



# Revised Council Agenda

## Revised Items are Italicized.

Meeting Number: 17  
October 16, 2019, 1:00 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.*

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### 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 - SEPTEMBER 24, 2019

11

1. That the Minutes of the Council Meeting held on September 24, 2019, be adopted.

#### 4. PRESENTATIONS

#### 5. DEPUTATIONS

#### 6. COMMUNICATIONS

##### 6.1 32-2019 LIQUOR LICENCE APPLICATION - BIG BEEF BOWL (WARD 3) (3.21)

28

(New Liquor Licence 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 proclamation, issued by the City Clerk in accordance with the City of Markham Proclamation Policy, be received for information purposes:
  - a. Waste Reduction Week 2019 - October 21 - 27, 2019
2. That the following new request for proclamation be approved and added to the Five-year Proclamation List approved by Council:
  - a. Islamic Heritage Month - October

## 8. REPORT OF STANDING COMMITTEE

### 8.1 REPORT NO. 36 - GENERAL COMMITTEE (OCTOBER 7, 2019)

Please refer to your October 7, 2019 General Committee Agenda for reports.

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

#### 8.1.1 ASSET MANAGEMENT AUDIT (7.0)

34

1. That the presentation provided by Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP, MNP LLP, Auditor General, City of Markham, entitled “Report of the Auditor General – Asset Management Audit” be received; and,
2. That the report prepared by Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP, MNP LLP, Auditor General, City of Markham, entitled “City of Markham – Asset Management Audit” be received; and further,
3. That staff be authorized and directed **to proceed with the implementation of the management response as outlined in the Auditor’s presentation.**

#### 8.1.2 AWARD OF REQUEST FOR PROPOSAL 011-R-19 MARKHAM PUBLIC LIBRARY MATERIAL AND PROCESSING SERVICES (7.12)

72

1. That the report entitled “Award of Request for Proposal 011-R-19 Markham Public Library Material and Processing Services” be received; and,
2. That the contract for Markham Public Library Material and Processing Services be awarded to the highest ranked / lowest priced bidder, Library Services Centre (LSC); and
3. That the term of the contract is for three (3) years with an option to renew for an additional two (2) one year periods in the total annual award amount of \$1,598,193.31 (inclusive of HST);

2020 - \$1,598,193.31\*

2021 - \$1,598,193.31\*

2022 - \$1,598,193.31\*

2023 - \$1,598,193.31\*\*

2024 - \$1,598,193.31\*\*

Total: \$7,990,966.55

\*For the three (3) year contract term (January 1, 2020 – December 31, 2022), costs will be at the same itemized pricing.

\*\*The two (2) optional renewal years (January 1, 2023 – December 31, 2024), costs will be adjusted based on the Consumer Price Index for All Items Toronto for the twelve (12) month period ending December in the applicable year. 2021 - 2024 is subject to Council approval; and,

4. That the contract in 2020 be funded from the 2020 project for Library Collections, subject to Council approval of the 2020 Capital Budget. Any future years 2021 – 2024 will be subject to Council approval of the annual budget; and,
5. That the Director of Library Administration & Operational Support, and Senior Manager of Procurement & Accounts Payable be authorized to exercise the option to renew the contract in years 4 and 5 subject to performance and Council approval of the annual budget; and further,
6. That staff be authorized and directed to do all things necessary to give effect to this resolution.

## ADMINISTRATIVE MONETARY PENALTY (“AMP”) SYSTEM ON REGIONAL ROADS (2.17)

1. That the report entitled “Memorandum of Understanding regarding Administrative Monetary Penalties” be received; and,
2. That the Mayor and Clerk be authorized to execute a Memorandum of Understanding with the Region of York for the enforcement of parking infractions on Regional roads under the City’s AMP system in a form satisfactory to the City Solicitor.

### 8.1.4 2020 RECREATION USER FEE - MARKET ANALYSIS (6.0)

77

1. That the report entitled “2020 Recreation User Fee - Market Analysis” be received; and,
2. That the 2020 Recreation Services additional user fees and permit increases based on market analysis be approved; and,
3. That a \$1.86 per hour increase, in addition to the Council approved increase, be applied to Adult Artificial Turf rentals be approved starting January 2020; and,
4. That the Non Prime Ice Arena fee be lowered to \$165.00, so that the fee matches the average rate amongst municipal comparators, and be approved starting January 2020; and,
5. That a \$6.00 per hour increase, in addition to the Council approved increase to the Aquatics Competitive Club community pool rental fee, be applied annually until the rental fee reaches the average rate amongst municipal comparators and be approved starting September 2020; and further,
6. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

### 8.1.5 REQUEST TO MOVE OCTOBER 21, 2019 GENERAL COMMITTEE MEETING TO OCTOBER 22, 2019 (16.0)

1. That the General Committee meeting of October 21, 2019 (from 9:30AM to 3:00 PM) be moved to October 22, 2019 (from 9:30 AM to 3:00 PM); and,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

### 8.2 REPORT NO. 37 - DEVELOPMENT SERVICES PUBLIC MEETING (OCTOBER 7, 2019)

Please refer to your October 7, 2019 Development Services Public Meeting



Agenda for reports.

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

- |       |  |    |
|-------|--|----|
| 8.2.1 | <p>PRELIMINARY REPORT 1938540 ONTARIO LTD.,<br/>UNIONVILLE MONTESSORI SCHOOL, TEMPORARY USE<br/>ZONING BY-LAW AMENDMENT APPLICATION TO PERMIT A<br/>PRIVATE SCHOOL AND DAY NURSERY TO OPERATE<br/>WITHIN THE EXISTING PORTABLE</p> <p>AT 9286 KENNEDY ROAD, FILE NO. PLAN 19 256209 (WARD 6)<br/>(10.5)</p> <ol style="list-style-type: none"> <li>1. That the deputation by Zhi Xiang (Richard) Tang made at the October 7, 2019 Development Services Public Meeting regarding 1938540 Ontario Ltd. Unionville Montessori School, Temporary Use Zoning By-Law Amendment Application be received.</li> <li>2. That the report titled “<b>PRELIMINARY REPORT</b>, 1938540 Ontario Ltd., Unionville Montessori School, Temporary Use Zoning By-law Amendment Application to permit a private school and day nursery within the existing portable at 9286 Kennedy Road, File No. PLAN 19 256209 (Ward 6)” be received; and,</li> <li>3. That the Record of the Public Meeting held on October 7, 2019, with respect to the Temporary Use Zoning By-law Amendment Application to permit a private school and day nursery within the existing portable at 9286 Kennedy Road, File No. PLAN 19 256209 (Ward 6)” be received; and,</li> <li>4. That the application by 1938540 Ontario Ltd., Unionville Montessori School, to amend Zoning By-law 304-87, as amended, be approved; and,</li> <li>5. That the proposed amendment to Zoning By-law 304-87, as amended, be enacted without further notice; and further,</li> <li>6. That Staff be authorized and directed to do all things necessary to give effect to this resolution.</li> </ol> | 84 |
| 8.2.2 | <p>PRELIMINARY REPORT APPLICATION FOR ZONING BY-LAW AMENDMENT TO FACILITATE A FUTURE LAND SEVERANCE AND PERMIT ONE SINGLE DETACHED DWELLING WITH SITE-SPECIFIC ZONE EXCEPTIONS AT 7739 9TH LINE, ON THE SOUTH SIDE OF 14TH AVENUE</p>  | 92 |

## (WARD 7) FILE NO. ZA 19 126535 (10.5)

1. That the Development Services Commission report dated September 23, 2018, entitled “Preliminary Report Application for Zoning By-law Amendment to facilitate a future land severance and permit one single detached dwelling with site-specific zone exceptions at 7739 9<sup>th</sup> Line, on the south side of 14<sup>th</sup> Avenue. (Ward 7). File No. ZA 19 126535”, be received; and,
2. That the Record of the Public Meeting held on October 7<sup>th</sup>, 2019 with respect to the proposed application for Zoning By-law Amendment, be received; and,
3. That the applications by Memar Architects Inc., for a Zoning By-law Amendment (ZA 19 126535) be approved and the draft Zoning By-law Amendment be finalized and enacted without further notice; and further,
4. That staff be authorized and directed to do all things necessary to give effect to this resolution.

8.3 *REPORT NO. 38 - DEVELOPMENT SERVICES COMMITTEE (OCTOBER 15, 2019)*

Please refer to your October 15, 2019 Development Services Committee Agenda for reports.

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

8.3.1 *CITY OF MARKHAM COMMENTS ON THE PROVINCIAL POLICY STATEMENT REVIEW (10.0)*

99

1. That the staff report entitled “City of Markham Comments on the Provincial Policy Statement Review, dated October 15, 2019, be received; and,
2. That this staff report and recommendations be forwarded to the Ministry of Municipal Affairs and Housing and York Region as the City of Markham’s comments on the proposed changes to the Provincial Policy Statement as part of the Provincial Policy Review; and,
3. **That the Ministry of Municipal Affairs and Housing be advised that whereas Markham Council supports the Provincial Policy Statement as a tool to establish high level Province-wide standards in land use planning, Markham**

**Council does not support inclusion of detailed policy language regarding matters that are best dealt with at the local municipal level having regard for local priorities (e.g., identifying priority development applications); and,**

4. That the Ministry of Municipal Affairs and Housing be advised of the following specific recommendations:
  - i. That current Provincial Policy Statement 2014 policy 4.9 which identifies that the PPS policies represent minimum standards, remain as policy in the Interpretation and Implementation section under Part V: Policies;
  - ii. That the references to ‘market-based’ and ‘market demand’ in proposed policies 1.1.1, 1.1.3.8, 1.4.3 and 1.7 **be clarified through definition and** that a reference to both market-based and non market-based be included to ensure planning authorities continue to plan for an inclusive, broad and responsive approach to addressing housing needs, which would include but not prioritize market-based approaches to housing;
  - iii. That the employment policies be revised as follows:
    - a. That the proposed additional references to ‘mixed uses’ and ‘consideration of housing policy’ be deleted from proposed policy 1.3.1;
    - b. That the prohibition of residential and institutional uses in proposed policy 1.3.2.3 apply to all employment areas, rather than only to those planned for industrial and manufacturing uses; and,
    - c. That the reference in proposed policy 1.3.2.3 to include appropriate transition within employment areas be revised to provide for appropriate transition between employment areas and non-employment areas, to be consistent with the Growth Plan;
  - iv. That the Province provide guidance and clarification for municipalities with respect to the required method and level of engagement with Indigenous communities;
  - v. That the Province provide municipalities with an opportunity to review any future modifications to ‘Hazard Lands’ policies resulting from the ongoing current review prior to incorporation in the Provincial Policy Statement;
  - vi. That proposed policy 4.7 regarding streamlining of development approvals be removed, and instead the Province be advised that the intent of proposed policy 4.7 regarding streamlining development approvals

would be more appropriately directed to the review and update of regulations, guidelines, standards and internal and external staffing levels to achieve the outcome of fast tracking applications;

- vii. That if proposed policy 4.7 regarding streamlining of development approvals remains, the Province provide criteria and guidance on identification of 'priority' applications for consideration of fast tracking;
  - viii. That the Province review the process for approval of private communal water and wastewater services to require that private operators establish fiscally responsible life cycle and financial reserve practices, to ensure that these systems are designed to meet municipal design standards and to allow municipalities to recover all costs of taking over these services in the event of a default;
  - ix. That the Province consider stronger policy wording in building strong healthy communities that requires land use planning to seek solutions to minimize and/or reduce climate change impacts; and,
5. Further that staff be authorized and directed to do all things necessary to give effect to this resolution.

**8.3.2 CANADA INDIA BUSINESS FORUM, NEW DELHI AND MUMBAI, NOVEMBER 19 AND 21, 2019 (10.16)**

114

- 1. That the Report dated October 15, 2019 entitled "Canada India Business Forum, New Delhi and Mumbai, November 19 & 21, 2019 " be received, and
- 2. That the City of Markham be represented at the Canada India Business Forum by Christina Kakaflikas, Manager, Economic Development, and
- 3. That the total cost of the City's participation in the Forum, not exceeding \$6,500.00 will be expensed from within Economic Development's 2019 operating budget (acc. #610-9985811-International Investment Attraction Program), and
- 4. 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 RECOMMENDATION FROM THE SEPTEMBER 13, 2019 LICENSING COMMITTEE HEARING (8 LINCOLN GREEN DRIVE) (2.0)

No Attachment

That the following recommendation of the Licensing Committee from the Hearing held on September 13, 2019, be approved and adopted:

1. That the application to remove one (1) Silver Maple tree at 8 Lincoln Green Drive, Markham, Ontario be approved; and,
2. That the applicant provide for eight (8) replacement trees on the property of 8 Lincoln Green or any other private property in Markham, and in a size and native species deemed appropriate by staff, by September 30, 2020, or provide a cash-in-lieu payment of \$300.00 per tree; and further,
3. That the recommendations are based on the unique characteristics of this case only and are not intended to be precedent setting nor to be used as a basis for future cases.

#### 12. ANNOUNCEMENTS

#### 13. BY-LAWS - THREE READINGS

That By-law 2019-106 be given three readings and enacted.

##### Three Readings

#### 13.1 BY-LAW 2019-106 ROAD DEDICATION BY-LAW

120

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

1. Block 307, Plan 65M-3600 - Osmond Appleton Road;
2. Block 308, Plan 65M-3600 - William Grant Road

#### 14. CONFIDENTIAL ITEMS

#### 15. CONFIRMATORY BY-LAW - THREE READINGS

That By-law 2019-107 be given three readings and enacted.

Three Readings

BY-LAW 2019- A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE  
COUNCIL MEETING OF OCTOBER 16, 2019.

No attachment

**16. ADJOURNMENT**



## Council Minutes

**Meeting Number: 16**  
**September 24, 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 Reid McAlpine Councillor Karen Rea Councillor Andrew Keyes Councillor Amanda Collucci Councillor Isa Lee
Regrets	Councillor Khalid Usman	
Staff	Andy Taylor, Chief Administrative Officer Trinela Cane, Commissioner, Corporate Services Arvin Prasad, Commissioner, Development Services Joel Lustig, Treasurer Bryan Frois, Chief of Staff Andrea Berry, Sr. Manager, Corp Comm & Community Engagement Kimberley Kitteringham, City Clerk	Martha Pettit, Deputy City Clerk John Wong, Technology Support Specialist II Claudia Storto, City Solicitor and Director of Human Resources Morgan Jones, Director, Operations Mike Killingsworth, Deputy City Clerk, By-law Enforcement, Licensing and Regulatory Services Rob Muir, Manager, Stormwater, Environmental Services

**Alternate formats for this document are available upon request**

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### 1. CALL TO ORDER

The meeting of Council convened at 6:08 PM on September 24, 2019 in the Council Chamber. Mayor Frank Scarpitti presided.

**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**

None disclosed.

**3. APPROVAL OF PREVIOUS MINUTES****3.1 COUNCIL MINUTES - SEPTEMBER 10, 2019 (10.0)**

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Alan Ho

1. That the Minutes of the Council Meeting held on September 10, 2019, be adopted.

**Carried**

**4. PRESENTATIONS**

There were no announcements.

**5. DEPUTATIONS**

There were no deputations.

**6. COMMUNICATIONS****6.1 31-2019 - LIQUOR LICENCE APPLICATION - BELLAFORNIA INC. (WARD 1) (3.21)**

Moved by Councillor Amanda Collucci

Seconded by Regional Councillor Jack Heath

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

**Carried**



## **7. PROCLAMATIONS**

### **7.1 PROCLAMATION AND FLAG RAISING REQUESTS (3.4)**

Moved by Councillor Karen Rea

Seconded by Councillor Reid McAlpine

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. National Day of the People's Republic of China - October 1, 2019
  - b. World Polio Awareness Day - October 24, 2019
2. That the following new request for proclamation be approved and added to the Five-year Proclamations List approved by Council:
  - a. RETT Syndrome Awareness Month - October
3. 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. National Day of the People's Republic of China - October 5, 2019; (Organized by Federation of Chinese Canadians in Markham)
  - b. World Polio Awareness Day - October 24, 2019; (Organized by Markham-Unionville Rotary Club))

**Carried**

## **8. REPORT OF STANDING COMMITTEE**

### **8.1 REPORT NO. 32 - GENERAL COMMITTEE (SEPTEMBER 3, 2019)**

Moved by Councillor Andrew Keyes

Seconded by Councillor Amanda Collucci

That the report of the General Committee be received and adopted. (1 item).

**Carried as Amended**

8.1.1 FLOOD CONTROL PROGRAM AND STORMWATER FEE UPDATE  
(5.3)

Moved by Councillor Andrew Keyes

Seconded by Councillor Amanda Collucci

1. That the presentation entitled "Alectra Rear Lot Conversion Initiative & Stormwater Fee Update" be received; and,
2. That the report "Stormwater Fee Update" be received; and,
3. That an annual stormwater fee continue to be imposed on all property within the municipal boundaries of the City of Markham, save and except those noted in the Stormwater Fee By-law 2019-100 as outlined in Appendix "A" to this staff report; and,
4. That the annual stormwater fee for Residential properties be increased in year 2020 from \$47 to \$50 per property; and further be increased by \$1 per year, each year thereafter; and,
5. That the annual stormwater fee rate for Non-Residential properties be increased in year 2020 by \$2 per \$100,000 of current value assessment (CVA); and further be increased by 2% per year, each year thereafter; and,
6. That the annual stormwater fee rate for Vacant Land properties be increased in year 2020 by \$2 per \$100,000 of current value assessment (CVA) and further be increased by 2% per year, each year thereafter; and,
7. That the Treasurer continue to be authorized to adjust the annual stormwater fee rate for both Non-Residential and Vacant Land properties to compensate for the average annual change in City-wide CVA; and,
8. That the annual stormwater fee levied continue to be included as a separate line item on the final tax bill of the property; and,
9. That the City continue to allocate \$2,000,000 per year of Federal Gas Tax funding to the Flood Control Program; and,
10. **That, to promote resiliency during emergencies and extreme weather events, the City supports partial undergrounding of rear**

**lot electrical services by Alectra and the OEB. If rate-based funding is approved by the OEB in the future, staff are requested to report back to Council on Alectra's plans, and,**

11. That By-law 2015-130 be repealed in its entirety and replaced with the Stormwater Fee By-law 2019-100 as outlined in Appendix "A" to this staff report; and,
12. That staff report back to Council in 2024 with any required update to the annual Stormwater Fees, for implementation in 2025, to ensure that the Flood Control Program is adequately funded; and further,
13. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

(By-law 2019-100)

**Carried as Amended**

Council consented to amend the recommendation by adding the following clause :

**10. That, to promote resiliency during emergencies and extreme weather events, the City supports partial undergrounding of rear lot electrical services by Alectra and the OEB. If rate-based funding is approved by the OEB in the future, staff are requested to report back to Council on Alectra's plans, and,**

Council consented to refer the proposed amendment below to staff for further investigation:

**That staff advise Council annually on possible smaller additional projects to add to the Flood Control Program (e.g., similar to the Private Plumbing Protection Rebate Program), with their recommendations including Stormwater Fee impacts.**

8.2 REPORT NO. 33 - DEVELOPMENT SERVICES COMMITTEE (SEPTEMBER 9, 2019)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Keith Irish

That the report of the Development Services Committee be received & adopted, save an except for Item No. 8.2.1 (See following Item No. 8.2.1):

**Carried**

8.2.1 DELEGATED AUTHORITY FOR SIGNING CONSERVATION AUTHORITY, PROVINCIAL AND FEDERAL PERMIT APPLICATIONS FOR ENGINEERING CAPITAL PROJECTS (5.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Keith Irish

1. That the report titled “Delegated Authority for Signing Conservation Authority, Provincial and Federal Permit Applications for Engineering Capital Projects” be received; and,
2. That Council authorize the Director of Engineering to execute application forms and other documents required to obtain permits from various government agencies and levels of government for City capital projects; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

8.2.2 RECOMMENDATION REPORT: RENAME THE SECTION OF MEADOWVIEW AVENUE BETWEEN YONGE STREET AND DONCASTER AVENUE TO DONCASTER AVENUE (WARD 1) (10.14)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Keith Irish

1. That the report entitled “Rename the section of Meadowview Avenue between Yonge Street and Doncaster Avenue to Doncaster Avenue”, dated September 9, 2019, be received; and,

2. That the by-law attached to this report to rename the section of Meadowview Avenue between Yonge Street and Doncaster Avenue to Doncaster Avenue be approved; and,
3. That Staff be directed to request permission from the Region of York to rename their portion of Meadowview Avenue to Doncaster Avenue; and,
4. That Staff provide notification of the municipal address change to each affected property owner; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

(By-law 2019-102)

**Carried**

**8.2.3 THE ASSOCIATION OF CHINESE CANADIAN ENTREPRENEURS  
BUSINESS DELEGATION TO CHINA, 2019 (10.16)**

Moved by Regional Councillor Jim Jones

Seconded by Councillor Keith Irish

1. That the Report dated September 9, 2019 entitled “The Association of Chinese Canadian Entrepreneurs Business Delegation to China, 2019” be received; and,
2. That the City of Markham be represented by Sandra Tam, Senior Business Development Officer; and,
3. That the total cost of the participation not exceed \$6,250.00 and be expensed from within the 2019 International Investment and Attraction account 610-998-5811; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

### 8.3 REPORT NO. 34 - GENERAL COMMITTEE (SEPTEMBER 16, 2019)

Moved by Regional Councillor Jack Heath

Seconded by Councillor Amanda Collucci

That the report of the General Committee be received & adopted, save and except for Item No. 8.3.2 (See following Item No. 8.3.2):

**Carried**

#### 8.3.1 CANCELLATION, REDUCTION OR REFUND OF TAXES UNDER SECTIONS 357 AND 358 OF THE MUNICIPAL ACT, 2001 (7.3)

Moved by Regional Councillor Jack Heath

Seconded by Councillor Amanda Collucci

1. That the Report for the Cancellation, Reduction or Refund of Taxes under Sections 357 and 358 of the *Municipal Act, 2001* be received; and,
2. That taxes totalling approximately \$184,932 be adjusted under Sections 357 and 358 of the *Municipal Act, 2001* of which the City's portion is estimated to be \$26,036; and,
3. That the associated interest be cancelled in proportion to the tax adjustments; and,
4. That the Treasurer be directed to adjust the Collector's Roll accordingly; and further,
5. That staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

#### 8.3.2 2020 CAPITAL BUDGET PRE-APPROVAL (7.0)

Moved by Regional Councillor Jack Heath

Seconded by Councillor Amanda Collucci

Council consented to consider the following revised motion:

1. That the report dated September 16, 2019 titled, "2020 Capital Budget Pre-Approval", save and except for project 20023, be received; and,

2. That Council approve the 2020 Capital Budget Pre-Approval, **save and except for Project 20023**, which totals **\$24,361,600** as outlined in Appendices 1, 2 and 3; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried as Amended**

### 8.3.3 DEVELOPMENT CHARGES REDEVELOPMENT CREDIT – 8330 WOODBINE AVENUE (7.11)

Moved by Regional Councillor Jack Heath

Seconded by Councillor Amanda Collucci

1. That the report entitled, “Development Charges Redevelopment Credit – 8330 Woodbine Avenue” be received; and,
2. That Council authorize staff to provide a redevelopment credit estimated at \$519,371.56 to Hanisha Incorporated and Lodson Investment Corp. at 8330 Woodbine Avenue in advance of the full demolition of the existing site; and,
3. That Council authorize the Mayor and City Clerk to execute an agreement pursuant to section 27 of the Development Charges Act, 1997, as amended, to secure the advance of the redevelopment credit based on the provision of a letter of credit in the amount of the redevelopment credit and the further principles set out in this report, all to the satisfaction of the Treasurer and the City Solicitor, or their delegates; and further,
4. That staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

### 8.3.4 2019 JULY YEAR-TO-DATE REVIEW OF OPERATIONS AND YEAR-END PROJECTION (7.0)

Moved by Regional Councillor Jack Heath

Seconded by Councillor Amanda Collucci

1. That the report titled “2019 July Year-To-Date Review of Operations and Year-end Projection” be received; and,

2. That the year-end surplus, if any, will be transferred to reserves as per policy in the order outlined below:
  - a. Corporate Rate Stabilization Reserve to top up to a level equivalent to 15% of local tax levies
  - b. Remaining, if any, to the Life Cycle Replacement and Capital Reserve Fund, and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

### 8.3.5 PROPOSED AMENDMENTS TO CANNABIS BY-LAW (2.0)

Moved by Regional Councillor Jack Heath

Seconded by Councillor Amanda Collucci

1. That the report entitled “Proposed Amendments to Cannabis By-law” and dated September 16, 2019 be received; and,
2. That staff bring forward a revised by-law to the September 24, 2019 Council meeting to amend Cannabis By-law 2018-135 by: a) adding a definition of “Smoke or Smoking” to assist in the enforcement of the By-law and prosecution; and b) delete the word “recreational” from the title of By-law; and,
3. That, in keeping with the commitment made by the Province of Ontario to allow municipalities the authority to regulate or prohibit the smoking or vaporizing of cannabis, the City of Markham request the Province of Ontario amend Section 115(3) of the Municipal Act to permit municipalities to regulate smoking on highways (including sidewalks and boulevards); and further,
4. That a copy of this resolution be provided to the Premier of Ontario, Minister of Municipal Affairs and Housing, Solicitor General, local MPs and MPPs, Chief of the York Regional Police, and York Region municipalities.

(By-law 2019-103)

**Carried**



8.4 REPORT NO. 35 - DEVELOPMENT SERVICES COMMITTEE (SEPTEMBER 23, 2019)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Keith Irish

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

**Carried**

8.4.1 CITY OF MARKHAM COMMENTS ON YORK REGION'S DRAFT EMPLOYMENT FRAMEWORK – 2041 REGIONAL MUNICIPAL COMPREHENSIVE REVIEW (10.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Keith Irish

1. That the report and presentation entitled "City of Markham Comments on York Region's Draft Employment Framework – 2041 Regional Municipal Comprehensive Review" dated September 23, 2019, be received; and,
2. That the deputations of Christine Cote, Sandra Wiles, Don Given, Louis Tinker, Patrick Kerney, and Peter Smith be received; and,
3. That the communications submitted by Sandra Wiles and Rosemarie L. Humphries be received; and,
4. That Council's consideration of the requests for the conversion of the employment lands identified in the staff report be deferred; and,
5. That a sub-committee of Development Services Committee be appointed to review the staff recommendations and report back to Development Services Committee in a timely fashion; and further,
6. **That the following be appointed to the sub-committee to review the York Region's Draft Employment Framework :**
  - a. **Chair, Development Services Committee - Regional Councillor Jim Jones**
  - b. **Vice Chair, Development Services Committee - Councillor Keith Irish**

- c. **Chair, Culture and Economic Development Committee -  
Councillor Alan Ho**
- d. **Vice-Chair, Culture and Economic Development Committee -  
Councillor Khalid Usman**
- e. **Regional Councillor Jack Heath**
- f. **Councillor Andrew Keyes**
- g. **Councillor Isa Lee**

**Carried As Amended**

**9. MOTIONS**

There were no motions.

**10. NOTICE OF MOTION TO RECONSIDER**

There were no notices of motions.

**11. NEW/OTHER BUSINESS**

**11.1 COMMUNITY INFORMATION MEETINGS (16.23)**

Deputy Mayor Don Hamilton inquired whether a Ward Councillor is required to notify Council when they are hosting a Community Information Meeting. The City Clerk advised that there is no requirement in the City of Markham's Council Procedural By-law or Council Code of Conduct for Ward Councillors to notify Council of such meetings. Such notification is a courtesy only.

**12. ANNOUNCEMENTS**

There were no announcements.

**13. BY-LAWS - THREE READINGS**

Moved by Councillor Isa Lee

Seconded by Regional Councillor Joe Li

That By-laws 2019-100, 2019-102, 2019-103 and 2019-105 be given three readings and enacted.

**Carried**

**Three Readings**

13.1 BY-LAW 2019-100 STORMWATER FEE BY-LAW

**Carried**

13.2 BY-LAW 2019-102 A BY-LAW TO CHANGE A CERTAIN STREET NAME  
IN THE CITY OF MARKHAM

**Carried**

13.3 BY-LAW 2019-103 AMENDMENTS TO CANNABIS BY-LAW

**Carried**

13.4 BY-LAW 2019-105 2599519 ONTARIO INC., MARKLAND STREET, HOLD  
REMOVAL BY-LAW

**Carried**

**14. CONFIDENTIAL ITEMS**

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

14.2.3 SECURITY OF THE PROPERTY OF THE MUNICIPALITY OR  
LOCAL BOARD (8.7)[Section 239 (2) (a)]

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Alan Ho

That, in accordance with Section 239 (2) of the *Municipal Act*, Council resolve into a private session to discuss the following confidential matters (7:09 pm):

14.1 APPROVAL OF CONFIDENTIAL COUNCIL MEETING MINUTES -  
SEPTEMBER 10, 2019 (10.0)

14.2 COUNCIL

14.2.1 PERSONAL MATTERS ABOUT AN IDENTIFIABLE  
INDIVIDUAL, INCLUDING MUNICIPAL OR BOARD  
EMPLOYEES (12.0) [Section 239 (2) (b)]

14.2.2 PERSONAL MATTERS ABOUT AN IDENTIFIABLE  
INDIVIDUAL, INCLUDING MUNICIPAL OR BOARD  
EMPLOYEES (BOARD/ COMMITTEE APPOINTMENTS)  
(16.24) [Section 239 (2) (b)]

14.2.3 SECURITY OF THE PROPERTY OF THE MUNICIPALITY  
OR LOCAL BOARD (8.7) [Section 239 (2) (a)]

**Carried**

Moved by Deputy Mayor Don Hamilton  
Seconded by Regional Councillor Jim Jones

That Council rise from Confidential session at 8:11 pm.

**Carried**

The Confidential items were approved by Council as follows:

14.1 APPROVAL OF CONFIDENTIAL COUNCIL MEETING MINUTES -  
SEPTEMBER 10, 2019 (10.0)

Moved by Councillor Isa Lee  
Seconded by Regional Councillor Jack Heath

1. That the September 10, 2019 confidential Council meeting minutes be adopted.

**Carried**

## 14.2 COUNCIL

### 14.2.1 PERSONAL MATTERS ABOUT AN IDENTIFIABLE INDIVIDUAL, INCLUDING MUNICIPAL OR BOARD EMPLOYEES (12.0) [Section 239 (2) (b)]

Moved by Regional Councillor Jack Heath

Seconded by Councillor Karen Rea

WHEREAS, in the province of Ontario, the first Monday in the month of August is a provincial holiday known simply as “Civic Holiday”; and

WHEREAS, certain municipalities in Ontario have chosen to retile the day, as it is celebrated within their respective jurisdiction, in honour of historical personage (e.g., in the City of Toronto, the date is observed as “Simcoe Day” to commemorate the first lieutenant-governor of Upper Canada); and

WHEREAS, such action adds historical importance to the day and a point of reference to celebrations held in the community; and

WHEREAS, the City of Markham has an opportunity to pay tribute to a person of historical significance by dedicating an annual civic holiday in his or her name; and

WHEREAS, the Federal Government designated William Berczy a person of National Historical Importance, who helped John Graves Simcoe establish a settlement in what is now considered the City of Markham; and

WHEREAS, William Berczy helped build houses and roads in Markham township and cleared the way for navigation on the Rouge River; and

WHEREAS, the City of Markham has erected a statue of William Berczy in a municipal square and dedicated a subdivision and park in his name;

NOW THEREFORE BE IT RESOLVED, that in celebration of Markham’s 225th Anniversary, the City of Markham, within the jurisdictional boundaries of the City, rename the provincial holiday known presently as “Civic Holiday” as “William Berczy Day;’ and,

That the history of William Berczy and the early settlers be continually celebrated in the City of Markham through public events, communications and dedications; and,

That communications within the City pay tribute to William Berczy for helping John Graves Simcoe establish a settlement in what is now considered the City of Markham; and,

That the City of Markham continue and build upon its historical partnership with Nordlingen Germany to carry on the legacy of William Berczy and the early settlers; and further,

That September 28, 2019 and every Civic Holiday thereafter in the City of Markham be designated as "William Berczy Day".

**Carried**

14.2.2 PERSONAL MATTERS ABOUT AN IDENTIFIABLE INDIVIDUAL, INCLUDING MUNICIPAL OR BOARD EMPLOYEES (BOARD/ COMMITTEE APPOINTMENTS) (16.24) [Section 239 (2) (b)]

Moved by Councillor Keith Irish

Seconded by Councillor Karen Rea

1. That the following persons be appointed to the Environmental Advisory Committee:

Morgan Davies	November 30, 2023
Caryn Bergmann	November 30, 2023
Frank Vignando	November 30, 2023
Victoria Genge	November 30, 2022
Stuart Summer	November 30, 2022
Paddy Wong	November 30, 2022
Kevin Boon	November 30, 2021
Philip Ling	November 30, 2021
Martin Bush	November 30, 2021

**Carried**

Moved by Councillor Keith Irish

Seconded by Councillor Karen Rea

1. That the additional matters related to personal matters about an identifiable individual, including municipal or board employees be referred back to staff; and,
2. That staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

14.2.3 SECURITY OF THE PROPERTY OF THE MUNICIPALITY OR  
LOCAL BOARD (8.7) [Section 239 (2) (a)]

Council consented to not report out on this matter at this time.

**15. CONFIRMATORY BY-LAW - THREE READINGS**

Moved by Councillor Isa Lee

Seconded by Councillor Alan Ho

That By-law 2019-104 be given three readings and enacted.

Three Readings

BY-LAW 2019- 104 A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE  
COUNCIL MEETING OF SEPTEMBER 24, 2019.

**Carried**

**16. ADJOURNMENT**

Moved by Councillor Isa Lee

Seconded by Councillor Keith Irish

That the Council meeting be adjourned at 8:15 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

## Municipal Information

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.

### Section 1 - Application Details

Premises Name BIG BEEF BOWL	Premises Telephone Number 647-989-3069		
Contact Name XUE WEN EVAN LU	Contact's Telephone Number 647-989-3069	Email Address	
Address A6-8362 KENNEDY ROAD	City / Town MARKHAM	Province / State ON	Postal Code L3R 9W4

Does the application for a Liquor Sales Licence include:

- ☒ 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)
---

Is the area where the establishment is located:

- ☒ 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 style="text-align: center;">             YYYY    MM    DD                                        </div>





# 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 Xue Wen Evan		Last Name Lu	
Street Number 97	Street Name Fieldwood Drive		Suite/Unit Number
City Toronto	Postal Code M1V 3G3	Province Ontario	
Telephone Number	Mobile Number 647-989-3069	Email XuewenLu05@gmail.com	

## Restaurant Information

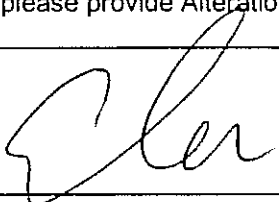
Name of Restaurant Big Beef Bowl			
Street Number 8362	Street Name Kennedy Road		Suite/Unit Number A06
City Markham	Postal Code L3R 9W4	Province Ontario	

Page 1 of 2

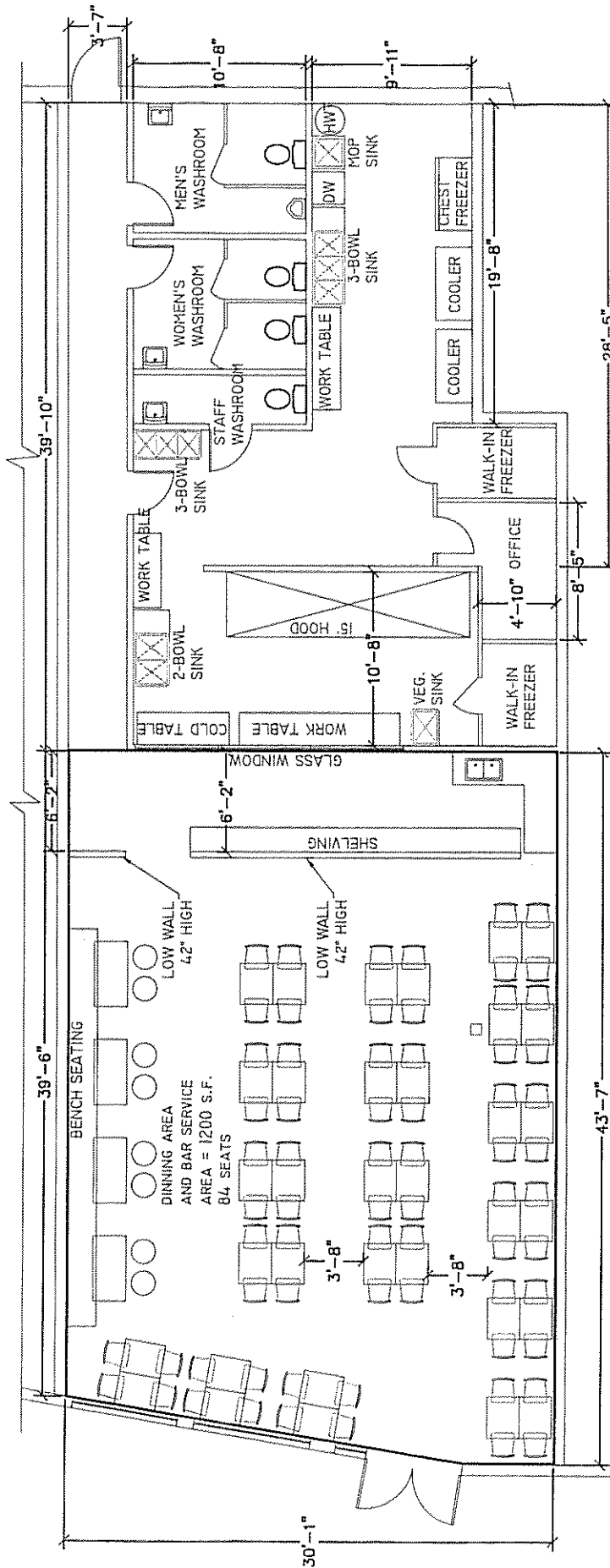
Rev. Jan/17

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 AND KENNEDY ROAD</u>	What is the distance between the restaurant and the closest residential area? (in kilometres) <u>0.1 KM</u>
Does the restaurant have a valid Business Licence issued by the City of Markham? <input checked="" type="radio"/> Yes <input type="radio"/> No <u>9-135733EE</u> Business Licence Number: _____ 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 checked="" type="checkbox"/> Family <input type="checkbox"/> Roadhouse <input type="checkbox"/> Sports Bar <input 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>84 SEATS</u>	
<b>Location History</b>	
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: _____	

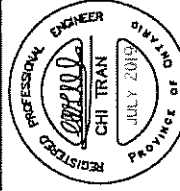
  
Applicant's Signature

SEP. 18 2019  
Date



DINING AREA  
AND BAR SERVICE  
AREA = 1200 S.F.  
84 SEATS

# EXISTING FLOOR PLAN

STATUS: FOR BUILDING PERMIT APPLICATION	ISSUED:	TITLE: RESTAURANT AT 8362 KENNEDY UNIT A6, MARKHAM, ONTARIO.		GENERAL CONDITION: GENERAL CONTRACTOR SHALL CHECK AND VERIFY ALL DIMENSIONS AND SITE CONDITIONS ON SITE AND REPORT IMMEDIATELY ANY DISCREPANCIES TO TRAN DIEU & ASSOCIATES BEFORE PROCEEDING WITH THE WORK. ALL DRAWINGS AND RELATED DOCUMENTS ARE THE PROPERTY OF TRAN DIEU & ASSOCIATES INC. AND MUST BE RETURNED ON REQUEST. REPRODUCTION OF DRAWINGS AND RELATED DOCUMENTS IN PART OR WHOLE IS FORBIDDEN WITHOUT WRITTEN PERMISSION FROM TRAN DIEU & ASSOCIATES INC. ALL WORK SHALL BE PERFORMED IN ACCORDANCE TO O.R.C. THE ENGINEER (DESIGNER) IS NOT RESPONSIBLE FOR ANY CONSTRUCTION THAT DEVIATES FROM THE APPROVED DRAWINGS PERFORMED BY THE CONTRACTOR.
	TRAN DIEU & ASSOCIATES INC. 3330 MIDLAND AVE UNIT 4/7 SCARBOROUGH, ONTARIO M1S 3T1, TEL: (416) 298-4370 FAX: (416) 298-4303 Email: tran@tda-inc.com	DRAWN BY: CHECKED BY: PROJECT NO. DATE:		



Hand-Pulled Noodle

# 兰州拉面

FRESHLY  
*Pulled*  
to  
**ORDER**

## Noodle Menu



**Classic Beef**

清湯牛肉拉麵 (牛大碗)

S \$8.49 L \$9.49



**Braised Beef Brisket**

紅燒牛肉面

S \$8.99 L \$9.99



**Beef with Pickled Mustard**

香菇酸菜牛肉面

S \$8.99 L \$9.99



**Meat Sauce**

炸醬面

S \$8.49 L \$9.49



**Vegetarian Noodle soup**

素菜湯面

S \$8.49 L \$9.49



**Braised Pork Intestine**

肥腸面

S \$8.99 L \$9.99



**Clear Broth Brisket Noodle**

清湯牛腩麵

S \$8.99 L \$9.99



**Complicated Cow (Offals) Noodle**

牛雜面

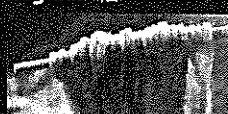
S \$8.99 L \$9.99

## Noodle Sizes

Thin 毛細

Regular 細

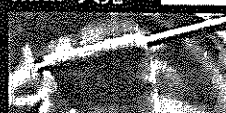
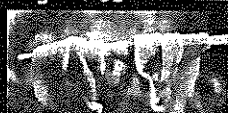
Thick 二細



Thin 韭叶

Regular 寬

Thick 大寬



Softest 軟

Firmest 硬

## Also Available

Lamb Noodle Soup 羊肉湯面 S \$8.99 L \$9.99

Cold Vegetarian Noodle 素冷面 S \$8.99 L \$9.99

Beef Vermicelli Soup 清湯牛肉粉絲湯 \$4.99

Curry Beef Vermicelli Soup 咖喱牛肉粉絲湯 \$4.99

Vermicelli Soup with Pickled Mustard \$4.99

香菇酸菜粉絲湯

## Extras

Meat 加肉 \$3.99

Noodle 面 \$1.00

Bok Choy 菜 \$1.99

Coriander 香菜 \$0.50

Egg 加蛋 \$1.50

Pickled Mustard 酸菜 \$1.00

Green Onion 葱 \$0.50

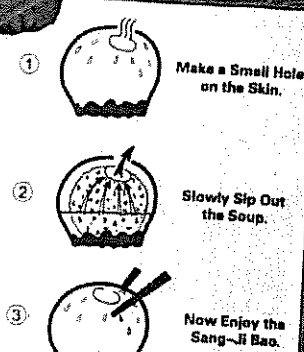


# Shanghai Pan Fried Bao 上海生煎包

Made  
Fresh  
Every  
Morning

\$6.75  
4pcs

PIPING HOT!



## Dumplings (Boiled) 餃子 8 pieces

Chicken Shitake 香菇雞肉 \$6.50  
Pork, Chives and Eggs 韭菜三鮮 \$6.50

Potsticker (Pan Fried) 韭菜豬肉鍋貼 \$6.50  
Pork and Chives



Cold Spiced Chicken 口水雞 \$7.99

## Cold Dishes 涼菜

Spicy Potato Strips 土豆絲 \$3.50  
Wood Ear Fungus with Cucumbers 黃瓜木耳 \$3.50  
Pickled Daikon 蘿蔔酸 \$3.50  
Cucumber with Pig Ears 黃瓜耳絲 \$6.99  
Spicy Tripe and Beef 夫妻肺片 \$6.99  
Complicated Cow (Offals) 牛雜 \$7.99

Fried Chicken 炸雞 \$7.99

## BBQ Skewers 串燒

Chicken Heart 雞心 \$2.99 Two Skewers  
Chicken Wings 雞翅 \$2.99 Two Pieces  
Cumin Lamb 羊肉串 \$3.99 Two Skewers  
King Oyster Mushrooms 皇子菇 \$2.99  
Corn with Cheese 芝士玉米 \$3.99  
Pork Belly 五花肉 \$3.99 Two Skewers  
Eggplant 茄子 \$2.99



## Chili Oil 辣椒油

\$7.00 L\$13.00

Contain Peanuts



## Drinks 飲料

Herbal Tea 王老吉 \$2.75  
Pop 氣水 \$2.00  
Coke, Diet Coke, Sprite, Nestea,  
Ginger Ale, C-Plus  
Soy Milk 豆漿 \$1.75



# 牛大碗

BIG BEEF BOWL  
Hand-Pulled Noodle

8362 Kennedy Road, Markham, ON L3R 9W4 905-470-7575



## City of Markham

### Report of the Auditor General Asset Management Audit

**Presented to:** General Committee of Council, City of Markham

**Date:** October 7, 2019



# AGENDA

- Background
- Audit Objective
- Audit Approach
- Scope
- Strengths
- Summary of Observations and Recommendations
- Acknowledgement



## BACKGROUND

In 2012, the Ontario Ministry of Infrastructure (“MOI”) declared that any municipal requests for infrastructure funding must be supported by an Asset Management Plan. The development of the City’s Asset Management Plan was completed in 2016.

Assets range from right of way infrastructure (roads, stormwater infrastructure, bridges, streetlights, water, wastewater), parks, facilities, information technology (“IT”) infrastructure, and fleet. After its formation in 2017, the Sustainability & Asset Management Department was tasked with setting the policy direction for Asset Management, with City Departments responsible for maintaining and monitoring assets under their custody.

Since the development of the Asset Management Plan in 2016, the Asset Management landscape has changed with the introduction of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure in 2018. Most recently, the City has implemented an Asset Management Policy, which was approved by Council in May 2019, and has selected a vendor to provide an Enterprise Asset Management (“EAM”) solution, with full implementation of the solution anticipated to be completed by 2021.





## AUDIT OBJECTIVE

The objective of the audit was to evaluate the processes and controls in place relating to Asset Management, to identify strengths and/or weaknesses, and to provide recommendations for improvement to leading practices.



## AUDIT APPROACH

### 1. Planning

- Define objectives and scope.
- Confirm project duration and schedule.
- Assign team members and develop team structure.
- Describe deliverables.
- Create Audit Planning Memo and distribute to stakeholders.



### 2. Execution

- Obtain existing policies, process descriptions and relevant documentation.
- Conduct interviews / discussions.
- Understand current state.
- Evaluate current state.



### 3. Reporting

- Identify improvement opportunities.
- Prepare draft report with observations and recommendations.
- Validate and present recommendations.
- Issue final report.



## SCOPE

The scope of the audit concentrated on Asset Management activities, covering the period from January 1, 2017 to May 31, 2019. Specifically, the scope of the audit focused on the following:

- Obtaining and understanding applicable by-laws, policies, procedures, processes and existing controls through interview of key personnel in Sustainability & Asset Management, Environmental Services, Operations, and Finance Departments;
- Reviewing documentation related to the City's Asset Management Plan and related activities, including:
  - Departmental Asset Management practices (such as Environmental Services, Operations, Sustainability & Asset Management);
  - Asset Management Framework; and,
  - Performance measures and metrics used for Asset Management planning and monitoring levels of service.
- Assessing the current state and progress of the City's Asset Management Strategy; and,
- Assessing the City's Asset Management activities and practices against leading practices.



## OUTSIDE OF SCOPE

- Assessment of the results of the Life Cycle Reserve Studies;
- Adequacy of capital reserves needed to fund the Asset Management Plan recommendations;
- Implementation of the Enterprise Wide Asset Management System; and,
- Information technology general controls (“ITGCs”) within capital databases.



## **Audit Observations – Strengths:**

### **Asset Management System**

The City has all four foundational elements of an Asset Management System, which include:

1. Policy
2. Framework
3. Strategy
4. Governance Structure

These four foundational elements place the City in a strong position to effectively carry out its Asset Management activities.



## **Strengths Continued:**

### **Capital Budgeting Process**

Throughout the fiscal year, City Departments complete a standardized tracking sheet with the cash-flow requirements for rehabilitation and maintenance activities of their assets for a rolling 25-year period (Life Cycle Replacement and Capital Reserve Study). There are annual Budget Committee meetings to review life cycle reserve funding, forecast updates and investment amounts. The results of the study are a requirement for obtaining annual capital budget approval from the Finance Department and Council.



## CONCLUSION

### Observation Rating Scale

Rating	Rating Description
<b>L = Low</b>	The observation is not critical but should be addressed in the longer term to either improve internal controls or efficiency of the process (i.e. 6 to 12 months).
<b>M = Medium</b>	The observation should be addressed in the short to intermediate term to either improve internal controls or efficiency of the process (i.e. 3 to 6 months).
<b>H = High</b>	The observation should be given immediate attention due to the existence of either a potentially significant internal control weakness or operational improvement opportunity (i.e. 0 to 3 months).

- Overall 2 **Medium** and 1 **Low** priority observations were identified.



## OBSERVATION #1:

MEDIUM

### Asset Management Strategy

As part of the 2016 Asset Management Plan, the Asset Management Strategy consists of two phases:

- Phase I: Preparation of an Asset Management Plan
- Phase II: Further refinement of the City's Asset Management Strategy

As part of Phase II, the City has selected a vendor to provide customized software for both enterprise Asset Management and Asset Management planning. In addition, the Finance Department has worked collaboratively with City Departments to continuously improve its Life Cycle Reserve planning/forecasting process.

However, at the time of the audit, several components of Phase II have not been completed in accordance with timelines set out in the Asset Management Plan, which were planned to be completed during the years 2017 and 2018. These include the completion and development of:

- Outcome-based levels of service (LOS);
- Performance management framework; and,
- Risk management framework.





## OBSERVATION #1 CONTINUED:

MEDIUM

### Auditor General Recommendations

The following items not completed as planned within the 2016 Asset Management Plan should be reassessed:

- Outcome-based levels of service;
- Performance management framework; and,
- Risk management framework.

Completion timelines should be established and compared against the requirements and deadlines set out in in Ontario Regulation 588/17 to ensure the City's regulatory obligations are met in a timely manner.

As dictated by Ontario Regulation 588/17, the Corporate Asset Management Steering Committee should develop a formal annual review process to discuss and document the progress of the Asset Management Plan and Strategy. The results of the annual review should be reported to the Corporate Asset Management Steering Committee and to Council.



## OBSERVATION #1 CONTINUED:

MEDIUM

### Management Response

Management supports the Auditor General's recommendation.

**Asset Management Plan Update:** The City is currently in compliance with Ontario Regulation 588/17. The new regulation came into effect after Council's approval of the City's 2016 Asset Management Plan and included new timelines for completion of Phase II tasks (Development of the Asset Management Strategy). Accordingly, the 2016 Asset Management Plan will be updated by the Asset Management Steering Committee (AMSC) to align with the O. Reg. 588/17 requirements and timelines (July 1, 2021 for core assets and July 1, 2023 for all assets).

A staff position request for a Manager, Corporate Asset Management has been included as part of the 2020 Budget. If the request is not approved, some existing staff working to maintain current assets will need to be reallocated to address legislative requirements and the implementation of the audit recommendations. This could present a risk to ensuring all assets continue to be maintained in a good state of repair.

***Timeline for Completion:*** Work will begin by Q1 2020 and will be completed and approved by Council to meet the regulated timelines:

- Q2: 2021 - Core Assets (water, wastewater, storm water management, bridges and culverts and roads).
- Q2: 2023 – All Assets (the above plus facilities and parks).



## OBSERVATION #1 CONTINUED:

MEDIUM

### Management Response

**Formal Annual Review:** Council approved the Asset Management Policy dated May 14, 2019, and established the AMSC, which will ensure organization-wide accountability for achieving and reviewing corporate asset management goals and objectives, including annual reporting to Council. The AMSC will provide a formal annual progress report to Council on the Asset Management Plan, Strategy and O.Reg. 588/17 compliance.

***Timeline for Completion:*** Annually in Q2, beginning in 2020.



## OBSERVATION #2:

MEDIUM

### Documentation of Asset Management Business Process Activities

During the audit, we observed that although business process documentation and standard operating procedures are available for some City Departments, the linkage back to the specific activities, as outlined in the Asset Management Plan, is unclear. There are also no formal process documents outlining the specific process steps, procedures and requirements that must be followed for maintenance, rehabilitation, replacement, and conditional assessments.

Without such documentation of complex processes, there is a risk that in the case of staff turnover, knowledge transfer will become difficult and institutional knowledge will be lost.



## OBSERVATION #2 CONTINUED:

MEDIUM

### Auditor General Recommendations

An Asset Management process manual encompassing all Departmental processes and procedures should be developed. The manual should encompass all Asset Management activities including maintenance, rehabilitation, replacement, conditional assessments/audits and service levels.

Within the manual, for each asset category, the following components should exist:

- Custodian for each asset type;
- Procedures on how to perform associated Asset Management activities;
- Applicable tools and templates;
- Appropriate referencing to other City policies and standard operating procedures, as applicable; and,
- Direct linkage of Asset Management activities outlined in the Asset Management Plan.

The manual should be regularly reviewed and updated as needed, and training provided to staff.

Once the EAM solution has been implemented, the manual should be aligned with any new EAM solution workflow/business processes.



## OBSERVATION #2 CONTINUED:

MEDIUM

### Management Response

Management supports the Auditor General's recommendation.

Asset Management business process activities are carried out by staff across the organization on a daily, monthly and annual basis. These activities meet legislated requirements and are aligned to industry standards and guidelines. Documentation describing this work exists but are not standardized enterprise wide. Currently, pre-work/internal consultation on the Enterprise Asset Management (EAM) project is ongoing and data/process mapping/opportunities are being identified.

EAM scope of work includes the following tasks related to an Asset Management Process Manual:

- Documentation of current business processes;
- Current and recommended data governance protocol by asset type; and,
- Recommended future business processes.

The software will create a standard data collection framework that will consolidate the asset management work of all departments into one document with reporting and analytical functions that create a corporate wide view. The manual will also include training materials for each asset type.

**Timeline for Completion:** The Asset Management Manual will be updated within six months of the last phase of EAM implementation by all departments.



### OBSERVATION #3:

LOW

#### Performance Monitoring and Reporting

One of the four major elements of the City's Asset Management Framework is to ensure regular monitoring and reporting of Asset Management activities are taking place.

During the audit, we observed that there are strong monitoring and reporting mechanisms for the financial aspects of Asset Management. For example, there are annual Budget Committee meetings to review life cycle reserve funding, forecast updates and investment amounts. The City also monitors the following Asset Management activities outlined in the Asset Management Plan:

- Actual results versus targets;
- Results based benchmarking;
- Gap assessments;
- Performance against business drivers; and,
- Levels of service.

While the City conducts performance monitoring and reporting at the Department level, the City does not track and report on the above at an enterprise-wide level. Without enterprise-wide level monitoring and reporting in place, the City may be challenged to determine how well the Asset Management Plan and Asset Management Strategy are performing and progressing against its goals. As a result, improvement opportunities to the Asset Management process and practices may not be identified in a timely manner.



### OBSERVATION #3 CONTINUED:

LOW

#### Auditor General Recommendations

Reporting metrics for key Asset Management activities and deliverables should be reported to the Corporate Asset Steering Committee and to Council at an enterprise-wide level.

As well, the roles and responsibilities for reporting and monitoring on Asset Management should be clearly documented within the Asset Management Policy.

In addition, once the EAM solution has been implemented, opportunities should be explored to leverage its enhanced data management capabilities through creation of performance dashboards and other analytical tools.





### OBSERVATION #3 CONTINUED:

LOW

#### Management Response

Management supports the Auditor General's recommendation.

Currently, Asset Management performance monitoring and reporting is taking place at departmental level and corporate data is reported to Council annually as part of Life Cycle updates and the Capital Budget process. The Asset Management Steering Committee is responsible for enterprise level performance monitoring and reporting as per section 7.C.g of the Asset Management Policy (dated May 14, 2019).

#### ***Timeline for Completion:***

The City's first enterprise level Asset Management Performance Monitoring and Reporting to Council will be completed by Q2 2021 (after completion of Asset Management Plan updates).

The 2021 Asset Management Plan update will include the performance reporting matrix.

Departmental and enterprise level performance dashboards will be developed following EAM implementation.



## OVERALL RECOMMENDATION

The Auditor General recommends that:

- 1) The Asset Management Audit Presentation be received.



## ACKNOWLEDGEMENT

MNP extends our appreciation to the staff and management of the City for their co-operation and assistance throughout the engagement.





# City of Markham

## Asset Management Audit

October 7, 2019

**PREPARED BY:** MNP LLP  
300 - 111 Richmond Street West  
Toronto, ON M5H 2G4

**MNP CONTACT:** Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP  
Partner, National Internal Audit Leader

**PHONE:** 416-515-3800



October 7, 2019

Mayor and Members of Council,

Pursuant to MNP LLP's appointment to provide Auditor General Services, I am pleased to present the Asset Management audit report ("report") of the Auditor General for the City of Markham ("the City"). To ensure the results of our audit are balanced, we have provided in this report a summary of identified strengths as well as observations and recommendations for improvement.

The audit work was substantially completed on June 7, 2019. The report was discussed with the City's management, who have reviewed the report and provided their responses within. This report is provided to you for information and approval of the City's proposed action plans.

Based on the results of our audit, the City has sufficient processes and controls in place over Asset Management activities. Noted areas of strength include having a standardized Asset Management Plan, and continuous tracking of Asset Management funding requirements.

Opportunities for improvement were also identified with respect to the City's Asset Management practices reassessment and completion of the Asset Management Strategy, development of a formal Asset Management manual, and monitoring and reporting at an enterprise level for Asset Management activities.

The report will be posted on the City's website and made available to the public after tabling to Council.

Sincerely,

A handwritten signature in black ink, appearing to read 'Geoff Rodrigues', with a stylized flourish at the end.

Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP

Auditor General, City of Markham

TABLE OF CONTENTS

EXECUTIVE SUMMARY ..... 1

BACKGROUND..... 2

OBJECTIVE ..... 3

SCOPE..... 3

RISKS ..... 3

APPROACH ..... 4

AUDIT TEAM..... 4

STRENGTHS ..... 5

SUMMARY OF OBSERVATIONS..... 6

RECOMMENDATIONS..... 7

ACKNOWLEDGMENTS ..... 7

APPENDIX A: DETAILED OBSERVATIONS AND RECOMMENDATIONS ..... 8

## EXECUTIVE SUMMARY

The City takes a decentralized approach to Asset Management. The Sustainability & Asset Management Department sets the policy direction for Asset Management and City Departments are responsible for maintaining and monitoring assets under their custody. The City uses a 25-year Life Cycle Replacement and Capital Reserve Study, that is updated annually, to determine cash-flow requirements for rehabilitation maintenance of its assets.

The City's Asset Management Plan was most recently developed in 2016 to participate in the Municipal Funding Agreement renewal for Federal Gas Tax Funds. It includes the following elements:

- State of infrastructure;
- Level of service;
- Asset Management strategy; and,
- Financing strategy.

Going forward, the City must ensure that its Asset Management process adheres to the requirements of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, which was created in 2018 to better reflect today's environment and variables (i.e. changes in population and economic growth and vulnerabilities caused by climate change).

As Auditor General for the City, MNP LLP ("MNP") conducted an audit to evaluate the processes and controls in place relating to Asset Management, focusing on the following:

- Policies, procedures, processes and controls;
- Asset Management Plan and departmental Asset Management practices;
- Asset Management Framework and Strategy; and,
- Performance measures and metrics.

Based on the audit, the City has sufficient processes and controls in place over Asset Management activities. Many of the key controls assessed have evidence to demonstrate operating effectiveness. Noted areas of strength include:

- The City's Asset Management Plan details a framework and strategy to ensure alignment between corporate goals and how assets are managed is standardized and modeled after provincial standards. As well, the City has an Asset Management Policy and governance structure in place to provide City staff with Asset Management principles, lines of authority, and their role within the enterprise Asset Management system.
- Throughout the fiscal year, City Departments complete a standardized tracking sheet with the cash-flow requirements for rehabilitation and maintenance activities of their assets for a rolling 25-year period (Life Cycle Replacement and Capital Reserve Study). The results of the study are a requirement for obtaining annual capital budget approval from the Finance Department and City Council.

The audit also identified opportunities to strengthen internal controls in the following areas:

- Reassessment and completion of aspects of Phase II of the Asset Management Strategy, including development of a performance management framework, risk framework and outcomes-based levels of service;
- Formal Asset Management manual that outlines specific asset management processes, procedures and requirements for all Departments; and,
- Monitoring and reporting at an enterprise level for Asset Management activities.

## BACKGROUND

The City owns a total of approximately \$7.9B in infrastructure assets, including right of way infrastructure (roads, stormwater infrastructure, bridges, streetlights, water, wastewater), parks, facilities, information technology (“IT”) infrastructure, and fleet.

In 2012, the Ontario Ministry of Infrastructure (“MOI”) declared that any municipal requests for infrastructure funding must be supported by an Asset Management Plan. The Plan is required to include the following elements:

- State of infrastructure;
- Level of service;
- Asset Management strategy; and,
- Financing strategy.

Further, in April 2014, as part of the Municipal Funding Agreement renewal for Federal Gas Tax Funds, it was required that municipalities develop an Asset Management Plan by December 31, 2016 in accordance with the guidelines set out by the MOI, in order to be eligible for federal Gas Tax Funds.

The development of the City’s Asset Management Plan was led by the Asset Management Department, with key staff from the Sustainability, Finance, IT, Operations, and Environmental Services Departments (as they were structured at that time). The City’s Asset Management Plan aims to ensure that the City’s investments are strategic and timely, in an effort to minimize future repair and rehabilitation costs to support core services. The Asset Management Plan is intended to promote the continual Asset Management practices within the City, reflecting Asset Management maturity within the City over time, and will be updated every four years (the next update being completed by 2021). In addition, to inform the Plan, the City updates a 25-year Life Cycle Reserve Study, used for long-term budget and forecasting requirements, on an annual basis.

There are a number of City Departments which have assets under their custody, including:

- Environmental Services;
- Operations;
- Sustainability & Asset Management;
- Information Technology Services;
- Engineering;
- Library;
- Recreation;
- Urban Design; and,
- Fire.

As mentioned above, assets range from right of way infrastructure (roads, stormwater infrastructure, bridges, streetlights, water, wastewater), parks, facilities, information technology (“IT”) infrastructure, and fleet. After its formation in 2017, the Sustainability & Asset Management Department was tasked with setting the policy direction for Asset Management, with City Departments responsible for maintaining and monitoring assets under their custody.

Since the development of the Asset Management Plan in 2016, the Asset Management landscape has changed with the introduction of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure in 2018. The City has closely reviewed the Regulation and is actively working towards meeting its requirements. This includes having an Asset Management Policy, which was approved by Council in May 2019.

In addition, the City has recently selected a vendor to provide an Enterprise Asset Management (“EAM”) solution. The objective of the EAM solution is to eliminate asset and work order management related manual processes in



participating departments, and improve, standardize and streamline existing processes. Full implementation of the solution is anticipated to be completed by 2021.

## OBJECTIVE

The objective of the audit was to evaluate the processes and controls in place relating to Asset Management, to identify strengths and/or weaknesses, and to provide recommendations for improvement to leading practices.

## SCOPE

The scope of the audit concentrated on Asset Management activities, covering the period from January 1, 2017 to May 31, 2019. Specifically, the scope of the audit focused on the following:

- Obtaining and understanding applicable by-laws, policies, procedures, processes and existing controls through interview of key personnel in Sustainability & Asset Management, Environmental Services, Operations, and Finance Departments;
- Reviewing documentation related to the City's Asset Management Plan and related activities, including:
  - Departmental Asset Management practices (such as Environmental Services, Operations, Sustainability & Asset Management);
  - Asset Management Framework; and,
  - Performance measures and metrics used for Asset Management planning and monitoring levels of service.
- Assessing the current state and progress of the City's Asset Management Strategy; and,
- Assessing the City's Asset Management activities and practices against leading practices.

The following areas were not within the scope of this audit:

- Assessment of the results of the Life Cycle Reserve Studies;
- Adequacy of capital reserves needed to fund the Asset Management Plan recommendations;
- Implementation of the Enterprise Wide Asset Management System; and,
- Information technology general controls ("ITGCs") within capital databases.

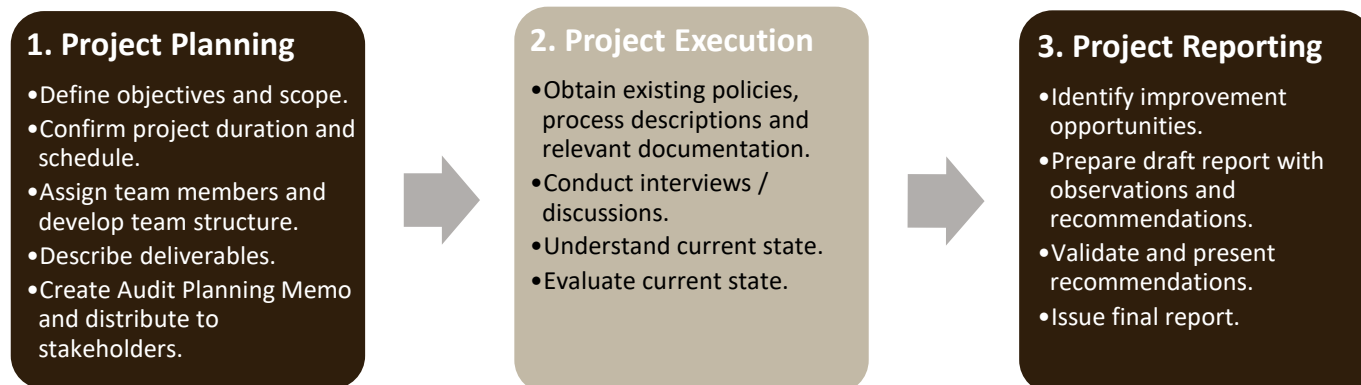
## RISKS

The following inherent risks were considered during the audit, which given the scope of the audit are typical risks to be considered:

- The AMP and related policies are outdated and do not clearly satisfy the relevant provincial and municipal requirements and guidelines.
- Roles and responsibilities relating to Asset Management activities are not clearly defined, documented and understood.
- Employees are not provided with the necessary training and information to carry out their Asset Management responsibilities.
- Monitoring practices and controls are not in place to ensure compliance with Asset Management policies and procedures.
- Complete, accurate and timely information necessary to manage capital asset throughout their lifecycle is not captured or not available.
- Performance indicators or metrics for monitoring the effectiveness and efficiency of the Asset Management processes have not been developed or are not reported to executive management and Council.

## APPROACH

Based on MNP methodology, the high-level work plan for the audit included the following:



## AUDIT TEAM

The audit was carried out by the following MNP team:

<b>Geoff Rodrigues, Audit Lead Partner</b>	Provided expertise in audit methodology, directed the MNP team in all stages of the audit, and ensured that firm and professional quality assurance standards are maintained.
<b>Veronica Bila, Audit Delivery Partner</b>	Managed all aspects of the engagement and reviewed audit results.
<b>Jason Ducharme, Quality Assurance Partner</b>	Ensured that firm and professional quality assurance standards are maintained.
<b>Tim Commisso, Subject Matter Expert</b>	Provided expert knowledge on Asset Management leading practices during the audit.
<b>Chris Wu, Senior Auditor</b>	Planned and carried out the audit procedures, involving the above resources as needed.

## STRENGTHS

In conducting the audit, MNP noted the following strengths with respect to the City's processes and controls in place over Asset Management activities:

### Asset Management System

The City has all four foundational elements of an Asset Management System, which include:

1. Policy – which defines the underlying principles that the City intends to follow when using Asset Management practices to meet the requirements of the City's strategic plans;
2. Framework - which defines the key practices, processes, tools and documents that make up the Asset Management system and the functional relationships between those elements;
3. Strategy – which defines how the municipality's context and strategic objectives translate to Asset Management objectives; and,
4. Governance Structure – which formalizes the linkages between various functions within the City and assigns accountabilities and responsibilities related to Asset Management.

These four foundational elements place the City in a strong position to effectively carry out its Asset Management activities.

### Capital Budgeting Process

Throughout the fiscal year, City Departments complete a standardized tracking sheet with the cash-flow requirements for rehabilitation and maintenance activities of their assets for a rolling 25-year period (Life Cycle Replacement and Capital Reserve Study). There are annual Budget Committee meetings to review life cycle reserve funding, forecast updates and investment amounts. The results of the study are a requirement for obtaining annual capital budget approval from the Finance Department and Council.

## SUMMARY OF OBSERVATIONS

To enable the City to set priorities in their action plans, we have reported our observations in one of three categories, “**Low**”, “**Medium**” or “**High**” based on our assessment of the priority (i.e. significance, complexity, and resources required) of each observation.

Rating	Rating Description
<b>L = Low</b>	The observation is not critical but should be addressed in the longer term to improve internal controls or process efficiency (i.e. 6 to 12 months).
<b>M = Medium</b>	The observation should be addressed in the short to intermediate term to improve internal controls or process efficiency (i.e. 3 to 6 months).
<b>H = High</b>	The observation should be given immediate attention due to the existence of a potentially significant internal control weakness or operational improvement opportunity (i.e. 0 to 3 months).

The table below provides a summary of our observations and recommendations, based on the rating scale outlined above. Detailed observations and recommendations can be found in **Appendix A**.

REF.	SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS	RATING		
		L	M	H
<b>1</b>	<p><b>Asset Management Strategy</b></p> <p>During the audit scope period, several components of Phase II of the Asset Management Strategy have not been completed in accordance with timelines set out in the Asset Management Plan. Without timely completion of the Asset Management components, the City may not have the tools, datasets and knowledge to be able to make informed decisions over its assets. This may result in the delivery of services becoming less effective and efficient.</p> <p>The outstanding components of the Asset Management Strategy should be reassessed and compared against the requirements set out in Ontario Regulation 588/17. A formal annual review process should be established to discuss and document the progress of the strategy. The results of this exercise should be reported to the Corporate Asset Management Steering Committee and to Council.</p>			
<b>2</b>	<p><b>Documentation of Asset Management Business Process Activities</b></p> <p>Although business process documentation and standard operating procedures are available for some City Departments, there are no formal process documents outlining the specific process steps, procedures and requirements. Without such documentation of complex programs, there is a risk that in the case of staff turnover, knowledge transfer will become difficult and institutional knowledge will be lost.</p> <p>An Asset Management process manual encompassing all Departmental processes and procedures should be developed. The manual should be regularly reviewed and updated as needed, and training provided to staff.</p>			

REF.	SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS	RATING		
		L	M	H
3	<p><b>Performance Monitoring and Reporting</b></p> <p>The City conducts monitoring and reporting at a Department level, but not on an enterprise-wide level for Asset Management activities outlined in the Asset Management Plan. Without such enterprise-wide level monitoring and reporting in place, the City may be challenged to determine how well the Asset Management Plan and Strategy are performing and progressing against its goals.</p> <p>Reporting metrics for key Asset Management activities and deliverables should be reported to the Corporate Asset Steering Committee and to Council at an enterprise-wide level. As well, the roles and responsibilities for reporting and monitoring on Asset Management should be clearly documented within the Asset Management Policy. Once the EAM solution has been implemented, opportunities should be explored to leverage its enhanced data management capabilities.</p> <p>An Asset Management process manual encompassing all Departmental processes and procedures should be developed. The manual should be regularly reviewed and updated as needed, and training provided to staff.</p>			

## RECOMMENDATIONS

The Auditor General recommends that:

1. The Asset Management Audit Report be received; and,
2. City staff be authorized and directed to do all things necessary to give effect to the recommendations.

## ACKNOWLEDGMENTS

We would like to express our appreciation for the cooperation and efforts made by City staff whose contributions assisted in ensuring a successful engagement. City staff provided the Auditor General with unrestricted access to all activities, records, systems, and staff necessary to conduct this audit freely and objectively.

## APPENDIX A: DETAILED OBSERVATIONS AND RECOMMENDATIONS

#	Observation	Rating	Recommendation	Management Response
1	<p><b>Asset Management Strategy</b></p> <p>As part of the 2016 Asset Management Plan, the Asset Management Strategy consists of two phases:</p> <ul style="list-style-type: none"> <li><u>Phase I</u>: Preparation of an Asset Management Plan, which includes documenting the City's existing Asset Management practices in accordance provincial guidelines and identifying challenges of current and future infrastructure needs.</li> <li><u>Phase II</u>: Further refinement of the City's Asset Management Strategy to ensure consistent Asset Management practices in data collection, decision making, and risk assessment.</li> </ul> <p>As part of Phase II, the City has selected a vendor to provide customized software for both enterprise Asset Management and Asset Management planning. In addition, the Finance Department has worked collaboratively with City Departments to continuously examine and improve its Life Cycle Reserve planning/forecasting process.</p>	Medium	<p>The following items not completed as planned within the 2016 Asset Management Plan should be reassessed:</p> <ul style="list-style-type: none"> <li>Outcome-based levels of service;</li> <li>Performance management framework; and,</li> <li>Risk management framework.</li> </ul> <p>Completion timelines should be established and compared against the requirements and deadlines set out in in Ontario Regulation 588/17 to ensure the City's regulatory obligations are met in a timely manner.</p> <p>As dictated by Ontario Regulation 588/17, the Corporate Asset Management Steering Committee should develop a formal annual review process to discuss and document the progress of the Asset Management Plan and Strategy. The results of the annual review should be reported to the Corporate Asset Management Steering Committee and to Council.</p>	<p>Management supports the Auditor General's recommendation.</p> <p><b><u>Asset Management Plan Update</u></b></p> <p>The City is currently in compliance with Ontario Regulation 588/17. The new regulation came into effect after Council's approval of the City's 2016 Asset Management Plan and included new timelines for completion of Phase II tasks (Development of the Asset Management Strategy).</p> <p>Accordingly, the 2016 Asset Management Plan will be updated by the Asset Management Steering Committee (AMSC, as per Council approved Asset Management Policy dated May 14, 2019) to align with the O. Reg. 588/17 requirements and timelines (July 1, 2021 for core assets and July 1, 2023 for all assets).</p> <p>A staff position request for a Manager, Corporate Asset Management has been included as part of the 2020 Budget. This position will lead the work resulting from the audit, ensure 588/17 compliance, and coordinate with the Enterprise Asset Management system implementation.</p> <p>If the request is not approved, some existing staff working to maintain current assets will need to be reallocated to address legislative requirements and the implementation of the</p>

#	Observation	Rating	Recommendation	Management Response
	<p>However, at the time of the audit, several components of Phase II have not been completed in accordance with timelines set out in the Asset Management Plan, which were planned to be completed during the years 2017 and 2018. These include the completion and development of:</p> <ul style="list-style-type: none"> <li>• Outcome-based levels of service (LOS)<sup>1</sup>;</li> <li>• Performance management framework; and,</li> <li>• Risk management framework.</li> </ul> <p>It should be recognized that the realization of any corporate strategy could take years and that Ontario Regulation 588/17 altered the trajectory of the City's Asset Management focus. However, without timely completion of the Asset Management components mentioned above, the City may not have the tools, datasets and knowledge to be able to make informed decisions over its assets (i.e. operation, maintenance, renewal, maintenance, replacement, and decommissioning).</p>			<p>audit recommendations. This could present a risk to ensuring all assets continue to be maintained in a good state of repair.</p> <p><b><i>Timeline for Completion:</i></b></p> <p>Work will begin by Q1 2020 and will be completed and approved by Council to meet the regulated timelines:</p> <ul style="list-style-type: none"> <li>• Q2: 2021 - Core Assets (water, wastewater, storm water management, bridges and culverts and roads).</li> <li>• Q2: 2023 – All Assets (the above, plus facilities and parks).</li> </ul> <p><b><u>Formal Annual Review</u></b></p> <p>Council approved the Asset Management Policy dated May 14, 2019 and established the Asset Management Steering Committee (AMSC), which will ensure organization-wide accountability for achieving and reviewing corporate asset management goals and objectives, including annual reporting to Council.</p> <p>The AMSC will provide a formal annual progress report to Council on the Asset Management Plan, Strategy and O.Reg. 588/17 compliance.</p> <p><b><i>Timeline for Completion:</i></b></p> <p>Annually in Q2, beginning in 2020.</p>

<sup>1</sup> Outcome-based levels of service: The use of actual performance data in developing levels of service that improve operation efficiency and result in the desired business outcomes of the City (i.e. customer satisfaction, operational excellence, staff engagement, and financial performance).

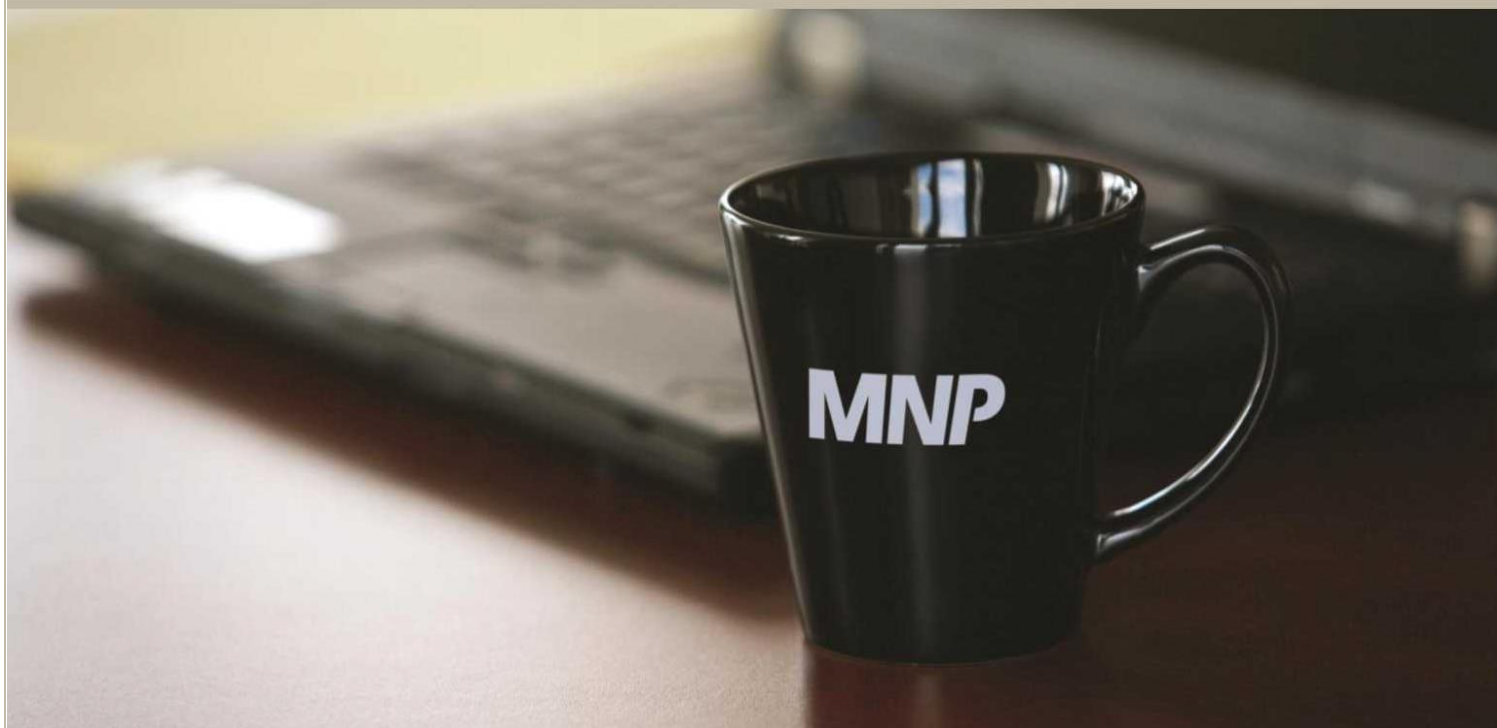
#	Observation	Rating	Recommendation	Management Response
2	<p><b>Documentation of Asset Management Business Process Activities</b></p> <p>In order for an Asset Management system to function optimally, there must be clear linkage between its key components that support the system, including the plan, policy, processes and procedures.</p> <p>During the audit, we observed that although business process documentation and standard operating procedures are available for some City Departments, the linkage back to the specific activities, as outlined in the Asset Management Plan, is unclear. There are also no formal process documents outlining the specific process steps, procedures and requirements that must be followed for maintenance, rehabilitation, replacement, and conditional assessments.</p> <p>Without such documentation of complex processes, there is a risk that in the case of staff turnover, knowledge transfer will become difficult and institutional knowledge will be lost.</p>	Medium	<p>An Asset Management process manual encompassing all Departmental processes and procedures should be developed. The manual should encompass all Asset Management activities including maintenance, rehabilitation, replacement, conditional assessments/audits and service levels.</p> <p>Within the manual, for each asset category, the following components should exist:</p> <ul style="list-style-type: none"> <li>• Custodian for each asset type;</li> <li>• Procedures on how to perform associated Asset Management activities;</li> <li>• Applicable tools and templates;</li> <li>• Appropriate referencing to other City policies and standard operating procedures, as applicable; and,</li> <li>• Direct linkage of Asset Management activities outlined in the Asset Management Plan.</li> </ul> <p>The manual should be regularly reviewed and updated as needed, and training provided to staff.</p> <p>Once the EAM solution has been implemented, the manual should be aligned with any new EAM solution workflow/business processes.</p>	<p>Management supports the Auditor General's recommendation.</p> <p>Asset Management business process activities are carried out by Staff across the organization on a daily, monthly and annual basis. These activities meet legislated requirements and are aligned to industry standards and guidelines. Documentation describing this work exists but are not standardized enterprise wide.</p> <p>Currently, pre-work/internal consultation on the Enterprise Asset Management (EAM) project is ongoing and data/process mapping/opportunities are being identified.</p> <p>EAM scope of work includes the following tasks related to an Asset Management Process Manual:</p> <ul style="list-style-type: none"> <li>• Documentation of current business processes;</li> <li>• Current and recommended data governance protocol by asset type; and,</li> <li>• Recommended future business processes.</li> </ul> <p>The software will create a standard data collection framework that will consolidate the asset management work of all departments into one document with reporting and analytical functions that create a corporate wide view.</p> <p>The manual will also include training materials for each asset type.</p>



#	Observation	Rating	Recommendation	Management Response
				<p><b>Timeline for Completion:</b></p> <p>The Asset Management Manual will be updated within six months of the last phase of EAM implementation by all departments.</p>
3	<p><b>Performance Monitoring and Reporting</b></p> <p>One of the four major elements of the City's Asset Management Framework is to ensure regular monitoring and reporting of Asset Management activities are taking place.</p> <p>During our audit, we observed that there are strong monitoring and reporting mechanisms for the financial aspects of Asset Management. For example, there are annual Budget Committee meetings to review life cycle reserve funding, forecast updates and investment amounts. The City also monitors the following Asset Management activities outlined in the Asset Management Plan:</p> <ul style="list-style-type: none"> <li>• Actual results versus targets;</li> <li>• Results based benchmarking<sup>2</sup>;</li> <li>• Gap assessments;</li> <li>• Performance against business drivers (i.e. regulatory requirements, customer requirements/expectations, corporate goals and strategies); and,</li> </ul>	Low	<p>Reporting metrics for key Asset Management activities and deliverables should be reported to the Corporate Asset Steering Committee and to Council at an enterprise-wide level.</p> <p>As well, the roles and responsibilities for reporting and monitoring on Asset Management should be clearly documented within the Asset Management Policy.</p> <p>In addition, once the EAM solution has been implemented, opportunities should be explored to leverage its enhanced data management capabilities through creation of performance dashboards and other analytical tools.</p>	<p>Management supports the Auditor General's recommendation.</p> <p>Currently, Asset Management performance monitoring and reporting is taking place at departmental level and corporate data is reported to Council annually as part of Life Cycle updates and Capital Budget process.</p> <p>The Asset Management Steering Committee (AMSC) is responsible for enterprise level performance monitoring and reporting as per section 7.C.g of the Asset Management Policy (dated May 14, 2019).</p> <p><b>Timeline for Completion:</b></p> <p>City's first enterprise level Asset Management Performance Monitoring and Reporting to Council will be completed by Q2 2021 (after completion of Asset Management Plan (AMP) updates).</p> <p>The 2021 AMP update will include the performance reporting matrix.</p>

<sup>2</sup> Results based benchmarking: A comparison between the City's actual service performance results against those of other local governments to identify opportunities to increase efficiency and effectiveness of services.

#	Observation	Rating	Recommendation	Management Response
	<ul style="list-style-type: none"> <li>Levels of service.</li> </ul> <p>While the City conducts performance monitoring and reporting at the Department level, the City does not track and report on the above at an enterprise-wide level. Without enterprise-wide level monitoring and reporting in place, the City may be challenged to determine how well the Asset Management Plan and Asset Management Strategy are performing and progressing against its goals. As a result, improvement opportunities to the Asset Management process and practices may not be identified in a timely manner.</p>			<p>Departmental and enterprise level performance dashboards will be developed following EAM implementation.</p>



## ABOUT MNP

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Report to: General Committee

Meeting Date: October 7, 2019

**SUBJECT:** Award of Request for Proposal 011-R-19 Markham Public Library Material and Processing Services

**PREPARED BY:** Darius Chung, Senior Buyer, Ext. 2025

### RECOMMENDATION:

- 1) That the report entitled “Award of Request for Proposal 011-R-19 Markham Public Library Material and Processing Services” be received; and,
- 2) That the contract for Markham Public Library Material and Processing Services be awarded to the highest ranked / lowest priced bidder, Library Services Centre (LSC); and,
- 3) That the term of the contract is for three (3) years with an option to renew for an additional two (2) one year periods in the total annual award amount of \$1,598,193.31 (inclusive of HST);
  - 2020 - \$1,598,193.31\*
  - 2021 - \$1,598,193.31\*
  - 2022 - \$1,598,193.31\*
  - 2023 - \$1,598,193.31\*\*
  - 2024 - \$1,598,193.31\*\*
  - Total: \$7,990,966.55

\*For the three (3) year contract term (January 1, 2020 – December 31, 2022), costs will be at the same itemized pricing.

\*\*The two (2) optional renewal years (January 1, 2023 – December 31, 2024), costs will be adjusted based on the Consumer Price Index for All Items Toronto for the twelve (12) month period ending December in the applicable year. 2021 - 2024 is subject to Council approval; and,
- 4) That the contract in 2020 be funded from the 2020 project for Library Collections, subject to Council approval of the 2020 Capital Budget. Any future years 2021 – 2024 will be subject to Council approval of the annual budget; and,
- 5) That the Director of Library Administration & Operational Support, and Senior Manager of Procurement & Accounts Payable be authorized to exercise the option to renew the contract in years 4 and 5 subject to performance and Council approval of the annual budget; and further,
- 6) That staff be authorized and directed to do all things necessary to give effect to this resolution.

**EXECUTIVE SUMMARY:**

N/A

**PURPOSE:**

The purpose of this report is to obtain approval to award the contract for Markham Public Library Material and Processing Services for a term of three (3) years with an option to renew for an additional two (2) years.

**BACKGROUND:**

Markham Public Library (MPL) currently serves a diverse population of over 350,000 residents from 8 locations. The Library provides materials in various formats including books, CD's, Talking Books, DVDs, Kits, Videogames, and digital items, including eBooks and eAudiobooks. In addition to English and French, the library maintains materials in the following languages: Arabic, Chinese, Greek, Gujarati, Hebrew, Hindi, Italian, Korean, Punjabi, Persian, Russian, Spanish, Tagalog/ Filipino, Tamil, & Urdu.

This contract includes English and French Material (Section A), Multilingual Material (Section B), Customer Centered Classification (Section C).

**OPTIONS/ DISCUSSION:**

Bids closed on	February 22, 2019
Number picking up bid document	3
Number responding to bid	2*

\*This is a niche market with only a few local providers who can provide the type of service. In 2014, the bid turnout was similar with only two submissions.

**PROPOSAL EVALUATION:**

The evaluation team was comprised of Staff from the Markham Public Library with Procurement Staff acting as the facilitator. The evaluation was based on pre-established evaluation criteria as detailed in the Request for Proposal: 40 points for project delivery and performance measures, 15 points for bidder's experience in similar/related projects, 15 points for experience of the organizations team, and 30 points for price, totaling 100 points with the resulting score as follows:

Bidder	Total Score (100 points)	Overall Ranking
Library Services Centre	96.50	1

**FINANCIAL CONSIDERATIONS AND TEMPLATE:**

Recommended bidder	Library Services Centre (highest ranked/lowest priced bidder)	
Current budget available	\$1,598,200.00*	Project #20176 – Library Collections
Less cost of award	\$1,598,193.31	2020 Cost of Award
	\$1,598,193.31	2021 Cost of Award**
	\$1,598,193.31	2022 Cost of Award**
	\$1,598,193.31	2023 Cost of Award**
	<u>\$1,598,193.31</u>	2024 Cost of Award**
	\$7,990,966.55	Cost of Award (Inclusive of HST)
Budget remaining after this award	\$ 6.69	

\*The overall project budget is \$2,796,600. The pre-approval request of \$1,598,200 was to ensure there is no gap in the supply of library materials in Q1, 2020.

\*\*Subject to Council approval of the 2021-2024 capital budgets.

Material	Budget	Cost of Award	Remaining Balance
Books & Subscriptions	\$ 749,156.25	\$ 749,153.11	\$ 3.14
Audio Visuals	\$ 344,611.88	\$ 344,610.43	\$ 1.44
French Books	\$ 24,971.88	\$ 24,971.77	\$ 0.10
Multilingual	\$ 279,685.00	\$ 279,683.83	\$ 1.17
Processing services	\$ 199,775.00	\$ 199,774.16	\$ 0.84
	\$ 1,598,200.00	\$ 1,598,193.31	\$ 6.69

**HUMAN RESOURCES CONSIDERATIONS**

N/A

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

This project aligns with the Integrated Leisure Master Plan (ILMP) for Parks, Recreation, Culture, and Libraries.

The Markham Public Library Material & Processing Program offers considerable value to the local community and the City as a whole. The Library offers a wide selection of material in many languages that provides ongoing value to the community.

**BUSINESS UNITS CONSULTED AND AFFECTED:**

Markham Public Library, Finance

**RECOMMENDED BY:**

Michelle Sawh, Director, Administration

Catherine Biss, Chief Executive Officer

**ATTACHMENTS:**

N/A



Report to: General Committee

Meeting Date: October 7, 2019

<b>SUBJECT:</b>	Memorandum of Understanding regarding Administrative Monetary Penalty (“AMP”) System on Regional Roads
<b>PREPARED BY:</b>	Michael Killingsworth, Deputy Clerk, By-law Enforcement, Licensing & Regulatory Services, Extension 2127

**RECOMMENDATION:**

1. That the report entitled “Memorandum of Understanding regarding Administrative Monetary Penalties” be received; and,
2. That the Mayor and Clerk be authorized to execute a Memorandum of Understanding with the Region of York for the enforcement of parking infractions on Regional roads under the City’s AMP system in a form satisfactory to the City Solicitor.

**PURPOSE:**

To enable City Provincial Offences Officers to enforce the Region’s AMP Parking By-law on Regional roads.

**BACKGROUND:**

On June 29, 2017, the Region of York enacted By-law 2017-37 to provide for an AMP system for prohibiting and regulating parking and stopping on Regional roads. The By-law provides for the use of AMPs to enforce parking restrictions on Regional roads in the City of Markham, Vaughan and Richmond Hill and also provides that any person appointed or designated by a local municipality may enforce its by-law.

The Regional Parking By-law provides that a person served with a penalty notice on a Regional road within the City of Markham shall be enforced through the provisions of the City of Markham’s Administrative Monetary Penalty By-law 2015-93.

Previously, under the Provincial Offences system, the Region had an agreement with the City to authorize City Provincial Officers to enforce the Regional By-law on Regional roads. This new Memorandum of Understanding which references the AMP system will replace that agreement. Any fines collected by the City from the enforcement of the Regional Parking By-law will be kept by the City.

Enforcing the parking regulations on Regional roads through the use of the AMP system will allow the City to provide efficient and streamlined enforcement. It allows for a single enforcement system; a Regional road infraction and a City infraction will be processed in the same way.

**OPTIONS/ DISCUSSION:**

Not applicable

**FINANCIAL CONSIDERATIONS**

Not applicable

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable

**ALIGNMENT WITH STRATEGIC PRIORITIES**

Not applicable

**BUSINESS UNITS CONSULTED AND AFFECTED**

Legal Services has been consulted in the preparation of this report.

**RECOMMENDED BY:**

Kimberley Kitteringham  
City Clerk

Trinela Cane  
Commissioner, Corporate Services





Report to: General Committee

Meeting Date: October 7, 2019

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**SUBJECT:** 2020 Recreation User Fee - Market Analysis  
**PREPARED BY:** Mary Creighton, Director, Recreation Services

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**RECOMMENDATION:**

- 1) That the report entitled “2020 Recreation User Fee - Market Analysis” be received; and,
- 2) That the 2020 Recreation Services additional user fees and permit increases based on market analysis be approved; and,
- 3) That a \$1.86 per hour increase, in addition to the Council approved increase, be applied to Adult Artificial Turf rentals be approved starting January 2020; and,
- 4) That the Non Prime Ice Arena fee be lowered to \$165.00, so that the fee matches the average rate amongst municipal comparators, and be approved starting January 2020; and,
- 5) That a \$6.00 per hour increase, in addition to the Council approved increase to the Aquatics Competitive Club community pool rental fee, be applied annually until the rental fee reaches the average rate amongst municipal comparators and be approved starting September 2020; and further,
- 6) 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 seek Council approval for 2020 Recreation Services additional user and permit fees based on a market analysis and their respective effective dates.

**BACKGROUND:**

Annually, user fees are increased based on the greater of Consumer Price Index (CPI) or the CUPE settlement. Staff in Recreation also on a regular basis conduct a market analysis to evaluate opportunities to adjust user fees and permits based on market conditions.

In 2019, a review identified a number of opportunities for user fee increases, which were presented as part of the “2019 User Fee, Permit and Fine Increases - Market Competitive Analysis” which identified opportunities for all departments, within the corporation. The mandate was to benchmark the City’s fees against a minimum of three municipal comparators, two of which were the City of Vaughan and the City of Richmond Hill. The goal was to adjust the City’s fees at a minimum to be equivalent to the highest of the three comparators.

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Recreation Fees, which were presented, included increases to camps, programs, pools and sports fields. The proposed increases were based on adjusting the fees to be equivalent to the highest comparable. The annual proposed impact to the operating budget was identified as \$432,001. The proposed 2019 Recreation fees increases were not approved as part of the budget process.

**OPTIONS/ DISCUSSION:****2020 Additional User Fee Increase Based on Market Analysis**

The process of undertaking a market analysis continued for 2020 budget. Recreation Services undertook a market analysis of user fees to further determine the City's position against other municipalities as comparators in preparation for the 2020 Budget. The majority of Recreation user fees are at the highest rate in comparison to the City of Vaughan and City of Richmond Hill. Instead of proposing current rates to be equivalent to the highest comparable rate, Recreation Services revised its 2020 budget approach in identifying opportunities based on the average rate of City of Vaughan and City of Richmond Hill. This resulted in fewer fees being identified than those recommended in the 2019 review process.

In the 2020 review process, staff used the average user fee rate between two comparator municipalities (City of Vaughan and City of Richmond Hill) and are recommending changes in Recreation fees to match the average fee amongst the municipal comparators, if the average fee is above City of Markham rate.

The user fee increases are being brought forward at this time well in advance of the implementation date, so that community user groups have advance notification of the increases. Subsequently, this will allow community groups to account for the increases and implement the applicable user fee in their 2020 registration fees, if required.

The 2020 budget process will include revenue impacts net of any volume adjustments.

**Direct Programs**

Based on this review, staff verified that 86% of Markham Recreation's "Learn to Program" user fees are either at the highest fee or are in the top quartile amongst comparable municipalities. Through our discussion with the comparators, each municipality identified unique pricing strategies that allows for them to provide a range of program offerings. Their pricing strategies all support access and participation to all members of their communities.

When comparing City of Markham's direct program fees with the average rate amongst municipal comparators, City of Markham direct programming fees continues to range above comparators.

Staff are recommending no change in user fees associated with Direct Programming.

**Drop-In Programs**

The approach undertaken by staff within Recreation Service is consistent with the 2018 and 2019 user fee reviews, which recommended no changes in user fees to Drop-In programs. These programs allow for the greatest benefit to the community based on cost and accessibility, which aligns with Recreation's priority to provide accessible and affordable service for all residents.

Staff are recommending no change in user fees associated with Drop-In Programs.

**Facility Permit (Non Prime Ice Rental)**

Non-prime ice rental in community centre arenas is defined as the rental period between Monday to Friday, 7 a.m. to 4 p.m. September 1<sup>st</sup> to March 31<sup>st</sup>. Staff continues to receive numerous inquiries about non-prime ice rental opportunities, but based on feedback, our current rate has been identified as too high compared to surrounding municipalities and private arenas.

With Recreation Services hourly rate for non-prime ice being the second highest among comparable municipalities, staff is recommending a strategy to reduce the non-prime arena rental fee to the average fee amongst comparable municipalities. This strategy will be to lower the existing fee to \$165.00 per hour and to increase usage volume by five (5) additional hours per week, totaling an increase from 29 hours of non-prime ice per week to 34 hours per week to offset lost revenues.

Staff are confident that they will fill these additional hours with no net impact.

The recommended fee will be implemented starting January, 2020.

**Facility Permits (Artificial Turf)**

The fee review did identify pricing gaps that exist within the artificial turf rental rate for adult users. The chart below demonstrates the financial opportunities and the gap between Markham's current fee compared to the average rate amongst comparable municipalities.

**Sportsfields - Fee (Hourly)**

Artificial Turf	Current Fee	Additional Fee Increase %	Effective January 1, 2020	Rate Increase (per hour) \$	Annual Financial Impact
Adult	\$28.40	6.55%	\$30.26	\$1.86	\$2,744.85

Staff are recommending to increase the current rate for Artificial Turf rentals for Adults to \$30.26 per hour.

This recommended fee will be implemented starting January, 2020 for the start of the 2020 outdoor sport field season.

**Facility Permit (Aquatics)**

During the 2019 operating budget discussions, there was a presentation by competitive aquatic groups whom were concerned with the fee increase that was being proposed. At that time, Council recommended to not move forward with any fee changes. Since then, Staff have completed further work on this and are recommending a fee increase. The proposed fee increase is not as significant as the previously proposed increase and will have less impact to Markham's competitive aquatic groups.

**Review Process**

Staff are recommending fee increases for the Community Pools rental fee only. The fee to rent Pan Am pool is excluded from the review based on the fact that the Pan Am pool fee is currently at market. There are six (6) community pools used by Competitive Aquatics Clubs: Aaniin, Angus Glen, Centennial, Cornell, Milliken Mills and Thornlea.

The current total fee for Community Pool rental is \$60.43. Within the fee are two components:

<b>1. Pool Fee</b>	
Full pool water fee (25m x 6 lanes)	\$23.99
<b>2. Lifeguards Fee</b>	
1 Supervisor + 1 Lifeguard + Benefits	\$36.44
<b>Total Community Pool Fee</b>	<b>\$60.43</b>

The 2019 review focuses exclusive on the pool fee component within the Community Pool rental fee. The lifeguard component is legislatively required and is charged as a direct recovery. This component of the Community Pool Fee is not impacted by a fee increase. The table below demonstrate the total fee that Aquatics Clubs pay on an annual basis and the pool component portion of that total fee that is under review.

Competitive Aquatic Clubs	Pan Am + Community Pool	Pan Am Pool	Community Pools			% of fee Impacted (F) = (E) / (A)
	Total Annual Contract Costs (A) = (B) + (C)	Pool Fee + Lifeguard Fee (B)	Total Contract Amount \$ (C) = (D) + (E)	Lifeguard Fee (D)	Pool Fee (E)	
<b>Markham Aquatic Club</b>	\$190,817	\$107,128	\$83,689	\$50,505	<b>\$33,183</b>	<b>17.4%</b>
<b>Mallards Aquatic Club</b>	\$130,441	\$74,448	\$59,993	\$39,027	<b>\$20,966</b>	<b>16.1%</b>
<b>Markham Masters</b>	\$10,222	\$0	\$10,222	\$7,652	<b>\$2,570</b>	<b>25.1%</b>
<b>Thornhill Masters</b>	\$7,615	\$0	\$7,615	\$4,591	<b>\$3,024</b>	<b>39.7%</b>
<b>Markham Synchro</b>	\$32,185	\$13,475	\$18,709	\$13,009	<b>\$5,700</b>	<b>17.7%</b>

During this market analysis, staff conducted a review of pool fees for City of Richmond Hill and the City of Vaughan. (see chart below). The average pool fee for the comparators is \$64.67. It is recommended that an increase of \$6.00 per hour be applied to the 6 lane community pool rental annually until the average comparator fee is achieved.

This recommended fee increase has been discussed with all competitive aquatics groups. Staff met with the aquatic groups and they are aware that the Markham fee is significantly lower than the average fee amongst comparable municipalities. Staff have been meeting with the aquatic groups to ensure that they are fully prepared for the increase.

### **Municipal Comparators**

Fee Category	Richmond Hill Pool	Vaughan Pool	Markham Community Pool	Average Pool Fee
Pool Water Fee (6 Lane Pool)	\$59.33	\$70.02	\$23.99	\$64.67

The total impact to groups on an annual basis is reflected in the chart below. In general the fee increase, over and above the annual CPI, for the two larger groups (Markham Aquatic Club and Mallards Aquatics Club), which represents approximately 75% of the users amongst all competitive aquatic clubs, is 3.9% - 4.2%, based on their current usage.

Competitive Aquatic Clubs	Total Contract Amount \$ (A)	Community Pool Water Total	Impact of \$6 per hour Increase	
			Increase (B)	% of Total Contract Impacted (C) = (B)/(A)
Markham Aquatic Club	\$190,817	\$33,183	\$8,085	4.2%
Mallards Aquatic Club	\$130,441	\$20,966	\$5,208	3.9%
Markham Masters	\$10,222	\$2,570	\$630	6.1%
Thornhill Masters	\$7,615	\$3,024	\$756	9.9%
Markham Synchro	\$32,185	\$5,700	\$1,407	4.0%

This fee increase is to take effect in September, 2020 and will be reflected in the 2020 User Fee By-Law. This will allow sufficient time for the aquatic user groups to account for the increase in their 2020 budget process.

Based on the implementation date of September 2020, the annual financial impact to the will be \$16,086.

**FINANCIAL CONSIDERATIONS****AQUATICS****(per hour)**

includes 13% HST	Year in Effect	Community Pool Rental Fee	Effective September 1 (*)	Rate Increase (Per Pool) \$	Additional Fee Increase %	Avg. Fee based on Municipal Comparator	Annual Financial Impact	2020 Financial Impact
Competitive Aquatics Club – 6 lane x 25 metre	2020	\$60.43	\$66.43	\$6.00	9.93%	\$98.28(*)	\$16,086	\$5,362
	2021	\$66.43	\$72.43	\$6.00	9.03%			
	2022	\$72.43	\$78.43	\$6.00	8.28%			
	2023	\$78.43	\$84.43	\$6.00	7.65%			
	2024	\$84.43	\$90.43	\$6.00	7.11%			
	2025	\$90.43	\$96.43	\$6.00	6.63%			

\* Annual fee will still be subject to Council Approved annual increase (greater of CPI or CUPE)

**Sportsfields - Fee (Hourly)**

Artificial Turf	Current Fee	Additional Fee Increase %	Effective January 1, 2020	Rate Increase (per hour) \$	Annual Financial Impact	2020 Financial Impact
Adult	\$28.40	6.55%	\$30.26	\$1.86	\$2,744	\$2,744

The total 2020 financial impact from the proposed fee increase is \$8,106 and the annual impact from the proposed fee increase is \$18,380.

The 2020 Budget process will include revenue impacts net of any volume adjustments. Staff will monitor participation rates and should any issues arise as it pertains to a decline in volume, Senior Staff will be notified and adjustments will be made as required.

**HUMAN RESOURCES CONSIDERATIONS**

Not Applicable

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Not Applicable

**BUSINESS UNITS CONSULTED AND AFFECTED:**

Not Applicable

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**RECOMMENDED BY:**

Mary Creighton  
Director, Recreation Services

Brenda Librecz  
Commissioner, Community  
& Fire Services

**ATTACHMENTS:**



Report to: Development Services Committee

Meeting Date: September 23, 2019

**SUBJECT:** PRELIMINARY REPORT 1938540 Ontario Ltd., Unionville Montessori School, Temporary Use Zoning By-law Amendment Application to permit a private school and day nursery to operate within the existing portable at 9286 Kennedy Road, File No. PLAN 19 256209 (Ward 6)

**PREPARED BY:** Rick Cefaratti, MCIP, RPP, Ext. 3675  
Planner II, West District

**REVIEWED BY:** Dave Miller, MCIP, RPP, Ext. 4960  
Manager, West District

### **RECOMMENDATION:**

1. That the report dated September 23, 2019 entitled “PRELIMINARY REPORT, 1938540 Ontario Ltd., Unionville Montessori School, Temporary Use Zoning By-law Amendment Application to permit a private school and day nursery within the existing portable at 9286 Kennedy Road, File No. PLAN 19 256209 (Ward 6)” be received;

### **PURPOSE:**

This report provides preliminary information on a Temporary Use Zoning By-law to permit an existing portable containing three classrooms to continue. The portable operates in association with the existing school and day nursery on the site. This report also contains general information in regards to applicable Official Plan and related policies as well as other issues and should not be taken as Staff’s opinion or recommendation on the application.

### **BACKGROUND:**

#### **Property and Area Context**

The Unionville Montessori School (“UMS”) lands include three adjoining properties that are located on the west side of Kennedy Road, north of 16<sup>th</sup> Avenue (see Figures 1, 2 and 3). A vacant heritage dwelling (George Hunter House, circa 1860) and portable are located on the property fronting onto Kennedy Road. The house is designated under Part IV of the *Ontario Heritage Act*. The portion of the school’s lands at the corner of Kennedy Road and 16<sup>th</sup> Avenue are currently vacant (4488 16<sup>th</sup> Avenue). The school buildings (4486 and 4484 16<sup>th</sup> Avenue) are located on the north and west portion of the subject lands. A day nursery (9302 Kennedy Road) also fronts onto Kennedy Road.

Single detached residential lots fronting onto Kennedy Road are located to the north. To the east, across Kennedy Road, is the recently developed Upper Unionville community. To the west is the Kylemore Communities Yorkton residential condominium development and the Village Grocer on 16<sup>th</sup> Avenue. To the south, across 16<sup>th</sup> Avenue, are single detached residential lots that back onto 16<sup>th</sup> Avenue.



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The previous Temporary Use Zoning By-law Amendment (By-law# 2015-105) was approved (File No. ZA 14 125142) to permit the existing school portable on the above noted lands. The Temporary Use Zoning By-law expired on June 23, 2018. Consequently, the applicant is asking to extend permission to allow the existing portable to remain on a temporary basis for an additional three years.

**Process to date and next steps:**

- The application to amend the Zoning By-law was deemed complete on April 26, 2019.
- A Statutory Public Meeting will be scheduled for October 7, 2019 to provide an opportunity for the public to comment on the proposed amendment to the Zoning By-law;
- Following the Public Meeting, Development Services Committee will receive a recommendation report regarding the proposed Temporary Use Zoning By-law Amendment application that address matters raised in this report and at the Public Meeting;

**OFFICIAL PLAN AND ZONING**2014 Official Plan

The City's 2014 Official Plan (as partially approved on November 24, 2017 and updated on April 9, 2018) designates the subject lands as "Mixed Use Mid Rise". This designation provides for private schools provided they are located on arterial or major collector roads.

Zoning

The Unionville Montessori School lands are zoned Community Amenity One (CA1\*260) by By-law 177-96, as amended and Rural Residential One (RR1) by By-law 304-87, as amended (see Figure 2). The CA1\*260 zone permits Private Schools. The RR1 zone on the vacant lands at Kennedy Road and 16<sup>th</sup> Avenue, and on the lands on which the heritage dwelling is located, does not permit a Private School or Day Nursery. The existing portable is located on the portion of the school's lands that is zoned RR1 (see Figure 4) and was permitted subject to the previous temporary use by-law.

**OPTIONS/ DISCUSSION:**

Council may authorize extensions to temporary use by-laws provided that such extensions do not jeopardize the long-term development intentions for the subject lands.

Provided that no significant concerns are raised at the Public Meeting, it may be reasonable to extend the temporary use permission for another 3 years starting on the expiry of the previous temporary use by-law (By-law #2015-105 expired June 23, 2018).

Due to its prominent location adjacent to Kennedy Road, a permanent zoning change to permit private school and daycare uses to operate within the existing portable was not considered appropriate and a temporary use by-law was approved. Staff has had discussions, with the owner of UMS, regarding their proposed expansion, which includes the addition of permanent multi-storey buildings on these lands. The extension of the

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temporary use by-law, will provide the owner an opportunity to develop an expansion proposal prior to the submission of formal development applications.

No issues have been raised to date. If any issues are identified through the circulation and detailed review of the proposal or at the Public Meeting they can be addressed in a final staff report, if required.

The previous Temporary Use By-law included the following special Zone Standards:

Zone Standards

- a) minimum required *rear yard* – 0 metres;
- b) a *private school* and a *nursery school* may only be located within a portable building;
- c) the provisions of Section 5.5 shall not apply; and,
- d) required parking spaces for the additional uses permitted on those lands may be located on adjacent lands to the west.

These zone standards and parking provisions should continue to apply to an extended temporary use by-law on the subject lands, if approved.

**FINANCIAL CONSIDERATIONS:**

Not applicable.

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

The applications were reviewed in the context of the City's strategic priorities of Growth Management – providing for complete communities that include both public and private institutional uses.

**BUSINESS UNITS CONSULTED AND AFFECTED:**

The application has been circulated to various City departments and external agencies and is currently under review. Requirements of the City and external agencies will be reflected in the Zoning By-law amendment.

**RECOMMENDED BY:**

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

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

**ATTACHMENTS:**

Figure 1 – Location Map  
Figure 2 – Area Context/Zoning  
Figure 3 – Air Photo  
Figure 4 – Site Plan

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**APPLICANT / AGENT:**

Malone Given Parsons Ltd.

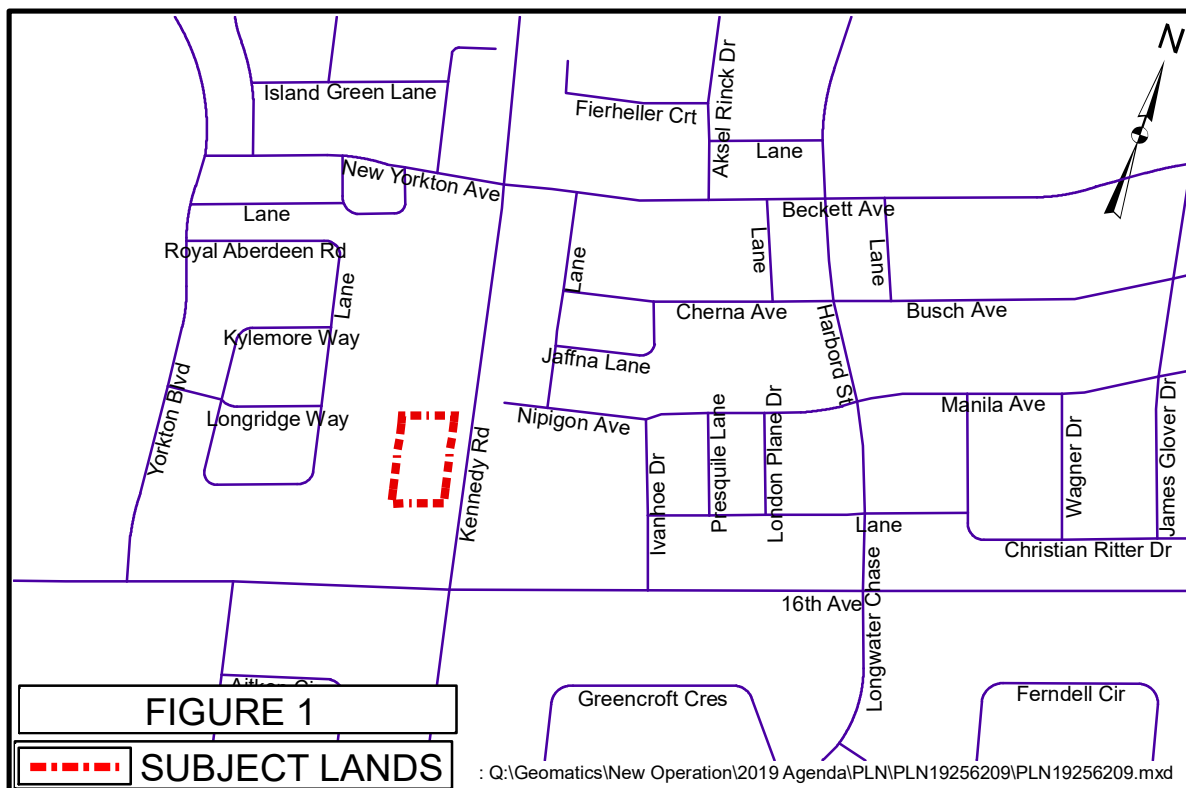
C/O Lauren Capilongo

140 Renfrew Drive Suite 201

Markham, ON L3R 6B3

Tel: (905) 513-0170 ext. 112

Email: [lcapilongo@mgp.ca](mailto:lcapilongo@mgp.ca)





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# AREA CONTEXT/ZONING

APPLICANT: 1938540 ONTARIO LTD.  
9286 KENNEDY ROAD

FILE No: PLN19256209(RC)

 SUBJECT LANDS

DATE: 08/15/19





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# AREA CONTEXT/ZONING

APPLICANT: 1938540 ONTARIO LTD.  
9286 KENNEDY ROAD

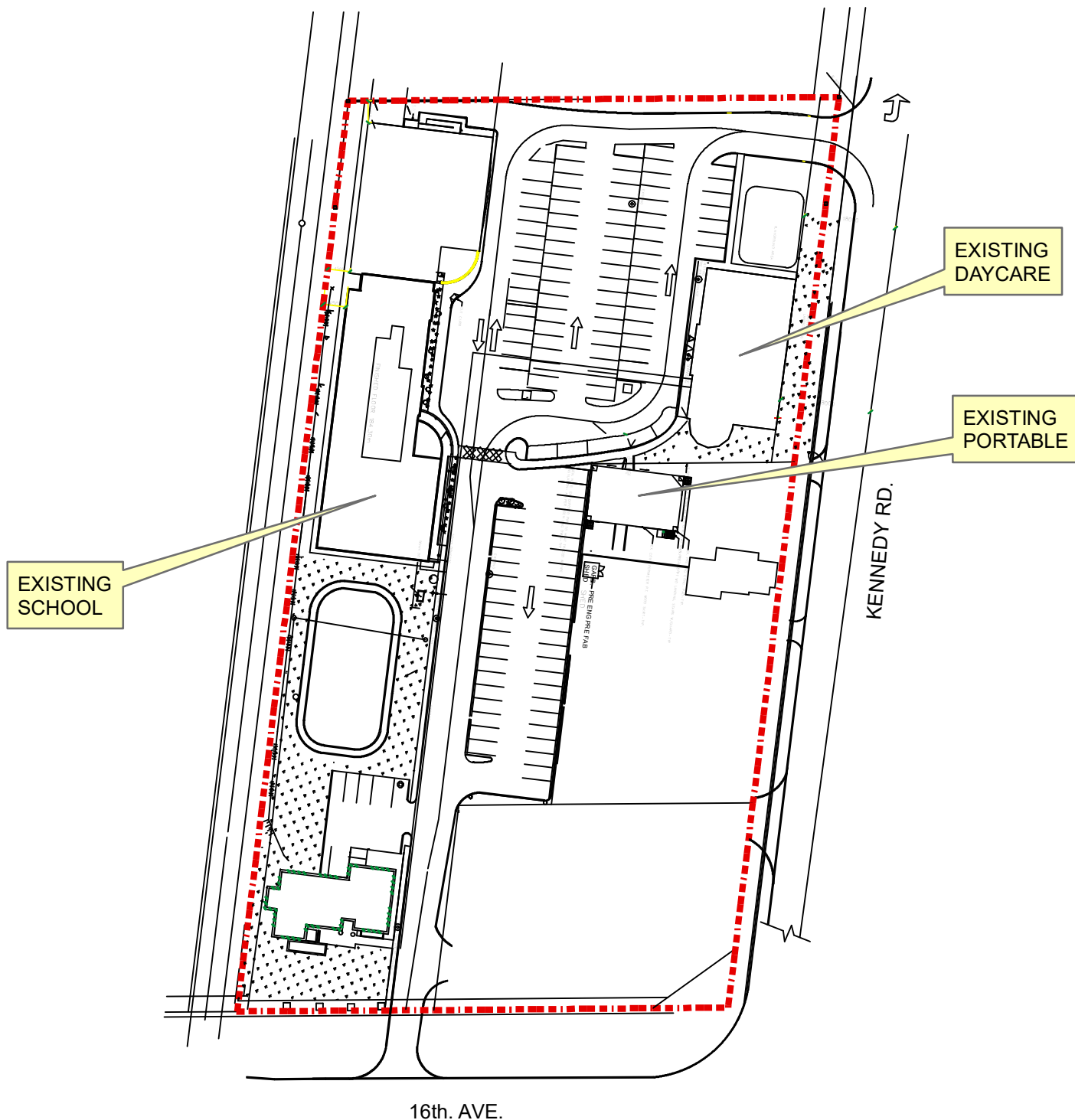
FILE No: PLN19256209(RC)

 SUBJECT LANDS

DATE: 08/15/19







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# SITE PLAN

APPLICANT: 1938540 ONTARIO LTD.  
9286 KENNEDY ROAD

FILE No: PLN19256209(RC)

  SUBJECT LANDS

DATE: 08/15/19



Report to: Development Service Committee

Meeting Date: September 23<sup>rd</sup>, 2019

**SUBJECT:** PRELIMINARY REPORT  
Application for Zoning By-law Amendment to facilitate a future land severance and permit one single detached dwelling with site-specific zone exceptions at 7739 9<sup>th</sup> Line, on the south side of 14<sup>th</sup> Avenue. (Ward 7). File No. ZA 19 126535.

**PREPARED BY:** Aqsa Malik, Planner I, East District. Ext. 2230

**REVIEWED BY:** Sally Campbell, M.C.I.P., R.P.P., Manager, East District. Ext. 2645

### RECOMMENDATION:

- 1) That the report titled “PRELIMINARY REPORT, Application for Zoning By-law Amendment to facilitate a future land severance and permit one single detached dwelling with site-specific zone exceptions at 7739 9<sup>th</sup> Line, on the south side of 14<sup>th</sup> Avenue. (Ward 7). File No. ZA 19 126535” be received.

### PURPOSE:

This report provides preliminary information on the above noted Zoning By-law Amendment, application submitted by Indrajit Chakraborty and Ujjaini Sircar. This report contains general information in regards to applicable Official Plan or other policies as well as other issues identified by Staff to date. The report should not be taken as Staff’s opinion or recommendation on the application.

### PROCESS TO DATE:

Application deemed complete

The Zoning By-law Amendment application was deemed complete on July 30<sup>th</sup>, 2019.

### Next Steps

- A Statutory Public Meeting will be scheduled for fall 2019;
- A recommendation report will be provided at a future Development Services Committee meeting if required; and
- An application to the Committee of Adjustment for consent to sever the subject land will be required in the future.

### BACKGROUND:

#### Property Description

The subject lands, municipally known as 7739 9<sup>th</sup> Line are located in the Box Grove Community at the southeast corner of 9<sup>th</sup> Line and 14<sup>th</sup> Avenue, fronting 14<sup>th</sup> Avenue (See Figure 1). The subject lands have an area of approximately 0.20 ha (0.51 ac) and a lot frontage of approximately 65.18 ft. The subject lands, which are developed with an existing two-storey detached dwelling



circa 1890, are designated under Part IV of the Ontario Heritage Act as a property of cultural heritage value or significance. There is an existing pool and frame shed on the property, as well as mature vegetation. To the north, south, east and west are existing residential neighbourhoods characterized by single detached dwellings, some originally developed in the 1950's and others more recently developed (See Figure 3).

### **Proposal**

#### **7739 9<sup>th</sup> Line Avenue**

A zoning by-law amendment application has been submitted to rezone the subject lands from Single Family Residential (RRH) under Zoning By-Law 194-82 to RRH with exceptions to permit a reduced lot frontage and lot area to facilitate a future land severance resulting in one additional residential development lot. The Zoning Amendment also proposes site-specific setbacks for the existing heritage dwelling and for a proposed dwelling on the subject lands. The future land severance will include the conveyance of road widening to the Region of York, as shown on Part 1 on the attached Figure 4.

Development Standards	RRH Zone Requirements	Existing Heritage Lot	Proposed Heritage Lot	Proposed Development Lot
Lot Area	2,040 m <sup>2</sup> (21,958.4 ft <sup>2</sup> )	2,071 m <sup>2</sup> (22,300 ft <sup>2</sup> )	916 m <sup>2</sup> * (9,859.74 ft <sup>2</sup> )	797 m <sup>2</sup> * (8,578.84 ft <sup>2</sup> )
Lot Frontage	30 m (98.43 ft)	65.18 m (213.85 ft)	29 m* (95.14 ft)	30.24 m (99.21 ft)
Front Yard Setback	7.5 m (24.61 ft)	2.16 m (7.09 ft)	0.27 m* (0.89 ft)	2.40 m* (7.87 ft)

\*Special provisions the applicant is seeking.

### **2014 Official Plan**

The subject lands are designated 'Residential Low Rise' in the City of Markham Official Plan 2014 (partially approved on Nov 24/17, and further updated on April 9/18)(the "2014 Official Plan"), which provides for low rise housing forms, including single detached dwellings.

### **Zoning**

The subject lands are zoned Single Family Residential (RHH) under Zoning By-Law 194-82, as amended, which permits a single detached dwelling on a lot with a minimum lot area of 2,040 m<sup>2</sup> (21,958.4 ft<sup>2</sup>) and frontage of 30 m (98.43 ft).

### **OPTIONS/DISCUSSION:**

The following is a brief summary of the matters that will be considered:

- Appropriateness of the proposed zoning amendment in terms of the resulting lot areas and frontages and the relationship with the existing lotting pattern in the immediate vicinity and neighbourhood character;
- The orientation and size of the new lots that the zoning by-law amendment would facilitate;

- 
- Consistency of potential future lots with regard to front, rear and side yard setbacks in the area; and
  - Removal or retention of existing mature trees and vegetation, as a result of the rezoning to facilitate the creation of future development lots.

No issues have been raised to date. Any additional matters identified through the circulation and detailed review of the proposal, will be addressed, if necessary, in a final report to the Committee.

**FINANCIAL CONSIDERATIONS**

Not applicable.

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

The applications will be reviewed in the context of the City's strategic priorities of Growth Management and Municipal Services.

**BUSINESS UNITS CONSULTED AND AFFECTED:**

The application has been circulated to various City departments and external agencies and is currently under review.

**RECOMMENDED BY:**

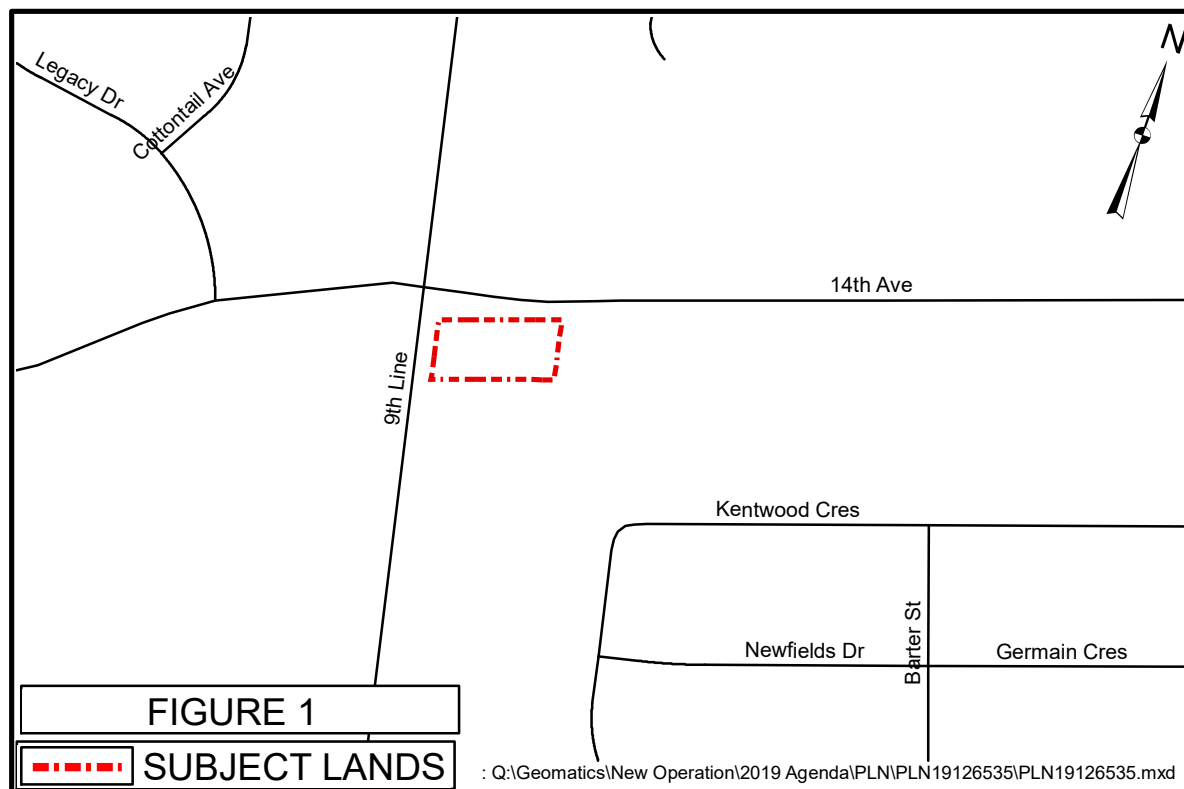
Biju Karumanchery, M.C.I.P., R.P.P  
Director, Planning and Urban Design

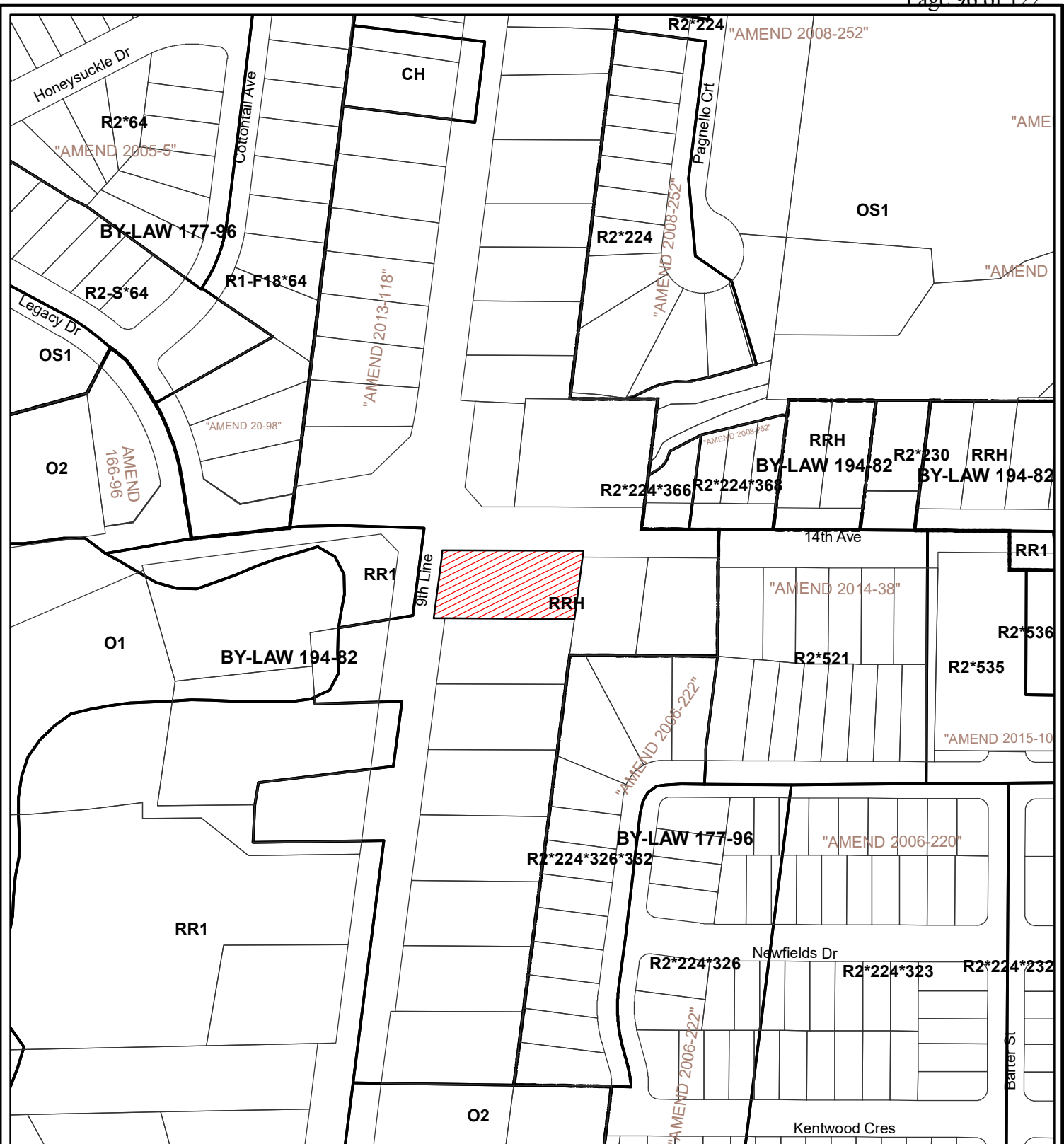
Arvin Prasad, M.C.I.P., R.P.P  
Commissioner of Development Planning

**ATTACHMENTS:**

Figure 1 – Location Map  
Figure 2 – Area Context/Zoning  
Figure 3 – Aerial Photo  
Figure 4 – Site Plan

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# AREA CONTEXT / ZONING

APPLICANT: Memar Architects Inc. (Lucy Mar Guzman)  
7739 9th Line

FILE No. ZA 19126535 (AM)

 SUBJECT LANDS

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Date: 07/08/2019





# AERIAL PHOTO (2018)

APPLICANT: Memar Architects Inc. (Lucy Mar Guzman)  
7739 9th Line

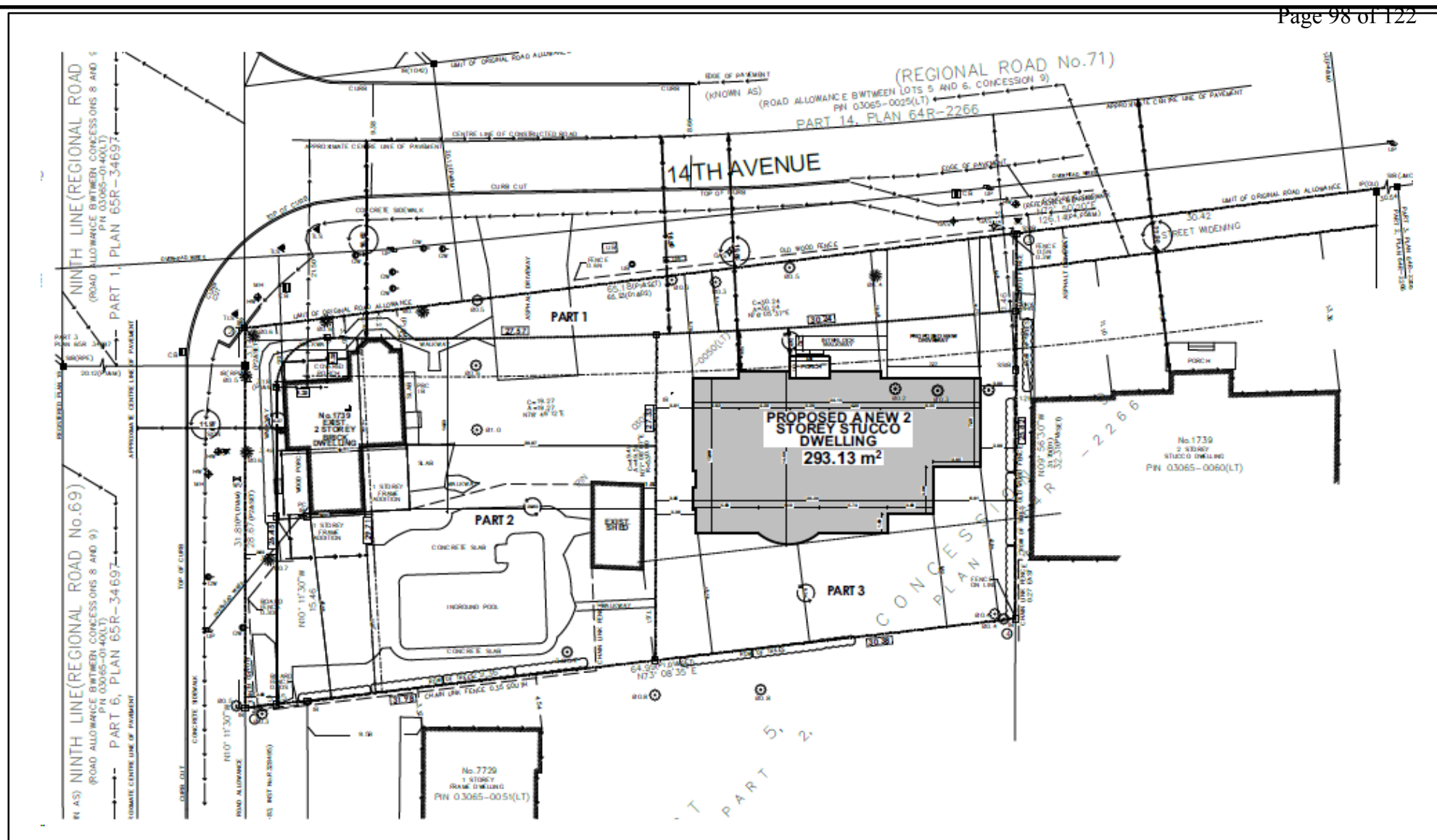
FILE No. ZA 19126535 (AM)

 SUBJECT LANDS

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Date: 07/08/2019





# SITE PLAN

APPLICANT: Memar Architects Inc. (Lucy Mar Guzman)  
7739 9th Line

FILE No. ZA 19126535 (AM)

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Report to: Development Services Committee

Meeting Date: October 15, 2019

**SUBJECT:** **City of Markham Comments on the Provincial Policy Statement Review**

**PREPARED BY:** Lilli Duoba, RPP, MCIP, Manager, Natural Heritage, Ext. 7925

**REVIEWED BY:** Marg Wouters, RPP, MCIP, Senior Manager, Policy and Research, Ext. 2909

**RECOMMENDATION:**

1. That the staff report entitled “City of Markham Comments on the Provincial Policy Statement Review, dated October 15, 2019, be received; and,
2. That this staff report and recommendations be forwarded to the Ministry of Municipal Affairs and Housing and York Region as the City of Markham’s comments on the proposed changes to the Provincial Policy Statement as part of the Provincial Policy Review; and,
3. That the Ministry of Municipal Affairs and Housing be advised of the following specific recommendations:
  - i) That current Provincial Policy Statement 2014 policy 4.9 which identifies that the PPS policies represent minimum standards, remain as policy in the Interpretation and Implementation section under Part V: Policies;
  - ii) That the references to ‘market-based’ and ‘market demand’ in proposed policies 1.1.1, 1.1.3.8, 1.4.3 and 1.7 be deleted, or alternately that a reference to both market-based and non market-based be included to ensure planning authorities continue to plan for an inclusive, broad and responsive approach to addressing housing needs, which would include but not prioritize market-based approaches to housing;
  - iii) That the employment polices be revised as follows:
    - a) That the proposed additional references to ‘mixed uses’ and ‘consideration of housing policy’ be deleted from proposed policy 1.3.1;
    - b) That the prohibition of residential and institutional uses in proposed policy 1.3.2.3 apply to all employment areas, rather than only to those planned for industrial and manufacturing uses; and,
    - c) That the reference in proposed policy 1.3.2.3 to include appropriate transition within employment areas be revised to provide for appropriate transition between employment areas and non-employment areas, to be consistent with the Growth Plan;
  - iv) That the Province provide guidance and clarification for municipalities with respect to the required method and level of engagement with Indigenous communities;

- 
- v) That the Province provide municipalities with an opportunity to review any future modifications to 'Hazard Lands' policies resulting from the ongoing current review prior to incorporation in the Provincial Policy Statement;
  - vi) That proposed policy 4.7 regarding streamlining of development approvals be removed, and instead the Province be advised that the intent of proposed policy 4.7 regarding streamlining development approvals would be more appropriately directed to the review and update of regulations, guidelines, standards and internal and external staffing levels to achieve the outcome of fast tracking applications;
  - vii) That if proposed policy 4.7 regarding streamlining of development approvals remains, the Province provide criteria and guidance on identification of 'priority' applications for consideration of fast tracking;
  - viii) That the Province review the process for approval of private communal water and wastewater services to require that private operators establish fiscally responsible life cycle and financial reserve practices, to ensure that these systems are designed to meet municipal design standards and to allow municipalities to recover all costs of taking over these services in the event of a default;
  - ix) That the Province consider stronger policy wording in building strong healthy communities that requires land use planning to seek solutions to minimize and/or reduce climate change impacts; and,
4. Further that staff be authorized and directed to do all things necessary to give effect to this resolution.

#### **EXECUTIVE SUMMARY:**

The Province is proposing a number of changes to the Provincial Policy Statement (PPS) that are intended to increase the supply and mix of housing, protect the environment and public safety, reduce barriers and costs, support northern, rural and indigenous communities and support economic growth. The link to the proposed PPS is found in Appendix 'A'. The proposed PPS is also intended to align with the Growth Plan for the Greater Golden Horseshoe, 2019 which was approved earlier this year and recent changes to the Planning Act and other legislation through Bill 108.

The PPS is an important tool for local planning as the document identifies matters of provincial interest as set out in the *Planning Act*, provides the framework for local and regional planning and sets a high standard of implementation (municipal Official Plans 'shall be consistent with' the policies of the PPS).

Although the PPS remains for the most part unchanged, the Province has proposed new policies, deleted policies and provided wording changes which affect the direction to municipalities in certain areas. Staff comments contained in this report and Appendix 'B' are related to:

- Concern with a proposed new focus on only market-based housing;



- 
- Non-support for certain policies which appear to reduce protections for employment area lands;
  - Issues of clarity in the policy wording and potential challenges with interpretation and implementation of the intent of the policies;
  - New ‘undefined’ terminology that should be defined;
  - Policies that have been weakened; and,
  - Removal of key implementation policies and their transfer into non-Policy sections of the document.

It is recommended that the City of Markham staff report and Council resolution on this matter be forwarded to the Ministry of Municipal Affairs and Housing and York Region.

### **PURPOSE:**

The purpose of this report is to provide an overview of the recently released Proposed Provincial Policy Statement, 2019 and to provide comments to the Province.

### **BACKGROUND:**

The Provincial Policy Statement (PPS) is the foundation policy document providing planning direction to municipalities on matters of provincial interest. The document provides policies for building strong healthy communities, wise use and management of resources and protecting public health and safety. The PPS is issued under Section 3 of the *Planning Act*. All decisions on planning matters made by municipalities and the Local Planning Authority Tribunal (LPAT) ‘shall be consistent with’ the PPS.

The Province released ‘Provincial Policy Statement Review – Proposed Policies’ on July 22, 2019 for a 90 day consultation period in ERO posting #019-0279. The consultation closes on October 21, 2019. The link to the proposed PPS is identified on Appendix ‘A’.

The Ministry has identified the intent of the proposed changes as follows:

#### **Increasing Housing Supply and Mix**

- Increase land supply requirements municipalities must meet:
  - Increase planning horizon from 20 to 25 years
  - Increase housing land supply from 10 to 12 years
  - Allow higher minimum requirement for serviced residential land (5 years) for upper- and single-tier municipalities
- Update provincial guidance to support land budgeting (i.e. Projection Methodology)
- Increase flexibility for municipalities related to the phasing of development and compact form
- Add flexibility to the process for settlement area boundary expansions (e.g. allow minor adjustments subject to specific tests, highlight that study requirements should be proportionate to the size/scale of development)
- Require transit-supportive development and prioritize intensification, including potential air rights development, in proximity to transit, including corridors and stations

- Support the development of housing to meet current and future housing needs, and add reference to housing options
- Support municipalities in achieving affordable housing targets by requiring alignment with Housing and Homelessness Plans
- Broaden PPS policies to enhance support for development of long-term care homes

#### **Protecting the Environment and Public Safety**

- Enhance direction to prepare for impacts of a changing climate
- Enhance stormwater management policies to protect water and support climate resiliency
- Promote the on-site local reuse of excess soil
- Maintain current policies related to natural and human made hazards which directs development away from hazardous areas including flood-prone areas in order to protect public health and safety, while work by the Special Advisor on Flooding is underway
- Maintain current policies that require municipalities in southern Ontario to identify natural heritage systems, and provide flexibility as to how to achieve this outcome
- Maintain protections for the Greenbelt

#### **Reducing Barriers and Costs**

- Require municipalities to take action to fast-track development applications for certain proposals (e.g. housing)
- Allow mineral aggregate operations to use rehabilitation plans to demonstrate that extraction will have no negative impacts
- Align policies and definition of cultural heritage with recent changes to the *Ontario Heritage Act*
- Refocus PPS energy policies to support a broad range of energy types and opportunities for increased energy supply
- Direct large ground-mounted solar facilities away from prime agricultural and specialty crop areas
- Make minor changes to streamline development approvals and support burden reduction

#### **Supporting Rural, Northern and Indigenous Communities**

- Allow flexibility for communities by clarifying perceived barriers to sewage and water servicing policies for lot creation and development in rural settlement areas
- Enhance municipal engagement with Indigenous communities on land use planning to help inform decision-making, build relationships and address issues upfront in the approvals process
- Enhance agricultural protections to support critical food production and the agricultural sector as a significant economic driver

#### **Supporting Certainty and Economic Growth**

- Encourage municipalities to facilitate conditions for economic investment, and at the time of official plan review or update, assess locally-identified employment areas to ensure designations are appropriate
- Provide municipalities with greater control over employment area conversions to support the forms of development and job creation that suit the local context (current and future)
- Provide stronger protection for major facilities such as manufacturing and industrial uses where non-employment uses are planned nearby (i.e. buffering uses from new sensitive uses).

### **PPS vs. Growth Plan. Which prevails?**

The proposed changes to the PPS aim to align with the Growth Plan 2019 (now in effect) as well as with recent changes to the Planning Act and other legislation through Bill 108.

Where both the PPS and Growth Plan contain similar policies, planning authorities subject to the Growth Plan, such as Markham, would take direction from the Growth Plan. Planning authorities must ‘conform with’ the Growth Plan and ‘be consistent with’ the PPS. The more rigid test is the Growth Plan.

The Growth Plan and PPS both include language that permit planning authorities to go beyond minimum standards. Current policy 4.9 states that the PPS represents minimum standards and that nothing prevents planning authorities and decision makers from going beyond the minimum standards established in specific policies, unless in doing so would conflict with any policy of the PPS. Whereas the PPS includes language that states decision makers ‘may’ go beyond minimum standards, the Growth Plan contains more robust language and ‘encourages’ decision makers to go beyond the standards. This authority can and should be used to address the permissive matters (i.e., ‘may’) in both the Growth Plan and PPS where the City may wish to apply enhanced planning and development standards consistent with municipal policies and procedures.

### **DISCUSSION:**

Staff have undertaken a detailed review, consulted with York Region and have organized comments specific to the proposed policies. The larger issues pertaining the proposed PPS policies are identified below. Additional minor or technical comments are listed in Appendix ‘B’ for consideration by the Province.

### **Significant policies moved from Part V: Policies to other non-Policy sections**

The proposed PPS has moved policies currently numbered and identified in Part V: Policies to other sections of the document. It is not clear if the intent of these changes is to lessen the weight of the policies. Of specific concern is current policy 4.9 which allows planning authorities and decision-makers to go beyond the minimum PPS standards. This direction remains but has been moved to Part III: How to Read the Provincial Policy Statement. Since the PPS is a general statement of policy applicable to the entire Province, it is critical that the PPS is very clear that standards beyond the minimum may be applied by planning authorities to address specific community interests and priorities. Staff are concerned that the change in status of this direction from policy to non-policy weakens the direction. Staff recommend that the current policy 4.9 be

maintained in the Implementation and Interpretation section to ensure the policy may be clearly applied if necessary in the defence of local policies exceeding minimum PPS standards.

#### **Recommendation i)**

That current Provincial Policy Statement 2014 policy 4.9 which identifies that the PPS policies represent minimum standards, remain as policy in the Interpretation and Implementation section under Part V: Policies.

#### **The proposed references to ‘market-based’ and ‘market demand’ in a number of policies does not strike the right balance, particularly for providing for a range of housing options and affordability and building compact communities**

A major change in the proposed PPS is the introduction of the principle of planning communities based on market demand. This principle is included in proposed policy 1.1.1 which speaks to healthy communities being sustained by accommodating market based range and mix of residential types; policy 1.1.3.8 which provides for settlement area boundary expansions to satisfy market demand; policy 1.4.3 requiring municipalities to provide for a range and mix of housing to meet projected market-based needs of current and future residents; and policy 1.7 which states that long term economic prosperity should be supported by encouraging residential uses to respond to dynamic market-based needs.

Market-based is not a defined term, however the proposed policies suggest that private sector interests will have more discretion to develop certain housing types or built form over others based on consumer preferences alone, thus limiting the City’s ability to influence and provide for a full range of housing types to meet the future needs of the entire community. The emphasis on market-based housing focuses on short term preferences and could lead to a return to planning for more land-consumptive, auto-oriented, lower density housing types, rather than planning for compact communities through intensification and higher density housing types with access to transit consistent with the Growth Plan. A focus on lower density housing types would also affect the delivery of affordable housing, which is typically provided in a higher density housing form.

Although it is recognized that the majority of housing is provided by the private development industry, and that market preferences need to be taken into account to some degree, it is staff’s opinion that the introduction of the market-based references directly conflict with the intent of the PPS to promote efficient development that optimizes the use of land, resources and public investment in infrastructure and public service facilities. Staff recommend that the references to ‘market-based’ and ‘market demand’ be deleted or that the reference be changed to include both ‘market-based’ and ‘non market based’ needs.

#### **Recommendation ii)**

That the references to ‘market-based’ and ‘market demand’ be deleted in policies 1.1.1, 1.1.3.8, 1.4.3 and 1.7, or alternately that a reference to both market-based and non market-based be included to ensure planning authorities continue to plan for an inclusive,

broad and responsive approach to addressing housing needs, which would include but not prioritize market-based approaches to housing.

**Concern that proposed changes to employment policies may result in unintended further weakening of employment areas protection**

Proposed policy 1.3.2.5 in the PPS generally aligns with new Growth Plan policy 2.2.5.10 which permits municipalities to convert certain employment area lands to non-employment uses prior to a municipal comprehensive review, subject to conditions. The Growth Plan policy was not supported by Markham Council, as it weakens the protection of employment areas.

Proposed policy 1.3.1.a) includes an added reference to providing for ‘mixed’ as well as employment and institutional uses under the general policy of promoting economic development and competitiveness. Staff recommend deletion of the added reference to ‘mixed uses’ as it is not a use category, and the policy already speaks to municipalities providing for an appropriate ‘mix and range’ of employment and institutional uses.

Staff also do not support the addition of ‘...with consideration of housing policy 1.4’ in proposed policy 1.3.1 d), as it is not clear why only housing policies are referenced to support liveable and resilient communities. In addition, the term ‘mixed use’ development could describe a mix of non-residential uses and does not always require a residential built form.

Staff support the inclusion of proposed policy 1.3.2.3 that prohibits residential and institutional uses that are not ancillary to the primary employment use in employment areas, however do not support restricting this policy to only employment areas planned for industrial and manufacturing uses. As Markham’s employment areas evolve, they will contain businesses other than industrial or manufacturing that may still require protection.

The second sentence of proposed policy 1.3.2.3 states that employment areas planned for industrial and manufacturing uses should include an appropriate transition to adjacent non-employment areas. The Growth Plan has a similar policy (2.2.5.7.c) but it states that there should be appropriate transition between employment areas and adjacent non-employment areas. Staff prefer the Growth Plan wording as the proposed PPS wording could lead to contested opinions of what appropriate ‘transition’ uses should be permitted in employment areas. Staff also recommend this part of the policy also not be restricted to employment areas planned for industrial and manufacturing uses only.

**Recommendation iii)**

That the employment polices be revised as follows:

- a) That the proposed additional references to ‘mixed uses’ and ‘consideration of housing policy’ be deleted from policy 1.3.1;
- b) That the prohibition of residential and institutional uses in proposed policy 1.3.2.3 apply to all employment areas, rather than only to those planned for industrial and manufacturing uses; and,

- 
- c) That the reference in proposed policy 1.3.2.3 to include appropriate transition within employment areas be revised to provide for appropriate transition between employment areas and non-employment areas consistent with the Growth Plan.

### **Expectations increased for engagement with Indigenous communities**

The proposed PPS directs cooperative relationships and meaningful engagement with Indigenous communities, and now requires (rather than encourages) engagement with Indigenous communities on land use planning matters (policy 1.2.2) and when identifying, protecting and managing cultural heritage and archaeological resources (policy 2.6.5). The City currently engages with Indigenous communities on City-wide planning initiatives such as the Official Plan as well as matters related to archaeological resources. However, staff require further guidance on what 'engagement' entails and particularly what the expectation is for engagement in 'identifying, protecting and managing cultural heritage and archaeological resources'. This could be interpreted to mean that engagement is required when protecting heritage buildings and other settlement resources unrelated to Indigenous attributes. The Association of Municipalities of Ontario (AMO) recently published 'Municipal Governments and Crown's 'Duty to Consult': Towards a Process that Works for Local Communities' April 2019, which outlined the challenges and uncertainty facing municipalities in assuming greater consultation responsibilities. AMO recommended that the Province provide clear protocols, ongoing facilitation support, appropriate training and guidance, information-sharing and adequate financial resources to ensure any delegated Duty to Consult is implemented properly and respectfully. Staff support the efforts of AMO and encourage further guidance from the Province in this area.

### **Recommendation iv)**

That the Province provide guidance and clarification for municipalities with respect to the required methods and level of engagement with Indigenous communities.

### **Hazard Policies (Under Further Review)**

The hazard policies in the proposed PPS are unchanged and identified as being subject to an ongoing review by the Province's Special Advisor on Flooding. At the time of the authoring of this report, the Province had not released any additional information in the Hazard Policy review. 'Hazard Lands' policies apply in Markham and staff recommend that Markham be afforded the opportunity to review and comment on any proposed policy changes prior to incorporation into the amended PPS.

### **Recommendation v)**

That the Province provide municipalities with an opportunity to review any future modifications to 'Hazard Lands' policies resulting from the ongoing current review prior to incorporation in the Provincial Policy Statement.

### **Streamlined Planning Processes require an integrated effort**

Proposed policy 4.7 directs planning authorities to take action to support increased housing supply and facilitate timely and streamlined processes for local development by:

- identifying and fast tracking priority applications which support housing and job-related growth and development; and,

- 
- reducing the time needed to process residential and priority applications to the extent practical.

Markham has been and continues to be a high growth municipality. In order to manage the workload associated with the significant number of planning applications and the constant change in regulatory requirements and design standards, Markham regularly reviews its processes to identify streamlining improvements, including a comprehensive process review which is currently underway. Markham must work within the statutory timelines set out in the *Planning Act* and its regulations, work with development proponents to ensure complete applications are submitted, work with external agencies to submit comments and resolve issues in a timely manner and ensure development is appropriate. There are many reasons for the review of development applications to take longer than expected including factors that are outside of the control of municipalities.

A broad provincial policy requiring streamlining of the development approvals process cannot be addressed or met by municipalities without, at minimum an integrated set of guidelines and regulations which also include requirements for Provincial Ministries and other external review agencies to provide development application review comments within pre-determined timelines that are coordinated with local municipal review timeline requirements. Other streamlining options could include changes to approval processes in the *Planning Act* related to notices, delegated authority for decision making and appeals. The development community also has a large role to play in addressing approval timelines, including the delivery of high quality and complete applications, meeting community needs and expectations, and addressing City and agency requirements in a timely manner.

Of particular concern is the requirement in proposed policy 4.7 for planning authorities to identify and fast track 'priority' applications. Priority is an undefined term and there is no direction in the PPS of what a 'priority' application might be, particularly with respect to the proposed focus on 'market-based' housing. Markham prides itself in providing a consistent level of service to all developers and ensuring only exceptional development projects identified by Council (such as affordable housing and high level sustainability buildings) are fast tracked. The PPS is not the instrument to provide for application streamlining. Regulations, guidelines and standards are better tools to address the streamlining of development application approvals.

**Recommendation vi)**

That proposed policy 4.7 regarding streamlining of development approvals be removed, and the Province be advised that the intent of proposed policy 4.7 would be more appropriately directed to the review and update of regulations, guidelines, standards and internal and external staffing levels to achieve the outcome of fast tracking applications.

**Recommendation vii)**

That if proposed policy 4.7 regarding streamlining of development approvals remains, the Province provide criteria and guidance on identification of 'priority' applications for consideration of fast tracking.

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**Water and Wastewater Servicing**

The proposed PPS provides revised direction for water and wastewater servicing with respect to private communal services. Proposed policies identify that private communal services are a preferred option where municipal services are not available, planned or feasible. Previously, the policies gave more deference to municipalities to approve the use of private communal services.

The City's Official Plan requires the use of full municipal services for all development except in the rural area and lands designated 'Residential Estate'. While the likelihood of private communal services is low, any use of private communal servicing systems present increased financial risk to the City. Where private communal services are used, the Ministry of the Environment, Conservation and Parks has required that the municipality enter into "Responsibility Agreements" with the private owners to take over the communal services in the event that the private operator defaults on their responsibilities. To mitigate this risk, it is recommended that the Province ensure that private operators follow municipal life cycle and financial reserve practices and provide municipalities with oversight powers. The design of private communal systems should be reviewed and approved by the municipality to ensure that municipal design standards are met. Finally, in the event of a default, municipalities should be allowed to recover all costs associated with the transfer of responsibility.

**Recommendation viii)**

That the Province review the process for approval of private communal water and wastewater services to require that private operators establish fiscally responsible life cycle and financial reserve practices, to ensure that these systems are designed to meet municipal design standards and to allow municipalities to recover all costs of taking over these services in the event of a default.

**Climate Change**

The proposed PPS has modified policy 1.1.1 h) which directs 'preparing for the regional and local impacts of a changing climate' rather than the previous wording 'consider the impacts of a changing climate'. This language is also found in other policies. Although staff feel this is a stronger wording, the policy falls short in providing direction to 'reduce' or 'mitigate' climate change impacts in land use planning and direct preventative measures. Staff feel greater efforts should be made to reduce climate change impacts rather than just prepare for them.

**Recommendation ix)**

That the Province consider stronger policy wording in building strong healthy communities that requires land use planning to seek solutions to minimize and/or reduce climate change impacts.

**Additional Technical Comments**

Additional technical comments on the Proposed PPS are identified in Appendix 'B'.



**NEXT STEPS:**

Staff recommend that this report and recommendations be forwarded to the Ministry of Municipal Affairs and Housing and York Region as Markham's comments on the proposed changes to the Provincial Policy Statement. Staff will report back to Council once the final Provincial Policy Statement is released. Staff will also report back on any proposed changes to the PPS 'Hazard Lands' policies which are currently under a separate review.

**FINANCIAL CONSIDERATIONS:**

Not applicable.

**HUMAN RESOURCES CONSIDERATIONS:**

Not applicable.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

The Provincial Policy Statement provides the framework for land use planning in Ontario and supports the City's growth management and environmental protection priorities forming part of the 'Engaged, Diverse and Thriving City' and 'Safe and Sustainable Community'.

**BUSINESS UNITS CONSULTED AND AFFECTED:**

Comments from Policy and Research, Planning and Urban Design, Engineering, Environmental Services, Economic Growth, Culture and Entrepreneurship and Legal Services were included in this report.

**RECOMMENDED BY:**

Arvin Prasad, RPP, MCIP  
Commissioner, Development Services

**ATTACHMENTS:**

Appendix 'A': Link to Proposed Provincial Policy Statement, 2019:  
[https://prod-environmental-registry.s3.amazonaws.com/2019-07/EN\\_PPS%20Proposed%20Policies\\_July2019.pdf](https://prod-environmental-registry.s3.amazonaws.com/2019-07/EN_PPS%20Proposed%20Policies_July2019.pdf)

Appendix 'B': Additional Technical and Wording Comments

File Path: <https://markham.escribemeetings.com/Reports/Information Report Proposed Changes to the Provincial Policy Statement, 2019.docx>

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## Appendix B

### Additional Technical and Wording Comments

#### 1. **Planning Time Horizon Extended**

The proposed PPS has increased the time horizon for providing sufficient land for mix of uses from 20 years to 25 years informed by provincial guidelines. The PPS also allows for the planning of employment areas, infrastructure and public service facilities beyond the planning horizon. For Markham, the planning horizon is established in the Growth Plan which currently identifies an alternative planning horizon of 2041 (22 years). Staff support the modified time horizons. Providing longer flexible planning horizons timelines for infrastructure, public service facilities and employment lands is a benefit for municipalities in planning for the long term needs of the community.

#### 2. **Consistency in terminology**

The Growth Plan and PPS should strive towards similar terminology and definitions in order to assist with interpretation and implementation. References to 'second units' were changed to 'additional residential units' presumably to be consistent with allowing for two additional units in housing modifications. The *Planning Act* uses 'additional unit' – Section 16(3) and the Growth Plan uses 'second units' – Policies 2.2.1.4 c), 2.2.4.9 a) and 2.2.6.1 a) i). The Province may wish to consider defining the term 'additional residential units' to understand its relationship to second units in other legislation and statutory plans. It is noted that Policy 1.1.1 refers to 'multi-unit housing' while the housing options definition identifies 'multi-residential buildings'. The PPS should use consistent terminology. 'Multi-unit residential buildings' would be the preferred term.

#### 3. **Include 'Social' impacts**

Policy 1.1.1 c) should also reflect 'social' in existing statement to read 'avoiding development and land use pattern which may cause *social*, environment or public health and safety concerns.' The statement currently does not cover social risks causing harm to public safety.

#### 4. **Include 'Active' Transportation**

Policy 1.1.1 e) which promotes the integration of land use planning, growth management and transit-supportive development does not address active transportation. Active transportation is an important component of health, livable and safe communities contributing to transportation management and healthy living and should form part of the statement in building strong healthy communities.

#### 5. **Support linking development intensification and infrastructure**

Policy 1.1.1.e) and other references now include policy language linking transit-supportive development and intensification and infrastructure to land use planning and growth management. Staff support these wording changes.

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**6. PPS wording weaker for AODA**

Staff support the current PPS 2014 wording with respect to persons with disabilities in policy 1.1.1 f). The current PPS speaks to ‘identifying, preventing and removing land use barriers’ while the proposed PPS speaks to ‘addressing land use barriers’. The word ‘address’ can be interpreted as ‘after the fact’ solution rather than proactive prevention. The Province may wish to review the wording in the Provincial *Accessibility for Ontario’s with Disabilities Act* (AODA) to ensure the PPS policy language is compatible with the AODA.

**7. Wording is weaker on compact uses and densities for new development and phasing**

Policies 1.1.3.6 and 1.6.7.2 require that new development *should* (currently “shall”) have a compact form, mix of uses and densities that allow for the efficient use of land, infrastructure and public use facilities. The efficient use of land and maximization of public investment in infrastructure and services continues to be critical to the development of environmentally sustainable communities in a financially prudent manner. The current wording in the PPS is preferred. Staff also prefer the current wording in policy 1.1.3.7 which states ‘planning authorities shall establish and implement phasing policies’ rather than the proposed wording ‘planning authorities should establish and implement phasing policies’.

**8. Settlement area expansions permitted outside a Comprehensive Review**

Proposed policy 1.1.3.9 allows for adjustments to the urban settlement boundary outside of a comprehensive review. This policy generally aligns with Growth Plan 2019 policy 2.2.8.4. Markham Council recommended that urban expansions outside an MCR should only be permitted where such expansions are initiated by a local municipality and provide a compelling public benefit to the community.

**9. Weaker policy approach in land use compatibility**

Proposed policy changes to 1.2.6 appear to shift planning for *major facilities* and *sensitive land uses* away from preventing *adverse effects* and rather to avoiding them. A possible implication is that protections for both uses may be weakened leading to an increase in land use conflicts as prevention is a stronger and more proactive approach. Staff are particularly concerned with the implications of proposed Policy 1.2.6.2, which outlines conditions for developing sensitive land uses adjacent to existing or planned industrial, manufacturing or other uses that are particularly vulnerable to encroachment. The concern is that the conditions in clauses a) and b) are not sufficient to protect industrial and manufacturing uses from encroachment of sensitive uses, specifically over time. The proposed policy should be deleted, or additional items including criteria to assess vulnerability to encroachment should be added to ensure the long-term viability of industrial and manufacturing uses.

**10. Official Plan Review and Comprehensive Review terms used**

Policy 1.3.2.2 and 1.3.2.5 refers to an ‘official plan review or update’ whereas policy 1.3.2.4 refers to a ‘comprehensive review’ (which includes an official plan

review). The Province should clarify what the distinction is between the two terms. It is noted that the definition of ‘comprehensive review’ incorrectly references policy 1.3.2.2 instead of 1.3.2.4.

#### 11. **Reference to Air Rights Development near Transit Stations**

Staff support the intent of proposed policy 1.4.3 e) in requiring transit-supportive development and prioritizing intensification in proximity to transit corridors and stations, but feel the inclusion of a specific reference to ‘air rights development’ is a level of detail that is out of place in the PPS. Air rights development should be at the discretion of municipalities taking local context into account.

#### 12. **Add ‘Planned’**

Policy 1.6.6.1.a) could be improved by adding “planned” for consistency with subsequent servicing policies: “private communal sewage services and private communal water services, where municipal sewage services and municipal water services are not available, ‘planned’ or feasible.”

#### 13. **Wording improvement to policy 1.6.6.1b)**

Policy 1.6.6.1.b) could be improved by adding ‘and complies with all regulatory requirements over their lifecycle’ to the end to read ‘ensure that these systems are provided in a manner that: [...] is feasible, financially viable and complies with all regulatory requirements over their lifecycle’.

#### 14. **Wording improvement to policy 1.6.7.1)**

Policy 1.7.1.1) could be improved by adding the words ‘reliable, high speed, abundant and accessible’ after ‘efficient’ to read ‘encouraging efficient reliable, high speed, abundant and accessible coordinated communications and telecommunications infrastructure’.

#### 15. **Definitions related to cultural heritage/archaeological matters.**

The change to the definition of ‘**Significant**’ in regard to cultural heritage and archaeology means that criteria for determining the significance of the resource will now only include criteria established by the Province and municipal approaches that achieve or exceed the same objective may no longer be used (such as Markham’s Heritage Evaluation System).

The definition of ‘**Areas of Archaeological Potential**’ will now limit the criteria to be used to determine ‘archaeological potential’ to only those established by the Province and not municipal approaches which achieve the same objectives. York Region has spent considerable time and resources to undertake a study to determine all areas of archaeological potential for the entire region which Markham utilizes to determine whether an archaeological assessment will be required. There is a concern that this new definition will not allow our current practices to continue.

The changes to the definitions of ‘**Built Heritage Resource**’ and ‘**Heritage Attributes**’ provides better guidance and clarity. The changes to the definition of

**‘Conserved’** will now require that any recommendations to be implemented from a conservation plan, archaeological assessment and/or heritage impact assessment have to be approved or adopted by the planning authority or decision-maker. The changes to the definition of **‘Cultural Heritage Landscapes’** removes all the examples of what a CHL could be which is unfortunate as this did provide some clarity.

**16. Lot Creation for Protection of Cultural Heritage Resources**

In order to protect and preserve abandoned cultural heritage resources in prime agricultural areas, section 2.3.4.1 should be amended to allow lot creation for an existing cultural heritage resource provided that any new lot will be limited to a minimum size needed to accommodate the use and appropriate sewage and water services, and that the property be designated pursuant to the Ontario Heritage Act and subject to a Heritage Conservation Easement with the local municipality to ensure the cultural heritage resource is protected. The PPS currently only allows lot creation in prime agricultural areas (all of Markham) where a residence is surplus to a farming operation as a result of farm consolidation. Allowing more flexibility in lot creation will support the retention of heritage buildings on agricultural lands.



Report to: Development Services Committee

Meeting Date: October 15, 2019

**SUBJECT:** Canada India Business Forum, New Delhi and Mumbai,  
November 19 and 21, 2019

**PREPARED BY:** C. Kakaflikas ext. 6590

### **RECOMMENDATION:**

1. That the Report dated October 15, 2019 entitled “Canada India Business Forum, New Delhi and Mumbai, November 19 & 21, 2019 ” be received, and
2. That the City of Markham be represented at the Canada India Business Forum by Christina Kakaflikas, Manager, Economic Development, and
3. That the total cost of the City’s participation in the Forum, not exceeding \$6,500.00 will be expensed from within Economic Development’s 2019 operating budget (acc. #610-9985811-International Investment Attraction Program), 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 request approval for business travel for Christina Kakaflikas, Manager Economic Development, to India from November 16 to 23 to participate in the Canada-India Business Council (C-IBC) Annual Business Forum in collaboration with the Confederation of Indian Industries (CII). The C-IBC’s Business Forum will be concurrent with the Indo-Canadian Business Chamber (ICBC) annual business forum in New Delhi taking place during the same week.

### **BACKGROUND:**

A curated gathering of over 200 Indian business leaders, Indian state government representatives, and post-secondary participants will attend the Business Forum on November 21 and have been selected from among the networks of the C-IBC, CII and ICBC. The ICBC forum in New Delhi on November 19 will be similarly curated.

The Forum will include market briefings, networking, business to business and government to business meetings and panel sessions focused on areas of potential to broaden trade and investment between Canada and India. Leading Canadian officials representing Canada and participating on the Forum panels include companies from southwestern Ontario and the Greater Toronto and Hamilton Area, board members of C-IBC, all three levels of Canadian government, Canadian High Commissioner to India, Consul General (Mumbai), and Trade Commissioners from Delhi and Mumbai. The Provinces of Ontario and Saskatchewan will also participate. Municipalities attending include Hamilton and to be confirmed are Toronto, Oshawa, Windsor and Waterloo.

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Ms. Kakaflikas serves on the Board of the Canada-India Business Council and has a decade of experience working on the India file. Markham is in a position to advance opportunities with groups and companies such as the Confederation of Indian Industries, Canadian Trade Commissioners, Ontario International Trade and Investment Offices, and prospective business investors. Christina's participation at the Canada India Business Forum will continue to build on the efforts Markham has made over the years to increase visibility in India and to identify and develop investment and trade opportunities for the City of Markham.

#### Market Overview

India is one of the fastest growing economies in the world with a total gross domestic product (GDP) valued at US\$2.6 trillion in 2017, an increase of 13% from US\$2.3 trillion in 2016. In 2018, India GDP was an estimated \$2.7 trillion

Global growth is forecast at 3.2 percent in 2019 and 3.5% in 2020 while India is expected to grow at 7.2% in 2020.

India is the second-most populous country in the world with 1.3 billion people. The population is expected to reach 1.5 billion (the largest in the world) by 2030.

Two-way trade is at modest levels, approximately \$8 billion with ample room to grow, particularly in the following areas: Education, Infrastructure (including roads, transit, rail, ports, energy and water), Technology, Smart Cities, and Healthcare.

An example of a successful Canadian-based company doing business in India is Markham's very own LEA Group. LEA has been active in international markets since the 1960's beginning with its operations in India. Since then, LEA has grown its India offices to over 2000 employees and has worked on such ground-breaking projects as the Mumbai Transportation Plan and the State of Gujarat's Highways Strategic Options Study. In addition to India, LEA is now active in Africa, Asia and the Middle East. LEA has participated in previous Markham business missions to India along with other companies such as Quanser and NOVO Plastics.

#### Benefits for Markham to Participate in the C-IBC and ICBC Business Forums:

1. Markham has been actively building relationships with India through both locally based organizations and activities as well as participating in outbound business missions since 2009. It is important to continue to sustain Markham's engagement with India as the country is at an inflection point, investing heavily to support its tremendous growth.
2. Canada and India have a modest trading relationship and there is opportunity to grow. Markham, with its strong tech base, diverse and multilingual talent, growing South Asian population, and globally engaged engineering companies is well placed to both attract investment from Indian companies seeking to access the North American market and to support Canadian companies seeking to enter the Indian market.

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3. Canada and Markham have the potential for preferred status because of the current immigration policy environment in the United States, which is limiting talent mobility, an important factor in attracting foreign direct investment.

In 2008, Markham Council adopted the City's 10-year Economic Development Strategy, "Markham 2020". Among the key directions in the strategy is a purposeful decision to focus on emerging markets to attract international investment and promote trade and business links. More specifically, "Markham 2020" and the Economic Development Marketing Program focus on China and India as priority markets for foreign investment.

The City of Markham's international marketing program is focused on attracting targeted investment to Markham and enhancing trade and sales opportunities for Markham-based companies – all with the objective of generating new taxable assessment and high quality employment in Markham.

The Markham international program comprises three core activities: conducting outbound business missions, hosting inbound business/government delegations, and ongoing relationship-building activities with organizations and facilitators that have business and cultural connections to Markham's targeted markets. Markham has been working on the India file for a decade and efforts have resulted in the following activities.

### **Outbound Business Missions to India**

#### **India Mission 2016**

The 2016 Mayor-led business mission to India included New Delhi, Gurgaon, Hyderabad, and Kolkata. In addition to Mayor Scarpitti, Regional Councillor Joe Li, (then) Regional Councillor Nirmala Armstrong, Councillors Amanda Collucci and Alex Chiu participated on the mission. Markham leveraged business and networking opportunities associated with The Ontario Premier's business mission. Markham also sought to leverage trade and investment opportunities arising from Prime Minister Modi's Smart Cities initiative, a massive countrywide infrastructure development challenge designed to inspire creative solutions to city challenges. Delegates participated in 10 Business seminars/plenaries; 14 Business/government meetings; 9 Site visits; 11 Business networking receptions.

#### **India Mission 2013**

In 2013, the City of Markham collaborated with the Indo Canada Chamber of Commerce and the Indian Institutes of Technology Alumni Canada to lead a business mission to India. Anchored by the **Vibrant Gujarat** Summit in Ahmedabad, the program included stops in Mumbai, Pune, Chennai, and Cochin. Vibrant Gujarat was a key global initiative of Indian Prime Minister Narendra Modi, then Chief Minister of Gujarat, who has been credited for being the main driver of the State's economic success. Mayor Scarpitti met with Mr. Modi during the 2012 mission and 2013 mission to India. In total, delegates participated in 22 formal business meetings; made formal business presentations at the



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SME Business Leaders Summit (300 delegates); Vibrant Gujarat (50,000+ delegates); and the PBD Conference (4,000 delegates) and made 600 business contacts.

### **India Mission 2012**

In 2012, the City of Markham partnered with the Indo Canada Chamber of Commerce to organize a business mission to India and United Arab Emirates that included stops in New Delhi, Jaipur, Mumbai, Pune, and Dubai. The mission undertaken by the City reached sixty delegates at its peak. In total, delegates attended over 25 meetings and met with over 500 business people and government officials during the twelve-day mission.

### **GTMA 2009**

In 2009, Economic Development staff participated in the Greater Toronto Marketing Alliance's (GTMA) business trip to India. The program focused on Mumbai, Pune and Hyderabad and included participation in the NASSCOM Animation and Gaming Summit. Staff participated in 23 Meetings in Mumbai, Hyderabad, and Pune and met with over 100 contacts. Staff also supported relationships with Markham's Giesecke and Devrient and AMD by visiting their Indian operations.

### **Inbound Delegations and Relationship-Building Activities**

In addition to undertaking outbound missions, Markham's Investment Attraction focuses on hosting inbound visits and participating in local initiatives that contribute to building our international relationships. Over the past 8 years, Markham has met with approximately 50 business and government delegations visiting from across India. Markham has also participated in numerous strategic, locally based initiatives to strengthen business relationships with India including participation in: the Indian Institutes of Technology Alumni meetings and conferences; Canada-India Business Council programs and events; and hosting strategic meetings with the Asia Pacific Foundation and Consul General of India. Examples of local relationship-building activities are as follows:

#### **2015-2019 Indian Institute of Technology Alumni Canada (IITAC) Lecture Series**

Each year, Markham and the IITAC jointly host a lecture series focused on various business themes of importance including Artificial Intelligence and Sustainable Urban Development. The lectures are typically attended by 50-60 IITAC members and feature subject matter experts from Markham and across the GTA.

#### **2014 Global IIT Alumni Conference in Toronto**

In 2014, the Global Indian Institutes of Technology (IIT) Alumni conference was held in Toronto and focused on Canada-USA-India economic collaboration and opportunities in the globally connected world. The conference featured distinguished keynote speakers and panellists from industry, government and academia dealing with subjects underlying the conference theme "Innovate, Integrate and Transform- Let's Co-create our Future". Some of the speakers included His Excellency David Johnston, Governor General of Canada; Prem Watsa, President and CEO Fairfax; and Sandra Pupatello, Chair of Hydro

One. Mayor Scarpitti was invited to speak at the conference and addressed a group of approximately 200 guests.

### **2011 Program – the “Year of India” in Canada**

In June 2011, the Greater Toronto Area hosted the International Indian Film Academy’s (IIFA) annual awards. Events to celebrate the IIFA awards were held in Markham, Toronto, Brampton and Mississauga. The IIFA program included a business component organized by the Federation of Indian Chambers of Commerce with assistance by the Ontario Ministry of Economic Development and Trade and the Markham Economic Development. A business forum was held at the Markham Convergence Centre where 40 Indian business representatives networked with Markham businesses.

### **Pravasi Bharatiya Divas (PBD), a *Convention for the Indian Diaspora in North America & the Caribbean***

In 2011, PBD North America was held in Toronto. The convention brought together Indian diaspora from across North America and the Caribbean and focused on such themes as building economic bridges, innovation in economic development, promoting culture and the arts, innovation in education; and healthcare and tele-medicine. Mayor Scarpitti was the only Canadian Mayor in attendance and participated in a panel discussion focusing on the importance of the Indian diaspora in building economic and cultural bridges between Canada and India.

### **OPTIONS/ DISCUSSION:**

Many of the Canadian delegates are planning their itineraries in order to attend both business forums (in New Delhi and Mumbai). The business forums will begin with a morning briefing including the latest developments in the Indian economy and opportunities. On the two remaining business days, a program of business meetings will be planned with assistance from the C-IBC, ICBC, and CII. The proposed schedule in India is as follows:

#### Proposed Schedule:

Saturday November 16	Depart Toronto
Sunday November 17	Arrive New Delhi
Monday November 18	Business Meetings prospective investors, organizations
Tuesday November 19	Indo Canadian Business Forum hosted by Indo Canadian Business Chamber
Wednesday November 20	Depart for Mumbai / Business Meetings
Thursday November 21	Business Forum hosted by the Canada-India Business Council
Friday November 22	Business Meetings prospective investors, organizations
Saturday November 23	Return Toronto

**FINANCIAL CONSIDERATIONS**

Estimated cost (tax included) for the Manager, Economic Development to participate in the Canada India Business Forums:

Airfare	\$ 2,000
Accommodation, Local Transportation & Meals	\$ 3,500
<u>Marketing/Protocol Expenditure</u>	<u>\$ 1,000</u>
Total:	<u>\$ 6,500</u>

The total cost of the City of Markham's participation in the Canada India Business Forums, \$6,500.00 will be expensed from within Economic Development's 2019 operating budget (acc. #610-9985811-International Investment Attraction Program),

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Participating in the Business Forums in India is an integral part of Markham's 10-Year Economic Strategy "Markham 2020". The Program addresses the objective of building Global Markham and Branded Markham.

**BUSINESS UNITS CONSULTED AND AFFECTED:**

Finance.

**RECOMMENDED BY:**

Stephen Chait  
Director, Culture, Economic Growth  
Entrepreneurship

Arvin Prasad  
Commissioner, Development and  
Services

**ATTACHMENTS:**

None



# By-law 2019-xx

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

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The Corporation of the Town of Markham has changed its name to The Corporation of the City of Markham by By-law No. 2012-120 enacted and passed May 29, 2012, effective July 1, 2012, as evidenced in Instrument No. YR1847438 registered June 29, 2012.

AND WHEREAS Blocks 307 and 308, Plan 65M-3600, City of Markham, Regional Municipality of York were conveyed to The City of Markham, Regional Municipality of York for public use.

NOW THEREFORE the Council of the Corporation of the City of Markham enacts as follows:

1. THAT Block 307, Plan 65M-3600, in the City of Markham, Regional Municipality of York is hereby established and laid out as part of the public highways of the City of Markham and named Osmond Appleton Road.
2. That Block 308, Plan 65M-3600, in the City of Markham, Regional Municipality of York is hereby established and laid out as part of the public highways of the City of Markham and named William Grant Road.

Read a first, second, and third time and passed on October 16, 2019.

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Kimberley Kitteringham  
City Clerk

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Frank Scarpitti  
Mayor





