the maximum permitted grant of \$5,000) is available;
- Exterior Painting- in documented original colours to a maximum grant contribution of \$2,000 or 25% of the cost, whichever is the lesser. One time only grant.
- Replacement of cedar shingle roofs in Markham Heritage Estates-up to \$7,500.00 in grant assistance, provided the shingles are installed using a system to maximize their longevity, satisfactory to Heritage Section staff;
- Two separate estimates of work (due to the specialized nature of the work) are to be provided by a licensed contractor (other than the owner) for consideration;
- Applications will be reviewed by City (Heritage Section) staff and Heritage Markham. Recommended submissions will be forwarded to Council for approval;
- Grant commitments are valid for 1 year and expire if the work is not completed within that time period (an extension may be granted);
- Grants are paid upon submission of receipts to the satisfaction of the City;
- Approved work completed since the previous year deadline for applications to the program can be considered eligible for grant assistance;
- Approved applicants will be required to enter into a Letter of Understanding with the City;

Eligibility requirements for grant assistance

The subject property must not be in default of any municipal taxes, local improvements or any other monies payable to the City (fees or penalties). Also the property must not be the subject of a by-law contravention, work order, or outstanding municipal requirements. Approved work completed since the 2018 deadline for applications to the program, may also be considered eligible for assistance.

Council extended the program for 2017-2019

In June 2016, Council passed a resolution to extend the program for another three years from 2017 to 2019 totaling \$90,000.00 from the Heritage Loan Reserve Fund. Council also approved amendments to the program giving priority to first time applicants over repeat applicants, and increasing the maximum grant of \$5,000.00 to \$7,500.00 for the replacement of cedar shingle roofs on homes in Heritage Estates that have been in the subdivision for at least twenty years. Staff advertised the availability of the 2018 grant assistance this winter in the local newspapers. Staff also advised representatives from community/heritage organizations through the Main Street Markham Committee and the Historic Unionville Community Vision Committee.

OPTIONS/ DISCUSSION:**All applications were reviewed by Heritage Section staff, and Heritage Markham**

Staff undertook a comprehensive review of the five applications. Each application was fully examined giving consideration to the type of work proposed, its eligibility using the program guidelines, the quoted cost of the work, and any conditions that would need to be attached to an approval. Then each application was assessed using the following evaluation criteria which were adopted by Council as part of the program:

- Preference will be given to applications where the integrity of the property may be threatened if the proposed work is not undertaken
- Preference will be given to applications proposing work visible to the general public
- The proposed work must comply with heritage conservation guidelines, principles and policies
- Scope of the work is to be clear, logical and demonstrate the maximum retention of historic fabric and heritage attributes
- Grant is not to reward poor stewardship
- The addition of new features (re-introduction of heritage features) needs to be backed up with evidence (physical, documentary or archival)
- First time applicants to the program were given priority by recommending that repeat applicants receive a proportional amount of the funds not needed by the first time applicants.

Five applications are recommended for approval

Staff is recommending grant assistance for all five of the applications received, totaling \$23,776.90 to be funded subject to certain conditions (see Appendix 'A' for Grant Summary).

Heritage Markham supports the recommended applications

On April 10, 2019 the Heritage Markham committee reviewed the recommended applications and individual summary sheets for all applications. The Committee supported the recommendations of staff subject to the specific conditions. (See Heritage Markham Extract of April 10, 2019 Appendix 'B')

Letter of Understanding is required

Once grant applications are approved by Council, owners will be required to enter into a Letter of Understanding with the City detailing any conditions associated with the grant assistance. Applicants must still obtain any necessary development approval and permits to undertake the work.

FINANCIAL CONSIDERATIONS

In June 2016, Council resolved to extend the Designated Heritage Property Grant program for another three years allocating \$90,000.00 transferred from the Heritage Reserve Loan Fund.

This is the last year of the program unless Council decides to extend the program into the future. A separate report to the Development Services Committee is being prepared by the Manager of Heritage Planning which outlines the results of the program from 2010 to 2019, and recommends possible sources for the future funding of the program.

For 2019, the grants recommended for approval total \$23,776.90 which can be funded through Account 620-101-5699-19015 (the approved allocation in 2019 for the Designated Heritage Property Grant Project Fund was \$30,000). In addition, funding in the amount of \$3,107.50 has been requested to be transferred from this Fund to the 2019 Commercial Facade Improvement Grant Program (Account 620-101-5699-19016) to address a shortfall in the amount of funding available in that program for 2019. See the staff report entitled "Commercial Facade Improvement Grant Program for 2019", dated May 27, 2019 for details. The remaining budget in the amount of \$3,115.60 (\$30,000 - \$23,776.90 - \$3,107.50) will be returned to the original funding source.

HUMAN RESOURCES CONSIDERATIONS

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

This program aligns with the Growth Management priority by working to preserve resources and features of cultural heritage value in order to create a better quality of community.

BUSINESS UNITS CONSULTED AND AFFECTED:

Reviewed by Finance Department and the Heritage Markham Committee

RECOMMENDED BY:

Biju Karumanchery, RPP, MCIP
Director, Planning and Urban Design

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

ATTACHMENTS:

Appendix 'A' Grant Application Summary 2019
Appendix 'B' Heritage Markham Extract April 10, 2019

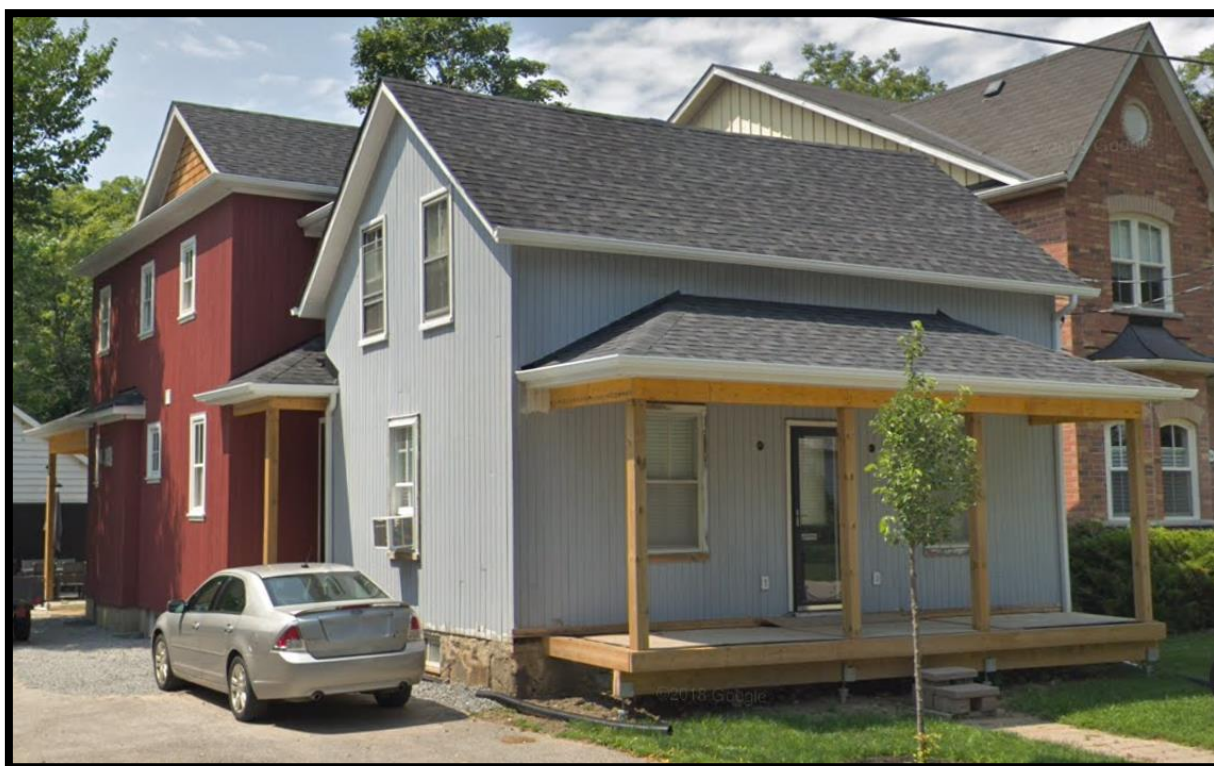
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Appendix 'A'**Designated Heritage Property Grant Summary**

Address	Eligible Work	Grant Amt. Requested	Grant Amount Recommended	Running Total	Comment
32 Washington Street, Markham Village	Yes	\$5,000.00	Up to \$5,000.00	\$5,000.00	Grant assistance is requested for the cost of constructing the front veranda as required by the Site Plan Agreement for the recent rear addition to the existing dwelling.
6 Wismer Place, Markham Heritage Estates	Yes	\$7,500.00	Up to \$7,500.00	\$12,500.00	Grant assistance is requested for the replacement of the cedar shingle roof installed when the house was relocated to Markham Heritage Estates in 1998.
111 John Street, Thornhill	Yes	\$1,276.90	Up to \$1,276.90	\$13,776.90	Grant assistance is requested to produce two new wooden storm windows, and minor repairs to existing historic sash and siding.
16 George Street, Markham Village	Yes	\$5,000.00	Up to \$5,000.00	\$18,776.90	Grant assistance is requested to recondition the historic windows and repair the front veranda decking and railing.
180 Main Street North, Markham Village	Yes	\$5,000.00	Up to \$5,000.00	\$23,776.90	Grant assistance is requested to install a historically appropriate wooden front door and storm door.

Designated Heritage Property Grant Application

Name	Mark Roche
Address	32 Washington Street
Status	Part V dwelling in the Markham Village HCD
Grant Project	Construction of front veranda as required in Site Plan agreement for the restoration and rear addition to the existing house.
Estimate 1	Not available
Estimate 2	Not available
Eligibility	Not technically eligible because there is no physical or photographic evidence of a front veranda on the home, but the program does allow for the Manager of Heritage Planning to support eligible alterations that they feel are important to the cultural heritage significance of the property.
Conditions	The Manager of Heritage Planning must support the proposed veranda as being eligible for grant funding and submission of two satisfactory estimates.
Previous Grants	No
Comments	Recommended for approval subject to noted conditions
Grant Amount	Up to \$ 5,000.00



Designated Heritage Property Grant Application

Name	Ralf Gebelhoff & Catherine Somers
Address	6 Wismer Place, Markham Heritage Estates
Status	Part IV designated
Grant Project	Replacement of cedar shingle roof.
Estimate 1	Not available
Estimate 2	Not available
Eligibility	The building is eligible because it was relocated to Heritage Estates in 1998 and has been in the subdivision for the requisite 20 years.
Conditions	Provision of two satisfactory quotes for the proposed work.
Previous Grant	No
Comments	Recommended for Approval subject to noted condition.
Grant Amount	\$7,500.00



Designated Heritage Property Grant Application

Name	Jingduo Li
Address	111 John Street
Status	Part IV designated dwelling in the Thornhill HCD
Grant Project	Repair and reconditioning of historic windows and production of wooden storm windows.
Estimate 1	David Wylie Restorations Ltd. \$2,553.80
Estimate 2	Windowcraft Industries Ltd. \$3,546.73
Eligibility	Proposed work meets the eligibility requirements of the program
Conditions	Proposed work must be approved by a Heritage Permit
Previous Grants	No
Comments	Recommended for Approval subject to noted condition.
Grant Amount	\$1,276.90



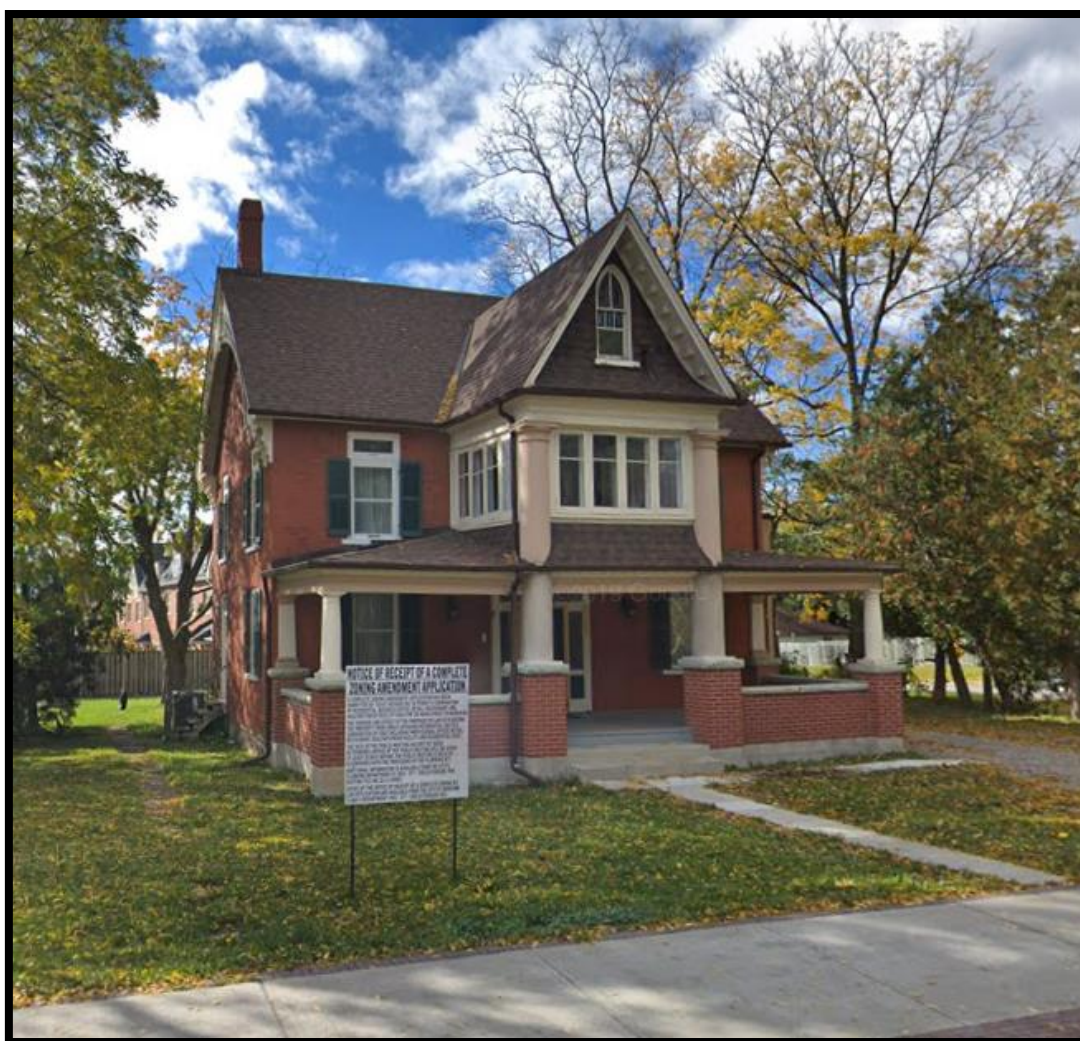
Designated Heritage Property Grant Application

Name	Aram Agopian
Address	16 George Street
Status	Part V Class 'A' dwelling in the Markham Village HCD
Grant Project	Reconditioning of historic wooden windows and repair of front veranda floor deck and railings
Estimate 1	Evergreen Carpentry Services Ltd. \$11,300.00
Estimate 2	Century Craft Custom Builders Inc. \$13,560.00
Eligibility	Proposed work meets eligibility requirements of the program
Conditions	Building Permit/ Heritage Permit
Previous Grants	Yes, \$5,000.00 for basement waterproofing in 2012
Comments	Recommended for Approval, subject to noted condition.
Grant Amount	\$5,000.00



Designated Heritage Property Grant Application

Name	Tristan Frenette-Ling
Address	180 Main Street North
Status	Part V Class 'A' dwelling in the Markham Village HCD
Grant Project	Installation of historically appropriate entrance door and storm door
Estimate 1	Not available
Estimate 2	Not available
Eligibility	Proposed work meets eligibility requirements but two quotes are required
Conditions	Proposed work requires a Heritage Permit and the submission of two satisfactory quotes for the proposed work.
Previous Grants	Yes, in 2010, 2011 and 2014 but with a different applicant
Comments	Recommended for Approval, subject to the noted conditions.
Grant Amount	Up to \$5,000.00





Report to: Development Services Committee

Meeting Date: June 10, 2019

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

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

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

RECOMMENDATION:

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

EXECUTIVE SUMMARY:

Not Applicable

PURPOSE:

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

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

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

The property is located within the North Markham Planning District

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The building is significant but in a precarious physical state

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

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

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

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

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

OPTIONS/ DISCUSSION:

The designation of the heritage resource is consistent with City policies

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

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

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

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

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

FINANCIAL CONSIDERATIONS

Not Applicable

HUMAN RESOURCES CONSIDERATIONS

Not Applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

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

BUSINESS UNITS CONSULTED AND AFFECTED:

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

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

RECOMMENDED BY:

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

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

ATTACHMENTS

Figure 1 - Owner/Agent and Location Map

Figure 2 - Building Photograph – 2004

Figure 3 – Building Photograph – 2018

Appendix 'A' - Statement of Significance

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

Appendix 'C' - Heritage Markham Extract

FILE PATH:

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

FIGURE 1**OWNER:**

Glendower Properties Inc.

AGENT:

Andrew Zappone, DG Group

AZappone@dgggroup.ca

905-669-5571 ext. 5216

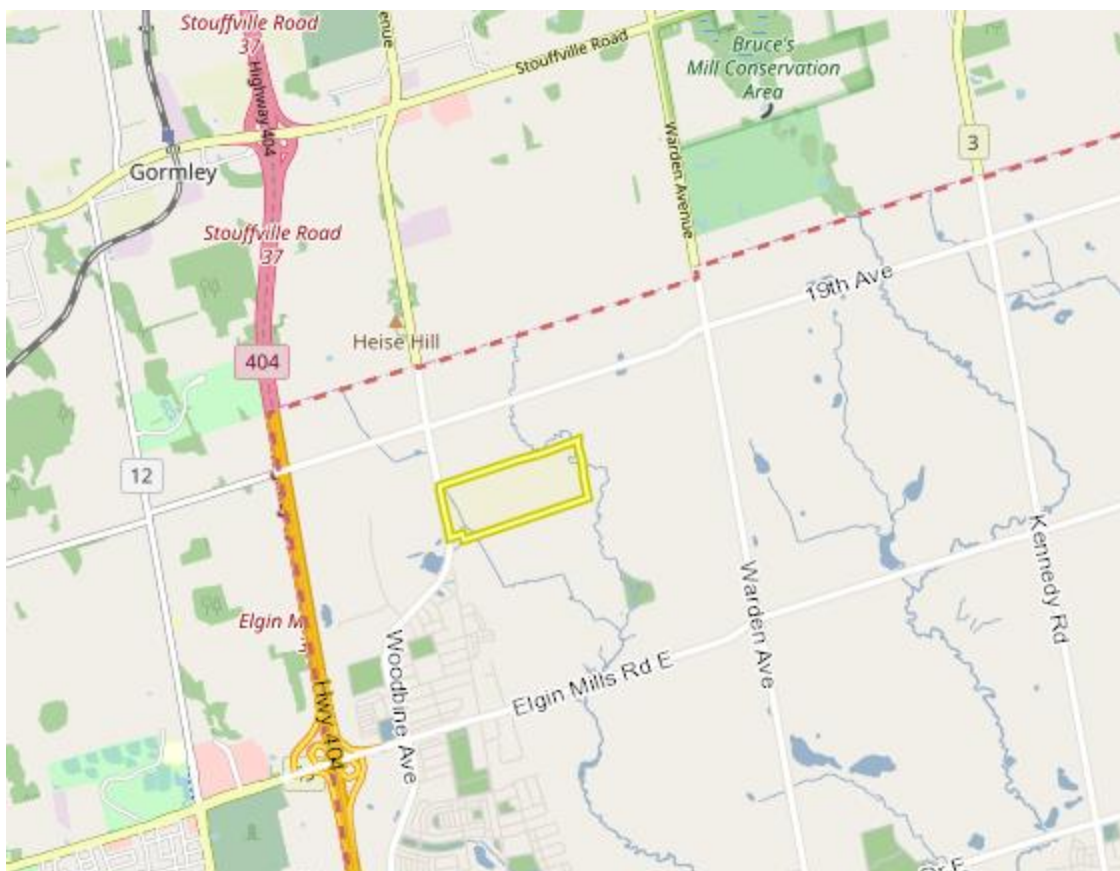
LOCATION MAP:

Figure 2: Building Photograph 2004



Previous Condition of the David Hopper House, c.1855

11251 Woodbine Avenue

Figure 3 – Building Photograph 2018



Current Condition of David Hopper House

11251 Woodbine Avenue

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

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

Description of Property

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

Historical or Associative Value

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

Design or Physical Value

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

Contextual Value

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

Significant Architectural Attributes

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

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

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

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

Appendix C

HERITAGE MARKHAM EXTRACT

DATE: May 17, 2019

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

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

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

Memorandum

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

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

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

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

Recommendation:

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

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

CARRIED



Report to: Development Services Committee

Meeting Date: June 10, 2019

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

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

RECOMMENDATION:

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

PURPOSE:

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

BACKGROUND:

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

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

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

OPTIONS/ DISCUSSION:

Province was Requested to Conduct Studies

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

What is Value Engineering?

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

Service Offered by NCE Value Engineers Inc.

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

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

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

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

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

Market Competitiveness

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

FINANCIAL CONSIDERATIONS

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

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

OPERATING BUDGET AND LIFE CYCLE RESERVE IMPACT

Not applicable.

LEGAL CONSIDERATIONS

N/A

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

BUSINESS UNITS CONSULTED AND AFFECTED:

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

RECOMMENDED BY:

Brian Lee, P. Eng.
Director of Engineering

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



Report to: Development Services Committee

Meeting Date: June 10, 2019

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

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

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

RECOMMENDATION:

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

PURPOSE:

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

OPTIONS/ DISCUSSION:

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

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

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

FINANCIAL CONSIDERATIONS

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

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

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

HUMAN RESOURCES CONSIDERATIONS

None

ALIGNMENT WITH STRATEGIC PRIORITIES:

Markham 2020 Economic Strategy
Building Markham's Future Together

BUSINESS UNITS CONSULTED AND AFFECTED:

Finance
Planning and Urban Design

RECOMMENDED BY:

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

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

Appendix A. Travel Itinerary

Appendix A.

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

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

Monday, July 15, 2019

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

Tuesday, July 16, 2019

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

Appendix A.

Wednesday, July 17, 2019

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



Report to: Development Services Committee

Meeting Date: June 10, 2019

SUBJECT: Markham Delegation to Nordlingen Germany September 2019

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

RECOMMENDATION:

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

PURPOSE:

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

BACKGROUND:

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

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

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

OPTIONS/ DISCUSSION:

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

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

FINANCIAL CONSIDERATIONS

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

HUMAN RESOURCES CONSIDERATIONS

None

ALIGNMENT WITH STRATEGIC PRIORITIES:

Markham 2020 Economic Strategy

BUSINESS UNITS CONSULTED AND AFFECTED:

Finance

Culture & Economic Development

RECOMMENDED BY:

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

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

ATTACHMENTS:

A. Wall Festival Program (in German)

Information:



Gesamtkoordination:

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

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

Zimmerreservierungen/Anfragen/Programme:

Tourist Information der Stadt Nördlingen
Marktplatz 2
86720 Nördlingen

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

Das detaillierte Festprogramm ist ab Juni 2019 erhältlich.

Das Stadtmauerfest 2019 wird unterstützt durch:



erdgas
schwaben



13. Historisches Stadtmauerfest NÖRDLINGEN



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

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

„Historisches Stadtmauerfest“

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

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



Zum Schauen und Staunen laden u. a.

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



Programmhöhepunkte:



Freitag, 6. September 2019:

18.00 Uhr



Festliche Eröffnung des „Historischen Stadtmauerfestes“ auf dem Marktplatz

Samstag, 7. September 2019:

14.00 Uhr

Brauchtums- und Folkloreumzug



Sonntag, 8. September 2019:

13.00 Uhr

Historischer Festumzug



20.00 Uhr

Gebetsszene und Großer Zapfenstreich mit der Knabenkapelle und Stadtkapelle Nördlingen





Report to: Development Services

Meeting Date: June 10, 2019

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

RECOMMENDATION:

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

PURPOSE:

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

BACKGROUND:

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

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

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

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

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

OPTIONS/ DISCUSSION:

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

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

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

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

Staff request approval from Council to proceed with the following:

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

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

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

Staff request approval from Council to establish a nomination committee to identify suitable director candidates for the Board of Directors of the Markham Foundation for the Performing Arts. Staff recommend that the nomination committee be comprised of the following: Mayor, Ward 2 Councillor Alan Ho, Ward 1 Councillor Keith Irish, and two (2) current members of the Flato Markham Theatre Advisory Board (Aleem Israel, Justin Reid). Staff recommend that the nomination committee:

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

FINANCIAL CONSIDERATIONS

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

HUMAN RESOURCES CONSIDERATIONS

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Flato Markham Theatre Strategic Plan 2017-2021

BUSINESS UNITS CONSULTED AND AFFECTED:

Legal Services

Finance

RECOMMENDED BY:

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

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

ATTACHMENTS:

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

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



2017-2021 STRATEGIC PLAN AND BRAND REVIEW

APRIL 11, 2017

Acknowledgment:

Flato Markham Theatre Advisory Board – Strategic Plan Task Force:

John Tidball
Stephen Timms
Arun Mathur
Deborah Jestin
Aleem Israel

Flato Markham Theatre Management: Eric Lariviere, General Manager

Interkom Consultants: Brian McCurdy and Martin van Zon

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EXECUTIVE SUMMARY

GOAL #1

Explore the Feasibility of Developing a New Theatre Complex

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

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

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

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

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

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

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

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

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

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

OBJECTIVE #1

Carry Out a Feasibility Study for A New Performing Arts Facility

RATIONALE

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

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

ACTIONS

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

GOAL #2

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

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

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

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

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

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

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

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

OBJECTIVE #2

Develop a Comprehensive Diversity Plan

RATIONALE

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

ACTIONS

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

OBJECTIVE #3

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

RATIONALE

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

ACTIONS

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

OBJECTIVE #4

Integrate Technology and Innovation into Theatre Programming

RATIONALE

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

ACTIONS

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

GOAL #3

Building a Sustainable Infrastructure

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

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

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

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

OBJECTIVE #5

Create a Sustainable Staffing Model

RATIONALE

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

ACTIONS

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

OBJECTIVE #6

Establish a Programming Policy for a Sustainable Professional Entertainment Series

RATIONALE

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

ACTIONS

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

OBJECTIVE #7

Strengthen Relationship with the Community and Update Rental Policies

RATIONALE

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

ACTIONS

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

OBJECTIVE #8

Establish a Charitable Foundation

RATIONALE

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

ACTIONS

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

OBJECTIVE #9

Develop a Brand Identity that Accurately Reflects the Current Theatre Reality

RATIONALE

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

ACTIONS

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

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

OBJECTIVE #10

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

RATIONALE

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

ACTIONS

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

THE 2017-2021 STRATEGIC PLAN

HISTORY

Flato Markham Theatre (previously Markham Theatre for Performing Arts)

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

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

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

groups still call Markham Theatre 'home'.

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

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

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

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

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

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

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

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

Public Policy Content

Building Markham's Future Together
2015-2019 Strategic Plan

City of Markham Culture Policy & Plan
2012

Everyone Welcome – Markham
Diversity Action Plan

Integrated Leisure Master Plan

Markham's Green Print Sustainability
Plan

2011-2015 Markham Theatre Strategic
Plan

Definitions

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

Artists – Performers whether individual or ensemble

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

Catchment Area – The population base the Theatre serves

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

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

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

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

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

Front of House – The lobbies and other public spaces

Headliner – Usually a famous individual artist

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

Main Stage – The auditorium and stage

Theatre Management – The staff lead by the Theatre General Manager

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

Offerings – Events which are offered to the ticket buying public

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

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

Program – Generally refers to all events

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

PES – Professional Entertainment

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

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

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

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

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

The Theatre – Flato Markham Theatre

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

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

Utilization Rate – Number of events in relation to available dates

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

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

THE FLATO MARKHAM THEATRE STRATEGIC PLAN 2011-2015

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

Vision

Live arts matter to all.

Mission

To cultivate a vibrant Creative Community through live arts.

Values/Guiding Principles

1. Artistic Excellence

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

2. Community Engagement

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

3. Knowledge

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

4. Partnership

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

5. Sound Management and Governance

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

FLATO MARKHAM THEATRE AFTER 30+ YEARS OF OPERATION

Utilization

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

Financial Performance

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

Programming

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

THE FLATO MARKHAM THEATRE IN 2021

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

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

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

Observations On The Last Strategic Plan

Background

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

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

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

COMMUNITY PERCEPTIONS OF THE FLATO MARKHAM THEATRE

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

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

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

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

Urban Context

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

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

MARKET CONTEXT

Strategic Location

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

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

Catchment Areas

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

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

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

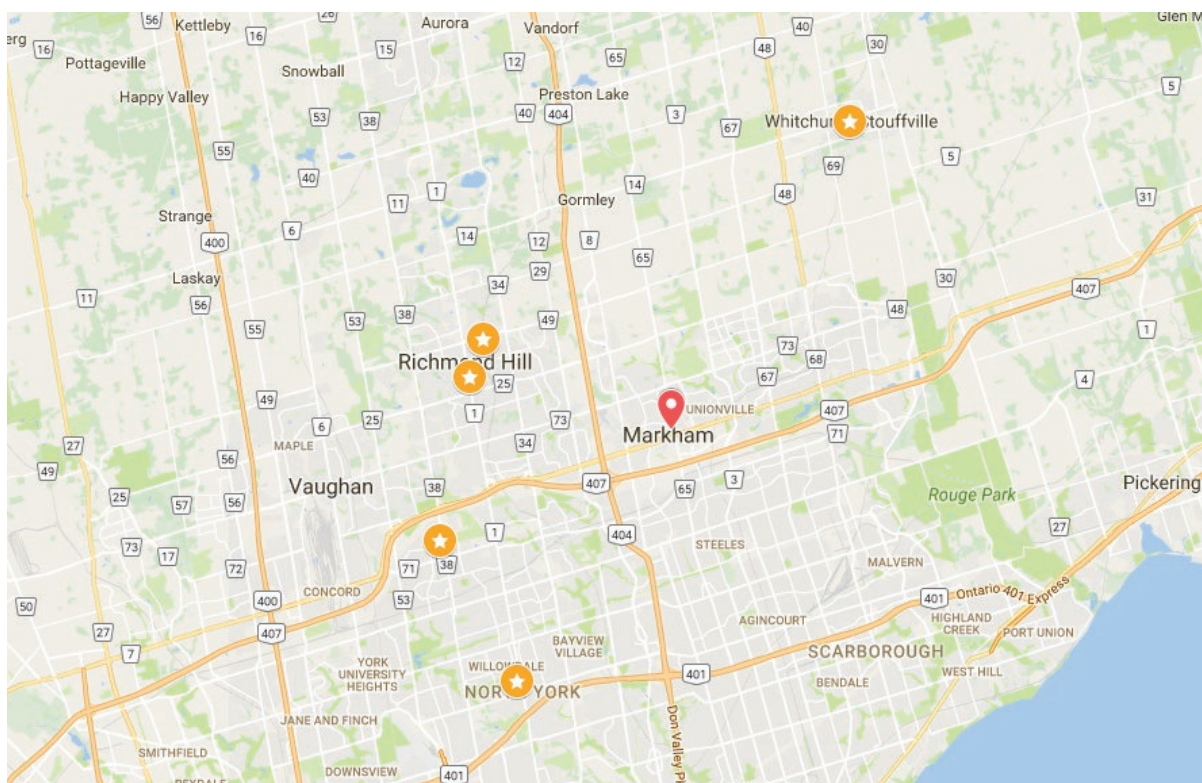
Toronto Centre for the Arts,
North York (4 venues)
1,036, 550, 183, 296 seats

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

Vaughan City Playhouse
Vaughan
390 Seats

The Curtain Club
Richmond Hill
150 Seats

Lebovic Centre for Arts & Entertainment
Whitchurch-Stouffville
150 Seats



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

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

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

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

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

In addition, it appears that the City



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

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

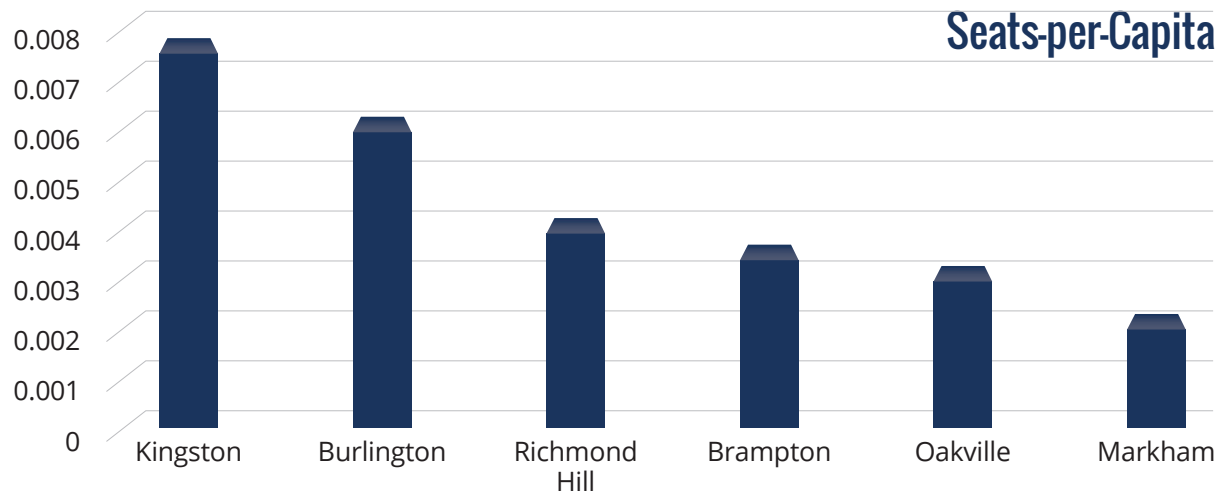
While the Flato Markham Theatre has a significant head start over its competitors, it seems likely that larger, state-of-the-art performing arts facilities may be built in the region in the coming years. Newer facilities could have a major competitive advantage over the Flato Markham Theatre.

Market Capacity

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

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

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



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

Strengths in the Primary Market

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

Observation

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

DIVERSITY AND DEMOGRAPHICS

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

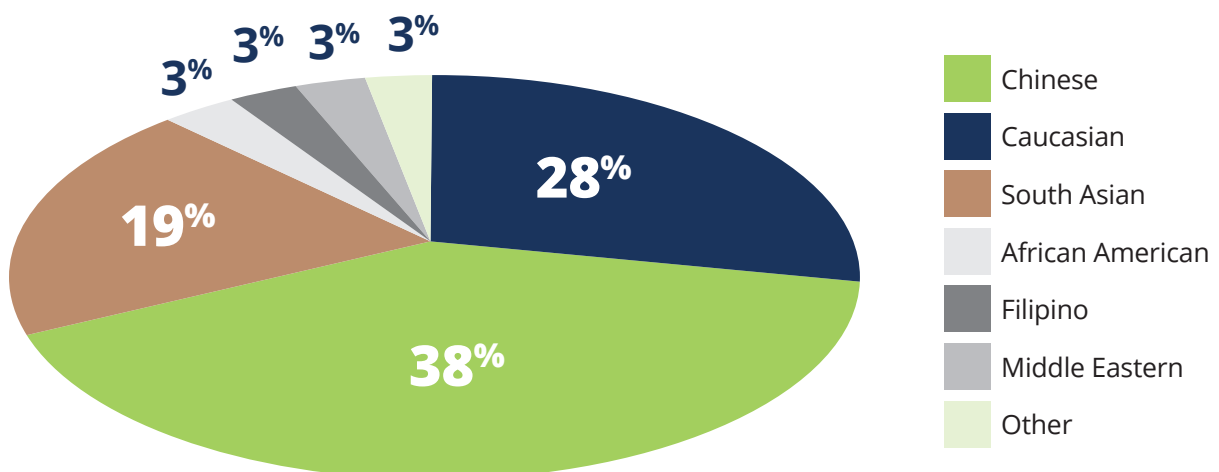
Demographics

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

Non Visible Minority 83,040 28%

Visible Minorities

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



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

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

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

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

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

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

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

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

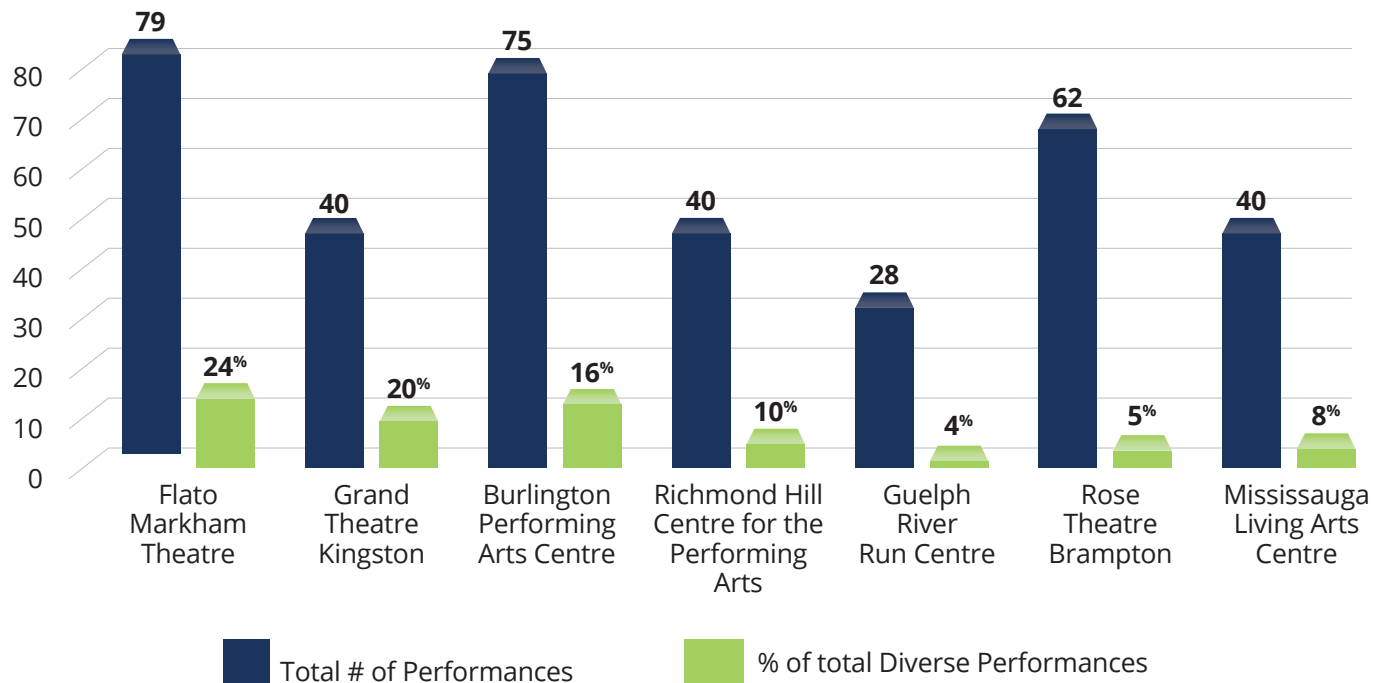
In comparing the diversity of programming in their respective “Presenting Season”, it is apparent that many of the performing arts centres in the top 10 most diverse cities in Canada program little that is specifically targeted at their diverse communities. The end result is that these facilities are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

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

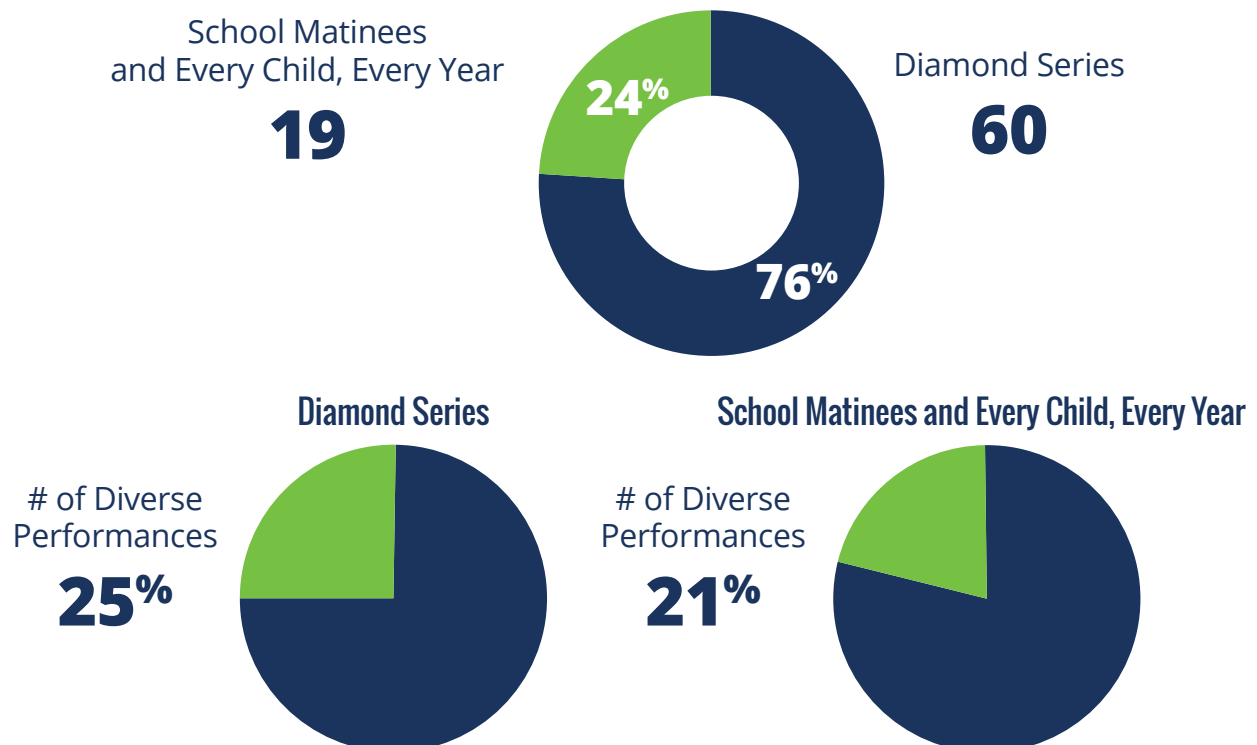
2016/2017 Presenting Season

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

2016/2017 Season Performances



Total # of Performances at FMT



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

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

Recommendation

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

Staffing Diversity

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

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

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

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

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

SITUATION ANALYSIS

Strengths

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

Challenges

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

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

SWOT Analysis

Strengths

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

Weaknesses

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

Opportunities

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

Threats

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

GOVERNANCE

Options For Operating Structure

City Department Model

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

Under this model, the City provides supporting resources including financial, human resources, and technology, as well as ongoing financial support. This model gives the City full control over the facility and final responsibility for financial performance. While this model is prevalent in Ontario, it is much less common in the rest of the country.

Arm's Length Model

More common in the rest of the country is the arm's length model. Examples in Ontario include The Burlington Performing Arts Centre, the Centre in the Square in Kitchener, the Thunder Bay Community Auditorium, and the Capitol Centre in North Bay Ontario. This model generally functions through a Memorandum of Understanding (MOU) between the municipality and a single purpose non-profit entity responsible for the management of the performing arts centre with the theatre's general manager reporting directly to a Board of Directors. Under this model, the City remains as the owner of the facility and is responsible for the physical entity.

Privatised Model

Several Canadian municipalities have explored the privatization of their performing arts facilities including, most recently Brampton and Vaughan, although none have been successful in implementing this model. Recently the City of Hamilton was successful in privatizing its arena and performing arts centre as one entity. However, it was the revenues generated by the arena that made it possible to operate the performing arts centre. The performing arts centre, the 1,800-seat Hamilton Place, has seen a significant drop in usage and has lost many of the local professional performing groups like Opera Hamilton and is generally unaffordable for amateur community groups. The lack of experienced facility operators for performing arts centres as well as the economics of live performance in smaller venues and municipalities make this model unrealistic.

Evolving Model

The Flato Markham Theatre appears to have an effective Advisory Board that has been helpful in fundraising and engaging with the community, as well as advising on operational and programming issues. While the Theatre has been very effective growing its fundraising, both in sponsorship and individual giving, with the number of head offices in the community, there should be room for significant additional growth.

As a first step, an arms-length Foundation might be a more effective mechanism to grow the fundraising. Individuals and corporations might be more willing to give to an arms-length Foundation than the City, who they may perceive they already support through their taxes. Many Foundations and Governments funding bodies do not fund municipalities, but would fund an arms-length charity. Additionally, as an incorporated entity, the Foundation could have the option of employing a full time development manager, where the City might not be prepared to make that investment. A Foundation could also create endowment funds to support specific programming initiatives.

As the arms-length foundation gains the experience of this more enhanced role, and the City becomes more comfortable with this model, an evolution to a full arms-length governance model could become a realistic possibility.

Recommendation

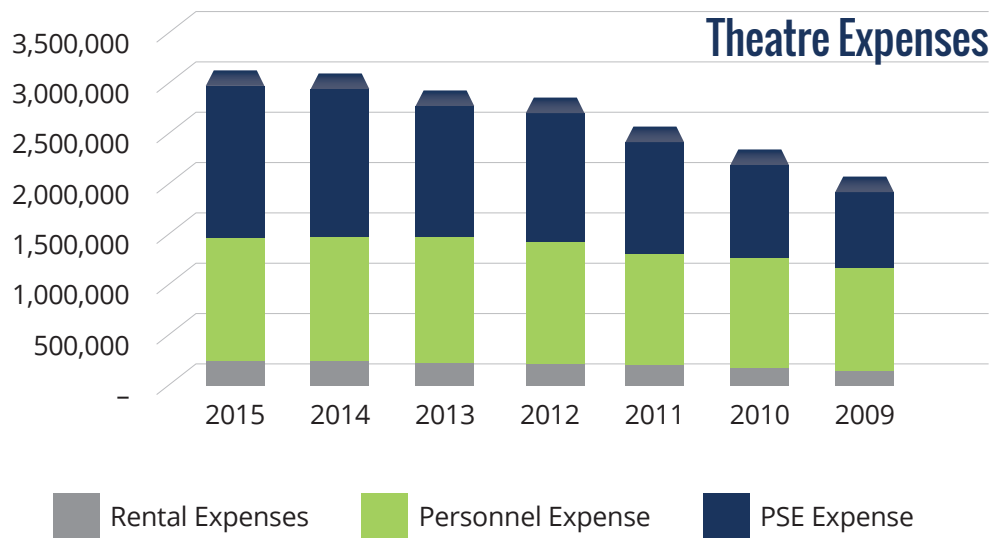
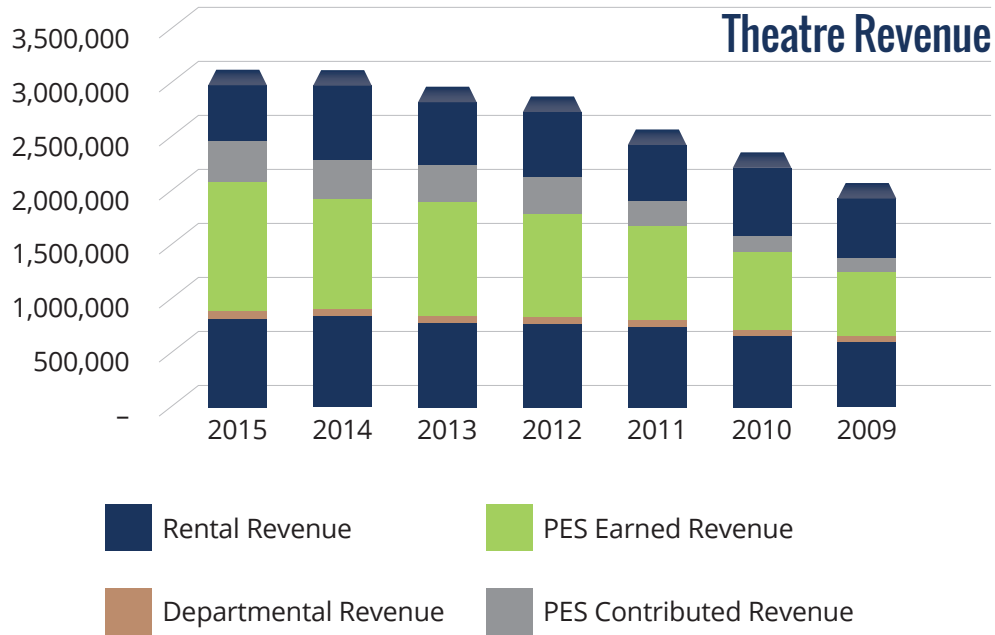
The Theatre Advisory Board, in cooperation with the City, to look into the option of incorporating as a charitable Foundation.

FLATO MARKHAM THEATRE BUDGET OVERVIEW

Observations on the Budget

The past seven years have seen significant positive growth in the budget of the Flato Markham Theatre. Theatre rental revenues have increased by 36% or \$218,460, and net revenue for rentals are up 30% or \$138,127 since 2009. Ticket sales for the Professional Entertainment Series have increased from \$592,971 to \$1,193,493, or 101%. Contributed income (fundraising) has increased from \$115,062 to \$372,578 or 224%. Expenses for the Professional Entertainment Series have correspondingly increased from \$805,643 to \$1,561,222, leaving a net revenue increase of \$102,459 or 105% for the Professional Entertainment Series. Departmental expenses have increased from \$960,855 to \$1,163,862 or 21%. The City investment has fluctuated from a high of \$711,007 in 2014 to a low of \$564,814 in 2015.

However, much of the significant growth occurred between 2009 and 2011. As potential “use days” have reached their maximum in 2012 and clearly levelled off over the past 4 years, growth has plateaued. The only recent significant growth has been in earned income in the Professional Entertainment Series between 2014 and 2015. The 2015 year was a good year for most presenting programs in the province, and it may be unrealistic to expect to sustain this level of revenues over expenses in the Professional Entertainment Series in future years.

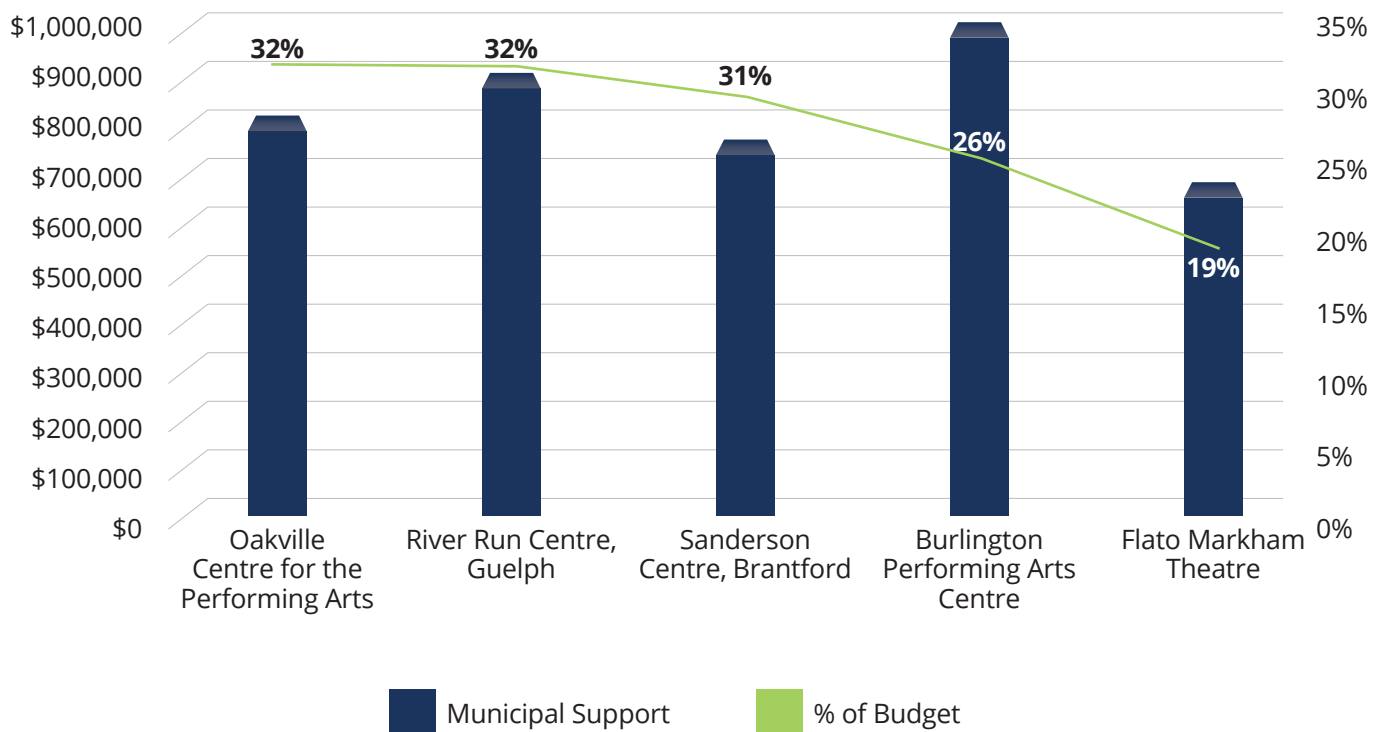


Investment by The Municipality*

Theatre	Revenues	Expenses	Municipal Support	% of Budget	Notes
Flato Markham Theatre	\$2,454,584	3,019,398	\$564,814	19%	City provides support in accounting, IT, Human Resources, snow removal, grounds maintenance
Burlington Performing Arts Centre	\$2,707,010	\$3,659,171	\$952,161	26%	Stand alone, non-profit organization must pay for all building, grounds, snow removal, building maintenance, annual audit, downtown parking levy, etc.
Oakville Centre for the Performing Arts	\$1,587,421	\$2,333,421	\$746,000	32%	City provides support in accounting, IT, Human Resources, snow removal, grounds maintenance, building maintenance, professional development, and some marketing support
Sanderson Centre, Brantford	1,503,291	\$2,180,267	\$676,976	31%	City provides support in accounting, IT, Human Resources, building maintenance. No grounds or snow removal expenses
River Run Centre, Guelph	\$1,771,200	\$2,601,405	\$830,205	32%	City provides support in accounting, IT, Human Resources, building maintenance

* Based on the availability of data

Investment by Municipality



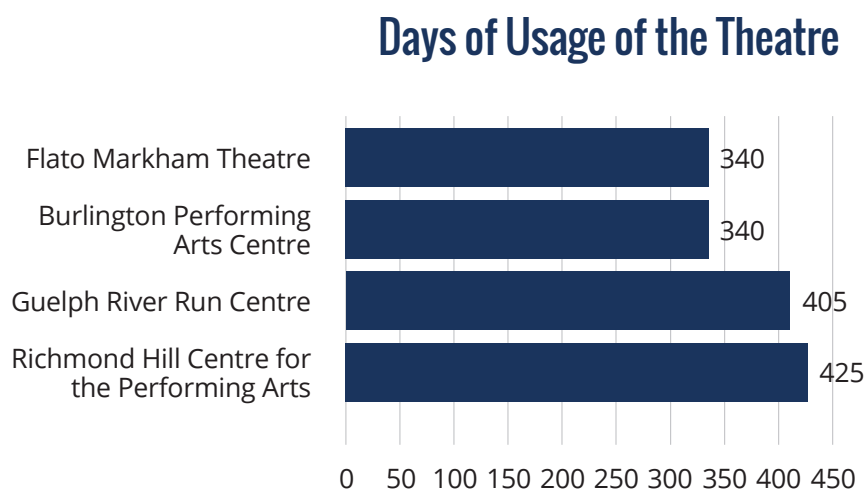
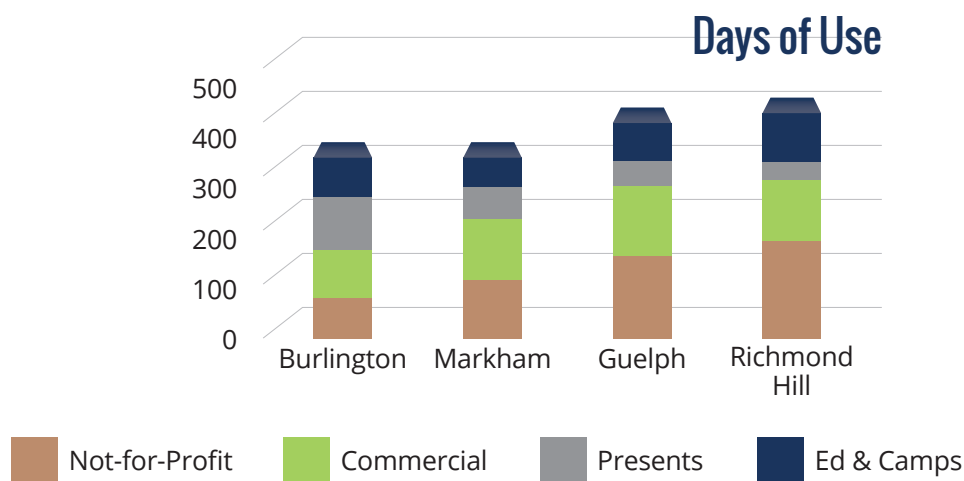
While it is difficult to get an “apples to apples” comparison, it is clear that the City of Markham has the lowest percentage of City support compared to peer venues in the area. However, it should be noted that in 2014 City support was \$711,007, equalling 24% of expenses and that the seven-year average has been around 24%. Some additional municipal support would still leave the Flato Markham Theatre at the lower end of municipal support in the region.

FLATO MARKHAM THEATRE UTILIZATION - 2015 CALENDAR YEAR

The Flato Markham Theatre is very heavily used and is, for all intents and purposes, at capacity. The Theatre has turned away over 100 potential rentals due to the lack of available dates. Taking into consideration little demand for dates in early September, late December and early January, and summer camp usage in July and August, there are literally no dates available.

Comparison to Peer Venues in Southern Ontario 2015 Season

Theatre	Large Theatre	Small Theatre	Lobby	Education Programs	Camps & Engagement	Total
Flato Markham Theatre (only has one theatre space in the venue)						
Not-for-Profit	111	0	0			111
Commercial	114	0	0			114
Presents	60	0	0			60
Education & Camps				17	38	55
Total	285	0	0	17	38	340
Guelph River Run Centre						
Not-for-Profit	42	61	14		40	157
Commercial	73	50	07			130
Presents	21	22	05		0	48
Education & Camps				56	14	70
Total	136	187	26	56	40	405
Burlington Performing Arts Centre						
Not-for-Profit	33	32	12			77
Commercial	55	28	9			92
Presents	45	53	0			98
Education & Camps				13	60	93
Total	133	113	21	13	60	340
Richmond Hill Centre for the Performing Arts						
Not-for-Profit	146	37	0			183
Commercial	99	16	0			115
Presents	27	06	0			33
Education & Camps				30	64	94
Total	272	59	0	30	64	425



Observation

It is always difficult to get an “apples-to-apples” comparison as every venue seems to count their usage in different ways. However, the four venues compared have a very high utilization rate ranging from 340 days of use in Markham to 425 days of use in Richmond Hill. High utilization is one sign of success but cannot be an end in itself if the mission of the organization and community development needs are not being met.

What is remarkable about the Flato Markham Theatre is that this high utilization rate is being achieved with only one theatre space compared to 2-3 rental spaces in the comparative venues. This high utilization rate in only one space will put a significant amount of wear and tear on the building and equipment and increase capital expenditures in the long run.

Theatre rental use has been driven by historic use where the previous year’s renters have the first opportunity to book similar dates for the following year. With the lack of rental dates available, this could result in stagnation of the development of local performing organizations and prove difficult to meet the organizational mission and community development needs.

Recommendation

It is recommended that the Flato Markham Theatre look at curating their rentals through the development of a rental policy that articulates programming and community development priorities and that potential rentals be evaluated against the policy priorities.

OVERVIEW OF PROGRAM OFFERINGS

Flato Markham Theatre Presentations - Diamond Series (Professional Entertainment Series) (PES)

PES Summary

The Flato Markham Theatre presents approximately 50 productions annually with a total of 60 performances, due to multiple performances of some productions. Productions are organized by genre with series names of Special Attractions, World Stage, Totally Classical, All That Jazz, Great Canadian Performers, Fabulous Footwork, Nostalgia, Family Fun, and Classics Rock.

Productions offer a good mix of market based programming and more risky arts oriented programming. The program is recognized as one of the best in the municipally supported programs in Ontario, presenting well-known national as well as international artists. The seating capacity is a limiting factor on the type of artist's fees the venue can pay, and thus limits the choice of artists the venue can present. Additionally, the venue limitation of no fly tower precludes the presentation of some performances, or prevents the

optimal performance experience for the audience. Limited technical set up time in the theatre, due to time constraints, has also negatively impacted the optimum performance by the artists.

The Diamond Series would appear to be at its maximum number due to lack of availability of dates in the Theatre and the capacity of the staff to manage the additional marketing and production demands that a large presenting season poses for staff. Programming 50 productions per year as well as the education program is also very demanding of the General Manager's time.

The lack of programming for Millennials has also been identified as a potential issue. Most programming that is of interest to Millennials operates on a much shorter lead time than other programming. It is doubtful that it makes sense for the Theatre to hold back dates for that type of potential presentation when the demand for dates is already so intense. That being said, there is interest from similar types of venues in Ontario, to program performances targeting Millennials that are not part of their regular season presentations. It is possible that some of the shows might fall into an open date at the Flato Markham Theatre.

Observation

While the Flato Markham Theatre offers more programming targeted to the

diverse communities than any other municipal performing arts centres in the region, expansion of this type of programming will be necessary to truly serve all of the citizens of Markham and build the audiences of the future.

Recommendation

The Flato Markham Theatre should develop an endowment fund from municipal, corporate and individual sources to support the expansion of programming targeting diverse communities in Markham and promoting innovation.

Discovery Program

The Discovery program has three components: the School programs (matinees and Every Child Every Year), Youth Performing Arts Camps, and education and community outreach (workshops, masterclasses, informances, etc.). School Matinees are generally performers that are already scheduled for evening performances from the Professional Entertainment Series and then held over for an additional school performance during the day. There are usually three productions in the School Matinee Series and a student is charged \$10 per ticket.

Every Child, Every Year is a free program offered to all Grades 1-3 in the City of Markham. There are generally three productions with 4-6 performances of each production. This program is modelled after the Linamar for the Performing Arts program in Guelph at the River Run Centre which presents 56 free performances to every child in Grades 1-8 every year.

Observation

If the long-term goal is to expand the Every Child, Every Year program to all primary grades, it will have a significant impact on available rental dates. The decision to expand the program must be guided by the overall mission and objectives of the Flato Markham Theatre.

Recommendation

That the Flato Markham Theatre create an Endowment Fund to support the long term development of the Every Child, Every Year program and develop a plan to expand the current Discovery program over the next five years.

The New Presentation Model

Performing Arts Centres in a municipally supported environment have a unique mandate of community cultural development that is different from facilities that are run by the private sector, or Universities, or managed by non-profit producing organizations that are often the facilities' major users. Municipal performing arts centres play many roles. They are a venue, a presenter, a cultural developer, an educator, a public place, and a builder of community social equity.

On any given day they host and present artists and performing arts companies from across Canada and the world, collaborate with local artists and companies, introduce children to their first experiences with the arts, create moments of context that bridge the space between artist and audience, and all the while ensure the centre remains healthy, sustainable and dynamic.

Many municipal performing arts centres now fulfill the role of cultural developer in their communities, curating and developing presenting seasons of touring professional performers that bring cultural offerings not met either by commercial rentals or local performing groups.

As the field of presenting professional touring artists has matured and developed in sophistication, the presenting programs of many municipally supported performing arts centres are moving away from the old model of a transactional, profit-focused programming and moving toward mission-driven, curated programming aimed at supporting important artistic work and community cultural development.

Demographic, technological and lifestyle changes over the past 20 years has made the transactional model of presenting less and less viable in theatre across North America, and many theatres are looking at new models of presenting. Canadian demographics are evolving in such a way as to make the demographic make-up of our communities unique.

“Off the shelf” buying of performances in an industry dominated by the U.S., will no longer meet the evolving needs of our Canadian communities. New models of partnership, commissioning and collaboration will be necessary to meet future needs.

Review of Programming In Ontario Theatres

Survey of Programming at Comparable Municipal Theatres

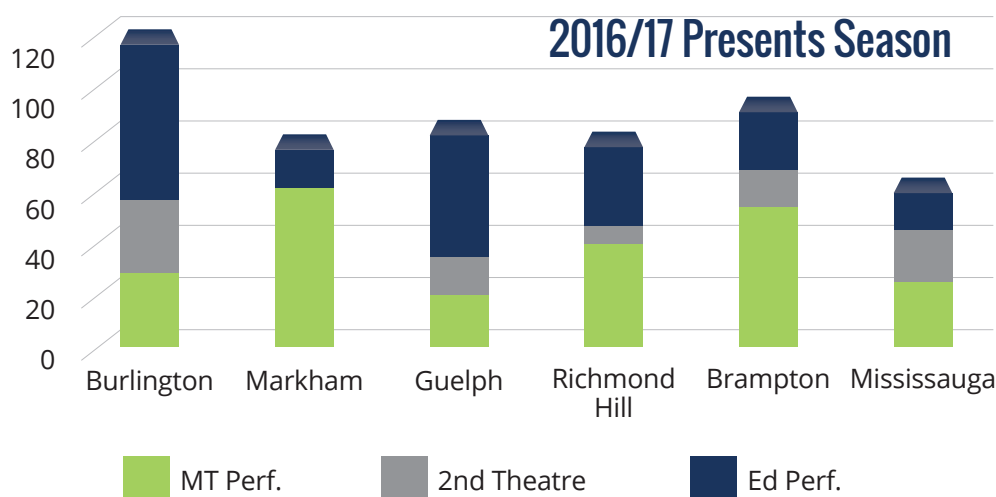
In order to put Flato Markham Theatre’s presentations into an industry context, the review surveyed the season “presenting” programs offerings at six comparable Ontario municipal performing arts centres; Richmond Hill Centre for the Performing Arts, The Burlington Performing Arts Centre, Kingston Grand Theatre, Guelph’s River Run Centre, Brampton’s Rose Theatre and Mississauga’s Living Arts Centre. “Presenting” programs are where the theatre selects the artists, pays all the artist fees, marketing and production costs and retains all ticketing revenues, thus taking on all financial risks.

Seating Capacities

Community	Population 2011 Census	Theatre Name	Theatre 1 Seating Capacity	Theatre 2 Seating Capacity
Markham	301,700	Flato Markham Theatre	527	0
Burlington	175,800	The Burlington Performing Arts Centre	730	200
Kingston	123,400	Grand Theatre	775	90
Richmond Hill	185,500	Richmond Hill Centre for the Performing Arts	631	150
Guelph	121,700	River Run Centre	785	300
Brampton	523,900	Rose Theatre	870	150
Mississauga	713,400	Living Arts Centre	1,315	310

The Professional Presenting Program 2016/17 Season

2016 - 2017 Season	Large Theatre # Prod.	Large Theatre # Perf.	Small Theatre # Prod.	Small Theatre # Perf.	Education # of Prod.	Education # of Perf.	Total # Prod.	Total # Perf.
Flato Markham Theatre	50	60	0	0	6	19	56	77
Kingston Grand Theatre	38	38	2	12	6	6	46	56
Burlington Performing Arts Centre	51	56	24	39	11	22	86	117
Richmond Hill Centre for the Performing Arts	34	40	6	6	13	32	47	78
River Run Centre Guelph	20	20	8	14	8	56	36	90
Rose Theatre Brampton	49	53	13	14	13	24	75	91
Mississauga Living Arts Centre	23	25	17	19	6	16	46	60



The balance of programming between large theatre/small theatre and public programs/education programs has a significant impact on operational departments. With only the one large theatre, the Flato Markham Theatre has the most large theatre programs to present compared to its peer venues.

Programming in the small theatre spaces would impact operational departments like marketing, box office, front of house and production much less than a large theatre production. Education performances tend

to be multiple performances of the same production. For example, the River Run Centre in Guelph presents eight different productions in their education program, but presents each production up to 7 times, lowering the impact on production staff. Also, tickets are free, negating the need for extensive marketing efforts, and box office. Additionally, the impact on the General Manager's time is much greater to program, schedule and contract 50 large theatre productions.

STAFFING LEVELS

Staffing	Burlington Performing Arts Centre	Flato Markham Theatre	Guelph River Run Centre	Richmond Hill Centre for the Performing Arts	Grand Theatre Kingston
Executive Director/ General Manager/ Theatre Manager/ Facility	1	1	1	1	1
Executive Assistant/ Administrative Assistant/Assistant	1	1	0	1	0.75
Manager of Operations/ Production Supervisor	1	1	1	0	1
Programming/ Performing Arts Manager	.5	0	0	0	1
Development/ Sponsorship	.5	0	0.5	1	0.5
Patron and Client Services/Front of House Manager/Event Services	1	1	1	1	1
Audience Services Associate/Front of House Coordinator/Volunteer	0.5	0	1.5	0	0.5
Marketing Manager	.5	1	0.5	1	1
Marketing Coordinator/ Communications/ Assistant	2	1	1	2	1
Rental Manager/ Bookings Associate	1	1	0	0	0
Technical Supervisor/ Production	1	0	1	1	1
Accountant/Analyst/ Finance Clerk/Business Co-ordinator	.75	0	0	1	0.75
Education/Outreach/ Engagement/Discovery	.75	0	0	1	1
Box Office Manager/ Box Office Supervisor/ Coordinator	1	0	1	1	1
Box Office Assistant/ Clerk		1			1
Technical Staff	3	2	3	0 - PT	2
Total Staff	15.5	10	11.5	11	14.5

It is difficult to get an “apples to apples” comparison on staffing levels. For example, Richmond Hill has no technical staff listed but obviously this must be filled by part-time staff on a seasonal basis and would employ a number equivalent to the 3 full time staff employed by others. Also, the pattern of use has a large impact on staffing levels. The 56 school performances at the River Run Centre have a much lower impact on staffing than 56 individual rentals of the large theatre space of the Flato Markham Theatre.

Communities that are older and more remote from Toronto have a longer history of local performing groups who take a large number of rental dates in the venue compared with the newer suburbs where the performances tend to be all individual “one-offs” with far greater impact administratively, managing contracts and billings, constant production changes, and more performances and fewer rehearsals.

For example, the “small theatre” usage in Guelph is very high, yet the Symphony has 26 days of rehearsal time, Guelph Dance 20 days, including 10 days of dance camp, and Royal City Musical Productions has 9 days of use. Administering 3 contracts is far simpler than 55 individual contracts.

As well, rehearsals and dance camps have minimal impact on production and Front of House staff and no impact on marketing and box office. Compare that with approximately 170 distinct groups that the Flato Markham Theatre has to work with and one can see the much greater staff impact in all areas.

The Flato Markham Theatre also has multiple job responsibilities within a single position. For example, the General Manager is responsible for programming, fundraising and general management of the organization. The Theatre would appear to be heavily dependent on this one position, leaving them vulnerable to a staff change.

As well, a single employee, the Client

Services Manager, oversees both the Box Office and Front of House, a heavy load of responsibility and brings into question the level of equal expertise in both areas of responsibilities. This could result in a long term impact on data and customer data management negatively impacting marketing and fundraising capabilities and potential.

The Business Coordinator has responsibilities for administration, finance, human resources and assisting in fundraising as well as general project support for the General Manager.

Observation

The ability to sustain the current level of activity, let alone grow the program will be severely limited by the current level of staffing.

Recommendation

The Flato Markham Theatre look to hire a full-time fundraiser or contract a consultant, to grow the organizations capacity to raise additional funds from individuals, corporations, foundations and other levels of Government. If a Foundation is established, perhaps the Fundraiser could be an employee/contractor of the Foundation if the City is reluctant to hire an FTE.

The Flato Markham Theatre review their current box office staffing to ensure that they have the level of expertise needed to support future growth in marketing and fundraising initiatives. If the current level of expertise is not adequate to support future growth, a Box Office Supervisor or Manager should be added to the staff. The Flato Markham Theatre should consider having the box office reporting to the Marketing Manager to better coordinate between marketing department and box office. The Flato Markham Theatre should develop a succession plan for the General Manager especially to develop a strategy to maintain the high level of programming in the PES series.

THE FLATO MARKHAM THEATRE FACILITY

In the late 1970s when some visionary citizens started the process that would result in the construction of what would become the Flato Markham Theatre, Markham was a community of approximately 60,000 citizens, the majority of German, Irish, Scottish and English decent. Diverse populations were a small percentage of the total community. Some of the organizations in the Town who lobbied Town Council for the building of the theatre included Markham Concert Band, Markham Little Theatre and Markham Men of Harmony.

The then Markham Theatre for the Performing Arts was, along with the Oakville Centre for the Performing Arts, one of the first suburban performing arts facilities in the Greater Toronto Area (GTA). When it initially opened, the theatre was expected to operate with a staff of four and be used for about 100 days a year. Over the past 30 plus years, the staff has grown to eleven people and in 2015, there were over 340 uses of the theatre with over 130,000 people coming through the doors.

While in its day the Markham Theatre for the Performing Arts was state-of-the-art and met the needs of the community, in the modern context it cannot realistically be expected to meet the needs of a 21st century, diverse community that is approximately 5 times the population size of the early 80's and recognized as the most diverse community in Canada.

In the past few years, new venues have been constructed in Brampton, Richmond Hill, Burlington, and St. Catharines that provide the audience and performers amenities that surpass the earlier venues in Markham and Oakville. The City of Oakville is currently in the feasibility study phase for a new performing arts facility, as are the City of Vaughan, Pickering and Whitby.

The Flato Markham Theatre is over 30 years old and lacks many of the amenities necessary for a truly first class audience experience. The lack of a fly tower limits the type of performances possible, or doesn't allow a performance to be experienced at full production impact. The facility has cramped lobby spaces and inadequate office and storage spaces.

The Flato Markham Theatre is very heavily used and is, for all intents and purposes, at capacity. The Theatre has turned away over 100 potential rentals due to the lack of available dates. The lack of a second, smaller space not only limits the dates available for use, but limits the use of the 527-seat theatre to groups that can fill that size venue. This inhibits the growth of emerging arts groups that could develop and grow in a smaller venue.

With just 527 seats, performances revenues are limited and therefore the type of performers the theatre can attract limited by the ticket revenue

potential. Additionally, due to these limitations, the theatre is not as attractive to potential commercial renters.

With a primary market in excess of 300,000, there is more than ample market base for a theatre seating closer to 800-1,000 as well as a smaller black box type venue seating 175-250. For example, the 775-seat Grand Theatre in Kingston has a population base of only 123,000 and the 730-seat and 160-seat Burlington Performing Arts Centre has a population base of 175,000.

The Flato Markham Theatre is located in a district made up of a municipal building and a high school and is somewhat remote from the Markham downtown and does not lend itself to creating a vibrant urban lifestyle and limits the positive economic impact that a better located facility would have. A viable option for a new performing arts centre could be the new downtown currently under development by The Remington Group.

In their marketing materials the developer states, "Markham downtown is positioned to become the epicenter of Markham – a world class community located a short distance from Canada's economic engine, Toronto. With globally competitive companies, new infrastructure, attractive amenities, convenient transportation links, exploding population, and a highly educated workforce, Downtown

Markham will be the leading shopping and entertainment address in the Greater Toronto Area (GTA) by 2015." A new performing arts facility could be a welcome addition to this vision for Markham.

York University Markham Centre Campus

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

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



As part of a feasibility study for a new performing arts facility, the City of Markham should examine the possibility of incorporating a facility within the performing arts centre that could meet the technological needs of York University's media program and additionally meet the needs of local artists using cutting edge technology in their work. This could position Markham at the leading edge of the convergence of performing arts and technology, a natural development for a community with so many leading technology companies. It would also position a new performing arts centre in Markham as a unique facility within the GTA and the country.

Observation

In planning for the needs of cultural facilities, communities try and plan based on the projected needs of the community twenty years in the future. With the necessary planning horizons and fundraising needs, a five-year planning process is generally the minimum necessary to develop feasibility studies, plan and begin to implement capital campaigns, and develop building plans etc. Added to that is a two-year construction time frame.

By 2031, the population of Markham is expected to be 421,600. What we know now is that the Flato Markham Theatre cannot meet the needs of the current market, let alone what that market will be in twenty years. This timing would also fit within the planning horizons of the new York University Markham campus. It would be prudent for the City or community leaders to begin to plan for those future needs.

Recommendation

The City of Markham carry out a Feasibility Study for a new performing arts facility. Work closely with York University to examine the feasibility of incorporating their needs into this study.

Vision for Flato Markham Theatre

Leader in Diversity and Innovation!

- By 2031, the population of Markham is expected to be 421,600
- What we know now is that today the Flato Markham Theatre cannot meet the needs of the current market, let alone what that market will be in five, ten or twenty years
- The timing of planning for the FMT's future needs should also align within the planning horizon of the York University Markham campus
- It would be prudent for the City of Markham and the Flato Markham Theatre community leaders to start the planning process now for those future needs
- Just like Markham officials did some 35 years ago when they planned and approved the construction of the current Flato Markham Theatre

THE BRAND REVIEW

For the purpose of this strategic plan development and brand review, we have conducted research with stakeholders, current patrons and rental clients to understand how they perceive the current brand, services, communications and brand interactions. The overall goal of the brand review is to strengthen the marketing opportunities for Flato Markham Theatre and to build stronger customer relationships. A number of recommendations have been incorporated as a result of this review, yet we hasten to recommend that annual surveys be conducted to keep the brand current, up-to-date and relevant. Marketing strategy, channels and tactics need to be adjusted based on current and changing consumer behaviour and adapted to marketing trends.

An effective brand review addresses where Flato Markham Theatre is and why, where Flato Markham Theatre should be, and how does Flato Markham Theatre get there. The following pages provide details on those points.

Situation Analysis

The current brand identity for the Flato Markham Theatre has been developed over time and has primarily followed a set of graphic standards that have been executed by the current graphic design company that has been on board for a number of years.

Since digital marketing was executed by a separate digital agency, some consistency was not evident. In addition, for the Flato Markham Theatre's presenting programming – Diamond Series, separate performance profile pages were created and were used to promote individual shows, without a direct correlation to the Season Brochure or the Flato Markham Theatre's web presence on the City of Markham website.

No formal brand guidelines seem to exist for the Flato Markham Theatre, that we are aware. If we compare Flato Markham Theatre's brand with other municipally owned performing arts venues, very few performing arts centres actually have or adhere to formal guidelines. They rely heavily on municipal communication departments, or in-house marketing resources, to manage any formal branding. It appears that management likes the idea of changing up the branding every year, and only the logo remains a constant icon in the brand strategy.

KEY ISSUES

Branding

Flato Developments, being the naming patron for the Markham Theatre, was not consulted when the current Flato Markham Theatre logo was developed. One of our recommendations will be to re-visit the current identity and to look at formalized brand guidelines, which will allow the Flato Markham Theatre to stand out from the cluttered performing arts centre market in their own catchment area.

Marketing & Outreach Channels

Based on the review of past marketing activities and annual budget, mass marketing advertising takes a prominent role in overall marketing. The disadvantage of using newspaper advertising is that no accurate tracking mechanism was in place to measure whether the advertising spending is effective; or would that budget be better off used on more targeted marketing approach. In addition, given the Flato Markham Theatre's efforts of trying to advertise to audience with diverse ethnic background, many newspaper, radio and TV outlets were engaged for marketing; however, it may further dilute the effectiveness by satisfying advertising frequency.

The Theatre employed digital marketing activities in recent years, however, the effectiveness of the digital marketing agency is questionable after reviewing the contract of former digital agency and activities.

Database Management

Flato Markham Theatre celebrated its 30th year anniversary in 2015. For operating over 30 years, one can expect that the Theatre possess a large amount of patron data that can be drawn upon for marketing the season annually. However, it seems the total patron database only represent a fraction of total visitors through the doors over the years – this could be partly due to CASL compliance. The ticketing software – TixHub has been used by the Theatre for 12 years; the ticketing system is used for patron information capture and depository, ticket order process (online or via box office), issuing tickets, ticket purchase details and history, etc.

The mailing information of patrons can be used for direct mail marketing or general mailing; the email addresses captured can be used for any e-marketing initiatives (with patrons' opt-in permission and consent). Our observation is that the Theatre could make much improvement in applying data mining practices to distill the business intelligence contained in the database and utilizing for targeted marketing efforts.

VISION PURPOSE GOAL

The Flato Markham Theatre's 2011-2015 strategic plan listed the vision as:

Live arts matter to all.

The Mission was then defined as:

To cultivate a vibrant Creative Community through live arts.

The goal for the brand review is not to revisit these statements, but through adherence of a proposed brand guidelines to have the communication elements deliver on the brand promise. For now, '**Live Arts Matters**' has been used as the brand promise.

Brand Vision

The Flato Markham Theatre has clearly demonstrated that through innovative and community oriented programming, it has carved out a niche in finding a special resonance with a loyal group of ticket buyers. In our patron survey, we were able to engage almost 800 ticket buyers, which indicate that the Theatre has a very loyal connection to their current patrons. This means that the brand does not need a wholesale change, but more of a tweak instead.

Brand Identity & Assets

Here are a few options of the new brand identity for consideration:



The modern treatment of the new proposed brand identity positions the theatre's iconic name in a narrow red field. This closeness, between the text and the object, creates a sense of intimacy, which embodies the feeling of attending a performance at the theatre. The rebranding creates an opportune moment for the Theatre to add to Flato Markham Theatre's innovative performing arts program that is known far and wide.



The proposed version positions the entirety of the new identity within a square space. This offset square upward positioning is illustrative of the progress and leadership that the venue offers to the arts sector in the Toronto area.

Having part of the text moving towards the border of the square emphasizes Flato Markham Theatre's connection to the entire community.



The identity uses a casual script to suggest movement, similar to the performers who come alive on stage at Flato Markham Theatre. Once again, the narrow red field alludes to the intimate performance space found within the venue. This option also allows for an easily recognizable logo, which can be used in a variety of communications channels as a wordmark.

The following are some examples of how the new brand identity can be applied in print advertising and digital marketing:



FLATO MARKHAM THEATRE

where art comes alive.

A CELTIC FAMILY CHRISTMAS

THURS, DEC 15 | 8PM

"Nothing short of jaw dropping... performances that will raise you up and performances that will leave you misty-eyed." - The Guardian







CALL OUR BOX OFFICE AT 905-305-7469 (SHOW) TODAY!



FLATO MARKHAM THEATRE

where art comes alive.

A CELTIC FAMILY CHRISTMAS

THURS, DEC 15 | 8PM

"Nothing short of jaw dropping... performances that will raise you up and performances that will leave you misty-eyed." - The Guardian







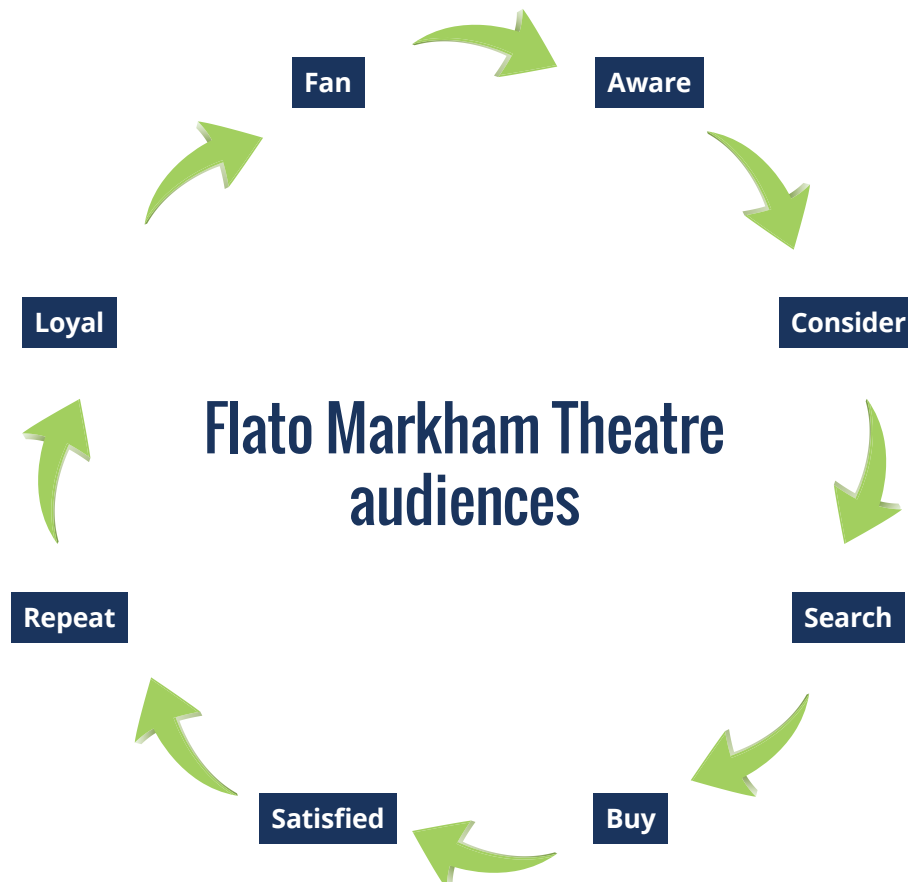
CALL OUR BOX OFFICE AT 905-305-7469 (SHOW) TODAY!

Examples of digital marketing on Google, Facebook, etc:



STRATEGIES

Based on the competitive market analysis, it is apparent that the marketing mix needs to be updated to deal with the current market realities. We recommend matching the marketing strategy and execution to audiences' buying behaviour and lifestyle cycle.



- Solidify awareness of the Flato Markham Theatre's position in audience's mind
- Use public relations, content marketing, and Search Engine Optimization to assist audiences with finding the performance and ticketing information and making an informed purchasing decision
- Provide audiences with an easy-to-use website interface and box office interaction during the ticket buying process
- Deliver a satisfied audience experience before, during, and after the performance
- Sampling programs and convert free trial users into ticket buyers and patrons
- Reward loyal customers and drive repeat sales
- Delight patrons and build a fan base and a Flato Markham Theatre community

The Patron Survey results pointed out that the season brochure remains the most important tool to connect with the ticket buyers. The website is the second most important element and there we see ample opportunity to make it a more effective tool. Given that Markham is part of the Toronto media market, it remains very expensive to utilize traditional mass media, like Radio and TV to reach current and new audiences, nor does it seem to be very effective given the responses received through our surveys. Even though PR and particularly PR generated through the agent representatives of the various artists, may allow us to tap into these opportunities, with significant resources, mass media investments are best avoided, unless special opportunity presents itself.

We recommend that the season brochure distribution strategy will be modified to take advantage of current and past box office statistics, plus Environics research to ensure that the Theatre maximizes its effectiveness. In addition, we recommend that the Theatre be able to have their own branded website, independent from the City of Markham, that will be more user-centric. The website experience should be seamless, easy to access and integrated with the social media and digital marketing strategies. Thirdly we recommend a mid-season launch event to support a final push for ticket sales for the Diamond Series to be held after the traditional year-end holiday season.

Community newspapers, mobile ads, e-newsletters, house programs and digital marketing will round out the marketing strategy. Revising the house program to fewer times a year, since the development of the content takes a lot of staff time. Unless it can be finalized before the season gets underway; or it is mandatory to keep the current arrangement with the publisher in tact and receive this free of charge, we recommend only two to four issues a year to cut down on staff involvement.

Due to the timing of the alignment of the cultural assets and the Economic Development department, one would suspect that there are efficiencies that should present itself when it comes to sharing of audiences. It is paramount that patrons that support the Flato Markham Theatre could also be potential supporters of the Varley Art Gallery and the Museum. All three are complimentary as key pillars of the Destination Markham strategy, which is a key pillar of the City of Markham's strategic plan.

EXECUTION

While we were developing the strategic plan, the Flato Markham Theatre was temporarily without the services of a dedicated marketing manager (and soon after, a marketing assistant). While this normally would present a major set back and jeopardize marketing effectiveness resulting in loss of revenue, an outside marketing agency was quickly engaged to fill the roles of managing and taking over the marketing activities temporarily.

By doing so, it was discovered quickly that marketing staff have little time to be strategic, since a lot of decisions are driven by historical behaviour, not necessarily based on patron profiles. Important Box Office data is unavailable, because certain standard reports cannot be generated. Staff are not well trained and there is no measurement built-in regarding the effectiveness of many tactics. There is too much emphasis on building an annual marketing plan vs. setting up a simple flexible marketing activity matrix that can be implemented on a seasonal or monthly basis.

It was recommended that a work plan template be followed, that will allow the theatre management to be informed at all times which marketing tactics are being deployed by season and by show. That way, the plan can be adjusted

quickly and efficiently without having to rewrite the plan or having large media investments in place that are not effective. An external specialized marketing agency partner should be deployed to pull together and add resources that perhaps cannot be accessed by internal marketing staff. In this case, management will have access to a valuable resource, which can assist with sudden staff attrition cases.

- Focus on Flato Markham Theatre's marketing activities by prioritizing return-on-investment and effort (ROI and ROE)
- A good marketing execution plan should include a brand budget, marketing goals, calendar of coordinated marketing activities, and project work plans

MEASUREMENT

Measurement on branding and marketing activities in most cases is financially oriented. When it comes to the Diamond Series season, one has to take into account the opportunity that exists to introduce new patrons to the Flato Markham Theatre, since a large percentage (30%) of patrons are 65 and older.

By partnering with major sponsors and developing cross marketing opportunities, the Flato Markham Theatre brand and seasonal offerings can be introduced to a wide variety of audiences that perhaps have not yet been reached. Weins Canada (Automotive) and Flato Developments (Real Estate) are just two of the Theatre's sponsors. Weins Platinum Plus Rewards members must be seen as a premium audience to approach for sampling the Flato Markham Theatre brand offering. A formalized test program should be put in place for the 2017/18 season.

Another major opportunity exists with large employers of head offices in Markham. Introducing the Flato Markham Theatre Diamond Series and other programs (Discovery Program, etc.) to these head office employees, would drastically enhance ticket and sponsor opportunities.

The Key Performance Indicators are identified and included in the Addenda.

SOURCES AND REFERENCES

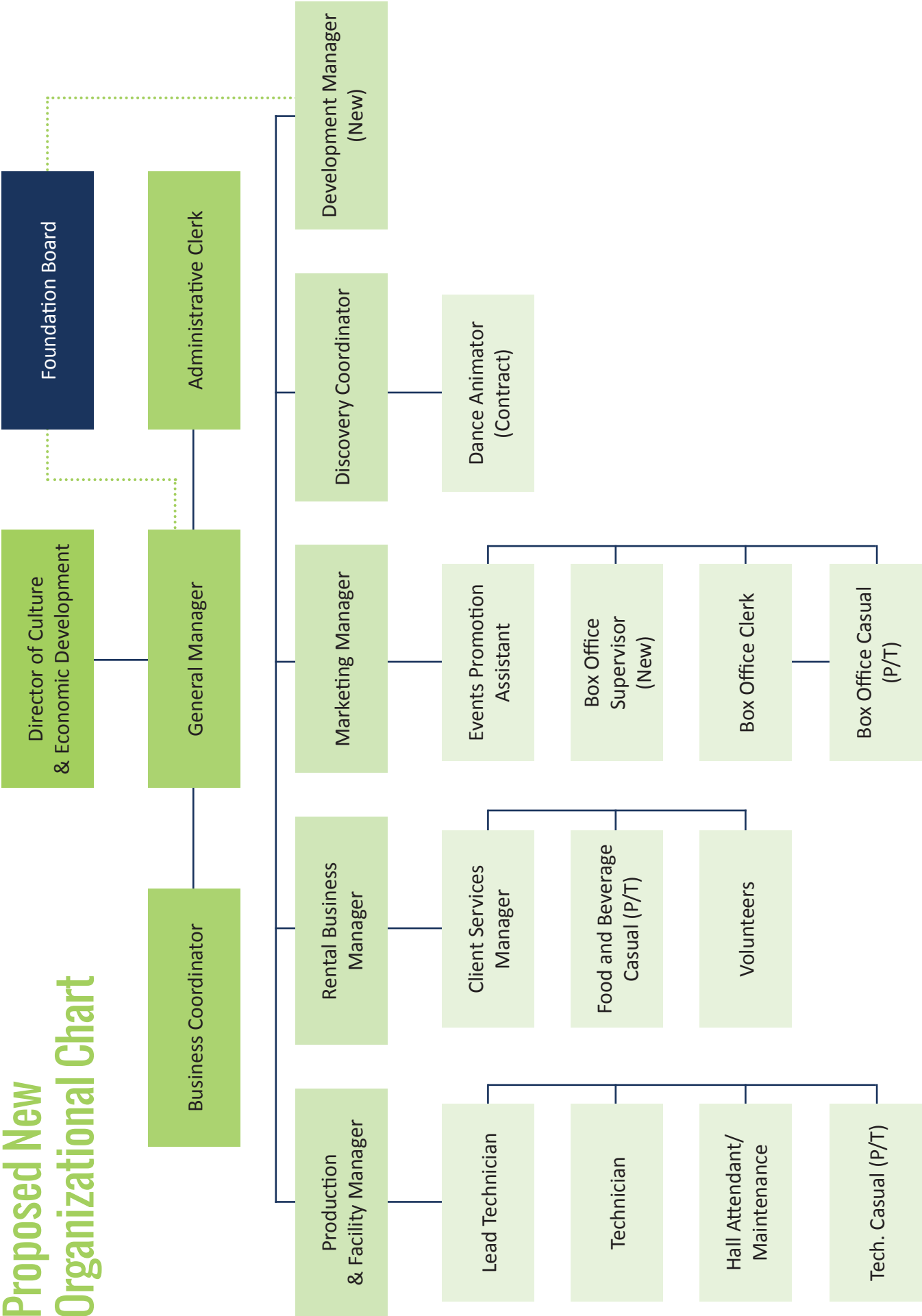
Flato Markham Theatre season programming and website
Richmond Hill Performing Arts Centre programming and website
The Curtain Club (Richmond Hill) programming and website
Toronto Centre for the Arts (North York) programming and website
Vaughan City Playhouse programming and website
Lebovic Centre for Arts & Entertainment (Whitchurch-Stouffville)
programming and website
The Burlington Performing Arts Centre programming and website
Oakville Centre for the Performing Arts programming and website
Guelph River Run Centre programming and website
Sanderson Centre, Brantford programming and website
Rose Theatre Brampton programming and website
Mississauga Living Arts Centre programming and website
Grand Theatre Kingston programming and website
City of Markham website
York University – Markham Centre website (<http://markhamcentre.info.yorku.ca/>)
Durham Live project website (<http://dlive.ca/>)
City of Vaughan website
Statistics Canada website – Census info

DOCUMENTS AND REPORTS REVIEWED

City of Markham Building Markham Future Strategy
City of Markham Integrated Leisure Master Plan
City of Markham Culture Policy and Plan
City of Markham Diversity Action Plan
City of Markham Greenprint Sustainability Plan
City of Markham 2015 Annual Report
Building Markham's Future Together 2015-2019 Strategic Plan
Flato Markham Theatre's currently available infrastructure drawing(s)
Flato Markham Theatre's 2011-2015 Strategic Plan
Flato Markham Theatre's 2010-2015 metrics
Flato Markham Theatre's 2015-2016 partners list
Flato Markham Theatre's 2014-2015 events listings
Flato Markham Theatre's Diamond Series Programs
(2013/14 Season, 2014/15 Season, 2015/16 Season, 2016/17 Season)
Flato Markham Theatre's 2015/16 marketing and advertising samples
(ads and newspaper inserts)

ADDENDA

Proposed New Organizational Chart



Proposed Key Performance Indicators

1. Net revenue from the Diamond Series
(ticket sales minus direct presenting expenses)
2. Net rental revenues
3. Total attendance and participation
4. Annual breakdown of days of use between Commercial, Community, Education & Camps, and Presenting season
5. Revenues from fundraising including: sponsorship, grants from other sources, and in-kind
6. Total income minus total expenses = Municipal support
7. Growth of diversity of new rental clients, staff and PES program
8. Growth of Discovery Program
9. Tracking of # events, # performances
10. Marketing performance indicators

Stakeholders Consulted

Mayor Frank Scarpitti, City of Markham

Jack Heath, Deputy Mayor, Regional Councillor, City of Markham

Nirmala Armstrong, Regional Councillor, City of Markham

Joe Li, Regional Councillor, City of Markham

Valerie Burke, Ward 1 Councillor, City of Markham

Alan Ho, Ward 2 Councillor, City of Markham

Don Hamilton, Ward 3 Councillor, City of Markham

Karen Rea, Ward 4 Councillor, City of Markham

Colin Campbell, Ward 5 Councillor, City of Markham

Amanda Collucci, Ward 6 Councillor, City of Markham

Logan Kanapathi, Ward 7 Councillor, City of Markham

Alex Chiu, Ward 8 Councillor, City of Markham

Andy Taylor, Chief Administrative Officer, City of Markham

Brenda Librecz, Commissioner, Community and Fire Services, City of Markham

Trinela Cane, Commissioner, Corporate Services, City of Markham

Jim Baird, Commissioner, Development Services, City of Markham

Joel Lustig, Treasurer, City of Markham

Stephen Chait, Director of Culture and Economic Development, City of Markham

Dennis Flaherty, Director of Corporate Communications & Community Relations

Shakir Rematullah, President, Flato Developments Inc.

Wayne Chan, VP, Commercial & Residential Property Investments,
Remington Group

Sophia Sun, President of Phoenix International Inc.

President of Canadian Chinese Investment Association, Phoenix International Inc.

Amin Tejani, Vice President, Weins Canada

Karyn Toon, Director, Corporate Relations, Allstate Insurance Company of Canada

Eric Fagen, Vice-President, Corporate Communications, PowerStream Inc.

2016 Theatre Advisory Board Members

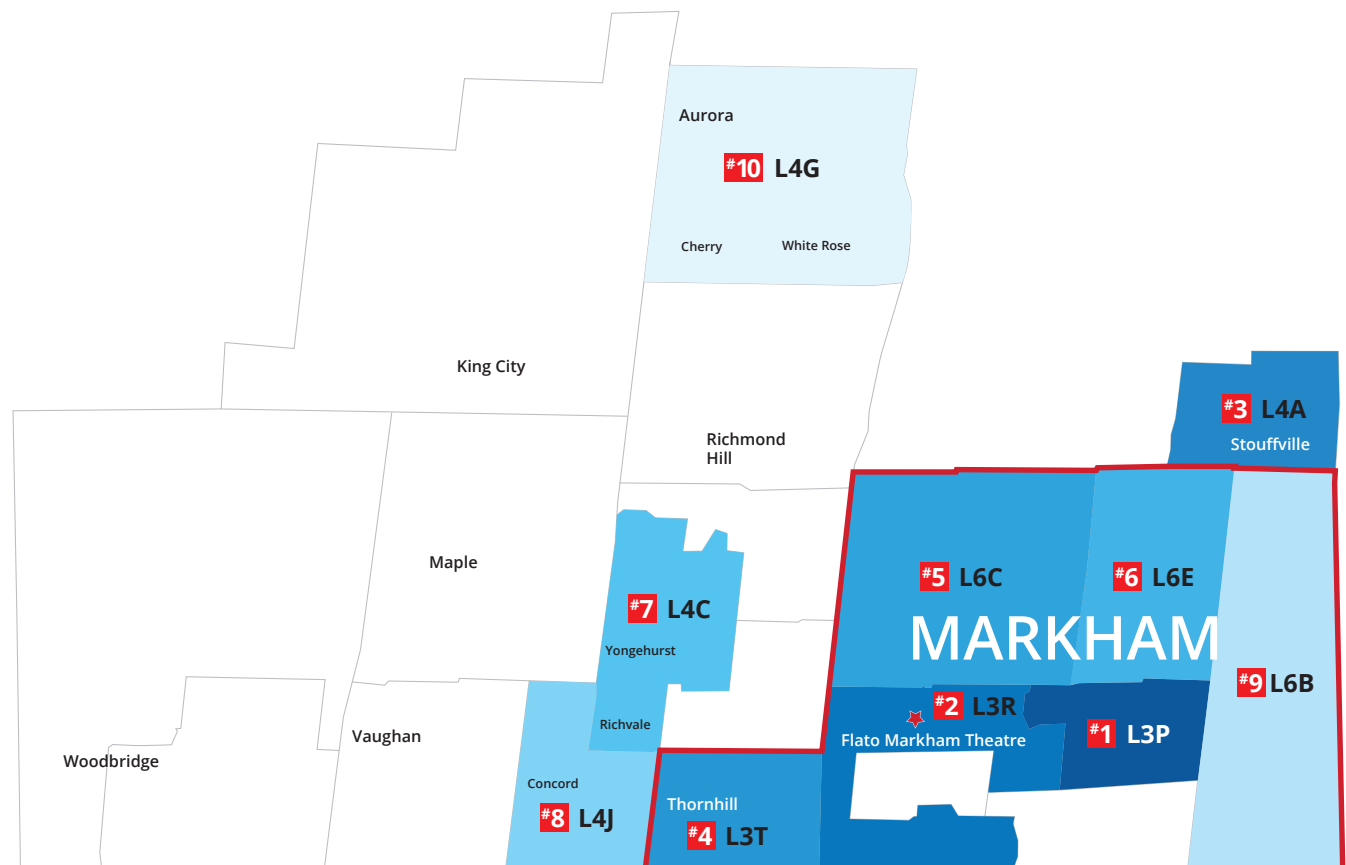
Mayor Frank Scarpitti, City of Markham
 Councillor Alex Chiu, Ward 8, City of Markham
 Stephen Chait, Director, Culture & Economic Development
 Councillor Amanda Collucci, Ward 6, City of Markham
 Councillor Alan Ho, Ward 2, City of Markham
 Billy Pang, YRDSB Trustee-Markham
 Maureen Weaver, Principal, Unionville High School
 Eric Lariviere, General Manager, Flato Markham Theatre
 Eric Fagen, PowerStream
 Anne Gilligan, Weins Canada
 Aleem Israel, AFINA Capital Management Inc.
 Deborah Jestin
 Arun Mathur, Gerald Duthie & Co, LLP
 Ronald Minken, Minken Employment Lawyers
 Heather Reading
 Justin Reid, Sulliden Mining Capital
 Shaun Sauve, Metroland Media
 Sophia Sun, Phoenix International Inc.
 John Tidball, Miller Thomson LLP, Theatre Board Chair
 Stephen Timms, IBM
 Karyn Toon, Allstate Insurance Company of Canada
 Scott Hill, Business Rental Manager, Flato Markham Theatre
 Andrew Rosenfarb, Production & Facility Manager, Flato Markham Theatre

Flato Markham Theatre Staff

Eric Lariviere, General Manager
 Scott Hill, Rental Business Manager
 Janet Cahais, Client Service Manager
 Cortney Harkin, Marketing Manager (at the time of the consultation)
 Helen Mah, Business Coordinator
 Ashley Van Eysinga, Discovery Coordinator

Patron Survey Questionnaire and Findings

Flato Markham Theatre - Patrons

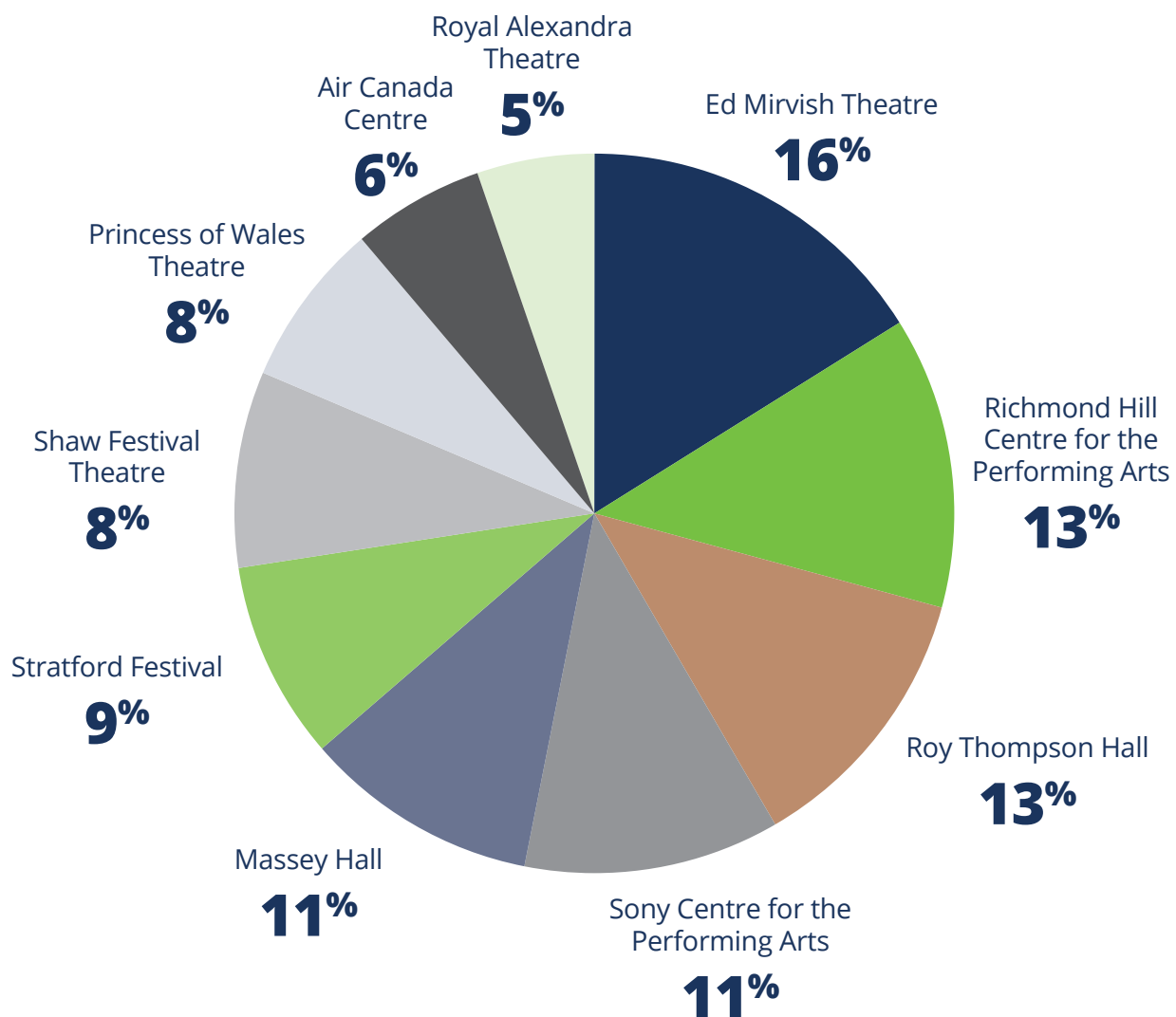


FMT patrons locations based on Patron Survey – Top 10 ranking
– the darker blue colour represents the higher patron concentration

Flato Markham Theatre - Competition

In the Patron Survey we conducted, we asked “**In addition to the Flato Markham Theatre, what other performing arts centre(s) do you visit?**”

Here are the top 10 answers.



Markham Foundation for the Performing Arts

BUSINESS CASE

Prepared pursuant to Section 6 of Ontario Regulation 599/06

“Municipal Services Corporations”

Enabled by section 203(4) of the Municipal Act, 2001, S.O. 2001, c.25 as amended

Background

Markham is a prosperous and admired community with a high quality of life. Over the years, Markham has made strategic investments to build a well planned city guided by core values of: strong financial management; progressive planning focused on building complete communities; heritage preservation; environmental stewardship; thriving arts and culture; and meeting and often exceeding the needs and expectations of its diverse residents and businesses.

Since its opening over 34 years ago, the Flato Markham Theatre has established itself as a major performing arts facility in York Region and the Greater Toronto Area (GTA). Its programming and utilization have expanded and evolved to meet the growing and changing needs of the demographics of the area.

The 2017-2021 Strategic Plan of the Flato Markham Theatre proposes a bold vision for the future of live arts in Markham. Through the leadership of the City of Markham, through the opportunities of meaningful partnerships, and through unprecedented community engagement, the new strategic plan proposes to position Markham as a major centre and destination for cultural innovation and diversity.

Based on its first strategic plan (2011-2015), the Theatre produced exceptional results in the delivery of cultural services and programs to a wide variety of communities in Markham. With 340 days booked annually, over 350 events and 130,000 people attending and participating, it is apparent that the Flato Markham Theatre is operating at or beyond capacity, both from theatre date availability and staff and resources to support the programming. In order to move forward, it is critical for the staff, the Theatre’s Advisory Board and the City to address building an adequate supporting infrastructure to maintain the growth that has occurred, and future growth that is anticipated.

The Theatre has established itself as the leading performing arts venue in the region for the performing arts sector. Inspired by the visionaries who, in the late 1970s, started the process that would result in the construction of the Markham Theatre, the new **2017-2021 Strategic Plan “Leader in Diversity and Innovation”**, is driven by the incredibly rapid growth of the population, and by a city at the leading edge of diversity and technology.

The new strategy is led by three critical strategic goals:

- #1 Explore the opportunity of building a new theatre complex to add capacity and increase competitiveness
- #2 Create an industry leading program and organization that champions the diversity and innovation of Markham
- #3 Building a Sustainable Infrastructure

In September 2017, City of Markham Council approved the Flato Markham Theatre (FMT) Strategic Plan 2017-2021, which reinforces Markham's position as a major centre and destination for cultural diversity and innovation. One of the key strategic initiatives of the plan is to "establish a charitable foundation".

An arms-length charitable foundation will be more successful in raising funds, as many individuals and corporations are reluctant to donate to a municipality that they feel is supported through property taxes. Many granting organizations and government agencies will not fund City organizations but will fund an arms-length foundation.

A foundation can also establish and manage endowment funds in support of programming priorities and hire fundraising staff or consultants.

As per the Strategic Plan, Goal #3 is about "Building a Sustainable Infrastructure". As the Theatre is nearing or at capacity for most of the year, staff and resources to support service levels and programs are currently at capacity, which leaves minimal ability to accommodate growth and demand. In order to move forward, it is critical for the staff, the Theatre's Advisory Board and the City to address building an adequate supporting infrastructure to serve the growth that has occurred and is anticipated.

Objective #8 of the "Building a Sustainable Infrastructure" section of the Flato Markham Theatre Strategic Plan 2017-2021 is to "establish a charitable foundation". There are several actions that have been identified under Objective 8 – Establish a Charitable Foundation including:

- To explore the feasibility of establishing a Foundation;
- To explore steps needed for incorporation and charitable status;
- To develop endowment and investment policies.
- To develop endowments in support of the Diamond Series and Every Child Every Year program
- To look at hiring a fundraiser or a fundraising consultant reporting to the foundation

Purpose

The City of Markham proposes to incorporate a non-share capital (not-for-profit) corporation under the Corporations Act (Ontario) ("the Corporation") with the City of Markham as the sole member.

This document has been developed to provide information on the governance framework for the proposed Corporation. Specifically this document:

- a. Sets out the objectives of the Corporation, its mandate, guiding principles, governance structure, reporting activities and financial considerations; and,
- b. Constitutes the provincially required business case for the proposed Corporation, prepared pursuant to Section 6 of Ontario Regulation 599/06 "Municipal Services Corporations:" made under section 203(4) of the Municipal Act, 2001, S.O.2001,c.25, as amended.

The mission of the proposed Corporation is to undertake fundraising activities for the benefit of supporting the Flato Markham Theatre and performing arts initiatives in the Markham region.

Funds will be raised in support of:

- a. Flato Markham Theatre programs;
- b. Establish and manage endowment funds in support of programming priorities;
- c. Expansion of capital assets and infrastructure;
- d. Initiatives contributing to the development and sustainability of a vibrant performing arts community in Markham and across the Region.

Guiding Principles

The following Guiding Principles have been developed to function as the guidepost for the recommendations put forward in this Business Case.

The Corporation will:

- Consider itself a leader and strategic partner in strengthening the performing arts in Markham and across the Region. In doing so, it will partner with organizations to deliver results and will ensure it is not duplicating work done by others;
- Make decisions with the best information available. In some cases, this means collecting and/or procuring the necessary information to make an informed decision;
- Work with the Flato Markham Theatre's team to develop and implement fundraising strategies that reflect FMT's strategic priorities and fundraising needs;
- Promote and support fundraising initiatives that increase and enhance the Flato Markham Theatre's programming objectives;
- Adhere to responsible financial stewardship and good governance;
- Apply to Canada Revenue Agency (CRA) to register the Markham Foundation for the Performing Arts as a charitable corporation.

Objectives

It is proposed that the City of Markham establish the Markham Foundation for the Performing Arts Corporation for purposes which include the following:

- To develop and implement multi-year fundraising plans that address Flato Markham Theatre's (or its successor's) strategic goals and objectives;
- To support and facilitate growth in all areas of programming for the Flato Markham Theatre as well as the performing arts community;
- To conduct research for the purpose of identifying fundraising and growth opportunities.

Benefits of the Markham Foundation for the Performing Arts Corporation

The advantages of the City of Markham establishing the Markham Foundation for the Performing Arts Corporation include:

- The establishment of a corporation that will pull together resources and expertise in the area of fundraising and performing arts through the involvement of experienced members of the community on the Board, in conjunction with City staff and external resources;

- The establishment of a corporation with the status of a charitable organization will allow expanding the scope and scale of the fundraising portfolio along with giving access to new opportunities i.e. major corporation funds.
- Strengthen Flato Markham Theatre's sustainable business model, build capacity, and energize the performing arts sector in the Markham region.

Governance:

- With the approval of City Council, a nomination committee will be responsible for identifying suitable director candidates for the Board of Directors of the Markham Foundation for the Performing Arts.
- With the approval of City Council, the members of the nomination committee will include Mayor, the two Councillors appointed to the Flato Markham Theatre Advisory Board (i.e. Ward 2 Councillor Alan Ho, Ward 3 Councillor Keith Irish), and two (2) current members of the Flato Markham Theatre Advisory Board (Aleem Israel, Justin Reid).
- The nomination committee will establish the criteria for the recruitment of the directors; the final slate of directors will be approved by City Council.
- The Board of Directors will establish a framework for governance, business plans, financial accountability, fundraising requirements, and corporate policies.

Budget and Funding

The management of funds will be the responsibility of the Corporation's Board of Directors, and be subject to City Council's approval (through a multi-year business plan). The Corporation will be funded from the proceeds of fundraising activities.

Public Accountability and Reporting

The Corporation will provide the City with a multi-year business plan on an annual basis. The business plan will include all the following:

- The strategic objectives, priorities and business objectives, including all revenue and expenditures anticipated for the upcoming year.
- Performance metrics for monitoring progress and accomplishments.
- An operating budget for the Corporation for the next financial year, including the current year actual, budget and variance.

The Corporation will present results of operations on an annual basis through the Annual Report and Annual General Meeting. The Corporation will inform City Council of its results, including information regarding fundraising results, use of the funds, and major business developments resulting from the ongoing efforts.



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: 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

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Toronto ON M5G 2E5
Tel.: 416 585-7000
Fax: 416 585-6470

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto ON M5G 2E5
Tél. : 416 585-7000
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
Tel.: 416 585-7100

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,

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's 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.

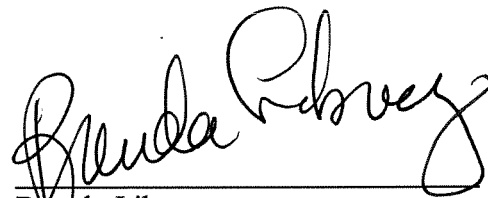
BUSINESS UNITS CONSULTED AND AFFECTED:

All Commissions were consulted.

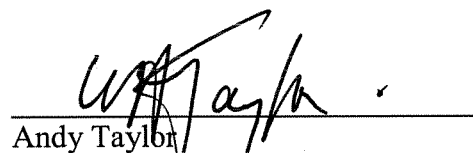
RECOMMENDED BY:



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

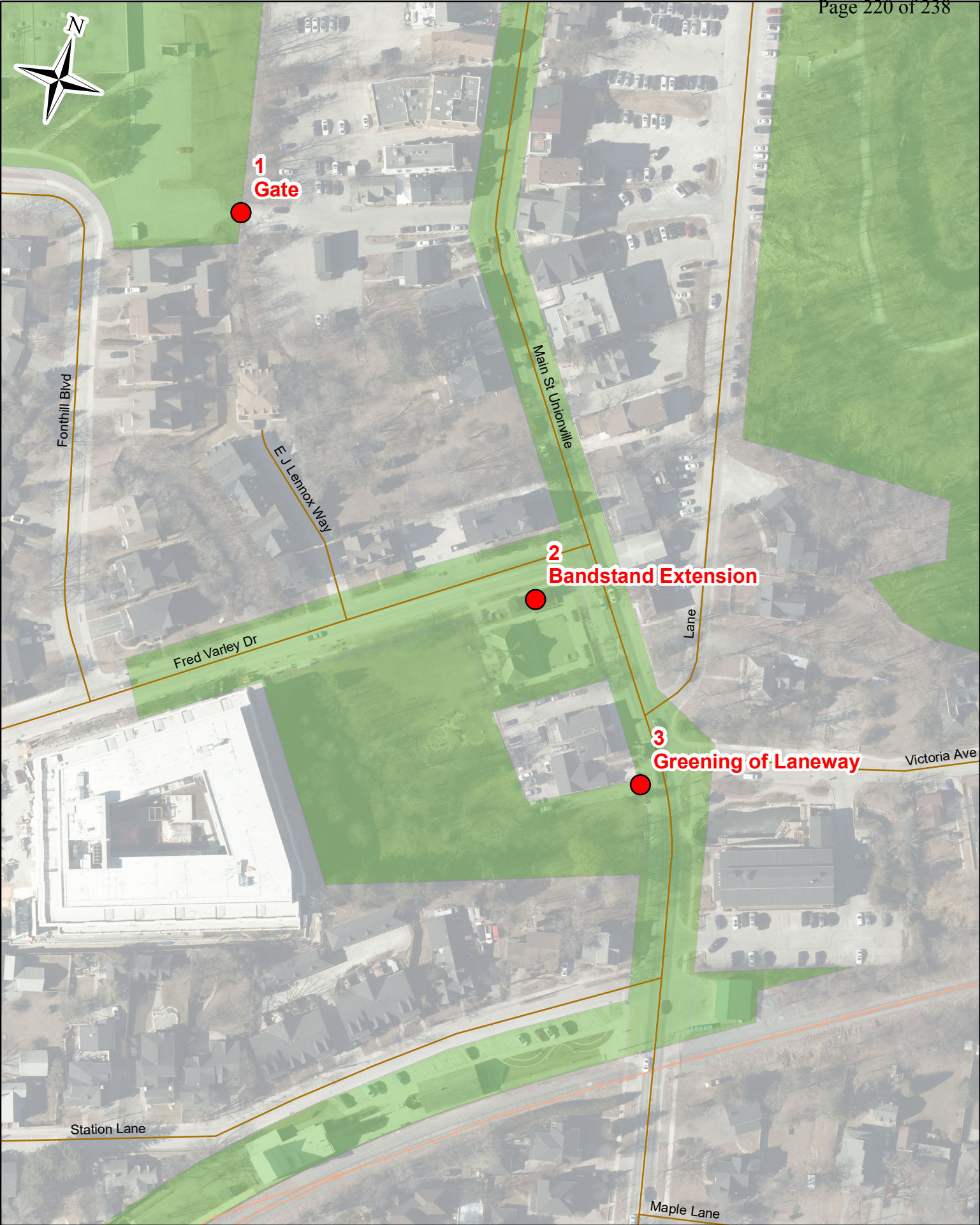
Kimberley Kitteringham
City Clerk

Frank Scarpitti
Mayor



Plot Date: 14/05/2019

Main Street Markham Projects



Plot Date: 14/05/2019

**Main Street Unionville
Projects**





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:

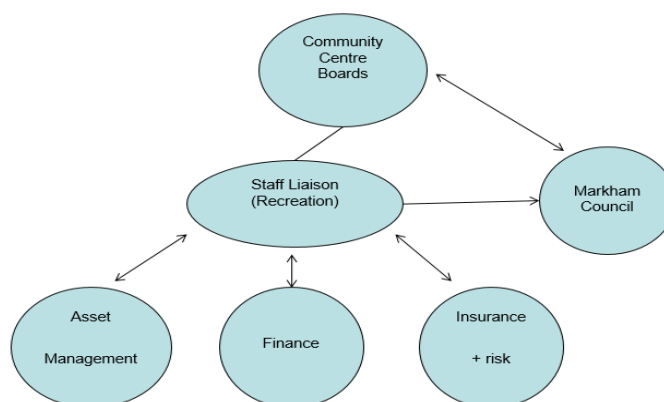
1. Heintzman House
2. Boxgrove Community Centre
3. Victoria Square Community Centre
4. German Mills Community Centre
5. Cedar Grove Community Centre
6. Markham Train Station

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.		√

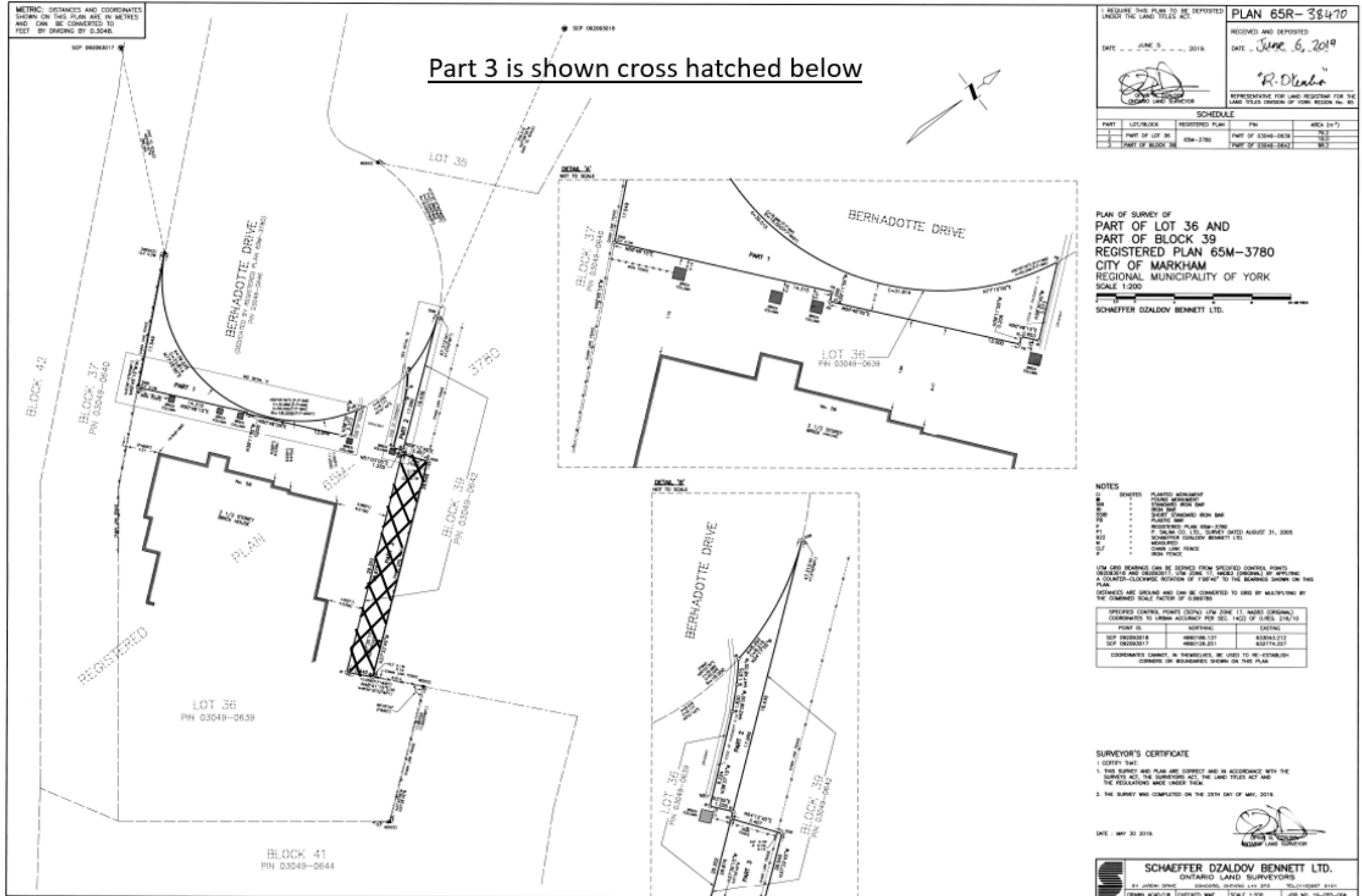
7 (a) Life Safety – Fire Systems	<u>Day to day Operation:</u> Example: <ul style="list-style-type: none"> Monitoring of fire systems 		√
	<u>Maintenance and Capital Replacement</u> Examples: <ul style="list-style-type: none"> Fire and sprinkler system replacement, sensor replacements, power backups, 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			√

Location of Lands to be Declared Surplus







By-law 2019-xx

To declare certain lands legally described as of Reserve
Blocks 7 and 8, Plan 65M-4458, City of Markham, Regional
Municipality of York, surplus to municipal purposes

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

That

- a. Reserve Blocks 7 and 8, Plan 65M-4458, City of Markham, Regional
Municipality of York are hereby stopped up and closed.

Read a first, second, and third time and passed on June 12, 2019.

Kimberley Kitteringham
City Clerk

Frank Scarpitti
Mayor