



Budget Committee Agenda

Meeting No. 1

September 24, 2019, 9:00 AM - 12:00 PM

Council Chamber

Pages

1. CALL TO ORDER

2. DISCLOSURE OF PECUNIARY INTEREST

3. BUDGET PRESENTATION

2

- 2020 Budget Process and Communication Plan
- Economic Scan
- 2020 Proposed Capital Budget
- 2020 Proposed Operating Budget
- Next Steps

4. NEW BUSINESS

5. NEXT MEETING DATE

The next meeting of the Budget Committee will be held on September 27, 2019 at 9:00 AM in the Council Chamber.

6. ADJOURNMENT



2020 Budget Budget Committee Meeting #1 September 24th, 2019



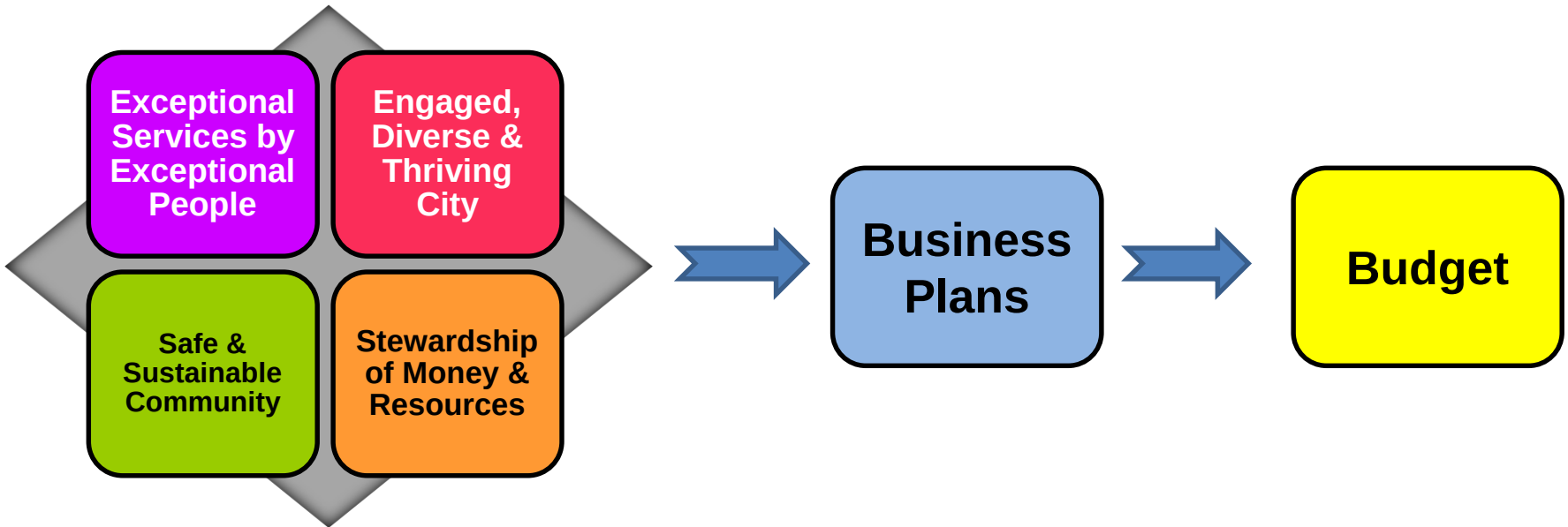
Agenda

1. 2020 Budget Process and Communication Plan
2. Economic Scan
 - a. Economic Trends and Statistics
 - b. Commissioner Prasad - Discussion on Markham Development Activity
 - c. Altus Group Presentation on Development Trends
3. 2020 Proposed Capital Budget
 - a. Expenditures
 - b. Funding Sources
 - c. Capital Budget Highlights
4. 2020 Proposed Operating Budget
 - a. Markham Pressures
 - b. Operating Budget
 - c. Impact to Residents
5. Next Steps

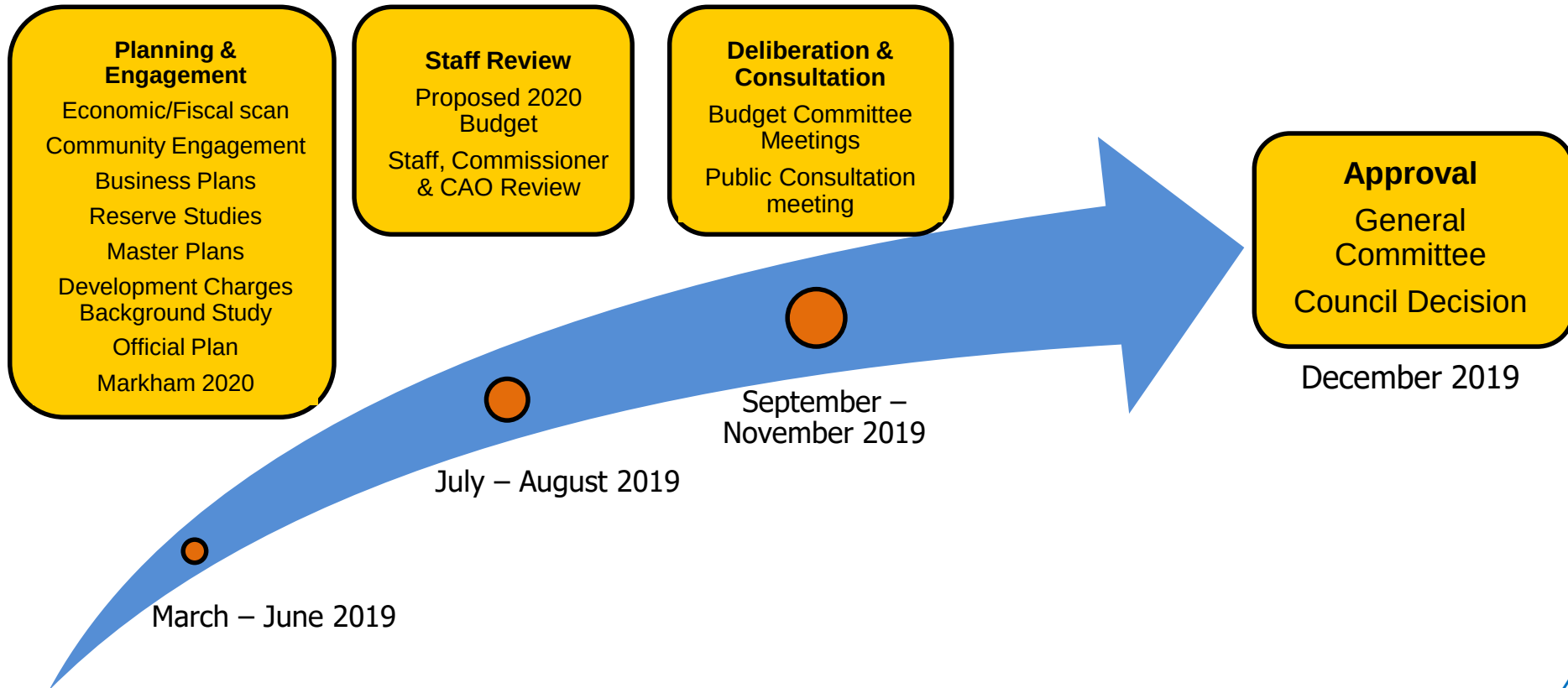


1. 2020 Budget Process and Communication Plan

Building Markham's Future Together: 2015 – 2019 Strategic Plan



1. 2020 Budget Process and Communication Plan



1. 2020 Budget Process and Communication Plan

Fiscal Stewardship: Government Finance Officers Association Awards

- 2018 Budget: Received the Distinguished Budget Presentation Award – 18th consecutive year
- 2017 Year-end Annual Report: Received the Canadian Award for Financial Reporting Program – 17th consecutive year



*Distinguished
Budget
PRESENTATION
Award*



Government Finance Officers Association

**Canadian Award
for
Financial Reporting**

Presented to

**Corporation of the City of Markham
Ontario**

For its Annual
Financial Report
for the Year Ended

December 31, 2017

Christopher P. Merrill
Executive Director/CEO

1. 2020 Budget Process and Communication Plan

Meeting #1	Tuesday, September 24 th	Budget process, economic scan, overview of the Operating and Capital budgets, Life Cycle reserve study update
Meetings #2 - 7	Friday, September 27 th Friday, October 4 th Tuesday, October 29 th Friday, November 1 st Tuesday, November 5 th Friday, November 8 th	Department presentations and Capital Budget review by exception
Meeting #8	Tuesday, November 12 th	Primary Operating Budget
General Committee	Monday, November 18 th	Budget presentation for the public meeting
Meeting #9	Tuesday, November 19 th	Building, Planning, Engineering and Waterworks Operating Budgets
Public Meeting	Wednesday, November 27 th	7pm – Open to the public
Council	Tuesday, December 10th	Council decision
Press Conference	Wednesday, December 11 th	



1. 2020 Budget Process and Communication Plan



2a. Economic Trends and Statistics

Inflation, CPI – All Items

- June 2019 (compared to June 2018): Canada 2.0%, Ontario 2.0%, Toronto 2.0%
- July 2019 (compared to July 2018): Canada 2.0%, Ontario 2.1%, Toronto 2.3%
- Bank of Canada: Forecasted inflation of 1.9% in 2020 ⁽¹⁾

Economic Statistics

- Markham housing: sales were up 17.8% with average price up 0.6% year-to-date August 2019 compared to 2018 ⁽²⁾ (2018 full year sales were down 22.7% with average price down 14.6% compared to 2017)
- Ontario housing: sales forecasted to increase by 4.2% in 2020, with prices forecasted to increase 1.6% ⁽³⁾

Markham Pressures

- Wage Settlements: Canadian Union of Public Employees (CUPE), Markham Professional Fire Fighters Association (MPFFA), Cost of Living Adjustment for Non Union Staff (COLA)
- Winter maintenance, waste collection, catchbasin cleaning and other contracts
- Proposed Provincial blue box program changes
- Bill 108 – More Homes, More Choice Act

1) Source: Bank of Canada – July Monetary Policy Report

2) Source: Toronto Real Estate Board – Market Watch August 2018, August 2019

3) Source: Canadian Real Estate Association – Quarterly Forecast, June 14, 2019

2b. Commissioner Prasad - Discussion on Markham Development Activity 2014 to 2019 Building Permits Issued

	2014	2015	2016	2017	2018	Up To July 2019
Single-Detached	595	387	342	114	112	13
Semi-Detached	260	79	63	19	200	0
Townhouses	416	530	951	577	1,040	22
Apartments	322	1,102	1,032	128	1,940	32
Total Residential Units	1,593	2,098	2,388	838	3,292	67
Industrial, Commercial, and Institutional	598	496	545	634	530	309

2b. Commissioner Prasad - Discussion on Markham Development Activity 2014 to 2019 Fees (\$ in Millions)

	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2019 Budget	2019 Variance Unfavourable
Building Standards	\$7.169M	\$6.077M	\$9.313M	\$7.422M	\$11.891M	\$6.540M	\$7.950M	(\$1.410M)
Engineering	\$4.217M	\$5.632M	\$5.978M	\$8.497M	\$10.555M	\$6.611M	\$8.933M	(\$2.322M)
Planning and Urban Design	\$5.711M	\$7.302M	\$9.324M	\$9.913M	\$13.719M	\$6.801M	\$11.863M	(\$5.062M)

2b. Commissioner Prasad - Discussion on Markham Development Activity

Overview – Altus Group

Development Trends and Outlook:

- New residential development new sales, starts and completions by housing type in the GTA and City of Markham
- Recent new industrial/office starts and completions in the GTA and City of Markham
- Outlook for Markham for the next four years for new residential development and industrial/office development

2b. Commissioner Prasad - Discussion on Markham Development Activity

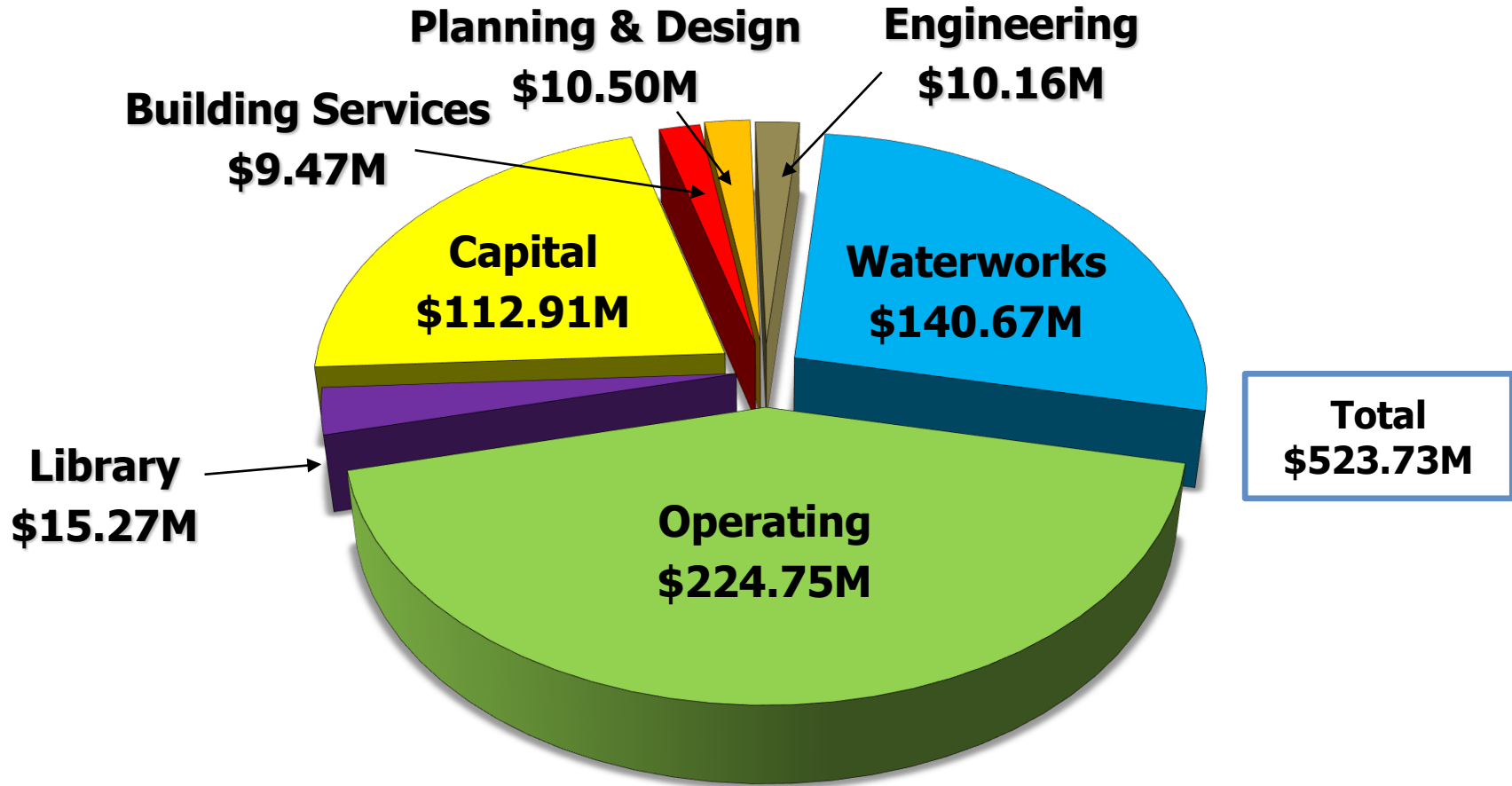
- Key International, National, Provincial, Local factors (e.g. legislation, political, international trade) driving development outlook
- Provide insight on how international investment is playing a role
- Markham-specific issues impacting development outlook

2c. Economic Scan

Altus Group presentation on development trends

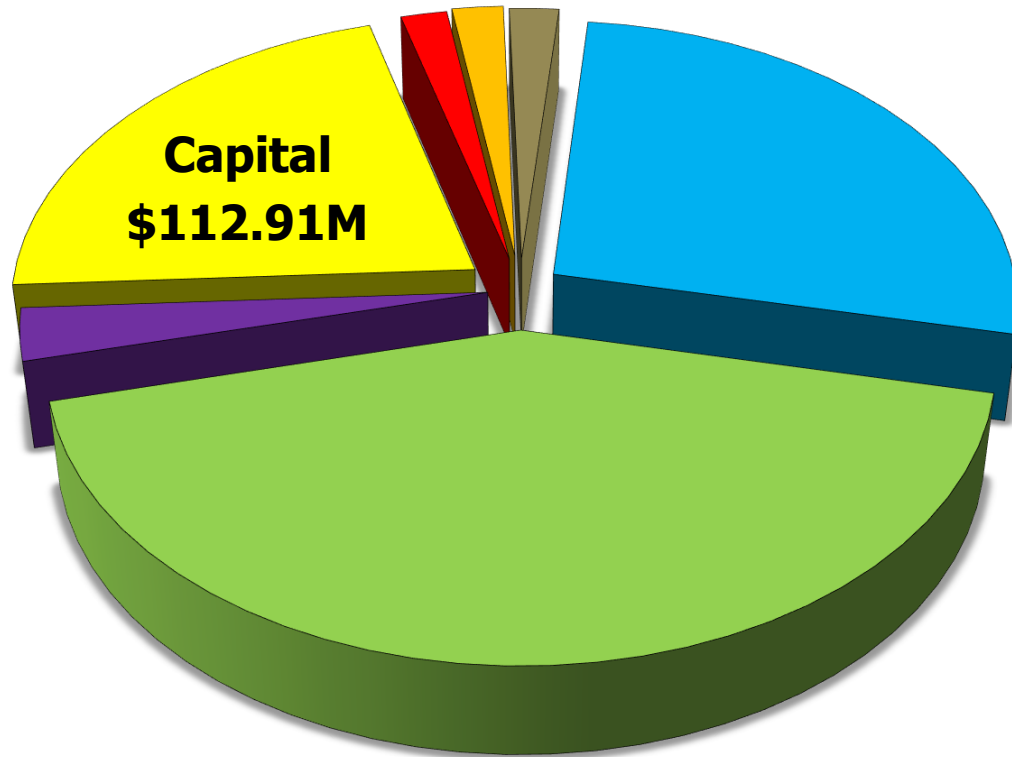


3. Proposed Budget



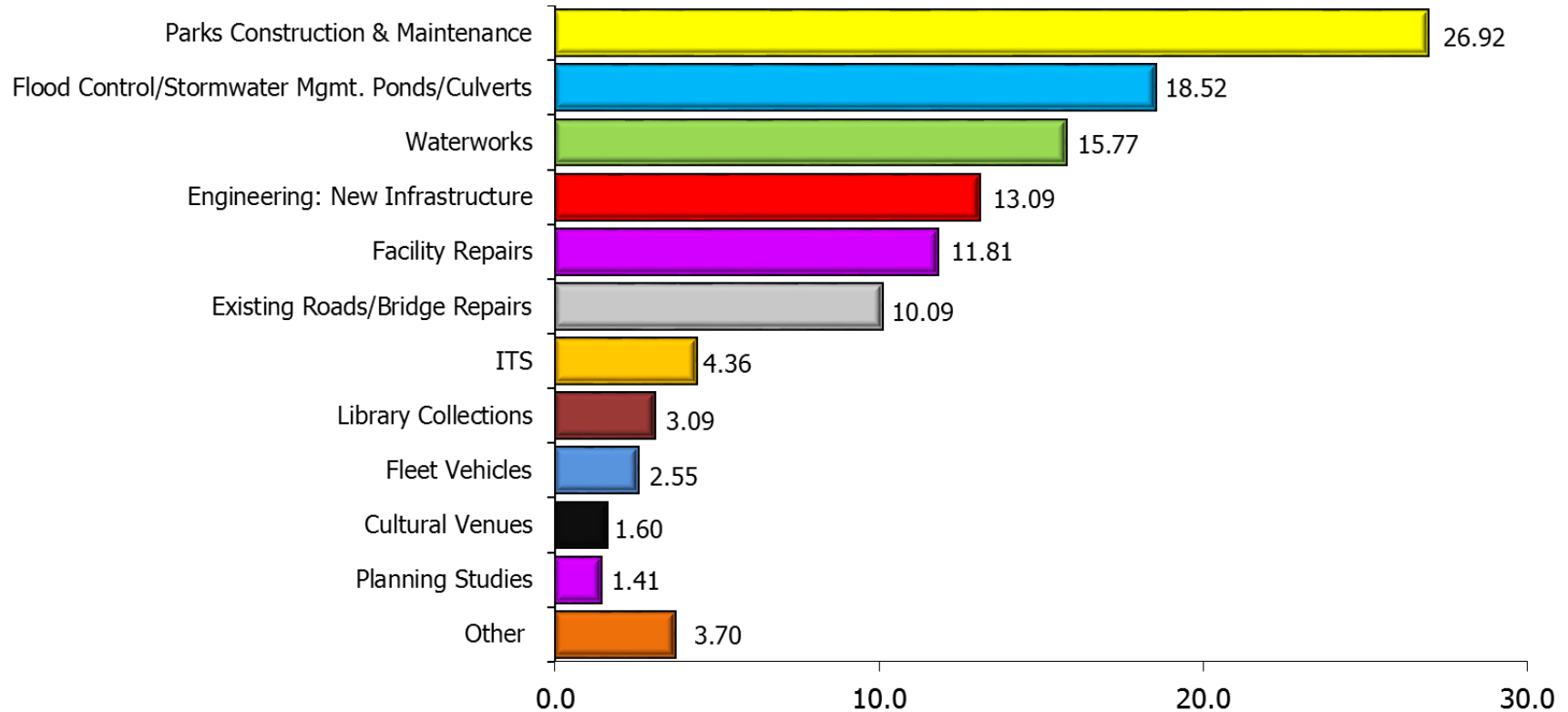


3. Proposed Capital Budget



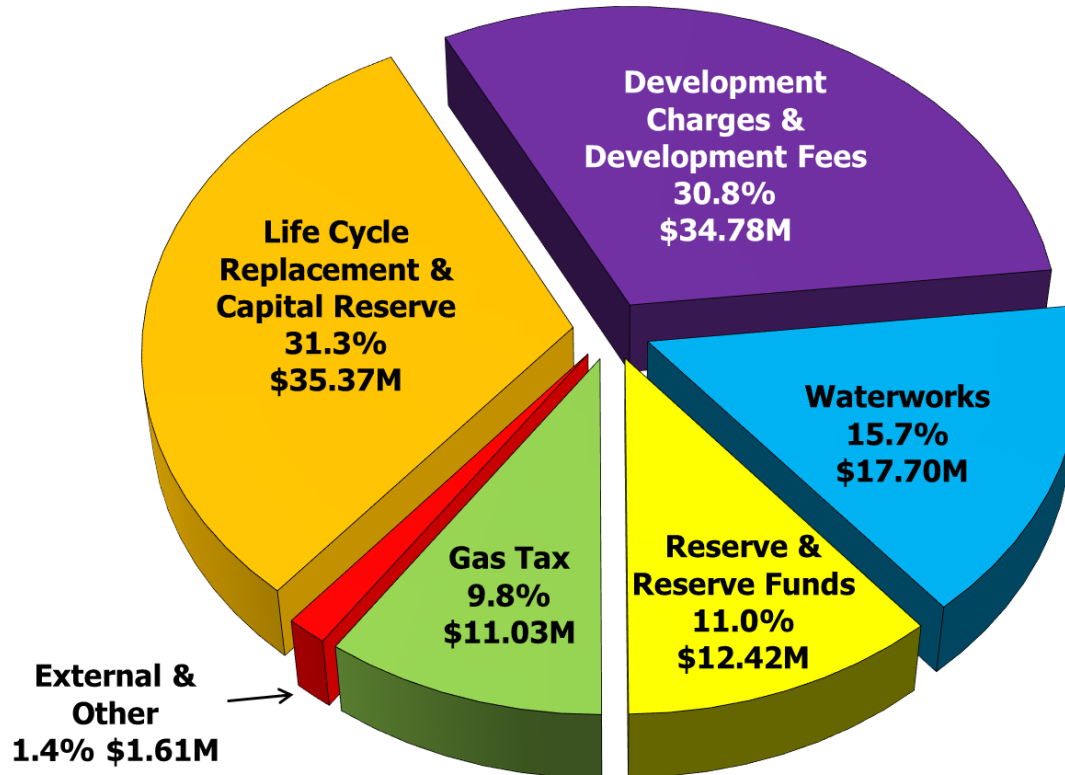
2020 Capital Budget Expenditure Types

Total \$112.91M (\$ Millions)



2020 Capital Budget Funding Sources

Total \$112.91M (\$ Millions)



2020 Capital Budget: \$112.91M

\$22.3M

New park design and construction



\$13.6M

Water system and water meter replacement/ upgrade program



\$12.4M

Exterior and interior facility improvement program



\$10.9M

Flood control program



\$6.9M

Asphalt resurfacing



\$3.7M

Streetlight design, construction, repair and replacement



\$3.0M

New roads and sidewalks



\$2.9M

Library collections and e-resources



Engaged, Diverse and Thriving City (\$ in Millions)

2020 Capital Budget includes:

- | | |
|--|-------|
| 1. Cornell Community Park – construction (completion: Q3 2021, 13.67 ha.) | \$9.3 |
| 2. Box Grove Community Park – construction (completion: Q3 2021, 9.51 ha.) | \$8.9 |
| 3. Wismer McCowan Woodlot Park – design & construction (completion: Q4 2021, 1.20 ha.) | \$1.3 |
| 4. Leitchcroft Townhouse Park – design & construction (completion: Q4 2020, 0.46 ha.) | \$0.8 |
| 5. York Downs Park – design & construction (completion: Q2 2021, 0.37 ha.) | \$0.8 |
| 6. Leitchcroft Building – construction (completion: Q3 2021) | \$0.7 |
| 7. Cornell Parkette – design & construction (completion: Q4 2021, 0.36 ha.) | \$0.6 |
| 8. Markham Centre Trails – Phase 1 Construction | \$1.0 |
| 9. Markham Centre Trails – Phase 2 Design | \$0.2 |



Safe and Sustainable Community (\$ in Millions)

Flood Control Program

- A 30 year, City-wide initiative to improve draining capacity to help protect public and private properties, and make critical infrastructure more resilient to climate change.
- Storm sewer capacity upgrades have progressed in several West Thornhill priority areas including the Bayview Glen neighbourhood and the Grandview neighbourhood. Current projects are expected to be completed by summer 2020.
- As of September 2019, Phase 1 (Bayview Glen area) and Phase 2A/2B (Grandview Area) have been substantially completed. Construction is underway in Phase 2C and Phase 2D (Grandview Area) and Phase 3A (Clark Ave. Area) construction is planned for 2020. Design is currently underway for remaining Phase 3 (Clark Ave/ Henderson Ave Area) and Phase 4 (Royal Orchard Area).
- In response to 2017 flooding in June and July 2017, City staff have advanced the following within the program:
 - West Thornhill Flood Control Implementation: Phase 4 Design from 2019 to 2018 and integrate sanitary sewer upgrades
 - Technical studies for storm and sanitary infrastructure improvements in Markham Village and Unionville areas from 2027 to 2017
 - Initiate sanitary system downspout disconnection program in Markham Village and Unionville areas in 2018
 - Initiated Pilot Private Plumbing Protection Program in 2018

2020 Capital Budget includes:

1. Continuation of construction in the West Thornhill area (Phase 3A) \$10.9



Safe and Sustainable Community (\$ in Millions)

- | | |
|--|--------|
| 1. Water system and water meter replacement/upgrade program | \$13.6 |
| 2. Exterior and interior facility improvement program at Community Centres, Libraries, Fire Stations, Civic Centre and other City facilities | \$12.4 |
| 3. Asphalt resurfacing | \$6.9 |
| 4. Streetlights – design and construction of new, repair and replacements | \$3.7 |
| 5. New roads and sidewalks | \$3.0 |
| 6. Sanitary sewer and pumping station rehabilitation program | \$2.6 |
| 7. Tree pruning Year 1 of 3 | \$1.0 |
| 8. Intersection improvements | \$0.5 |
| 9. Traffic operational improvements | \$0.1 |
| 10. Continuation of Trees for Tomorrow initiative | \$0.1 |



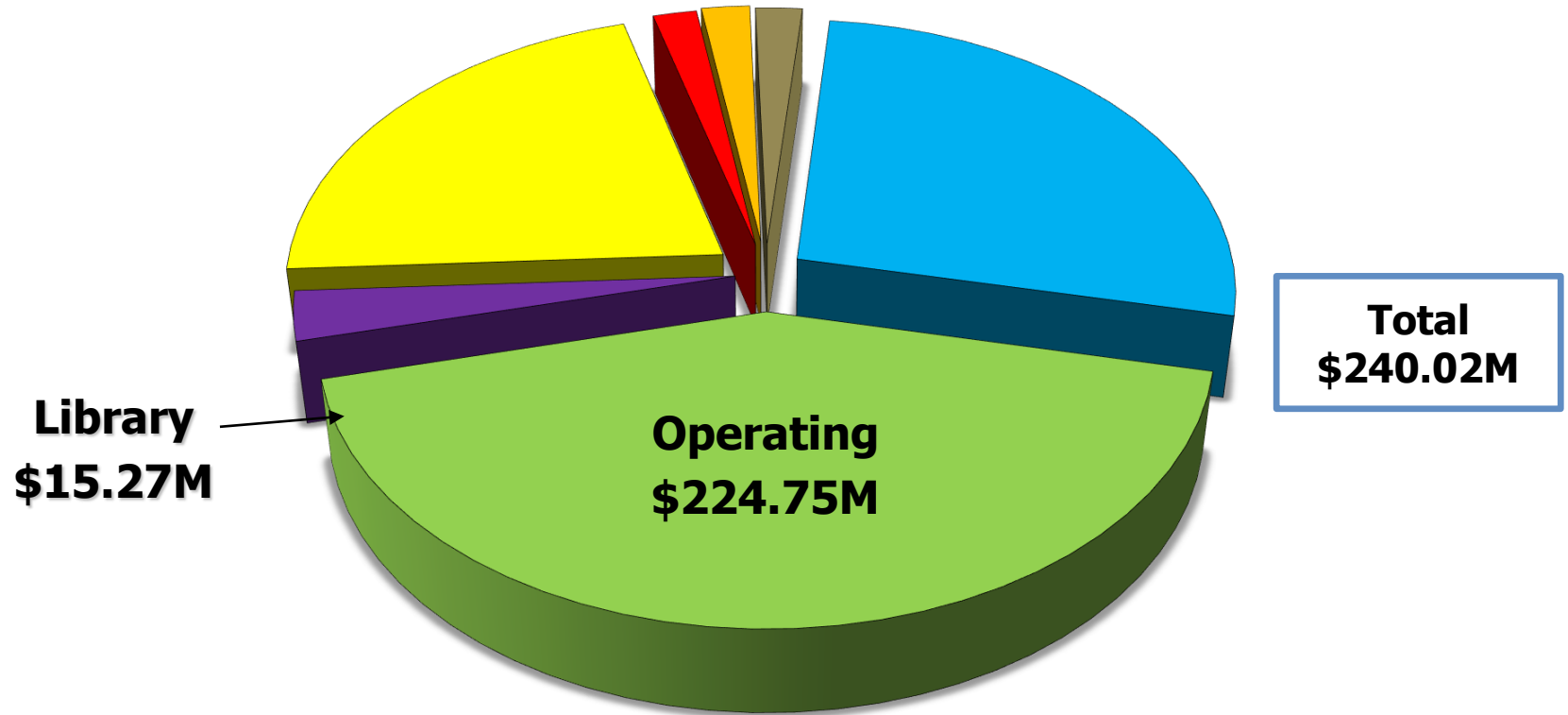
Exceptional Services by Exceptional People (\$ in Millions)

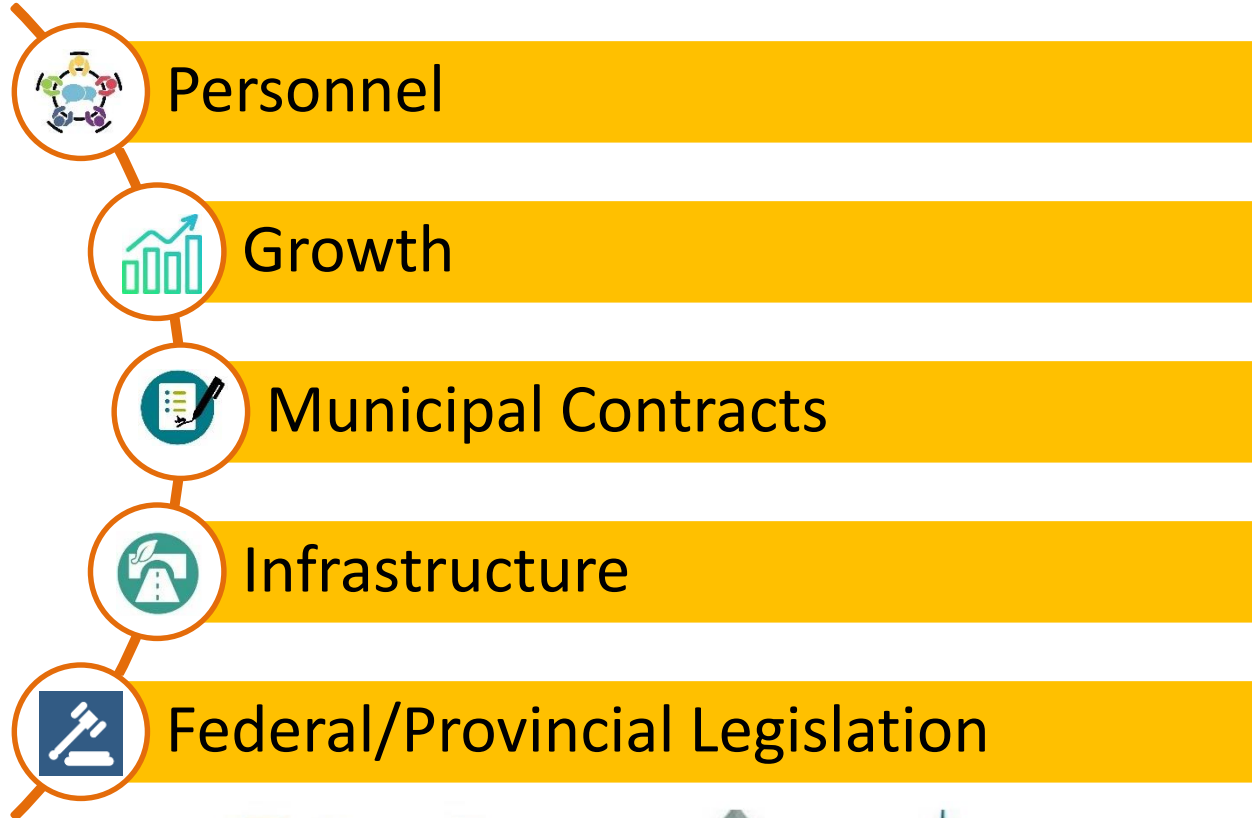
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|---|-------|
| 1. Library Collections & e-resources | \$2.9 |
| 2. Playstructure Replacement | \$0.8 |
| 3. Courts Resurfacing & Reconstruction | \$0.4 |
| 4. Sportsfield Maintenance and Reconstruction | \$0.1 |





4. Proposed Budget







Personnel

- Canadian Union of Public Employees (CUPE) collective agreement (contract ends March 31, 2020)
- Markham Professional Fire Fighters Association (MPFFA) collective agreement (contract ends December 31, 2019)
- Cost of Living Adjustment for Non Union staff
- Full-time, part-time grid movements
- New staffing requests

Total: \$3.55M





Growth

Personnel ramp-up related to existing and new facilities:

- Cornell Fire Station – 2nd Crew
- Markham Centre Fire Station
- Langstaff Fire Station
- Markham Centre Library (new in 2020)
- Future Urban Area (FUA) Fire Station (new in 2020)

Note: All of the above require Council decision to proceed

Total: \$1.11M





Growth

1. Increase in costs related to:



- a) 4 additional kms of road – road maintenance, winter maintenance and street & catchbasin cleaning



- b) 366 new streetlights – power, maintain & repair



- c) 7.5 additional hectares of parks – park maintenance



- d) Waste collection – additional 2,086 residential homes/apartment units for waste pickup

2. Contribution to capital program \$0.54M

Total: \$1.11M





Municipal Contracts

Contract Escalations

- Catchbasin cleaning
- Winter maintenance
- Other contracts and adjustments

Total: \$1.38M

E3

- Department net E3 opportunities
- Support services to Building, Planning & Design, Engineering & Waterworks

Total: (\$0.97M)





Infrastructure

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

There are infrastructure pressures identified in the following areas:

A. Life Cycle Reserve Study

- Replacement of existing and new assets
- Life Cycle Reserve Study identified the need for a 0.5% infrastructure investment in 2020

B. Development Charges Background Study

- Non-growth portion of City-wide hard and soft services

C. Water and Wastewater Reserve Study

- Increases from the Region of York
- Sustainability of future water rates





Federal/Provincial Legislation

Bill 108

More Homes, More Choice Act received Royal Assent on June 6, 2019. Schedule 12 of the Act would, upon proclamation, make amendments to the Planning Act for a Community Benefit Charge to replace development charges for soft services (eg. Parks construction, new facilities), Section 37 and Parks Cash-in-lieu as a singular charge.

Proposed Provincial Blue Box Program Changes

In June 2019, the Province engaged a Special Advisor on Recycling and Plastic Waste to help address plastic litter and improve recycling in the province. Based on the Special Advisor's report, the new plan proposes to transfer up to 100% of Blue Box program costs to Stewardship Ontario (producers) shifting the costs of the programs from property taxpayers to producers. The producers will submit a plan to the Resource Productivity and Recovery Authority by June 30, 2020.

Regional Government Review

In 2019, the Minister of Municipal Affairs (Provincial Government) engaged 2 special advisors to perform a governance review of 8 regional municipalities, including York Region, and Simcoe County. Following interviews and consultation with Regional Councils, Mayors, municipal associations and residents the special advisor's recommendations were to be provided to the Minister in Summer 2019. An announcement of the recommendations will likely be late Fall 2019.





Federal/Provincial Legislation

New Official Plan 2014

Markham Council in December 2013 adopted a new Official Plan (OP) which was approved by the York Region of York in June 2014. The majority of the City-wide policies were approved by the Ontario Municipal Board (OMB) in 2018 and the balance is expected to be approved by early 2020.

Accessibility

The goal of the Accessibility for Ontarians with Disabilities Act is to make Ontario fully accessible by 2025. In 2011, Markham received recognition under the Excellence Canada – Ontario Accessibility Awards program for meeting and exceeding the requirements of the AODA. To date, the City has submitted all required guidelines and reports based on compliance milestones and is on target for compliance by 2025.





Personnel



Growth



Municipal Contracts



Infrastructure



Federal/Provincial Legislation

**Operating
Expenditures
Impact**

\$6.18M
Equivalent to a gross
tax rate increase of
3.91%



Revenues

(\$ Millions)

(Excl. Planning & Design, Engineering, Building Standards and Waterworks)

	2019	2020	Increase/ (Decrease)	Tax Rate Decrease
	\$	\$	\$	%
Total Revenues	233.04	236.54	3.50	
Assessment growth (1.24%)			1.96	
Annual CPI and volume adjustments for user fees and rentals			1.18	
E3 - net revenue based on operational review			0.36	
Total Revenue Increase			3.50	(2.21%)

Expenditures

(\$ Millions)

(Excl. Planning & Design, Engineering, Building Standards and Waterworks)

	2019	2020	Increase/ (Decrease) \$	Tax Rate Increase %
	\$	\$		
Total Expenditures	233.04	239.22	6.18	
Personnel Costs				
Existing staff and benefits			2.91	
New staffing requests			0.64	
			3.55	
Growth				
Future staff ramp-ups related to new facilities			1.11	
Growth (roads & parks including part-time staff, waste, winter maintenance)			0.29	
Transfer to capital program			0.54	
Capital induced operating costs			0.28	
			2.22	
Municipal Service Contracts				
Contract escalations (Catchbasin cleaning, winter maintenance)			1.11	
Other			0.27	
			1.38	
E3 - net savings based on operational review, support services and awards			(0.97)	
Total Expenditure Increases			6.18	3.91%

Staffing Requests

Tax Positions	No. of Positions	Net tax impact \$
New Position Requests	7	431,872
Conversions to Full-time	8	0
New Position Requests - Part-Time or Contract	5	0
Benefits		203,998
TOTAL TAX FUNDED POSITIONS	20	635,870

Non-Tax Positions	No. of Positions	Net non-tax impact
New Position Requests	4	406,477
Benefits		112,797
TOTAL NON-TAX FUNDED POSITIONS	4	519,274

Staffing Requests – Tax Funded Positions

Business Unit	Position Title	No. of Positions	A	B	A-B	% to existing dept. FT headcount	Existing like positions
			Salary	Expense/ Revenue Offsets	Net Tax Funded Impact		
			\$	\$	\$		
<i>1. New Position Requests</i>							
ITS	Cyber Security Specialist	1	91,690	18,338	73,352	2.8%	1
Sustainability & Asset Management	Manager, Corporate Asset Management	1	123,719	0	123,719	5.6%	0
Legislative Services	Corporate Privacy & Records Analyst	1	84,469	19,428	65,041	1.4%	2
Legal Department	Assistant City Solicitor	1	145,854	96,264	49,590	8.3%	4
Fire Services	Fire Training Officer	1	120,170	0	120,170	0.4%	5
Operations	Facility Yard Maintenance Operator East Works Yard	1	59,259	59,259	0	0.8%	1
Fire Services	Fire Prevention/ Education Officer Markham Centre	1	76,289	76,289	0	0.4%	14
<i>Total New Position Requests</i>		7	701,450	269,578	431,872		



Staffing Requests – Tax Funded Positions

Business Unit	Position Title	No. of Positions	A	B	A-B	% to existing dept. FT headcount	Existing like positions
			Salary	Expense/ Revenue Offsets	Net Tax Funded Impact		
			\$	\$	\$		
<u>2. Conversions of Full-Time Contract or Part-Time to Full-Time</u>							
Sustainability & Asset Management	Energy Management Coordinator	1	104,877	104,877	0	5.6%	0
Operations	Urban Forestry Technologist	1	71,053	71,053	0	0.8%	0
Operations	Parks Renaissance Planner	1	83,787	83,787	0	0.8%	0
Legislative Services	Provincial Offences Officer I	4	284,212	284,212	0	5.5%	12
Theatre	Theatre Business Coordinator	1	77,402	77,402	0	3.4%	1
<u>Total Conversions to Full-time</u>		8	621,331	621,331	0		
<u>3. New Position Requests - Part-Time or Contract</u>							
Sustainability & Asset Management	Project Manager - East Works Yard	1	104,877	104,877	0		
Operations	115 day staff - East Works Yard	4	100,022	100,022	0		
<u>Total New Position Requests - Part-Time or Contract</u>		5	204,899	204,899	0		
Benefits			384,078	180,080	203,998		
<u>TOTAL TAX FUNDED POSITIONS</u>		20	1,911,758	1,275,888	635,870		

Staffing Requests – Non-Tax Funded Positions

Business Unit	Position Title	Funding Source	No. of Positions	Salary \$	% to existing dept. FT headcount	Existing like positions
<u>1. New Position Requests</u>						
Planning & Design	Senior Planner Secondary Plans	Development Charges	1	91,846	1.8%	10
Planning & Design	Project Manager - Parks & Open Spaces Development	Development Charges	1	104,877	1.8%	4
Engineering	Senior Development Engineer Secondary Plans	Development Charges	1	104,877	2.0%	4
Engineering	Senior Transportation Engineer Secondary Plans	Development Charges	1	104,877	2.0%	2
<u>Total New Position Requests</u>			4	406,477		
Benefits				112,797		
<u>TOTAL NON-TAX FUNDED POSITIONS</u>			4	519,274		

Staffing Requests – Not Tabled For Consideration

Business Unit	Position Title
Economic Development	Senior Business Development Officer
Museum	Museum Program Supervisor
Theatre	Theatre Discovery Coordinator
Theatre	Theatre Marketing Coordinator
Engineering	Senior Inspection Engineer (Inspection and Residential Infill Grading and Services (RIGS))
Engineering	Engineering Technologist (RIGS)
Sustainability & Asset Management	Coordinator, Corporate Asset Management
Sustainability & Asset Management	Manager, Corporate Security
Comm. Office - Community & Fire	Emergency Preparedness Specialist
Fire Services	Deputy Fire Chief
Environmental Services	Technical Coordinator (RIGS)

(\$ Millions)

(Excl. Planning & Design, Engineering, Building Standards and Waterworks)

	2019 \$	2020 \$	Increase/ (Decrease) \$	Tax Rate Increase/ (Decrease) %
Revenues	233.04	236.54	3.50	(2.21%)
Expenditures				
Personnel	136.03	140.69	4.66	
Non-Personnel	97.01	98.53	1.52	
Total Expenditures	233.04	239.22	6.18	3.91%
Shortfall: Day-to-day operations	-	2.68	2.68	1.70%
Infrastructure Investment	-	0.79	0.79	0.50%
Net Shortfall	-	3.47	3.47	2.20%

(\$ Millions)

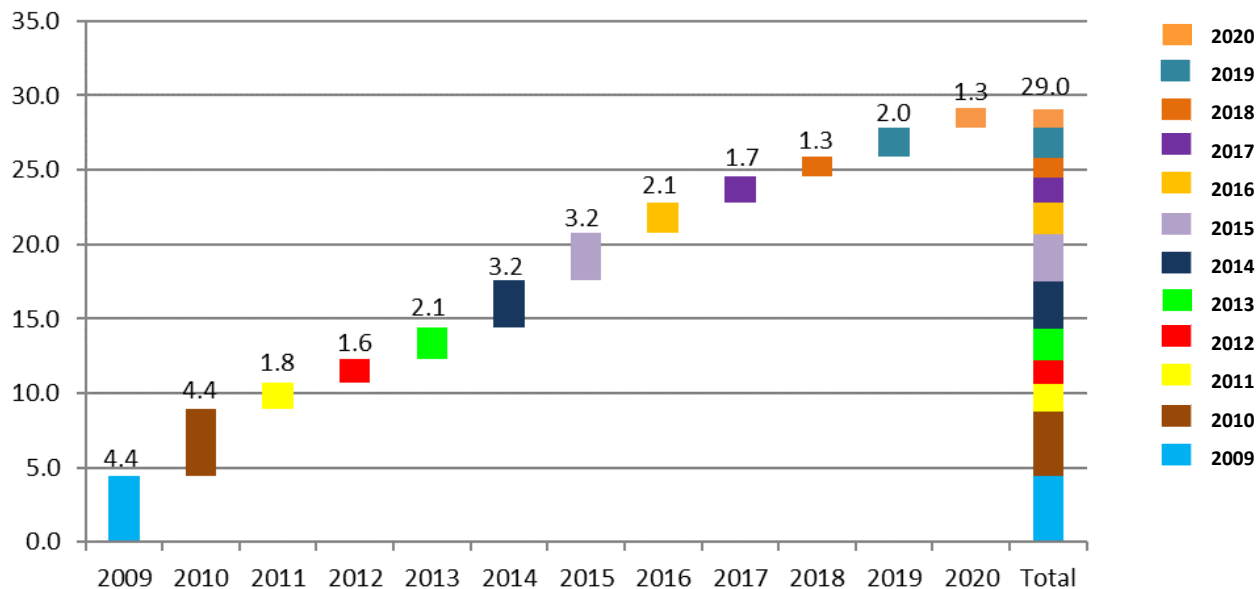
(Excl. Planning & Design, Engineering, Building Standards and Waterworks)

	A	B	C=A+B	Tax Rate
	Expenditures	Revenue	Net	Increase/ (Decrease)
	\$	\$	\$	%
2019 Base Budget	233.04	233.04	0	0.00%
2020 Budget adjustments:				
Maintain existing service levels	4.93	1.18	3.75	2.38%
Growth	2.22	1.96	0.26	0.16%
E3	(0.97)	0.36	(1.33)	-0.84%
Total 2020 Budget adjustments	6.18	3.50	2.68	1.70%
Infrastructure Investment	0.79	0.00	0.79	0.50%
2020 Proposed Budget	240.01	236.54	3.47	2.20%

Excellence Through Efficiency and Effectiveness (E3)

Cumulative savings to date: \$29.0M

In constant
\$ in millions



**2020 savings to date
\$1.3M**

**Cumulative
savings to date
\$29.0M**

**Total savings
\$29.0M – equates to
tax rate increase
avoidance of 24.2%**

(\$ Millions) (Excl. Planning & Design, Engineering, Building Standards and Waterworks)

1% tax rate increase = \$1.58M

Revenues

Property Tax Revenues
User Fees and Service Charges
Rentals, Licences and Permits
Interest and Dividend Income - Alectra/MEC/MDEI
Income from Investments
Fines and Recoveries
Property Tax Penalty & Interest
Grant and Subsidy Revenues
Other Revenues
Total Revenues

2019 Approved Budget	% of Total Budget	2020 Proposed Budget	% of Total Budget
158.8	69.0%	163.6	69.2%
20.5	8.9%	21.3	9.0%
12.1	5.3%	12.4	5.2%
12.4	5.4%	12.4	5.2%
11.0	4.8%	11.0	4.7%
4.9	2.1%	5.1	2.2%
4.2	1.8%	4.3	1.8%
2.0	0.9%	2.0	0.8%
4.1	1.8%	4.4	1.9%
230.0	100.0%	236.5	100.0%

(\$ Millions) (Excl. Planning & Design, Engineering, Building Standards and Waterworks)

1% tax rate increase = \$1.58M

Expenditures

Salaries and Benefits
Transfer to Reserves (incl. Alectra/MEC/MDEI transfer)
Purchased Services (1)
Utilities and Streetlight Hydro
Winter Maintenance
Waste Management
Materials and Supplies (2)
Insurance
Other Expenditures
Total Expenditures

2019 Approved Budget	% of Total Budget	2020 Proposed Budget	% of Total Budget
136.0	58.6%	140.7	58.8%
36.5	15.7%	37.1	15.5%
16.9	7.3%	17.6	7.4%
11.9	5.1%	11.9	5.0%
10.0	4.3%	10.3	4.3%
9.4	4.0%	9.6	4.0%
5.8	2.5%	5.9	2.5%
2.6	1.1%	2.7	1.1%
3.1	1.3%	3.4	1.4%
232.2	100.0%	239.2	100.0%

(1) Purchased Services includes: Facility/equipment maintenance, computer hardware/software agreements, asphalt repairs, pavement markings

(2) Materials and Supplies includes: Building, program and safety supplies, vehicle fuel and parts

Impact to Average Residential Property

Property Type	2019 Average Current Value	2.20% Tax Rate Increase
Residential Homes* 	\$790,464	\$27.85
Residential Condominiums 	\$401,508	\$14.96
Average (Homes & Condominiums)	\$772,253	\$27.21

Every 1% tax rate increase (local portion only) is equivalent to an increase of \$12.37 in property taxes for an average residential property

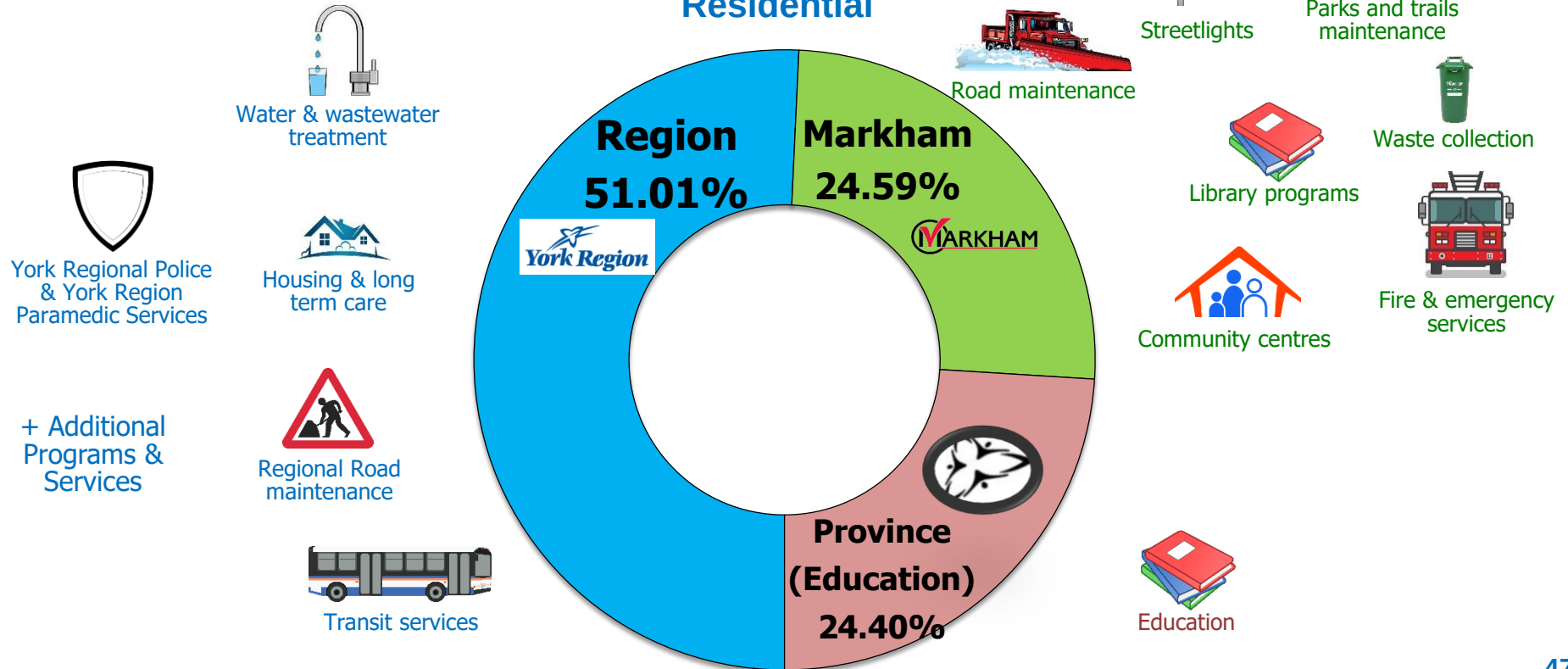
* Residential Homes include single family detached, linked homes, freehold townhouses, and semi-detached.

Impact to Average Residential Property

	2020 Increase	Increase \$
Tax rate increase – Markham  (includes 0.5% Infrastructure Investment)	2.20%	27
Tax rate increase – York Region 	2.96%	75
Water & wastewater fee 	7.80%	74
Total		176

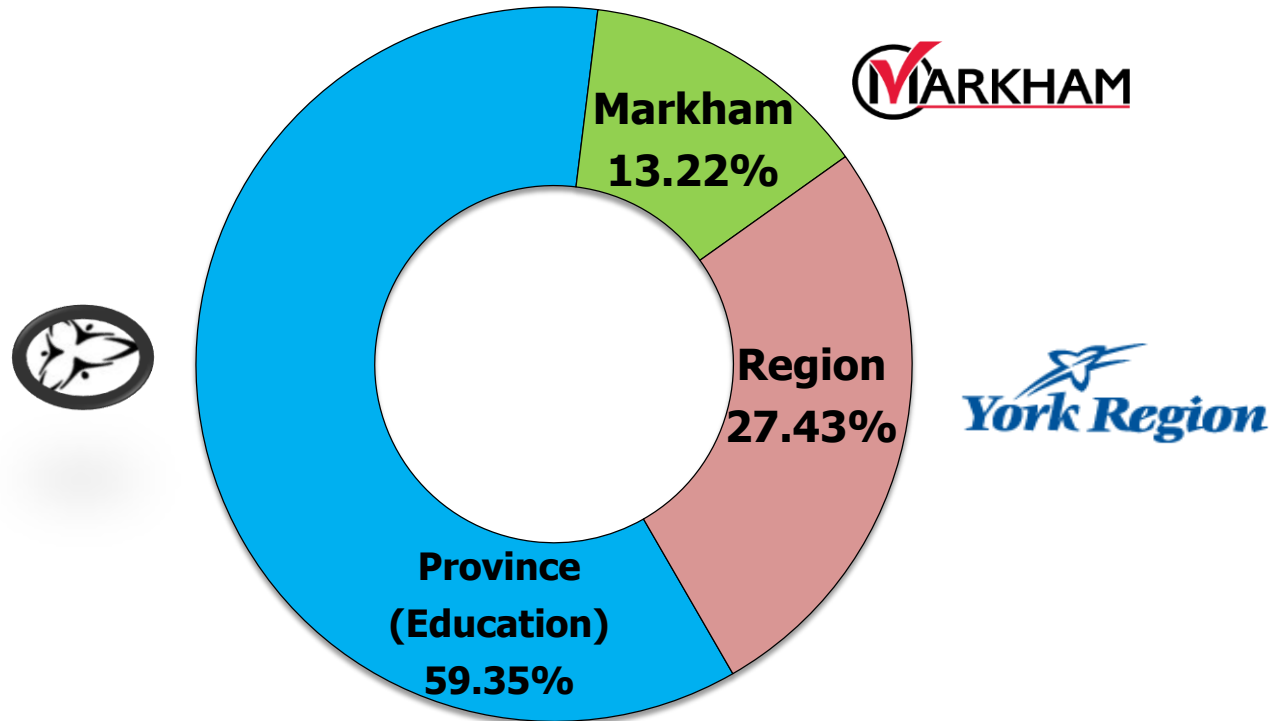
- Excludes continuation of the \$47 stormwater fee

Assessment and Property Taxes 2019 Property Tax Distribution Residential





Assessment and Property Taxes 2019 Property Tax Distribution Non-Residential



5. Next Steps

- Director presentations and review of 2020 Capital Budget by exception (Budget Committee Meetings #2, 3, 4, 5, 6 and 7)
 1. Friday, September 27, 2019 – 9:00 a.m. - 12:00 p.m.
 2. Friday, October 4, 2019 – 9:00 a.m. – 12:00 p.m.
 3. Tuesday, October 29, 2019 – 9:00 a.m. – 12:00 p.m.
 4. Friday, November 1, 2019 – 9:00 a.m. – 12:00 p.m.
 5. Tuesday, November 5, 2019 – 9:00 a.m. – 12:00 p.m.
 6. Friday, November 8, 2019 – 9:00 a.m. – 12:00 p.m.



THANK YOU FOR ATTENDING

