

General Committee Revised Agenda

Revised Items are Italicized.

Meeting Number: 1
January 20, 2020, 9:30 AM - 3:00 PM
Council Chamber

Please bring this General Committee Agenda to the Council meeting on January 28, 2020.

	Pages
1. CALL TO ORDER	
2. DISCLOSURE OF PECUNIARY INTEREST	
3. APPROVAL OF PREVIOUS MINUTES	
3.1 MINUTES OF THE DECEMBER 2, 2019 GENERAL COMMITTEE (16.0)	7
1. That the minutes of the December 2, 2019 General Committee meeting be confirmed.	
4. DEPUTATIONS	
4.1 TRCA PRESENTATION ON RIVERINE FLOOD RISK ASSESSMENT AND PUBLIC OUTREACH (5.7)	19
<u>Note:</u> Ms. Reheana Rajabali, Senior Manager, Flood Risk Management, Toronto and Region Conservation Authority, will be in attendance to give a presentation.	
5. COMMUNICATIONS	
5.1 YORK REGION COMMUNICATIONS (13.4)	35
<u>Note:</u> Questions regarding Regional correspondence should be directed to Chris Raynor, Regional Clerk.	
The following York Region Communications are available on-line only.	
1. That the communication dated December 19, 2019 from York Region regarding Development Application Fee Review 2019 be received for information purposes.	

6. PETITIONS

7. CONSENT REPORTS - FINANCE & ADMINISTRATIVE ISSUES

- | | | |
|-----|--|----|
| 7.1 | MINUTES OF THE NOVEMBER 18, 2019 ADVISORY COMMITTEE ON ACCESSIBILITY (16.0) | 57 |
| | 1. That the minutes of the November 18, 2019 Advisory Committee on Accessibility meeting be received for information purposes. | |
| 7.2 | MINUTES OF THE OCTOBER 16, 2019 ANIMAL CARE COMMITTEE (16.0) | 60 |
| | 1. That the minutes of the October 16, 2019 Animal Care Committee meeting be received for information purposes. | |
| 7.3 | MINUTES OF THE NOVEMBER 6, 2019, NOVEMBER 8, 2019 AND NOVEMBER 12, 2019 BUDGET COMMITTEE (16.0) | 64 |
| | 1. That the minutes of the November 6, 2019, November 8, 2019 and November 12, 2019 Budget Committee meeting be received for information purposes. | |
| 7.4 | MINUTES OF THE NOVEMBER 25, 2019 MARKHAM PUBLIC LIBRARY BOARD (16.0) | 84 |
| | 1. That the minutes of the November 25, 2019 Markham Public Library Board meeting be received for information purposes. | |
| 7.5 | MINUTES OF THE JUNE 11, 2019 SENIORS ADVISORY COMMITTEE (16.0) | 93 |
| | 1. That the minutes of the June 11, 2019 Seniors Advisory Committee meeting be received for information purposes. | |
| 7.6 | AWARD OF TENDER 103-T-19 SUPPLY AND DELIVERY OF TWO (2) TANDEM AXLE PLOW/DUMP COMBINATION TRUCKS (7.12) | 96 |

R. Law, ext. 4852 and M. Lee, ext. 2239

1. That the report entitled "Award of Tender 103-T-19 Supply and Delivery of Two (2) Tandem Axle Plow/Dump Combination Trucks" be received; and,
2. That the contract for Tender 103-T-19 Supply and Delivery of Two (2) Tandem Axle Plow/Dump Combination Trucks be awarded to the lowest priced bidder, Tallman Truck Centre Limited, in the amount of \$593,796.06, inclusive of HST; and,
3. That the award in the amount of \$593,796.06 be funded from project

#19207 Corporate Fleet Replacement (account 057 6150 19207 005), with available budget of \$548,020.00; and,

4. That the budget shortfall in the amount of \$45,776.06 (\$593,796.06 - \$548,020.00) be funded from the Life Cycle Capital and Replacement Reserve Fund; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

7.7 STAFF AWARDED CONTRACTS FOR THE MONTHS OF NOVEMBER AND DECEMBER 2019 (7.12)

99

A. Moore, ext. 4711

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

7.8 EXTENSION OF ONTARIO SPCA CONTRACT (2.8)

138

M. Killingsworth, ext. 2127 and C. Lehman, ext. 2131

1. That the report entitled “Extension of Ontario Society for the Prevention of Cruelty to Animals (OSPCA) Contract” be received; and,
2. That Council approve a one year extension until March 31, 2021 with the Ontario SPCA for the provision of animal sheltering and control services; and,
3. That staff report back to Council with options for a new animal service delivery model to be implemented when the one year term is complete with the Ontario SPCA; and further,
4. That staff be authorized and directed to do all things necessary to give effect to this resolution.

8. CONSENT REPORTS - ENVIRONMENT & SUSTAINABILITY ISSUES

8.1 MARKHAM ENVIRONMENTAL SUSTAINABILITY FUND REVIEW (5.7)

142

C. Marsales, ext. 3560

1. That the Report entitled “Markham Environmental Sustainability Fund (MESF) Fund Review “ be received; and,
2. That the Markham Environmental Sustainability Fund include a new funding program entitled the “Sustainable Neighborhoods Small Grant” program under the terms, conditions and approval process outlined in this report; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

9. PRESENTATIONS - FINANCE & ADMINISTRATIVE ISSUES

9.1 ***BUILDING MARKHAM'S FUTURE TOGETHER (BMFT) 2020 – 2023 STRATEGIC PLAN (16.23)***

159

Note: Presentation is attached.

M. West, ext. 3792

1. That the presentation entitled "Building Markham's Future Together (BMFT) 2020 - 2023 Strategic Plan" be received; and,
2. That the report entitled "Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan" be received; and,
3. That the "Building Markham's Future Together 2020 – 2023 Strategic Plan" attached as Appendix A, be adopted by the City; and,
4. That the summary of the Community Engagement program outlined in Appendix B be received; and,
5. That Staff report annually on the status of "Building Markham's Future Together 2020 - 2023 Strategic Plan"; and further,
6. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

10. PRESENTATIONS - COMMUNITY SERVICES ISSUES

10.1 **MARKHAM PAN AM CENTRE VESTIBULE (6.0)**

271

R. England, ext. 2674

1. That the presentation entitled "Markham Pan Am Centre Vestibule" be received; and,
2. That the Permanent South Exterior Vestibule option be approved; and,
3. That the project be funded from project #20149 Pan Am Centre Vestibule as approved through the 2020 Capital Budget process; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

11. REGULAR REPORTS - FINANCE & ADMINISTRATIVE ISSUES

11.1 **2020 REASSESSMENT YEAR 4 OF 4 AND RELATIVE PROPERTY TAX IMPACT REPORT (7.1)**

291

S. Manson, ext. 7514

1. That the report entitled "2020 Reassessment Year 4 of 4 and Relative Property Tax Impact Report" along with the detailed attachment "2020 Reassessment Year 4 of 4 and Relative Property Tax Impact

Appendix” be received for information; and,

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

12. MOTIONS

13. NOTICES OF MOTION

14. 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".*

15. ANNOUNCEMENTS

16. CONFIDENTIAL ITEMS

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

16.1 FINANCE & ADMINISTRATIVE ISSUES

- 16.1.1 GENERAL COMMITTEE CONFIDENTIAL MINUTES-
DECEMBER 2, 2019 (16.0) [Section 239 (2) (a) (b) (c) (e) (f)]

16.2 LAND, BUILDING & PARKS CONSTRUCTION ISSUES

- 16.2.1 A PROPOSED OR PENDING ACQUISITION OR DISPOSITION
OF LAND BY THE MUNICIPALITY OR LOCAL BOARD (8.6)
(WARD 7) [Section 239 (2) (c)]
- 16.2.2 A PROPOSED OR PENDING ACQUISITION OR DISPOSITION
OF LAND BY THE MUNICIPALITY OR LOCAL BOARD (8.6)
(WARD 2) [Section 239 (2) (c)]

17. ADJOURNMENT

Information Page

General Committee Members: All Members of Council

General Committee

Chair: Regional Councillor Jack Heath

Vice Chair: Councillor Khalid Usman

Finance & Administrative Issues

Chair: Regional Councillor Jack Heath

Vice Chair: Councillor Khalid Usman

Community Services Issues

Chair: Councillor Karen Rea

Vice Chair: Councillor Isa Lee

Environment & Sustainability Issues

Chair: Regional Councillor Joe Li

Vice Chair: Councillor Reid McAlpine

Land, Building & Parks Construction Issues

Chair: Councillor Keith Irish

Vice Chair: Councillor Andrew Keyes

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

Alternate formats are available upon request.

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

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

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

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



General Committee Minutes

Meeting Number: 28
December 2, 2019, 9:30 AM - 3:00 PM
Council Chamber

Roll Call	Mayor Frank Scarpitti	Councillor Reid McAlpine
	Deputy Mayor Don Hamilton	Councillor Karen Rea
Staff	Regional Councillor Jack Heath	Councillor Andrew Keyes
	Regional Councillor Joe Li	Councillor Amanda Collucci
	Regional Councillor Jim Jones	Councillor Khalid Usman
	Councillor Keith Irish	Councillor Isa Lee
	Councillor Alan Ho	
Staff	Andy Taylor, Chief Administrative Officer	Mary Creighton, Director of Recreation Services
	Trinela Cane, Commissioner, Corporate Services	Alex Moore, Manager of Purchasing & Accounts Payable
	Brenda Librecz, Commissioner of Community & Fire Services	Sandra Skelcher, Senior Manager, Financial Planning & Reporting
	Arvin Prasad, Commissioner Development Services	Morgan Jones, Director, Operations
	Claudia Storto, City Solicitor and Director of Human Resources	Hristina Giantsopoulos, Elections & Council/Committee Coordinator
	Joel Lustig, Treasurer	Alida Tari, Manager, Access & Privacy
	Bryan Frois, Chief of Staff	Claudia Marsales, Senior Manager Waste Management & Environment
	Phoebe Fu, Director of Environmental Services	Mark Visser, Senior Manager Strategy Innovation & Investments

1. CALL TO ORDER

The General Committee Meeting convened at 9:39 AM with Regional Councillor Jack Heath in the Chair. Councillor Karen Rea assumed the chair for Community Services Items 9.1 and 10.1.

2. DISCLOSURE OF PECUNIARY INTEREST

Councillor Karen Rea disclosed a pecuniary interest with respect to Item 15.1.2 General Committee Confidential Minutes - November 18, 2019 regarding a personal matter and did not vote on this item.

3. APPROVAL OF PREVIOUS MINUTES

3.1 MINUTES OF THE NOVEMBER 18, 2019 GENERAL COMMITTEE (16.0)

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Alan Ho

1. That the minutes of the November 18, 2019 General Committee meeting be confirmed.

Carried

4. DEPUTATIONS

There were no deputations.

5. COMMUNICATIONS

5.1 YORK REGION COMMUNICATIONS (13.4)

Moved by Councillor Andrew Keyes

Seconded by Mayor Frank Scarpitti

1. That the following communications dated November 21, 2019 from York Region be received for information purposes:
 - a. Parking and Stopping Prohibitions
 - b. Transfer of Peter Street Watermain to City of Markham
 - c. Water and Wastewater Infrastructure Regional Jurisdiction Policy Update
 - d. Development of the Community Safety and Well-Being Plan
 - e. Economic Development Action Plan 2020-2023
 - f. Municipal Streetscape Partnership Program and Pedestrian and Cycling Partnership Program Policy Updates

Carried

6. PETITIONS

There were no petitions.

7. PRESENTATIONS - COMMUNITY SERVICES ISSUES

7.1 STAFF AWARD RECOGNITION - 5 YEARS OF CONTINUOUS INVOLVEMENT AND SUPPORT OF THE ROW MANAGEMENT CONFERENCE (12.2.6)

Brenda Librecz, Commissioner Community & Fire Services addressed the Committee to introduce the award received by the City for 5 Years of Continuous Involvement and Support of the Row Management Conference and recognized staff for their contribution. Morgan Jones, Director, Operations addressed the Committee and noted the City's ongoing commitment to this initiative and thanked the following staff members:

- Tracey Anastacio, Public Utilities Coordinator
- Stephen Dearborn, Technical Coordinator Roads
- Phoebe Fu, Director, Environmental Services
- Prem Hall, Engineering Technologist/Inspector
- Morgan Jones, Director, Operations
- Prathapan Kumar, Senior Manager, Infrastructure
- Alice Lam, Senior Manager, Roads, Survey & Utility
- John Lee, Tree Preservation Technician
- Tanya Lewinburg, Public Realm Coordinator
- Brenda Librecz, Commissioner Community & Fire Services
- Robert Muir, Manager Storm Water
- Hari Pokharel, Infrastructure Data Specialist
- Nikunj Shah, Utilities Technologist/Inspector
- Ramini Sivananthan, Supervisor, Cash Control
- Irene Weiss, Administrative Assistant to Director of Environmental Services
- Nasir Kenea, Chief Information Officer representing Information Technology Services

The Mayor, Frank Scarpitti, on behalf of all Members of Council congratulated and thanked all the team members for their work and leadership.

8. CONSENT REPORTS - FINANCE & ADMINISTRATIVE ISSUES

8.1 MINUTES OF THE OCTOBER 28, 2019 ADVISORY COMMITTEE ON ACCESSIBILITY (16.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Khalid Usman

1. That the minutes of the October 28, 2019 Advisory Committee on Accessibility meeting be received for information purposes.

Carried

8.2 MINUTES OF THE OCTOBER 17, 2019 MARKHAM ENVIRONMENTAL ADVISORY COMMITTEE (16.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Khalid Usman

1. That the minutes of the October 17, 2019 Markham Environmental Advisory Committee meeting be received for information purposes.

Carried

8.3 MINUTES OF THE OCTOBER 28, 2019 MARKHAM PUBLIC LIBRARY REGULAR BOARD MEETING (16.0)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Khalid Usman

1. That the minutes of the October 28, 2019 Markham Public Library Board meeting be received for information purposes.

Carried

8.4 AWARD OF TENDER FOR THE SUPPLY AND DELIVERY OF UNLEADED FUEL (E10) AND BIODIESEL FUEL (B5 & B20) FOR A TERM OF 5 YEARS (2020-2024) (7.12)

Moved by Regional Councillor Jim Jones

Seconded by Councillor Khalid Usman

1. That the report entitled “Award of Tender for the Supply and Delivery of Unleaded Fuel (E10) and Biodiesel Fuel (B5 & B20) for a term of 5 years (2020-2024) be received; and,
2. That the contract for Tender 160-T-19 Supply and Delivery of Unleaded Fuel (E10) be awarded to the lowest priced bidder, Suncor Energy Products Partnership, in the estimated annual amount of \$489,039.00, inclusive of HST; and,
3. That the contract for Tender 160-T-19 Supply and Delivery of Biodiesel Fuel (B5 & B20) be awarded to the lowest priced bidder, Suncor Energy Products Partnership, in the estimated annual amount of \$369,522.00, inclusive of HST and,
4. That the term of the contract be 5 years (January 1, 2020 – December 31, 2024); and,
5. That the 2020 estimated costs of \$858,561.00 (\$489,039.00 + \$369,522.00) be funded from accounts as listed in the Financial Considerations section; and,
6. That the Purchase Order be adjusted in the future years up to the approved operating budget as approved by Council; and further,
7. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

8.5 STATUS OF CAPITAL PROJECTS AS OF OCTOBER 31, 2019 (7.0)

The Committee inquired about the following projects: 19292 and 18339.

Staff provided information relative to the need of these projects and will report back to the Committee on project 18399.

Moved by Councillor Karen Rea

Seconded by Councillor Alan Ho

1. That the report dated December 2, 2019 titled “Status of Capital Projects as of October 31, 2019” be received; and,
2. That the amount of \$2,286,734 from the closure of capital projects be transferred to the sources of funding as listed on Exhibit A; and,
3. That the closure of projects as outlined on Exhibit B and C be approved; and
4. That the Non-Development Charge Capital Contingency Project be topped up from the Life Cycle Replacement and Capital Reserve Fund by \$971,256 to the approved amount of \$250,000; and,
5. That the Engineering Capital Contingency Project be topped up from the City-Wide Hard Development Charges Reserve by \$67,679 to the approved amount of \$100,000; and,
6. That the Design Capital Contingency Project be topped up from the Development Charges Reserve by \$99,952 to the approved amount of \$100,000; and,
7. That the Planning Capital Contingency Project be topped up from the Development Charges Reserve by \$8,987 to the approved amount of \$50,000; and,
8. That the Waterworks Capital Contingency Project be topped up from the Waterworks Stabilization/Capital Reserve by \$27,731 to the approved amount of \$100,000; and,
9. That the following new capital projects, initiated subsequent to the approval of the 2019 capital budget, be received:

19285 – Yonge Street Highway 7 Transit Planning Advisory – Budget of \$25,000 funded from Development Charges Reserve.

19289 – Supply and Install Oil/Water Separator – Fire Station 94 – Budget of \$20,000 funded from the Non-DC Capital Contingency.

19290 – Centennial Community Centre Fan Wheel – Budget of \$23,073 funded from the Non-DC Capital Contingency.

19292 – Berczy Park Washroom Renovation – Budget of \$20,148
funded from the Non-DC Capital Contingency.

19297 – Pan Am Daktronics – Budget of \$77,826 funded from the Non-DC Capital Contingency, and further,

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

Carried

9. PRESENTATIONS - COMMUNITY SERVICES ISSUES

9.1 2019 SPORTS DEVELOPMENT REVIEW (6.0)

Mary Creighton, Director of Recreation addressed the Committee to introduce a new staff member, Clara Grassia, Manager of Sports Development and delivered a PowerPoint presentation entitled, 2019 Sports Development Review Markham Pan Am Centre.

The Committee discussed the following relative to the presentation:

- Benefits of Sports Tourism from an Economic impact perspective;
- Increasing use of outdoor Piazza;
- Use of City citizens as event volunteers;
- New promotional digital sign at Kennedy & 407;
- Ways to promote events within the community;
- Work with Concessionaire at site to reduce line ups;
- Tracking of events City is unable to facilitate at Pan Am and other facilities in Markham.

Staff advised that they will explore the options for the installation of the digital and roadside signage to further identify the centre and will continue to work with Corporate Communications and external partners relative to increasing public engagement and awareness.

The Committee congratulated staff on the success of the Pan Am Center and look forward to new initiatives going forward.

Moved by Regional Councillor Jack Heath
Seconded by Councillor Isa Lee

1. That the presentation entitled “2019 Pan Am Sports Development Review” be received; and,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

10. REGULAR - COMMUNITY SERVICES ISSUES

10.1 WASTE MANAGEMENT COLLECTION SERVICES CONTRACT (5.1)

Claudia Marsales, Senior Manager Waste Management & Environment delivered a PowerPoint presentation entitled, Waste Management Collection Services Contract.

There was discussion on the following items in relation to the presentation and report:

- Changes to Provincial Legislation relative to waste management;
- Current level of service and key contract dates;
- Procurement process including the Request for Proposal (RFP);
- Potential risk if the City proceed with contract extension;
- Risk of long-term contract development; and,
- Collections services are a critical public service.

There was discussion with respect to ensuring new contract procurement documents also focus on retaining quality as provided in our current waste management services and that staff obtain external supports to assist with the interdepartmental team to manage the overall process. The Environmental Services staff will require the support and involvement of Chief Administrative Officer, Andy Taylor and an interdepartmental team from Legal, Finance and others as required including external consultants such as a Fairness Monitor.

Moved by Mayor Frank Scarpitti

Seconded by Regional Councillor Jack Heath

1. That the report entitled ‘Waste Management Collection Services Contract’ be received; and,

2. That Staff be authorized to issue a ‘Request for Proposal’ (RFP) for the provision of long-term residential and multi-residential waste management collection services for the City of Markham;
3. **That the contract be developed with the Chief Administrative Officer, Legal staff, Finance staff, and Environmental Services staff;**
4. That Staff report back to Council on the RFP results and subsequent process to finalize a long-term contract for waste management collection services; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

11. MOTIONS

There were no motions.

12. NOTICES OF MOTION

There were no notices of motion.

13. NEW/OTHER BUSINESS

13.1 INSTALLATION AND OPERATION OF TWO SEASONAL TENNIS BUBBLES OVER THE TENNIS COURTS AT REESOR PARK (6.0)

General Committee consented to report out the following recommendation from item 15.1.5 of the Confidential Agenda.

Moved by Councillor Karen Rea

Seconded by Mayor Frank Scarpitti

1. That the confidential report entitled “Installation and Operation of two Seasonal Tennis Bubbles over the Tennis Courts at Reesor Park” be received; and,
2. That Council approve the execution of a lease agreement with a new corporation to be incorporated by Karl Hale (the “Tenant”) over a 25 year period from October 2020 to April 2045 to acquire, install, operate and

maintain two seasonal tennis bubbles over the tennis courts at Reesor Park annually for 7 months from early October to the end of April; and,

3. That a new capital project be established for the City's portion of infrastructure costs in the amount of \$936,300 (inclusive of HST) to be funded 90% from Development Charges and 10% from the Non-Development Charges growth reserve, to be fully offset by annual lease revenue; and,
4. That the Mayor and Clerk be authorized to execute a lease agreement with the Tenant for the lease by the City to the Tenant of that part of Reesor Park forming the existing tennis courts and clubhouse (the "Lands") for the installation, operation, and maintenance of tennis bubbles on terms acceptable to the Chief Administrative Officer, provided the form of such lease agreement is satisfactory to the City Solicitor and the Chief Administrative Officer (the "Lease") and,
5. That Council support in principle the designation of the proposed tennis bubbles to be installed and operated by the Tenant pursuant to the Lease as a municipal capital facility; and,
6. That the Memorandum attached as Attachment No. 1 be made public; and further,
7. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

14. ANNOUNCEMENTS

There were no announcements.

15. CONFIDENTIAL ITEMS

Moved by Deputy Mayor Don Hamilton
Seconded by Councillor Isa Lee

That, in accordance with Section 239 (2) of the Municipal Act, General Committee resolve into a confidential session at 11:37 AM to discuss the following matters:

Carried

15.1 FINANCE & ADMINISTRATIVE ISSUES**15.1.1 GENERAL COMMITTEE CONFIDENTIAL MINUTES-
OCTOBER 22, 2019 (16.0) [Section 239 (2) (a) (b) (c) (e) (f)]**

General Committee confirmed the October 22, 2019 confidential minutes.

**15.1.2 GENERAL COMMITTEE CONFIDENTIAL MINUTES-
NOVEMBER 18, 2019 (16.0) [Section 239 (2) (b)]**

General Committee confirmed the November 18, 2019 confidential minutes.

**15.1.3 PERSONAL MATTERS ABOUT AN IDENTIFIABLE
INDIVIDUAL, INCLUDING MUNICIPAL OR LOCAL BOARD
EMPLOYEES (7.0) (WARDS 3,4,5 & 8) [Section 239 (2) (b)]**

General Committee consented to place this item on the December 10, 2019 Council Meeting Confidential Agenda for consideration.

**15.1.4 PERSONAL MATTERS ABOUT AN IDENTIFIABLE
INDIVIDUAL, INCLUDING MUNICIPAL OR LOCAL BOARD
EMPLOYEES (7.0) (WARDS 1,2,4,5,6,7 AND 8) [Section 239 (2) (b)]**

General Committee consented to place this item on the December 10, 2019 Council Meeting Confidential Agenda for consideration.

**15.1.5 THE SECURITY OF THE PROPERTY OF THE CITY OR LOCAL
BOARD (6.0) (WARD 4) [Section 239 (2) (a)] & PERSONAL
MATTERS ABOUT AN IDENTIFIABLE INDIVIDUAL,
INCLUDING MUNICIPAL OR LOCAL BOARD EMPLOYEES
(6.0) (WARD 4) [Section 239 (2) (b)]**

General Committee consented to report out this matter. Please refer to Item 13.1.

**15.1.6 ADVICE THAT IS SUBJECT TO SOLICITOR – CLIENT
PRIVILEGE; INCLUDING COMMUNICATIONS NECESSARY
FOR THAT PURPOSE. (5.1) (WASTE MANAGEMENT
COLLECTION SERVICES CONTRACT) [Section 239 (2) (f)]**

General Committee received a verbal update on this matter.

15.2 LAND, BUILDING & PARKS CONSTRUCTION ISSUES

**15.2.1 A PROPOSED OR PENDING ACQUISITION OR DISPOSITION
OF LAND BY THE MUNICIPALITY OR LOCAL BOARD (8.6)
(WARDS 2, 5 & 8) [Section 239 (2) (c)]**

General Committee consented to place this item on the December 10,
2019 Council Meeting Confidential Agenda for consideration.

16. ADJOURNMENT

Moved by Regional Councillor Joe Li

Seconded by Councillor Andrew Keyes

That the General Committee meeting adjourn at 12:45 PM.

Carried

TRCA Flood Risk Assessment and Outreach Program – City of Markham

Presented by: Rehana Rajabali
Senior Manager, Flood Risk Management

January 20th, 2020

Presentation Outline

- Overview of riverine flooding in our jurisdiction
- Roles and responsibilities during riverine flood events
- New tools to quantify downstream risks
- Flood Vulnerable Clusters in Markham
- Outreach activities – then and now
- Timelines

Riverine flood risk in TRCA jurisdiction

>14,000 Hectares of floodplain

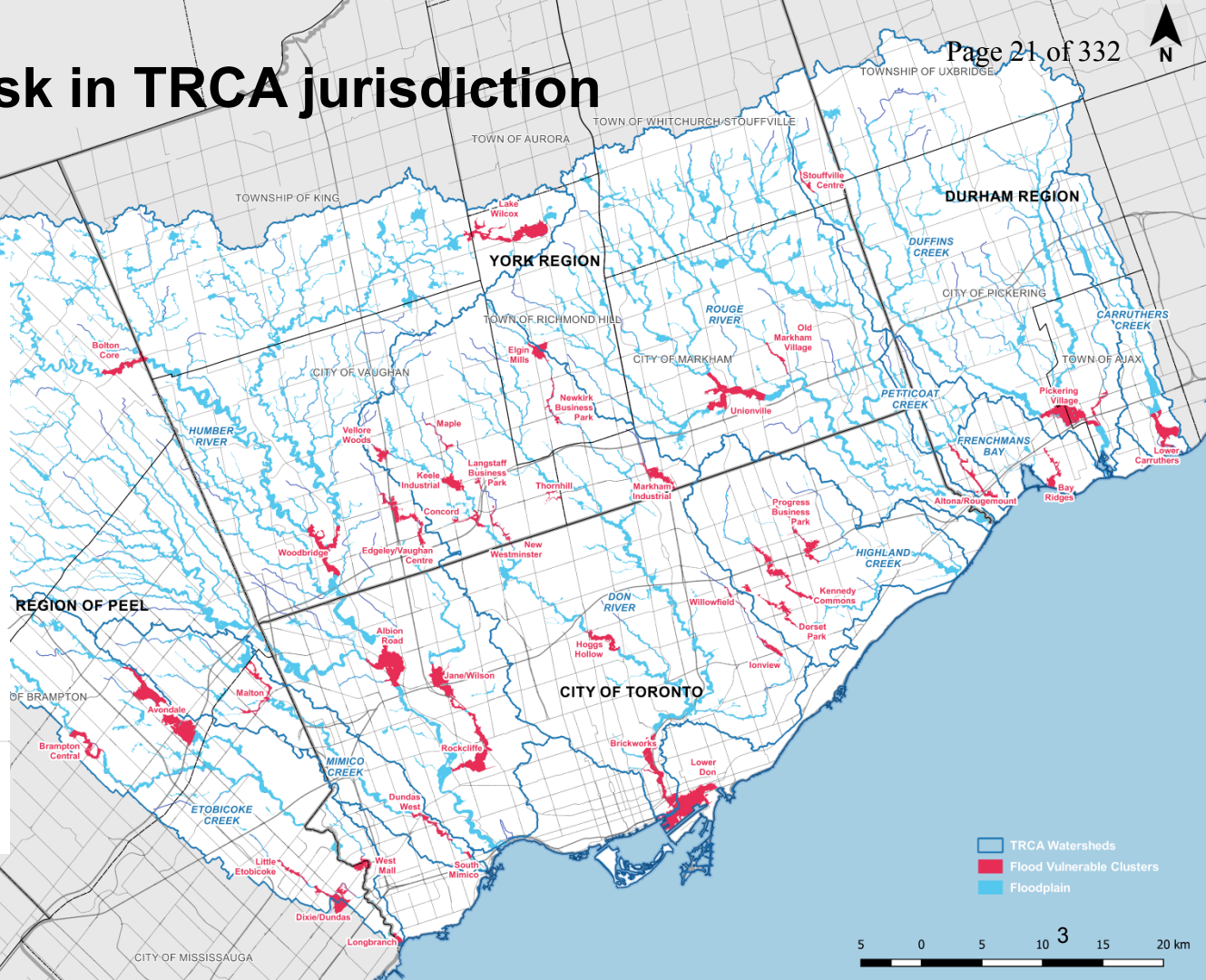
41 Flood-Vulnerable Clusters

>43,000 Residents affected in the Regulatory storm event

>41,000 Employees affected in the Regulatory storm event

>9,900 Buildings affected in the Regulatory storm event

195km of Impassible road segments in the Regulatory storm



Flooding can happen any time of year

Summer

- **Thunderstorms with significant rainfall** – within a short period of time, intense localized downpours from thunderstorms can produce flash flooding.

Spring

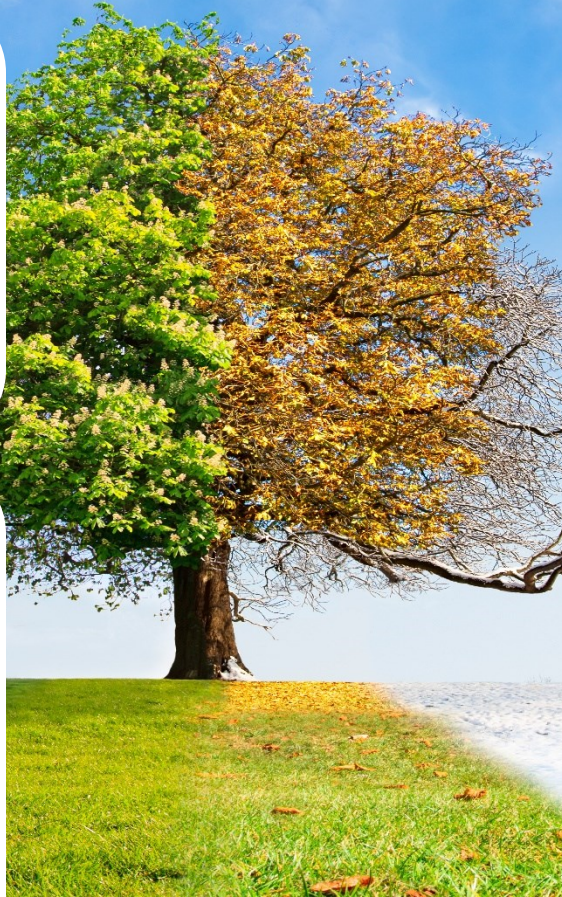
- **Spring freshet** – accumulation of snow during the winter season can lead to flooding during the early spring, if conditions are right. When temperatures rise, snow melts and turns to runoff.

Fall

- **Seasonal weather systems** – large wet weather such as tropical storms, can last several days. Prolonged and heavy precipitation on top of already saturated soils causes rivers to rise.

Winter

- **Ice jams** – when a rise in water level or a thaw in the ice breaks into large chunks, these chunks can become jammed at bridges or other obstructions. The rise will become backed up and can overflow its banks.



PREVENTION & MITIGATION

Limiting exposure to risk:

- Implementing TRCA's regulations and policies

Reducing risk:

- Operating a flood forecasting and warning program
- Maintaining flood control infrastructure
- Creating a flood protection strategy for vulnerable areas
- Implementing remedial works projects

Understanding the risks:

- Climate, geology, watershed response and potential for climate change

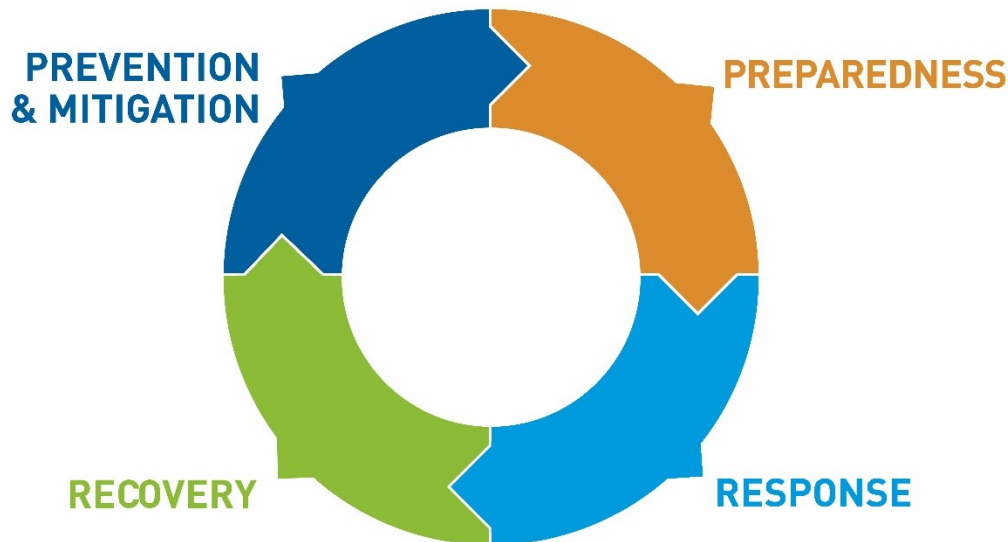
Documenting the risks:

- Floodplain mapping, identification of flood vulnerable areas

RECOVERY

- Flood event documentation and lessons learned
- Storm analysis

No silver bullets...



...but many bronze ones

PREPAREDNESS

- TRCA's Flood Contingency Plan
- Emergency Plans
- Emergency Operations Centre
- Training
- Public Education

RESPONSE

- Provide Flood Forecasting and Warning (issuing flood messages)
- Operate flood control infrastructure
- Communicate information and advice
- Data management

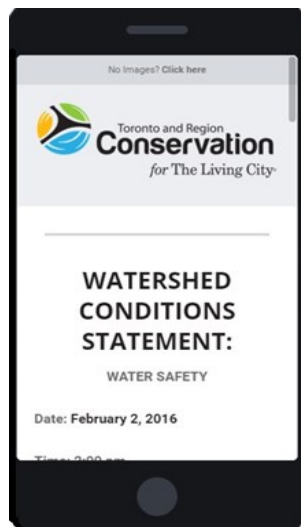
Flood Response Roles

Conservation Authorities

- **Monitor** watershed and weather conditions and operate a **flood forecasting and warning system**
- **Issue** Flood Messages
- **Operate** Conservation Authority dams and flood control structures
- Provide **technical advice** to municipalities
- Maintain communications with municipalities and other agencies

Municipal Role

- **Notify** appropriate municipal officials, departments and agencies.
- Determine the appropriate response and **deploy municipal resources** to protect life and property.
- If required, **declare a flood emergency** and implement their emergency response plan.
- **Request provincial assistance** if needed



Flood Risk Assessment and Ranking Project Goals

Page 25 of 332



Highlight flood
vulnerability thresholds



Support municipal
emergency
response planning



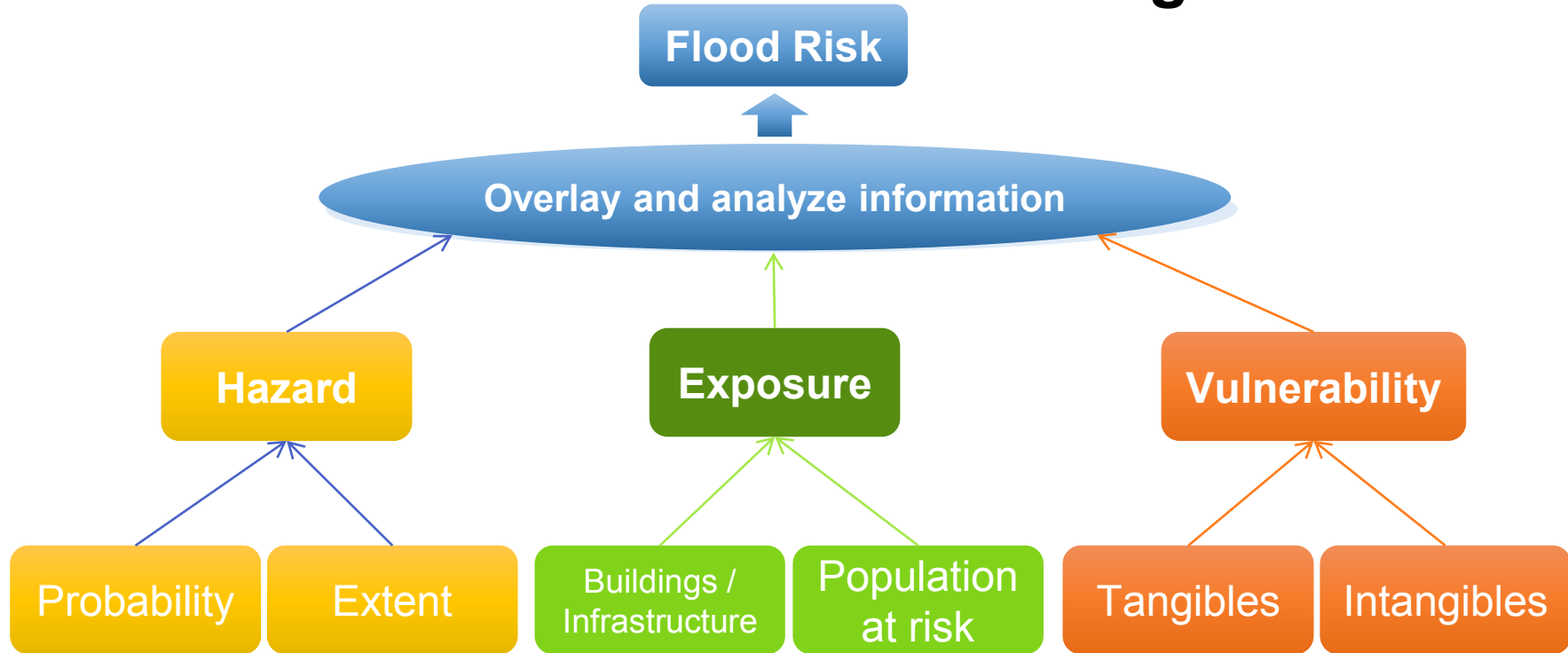
Support future
Cost- Benefit
Analysis of
Mitigation Works



Prioritize
Mitigation



National Disaster Mitigation Program Projects: Flood Risk Assessment and Ranking



Riverine Flooding is the partial or complete inundation of the floodplain, caused by **bank overtopping** when the conveyance capacity of rivers and streams is exceeded. It falls under the mandate of Conservation Authorities.



Urban flooding is the inundation of a built environment, caused by rainfall **overwhelming the capacity of drainage systems**, such as storm sewers and roads. Also called pluvial flooding, it falls under the mandate of municipalities.



FVCs in Markham – Markham Industrial (Don Mills Ditch)

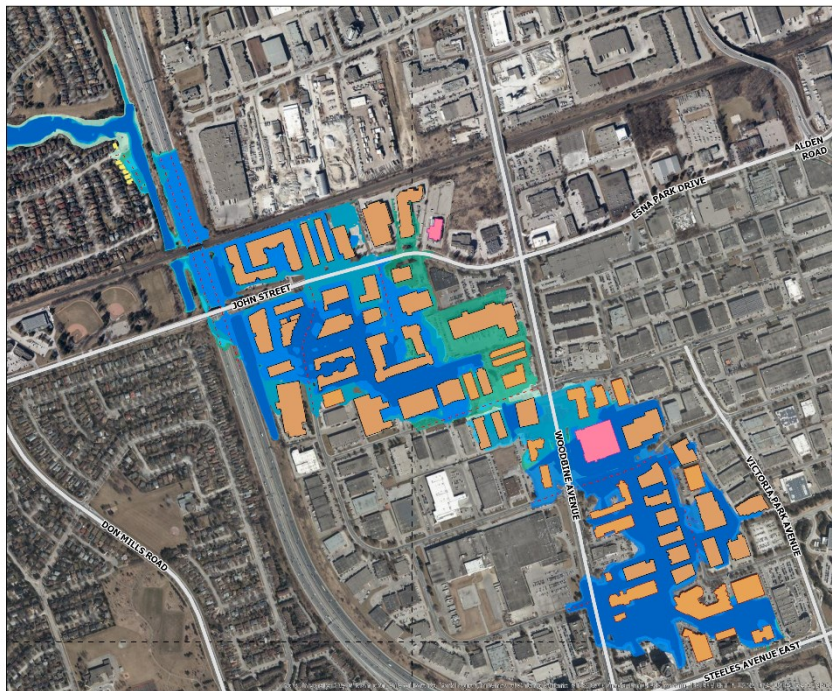
Markham Industrial
Flood Risk Map

Flood Extents

- 5-year storm
- 10-year storm
- 25-year storm
- 50-year storm
- 100-year storm
- Regional Storm

Flood-vulnerable areas

- Commercial/Industrial
- Institutional
- Residential
- Warehouse/Industrial
- Flood-vulnerable roads



- Ranked **#10** of 41 in **TRCA Jurisdiction**
- **Combination of Urban and Riverine Flooding – Urban drainage study has greater detail**
- At-risk from high intensity rainfall events
- Industrial and Commercial uses

FVCs in Markham – Unionville

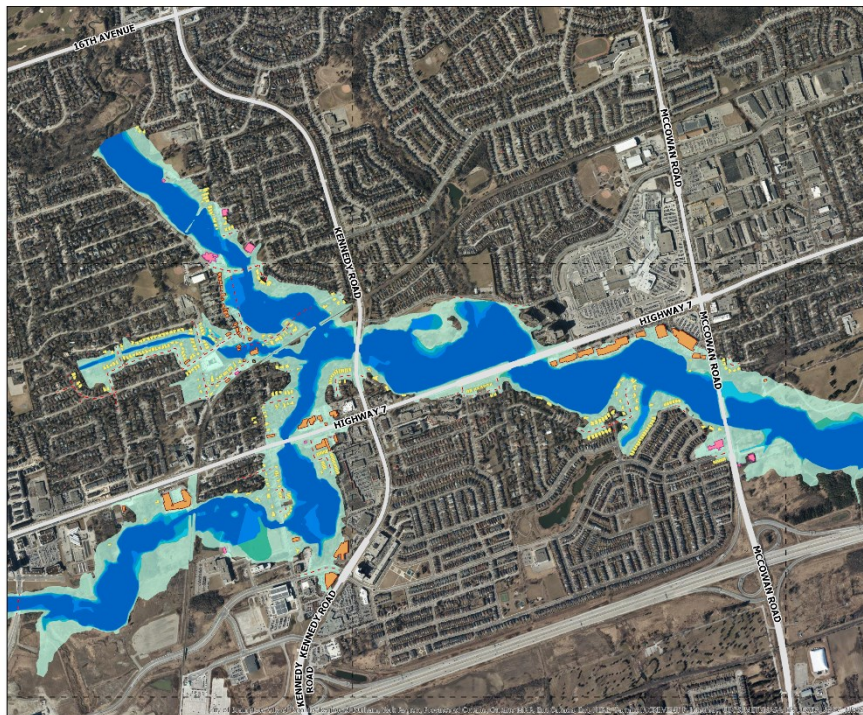
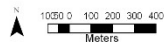
Unionville
Flood Risk Map

Flood Extents

- 5-year storm
- 10-year storm
- 25-year storm
- 50-year storm
- 100-year storm
- Regional Storm

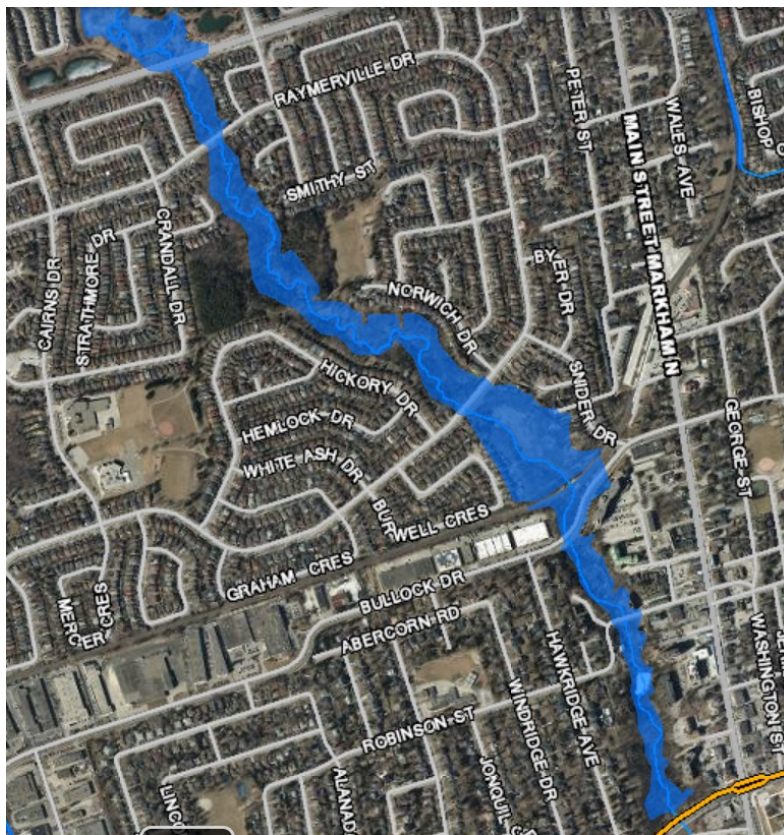
Flood-vulnerable areas

- Commercial/Industrial
- Institutional
- Residential
- Warehouse/Industrial
- Flood-vulnerable roads



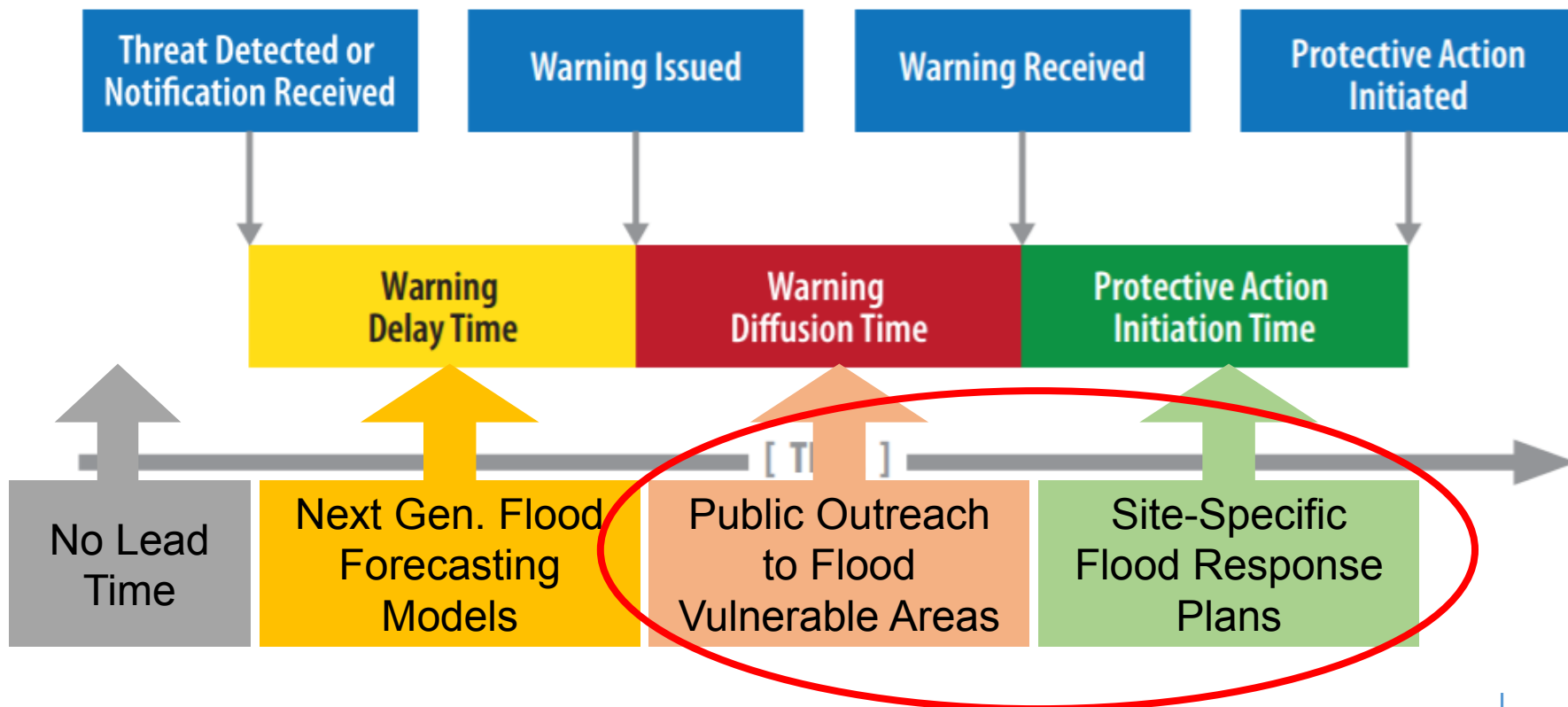
- Ranked **#22 of 41** in **TRCA** Jurisdiction
- Historical development in Rouge River floodplain
- Mixed use – historical main-street

FVCs in Markham – Old Markham Village



- Ranked **#38 of 41** in TRCA Jurisdiction
- Backwater behind rail culvert for Regional flows
- Rouge River Watershed

Focus of National Disaster Mitigation Program Projects



Flood Risk and Emergency Preparedness Plan Outreach

- Communicating risk allows landowners and tenants to undertake protective action
- Target cluster – Markham Industrial (Don Mills Ditch), co-ordinated with City of Markham activities
- 3 components to outreach:
 - Web content with targeted information
 - Print materials for posting
 - Door-to-door campaign



Site-Specific Flood Risk Planning

- Leverages the information collected as part of the flood risk assessment
- Helps co-ordinate emergency response based on location-specific information.
- Intend to develop one for Unionville in partnership with the City of Markham as part of TRCA's NDMP Intake 5 projects.



Thank you

Rehana Rajabali, P.Eng., MUDS

Senior Manager, Flood Risk Management

Development and Engineering Services

Rehana.Rajabali@trca.ca

www.trca.ca



www.trca.ca/flood



[@TRCA_Flood](https://twitter.com/TRCA_Flood)



Rodic, Alexandra

To: Aguila-Wong, Christine
Subject: RE: Regional Council Decision - Development Application Fee Review 2019

From: Van Dusen, Regina <Regina.VanDusen@york.ca> **On Behalf Of** Regional Clerk
Sent: December 20, 2019 10:57 AM
Subject: Regional Council Decision - Development Application Fee Review 2019

CAUTION: This email originated from a source outside the City of Markham. DO NOT CLICK on any links or attachments, or reply unless you recognize the sender and know the content is safe.

On December 19, 2019, Regional Council made the following decision:

1. Council approve the fees outlined in Attachment 1 for the processing of development applications pursuant to Section 69 of the Planning Act and Section 391 of the Municipal Act, to take effect on January 1, 2020.
2. Council authorize a development application fee increase of 3% for planning applications, in addition to an annual cost of inflation increase to take effect on January 1, 2021 and January 1, 2022.
3. Council authorize the Commissioner of Finance to execute agreements related to the administration of the Development Charges By-law and requirements of Bill 108.
4. The Regional Clerk forward this report to local municipalities and Building Industry and Land Development Association for information.

The original staff report is attached for your information.

Please contact Teema Kanji at 1-877-464-9675 ext. 71506 if you have any questions with respect to this matter.

Regards,

Christopher Raynor | Regional Clerk, Office of the Regional Clerk, Corporate Services

The Regional Municipality of York | 17250 Yonge Street | Newmarket, ON L3Y 6Z1
1-877-464-9675 ext. 71300 | christopher.raynor@york.ca | york.ca

Our Mission: **Working together to serve our thriving communities – today and tomorrow**

The Regional Municipality of York

Committee of the Whole
Planning and Economic Development
December 12, 2019

Report of the Commissioner of Corporate Services and Chief Planner

Development Application Fee Review 2019

1. Recommendations

1. Council approve the fees outlined in Attachment 1 for the processing of development applications pursuant to Section 69 of the *Planning Act* and Section 391 of the *Municipal Act*, to take effect on January 1, 2020.
2. Council authorize a development application fee increase of 3% for planning applications, in addition to an annual cost of inflation increase to take effect on January 1, 2021 and January 1, 2022.
3. Council authorize the Commissioner of Finance to execute agreements related to the administration of the Development Charges By-law and requirements of Bill 108.
4. The Regional Clerk forward this report to local municipalities and Building Industry and Land Development Association for information.

2. Summary

This report recommends development application fees for Planning and Finance be updated through an amendment to Schedule 'A' of Bylaw 2010-15, the Region's Schedule of Fees and Charges, to be in place for the 2020 calendar year.

Key Points:

- Development application fees have been reviewed and adjusted approximately every three years, with the last update occurring in 2016
- The proposed fee increases and new fee categories are to capture the cost of service delivery
- A new Finance fee category is proposed to cover administrative costs associated with changes made to the *Development Charge Act*, 1997 by Bill 108
- An annual indexed fee increase is proposed to maintain cost recovery and support continuous improvement

- Continued investment in YorkTrax (development tracking system) is required to manage changes to development charges and reduced timelines for development approval implemented through Bill 108

3. Background

Planning Act and Municipal Act permit collection of fees

Section 69 of the *Planning Act* allows municipalities to charge a fee to meet the anticipated costs for processing development applications. Anticipated costs represent the estimated cost of processing activities for each application type. The Region collects fees for review and approval of a number of development related applications including:

- Official Plan Amendments (e.g. Regional official plan amendments, secondary plans)
- Plans of Subdivision and Condominium
- Site Plans

As the Region continues to urbanize, planning applications are becoming increasingly complex requiring additional staff time and involvement to ensure the Region's policy directions are coordinated with other agencies; implemented and Regional interests are protected.

Section 391 of the *Municipal Act* authorizes a municipality to impose fees or charges for services or activities provided by it. Together with the processing of planning applications, this allows the Region to charge for services such as negotiating and drafting legal documents.

Regional review ensures Regional interests are identified and protected early in the planning process

Regional and local Official Plans establish over-arching policy directions that support development approvals at the local level. Regional staff work closely with local municipal partners on development applications and appeals to ensure Regional and local policy objectives are met. The Region has noticed a shift toward more complex policy matters and development projects associated with intensification in urban areas. These areas are generally more technically complex and require more coordination.

Regional review of development applications ensures Regional interests are identified and protected early in the planning process. This helps to facilitate timely and effective coordination of development approvals. The following highlights some of staff's involvement:

- Provide submission checklist for all pre-consultation applications and attending pre consultation meetings for more complex applications to ensure Regional issues are identified upfront
- Preliminary review of studies prior to a formal applications being submitted

- Attend Local Technical Advisory Committees and Working Groups for urban expansion areas, new Secondary Plans and Key Development Areas
- Coordinate comments with York Region Rapid Transit Corporation and Toronto Transit Commission
- Attend Technical Advisory Workshops for Yonge Subway Expansion
- Track servicing allocation to ensure infrastructure investment aligns with growth

The Region recognizes the need for timely responses and approvals. Staff continually seek opportunities to streamline the review process and have invested in technology to ensure development review and approval meets established timeframes.

Staff time is not fully recoverable

Data provided through YorkTrax has provided a better understanding of staff time to process development applications. A significant amount of planning staff time is allocated toward tasks for which the Region does not collect fees such as attendance at Local Planning Appeal Tribunal hearings and review and approval of local municipal official plans. Costs associated with these tasks are not covered by the Fee Bylaw.

In addition, the Region does not charge fees for applications that are not of Regional interest. However, these applications are tracked in the YorkTrax system to provide the Region with a complete picture of development activity across the Region to inform infrastructure investment and monitoring of growth.

4. Analysis

Fee reviews are conducted to ensure alignment with the costs of development review

Planning staff have conducted a fee review generally every three years, with the last update occurring in [2016](#). This is to ensure fees reflect the current process, staff time and resources to cover the “cost of doing business”. In addition to planning fees, the development review process includes input from several departments and associated fees such as the cost of administering legal documents by Legal Services and services provided by Finance related to development charge collection. Legal Services fees will be reviewed in 2020.

This year staff reviewed development applications fees associated with Planning and Development and Finance. The fee bylaw review process included:

- Consulting with staff to determine if fee categories are correct and capture work involved in the review of development applications and administration of legal documents associated with development
- Determining average time to process development applications and associated legal documents including involvement of other Regional departments

- Identifying any changes to the Region's development review process (e.g. changes to *Planning Act* and *Development Charges Act*, Environmental Compliance Approval)
- Determining total costs for each fee type (e.g. salaries, overhead costs)

Moving forward, annual cost recovery assessments are proposed using improved data from YorkTrax. Required fee adjustments will be considered as part of setting the annual budget.

YorkTrax has strengthened coordination and efficiencies for review of development applications

Since the last fee update, there have been changes to the way development applications are processed. In 2017 the Region launched YorkTrax, an electronic development tracking system, to manage the review and approval of development applications. This has improved customer service including:

- Reducing time to send development applications out for comments (two days to 30 minutes)
- Centralized area for documents related to development files
- Moving to a paperless environment
- Digital review and commenting on applications and drawings
- Electronic receipts/credit memos
- Consistent approach to development review through automated workflows
- Tracking servicing allocation (to be shared with local municipalities in 2020)

Collectively, these changes have improved the development review process providing a single source of data for Regional departments. Cost savings from the efficiencies in application review have been offset by the cost of maintaining and further developing the YorkTrax system.

Continued investment in YorkTrax is required to manage Bill 108 changes

Recent provincial changes will impact timelines for reviewing and approving development applications, as well as how development charges are collected. The Region is well positioned to manage these Provincial changes using YorkTrax, provided resources continue to be made available to advance its development.

The Region is currently working on a Development Charges module in YorkTrax to manage the changes from Bill 108 (e.g. locked in rates at site plan or zoning bylaw amendment application, deferred and phased payments.). Continued investment in YorkTrax will facilitate further efficiencies including enabling the Region to connect with local municipal development tracking systems. This will improve data sharing and help further reduce development application review times.

Proposed fees capture costs associated with the development review process

To move closer towards recovering the cost of development review, a revised schedule of fees is proposed to accurately capture costs associated with Regional review and approval for the Fee Bylaw as shown in Attachment 1. Key changes proposed to the fee structure include:

(a) Block Plan

A new fee for review of Block Plans (Tertiary Plan) to ensure Regional interests are protected. This is a non-statutory document and not all municipalities require Block Plans.

(b) Inspection fees

The Region has a construction coordination team of four staff to manage inspections across the Region related to unaddressed deficiencies, compliance with public and property safety standards related to construction activities, traffic management and security releases.

There are instances where inspectors are called to inspect work that is not complete, requiring subsequent site visits. To ensure efficient use of staff time, inspection fees are proposed to cover the cost of staff attending sites for non-compliant inspections, security releases and reductions. Inspection fees related to security reduction and release will only be imposed for third and subsequent security reduction or release inspection requests.

(c) Environmental Compliance Approval (ECA)

In 2018, the Province's Transfer of Review program allowed municipalities to expand the list of sewage works that may be reviewed for ECA's. The Region currently provides this review for five non-participating municipalities. The time it takes a developer to receive environmental compliance approval has improved substantially over the last year. The Region can provide an approval within four to six weeks depending on the quality of submission, compared to the Province's one year turnaround timeframe. Fees set by the Province in 2000 are outdated and do not reflect the time it takes to review and approve ECA's. Staff are proposing new fees to capture staff time.

(d) Peer Review Fee

The Region's base cost for Peer Review was updated in 2007 but the fee was not identified in the current Fee Bylaw Schedule. This fee has been incorporated into the Fee Bylaw Schedule and readjusted to be based on actual costs.

(e) Finance fees

New fees categories are proposed for Finance to cover staff costs associated with changes made to the *Development Charges Act* by Bill 108 for the administration of various agreements (e.g. development charge deferral agreements).

In addition to better reflecting costs of timely service delivery, fees have been reviewed with the goal of improved efficiencies in areas such as inspections and use of technology.

Consultation with Building Industry and Land Development Association

A consultation session with the Building Industry and Land Development Association (BILD) was held on October 18, 2019 and November 22, 2019. Staff presented the draft fee schedule (Attachment 1) and engaged in a brainstorming session through the first session with BILD to identify areas in the development review process that could be further improved. The following comments were provided by BILD:

- Requested background analysis for determining fees
- Higher fees with faster timelines are acceptable
- Consider a graduated approach to fee increases
- Supportive of the Region's process improvements initiatives (e.g. intake for development applications, team structure, digital submissions)
- Digital submissions are working well
- Requested workflows be published on the website
- Supportive and interested in piloting new technology related to direct submission for engineering approval applications
- Supportive of the Region investigating opportunities to connect development tracking systems with local municipalities to find efficiencies in data exchange

Regional staff will continue to communicate and consult with BILD as development application process improvements continue to be implemented. Staff are also working with BILD and local municipalities to review the secondary plan process to find efficiencies to reduce the time it takes to develop and approve new secondary plan areas.

Initiative supports strategic goal of Vision/Strategic Plan

Implementation of YorkTrax and the new Fee Bylaw supports Vision 2051 goals by providing efficiency in service delivery and operations. These projects also contribute to Council's strategic priority (2019 to 2023) to 'Deliver Trusted and Efficient Services' by advancing technology solutions to streamline administrative processes and improve service delivery through technology solutions. Continued investment in YorkTrax will allow the Region to advance online and mobile device platforms for public facing transactions (e.g. online payment, status of development application etc.).

5. Financial

Development application revenues fluctuate on an annual basis, dependent on the number of development applications received which is influenced by a number of factors such as the economy, housing market, interest rates, servicing etc. Over the last three years, development planning and engineering sections recovered approximately 78% of the costs of processing development applications.

Table 1
Fee Revenue and Recovery for Development Applications in 2018

	Estimated Cost of Development Review	3 Year Average Revenue	Estimated Cost Recovery
Planning	\$1400,000	\$735,000	53%
Engineering	\$3,500,000	\$3,082,000	88%
Total	\$4,900,000	\$3,817,000	78%

On average, planning fees are only recovering 53% of development review costs. As shown in Attachment 2, a number of planning applications are currently not recovering the cost of processing these applications.

The proposed fees have been determined with consideration of municipal comparators and the impact of individual fees on development. The approach to reconcile this shortfall is discussed below.

Based on the 3 year average number of development applications, the proposed planning fee increases are projected to provide an additional \$300,000 in revenue in 2020 (Table 2). This is expected to increase to approximately \$450,000 in 2021 and 2022. Based on the three year average development activity, the proposed fee increases would bring Community Planning cost recovery close to 80% by 2022.

Table 2
**Additional projected fee revenue based on three year average number of
development applications**

	2020	2021	2022
Planning Fee Revenue	\$300,000	\$450,000	\$450,000

New finance fee categories are also recommended to capture staff time preparing payment schedules, administering the Development Charges Bylaw and various agreements required to facilitate development. Changes introduced to the *Development Charges Act* through Bill 108, will require additional staff time to administer documents (e.g. deferral agreements).

An annual indexed fee increase is proposed to support cost recovery

Even with the proposed increases, some planning application fee types will not recover costs (Attachment 1). To provide the development industry with more certainty on fee requirements, and to lessen the need for major increases every three to four years, staff are recommending an annual indexed fee increase be applied to maintain cost recovery.

Staff recommend an increase of 3% be applied to planning application fees over the next two years, starting in 2021, to help maintain cost recovery and support continued investment in YorkTrax. This is in addition to the cost of inflation applied to the Fee Bylaw annually. Based on a three year average of development activity, the proposed fee increases would bring Planning cost recovery close to 80% by 2022. The next comprehensive fee review is expected to take place in 2022 to coincide with Council's four-year budget cycle.

Regional planning fees represent less than 1% of total government charges for new homes

Regional staff have conducted a review of fees charged in other regional municipalities. Not all Regions have the same procedures for processing development applications and therefore some fees are not applicable or comparable (Attachment 3). There are currently no comparables for the proposed new Finance administration fee related to changes to Bill 108. A comparison of planning fees and total government charges in relation to new home prices provides a better understanding of how the Region compares to other municipalities.

The three largest government charges on new low density homes in the Greater Toronto Area are HST, development charges and land transfer taxes (Source: Altus Group). Local and Regional planning fees account for approximately 1.3 % of total government charges for low density development (Attachment 4). The proposed new Regional planning fees would represent 0.2% of total government charges on new low rise development.

For high rise development, the largest government charges are development charges, HST and parkland dedication. Bill 108 replaces parkland dedication (Section 51.1 of the *Planning Act*) and density bonusing (Section 37) with a new Community Benefit Charge. The Region and local municipalities will be determining these new charges in 2020. Local and Regional planning fees account for approximately 0.6% of total government charges for high density development (Attachment 4).

6. Local Impact

The new fee structure does not directly impact local municipalities. Revised planning timelines set out in the *Planning Act* will require the Region and local municipalities to work closely together to meet reduced approval timelines. Continued investment in YorkTrax will facilitate further efficiencies in development application review time including enabling local municipal tracking systems to connect with the Region.

Complete development application submissions ensure timely responses

The Region is depending on local municipalities to ensure regional submission requirements identified through the pre-consultation process are submitted prior to deeming an application complete. Complete submissions assist the Region to provide a comprehensive and timely response to local municipalities and developers. Not meeting new planning approval timelines can increase the number of Local Planning Appeals Tribunal appeals Regional and local municipal staff have to attend.

Coordination of data required to manage collection of development charges through Bill 108

Bill 108 changes the way municipalities collect development charges. Developers will have the ability to lock in development charge rates earlier in the development process and delay and phase payments for certain types of development. The Region and local municipalities will need to work closely to meet the requirements of Bill 108. This will require additional staff time to manage administration of fees, develop a new module in YorkTrax to track development charges payments and coordinate building permit and occupancy data with local municipalities.

7. Conclusion

Planning and Economic Development conducts a fee review generally every three years, with the last update occurring in 2016, to ensure fees reflect the current process and are covering the “cost of doing business”. This year’s review includes Finance fees for planning related matters.

The Region is proposing an increase to some existing fee categories to better capture staff time involved in processing development applications and administration of documents associated with development approvals as identified in Attachment 1. Staff are recommending an indexed fee increase of 3% be applied in 2021 and 2022 to maintain cost recovery levels and lessen the need for major increases every three to four years. The new fee structure would take effect January 1, 2020.

Since the last fee update, there have been changes to the way development applications are processed at the Region. The Region’s new development tracking system (YorkTrax) has led to several customer service improvements (e.g. reduced circulation times, digital review of drawings). Regional staff will continue to work with local municipalities and the development

industry to leverage YorkTrax and other digital solutions to shorten review times and strengthen coordination and efficiencies in the development review process.

For more information on this report, please contact Teema Kanji, Manager, Programs and Process Improvement at 1-877-464-9675 ext. 71506. Accessible formats or communication supports are available upon request.

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

Dino Basso
Commissioner of Corporate Services

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

November 29, 2019
Attachments (4)
10105022

Attachment 1**Recommended Fee Changes**

Corporate Services (Planning)	Current Fee	Proposed Fee 2020
Regional Official Plan Amendment (ROPA)	\$21,100	No Change
ROPA Notice of Receipt of Application	\$9,200 or actual cost	No Change
ROPA Notice of Public Meeting	\$9,200 or actual cost	No Change
Major Area Official Plan Amendment (Secondary Plan)	\$21,100	No Change
Local Official Plan Amendment requiring a report to Council * <ul style="list-style-type: none"> • Base Fee • Decision Fee 	Base Fee \$2,900 plus Decision Fee \$6,400	\$5,000 plus Decision Fee \$6,400
Local Official Plan Amendment not requiring a report to Council * <ul style="list-style-type: none"> • Base Fee • Decision Fee 	Base Fee \$2,900 plus Decision Fee \$2,600	\$5,000 plus Decision Fee \$2,600
Official Plan Amendment Exemption (Base Fee) *	\$2,900	\$5,000
Revision to Official Plan Amendment requiring recirculation	\$2,700	\$3,000
Block Plan/Tertiary Plan	\$2,900	\$5,000
Minister's Zoning Order/Parkway Belt West	\$2,700	\$3,000
Zoning By-law Amendment not received with any other planning applications	\$1,100	\$3,000
Draft Plan of Subdivision/Vacant Land Condominium	\$5,500	\$6,500
Draft Plan of Condominium	\$2,000	\$2,300
Revision (requires circulation)	\$2,500	No Change
Minor Revision (does not require circulation)	\$1,400	No Change
Subdivision Clearance (any phase)	\$2,800	\$5,000
Condominium Clearance (any phase)	\$1,800	\$2,000
To prepare a record in the event of a referral or appeal of an application to the Local Planning Appeal Tribunal	\$520	No Change

Corporate Services (Engineering)	Current Fee	Proposed Fee 2020
Site Plan Regular development, slab on grade or less than 6 storeys, involves not more than 1 report/study	Minimum charge of \$3,200 or 7% of estimated cost of works within the Regional right-of-way, whichever is greater	No Change
Major Site Plan <i>(Complex development, 6 storeys or greater and/or involves review of more than 1 report/study).</i>	Minimum charge of \$8,700 or 7% of estimated cost of works within the Regional right-of-way, whichever is greater	No Change
Review and Approval of Environmental Site Assessment Report Review	\$1,600	No Change
Encroachment Permit	\$1,800	No Change
Engineering Review (Review/comment on engineering drawings and report submissions for works on Regional Roads, for Draft Approved Plan of Subdivision/Vacant Land Condominium and other municipal projects)	Minimum charge of \$9,000 or 7% of estimated cost of works within the Regional right-of-way, whichever is greater	No Change
Engineering Resubmission related to a development application (After the 3 rd resubmission due to revisions by the owner or the owner's failure to review drawings/plans/reports/studies as requested by the Region)	\$3,700	No Change
Consent to Sever	\$840 for first lot \$160 for each additional lot	\$1,000 \$160 for each additional lot
Environmental Compliance Approval (ECA) Stormwater Works (Oil Grit Separator and/or Low Impact Development measures)	\$2,200	\$5,000
Stormwater Works (Stormwater Management Pond)	\$2,200	\$7,000
Sewers (storm and/or sanitary)	\$1,100	\$5,000
Pumping Station (storm and/or sanitary)	\$2,000	\$7,000

Corporate Services (Engineering)	Current Fee	Proposed Fee 2020
Inspections		
Security release works inspection fee (for third and subsequent security release works site inspection request)	No Fee	\$2,000 per inspection
Construction Safety Inspection and Administration Fee for damage caused to Regional property and for public safety concerns	Costs + \$210	\$2,000 per inspection
Rectify any deficiencies, make any remedies or carry out the cleanup of roads within 24 hours or immediately if deemed a public safety concern by the Region (each occurrence)	\$1,400	\$2,000 or twice the actual cost to the Region to perform the work, whichever is greater
Security Reduction works inspection fee (for third and subsequent security reduction work site inspection request)	No Fee	\$2,000 per inspection
Information Request or miscellaneous submissions not identified under a fee category as determined by the Chief Planner	No Fee	\$200/hour
Review and approval of large scale major studies (e.g. Master Environmental Servicing Plan, Master Transportation Study, etc. submitted in advance of a Secondary Plan, Major Official Plan Amendment or complex large scale site)	No Fee	\$10,000
Update or amendment to existing study	No Fee	\$3,700
Peer Review	\$2,500	Actual Cost

Financial Services	Current Fee	Proposed Fee 2020
Development Charge Background Study	\$28.97	\$275
Compliance Letter for Development Charge Bylaw	\$28.97	\$275
Prepaid Development Charge Credit Agreement and Intersection and Minor Road Improvement Reimbursement Requests	Up to 1.0% of the value of the Capital Works (minimum fee \$1,000)	No Change
Agreement Administration * (E.g. site plan agreement, subdivision agreement, development agreement, miscellaneous agreement, etc.)	No Fee	\$1,500

*To include agreements where development charges are not collected immediately upon entering into a Regional DC Agreement, phased billing occurs and when development charge rates are set by specific planning approvals.

eDOCS#9596305

Attachment 2**Cost Recovery by Application Type**

Application Type	Current Fee	Estimated Cost Recovery
Regional Official Plan Amendment (ROPA)	\$21,100	84%
Official Plan (Secondary Plan)	\$21,100	45%
Official Plan Site Specific (Council Approval)	\$9,300	65%
Official Plan (Director Approval)	\$5,500	63%
Official Plan Exemption	\$2,900	46%
Zoning Bylaw Amendment	\$1,100	25%
Block Plan (Tertiary/Precinct Plan)	\$2,900	34%
Draft Plan of Subdivision	\$5,500	67%
Draft Plan of Condominium	\$2,000	84%
Subdivision Clearance	\$2,800	48%
Condominium Clearance	\$1,800	87%
Major Revision (requires circulation)	\$2,700	75%
Minor Revision (no circulation)	\$1,400	82%
Consent	\$840	60%
Environmental Compliance		
Stormwater Works(Oil Grit Separator and/or Low Impact Development measures)	\$2,200	39%
Stormwater Works (Stormwater Management Pond)	\$2,200	28%
Sewers (storm and/or sanitary)	\$1,100	29%
Pumping Station (storm and/or sanitary)	\$2,000	26%

Comparison of Regional Development Application Fees

Development Application	York Region Current	York Region Proposed	Durham	Halton	Peel	Waterloo	Niagara
Recent Planning Fees review	2019	2020	2018 – updated every 2 years	2009 – next update 2021	2018 – next update in 2021	N/A	N/A
Regional Official Plan Amendment (ROPA)	\$21,100	\$21,100	Major \$20,000 Minor \$7,000	\$9,917 ⁽¹⁾	\$20,000	\$12,650	\$17,765
Notice related to ROPA	Actual Cost	Actual Cost	Actual Cost (\$1,000 deposit)	Actual Cost	Actual Cost	Actual Cost	Actual Cost
Major Area Official Plan Amendment	\$21,100	\$21,100	\$7,000	\$8,380 ⁽¹⁾	\$12,000	\$5,750	\$13,195 (Secondary Plans)
Local Official Plan Amendment (Report to Council)	Base Fee \$2,900 plus Decision Fee \$6,400	Base Fee \$5000 + Approval \$6,400					Major \$9,520 Minor \$5,075
Local Official Plan Amendment (Director Approval)	\$2,600	Base Fee \$5,000 + Approval \$2,600					
Local Official Plan Amendment (Base Fee) Exemption	\$2,900	\$5,000					
Revision to Official Plan Amendment requiring recirculation	\$2,900	\$3,000	Reactivation after 3 or more years of inactivity: \$2,500	\$4,190 ⁽¹⁾	N/A	N/A	N/A
Block Plan (non statutory)	\$	\$5,000	N/A	N/A	N/A	N/A	N/A
Minister's Zoning Order/Parkway Belt West	\$2,700	\$3,000	\$1,000	\$2,794	N/A	N/A	N/A

Attachment 3

Comparison of Regional Development Application Fees

Development Application	York Region Current	York Region Proposed	Durham	Halton	Peel	Waterloo	Niagara
Zoning By-law Amendment	\$1,100	\$3,000 ⁽³⁾	\$1,500	\$988 ⁽¹⁾ Revision - \$494	N/A	\$1,150	\$1,270
Draft Plan of Subdivision/Vacant Land Condominium	\$5,500	\$6,500	\$4,000 (delegated municipalities) + Per Unit Fees \$5,500 (non-delegated municipalities) + Per Unit Fees	Base fee - \$10,196 *+Additional fees for revisions, sub phasing & extension*	\$20,000 ⁽²⁾	\$6,525 + \$250/hectare to a maximum of \$15,525	\$5,075 + \$1,120/hectare to a maximum of \$22,840
Draft Plan of Condominium	\$2,000	\$2,300	\$2,000.00	\$2,947	\$3,000	\$3,150 + \$100/unit to a maximum of \$6,150	\$5,075 + \$1,120/hectare to a maximum of \$22,840
Condominium Clearance	\$1,800	\$2,000	\$1,000	\$713	N/A	\$1,150	\$2,540
Subdivision Major Revision (Circulation)	\$2,500	No Change	\$1,500	Post Draft Approval - \$2,096 Phase Revision - \$5,024 Sub-Phase Revision - \$3,014 (with circulation) Condo Plan Revision - \$440	N/A	\$2,300	\$1,270 (prior to Draft Approval) \$2,540 (post Draft Approval)
Subdivision Minor Revision (No circulation)	\$1,400	No Change		Subdivision - \$733 Condominium - \$440	N/A	\$1,150	
Subdivision Clearance	\$2,800	\$5,000	\$1,125	\$2,096	N/A	\$2,000	\$2,540
Prepare a record (OMB/LPAT)	\$520	\$520	\$250	N/A	N/A	N/A	\$610

Comparison of Regional Development Application Fees

Development Application	York Region Current	York Region Proposed	Durham	Halton	Peel	Waterloo	Niagara
Consent to Sever	\$840 for first lot \$160 for each additional lot created	\$1,000 for the first lot \$160 for each additional lot created	Base Fee - \$1,000 Review - \$500	\$1,117	N/A	\$350	N/A
Minor Variance	No Fee	No Fee	\$500	\$35	N/A	N/A	N/A
Miscellaneous submissions not identified under fee category as determined by Chief Planner	No Fee	Hourly Rate \$250/hour or 7% of estimated cost of works	Primary Research Analysis: \$210	N/A	N/A	N/A	Hourly Rate \$225/hour
Review and approval of large scale major studies	No Fee	\$10,000	N/A	N/A	N/A	N/A	N/A
New Study Update or Amendment to existing Study		\$5,000					
Peer Review	\$2,500	Actual Cost	10% of Peer Review Cost	N/A	N/A	Actual Cost	Actual Cost

NOTES: All fees include applicable taxes

- (1) Halton Region: Municipal initiated ROPAs, LOPAs and Rezoning applications are exempt from Regional Development Application Fees
- (2) Sub-Delegated Plans – Fee charged to process comments for Mississauga/ Brampton/ Caledon
- (3) Fee applies only to stand-alone zoning bylaw amendment with a Regional interest.

Comparison of Regional Development Application Fees

Development Application	York Region Current	York Region Proposed	Durham	Halton	Peel
Inspection Fees					
Security release works inspection Fee	No Fee	\$2,000 per inspection	N/A	\$5,560 (1 st submission) + Additional Fees depending on the estimated cost of works for water, sewer & roads	Site Servicing on Regional Roads- Residential-\$1,980*up to 3 inspections)* Re-inspections- Actual cost
Construction Safety Inspection	Costs + \$210	\$2,000 per inspection	N/A	N/A	
Rectify any deficiencies	\$1,400	\$2,000/ twice the actual cost to the Region to perform the work, whichever greater	N/A	N/A	
Security Reduction works inspection fee	No Fee	\$2,000 per inspection	N/A	N/A	

eDOCS# 9955087

Comparison of Regional Development Application Fees

Development Application	York Region Current	York Region Proposed	Lake Simcoe Region Conservation Authority	City of Windsor	Peel, Halton and Durham Region
Environmental Compliance Approval					
Stormwater Works (Oil Grit Separator and/or Low Impact Development measures)	\$2,200	\$5,000	\$4,500	Per application and reapplication \$1,019 for 1-50 units/lots \$1,630 for 51 to 100 units/lots \$2,853 for 101-200 units/lots \$3,688 for greater than 200 units/lots	Have not updated fees and charge the fees set by MECP in 2000
Stormwater Works (Stormwater Management Pond)	\$2,200	\$8,000*	\$7,500 *		
Sewers (Storm and./or Sanitary)	\$1,100	\$5,000	Do not review		
Pumping Station (Storm and/or Sanitary)	\$2,000	\$7,000	Do not review		

Includes \$200 Administrative Fee charged by the Ministry of Environment, Conservation and Parks (MECP)

eDOCS# 9955087

Low Rise Development – Government Charge Comparison (2018)**Attachment 4**

Government Charge	York Region (Markham)	Halton Region (Oakville)	Simcoe County (Bradford/West Gwillimbury)	City of Toronto	Durham Region (Ajax)	Peel Region (Brampton)
Average new home price	1.2 M	1.2M	570,000	930,000	600,000	655,000
Planning Review Fees	2,922	529	141	2,142	676	1,375
HST	77,189	90,072	46,739	72,505	59,622	60,793
Development Charges	88,424	80,598	35,848	62,232	47,182	86,391
Land Transfer Tax	11,675	13,875	6,475	20,810	8,675	8,875
Total Costs	219,940	232,498	119,999	205,926	146,741	192,889
Percentage Government Costs	18.3	19.4	21.1	22.1	24.5	29.4

Source: Government Charges and Fees on New Homes in the Greater Toronto Area (prepared by Altus Group Economic Consulting)

Note: Planning Fees include Regional and Local Municipal planning fees, and Development Charges (DCs) include Regional, Local and Education DCs

Not all costs are shown

Based on a development with 500 single detached home (36 ft) requiring an Official Plan Amendment, Zoning Bylaw Amendment and Subdivision Approval

High Rise Development – Government Charge Comparison (2018)

Government Charge	York Region (Markham)	Halton Region (Oakville)	Simcoe County (Bradford/West Gwillimbury)	City of Toronto	Durham Region (Ajax)	Peel Region (Brampton)
Average new home price	532,700	518,800	421,000	750,300	402,600	462,700
Planning Review Fees	984	303	108	1,334	341	611
HST	41,199	39,571	28,117	66,684	26,903	33,001
Development Charges	50,961	38,215	18,067	31,050	23,126	43,891
Land Transfer Tax	5,529	5,251	3,295	18,822	2,927	4,129
Total Costs	159,893	132,048	68,779	164,527	72,597	138,784
Percentage Government Costs	30.0	25.5	16.3	21.9	18.0	30.0

Source: Government Charges and Fees on New Homes in the Greater Toronto Area (prepared by Altus Group Economic Consulting)

Note: Planning Fees include Regional and Local Municipal planning fees, and Development Charges (DCs) include Regional, Local and Education DCs

Not all costs are shown

Based on a 500 condominium apartments requiring official plan amendment, zoning bylaw amendment, site plan and condominium approval.

Advisory Committee on Accessibility**November 18, 2019****Canada Room****5:00 PM****Attendance:**

Barry Martin, Chair, Councillor Isa Lee, Brian Lynch, Laura Meffen, Jewell Lofsky, Rita Lam, Anna Giallonardo, Meenu Khanna, George George, Valerie Kitazaki, Cheryl McConney-Wilson, Diversity Specialist and Grace Lombardi, Legislative Coordinator

Guest:

Kaitlyn Chow, Parks Canada and Regional Councillor Jack Heath

Regrets:

Robert Hunn, Vice Chair, Kaushi Ragunathan, Nahid Verma, and Elaine Vollett

Item	Discussion	Action
<ul style="list-style-type: none"> Call to Order 	The Advisory Committee on Accessibility convened at 5:07 pm with Barry Martin presiding, as Chair.	
<ul style="list-style-type: none"> Parks Canada 	<p>Kaitlyn Chow, Parks Canada was in attendance to discuss the Accessible Canada Act (the “Act”), which came into effect in July 2019. She provided the Committee with the future plans on making the Rouge National Park barrier free to meet the required legislation.</p> <p>Parks Canada is being proactive and is reaching out to different groups to learn best practices and to receive feedback on what they have learned in regards to making their parks barrier free. The ideas will then be incorporated into their new parks. In September, Parks Canada opened a barrier free park on the boarder of Markham and Stouffville.</p> <p>The Committee was requested to think of ideas to help make Parks Canada’s parks barrier free. The ideas should be be circulated to Park’s Canada. A future meeting can then be held with Park’s Canada to discuss the ideas.</p>	
<ul style="list-style-type: none"> Social Media Platforms – Did You Know 	<p>The Committee created the following Sub-Committee:</p> <p>1. Social Media Sub-Committee Members:</p> <p>Jewell Lofsky Laura Meffen Nahid Verma Barry Martin</p>	

Advisory Committee on Accessibility

November 18, 2019

2 | Page

Item	Discussion	Action
	The Sub-Committee will meet to discuss the Committee's ideas on the "Did You Know" social media package and the City of Markham Accessibility website.	
<ul style="list-style-type: none"> Markham Accessibility Award 	<p>Committee members suggested the following for the 2020 Markham Accessibility Award preparation:</p> <ul style="list-style-type: none"> • Create a new platform; • Promote the Award at upcoming festivals; • Prepare information to provide to Councillors to send with their newsletters; • Create an information pamphlet; and, • Have the Awards Sub-Committee meet earlier. 	
<ul style="list-style-type: none"> Markham Accessibility Park 	<p>There was a brief discussion on the process for bringing forward the Advisory Committee on Accessibility's recommendation regarding making Markham's trail system accessible.</p> <p>It was suggested that the Committee invite Brenda Librecz, Commissioner of Community and Fire Services to a future Advisory Committee on Accessibility meeting to discuss the City's plans with respect to making Grandview Park Accessible.</p>	
<ul style="list-style-type: none"> Markham Accessibility Audits 	<p><u>Markham Fair Audit</u> Cheryl McConney-Wilson advised that information from the Markham Fair Audit was sent to Markham Fair. A representative from Markham Fair has been requested to attend a future Advisory Committee on Accessibility meeting to discuss the audit results. Cheryl will provide an update to the Committee when a response is received.</p> <p><u>Markham Civic Centre</u> The Committee agreed that its next audit will be of Markham Civic Centre. Committee members decided on the following timeline:</p> <ul style="list-style-type: none"> • January 2020 – Committee members to compile information to prepare for the Audit. • February 2020 – Committee members do a walk through of the building. • March 2020 – Conduct Markham Civic Centre audit. 	

Advisory Committee on Accessibility

November 18, 2019

3 | Page

Item	Discussion	Action
<ul style="list-style-type: none"> New Business 	<p><u>Webinar</u> Barry Martin, Chair informed the Committee about a webinar being offered through the York Region Webinar Centre on accessibility public sector compliance reporting. Committee Members are required to register for the webinar. The webinar will assist with conducting the audits.</p> <p><u>York Region</u> Barry Martin provided an update on the York Region Accessibility Committee. York Region is proposing to bring all municipalities together to meet at the York Region Headquarters in 2020 to share ideas in regards to improving accessibility. Barry asked Members to attend the meeting when the date is set.</p> <p><u>Christmas Gathering</u> The Committee agreed to have a potluck Christmas gathering at the December 16, 2019 meeting. A sign up list will be sent to the committee members.</p> <p><u>Tent</u> Cheryl McConney-Wilson agreed to order the tent for events in February 2020.</p>	
<ul style="list-style-type: none"> Adjournment 	The Advisory Committee on Accessibility adjourned at 6:35 pm.	



Animal Care Committee

MINUTES

**October 16, 2019
Ontario Room
5:30 PM – 7:30 PM**

<u>Members</u> Denielle Duncan, Chair Janet Andrews, Vice-Chair Valerie Burke Sharon Deutsh Aviva Harari Sherry Klein Vikrum Pain Judy Postello Areez Remtulla Bernice Royce June Heather Ziola	<u>Regrets</u> Dr. Esther Attard Shirley Lesch
---	---

<u>Staff</u> John Britto, Committee Secretary (PT)
--

<u>Guests and Members of the Public</u> Terri Daniels Martin Field Victor Royce

Call to Order: The Animal Care Committee convened at 5:30 p.m. on Wednesday, October 16, 2019, with Denielle Duncan, Chair presiding as Chair.

Item	Discussion	Action
1. Approval of the September 18, 2019, Animal Care Committee meeting minutes	Moved by: Janet Andrews, Vice Chair Seconded by: Bernice Royce That the minutes of the September 18, 2019, Animal Care Committee meeting be approved, as presented. CARRIED	

2. Business arising from the Minutes	<p>Denielle Duncan, Chair advised that Christy Lehman informed her that she will provide the new CAEC brochures at the November meeting.</p> <p>Bernice Royce advised that she was successful in getting a table for the ACC at the October 30, 2019 fundraising event at Mayfair Toronto Parkway. She further advised that the table would be shared by Sinai Health Foundation. Products for sale should be brought to the venue by 8:00 a.m. on the day of the event.</p>	
3. Animal Control Program Update	<p>a. <u>Cat Adoption & Education Centre</u></p> <p>E-mail update provided by Christy Lehman, Licensing & Animal Services Coordinator: "we have 745 adoptions to date at the CAEC. They have been hosting volunteer days once a month and their future vet program has filled up quickly."</p> <p>Some Committee members inquired whether there was any indication, e.g. a plaque, acknowledging the Committee's donations to the CAEC.</p> <p>The Committee expressed concern about the lack of enthusiasm from OSPCA staff with respect to residents expressing interest in volunteering with the CAEC. It was decided that an email be sent to the Commissioner of Corporate Services, the City Clerk and the Deputy City Clerk in this regard. Questions from the committee were raised as to how and where donations flowed (i.e donation boxes at the CAEC, donations to the ACC etc.).</p> <p>b. <u>Barn Cat Program</u></p> <p>No update</p> <p>c. <u>By-law Review</u></p> <p>E-mail update provided by Christy Lehman, Licensing & Animal</p>	<p>Janet agreed to draft the email and circulate to members for their comments.</p>

	Services Coordinator: "the by-law will be deferred until further notice and I don't have any further update on our service delivery at this time".	
4. Events	<p>a) <u>Fund Raising</u></p> <p>Denielle Duncan, Chair advised that the November meeting agenda will be dedicated to Fund Raising.</p> <p>Responding to a question, Denielle Duncan, Chair advised that the Committee expects to raise at least \$2,000 to \$3,000 and these funds are donated to the CAEC. She further advised that all donations are acknowledged if the donor is known.</p> <p>June inquired whether people are given a tax receipt for cash donations to the CAEC or ACC and Denielle explained that Markham staff advised in the past that tax receipts could be given if over \$25.</p> <p>b) <u>Events</u></p> <p>No discussion</p>	
5. New Business	<p>1. Election of Officers:</p> <p>Denielle Duncan, Chair suggested that it would be advisable to hold elections at the November 20, 2019 meeting in order to provide more time for members to consider running for elections. Denielle suggested that members can email the current incumbents seeking clarifications/questions about the various positions. Members also sought clarifications on the Committee's Terms of Reference.</p> <p>2. Valerie Burke informed the Committee of the October 29, 2019 deadline for taking the online survey on "<i>Building Markham's Future Together</i>". The City of Markham is looking for input from residents as part of its strategic planning process. The Strategic</p>	

	<p>Plan outlines the goals, objectives and key actions that will guide the work of the City from 2020–2023.</p> <p>3. Valerie Burke advised that a Notice of Motion will be deliberated at the October 22, 2019, General Committee meeting regarding single-use plastics and litter. All members present, except for one member, who declared a conflict of interest was in support of the proposed motion.</p> <p>Moved by: Janet Andrews, Vice Chair Seconded by: Bernice Royce</p> <p>The Animal Care Committee endorses the City of Markham’s proposed motion entitled “<i>The Markham Declaration for Immediate Action on Single-use Plastics & Litter</i>”.</p> <p style="text-align: right;">CARRIED</p> <p>4. Mr. Martin Field, an Oshawa resident who attended the meeting as a guest, shared his personal experiences in his efforts to establish an Animal Care Committee in the City of Oshawa. The previous evening the City of Oshawa voted in favor of establishing an Animal Care Committee.</p>	
6. Date of next meeting	5:30 p.m., Wednesday, November 20, 2019.	
7. Adjournment	The Animal Care Committee adjourned at 7:20 p.m.	



Budget Committee Minutes

Meeting No. 7

November 6, 2019, 9:30 AM - 12:00 PM

Council Chamber

Members	Councillor Amanda Collucci, Chair Councillor Andrew Keyes, Vice-Chair Mayor Frank Scarpitti (ex-officio) Deputy Mayor Don Hamilton	Councillor Keith Irish Councillor Reid McAlpine Councillor Karen Rea Councillor Khalid Usman
Regrets		
Roll Call	Regional Councillor Jim Jones Andy Taylor, Chief Administrative Officer Trinela Cane, Commissioner, Corporate Services Brenda Librecz, Commissioner of Community & Fire Services Arvin Prasad, Commissioner Development Services Joel Lustig, Treasurer	Bryan Frois, Chief of Staff Matthew Vetere, Manager, Budgeting Phoebe Fu, Director of Environmental Morgan Jones, Director, Operations Laura Gold, Council and Committee Coordinator

1. CALL TO ORDER

The Budget Committee convened at 9:34 AM with Councillor Amanda Collucci in the Chair.

2. DISCLOSURE OF PECUNIARY INTEREST

None.

3. BUDGET PRESENTATION

3.1 OPERATIONS 2020 DIRECTORS BUDGET PRESENTATIONS

Morgan Jones, Director of Operations provided the 2020 Operations Department Budget Presentation.

Staff provided the following responses to the 2020 Operations Budget Presentation:

Greenhouses & Flower Baskets

Many municipalities do not have a greenhouse. Markham has a greenhouse so it can purchase plants at a low cost and store them in the greenhouse until they fill out. The greenhouse is also used to assemble flower baskets prior to transferring them to a City facility or streetscape. The City would need to hire a company to assemble the baskets if it did not have the greenhouse. Staff are always looking at ways to do things more efficiently.

Staff were complimented on the 2019 Main Street Unionville flower baskets.

New Work Yard in the East End of Markham

The new east work yard will be in operation by the fall of 2020. The new east work yard is important to providing a consistent level of service across the City of Markham.

Communication

Staff are looking at ways to improve communication to residents in regards to moving their vehicles from the street when there is a snow event, so that they do not get a ticket. The improved communication strategy will be presented to the General Committee on November 18, 2019.

Salt

Staff anticipated that the City will have enough salt to manage its winter operations this winter.

Vehicle Rental Cost Increase

It was clarified that the increase in the vehicle rental cost is due to more vehicles being needed to serve new areas of Markham. The vehicles are rented versus purchased due to them being used on a seasonal basis.

Horticulture

Staff will look at adding the Pan Am Centre to the City's Horticultural Community Centre Program to improve the horticulture at the facility. Planting the right species of plants is key to the success of the vegetation planted at City facilities.

Property Maintenance

The property located at 55 Parkway Avenue is not a facility that the Operations-Parks Department manages.

Committee suggested that the maintenance of a property should be considered when purchasing land to ensure there is adequate City resources to maintain the property.

Planting of New Trees and Boulevard Tree Pruning

The City is striving towards having a 30% tree canopy. In reaching this goal, it is first working towards protecting its existing tree inventory. Boulevard trees are being pruned in order of priority. The pruning can be prioritized based on the age of the subdivision (which is also the age of the boulevard trees), and based on data analytics collected by the City's Contact Centre. The new Tree Pruning Program will help maintain the health of the City's trees.

Residents can receive approval from the City to hire an arborist to prune their boulevard tree if they like.

The City now requires a larger set-back in new developments to allow trees to grow. The City is also in the process of developing a Forestry Plan, which will provide guidelines in regards to where trees should be planted. The plan will also look at how trees should be addressed through the City's lifecycle.

Safety Issues

The Ministry of Community Safety and Correctional Services conducted two safety audits of the City's Operations Department, and no safety issues were identified. Both staff and student workers are trained on workplace safety.

Review of the Operations Capital Budget

Staff provided the following responses to the 2020 Operations Capital Budget Items:

Operations-Roads**20182 – City Owned Entrance Features Rehabilitation Program**

The gateways included under this Capital Budget item require immediate attention. A report will be brought forward to the General Committee in early 2020 on City's Gateway Program.

A Committee Member noted that gateways should not be put on private property.

20183 – City Owned Fence Replacement Program

The City's fences are replaced based on the recommendation from the condition assessment.

20193 – Retaining Wall Repair Program

Staff confirmed that the City will fix any damage to the adjacent houses plantings due to the repairing of the retaining wall.

20194 – Storm Water Retention Pond Maintenance Program

The Operations Department is responsible for planting vegetation around the storm water management pond to ensure it functions as intended.

Operations-Parks**20198 – Boulevard/ Park Tree Replacement**

The cost of planting these trees is higher due to mature trees being planted. The cost of planting a tree increases based on the size and maturity of the tree.

20208 – Parks Interpretive Signage Implementation – Phases 1 of 3

This Capital Budget item is to create signs that tell the story behind the naming of a park. The signs will be put up at all parks that have been named.

20211 – Recycling Containers Replacement

Staff confirmed they are looking at creating standards with respect to the placement of waste and recycling containers at parks.

20214 – Shade Structure Refurbishment

Staff confirmed that the shade structures at both the Millennium Band Stand and the Church Street Parkette will be refurbished as part of this project.

Operations – Fleet

20225 – New Fleet Parks

Most seasonal Operations-Fleet vehicles are leased. Vehicles that are purchased are maintained both internally and through outsourcing. All of the City's fire vehicles are purchased, and maintained internally.

Staff indicated that a Green Fleet Strategy is underway and will be completed in 2020.

The Operations Department provides feedback on the design of a park. Operations and Urban Design staff work together on the designs of new parks to ensure the park can be easily maintained.

Operations-Utility Inspection & Survey

There was no discussion on these Capital Budget Items.

Operations – Business & Technical Services

20231 – Growth Related Parks Improvements

Staff will advise Councillor Karen Rea if there will be a volleyball net added to Reesor Park, as part of the growth related parks improvements.

Moved by Councillor Andrew Keyes

Seconded by Councillor Khalid Usman

That the Operation-Roads Capital Budget Items be approved as presented.

Carried

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Keith Irish

That the Operations-Parks Capital Budget Item be approved as presented.

Carried

Moved by Councillor Karen Rea

Seconded by Councillor Reid McAlpine

That the Operations-Fleet Capital Budget Items be approved as presented.

Carried

Moved by Councillor Reid McAlpine
Seconded by Deputy Mayor Don Hamilton

That the Operations-Utility Inspection and Survey Capital Budget Items be approved as presented.

Carried

Moved by Councillor Khalid Usman
Seconded by Councillor Keith Irish

That the Operations - Business and Technical Services Capital Budget Items be approved as presented.

Carried

3.2 ENVIRONMENTAL SERVICES 2020 DIRECTORS PRESENTATIONS

Phoebe Fu, Director of Environmental Services provided the 2020 Environmental Services Budget Presentation.

Staff provided the following responses to the 2020 Environmental Services Budget Presentation:

Stormwater Ponds

Stormwater Ponds serve a function and it is regulated under the Ontario Water Resources Act, which require cleaning to remove sediment to maintain pond capacity. When removing sediment from a pond, the environmental impact (such as wildlife) is mitigated according to regulatory requirements. The frequency of this work is once every 20-25 years based on sediment levels, the community can enjoy the pond again once the work is complete.

In the design of storm water ponds for the future, staff were requested to review the opportunities of placing them underground. It is recommended that staff conduct a cost benefit analysis, especially in expansion areas where land is limited.

Water Safety

Staff confirmed that Markham's water is safe to drink.

Water and Tax Billing

Staff confirmed that Alectra manages the City's water billing. Residents receive their water bill bi-monthly, as part of their Alectra bill. Residents have the option to sign up for e-billing through Alectra.

Staff were encouraged to continue to promote e-billing. It was suggested that in the future the City should consider charging more for mailing out tax bills.

Review of the Environmental Services Capital Budget

Staff provided the following responses to the 2020 Environmental Services Capital Budget Items:

Environmental Services – Infrastructure

20233 –Bridges and Culverts –Condition Inspection

Staff will follow up with Councillor Irish in regards to the Valley View Park pedestrian bridge that is currently closed.

20239 - Streetlight Poles & Cable Replacement

Staff confirmed that LED cobra style streetlights with concrete poles are being installed in the Varley Village. The height of the poles installed will be determined based on an analysis conducted by staff.

Staff were directed to re-investigate the possibility of installing decorative streetlights with LED lights in the Varley Village.

20244 –Structures Program Full Time Staff

This Capital Budget item is for an existing staff position that supports the City's Structures Program. The position and associated work are funded through Life Cycle.

Environmental Services – Stormwater

20250 – Water Quality Improvements and Geese Control

Staff will ask the Operations Department if there are plans to naturalize the east north side of Too Good Pond, as a geese control measure. This measure was successful on the south side of the pond.

Environmental Services – Waste

There was no discussion on the Environmental Services-Waste Capital Budget Items.

Environmental Services –Waterworks

There was no discussion on the Environmental Services-Waterworks Capital Budget Items.

Corporate Wide Capital Budget Items

20268 – Corporate Capital Contingency

The Corporate wide capital budget item is the contingency fund for all corporate projects.

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Reid McAlpine

That the Environmental Services-Infrastructure Capital Budget Items be approved as presented.

Carried

Moved by Councillor Khalid Usman

Seconded by Councillor Andrew Keyes

That the Environmental Services - Stormwater Capital Budget Items was approved as presented.

Carried

Moved by Councillor Keith Irish

Seconded by Councillor Reid McAlpine

That the Environmental Services-Waste Capital Budget Items be approved as presented.

Carried

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Khalid Usman

That the Environmental Services-Waterworks Capital Budget Items be approved as presented.

Carried

Moved by Councillor Khalid Usman

Seconded by Councillor Andrew Keyes

That the Corporate Wide Capital Budget Item be approved as presented.

Carried

4. NEW BUSINESS

None.

5. NEXT MEETING DATE

The next Budget Committee meeting will be held on November 8, 2019 at 9:00 AM.

6. ADJOURNMENT

The Budget Committee adjourned at 12:04 PM.



Budget Committee Minutes

Meeting No. 8

November 8, 2019, 9:00 AM - 12:00 PM

Council Chamber

Members	Councillor Amanda Collucci, Chair Councillor Andrew Keyes, Vice-Chair Mayor Frank Scarpitti (ex-officio) Deputy Mayor Don Hamilton	Councillor Keith Irish Councillor Reid McAlpine Councillor Karen Rea
Regrets	Regional Councillor Jack Heath	Councillor Khalid Usman
Roll Call	Councillor Isa Lee Andy Taylor, Chief Administrative Officer Trinela Cane, Commissioner, Corporate Services Brenda Librecz, Commissioner of Community & Fire Services Arvin Prasad, Commissioner Development Services Claudia Storto, City Solicitor and Director of Human Resources Joel Lustig, Treasurer	Bryan Frois, Chief of Staff Matthew Vetere, Manager, Budgeting Brian Lee, Director, Engineering Biju Karumanchery, Director of Planning and Urban Design Catherine Biss, Chief Executive Officer Michelle Sawh, Director of Admin & Operational Support, Markham Public Library Loy Cheah, Senior Manager of Transportation Richard Fournier, Manager of Parks Open Space & Development Laura Gold, Council and Committee Coordinator

1. CALL TO ORDER

The Budget Committee convened at 9:04 AM with Councillor Amanda Collucci in the Chair.

2. DISCLOSURE OF PECUNIARY INTEREST

None.

3. APPROVAL OF MINUTES

Moved by Councillor Andrew Keyes
Seconded by Councillor Reid McAlpine

That the Minutes from the November 5, 2019 Budget Committee meeting be approved as presented.

Carried

4. BUDGET PRESENTATION

4.1 Continuation of Director Presentations and Capital Budget Review

Catherine Biss, Chief Executive Officer, Markham Public Libraries provided the 2020 Recreation Budget Presentation.

Staff provided the following responses to the 2020 Library Budget Presentation:

Longer Library Hours

Library patrons across the City are requesting longer hours on Fridays. Staff are investigating automated solutions to extend the hours.

E-Books

Publishers limiting access to E-books continues to be the Library's greatest challenge. There is pressure in both the United States and Canada to pass legislation to create more equitable access to e-books.

Staff to advise if a letter from Mayor and Members of Council on the matter to other levels of government will help address this issue.

Library Capital Budget Items

Staff provided the following responses to the 2020 Library Capital Budget Items:

20175 – Heritage Garbage Enclosure

Staff advised that a durable shed that fits with the heritage character of the community is required to enclose the waste containers.

Staff were directed to investigate if there is a less expensive option for the shed. The cost of the Unionville Bandstand storage shed was requested, as a comparable type of asset. The shed may also not need to have a heritage look, as it is being located next to a non-heritage building.

20176 – Library Collections

A Committee Member suggested adding the additional funds required to purchase e-books to the regular Library Collection Budget.

20178 – Markham Centre Library

Different options are being explored for the Markham Centre Library. The hope is to build the library within another facility and design it as a neighbourhood hub/centre. Staff plan on consulting the Markham Centre community on the vision for the library.

Moved by Councillor Reid McAlpine

Seconded by Councillor Karen Rea

That the Budget Committee approve the Library Capital Budget Items (excluding Capital Budget Item 20175).

Carried

4.2 Outstanding Items from Director Presentations

Staff presented the outstanding items from the 2020 Directors Presentations:

Capital Budget Item No. 20014 - McKay Accessibility Consultant

Staff removed this item from the 2020 Capital Budget requests, and the project is not moving forward.

Wismer Community Park

A sign has been installed on the site identifying that the construction of Wismer Community Park will start in 2020. Staff are developing a standardized set of buildings for future parks.

A Committee Member noted that the building should be of the same standard as the building built at the Berczy Community Park.

Wismer Hammersley Park

A meeting with the developers is scheduled to be held in mid-November to finalize outstanding issues. The park is anticipated to go to tender in March 2020, and to be completed in late 2021.

Berczy Community Park

The cost for design and construction of the Berczy Community park was \$10.78M.

Capital Budget Item No. 20026 – Cornell Parkette

Staff recommended that the Capital Budget request for the Cornell Parkette design and construction be reduced from \$553.8K to \$375K (plus contingency funds) to be consistent with the budget spent on parkettes in Berczy and Wismer.

Capital Budget Item No. 20032 – Active Transportation Program

Staff provided a breakdown of the active transportation program. Some of the items the Cycling and Pedestrian Advisory Committee spent funds on in 2019 included: 1) the Markham Cycling Day Event; and 2) the Active Kids to School project; and 3) Members attending the Vision Zero Seminar.

Committee requested the following:

- A breakdown of how the Cycling & Pedestrian Advisory Committee Budget was spent in 2018, and 2019.
- A budget for a city wide wayfinding strategy/study for its trail system;
- The budget for other City of Markham citizen Advisory Boards and Committees.

Capital Budget Item No. 20040 - New Traffic Signals –Kirkham/New Delhi (D&C)

Committee agreed that the traffic signals are not required in this location at this time and to remove the project.

Capital Budget Items- No. 20043 - Update on Markville Secondary Plan, and No. 20052 Transportation Study Markville Mall

Staff will discuss with York Region the McCowan Environmental Assessment and the access issue at Foody Mart.

Funding options are still being explored for this project, but it is anticipated that the funds will be co-funded by the developers. Funding options for the planning component of the project have been secured.

Capital Budget Item No. 20045 - Sidewalk Program Design

Staff removed Hazelton Avenue, Windridge Drive, and added Elgin Street to the sidewalk program. The project budget has been revised to \$466.5K.

Committee requested that the new Capital Budget form for this item be circulated to the Mayor and Members of Council.

Capital Budget Item No. 20046 - Smart Commute Markham-Richmond Hill

A representative from Smart Commute was in attendance to provide a presentation on the services they provide.

The following responses to Committee inquiries on the Smart Commute program were provided:

Smart Commute is now delivering some of its services internally that it once outsourced, and it is only providing its core services to manage funding cuts. Companies requesting more customized services now have to pay an additional fee. Smart Commute is currently serving about 60 organizations in Markham and Richmond Hill. The Board of Trade recommends Smart Commute to new businesses in Markham and Richmond Hill. Smart Commute focuses on the final destination of the commuter versus where they are coming from. Education is a key part of getting people to commute smarter.

Committee suggested that locations where residents can meet to carpool to work be promoted, and that the City encourage more of these types of locations.

The Mayor thanked Metrolinx for its cooperation and assistance with the City's whistling cessation project.

Capital Budget Item No. 20050 - Traffic Asset Replacement

Staff advised that three speed boards per Ward is sufficient at this time. Speed boards from different Wards can be moved around to areas where there are speeding issues. It was recommended that this strategy be tried out for one year prior to purchasing additional speed boards.

Committee asked staff to investigate if the speed boards could be modified to include photo radar prior to purchasing additional boards.

Staff advised they are working with York Region on implementing a photo radar program and that the speed limit displayed on the speed board may not be accurate enough for legal purposes.

Mount Joy Visioning Project

Staff confirmed that funds have been put aside for a transportation analysis, as part of the Markham Road Corridor Secondary Plan.

Capital Budget Item No. 20155 - Recreation Autonomous Floor Scrubbers

Staff will pilot one new autonomous floor scrubber at the Pan Am Centre in 2020. The other two scrubbers that were requested will be extended for one more year. The project request was reduced from \$186.9K to \$62.3K.

Moved by Councillor Andrew Keyes

Seconded by Councillor Keith Irish

That the Budget Committee approve the revised Capital Budget Item 20026 – Cornell Parkette Design & Construction for \$375K plus contingency funds.

Carried

Moved by Councillor Keith Irish

Seconded by Councillor Karen Rea

That the Budget Committee defer the approval of Capital Budget Item No. 20032 – Active Transportation Program; and,

That staff provide the budgets of other City Advisory Boards and Committees.

Carried

Moved by Councillor Karen Rea

Seconded by Councillor Andrew Keyes

That Capital Budget Item No. 20040 - New Traffic Signals –Kirkham/New Delhi (D&C) be deleted.

Carried

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Reid McAlpine

That the Budget Committee approve Capital Budget Item 20043 -Update on Markham Secondary Plan and 20052 -Transportation Study Markville Secondary Plan.

Carried

Moved by Councillor Keith Irish
Seconded by Councillor Andrew Keyes

That the Budget Committee approve Capital Budget Item No. 20045 - Sidewalk Program Design be approved.

Carried

Moved by Councillor Keith Irish
Seconded by Councillor Reid McAlpine

That the Budget Committee approve Capital Budget Item No. 20046 - Smart Commute Markham-Richmond Hill be approved.

Carried

Moved by Councillor Keith Irish
Seconded by Councillor Reid McAlpine

That the Budget Committee approve Capital Budget Item No. 20048 - Streetlight Program Construction be approved as presented.

Carried

Moved by Councillor Andrew Keyes
Seconded by Councillor Reid McAlpine

That the Budget Committee approve Capital Budget Item No. 20050 - Traffic Asset Replacement.

Carried

Moved by Councillor Karen Rea
Seconded by Councillor Reid McAlpine

That the Budget Committee approve Capital Budget Item No. 20155 - Recreation Autonomous Floor Scrubbers with the revised budget of \$62.3K.

Carried

5. NEW BUSINESS

None.

6. NEXT MEETING DATE

The next meeting of the Budget Committee will be held on Tuesday, November 12, 2019.

7. ADJOURNMENT

The Budget Committee adjourned at 11:25 AM.



Budget Committee Minutes

Meeting No. 9

November 12, 2019, 3:00 PM - 5:00 PM

Council Chamber

Members	Councillor Amanda Collucci, Chair	Councillor Reid McAlpine
	Councillor Andrew Keyes, Vice-Chair	Councillor Karen Rea
	Deputy Mayor Don Hamilton	Councillor Khalid Usman
	Councillor Keith Irish	
Regrets		
Roll Call	Regional Councillor Jim Jones	Joel Lustig, Treasurer
	Councillor Isa Lee	Sandra Skelcher, Senior Manager,
	Trinela Cane, Commissioner, Corporate	Financial Planning & Reporting
	Services	Matthew Vetere, Manager, Budgeting
	Brenda Librecz, Commissioner of	Brian Lee, Director, Engineering
	Community & Fire Services	Laura Gold, Council and Committee
	Arvin Prasad, Commissioner	Coordinator
	Development Services	
	Claudia Storto, City Solicitor and	
	Director of Human Resources	

1. CALL TO ORDER

The Budget Committee convened at 3:04 PM with Councillor Amanda Collucci in the Chair.

2. DISCLOSURE OF PECUNIARY INTEREST

None.

3. **APPROVAL OF MINUTES**

Moved by Councillor Andrew Keyes

Seconded by Councillor Keith Irish

That the Minutes from the November 6, and 8, 2019 Budget Committee be approved as presented.

Carried

4. **BUDGET PRESENTATION**

Matthew Vetere, Manager of Budgeting presented the November 12, 2019 Budget Presentation.

2020 Capital Budget Update

Matthew Vetere provided an update on the 2020 Capital Budget.

Capital Budget Item No. 20036 - Honda Blvd. Extension to 19th Avenue is being deleted from the Capital Budget, as there is a delay in the completion of the Highway 404 Collector Roads Environmental Assessment.

Both the outstanding Capital Budget Items, and a new Capital Budget Item will be brought forward to the November 19, 2019 Budget Committee meeting.

2020 Operating Budget

Matthew Vetere presented the proposed 2020 Operating Budget.

Staff provided the following feedback to Committee inquiries on the proposed 2020 Operating Budget:

- The ramp-up includes the second fire crew for the Cornell Fire Station, noting Council approval is required prior to the funds being spent;
- A Markham Centre Fire Prevention Officer is required due to growth to maintain the City's fire prevention program;
- A Fire Training Officer is required due to growth, and to provide technical rescue training;
- The Project Manager for the Parks and Open Space position will be responsible for the project management of parks projects. The position will report to the Manager of Parks and Open Space;

- Commuter behavior was anticipated to change overtime - more people were anticipated to take transit, and cycle to work.

Staff were directed to reduce the tax rate increase from 2.20% to 2% to not exceed the anticipated rate of inflation for 2020.

Staff advised that a 2.20% tax rate increase will be presented at the Budget Public Consultation meeting, but that they will look for ways to reduce the tax rate increase to 2.0%.

Next Steps

Joel Lustig, Treasurer presented the next steps.

Staff advised that the 2020 Budget will go directly to Council after the Budget Public Consultation Meeting, unless there is significant feedback from the public on the Budget.

Moved by Deputy Mayor Don Hamilton

Seconded by Councillor Andrew Keyes

That the Budget Committee direct staff to reduce the proposed tax rate increase from 2.20% to 2.0% to not exceed the 2020 anticipated rate of inflation.

Carried

Moved by Councillor Andrew Keyes

Seconded by Councillor Khalid Usman

That the November 12, 2019, 2020 Budget Presentation be received.

Carried

5. NEW BUSINESS

None.

6. NEXT MEETING DATE

The next Budget Committee meeting will be held on November 19, 2019 at 9:00 AM.

7. ADJOURNMENT

The Budget Committee adjourned at 3:41 PM.

AGENDA 2.1

MARKHAM PUBLIC LIBRARY BOARD

Regular Meeting

Minutes of Regular Meeting held on Monday, November 25, 2019 7:04 p.m., Markham Village Library, Program Room, 6031 Highway 7 East L3P 3A7

Present from Board: Mr. Ben Hendriks, Chair
 Mr. Alick Siu, Vice-Chair (up to 8.0)
 Mrs. Lillian Tolensky
 Mrs. Pearl Mantell
 Ms. Margaret McGrory
 Mr. Anthony Lewis
 Mr. Jay Xie
 Mr. David Whetham
 Ms. Iqra Awan
 Mr. Raymond Chan
 Mr. Edward Choi
 Councillor Keith Irish (from 3.0)
 Deputy Mayor Don Hamilton (from

Youth Representative: Ms. Timea Gergely

Present for Staff: Mrs. Catherine Biss, CEO & Secretary-Treasurer
 Ms. Michelle Sawh, Director, Administration
 Ms. Debbie Walker, Director, Library Strategy & Planning
 Ms. Andrea Cecchetto, Director, Service Excellence
 Mrs. Diane Macklin, Director, Community Engagement
 Mr. Shaun McDonough, Research Analyst
 Mr. Patrick Pam, Manager, Facilities & Workplace Safety
 Mrs. Susan Price, Board Secretary

Regrets: Councillor Andrew Keyes
 Mr. Les Chapman

1.0 Call to Order/Approval of Agenda

Mr. Ben Hendriks, Chair called the meeting to order at 7:04 p.m.

Moved by Mr. Anthony Lewis
 Seconded by Mr. Alick Siu

Resolved that the agenda be approved.

Carried.

1.1 Declaration of Conflict of Pecuniary Interest

None.

AGENDA 2.1

1.2 **Delegation**

None.

1.3 **Chair's Remarks:**

CHAIR'S INDIGENOUS LAND ACKNOWLEDGMENT

Before we begin today's meeting, we would like to acknowledge the traditional lands as described by the Williams Treaties of 1923 that we are grateful to have the opportunity to gather on today.

We acknowledge our presence on the traditional territory of many Indigenous Nations who have and continue to call this territory home including the Wendat, Anishnabek Nation, the Haudenosaunee Confederacy, the Mississaugas of Lake Scugog, Rice Lake and Mud Lake and Alderville First Nation.

Further to the Land Acknowledgement, the Chair mentioned Cindy Blackstock, Executive Director of the First Nations Child and Family Caring Society of Canada, and the current financial negotiations with the federal government regarding Indigenous children under care. Mr. Hendriks encouraged the Board to become informed about the issues and that understanding the truth precedes true reconciliation.

The Chair introduced "guest" staff members Shaun McDonough and Patrick Pan. Mr. Hendriks asked presenters to report on the "Presentation to Council" that took place before General Committee November 18, 2019. Ms. McGrory informed the Board that they followed another presentation on winter maintenance and despite the late start the presentation was well received. Council Members spoke highly of MPL and the Board. Board presenters commended and thanked Debbie Walker for her hard work.

Each presenter (Ben Hendriks, Alick Siu, Margaret McGrory and Raymond Chan) addressed one Strategic theme. They received a lot of positive feedback.

There was some discussion and questions about the possibility of a future library in Markham Centre. Staff responded that there are a lot of options under consideration.

2.0 **Approval of Minutes:**

2.1 Library Board Minutes October 28, 2019

Moved by Mrs. Pearl Mantell
Seconded by Mrs. Lillian Tolensky

Resolved that the minutes of the October 28, 2019 Library Board Meeting be confirmed.

Carried.

2.2 **Consent Agenda:**

Moved by Mr. Raymond Chan
Seconded by Mrs. Pearl Mantell

Resolved that the Consent Agenda comprising Agenda items 2.2 to 2.4.4 and the same are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

AGENDA 2.1

2.3 Declaration of Due Diligence by the CEO

2.4 Communication and Correspondence:

2.4.1 Markham Public Library Leads the Way in Digital Literacy

2.4.2 snapdMARKHAM: Ontario Public Library Week

2.4.3 HoOPLA: Leading with the Lendery at Markham Public Library

2.4.4 Fairchild TV and Lendery:

https://www.fairchildtv.com/programarchive_detail.php?n=18&topic=3978&episode=7287

Carried.

3.0 CEO's Highlights:

The Chair asked the CEO to comment and Mrs. Biss drew attention to the following items contained within the report:

- **Bill 132**-Proposed amendments to the Public Libraries Act-waiting for more information
- **2020 Budget** Presented by CEO November 8,2019 was well received
 - Longer Library Hours:** Library patrons across the City are requesting longer hours on Fridays. Staff are investigation automated solutions to extend the hours.
 - E-Books:** Council approved the additional funding
 - Markham Centre Library:** Different options are being explored, the hope is to build the library within another facility and design it as a neighborhood hub/centre.
- **The Investing in Canada Infrastructure Program:** Ontario Community, Culture and Recreation Funding Program-Submission for Expansion of Milliken Mills Community Centre and Renovation of the Milliken Mills Library
- **Library Board Presentation to General Committee November 18,2019**
- **ILMP(Integrated Leisure Master Plan) Update:** The 2019 ILMP will now move into its implementation phase, as directed by Council
- **Trends-Library Design:** The concept of a library as a place of hope and democratic potential is aligned with several library recommendations in the 2019 ILMP. Research for the design of the future Markham Centre branch will include a review of library design projects in Canada and beyond.
- **2019 Urban Libraries Council Forum: Preparing to Lead on AI and Digital Citizenship: The Following Strategies are recommended**
 1. Build on library strengths
 2. Create partnerships
 3. Focus on implications rather than the technology how-to
 4. Engage staff
 5. Embrace the leadership challenge
- **EL-2j Communication & Counsel to the Board:** A complaint regarding the availability of children's Islamic religion books at Aaniin branch was raised by Ward 7 Councillor Usman at the Library Board's presentation to General Committee on November 18. Staff will be meeting with the Councillor in order to resolve the matter.

Moved by Ms. Margaret McGrory

AGENDA 2.1

Seconded by Mr. Alick Siu

Resolved that the report entitled “CEO’s Highlight’s November, 2019” be received.

Carried.

- 4.0 **Annual Monthly Policy Review**
(To be undertaken at the January meeting)

- 5.0 **Internal Monitoring Reports:**
(Compliance list of internal monitoring reports and discussion led by members)

- 5.1 **Executive Limitation: EL-2b Staff Treatment**
(Assigned to Mr. Jay Xie)

Mr. Xie stated the CEO Responsibility;
“The CEO must ensure that MPL staff are treated equitably, and provided with safe and productive working conditions. This limitation ensures that standards for fair employment and working relationships at MPL are established, maintained, and evaluated, which includes having appropriate policies governing the management of the library’s human resources and providing training and development opportunities to equip staff with adequate job knowledge and opportunities for success.”

Mr. Xie found the report to be thorough and complete. He had received one enquiry by e-mail. There were no questions from the floor.

The report confirmed that the CEO and MPL’s practices relative to MPL’s Staff Treatment comply with the requirements of EL-2b policy.

Moved by Mr. Jay Xie
Seconded by Mrs. Pearl Mantell

Resolved that the Report entitled” Internal Monitoring Report: Executive Limitation EL-2b, Staff Treatment” be received.

Carried.

- 5.2 **Executive Limitation: EL-2c Budgeting/Forecasting**
(Assigned to Mr. Alick Siu)

Mr. Siu informed the Board that “this report provided the Board with a semi-annual update regarding Markham Public Library’s future budget planning. All Operating and Capital Budget submissions are prepared consistent with the Library’s Strategic Plan to ensure that Board Ends are achieved.”
There were no questions from the floor.

The report confirmed that the CEO and MPL’s practices relative to MPL’s Budgeting/Forecasting comply with the requirements of EL-2c policy.

Moved by Mr. Alick Siu
Seconded by Mrs. Lillian Tolensky

AGENDA 2.1

Resolved that the Board receives the report entitled “Internal Monitoring Report- Executive Limitation EL-2c, Budgeting/Forecasting”.

Carried.

5.3 **Executive Limitation: EL-2j Communication and Counsel to the Board (June 2019 to October 2019)**

(Assigned to Ms. Margaret McGrory)

Ms. McGrory advised the Board that this report provides the Board with affirmation that the Board is informed and supported in its work. The report advises the Board of any complaints, negative media coverage, and that year to date statistics are confirmed and up to date.

There no questions and Ms. McGrory declared that the information received was sufficient to satisfy the limitation.

The report confirmed that the CEO and MPL’s practices relative to MPL’s Communication and Counsel to the Board comply with the requirements of EL-2j policy.

Moved by Ms. Margaret McGrory

Seconded by Mr. Alick Siu

Resolved that the internal monitoring report entitled “Executive Limitation: EL-2j, Communication & Counsel to the Board (June 2019 to October 2019)” be received.

Carried.

6.0 **Ends:**

6.1 **Strategic Plan Update November 2019**

Prior to the Strategic Plan Update Presentation Ms. Walker highlighted several items within the report.

These included:

- **2019 STRATEGIC PRIORITIES**
 1. New Website
 2. Collection Vendor procurement
 3. Replacement of Markham’s system for program registration and facility bookings (CLASS)
 4. Launching and Learning Management System
 5. Implementation of a new Digital Media Lab at the Angus Glen Branch
- **OTHER STRATEGIC ISSUES**
 1. Library Hours Expansion
 2. City of Markham Strategic Planning-Building Markham’s Future Together 2020 to 2023
 3. MPL Strategic Planning-Due to the length of time required to support completion of the ILMP Update, the library’s strategic plan timelines have been extended.

STRATEGIC PLAN UPDATE DASHBOARD YTD 2019

Highlights of Strategic Themes:

1. Connecting People & Communities –Spotlight on summer camps
2. Digital Inclusion
3. Content that Transforms Lives

AGENDA 2.1

4. Community Learning Hubs: Plan for the Future
 - Renew existing facilities
 - Launch Aaniin Library
 - Be Open
 - Improve the experience

Foundational Strategies:

Outcome: A strong foundation for organizational innovation and success

1. Clarify the Municipal relationship
2. Develop the Workforce
3. Develop Better Success Measures

A Look Ahead to Our 2020 Workplan:

- Development and launch of Digital Media Labs at the Cornell and Markham Village branches (subject to budget approval).
- The launch of library ecards to support resident online self-registration for access to the virtual library (subject to budget approval).
- The launch of a mobile printing solution to enable residents to send print jobs to library printers from home or from their mobile devices within the library (subject to budget approval).
- Markham Centre Community Consultation (subject to budget approval).

The “wild card” in the 2020 Workplan is the potential Milliken Library Renovation Project described in 3.0. If the grant submission is successful, the Project will start moving forward over the summer of 2020 with community consultation and development of a detailed building program by a small team of library staff. This may displace timelines for other strategic projects. The Project could also provide a knowledge transfer opportunity regarding building programs, design development, the reading and review of construction drawings, and the construction process in general.

There were several questions and clarifications, including a question about the security and confidentiality of remote printing. Staff clarified that the printer would be accessed using an individual library card and that customers would have to go to the designated branch to retrieve the documents sent for printing. They would not automatically print.

Moved by Mr. Alick Siu
 Seconded by Ms. Margaret McGrory

Resolved that the report “Strategic Plan Update November 2019” be received.

Carried.

7.0 **Governance:**

7.1 **Policy Report: Markham Public Library Room Rental Policy**

Staff informed the Board that the **Room Rental Policy** was updated in response to issues raised in the Ottawa Public Library and most recently Toronto Public Library.

Ms. Cecchetto explained that the standards contained in the policy provide a strong vetting potential, and explained that process.

- The Branch Manager works with the Director of Service Excellence to assess the risk of the rental and implement the internal library protocol for managing controversial rentals, if necessary. This protocol establishes that:
 - Approval or denial of the rental is under the authority of the CEO.

AGENDA 2.1

- In the event that a controversial rental meets the criteria established in the Room Rental Policy, the CEO will take steps to inform stakeholders such as the Board, Commissioner Community and Fire Services, legal counsel, Corporate Communications at the City of Markham and the Mayor's Office
- The Director, Community Engagement will implement a communications and media strategy in order to address public concern related to the rental and the Manager, Facilities and Workplace Safety will work with the Branch team to establish safety protocols for the event
- There will also be a full debrief on the event in order to assess the effectiveness of these procedures

There was a lot of discussion and commentary on these situations and how the vetting process would start (Human Rights Issues) and some suggestions including posting a sign outside a room that the content may be controversial. There was also a question if extra security might be needed and in that instance the renter would be responsible.

Moved by Mr. Alick Siu
Seconded by Mr. Edward Choi

Resolved that the report on the Markham Public Library Room Rental Policy be received.

Carried.

8.0 **Ownership Linkage:**

8.1 **Input from Board Members**

Mrs. Tolensky signed up for an online course and was very impressed with the variety offered. Youth representative, Ms. Gergely volunteered at Markham Village for a recent PA day and was impressed with the programs offered. The Chair encouraged the Board members to attend events where their presence would also benefit the Library.

9.0 **Board Advocacy**

10.0 **Education:**

10.1 **Digital Inclusion**

Staff explained the Digital Literacy is one of MPL's Strategic Key themes.

DIGITAL LITERACY is Critical to the Success of the Community:

- creative expression
- participation in job market
- academic success
- critical thinking and problem solving engage with government and community
- innovation and resilience

MPL ADDS VALUE Our Role in Creating the Digitally Literate

- expertise in literacy development

AGENDA 2.1

- community development activity
- reach across community
- barrier-free access
- staff

DIGITAL LITERACY STRATEGY MPL's Objectives

- to provide equitable access to tools and resources that create digital inclusion
- to create opportunities for digital literacy and skill development

SUPPORTING DIGITAL MARKHAM

Build on the Library as a centre of excellence for Digital Literacy

ACHIEVEMENTS SO FAR:

- Makerspace at 3 branches
- AG Makerspace expansion
- Digital Literacy Week 2019
- Cornell Library's Kids Makerspace
- Sound Recording Studio

DIGITAL ACCESS:

- 2019 AG Makerspace
- 2020 MV & CL Makerspace
- 2020 Sound Studio
- 2020 3D Printing Expansion

DIGITAL LITERACY: Supporting a Digitally Literate Community

- Outreach and Events
- Programming for all ages
- E-learning and online content
- In- branch instruction
- Digital Literacy Specialists

Outcomes and KPI's:

- YTD Users: 1,154
- 3,733 use Hours
- 96% felt more knowledgeable
- 67 improved confidence (average is 34%)
- 60% are regular users 65% furthered academic goals;18% intend to pursue STEAM careers as a result of using this technology
- Access:22% of customers use the library specifically for access to Maker spaces
- Participation in Learning-YTD 1800+ sessions with 10,600 participants
- Increased knowledge, confidence -89% more confident after program

There were lots of questions and comments including what kind of equipment is in the Sound Studio, what kind of instruments (keyboard, violins, guitars etc.) and if there were any programs for people with disabilities(both intellectual and physical).

Moved by Mr. Anthony Lewis
Seconded by Mr. Edward Choi

Resolved that the presentation "Digital Inclusion" be received.

Carried.

AGENDA 2.1**10.2 OLA Super Conference**

The Chair reminded the Board to let the Board Secretary know if they wanted to attend and encouraged anyone planning on attending to include the all-day OLBA Boot Camp February 1, 2020.

11.0 Incidental Information**12.0 New Business:**

Deputy Mayor Hamilton asked if the Board was going to discuss the washroom situation at MPL (designation of facilities). The CEO and Chair responded that there would be no decision at this time and that it would come before the Board at a later date if necessary.

13.0 Board Evaluation :**13.1 Questionnaire: Conduct of the Board**

The Chair asked Board members to complete the questionnaire and to hand it in to the Board Secretary.

14.0 In Camera Agenda

None.

15.0 Adjournment

Moved by Mrs. Pearl Mantell that the meeting be adjourned at 8:47 p.m.

Seniors Advisory Committee

Tuesday, June 11, 2019

York Room

3:00 PM

<p>Attendance:</p> <p>Gail Leet, Chair Diane Gabay, Vice-Chair Satya Arora Patricia Anderson Anthony Ko Almas Mawani Arul Rajasingam Councillor Amanda Collucci Laura Gold,</p> <p>Representatives from Markham's Senior's Clubs:</p> <p>Kirk McDonald, Angus Glen Seniors Club</p> <p>Staff:</p> <p>Jason Tsien, Senior Manager of Business Development Andrea Berry, Senior Manager of Corporate Communications & Community Engagement Portia Lee, Rec Coordinator, Programs and Outreach Heather Hogan, Communications Coordinator Laura Gold, Council/Committee Coordinator</p>	<p>Regrets:</p> <p>Yash Kapur Mithan Lal Kansal Alam Muhammad KY Chu, MONTM KC</p>
--	--

Item	Discussion	Action
1. Call to Order	The Seniors Advisory Committee convened at 3:04 PM with Gail Leet in the Chair.	
2. Disclosure of Pecuniary Interest	None.	
3. Approval of the April 9, and	The Minutes of the April 9, and May 9, 2019 Seniors Advisory Committee were approved as presented.	

Seniors Advisory Committee

June 11, 2019

Page | 2

Item	Discussion	Action
May 9, 2019 Minutes		
4. Presentation – Age Friendly Community	<p>Andy Langer, provided a presentation entitled “Update on the Age Friendly Markham Progress”. He advised that some of the key issues facing senior’s today include: affordable housing for seniors; long wait list for long term care; and how to make accommodations age friendly. Solving these issues will require the cooperation of all three levels of government.</p> <p>The focus of the presentation was on residential hospices, which currently do not exist in Markham. A residential hospice is a home like environment where end of life care is provided. The cost of providing this service is approximately \$450 per day, per bed versus \$1,200 per day, per bed at a hospital. It costs from \$6 - \$10 million to build a residential hospice.</p> <p>Evergreen is a compassionate care facility. It is funded through fundraising activities.</p> <p>Committee Members were encouraged to educate themselves on the hospice concept.</p>	
5. Markham Life/ Website Update	<p>Heather Hogan, Corporate Communications & Community Engagement, Coordinator provided an update on the Senior’s section of Markham Life. The Senior’s Hall of Fame Awards is being promoted in the issue. The magazine will also be available online.</p> <p>Markham’s website is being updated to include all City programs and services for older adults. The goal is to centralize services being offered to seniors in one place, so that it is easier for residents to find the information.</p>	
6. Canada Day Update	<p>Andrea Berry, Senior Manager, Corporate Communications & Community Engagement advised that Members of the Seniors Advisory Committee have been formally invited by phone to attend the Canada Day Luncheon.</p>	

Seniors Advisory Committee

June 11, 2019

Page | 3

Item	Discussion	Action
	<p>Almas Mawani and Kirk McDonald will be contacted about the luncheon, as they indicated that they had not received a phone call.</p> <p>Satya Arora agreed to man the Committee's booth at the luncheon. Portia Lee, Rec- Coordinator, Programs and Outreach was requested to look for the Committee's t-shirts and pens, so that they can be used at the luncheon.</p>	
7. Senior's Health Fair	<p>Gail Leet, Chair spoke about the Seniors Health Fair. The fair has 30 plus health and wellness booths. Andrea Berry and Almas Mawani joined the Sub-Committee. Portia Lee was advised that her assistance will be required in the planning and undertaking of the fair.</p> <p>Heather Hogan circulated the draft poster for the fair. The Committee will provide staff with feedback on the poster by email.</p>	Provide feedback to staff on poster – Gail Leet
8. New Business	<p><u>Armada Old Adult Club</u> Patricia Anderson will be providing a presentation at the Armadale Community Centre.</p> <p>A new website has been created for the www.aoac.ca.</p> <p><u>Coffee Talks</u> Jason Tsien and Satya Arora will discuss the next steps with respect to the talks at Armadale.</p> <p>Arul Rajasingam advised that a new coffee shop called "Daddy and Mommy Café" has opened up at the Aaniin Community Centre. It is operated by the Middlefield Seniors Club</p>	
9. Next Meeting Date	The next meeting of the Seniors Advisory Committee will be held on July 9, 2019 at 3:00 PM.	
10. Adjournment	The Seniors Advisory Committee adjourned at 4:30 PM.	



Report to: General Committee

Meeting Date: January 20, 2020

SUBJECT: Award of Tender 103-T-19 Supply and Delivery of Two (2) Tandem Axle Plow/Dump Combination Trucks

PREPARED BY: Raymond Law, Sr. Manager – Business, Fleet & Public Realm, Ext 4852
Melita Lee, Senior Buyer, Ext 2239

RECOMMENDATION:

1. That the report entitled “Award of Tender 103-T-19 Supply and Delivery of Two (2) Tandem Axle Plow/Dump Combination Trucks” be received; and,
2. That the contract for Tender 103-T-19 Supply and Delivery of Two (2) Tandem Axle Plow/Dump Combination Trucks be awarded to the lowest priced bidder, Tallman Truck Centre Limited, in the amount of \$593,796.06, inclusive of HST; and,
3. That the award in the amount of \$593,796.06 be funded from project #19207 Corporate Fleet Replacement (account 057 6150 19207 005), with available budget of \$548,020.00; and,
4. That the budget shortfall in the amount of \$45,776.06 (\$593,796.06 - \$548,020.00) be funded from the Life Cycle Capital and Replacement Reserve Fund; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

Not applicable.

PURPOSE:

The purpose of this report is to award the contract for the Supply and Delivery of Two (2) Tandem Axle Plow/Dump Combination Trucks.

BACKGROUND:

The vehicles being procured in this report will be equipped with a seasonal dump body, plow, wing, and spreader with pre-wet system. The vehicles are to be used for snow clearing, snow hauling, and material application.

The units being replaced (1264 and 1267) will be sold upon delivery of the new units in accordance with Purchasing By-Law 2017-8, Part V, Disposal of Personal Property. Proceeds will be posted to account 890 890 9305 (Proceeds from the Sale of Other Fixed Assets).

Tender Information (103-T-19)

Bid closed on	November 4, 2019
Number picking up bid document	4
Number responding to bid	1

Since an International Truck chassis was specified, only authorized distributors of such chassis could submit a bid. Historically, for Tandem Axle Plow/Dump Combination Trucks, which specify international truck chassis, the City only attains two bid submissions (Tallman Truck Centre Limited and Altruck International Truck Centres).

While there are various distributors within Canada and the United States, the distributors tend to work within a certain territory. This reduces the number of possible suppliers, which staff believe is the reason there was only one submission.

Of the three suppliers that picked up the bid document but did not submit a bid, two indicated that they are considered sub-contractors and do not provide bids for the entire truck. The third indicated they did not bid because they considered Markham outside their territory as an International truck chassis dealer.

Pricing Summary

Bidder	Bid Price (Inclusive of HST)
Tallman Truck Centre Limited	\$593,796.06

FINANCIAL CONSIDERATIONS

The award in the amount of \$593,796.06 will be funded from project #19207 Corporate Fleet Replacement (account 057 6150 19207 005), with available budget of \$548,020.00. The budget shortfall in the amount of \$45,776.06 (\$593,796.06 - \$548,020.00) will be funded from the Life Cycle Capital and Replacement Reserve Fund.

The budget shortfall in the amount of \$45,776 (\$22,888/truck) or 8.4% can be attributed to the following factors:

- The price of raw materials, including steel, has increased at a higher rate than inflation
- The budget was based on procuring the units from a Canadian supplier and paying in Canadian funds. The budget did not anticipate the exchange rate increase for the chassis and hydraulic components that are both manufactured in USA

The City may qualify for a one-time rebate from consolidated fleet solutions in the amount of \$1,000 per vehicle. The City will pursue this rebate incentive and any rebate received will be credited back to the respective capital project.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the operating budget as the vehicles being procured are replacing existing units. The Life Cycle Reserve Study will be reviewed and updated accordingly based on award prices.

HUMAN RESOURCES CONSIDERATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Not applicable.

BUSINESS UNITS CONSULTED AND AFFECTED:

Not applicable.

RECOMMENDED BY:

Morgan Jones
Director, Operations

Brenda Librecz
Commissioner, Community & Fire
Services

ATTACHMENTS:

Not applicable.



Report to: General Committee

Meeting Date: January 20, 2020

SUBJECT: Staff Awarded Contracts for the Months of November and December 2019

PREPARED BY: Alex Moore, Ext 4711

RECOMMENDATION:

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

PURPOSE:

Pursuant to Part III section 15 of the Procurement Bylaw (No. 2017-8), passed by Council on March 21, 2017, a report shall be submitted to Council on a monthly basis to advise of awarded contracts greater than \$50,000.

This report advises Council of all contracts, awarded by the Chief Administrative Officer or Commissioners, or Directors with a total cost exceeding \$50,000 for the months of November and December 2019.

BACKGROUND:

The Procurement ByLaw delegates authority to staff to award contracts if the contract award meets specific criteria. The following chart outlines the contract award approval authority:

Dollar threshold	Within Criteria*	Outside Criteria*
\$50,000 or greater, but less than \$100,000	Director	Commissioner
\$100,000 or greater, but less than \$350,000	Commissioner	CAO
\$350,000 or greater	CAO	Council

* If one (1) of the below noted criteria is not met then the contract award is identified as outside criteria and the approval authority.

- The Contract Award is to the lowest priced or highest ranked (as applicable), compliant Bidder
- The expenses relating to the goods/ services being procured are included in the budget (Operating/Capital).
- The Contract Award is within the approved budget.
- The term of the Contract is for a maximum of four (4) years.
- There is no litigation between the Successful Bidder and the City at the time of Contract Award.
- There is no disqualified Bidder (which disqualified Bidder is also the lowest priced or highest ranked Bidder (as applicable) pursuant to the Quotation process) at the time of Contract Award.

Staff Awarded Contracts for the Months of November and December 2019

Number	BMFT Objective	Description	Award Details	Commission
1	Engaged, Diverse and Thriving City	205-R-19 Landscape Architectural Consulting Services, Box Grove Community Park	Highest Ranked/ Lowest Priced Bidder	DS
2	Exceptional Services by Exceptional People	222-S-19 Building Automation System (BAS) Service Contract for Johnson Controls Operated Systems	Non-Competitive Bidder	CS
3	Exceptional Services by Exceptional People	134-T-19 - Concrete Paving at Markham Civic Centre - Contract Extension -	Non-Competitive Bidder	CS
4	Safe & Sustainable Community	039-T-19 Traffic Controller Upgrades	Lowest Priced Bidder	DS
5	Safe & Sustainable Community	165-T-19 Rouge River Community Centre Mechanical Unit Replacement	Lowest Priced Bidder	C&FS
6	Safe & Sustainable Community	177-T-19 Removal and Replacement of City Owned Fences	Lowest Priced (Qualified) Bidder	C&FS
7	Safe & Sustainable Community	193-T-19 Milliken Mills Community Centre Storage Unit Replacement	Lowest Priced Bidder	C&FS
8	Safe & Sustainable Community	194-T-19 Northern Header Upgrades at German Mills Meadow and Natural Habitat	Lowest Priced Bidder	C&FS
9	Safe & Sustainable Community	196-Q-19 Rejuvenation of Community Centre Landscapes	Lowest Priced Bidder	C&FS
10	Safe & Sustainable Community	201-T-19 City-Wide Catch Basin Cleaning Services	Lowest Priced Bidder	C&FS
11	Safe & Sustainable Community	022-R-19 Consulting Engineering Services for the Detailed Design of Victoria Square Boulevard	Highest Ranked/Lowest Priced Bidder	DS

12	Safe & Sustainable Community	203-S-19 Arena Ice Plant Monitoring System	Non-Competitive Bidder	C&FS
13	Safe & Sustainable Community	230-S-19 Recreation Fitness Equipment – Six Treadmills	Non-Competitive Bidder	C&FS
14	Safe & Sustainable Community	233-S-19 Consulting Services for a Third Party Peer Review of Construction Oversight for Whistling Cessation – Package 4	Non-Competitive Bidder	DS
15	Safe & Sustainable Community	241-S-19 Pan Am Centre Daktronics Controller Replacement	Non-Competitive Bidder	C&FS
16	Stewardship of Money and Resources	167-T-19 Markham Public Library Courier Service	Lowest Priced Bidder	C&FS
17	Stewardship of Money and Resources	191-T-19 Fence (Backstop and Outfield) Replacement	Lowest Priced Bidder	C&FS
18	Stewardship of Money and Resources	035-S-15 Ice Resurfacing Machine for Crosby Arena	Non-Competitive Bidder	C&FS
19	Stewardship of Money and Resources	162-S-19 Supply and Delivery of Carbon Dioxide (co2)	Non-Competitive Bidder	C&FS
20	Stewardship of Money and Resources	239-S-19 Marketing Services for Flato Markham Theatre	Non-Competitive Bidder	DS

RECOMMENDED BY:

Joel Lustig
Treasurer

Trinela Cane
Commissioner, Corporate Services

#1

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Award:	205-R-19 Landscape Architectural Consulting Services, Box Grove Community Park
Date:	November 11, 2019
Commission:	Development Services

BID INFORMATION

Bid closed on	October 29, 2019
Number picking up bid document	18
Number responding to bid	5

BACKGROUND

Box Grove Community Park is located at 210 Box Grove By-Pass, south of Copper Creek Drive and west of the Box Grove By-Pass and east of Pagnello Court.

Landscape architectural services shall include typical full scope of services, with substantial performance of constructed works anticipated in fall 2021. The vendor shall remain retained under this Award for a two (2) year warranty period after Substantial Completion to complete warranty inspection and handover services.

RECOMMENDATION

Recommended bidder	NAK Design Strategies (highest ranked /lowest priced bidder)	
Current budget available	\$280,004.00	081-5350-13012-005 - Box Grove Community Park, Design
Less cost of award	\$268,137.60	Award
	\$ 26,813.76	Contingency (10%)
	\$294,951.36	Total Award (Inclusive of HST)
	\$ 26,545.62	Internal Management Fee @ 9%
	\$321,496.98	Total Cost of Award (Inclusive of HST)
Budget remaining after this award	(\$41,492.90)	*

* The budget shortfall in the amount of \$37,343.61 (90%) will be funded from Design Capital Contingency project and \$4,149.29 (10%) from the Non DC Capital Contingency.

PROPOSAL EVALUATION

The Evaluation Team for this RFP was comprised of Staff from Urban Design with Procurement Staff acting as the facilitator.

205-R-19 Landscape Architectural Services - Box Grove Community Park Page 2 of 2
Stage 1 – Qualifications and Technical Proposal

During Stage 1, the proposals were evaluated against the pre-established evaluation criteria as outlined in the RFP: 20 points for Experience and Qualification of the Bidder and Proposed Project Team (Lead Project Manager; Discipline Leads; and, Key Personnel including any Sub-Consultants); 20 points for Project Understanding, Methodology and Approach, and; 30 points for Project Delivery and Management, totaling 70 points.

Stage 2 – Financial Proposal

Upon completion of Stage 1 of the evaluation, the Financial Proposal (Bid Form) provided by bidders who achieved a minimum score of 75%, or 52.5 points out of 70 proceeded to Stage 2 of the evaluation. Based on the results from Stage 1, four bidders received the required minimum percentage or points and proceeded to Stage 2. The Financial Proposal provided by the bidder was evaluated out of 30 points, based on the pre-established criteria outlined in the RFP.

Overall Scoring

The combined results from Stage 1 and Stage 2 are summarized below:

Bidder	Score (out of 100)
NAK Design Strategies	91.20

Prices ranged from \$268,137.60 to \$319,119.36 inclusive of HST.

OPTIONS / DISCUSSIONS

NAK Design Strategies (“NAK”) received the highest technical score, demonstrating a thorough understanding of the project and its requirements. Their proposal conveyed to the City’s satisfaction that they have the required resources, experience and qualifications as the lead consultant managing large, complex teams of sub-consultants on numerous park projects. Through the evaluation process, NAK’s submission also demonstrated a strong understanding of the project deliverables, key issues and challenges as reflected in their methodology and approach.

OPERATING BUDGET AND LIFE CYCLE IMPACT

The operating and life cycle impacts will be determined at time of construction award.

ENVIRONMENTAL CONSIDERATIONS

Environmental protection in the contract documents in order to meet or exceed regulatory environmental procedures during construction.

#2

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	222-S-19 Building Automation System (BAS) Service Contract for Johnson Controls Operated Systems
Date:	November 28, 2019
Commission:	Corporate Services

BACKGROUND

To obtain approval to award the contract for planned service for Building Automation Systems (BAS) at the Civic Centre for Five (5) years and Markham Theatre for Two (2) years, starting January 1, 2020 with a 3% price escalation for Years 2 to 5.

A Building Automation System (BAS) controls all heating, ventilation and air conditioning (HVAC) systems in a facility. The HVAC systems, controlled through a BAS, maintain a proper indoor climate and improve energy usage. Due to the proprietary nature of the computer software that the BAS utilizes, only the original system provider (Johnson Controls) can maintain the equipment.

Regular timely maintenance and software upgrades are required for a BAS system to ensure that all the building mechanical components are running efficiently. Without planned maintenance, the BAS may lose its calibration causing malfunction of the mechanical systems, operational inefficiencies, improper indoor climate control and increased energy usage.

Monthly maintenance and system checks will ensure that the mechanical and ventilation systems of the facilities run effectively. The contract includes regular inspection of all equipment points, programs, and equipment schedules, re-calibration of alarm and system set points, backup programming and controls check. Based on the inspections, Johnson Controls will provide repair recommendations.

The program will provide the following:

- Markham Civic Centre (Year 1 to 5):
 - o Twelve (12) monthly, full-day BAS service per year.
 - o Two (2) full-day pneumatic service visits per year
- Markham Theatre (Year 1 and 2 only*)
 - o Two (2) four-hour BAS service visits per year
 - o *Note: The Theatre's BAS system upgrade is scheduled to be completed after Year 2 of this contract and servicing will be assumed by the new system provider.
- Emergency servicing, repairs and replacement parts are not included within the scope of this agreement, but will be provided on a "time & material" basis. The City will receive a discount of ten percent (10%) off listed labour rates.

222-S-19 Building Automation System (BAS) Service**Page 2 of 2****RECOMMENDATION**

Recommended Bidder	Johnson Controls Canada LP (non-competitive procurement)	
Current budget available	\$ 23,282.69	See financial considerations
Less cost of award	\$ 23,282.69 \$ 23,980.76 \$ 22,766.76 \$ 23,449.57 <u>\$ 24,152.74</u> \$117,632.52	January 1, 2020 – December 31, 2020* January 1, 2021 – December 31, 2021* January 1, 2022 – December 31, 2022* January 1, 2023 – December 31, 2023* January 1, 2024 – December 31, 2024* Total Award
Budget remaining after this award	\$ 0.00	

*Subject to Council approval of the annual Operating budgets.

Note: Staff was able to maintain the same 2019 itemized pricing for 2020. Pricing for 2021 to 2024 is subject to an annual price escalation of 3%.

Staff further recommends:

That the City's tender process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1 (b) where there is only one source of supply for the goods to be purchased.

FINANCIAL CONSIDERATIONS

Account Name	Account #	Budget Available	Budget Remaining
Theatre, Building Maintenance	530-998-5410	\$ 1,822.50	\$ 0.00
Civic Centre, Other Contracted Services	750-751-5399	\$21,460.19	\$ 0.00
TOTAL		\$23,282.69	\$ 0.00

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the Life Cycle Reserve Study. Operating budget will be adjusted in coming years to reflect the price escalation.

ENVIRONMENTAL CONSIDERATIONS

The service contract will improve efficiency of the building HVAC system to reduce heating and cooling costs and subsequently, GHG emissions.

#3

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	134-T-19 - Concrete Paving at Markham Civic Centre - Contract Extension
Date:	Oct 21, 2019
Commission:	Corporate Services

BACKGROUND

To obtain approval to extend the contract for two additional concrete paving areas at the Anthony Roman Centre.

In September 2019, the City awarded tender 134-T-19 to the lowest priced bidder for the replacement of the existing interlock stones walkway with concrete pavers at two areas within the Anthony Roman Centre.

1. Lake level by the Sustainability & Asset Management Department
2. Around the peace flame

Staff identified within the award report for tender 134-T-19 that of the \$162,230 remaining funding, \$69,000 would be retained in the account for the additional two areas and \$93,230 would be returned to the original funding source. Under this report, staff are seeking approval to extend the current contract with Hylan Group Inc. to complete the additional two areas as identified under options/discussions section of this report.

The project will be completed by March 31, 2020.

RECOMMENDATION

Recommended Bidder	Hylan Group Inc. (Non-Competitive Procurement)	
Current budget available	\$69,000.00	270-101-5399-19072 Civic Centre Improvements
Less cost of award	\$62,378.88	Cost of Award
	\$ 6,237.89	Contingency (10%)
	\$68,616.77	Award Incl. of HST & Contingency (10%)
Budget remaining after this award	\$ 383.23	*

* The remaining balance of \$383.23 will be returned to the original funding source.

Staff further recommends:

That the tendering process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11 Non- Competitive Procurement, item 11.1(c): "when the extension of an existing contract would prove more cost-effective or beneficial"

134-T-19 - Concrete Paving at Markham Civic Centre – Contract Extension Page 2 of 2

OPTIONS/DISCUSSIONS

The two additional areas were not included within the original tender 134-T-19 as at that time, staff anticipated a higher removal and install rate due to the potential of work being done in winter conditions. However, the tender price came in lower than expected and tender 134-T-19 was awarded with a favourable balance of \$162,230.

Staff recommend extending the contract for the following two areas: A & B:



Since Hylan Group Inc. is onsite working around the peace flame, they are able to seamlessly continue their work into the additional areas. The two areas are in a deteriorated condition and by awarding this contract now, the City is able to accelerate the replacement of the staircase and railings from spring 2020 to 2019.

Under tender 134-T-19, the City received 6 bids and Hylan Group Inc.'s unit rates were 34% lower than the 2nd lowest priced bidder. Since Hylan Group Inc. is mobilized on site, staff is able to leverage this additional work and negotiated further unit rate savings.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the operating budget. The life cycle reserve study will be adjusted in the next update.

ENVIRONMENTAL CONSIDERATIONS

All waste will be properly sorted, recycled and disposed of at an authorized dump, waste treatment site or recycling facility.

#4

**STAFF AWARD REPORT**

	Brian Lee, Director, Engineering
Re:	039-T-19 Traffic Controller Upgrades
Date:	December 18, 2019
Commission:	Development Services

BID INFORMATION

Bid closed on	Dec. 6, 2019
Number picking up bid document	8
Number responding to bid	6

BACKGROUND

To obtain approval to award the contract for traffic controller upgrades at twelve (12) intersections and for the supply/installation of global positioning system (GPS) timing clocks and timing adjustments at twenty-three (23) intersections on segments of Main Street Markham and Denison Street.

The project will be completed by March 2020.

RECOMMENDATION

Recommended bidder	Black & McDonald Limited (lowest priced bidder)	
Current budget available	\$123,033.00	083-5350-18057-005 Traffic Signal Controller
Less cost of award	\$ 89,492.41 \$ 8,949.24 \$ 98,441.65	(Incl. of HST) Contingency @ 10% Total Construction Award (Incl. of HST)
Budget remaining after this award	\$ 24,591.35	*

*The remaining budget will be returned to the original funding source.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental budget impact to the operating budget. The GPS timing clocks has a 10-year life cycle, which will be replaced at an estimated cost of \$21,900 and the traffic controller upgraded units will be replaced every 20 years at an estimated cost of \$73,900. These changes will be incorporated in the 2020 Life Cycle Reserve Study update.

ENVIRONMENTAL CONSIDERATIONS

Not applicable.

#5

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	165-T-19 Rouge River Community Centre Mechanical Unit Replacement
Date:	November 20, 2019
Commission:	Community & Fire Services

BID INFORMATION

Bids closed on	August 23, 2019
Number picking up bid documents	8
Number responding to bid	5

BACKGROUND

The initial capital request was based on a third party estimate provided in 2017 to replace five (5) rooftop units, one (1) air handling unit and one (1) water heater in the amount of \$121,675. Prior to issuing the tender, the consultant identified the budget was insufficient for the amount of work required. It was deemed at the time that the estimate provided by the third party underestimated the cost to replace these rooftop units, air handling unit and water heater. Therefore, the tender was issued seeking the replacement of four (4) roof top units that are in critical condition.

Removal and replacement of four (4) roof top units at the Rouge River Community Centre is warranted based on condition assessment. Work includes all associated roof curb connections, electrical, fire alarm, building controls and air and water balancing.

Since the price received for the four (4) roof top units exceeds the available budget, the recommendation is to defer the remaining equipment to 2021 and utilize the budget allocated in the amount of \$47,820.96 to negate the budget impact.

The following are recommended to be deferred until 2021:

One (1) Roof Top Unit (RTU # 5):

RTU #4 and #5 directly ventilate the lobby area at Rouge River CC. The recommendation is to defer RTU # 5 until 2021 as this unit serves the lobby which is also ventilated by RTU #4. In the event that RTU # 5 does go down, there will be a back-up with RTU #4.

One (1) Air Handling Unit

The air handling unit provides air circulation for the pool change rooms and is lightly used only two months out of the year. The recommendation is to defer until 2021 as there have not been any issues with the air handling unit in 2019 and in the event there is failure, there are alternative options such as plug in fans or opening the outside main doors to remedy the lack of air circulation for these two months.

165-T-19 Rouge River Community Centre Mechanical Unit Replacement **Page 2 of 2**
BACKGROUND (Continued)One (1) Water Heater

The water heater primary function is to supply showers with hot water during July and August. Since Rouge River CC currently has two water heaters that supply hot water to the showers, in the event there is failure, there will still be hot water available, just at a lower capacity. Rouge River CC has lower than average traffic, so staff does not foresee an issue.

RECOMMENDATION

Recommended bidder	FXD Performance Contracting Inc. (lowest priced bidder)	
Current budget available	\$109,047.00	500-101-4299-19154 (Rouge River Mechanical Replacement)
Less cost of award	\$150,009.50	Total Cost of Award (Inclusive of HST)
Budget remaining after this award	(\$40,962.50)	*

*The shortfall of \$40,962.50 will be funded from the Non-DC Capital Contingency account.

As outlined in Section 17.2 of the City's General Terms and Conditions, "The City reserves the right, in its sole discretion, to negotiate with the lowest priced / highest ranked bidder in the event that the bid prices submitted by the bidders exceed the City's budget". Consequently, staff reviewed potential opportunities and entered into negotiations with FXD Performance Contracting Inc. to reduce the price in order to better meet the City's approved budget. Staff were able to reduce the price by \$10,506.72, from \$160,516.22 to \$150,009.50, a 7% reduction.

OPERATING BUDGET AND LIFE CYCLE IMPACT

The Life Cycle Reserve Study will be updated to reflect the higher unit pricing and the deferred units will be reflected in the 2020 Life Cycle Reserve study update. There is no operating budget impact.

ENVIRONMENTAL CONSIDERATIONS

N/A

#6

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	177-T-19 Removal and Replacement of City Owned Fences
Date:	November 11, 2019
Commission:	Community & Fire Services

BID INFORMATION

Bid closed on	October 31, 2019
Number picking up bid document	15
Number responding to bid	9

BACKGROUND

The four locations with the estimated volumes are as follows:

Wetherby Circle along rail corridor

Remove and dispose of +/- 278 lm existing acoustical fence and posts and replace with new acoustical fence and posts.

14th Lane and Summerdale Drive

Remove and dispose of +/- 22 lm of five foot (5') high chain link fence and posts and replace with new galvanized 9 gauge, 50 mm mesh chain link fence and posts.

Drakefield Road (Banfield Avenue eastbound to opening for pedestrian pathway)

Remove and dispose of +/- 46 lm of existing green coated chain link fence and posts, and replace with new green vinyl coated 9 gauge, 50 mm mesh chain link fence and posts.

Kennedy Road (Between Winston Castle Drive and Madison Heights Boulevard)

Remove and dispose of +/- 660 lm of ornamental fence. Fence will not be replaced, however, the masonry pillars to remain undisturbed.

The project will completed by June 2020.

RECOMMENDATION

Recommended bidder	M&E General Contracting Inc. (lowest qualified priced bidder)	
Current budget available	\$126,400.00	059-6150-19174-005 City Owned Fence Replacement
Less cost of award	\$101,320.40 \$ 10,132.04 \$111,452.44	Award Contingency (10%) Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 10,132.04	*

*The remaining budget of \$10,132.04 will be returned to the original funding source.

177-T-19 Removal and Replacement of City Owned Fences

Page 2 of 2

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the operating budget or Life Cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS

Existing fencing will be removed and recycled in keeping with best practices.

#7

**STAFF AWARD REPORT**

To:	Mary Creighton, Director, Recreation Services
Re:	193-T-19 Milliken Mills Community Centre Storage Unit Replacement
Date:	October 22, 2019
Commission:	Community and Fire Services

BID INFORMATION

Bids closed on	October 15, 2019
Number picking up bid documents	12
Number responding to bid	6

BACKGROUND

Replacement of the existing storage units is warranted based on condition assessment. The storage units are frequently used by staff and users to secure program supplies and personal belongings. Storage units were installed in 1989 and have since deteriorated whereby they are unable to close and lock. The contractor will provide the millwork, fabrication, laminate, plumbing, painting, and electrical work required to replace storage units in program rooms A, B, aerobics studio, and relocation of existing PA Rack and water filter from the general office.

The project will be completed by December 2019.

RECOMMENDATION

Recommended bidder	ONIT Construction Inc. (lowest priced bidder)	
Current budget available	\$108,000.00	500-101-5399-19134 (Storage Unit Replacement)
Less cost of award	\$74,605.66	Cost of award (Incl. of HST)
	\$3,730.28	Contingency (5%)
	\$78,335.94	Total cost of award (Incl. of HST)
Budget remaining after this award	\$29,664.06	*

*The remaining balance of \$29,664.06 will be returned back to its original funding source.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental operating budget impact and no life cycle impact.

ENVIRONMENTAL CONSIDERATIONS

N/A

#8

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	194-T-19 Northern Header Upgrades at German Mills Meadow and Natural Habitat
Date:	November 4, 2019
Commission	Community & Fire Services

BID INFORMATION

Bid closed on	November 1, 2019
Number picking up bid document	5
Number responding to bid	4

BACKGROUND

To obtain approval to award the contract for the northern header upgrades to the gas collection system at German Mills Meadow and Natural Habitat.

The work entails undertaking upgrades to one existing gas collection system header at the former Sabiston Landfill in the German Mills Meadow and Natural Habitat. The upgrades include the replacement of the header pipes and connection to the existing gas wells. The purpose of the header replacement is to repair the landfill collection system such that it operates efficiently as designed and intercepts landfill gas generated inside the landfill waste.

The project will be completed by December 31, 2019.

RECOMMENDATION

Recommended bidder	Ground Force Environmental Inc. (lowest priced bidder)	
Current budget available	\$502,500.00	051-6150-19216-005 German Mills Meadow
Less cost of award	\$407,879.56 \$ 48,844.80 <u>\$ 45,672.44</u> \$502,396.80	Award (Incl. of HST) Cash Allowance* 10% Contingency Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 103.20	**

*The cash allowance include costs related to restoration of the site, such as tree and bush replacements after completion of the header pipes. This work is required, however, the exact quantity is not known at this time. Any unused funds from the cash allowance will be returned to the original funding source.

**The remaining budget of \$103.20 will be returned to the original funding source.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no impact to the operating budget. There is minimal impact to the Life Cycle Reserve Study.

194-T-19 Northern Header Upgrades at German Mills Meadow and Natural Habitat Page 2 of 2**ENVIRONMENTAL CONSIDERATIONS**

Minor vegetation including potential tree removal will be required. Disturbed areas of the cultural meadow will be restored to their pre-construction state or better.

Multiple Eastern Meadowlarks were identified on the subject lands by Toronto and Region Conservation Authority. To ensure no disturbance occurs during Eastern Meadowlark nesting period, site work will only be undertaken between September 1 and March 31.

#9

**STAFF AWARD REPORT****Page 1 of 2**

To:	Brenda Librecz, Commissioner, Community & Fire Services
Re:	196-Q-19 Rejuvenation of Community Centre Landscapes
Date:	October 29, 2019
Commission	Community & Fire Services

BID INFORMATION

Bid closed on	October 21, 2019
Number picking up bid document	13
Number responding to bid	8

BACKGROUND

The project includes landscape modifications to rejuvenate three City locations (1. R.J. Clatworthy Arena 2. Centennial Community Centre 3. Markham Museum).

The scope of work is as follows:

- Removal of existing material
- Strip dead sod and re-sod;
- Backfill or top dress of top soil.
- Supply and install filter cloth and mulch
- Supply and install specified plants, shrubs, and ornamental grass

The project will be completed by December 2019.

RECOMMENDATION

Recommended bidder	Bam Bam Construction Inc. (lowest priced bidder)	
Current budget available	\$60,000.00	700-101-5399-19196 Rejuvenation of Community Centre Landscapes
Less cost of award	\$67,123.20	Total cost of award (Incl. of HST)
Budget remaining after this award	(\$7,123.20)	*

*The original budget for this 3-year program was not developed from a site specific scope of work, which varies greatly based on each location. The locations from the previous year (Milliken Mills, Mount Joy and Armadale Community Centres) came within budget and returned \$20,676.88 to the original funding source. The budget shortfall in the amount of \$7,123.20 will be funded from the Non-DC capital contingency (project 6395) with a current balance of (\$619,929) (this includes the draw of \$262,391 for the salt barn construction approved through staff award 128-Q-19).

196-Q-19 Rejuvenation of Community Centre Landscapes**Page 2 of 2**

Bids received in response to this project exceeded the City's budget. As outlined in Section 17.2 of the City's General Terms and Conditions, "The City reserves the right, in its sole discretion, to negotiate with the lowest priced Bidder / highest ranked Bidder in the event that the Bid prices submitted by the bidder exceed the City's budget". Consequently, Staff entered into negotiations with the low bidder (Bam Bam Construction Inc.) to reduce price in order to reduce the budget shortfall. Staff were able to negotiate a price reduction, which resulted in a savings of \$19,880.58 (\$87,003.78 - \$67,123.20).

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the operating budget or Life Cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS

Shrubs, ornamental grasses, and perennial flowering plants are ideal for both winter and summer climates. They are adaptable and require minimal maintenance once fully established. Filter cloth and mulch will reduce weed growth and help with water retention adding to healthier plants.

#10

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	201-T-19 City-Wide Catch Basin Cleaning Services
Date:	December 16, 2019
Commission	Community & Fire Services

BID INFORMATION

Bid closed on	November 11, 2019
Number picking up bid document	6
Number responding to bid	4

BACKGROUND

To obtain approval to award the contract for citywide catch basin cleaning services. The scope of work for this project includes; catch basin structure and ditch inlet cleaning, including disposal of collected liquid and solid materials.

In previous years, the City would hydrovac every catch basin and decant the liquid waste into the Region's sanitary system. Commencing in 2020, the City is required to dispose of the liquid and solid waste at a Ministry of the Environment Conservation and Parks (MECP) approved disposal site. This change resulted in an increase to the cost per catch basin cleaning and as part of the 2020 budget process, the catch basin cleaning budget was increased by \$387,672.

At the time of the request for the budget increase, Staff estimated the City had 18,000 catch basins and by changing the service level from an annual program to once every two years, 9,000 catch basins could be cleaned each year. In October 2019, after further analysis through the City's Geographic Information System (GIS), the actual number of catch basins is 24,000. Therefore, Staff will work within the allotted budget in 2020, which will enable the cleaning of 8,326 catch basins (based on award prices). The 2021 budget will be increased by \$324,734.58 from \$737,183.00 to \$1,061,917.58 to accommodate the cleaning of all catch basins on a two-year cycle.

Staff reviewed the option to move the cleaning of catch basins from a two-year cycle to three years, however, this not recommended due to the risk of damage to the City's infrastructure.

RECOMMENDATION

Recommended bidder	Flow Kleen Technology Ltd. (lowest priced bidder)	
Current budget available	\$ 686,487.00 <u>\$ 50,696.00</u> \$ 737,183.00	700-507-5305 Catch Basin Cleaning 700-507-5760 Tipping Fees
Less cost of award	\$ 737,183.00 \$1,061,917.58 \$1,061,917.58 <u>\$1,061,917.58</u> \$3,922,935.74	Mar 1 to Oct 31, 2020* Mar 1 to Oct 31, 2021* Mar 1 to Oct 31, 2022* <u>Mar 1 to Oct 31, 2023*</u> Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 0.00	

201-T-19: City-Wide Catch Basin Cleaning Services**Page 2 of 2****RECOMMENDATION (Continued)**

* Subject to Council approval of the 2020-2023 operating budgets. The contract term is for two (2) years with an option to renew the contract for an additional two (2) years. The price will remain fixed for the first two (2) years. The remaining (2) years will be subject to an annual price increase based on the Consumer Price Index for All Items Canada for the twelve (12) month period ending December 31 in the applicable year and shall not exceed 3%. Additionally, the award in years 2021-2023 will be adjusted based on additional growth.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the Life Cycle Reserve Study. The operating budget will be increased by \$324,734.58 from \$737,183.00 to \$1,061,917.58 in 2021 as part of the budget process, subject to Council approval.

ENVIRONMENTAL CONSIDERATIONS

The Contractor is to haul all collected material to a Ministry of the Environment Conservation and Parks (MECP) approved waste processing plant to process and dispose of material in an environmentally responsible and approved manner in accordance with applicable laws. The Contractor shall not dewater the catch basin and ditch inlet cleanout material into sanitary or storm systems out in the field.

#11

**STAFF AWARD REPORT****Page 1 of 2**

	Andy Taylor, Chief Administrative Officer
Re:	022-R-19 Consulting Engineering Services for the Detailed Design of Victoria Square Boulevard
Date:	November 07, 2019
Commission:	Development Services Commission

BACKGROUND

To obtain approval to award the contract for consulting engineering services for the detailed design of Victoria Square Boulevard from the intersection at Woodbine Avenue (south) to the intersection of Woodbine Avenue (north). The detailed design will be completed spring 2021.

RECOMMENDATION

Recommended Bidder	Ainley & Associates Ltd. (highest ranked / lowest priced bidder)	
Current budget available	\$809,900.00	640-101-5699-18059 Victoria Square Boulevard
Less cost of award	\$503,712.00	Detailed Design (Incl. of HST)
	\$137,376.00	Allowances *
	\$ 64,108.80	Contingency @ 10%
	\$705,196.80	Cost of Award (Incl. of HST)
	\$ 81,467.71	Capital Administration Fee
	\$786,664.51	Total Project Cost
Budget remaining after award	\$ 23,235.49	**

* The allowance is for additional geotechnical investigation, sub-surface utility engineering, topographic survey, legal plans and permit application fees that are required during the detailed design phase.

**The remaining budget of \$23,235.49 will be returned to the original funding source.

BID INFORMATION

Bid closed on	September 26, 2019
Number picking up bid document	16
Number responding to bid	7

PROPOSAL EVALUATION

The evaluation was based on pre-established evaluation criteria as outlined in the Request for Proposal: 5% qualifications and experience of the consulting firm, 15% qualifications and experience of the project manager and team, 50% project understanding, methodology, schedule and work plan and 30% price, totaling 100%.

Bidder	Score
Ainley & Associates Ltd.	91%

Note: Prices for detailed design ranged from \$641,088 to \$987,114.18(Incl. of HST).

022-R-19 Detailed Design of Victoria Square Boulevard**Page 2 of 2****PROPOSAL EVALUATION**

Staff is recommending the highest ranked / lowest priced bidder as their proposal demonstrated their experience and capability to undertake projects of similar size and scope. They have a comprehensive understanding of the project requirements and provided a thorough methodology and work plan.

OPERATING BUDGET AND LIFE CYCLE IMPACT

The operating and lifecycle cost impacts will be determined upon completion of the detailed design.

ENVIRONMENTAL CONSIDERATIONS

The environmental site assessments (ESA) of twelve (12) properties on Victoria Square Boulevard that were identified in the Environmental Assessment (EA) Study to be contaminated are to be carried out as part of the detailed design.

Identification of potential environmental concerns along the Victoria Square Boulevard right of way is part of the consultant's mandate for detailed design.

#12

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	203-S-19 Arena Ice Plant Monitoring System
Date:	November 22, 2019
Commission:	Community & Fire Services

BACKGROUND

Arena ice plant monitoring systems provide staff with real-time access to data pertaining to the performance of integrated refrigeration equipment. In 2008, eight arena plant monitoring systems were replaced by CIMCO Refrigeration (CIMCO). The arena monitoring systems have since reached their useful life cycle and require replacement based on condition assessment. All seven arena monitoring systems with the exception of Markham Village Community Centre are integrated with CIMCO manufactured condensers, compressors, chillers, and brine pumps and conflict with third party integration. Markham Village has since transitioned to a non-ammonia based refrigerant that includes an arena monitoring system covered under warranty and a separate service agreement. Replacement monitoring systems are newly equipped with remote monitoring and control, BACNet capability for future infrastructure upgrades, emergency alarm triggers, and reoccurring program scheduling.

The seven ice plant monitoring systems locations are as follows:

1. Angus Glen Community Centre
2. Centennial Community Centre
3. Crosby Community Centre
4. Milliken Mills Community Centre
5. Thornhill Community Centre
6. Clatworthy Arena
7. Mount Joy Arena

RECOMMENDATION

Recommended supplier	CIMCO Refrigeration (Non Competitive Procurement)	
Current budget available	\$131,100.00	070-6150-19110-005 (Ice Plant Monitoring Systems)
Less cost of award	\$190,497.00	Total Cost of Award (Inclusive of HST)
Budget remaining after this award	(\$59,398.00)	*

*The shortfall of \$59,398.00 will be funded from the Non-DC Capital Contingency account.

The capital budget requested in 2018 was to replace existing CIMCO model 6000E (like for like). Since the budget submission in 2018, the existing 6000E model has been discontinued and will no longer be supported by the end of the year 2020. CIMCO have replaced the 6000E with a CIMCO SMART Hub which utilizes an entirely new operating platform resulting in increased cost of each arena monitoring system and to the overall project.

203-S-19 Arena Ice Plant Monitoring System**Page 2 of 2****Staff further recommends:**

That the tendering process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11, Non-Competitive Procurement, item 11.1 (h) which states “Where it necessary or in the best interest of the City to acquire non-standard items from a supplier who has a proven track record with the City in terms of pricing, quality and service.”

FINANCIAL CONSIDERATIONS

CIMCO arena monitoring systems are specifically designed to maximize efficiencies in CIMCO refrigeration equipment currently used in the seven arena locations. While there are third party ice monitoring systems that exist in the market place, staff do not recommend pursuing third party ice monitoring systems for the following reasons:

- Existing CIMCO Servicing of Arena Refrigeration Equipment agreement is effective until May 31, 2021 and the agreement includes the maintenance of arena plant monitoring systems;
- Conflict with existing refrigeration equipment still under warranty (024-T-19 – Clatworthy Compressor, 133-Q-18 – Mt. Joy Condenser);
- Installation of third party ice monitoring systems will restrict access and diagnostics from CIMCO technicians;
- Competitive pricing – Staff compared pricing from a third party automation contractor which is priced 15% higher (\$218,389.62 vs. \$190,497.00)

OPERATING BUDGET AND LIFE CYCLE IMPACT

The Life Cycle Reserve Study will be updated to reflect the higher unit pricing in the 2020 Life Cycle Reserve study update. There is no operating budget impact.

ENVIRONMENTAL CONSIDERATIONS

CIMCO SMART Hub gathers information from maintenance and performance related data in real-time and makes the optimal efficiency adjustments based on the available data. The self-learning central hub analyses operating data to optimize system efficiency, predict equipment maintenance, and improve refrigeration plant safety.

#13

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	230-S-19 Recreation Fitness Equipment – Six Treadmills
Date:	November 15, 2019
Commission:	Community & Fire Services

BACKGROUND

Replacement of select treadmills at Centennial, Cornell, and Thornhill fitness centres is warranted based on condition assessment. A total of 6 treadmills, two at each centre, will be traded-in replacing treadmills like for like.

RECOMMENDATION

Recommended bidder	Advantage Fitness Sales Inc. (Non-Competitive Procurement)	
Current budget available	\$106,137.00	070-6150-19147-005
Less cost of award	\$ 76,995.50	Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 29,141.50	*

*The remaining balance of \$29,141.50 will be utilized as part of the 2019 capital budget to replace other fitness equipment.

Staff further recommends:

That the tendering process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11 Non Competitive Procurement, (h) where it is necessary or in the best interest of the City of acquire non-standard items from a supplier who has a proven track record with the City in terms of pricing, quality and service.

OPTIONS/DISCUSSIONS

Advantage Fitness Sales Inc. (Advantage Fitness) has provided Life Fitness products to the City for over thirteen (13) years, with a high success rate in durability, ease of use, facility design and attention to detail. The Life Fitness product is inviting, safe, and easy to manage.

Advantage Fitness is the sole supplier of Life Fitness equipment that represents one of the standard lines of equipment for City Fitness Centres. Approximately 80% of City fitness equipment has been sourced from Advantage Fitness which includes treadmills, elliptical, strength trainers, bikes, motion trainers, and stair masters.

These treadmills will provide entertainment-enhanced fitness experience. The integrated 21" LCD touch screen features enhanced interaction, internet connectivity, wireless connection, IOS and android compatible. The treadmill includes media applications such as, Netflix, Pandora and RunSocial.

Based on a proven track record in existing Markham fitness facilities; Life Fitness treadmills have proven to be excellent value in terms of performance, durability and member satisfaction. Markham is a preferred customer and has received a 14% discount compared to regular commercial rates, this amounts represents a \$12,185.05 reduction. Additionally, the City will receive in \$1,700 trade in value for the existing treadmills.

230-S-19 Recreation Fitness Equipment – Six Treadmills**Page 2 of 2****OPERATING BUDGET AND LIFE CYCLE IMPACT**

There is no incremental operating budget impact and no life cycle impact.

ENVIRONMENTAL CONSIDERATIONS

Life Fitness has the largest integrated Certified Pre-Owned program. Through this program, 50-75% of parts from its commercial cardio products are reused to create a durable line of CPO products. Through this program, Life Fitness keeps materials out of landfills and cuts down on manufacturing footprint.

#14

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Award:	233-S-19 Consulting Services for a Third Party Peer Review of Construction Oversight for Whistling Cessation – Package 4
Date:	November 22, 2019
Commission:	Development Services

BACKGROUND

To obtain approval to award the contract for consulting services for a 3rd party peer review of construction oversight for whistling cessation Package 4 (Phase 4) at the following locations:

1. Elgin Mills Road
2. Ninth Line
3. 19th Avenue

It is anticipated that construction of the final phase of the Markham whistle cessation program on the Stouffville Line (Phase 4) will commence in spring 2020 and be completed by Spring/Summer 2020

RECOMMENDATION

Recommended Bidder	AECOM Canada Ltd. (non-competitive procurement)	
Current budget available	\$130,341.00 \$ 43,159.00 \$173,500.00	Funded portion of the project York Region Funding (unfunded)* 083-5350-19260-005 Anti-Whistling (Phase 4)
Less cost of award	\$ 52,915.20 \$ 5,291.52 \$ 58,206.72 \$ 8,731.00 \$ 66,937.72	Award (Incl. of HST) Contingency @ 10% Total cost of award (Incl. of HST) Internal management fee Total project cost (Incl. of HST)
Budget remaining after award	\$106,562.28	**

*York Region funding is pending finalization and execution of the memorandum of understanding (MOU) in early 2020. Any potential shortfall will be addressed as part of the January 2020 DSC report on Whistle Cessation – Financial Update.

**The remaining budget will be used for construction of the whistling cessation program.

Staff further recommends:

That the tendering process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1 Non Competitive Procurement, item 1 (b) which states, “where there is only one source of supply for the goods to be purchased”

AECOM Canada Ltd. (“AECOM”) is the only consultant acting on behalf of GO Transit / Metrolinx Railway Corridor Management Office for the third party review work on or near GO Transit / Metrolinx owned railway corridors. AECOM was awarded the contract by GO Transit / Metrolinx through a competitive bid process. Staff reviewed the hourly rates and confirm that they are comparable to the industry average.

**233-S-19 Consulting Services for a Third Party Peer Review of Construction Oversight
for Whistling Cessation – Package 4** **Page 2 of 2**

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the operating budget and Life Cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS

N/A

#15

**STAFF AWARD REPORT**

To:	Andy Taylor, Chief Administrative Officer
Re:	241-S-19 Pan Am Centre Daktronics Controller Replacement
Date:	November 28, 2019
Commission:	Community & Fire Services

BACKGROUND

The network/media controller is used to transmit event specific information, results, and scores to a large display in the aquatics centre. The display is a mandatory requirement for provincial, national and international events held at the Pan Am Centre and has deteriorated since installation in 2014.

RECOMMENDATION

Recommended supplier	Daktronics Canada (Non-Competitive Procurement)	
Less cost of award	(\$77,826.05)	Total cost of award (Incl. of HST)*

*The shortfall of \$77,826.05 will be funded from the Non-DC Capital Contingency account.

Staff further recommends:

That the tendering process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1 Non-Competitive Procurement, item (h) "Where it is necessary or in the best interests of the City to acquire non-standard items from a preferred supplier or from a supplier who has a proven track record with the City in terms of pricing, quality and service."

OPTIONS/DISCUSSIONS

After the initial 3 year warranty, the network/media controllers began experiencing issues and was sent for repair on three separate occasions from 2017-2019. Staff suspect the ongoing issue is due high levels of humidity and chlorinated air within the pool environment and recommend replacing the failed controller in addition to relocating the controller to an alternate air and temperature controlled room.

The inability to display event information will impact 8 upcoming provincial and national level events which generate an average revenue of \$24,000.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental operating impact and life cycle impact.

ENVIRONMENTAL CONSIDERATION

N/A

#16

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	167-T-19 Markham Public Library Courier Service
Date:	September 19, 2019
Commission:	Community & Fire Services

BID INFORMATION

Bids closed on	September 6, 2019
Number picking up bid documents	8
Number responding to bid	7

BACKGROUND

The Contractor will provide inter-branch courier services between eight (8) Markham Public Library locations. The scope of work involves picking up and delivering packaged bins consisting of books, CDs, DVD's from one branch to other branches within the City of Markham.

RECOMMENDATION

Recommended bidder	Jim Clifford Moving Services Inc. (lowest priced bidder)	
Current budget available	\$ 83,931.00	998 200 5111 (Courier Service)
Less cost of award	\$110,267.14	January 1, 2020 – December 31, 2020
	\$109,829.57	January 1, 2021 – December 31, 2021
	\$109,829.57	January 1, 2022 – December 31, 2022
	\$109,829.57	January 1, 2023 – December 31, 2023
	<u>\$109,829.57</u>	January 1, 2024 – December 31, 2024
	\$549,585.42	Total cost of award (Incl. of HST)
Budget remaining after this award	(\$26,336.14)	*

*The shortfall has been incorporated into the 2020 Operating Budget, subject to Council approval.

The initial (2) year contract term will be at the same itemized pricing. Price per day is \$437.57 and 2020 requires an additional service day (252 service days due to leap year. The remaining (3) years will be subject to an annual price increase based on the Consumer Price Index for All Items Canada for the twelve (12) month period ending December 31 in the applicable year. 2020-2024 are subject to Council approval of the annual budgets.

167-T-19 Markham Public Library Courier Service**Page 2 of 2****FINANCIAL CONSIDERATIONS**

This contract represents a 31% annual increase in service costs from the previous year. Jim Clifford Moving Services Inc. has been the incumbent providing courier services since 2010 and have provided a satisfactory level of service for the Markham Public Library. Bids ranged from \$430.00 per day to \$700.00 per day with the second lowest bid being 14% higher.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the operating budget and life cycle reserve study.

ENVIRONMENTAL CONSIDERATIONS

N/A

#17

**STAFF AWARD REPORT****Page 1 of 2**

To:	Brenda Librecz, Commissioner, Community & Fire Services
Re:	191-T-19 Fence (Backstop and Outfield) Replacement
Date:	October 30, 2019
Commission	Community & Fire Services

BID INFORMATION

Bid closed on	October 30, 2019
Number picking up bid document	8
Number responding to bid	5

BACKGROUND

To obtain approval to award the contract for the replacement of backstop and outfield fences at the following baseball diamonds:

- Centennial Park (#1 and #2);
- Lincoln Park (#1);
- Morgan Park (#1); and
- Raybeck Park (#1).

The project will be completed by March 31, 2020.

RECOMMENDATION

Recommended bidder	D.C. Fence & Contracting Inc. (lowest priced bidder)	
Current budget available	\$214,400.00	See Financial Considerations
Less cost of award	\$213,288.96	Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 1,111.04	See Financial Considerations

FINANCIAL CONSIDERATIONS

Account Name	Account #	Budget allocated for this award	Cost of Award	Budget Remaining/ (Shortfall)
Fence (Backstop & Outfield)	059-6150-19189-005	\$ 167,400.00	\$ 166,224.96	\$ 1,175.04
Morgan Park Ball Diamond	059-6150-18242-002	\$ 47,000.00	\$ 47,064.00	\$ (64.00)
Totals:		\$ 214,400.00	\$ 213,288.96	\$ 1,111.04

Of the \$1,175.04 budget remaining in project 19189, \$64.00 will be used to cover the shortfall in project 18242 and \$1,111.04 (\$1,175.04 - \$64.00) will be returned to the original funding source.

191-T-19 Fence (Backstop and Outfield) Replacement**Page 2 of 2****OPERATING BUDGET AND LIFE CYCLE IMPACT**

There is no incremental impact to the operating budget or Life Cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS

All materials removed (steel, aluminum, concrete) will be recycled through an appropriate scrap metal or aggregate recycling facility consistent with best practices.

#18

**STAFF AWARD REPORT**

To:	Mary Creighton, Director, Recreation Alex Moore, Senior Manager, Procurement & Accounts Payable
Re:	035-S-15 Ice Resurfacing Machine for Crosby Arena
Date:	December 13, 2019
Commission	Community & Fire Services

BACKGROUND

To obtain approval to purchase one (1) ice resurfacing machine for Crosby Arena.

Council, at its April 15, 2015 meeting, resolved that Zamboni Company Ltd. be established as the City's preferred supplier for ice resurfacing machines for the next five years (2015–2019). Additionally, Council approved the following recommendation:

That the Director of Recreation and Senior Manager of Purchasing be authorized to approve annual purchases of new ice resurfacing machines in years 2015-2019 subject to 1.75% annual increase;

Upon delivery of the new ice-resurfacing machine, unit number 520-7311 will be traded in with the proceeds from the sale posted to account 890-890-9305 (proceeds from the sale of other fixed assets) in accordance with the Purchasing By-Law 2017-08.

RECOMMENDATION

Recommended bidder	Zamboni Company Ltd. (non-competitive procurement)	
Current budget available	\$100,200.00	057-6150-20222-005 Ice Resurfacing Machine Replacement
Less cost of award	\$98,081.38	Total cost of award (Incl. of transport costs and HST)
Budget remaining after this award	\$ 2,118.62	*

*The remaining budget in the amount of \$2,118.62 will be returned to the original funding source.

The City procured an ice-resurfacing machine earlier in 2019 that was approved through the 2019 capital budget process. Since the cost of the ice-resurfacing machine typically increases in January of each year by 2%, Staff were able to negotiate the same unit price procured earlier in 2019 for the 2020 required unit.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the operating budget and Life Cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS

Staff reviewed zero-emission electric ice resurfacing options provided by Zamboni. The cost estimate provided was \$145,000 per unit, inclusive of transport costs. The technology has improved, and the units have the ability to maintain single and twin pad facilities. The traditional resurfacing machine requires approximately \$2,250 of fuel per year. As such, the cost savings from fuel is still significantly less than the increased capital required to transition. Therefore, transition to electric ice resurfacing machines is not supported at this time.

#19

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	162-S-19 Supply and Delivery of Carbon Dioxide (co2)
Date:	October 24, 2019
Commission:	Community & Fire Services

BACKGROUND

To obtain approval to harmonize the contract for supply and delivery of bulk Carbon Dioxide (co2) at the City's 10 pool facilities across the City to one vendor for 5 years at the same itemized pricing.

RECOMMENDATION

Recommended supplier	Praxair Inc. (Non-Competitive Procurement)	
Current budget available	\$ 58,596.46	City-Wide Supply and Delivery of Carbon Dioxide (co2)
Less cost of award	\$ 52,050.02 \$ 52,050.02 \$ 52,050.02 \$ 52,050.02 \$ 52,050.02 \$260,250.08	Nov 1, 2019 – Oct 31, 2020 (Incl. of HST)* Nov 1, 2020 – Oct 31, 2021 (Incl. of HST) Nov 1, 2021 – Oct 31, 2022 (Incl. of HST) Nov 1, 2022 – Oct 31, 2023 (Incl. of HST) Nov 1, 2023 – Oct 31, 2024 (Incl. of HST) Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 6,546.44	*

*The remaining budget will generate a favourable variance that will be included as part of the 2019 results of operations and will be incorporated into the 2020 operating budget.

Staff further recommends:

That the tendering process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11, Non-Competitive Procurement, item 11.1 (c) which states "when the extension of an existing Contract would prove more cost-effective or beneficial".

OPTIONS/DISCUSSIONS

Procurement Staff completed a spend analysis on this product requirement by collecting, classifying and analyzing expenditure data with the purpose of reducing costs and improving efficiency. Through the spend analysis process it was noted that 7 of the 10 pool facilities had individual long term service agreements expiring at various dates with Praxair Inc. The remaining 3 facilities are being serviced on a month to month basis by another provider without any service agreement.

Staff recommend harmonizing all 10 facilities into one service agreement with Praxair Inc. effective November 1, 2019 and competitively tender the product in 2024. By consolidating the requirements for co2 under one contract, the City is able reduce the current service agreement pricing for 7 pool locations under Praxair by 9% (\$0.43c per lbs. to \$0.39c per lbs.) and 54% (\$0.85c lbs. to \$0.39c per lbs.) for the remaining 3 pool locations supplied by another provider.

162-S-19 Supply and Delivery of Carbon Dioxide (co2)**Page 2 of 2****OPERATING BUDGET AND LIFE CYCLE IMPACT**

The operating budget will be reduced accordingly as part of the 2020 operating budget process. There is no incremental life cycle impact. The total estimated savings over the 5-year term is \$32,732.22 (\$6,546.44 annually).

ENVIRONMENTAL CONSIDERATIONS

N/A

#20

**STAFF AWARD REPORT****Page 1 of 2**

To:	Andy Taylor, Chief Administrative Officer
Re:	239-S-19 Marketing Services for Flato Markham Theatre
Date:	November 28, 2019
Commission:	Development Services

BACKGROUND

To obtain approval to extend the marketing services contract for the Flato Markham Theatre for eight (8) months for the period January 1, 2020 – August 31, 2020 at the same 2019 itemized pricing.

The work includes but is not limited to:

- Marketing collaboration and planning and strategy for 2020 subscription;
- Development of the marketing communication plan for the diamond season
- Public relations/publicity;
- Media planning and buying;
- Facilitating surveys and advertising;
- Social media and digital marketing;
- Brand development and creative design;
- Database management, copywriting and content development;

Staff is recommending an eight (8) month extension to ensure the continuity of existing services and to align the end date with the contract for Creative Design Services for Markham Theatre (309-R-12). In 2020, staff will issue a RFP to consolidate both creative design and marketing services.

RECOMMENDATION

Recommended supplier	Interkom Inc. (Non-Competitive Procurement)	
Current budget available	\$ 0.00	530-534-5699 (Marketing Services)
Less cost of award	\$72,046.08	Total cost of award (Incl. of HST)
Budget remaining after this award	(\$72,046.08)	*

*The cost of award will be funded from the Manager, Marketing vacant position in account 530-534-3006 with an 8 month budget of \$78,222 (inclusive of benefits) and subject to Council approval of the 2020 operating budget. This position will not be filled at this time and the recommended supplier will carry out work associated with this position in 2020.

The savings of \$6,176.10 (\$78,222.00 - \$72,046.08) will be reported as part of the 2020 year end results of operations.

239-S-19 Marketing Services for Flato Markham Theatre**Page 2 of 2****RECOMMENDATION (Continued)**

Staff further recommends:

That the tendering process be waived in accordance with Purchasing By-Law 2017-8, Part II, Section 11.1 Non-Competitive Procurement, item (c) “where the extension of an existing contract would prove more cost-effective or beneficial and;

(h) “Where it is necessary or in the best interests of the City to acquire Professional Services from a preferred supplier or from a supplier who has a proven track record with the City in terms of pricing, quality and service.”

OPTIONS/DISCUSSIONS

Due to the absence of a marketing manager, Interkom Inc. is the ideal candidate to continue this work as they managed the theatre’s dynamic marketing portfolio during the last marketing transition in 2016 and again in 2018. Staff is satisfied with the level of service provided by the supplier, who has demonstrated a good understanding of the City’s requirements and processes.

OPERATING BUDGET AND LIFE CYCLE IMPACT

There is no incremental impact to the operating budget and life cycle reserve study.

ENVIRONMENTAL CONSIDERATION

N/A



Report to: General Committee

Meeting Date: January 20, 2020

SUBJECT: Extension of Ontario SPCA Contract
PREPARED BY: M. Killingsworth Ext. 2127
 C. Lehman Ext. 2131

RECOMMENDATION:

- 1) That the report entitled “Extension of Ontario Society for the Prevention of Cruelty to Animals (OSPCA) Contract” be received; and,
- 2) That Council approve a one year extension until March 31, 2021 with the Ontario SPCA for the provision of animal sheltering and control services; and,
- 3) That staff report back to Council with options for a new animal service delivery model to be implemented when the one year term is complete with the Ontario SPCA; and further,
- 4) That staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of this report is to:

- 1) Provide an update on recent legislative changes in Ontario related to Animal Protection;
- 2) Identify and explain changes to the Ontario SPCA enforcement model that will have an impact on the City, requiring a change to the provision of Markham’s Animal Services in 2021 and beyond.

BACKGROUND:

The City of Markham (the City) has a comprehensive animal services delivery model that includes enforcement of City by-laws, animal patrols, education and public outreach through community engagement opportunities, as well as wildlife rehabilitation services.

The Ontario SPCA has been providing the City with contracted animal services, including sheltering and enforcement patrols, for the past 10 years at a cost of approximately \$588,000.00 annually. The Ontario SPCA also operates the Cat Adoption and Education Centre (CAEC) at the Thornhill Community Centre on behalf of the City at a cost of \$100,000.00 annually. The current contract for both animal sheltering and enforcement and the CAEC operation expires on March 31, 2020.

As part of a separate contract, wildlife rehabilitation services are provided to the City by Shades of Hope Wildlife Refuge. This agency provides wildlife rescue, rehabilitation, and

education services at a cost of approximately \$40,000.00 annually. This partnership has been in place for 3 years and expires on December 31, 2020.

1) Recent Provincial Legislative Changes

In January of 2019, and in response to a constitutional challenge in Bogaerts v. Attorney General of Ontario, the Ontario Superior Court struck down the province's animal protection law enforcement regime, declaring that it was unconstitutional for the Ontario SPCA (as a private charity not subject to reasonable oversight measures) to enforce public animal protection laws.

The decision recognized a new principle of fundamental justice, declaring that under the Charter of Rights and Freedoms, it is unconstitutional for the province to assign police and other investigative powers to a law enforcement agency not subject to reasonable standards of transparency and accountability. The Ontario SPCA is not subject to freedom of information laws or the Police Services Act that apply to other law enforcement bodies.

The courts gave the province one year to develop a new animal protection regime. In March of 2019, the Ontario SPCA announced it would no longer be investigating cases of animal cruelty in Ontario as of June 28, 2019. In response, the provincial government appointed a Chief Inspector from the Ontario Provincial Police to provide interim oversight of animal cruelty issues within Ontario until the new legislation was finalized.

The provincial government appealed the decision and the appeal was heard in the fall of 2019. In November of 2019, the Bogaerts v. Attorney General of Ontario decision was overturned at Appeal Court, upholding the constitutionality of the provisions within the Ontario SPCA Act. Despite the overturning of the decision, the Ontario SPCA has advised City staff that the organization will not be involved in animal cruelty investigations or new animal control contracts in the future.

Subsequently, the Solicitor General introduced Bill 136, the Provincial Animal Welfare Services Act (PAWS Act) in the Ontario Legislature, which repeals the current Ontario SPCA Act and provides for increased regulations as they relate to animal welfare. The new PAWS Act received Royal Assent on December 5, 2019 and came into effect on January 1st, 2020. Oversight of the PAWS Act will be the responsibility of a provincially appointed Chief Inspector, with similar powers as per the previous Ontario SPCA Act. One of the main differences affecting municipalities is that any organization that is subject to Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) regulations, may appoint Inspectors and therefore enforce this Act's provisions. This framework does not confer the ability for the Ontario SPCA to appoint Inspectors under the PAWS Act, as they are not subject to MFIPPA regulations. However, this does mean the City may, in future, apply to have staff appointed as Inspectors who could enforce the regulations outlined within the PAWS Act.

2) Changes to Ontario SPCA Service Delivery Affecting Markham

At the August 21, 2019 meeting of the Municipal Liaison Committee attended by staff from Markham, Richmond Hill and the Ontario SPCA, staff were informed (by the Ontario SPCA) that in addition to not undertaking cruelty investigations, the agency was also considering moving away from enforcement services. This shift in business practice would include removing themselves from enforcement service contracts they have held with municipalities – including those they have with Markham and Richmond Hill. This move would allow the Ontario SPCA to focus on education, animal welfare, and sheltering services throughout the province.

In September of 2019, this information was verified by Deputy City Clerk Michael Killingsworth with senior officials of the Ontario SPCA. It was confirmed that the Ontario SPCA was indeed planning to remove itself from all municipal enforcement business as of April 1, 2020. It is expected that the Ontario SPCA will continue to provide sheltering services moving forward and will provide consulting services to enforcement agencies requiring assistance with animal removals, education, housing, and support services on a fee for service basis.

DISCUSSION:

Care and control of animals is a unique area of public service that contributes to current and future sustainability of the quality of life within the City. The timing of the Ontario SPCA's decision to extract itself from the enforcement services business is unfortunate. Nevertheless, with the expiration of the City's contract with the Ontario SPCA on March 31, 2020, the City must take action.

Staff have been investigating the City's options for the future of our animal service delivery, but given the time constraints with the contract end date, staff have approached the Ontario SPCA regarding a possible one year extension to our current animal services and sheltering contract.

Based on preliminary work conducted by staff, it has been determined that the municipal trend is moving towards in-house animal service delivery. The City of Markham remains one of the few municipalities of its size yet to implement this type of change in service delivery. In York Region specifically, the Town of Aurora began in-house patrol services in January of 2018, with the Town of Whitchurch-Stouffville implementing a similar program in January of 2019. The City of Richmond Hill has recently announced a partnership with the City of Vaughan which will provide animal services and sheltering effective December 1, 2019 for two years with the option to extend for two additional two-year terms. The cost to Richmond Hill will be \$450,000 for the first year, with three percent fee increases year over year for the remainder of the agreement term.

At a future meeting, Staff will report back with a more detailed review of alternative options for the City's animal services delivery, including an in-house model or a partnership with a neighbouring municipality. As part of this review, a comprehensive

municipal jurisdictional scan of animal services delivery models in the Greater Toronto and Hamilton Area will be completed by staff.

CONCLUSION:

The relationship between the Ontario SPCA and the City remains cooperative and has worked effectively over the past 10 years. Given the multiple changes to animal welfare legislation in Ontario, coupled with the substantial changes to the Ontario SPCA's business model, staff require further time to review, prepare, and implement a more sustainable animal services model.

Based on the success of the current partnership with the City and the potential to partner for sheltering services in the future, the Ontario SPCA has agreed to a one-time extension for animal control provisions, but will not commit to continuing this partnership past March 31, 2021. In the interim, staff recommend extending the current partnership with the Ontario SPCA for a one year term expiring on March 31, 2021.

FINANCIAL CONSIDERATIONS

It is expected that an increase of approximately \$60,000 will be required to secure a one year contract extension. This cost is expected to be offset through a vigorous approach to the recovery of Pet Licensing Fee revenue in 2020 and beyond. Staff will seek approval for a 2021 budget increase if required.

HUMAN RESOURCES CONSIDERATIONS

No impact for a one year contract extension.

BUSINESS UNITS CONSULTED AND AFFECTED:

The Finance and Legal Departments have been consulted in relation to this report.

RECOMMENDED BY:

Kimberley Kitteringham
City Clerk

Trinela Cane
Commissioner, Corporate Services



Report to: General Committee

Meeting Date: January 20, 2020

SUBJECT: Markham Environmental Sustainability Fund Review
PREPARED BY: Claudia Marsales, Senior Manager Waste and Management Community and Fire Services

RECOMMENDATION:

- 1) That the Report entitled “Markham Environmental Sustainability Fund (MESF) Fund Review “ be received; and,
- 2) That the Markham Environmental Sustainability Fund include a new funding program entitled the “Sustainable Neighborhoods Small Grant” program under the terms, conditions and approval process outlined in this report; and further,
- 3) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of this report is to provide an update on the Markham Environmental Sustainability Fund (MESF) and expand its mandate to include a Sustainable Neighborhoods Small Grant (SNSG) program.

BACKGROUND:

Council created MESF in 2002. The mandate of MESF is to assist the City with funding innovative and leading environmental initiatives, including pilot projects, which contribute to the sustainability and health of the natural environment and support Markham’s Greenprint, Energy Plan, Community Sustainability Plan and Zero Waste Diversion targets.

MESF applications were first received in 2004, following Council adoption of a process and criteria for application review.

Environmental Services Department staff reviewed all applications and made recommendations for approval to the Environmental Issues Committee (EIC), with ultimate approval by General Committee and Council.

All approved projects are expected to meet at least one of the following objectives:

- Project is a leading innovation (i.e. pilot project) that can be showcased by Markham;
- Project promotes education, understanding and participation in environmental sustainability in Markham;
- Project supports the City’s environmental policies and strategic plan.

MESF has funded 92 environmental projects since 2004

From 2004-2017, 71 external community projects were approved and provided funding totaling \$396,147. From the total funding provided, \$22,804 in unspent funds was returned by project applicants. In addition, MESF funded 21 internal City projects.

As currently structured, organizations eligible to apply for funding are: other levels of government, public agencies, Markham based community groups, schools and City staff.

The total annual MESF Fund was originally established at \$300,000, to be replenished through the annual capital budget process. In 2012, Council capped the fund at \$100,000 to be more reflective of actual expenditures. In 2013, Council directed \$25,000 of the funds to be dedicated to Zero Waste for School program which staff facilitates transitioning schools to Zero Waste. To date, over 42 of Markham's Elementary Schools has been transitioned to Zero Waste facilities.

External applicants include a wide range of organizations and groups: Ontario Streams; Markham schools; Youth Environment Network of York Region (YENYR); Boy Scouts groups; Markham Fair; Markham Lion's Club; North American Native Plant Society; Toronto and Region Conservation (TRCA); York University; Eco Watch Canada, 10,000 Trees for Rouge Valley; Knights of Columbus; Smart Commute; Pollution Probe; Friends of Thornhill Heritage Garden; Ontario Centre for Environmental Technology, Pomona Mills Park Conservationists; York Region Environmental Alliance.

Funding from MESF was also utilized for a number of large-scale City initiatives including: Anti-idling campaign, seed funding for the Markham Energy Conservation Office, Little Rouge Creek Masterplan, Solar projects, tree plantings, energy retrofits and the Green Roof symposium.

Additional internal staff projects include: Invasive Species Awareness, Water on Wheels (WOW) trailer and mini WOW, conversion of a gasoline utility vehicle to an electric vehicle, Styrofoam densifier, Big Belly Solar compact pilot project, community litter clean ups, replacement of the City underground parking lighting with energy-efficient bulbs, and several Zero Waste projects.

OPTIONS/ DISCUSSION:

Comprehensive audit of MESF completed

In 2017, staff undertook a complete review of MESF. Every external MESF project file was reviewed for completion and adherence to Council approved policies.

Project files were audited and checked for:

- Accounting of all spent funding
- Original copies of invoices (receipts)
- Project outcome and final reports received from approved applicants

Of the 71 external community projects that received MESF funding from 2004-2017, all were found to be in compliance.

2018 MESF Review

MESF has been in place for over 15 years. Considered to be leading edge and innovative at the time, communities across Canada established similar funding programs based on MESF including Vancouver, Saskatoon, Ottawa and Toronto.

Based on Markham's MESF program, the City of Vancouver developed 'The Greenest City Fund' to help Vancouver achieve their goal to make Vancouver the greenest city in the world by 2020. From 2012-2018, they have funded \$2.75 million to over 1,000 projects in partnership with the Vancouver Foundation:

- 885 Greenest City – Neighbourhood Small Grants
- 119 Greenest City Grants

In late 2018, the Environmental Issues Committee held a workshop to review MESF to ensure its mandate is still relevant and aligned with other City funding programs.

The recommendation of the Environmental Issues Committee was:

- (i) To continue the MESF program as is (i.e. internal and external program); and**
- (ii) To create a new community funding opportunity under MESF to be called the “Sustainable Neighborhoods Small Grant” (SNSG) program.**

The Sustainable Neighborhoods Small Grant (SNSG) program

The purpose of the Sustainable Neighborhoods Small Grant will be to support small scale, resident led sustainability projects within the City of Markham that focus on:

- (i) Reduction of community's greenhouse gas (GHG) emissions in support of the Municipal Energy Plan target of net zero energy emissions by 2050;
- (ii) Enhance the health and resilience of our ecosystem and natural environment;
- (iii) Attain our Zero Waste targets with a focus on the reduction of Single Use Plastics;
- (iv) Support efforts to be a Monarch-butterfly Friendly City;
- (v) Water Conservation.

Examples of SNSG projects include: projects to get more people to walk, bike, bus, or carpool, organize a neighbourhood 'walk to school' group; bike repair clinics, clothing exchange events; tool sharing program; organize free sewing and mending workshops; build a Little Free Library to exchange books; neighbourhood litter clean-ups, adopt a location and clean-up cigarette waste; form a group to remove posters from public spaces, plant a butterfly garden, collect glass jars for fats and grease and hand them out in your neighborhood. etc.

The primary benefit of the SNSG funding will be to support and empower residents to undertake their own green actions and engage the neighborhood in taking action to help Markham go green – in their homes and gardens, on the road, at work, and in the community.

Markham utilized this model with great success for Canada 150 grants.

Markham residents will be able to apply for small grants of up to a maximum \$500 per project. For the 2020 funding year, it is recommended that \$10,000 will be allocated from the current MESF budget for SNSG projects.

SNSG criteria:

- Must be a resident of Markham.
- Applicants can apply for one SNSG project per year.
- Two applicants living in Markham but from different households are required on every application. Both applicants are responsible for managing the grant money.
- Project must be free, accessible and welcoming to all.
- May not profit financially from the project. Registered organizations and businesses are not eligible to apply. These grants are specifically for individuals and small volunteer-based neighbourhood/community groups.
- Project must begin after the grant decision is made; Projects are not supported retroactively.
- While some projects may continue year-round, it is expected that the grant is spent by November 30 in the funding year.

The Sustainable Neighborhoods Small Grant Program Applicant's Guide and Application Form will be posted on the City's web site. (Attachment #1)

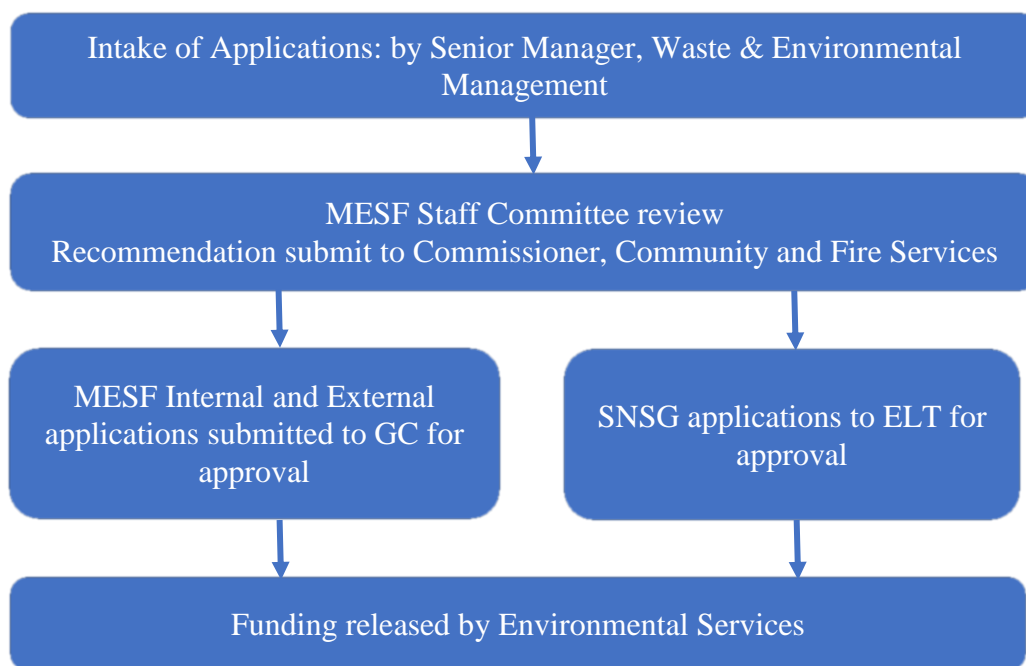
MESF and SNSG Approval Process

In 2020 an MESF Staff Committee will be created to review all MESF (internal and external program) and SNSG applications. Staff from the Waste & Environmental Management Department will compile applications to be reviewed by the MESF Staff Committee. The Committee will have staff representation from a cross section of City Departments and include:

- Environmental Services: Senior Manager Waste and Environmental Management,
- Environmental Services: Water Conservation Program Specialist
- Operations: Parks Planner – Operations, Manager Business Planning & Innovation
- Sustainability and Asset Management: Sustainability Coordinator
- Recreation: position to be determined
- Economic Growth, Culture & Entrepreneurship: position to be determined
- Additional internal subject matter staff will be consulted as required.

The approval process for the two applications are as follows:

MESF & SNSG APPLICATION APPROVAL PROCESS



Follow up with all grant recipients will occur to ensure project completion and to request information on results and photographs/videos for sharing on the City website.

Summary

Markham will continue with the existing MESF program with the creation of a new community funding opportunity called the “Sustainable Neighborhoods Small Grant” (SNSG) program.

Attachment 1 and 2 outlines the criteria of the two programs, as highlighted below:

Item	MESF Internal/External Program	Sustainable Neighborhoods Small Grant Program (SNSG)
Who can apply	Outside organizations City of Markham Departments	Residents of Markham
Amount Eligible	Maximum \$10,000 per project per year	Up to maximum \$500
Available budget	\$65,000 / Year (as required)	\$10,000 / Year (as required)
Application	February deadline – fund award in Spring September deadline – fund award in Fall	April deadline – fund award once a year
Approval authority	General Committee	Executive Leadership Team (ELT)

The MESF will continue to contribute to the sustainability and health of the natural environment and support City's Municipal Energy Plan and Building Markham's Future Together, with alignments to York Region's Smart 4 Living Plan and City's Zero Waste Diversion targets.

FINANCIAL CONSIDERATIONS

Funding for MESF projects is provided in the amount of \$100,000, to be replenished through the annual capital budget process. \$25,000 of the Fund is dedicated annually to Zero Waste programs in City schools and if approved, \$10,000 for the SNSG. The current balance in the MESF reserve fund is \$84,046. The reserve fund will be topped up to \$100,000 through the 2021 budget process.

HUMAN RESOURCES CONSIDERATIONS

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

BMFT goals, Greenprint, Markham's Community Sustainability Plan, Municipal Energy Plan, Zero Waste Diversion strategy

BUSINESS UNITS CONSULTED AND AFFECTED:

Not applicable

RECOMMENDED BY:

Phoebe Fu
Director, Environmental Services

Brenda Librecz
Commissioner, Community & Fire Services

ATTACHMENTS:

Attachment 1 – Markham Environmental Sustainability Fund SNSG Applicant Form
Attachment 2 - Markham Environmental Sustainability Fund Applicants Guide



101 Town Centre Boulevard
Markham, Ontario L3R 9W3

Markham Environmental Sustainability Fund

Sustainable Neighborhoods Small Grant Program

Applicant's Guide and Application Form

Attachment "1"

What is the SNSG?

Climate change affects everyone and we must all play our part. Community leadership alongside individual action are essential to success and we will make better progress if we are prepared to take responsibility and work together.

Sustainable Neighborhoods Small Grants (SNSG) is a new funding program under the Markham Environmental Sustainability Fund. The purpose of the Sustainable Neighborhoods Small Grant is to support small scale, resident led sustainability projects within the City of Markham that: reduce the community's carbon footprint, enhance the health and resilience of our ecosystem and natural environment.

Who can apply?

- Must be a current resident of Markham.
- Two Markham residents, each from different households are required on every application. At least one applicant must be 18 years of age.
- Residents can apply for one Sustainable Neighborhoods Small Grants project per year.
- The project must be free, accessible and welcoming to all. You may not charge entrance fees, request donations, or fundraise for other projects and/or organizations.
- You may not profit financially from the project. Registered organizations and businesses are not eligible to apply. These grants are specifically for individuals and small volunteer-based neighborhood/community groups.
- You must begin your project after the grant decision is made. Projects are not supported retroactively.
- While some projects may continue year-round, it is expected that your grant is spent within 12 months of approval.
- For-profit organizations are not eligible
- Youth-led or youth centric projects are strongly encouraged.
- At the completion of the project all grant recipients must provide project photo or video and submit a post project report.

How does it work?

Small grants of up to a maximum \$500 are available for residents of Markham to develop projects that support Markham's Green Print and other Council approved environmental initiatives such as Zero Waste and Monarch-butterfly Friendly City.

For the 2020 funding year, \$10,000 has been allocated for SNSG projects from the MESF program.

What types of projects qualify for the grant?

Each project must support actions that contribute to reducing Markham's carbon footprint.

Green Energy & Transportation

Examples include: Develop a project to get more people to walk, bike, bus, or carpool. Organize a neighbourhood 'walk to school' group; Offer bike repair clinics. Use Crowdfunding to raise funds for projects that reduce CO₂ in the community.

Zero Waste & Reducing Single Use Plastics

Examples include: Clothing exchange events; Tool sharing program; make your next celebration a Zero waste event; Organize free sewing and mending workshops; Build a Little Free Library to exchange books; Build a backyard composter - keep organics within the same area code where the food was originally grown or consumed.; Host a 'retro' Tupperware party; Film a documentary on plastics and show it at your school or workplace

Keeping Markham Beautiful

Examples include: Pick up and recycle litter from a local outdoor space. Organize a hike or nature walk with friends, and bring bags to collect litter along the trails. Adopt a location and clean-up cigarette waste; Form a group to remove posters from public spaces.

Protection of Natural Species and Habitat

Examples include: Create a children's nature garden-label plants and trees, and schedule guided tours. Create a butterfly garden.

Water Conservation

Examples include: Collect glass jars for fats and grease and hand them out in your neighborhood; install a rain barrel; update your irrigation system;

When is the Application Deadline?

Funding is awarded once a year. THE DEADLINE FOR APPLICATIONS IS APRIL 21.

What is the Approval Process?

The MESF staff committee will review applications in May of each funding year and make funding recommendations to the Executive Commissioner of Community and Fire Services.

Final funding decisions will be made in May of each year. All successful applicants will be notified by e-mail. Payment of the approved grant usually follows within about two weeks. Projects must begin upon grant being awarded.

The City of Markham will post a list of approved projects funded under the SNSG Grant on its web site and report to Council on an annual basis.

What is the Evaluation Criteria?

Staff will review and assess applications through scoring and discussion, and make funding recommendations including grant amount and conditions. Recommendations will be made based on the following criteria:

- **Impact:** How well does the proposal identify a need, propose a solution and clearly state the hypothesis in terms of levers of change and potential to measurably advance one or more of Markham's sustainability goals?
- **Realistic:** Does the proposal offer a realistic plan for achieving its goals and objectives? Are the costs/timeframe reasonable?
- **Community Engagement:** Does the project involve those affected by the proposed work and increase the skills and assets of Markham residents, where possible?
- **Community Benefit:** Is the project inclusive and have the capacity to benefit all City of Markham residents?
- **Learning & Knowledge Transfer:** Is there a plan and willingness to share findings and lessons with neighborhood organizations and members?

Grant Amount and Budget

Please consider the following when calculating your project budget:

- Grant requests must be under \$500.
- Grant money may be used to pay people for services (also called honorariums). An honorarium is a small fee paid to someone for their in-kind skills or knowledge contributions. Total honorarium(s) may not be more than \$100 per project.
- When creating a project budget, you should determine the actual cost of items to be used, and think resourcefully about how to obtain materials through borrowing or donations.
- You are responsible for keeping expense receipts to account for all project costs.

How do I apply?

- | | |
|--------|--|
| Step 1 | Carefully review these guidelines to ensure your group is eligible. |
| Step 2 | Speak with the Senior Manager of Waste & Environmental Management 905-477-7000 3560 |
| Step 3 | Prepare any supporting information , such as illustrations and maps and attach them to the application form. Sufficient and complete information must be provided with the application. |
| Step 4 | Submit your application , forms are available on the City website: |



101 Town Centre Boulevard,

Form

Markham, Ontario, L3R 9W3

Markham Environmental Sustainability Fund Applicant's Guide and Application

Attachment 2

What is the MESF?

The MESF is a municipal program that funds innovative and leading environmental initiatives that contribute to the sustainability and health of the natural environment. The fund provides financial resources for projects in Markham that promote environmental responsibility and enhance the protection of the Markham's natural resources. The

purpose of the fund is to provide demonstrable, widespread and lasting environmental benefits to the Markham community.

Who Can Apply?

Eligible organizations include: other levels of government, public agencies, school boards and Markham Community Groups including: Markham-based community ratepayer

associations and local organizations, such as conservation groups, Scouts, etc.

Multi-jurisdictional groups, such as NGOs, or other organizations may be considered if there are clearly demonstrable benefits in the City of Markham, conditional on such groups working with a local Markham community group.

A maximum of 3 schools may receive funding per funding cycle, to a maximum of \$5,000 each. Schools **must** be “Zero Waste” Schools (have an organic waste program) to be eligible starting in 2013.

Individuals and “for profit” organizations are not eligible. Any project that results in a direct financial private benefit to the fund recipient is not eligible.

What are the Program’s Requirements?

Applications will be considered by the staff review committee for recommendation to Markham Council. The following objectives shall be considered when reviewing applications:

- the project is a leading environmental innovation (i.e. pilot project) that can be showcased by the City of Markham;
- the project promotes education, understanding and participation in environmental sustainability in the City of Markham; and,
- the project supports Markham’s environmental policies and strategic plan

Projects will be expected to meet at least one of these objectives, if not more.

Applications that do not meet any of these criteria will not be approved.

What are the Community Funding Criteria for an Application?

- projects must be within the City of Markham and initiated by members of the City of Markham Community, or City of Markham Community Groups;
- applicants can request a maximum of \$10,000 from the MESF per project per year;
- applicants may only apply once a year, for projects that will be completed within that same one-year time frame (12 months from issuance of cheque);
- only materials and equipment costs (not consulting services) are eligible for funding from the MESF;
- the project should have measurable results;
- the project should have demonstrable, widespread and lasting environmental benefits for the Markham community;
- any groups that received funding for projects which have not been completed and reported on are not eligible for future funding; and
- funding will not be granted where projects have been commenced.

What are some Suggested Projects?

- energy efficiency initiatives / pilot projects
- climate change and carbon reduction initiatives
- clean air awareness activities and initiatives
- water management promotion
- green roof promotion and implementation
- downspout disconnection/rain barrel program
- wildlife habitat restoration/naturalization activities
- water conservation/efficiency initiatives
- natural features study update/implementation
- environmental and natural gardening promotion and information
- clean-up activities
- environmental management activities
- school environmental projects

When are the application deadlines?

Funding is awarded twice each year - in Spring (February application deadline) and Fall (September application deadline). For specific dates please refer to the website or contact the Senior Manager, Waste and Environmental Management.

How Do I apply?

- Step 1 **Carefully review these guidelines** to ensure your group is eligible.
- Step 2 **Speak with the Senior Manager, Waste and Environmental Management** about your proposed application.
- Step 3 **Prepare any supporting information**, such as illustrations and maps and attach them to the application form. Sufficient and complete information must be provided with the application.
- Step 4 **Submit your application** to the Senior Manager, Waste and Environmental Management, City of Markham, Ontario, L3R 9W3. Telephone 905-477-7000, Email cmarsales@markham.ca.

Application Checklist

Please ensure that your application is complete. Are the following included in your submission?

- A complete and signed application form, including all budget and funding details
- All supporting documentation such as a map, species list, etc.
- Consent letter from registered owner, if applicable

What will happen next?

The staff review committee will review all applications taking into account the established objectives and criteria described above. They may choose to grant the right to the applicant to present their proposal, if requested. They will determine which projects should be funded and how they should be funded (in a single payment or in phases) and make a recommendation to General Committee/Council.

How will I be notified?

A letter of acknowledgement will be sent upon receipt of an application. If your project is approved for funding, you will be contacted. If your application is not approved, you will be informed in writing.

What happens after the Project is completed?

Upon completion of the project and no later than 12 months from delivery of the funding, you are required to submit your project report. Include a project report and photos so we can review and promote your project, together with the completed consent forms permitting use of your photographs by the City (copy attached).

What does a Project Report Contain?

- accounting of how all funding has been spent
- original copies of paid invoices
- description of the success/any shortfalls of the project
- photographs for review and promotion of the project
- completed consent form for use of photographs

A project format will be provided to assist you in preparing the report

Application Form

Group Information

Name			
Address			
Phone		Fax	
Email		Website Address	
Charitable/Non Profit Organization registration # (if applicable)		Our Group has a bank account in the name of our organization Yes No	

Briefly describe what your group does:

--

Projects Contacts

Name		Name	
Title		Title	
Phone (work)		Phone (work)	
Phone (home)		Phone (home)	
Email		Email	

Project Summary

Title			
Location of Project			
Name of Registered Owner of the Lands			
Address of Registered Owner of the Lands			
Contact Name for Registered Owner of the Lands			
Phone # Registered Owner of the Lands		Duration (months, maximum 12 months)	
Request for	Spring Funding	Fall Funding	Either
Start Date of Project		End Date	

Please describe which of the following objectives your project meets and how:

- ❖ The project provides demonstrable, widespread and lasting environmental benefits for the community;
- ❖ The project is a leading environmental innovation that can be showcased by the City of Markham;
- ❖ The project promotes education, understanding and participation in environmental sustainability in the City of Markham; and;
- ❖ The project supports the City's environmental policies and strategic plan.

Please provide a detailed description of your project in the following space. Please attach additional pages if necessary to fully explain your project. This description should include:

- ❖ Purpose for the project
- ❖ Description of the Project Team
- ❖ What will your project accomplish? (include workplan with timelines)
- ❖ Who will maintain and monitor the project after completion? (please provide contact information)
- ❖ What are the measurable benefits of this Project?
- ❖ How will you promote the MESF fund with this project?
- ❖ Describe other funding sources/in kind support
- ❖ How will the benefits to the environment and your community be maintained after your project has been completed?
- ❖ Will there be an educational sign component. If so, please describe

Please also provide a cost summary including (please use attached budget forms on pages 4 and 5 to this application to provide details of the costs)

Total Project Cost		Amount requested from the MESF	
Amount from other sources		In-Kind support hours	

APPLICANT'S SIGNATURE

[illegible]

Total			

BUDGET FORM

[illegible]

Other Expenses

Other Expenses					
(e.g. Printing Brochures)	100	0.50	50.00	25.00	25.00

Total					

How did you organization hear about the MESF? (Please check one)			
Markham Website ____	Newspaper advertisement ____	Word of mouth ____	Other ____
<p>Upon completion of this Project please submit your project report, as well as original invoices, photos and records to Senior Manager, Waste and Environmental Management, City of Markham, 101 Town Centre Boulevard, Markham, Ontario, L3R 9W3. Telephone 905-477-7000. cmarsales@markham.va. Photos may be posted on Markham's website.</p>			

Applicant's Signature

I hereby make application for funding from the Markham Environmental Sustainability Fund, declaring that all information contained herein is true and correct and acknowledging that the City of Markham will assess this application based upon the information contained in this application.

If approved for funding I further acknowledge and agree:

1. to comply with all relevant policies and secure all permits required for this project and acknowledge that the City bears no responsibility or has any liability in any manner with respect to this project.
2. that the City reserves the right to review communications and communication materials to be presented to the public to ensure compliance with City policies, including the City's Communication Standards.
3. to promote the Markham Environmental Sustainability Fund on any communication materials, or signage associated with this project and will provide a detailed report on the project outlining how the funds were used to support the project upon completion of the project and no later than 1 year from receipt of the funding.
4. to allow the City of Markham to use the project name and any images associated with the project to promote the Markham Environmental Sustainability Fund.
5. to return all unspent funds to the City of Markham upon completion of the project.

-
6. that there shall be no personal benefit directly, or indirectly, from this funding and I will notify the City of any conflict of interest situation should it arise in carrying out of the project.
 7. that the City is not a partner with the MESF recipient.
 8. to permit the City of Markham to claim ownership of greenhouse gas emission reductions, which resulted from the project.

Signature

Title

Printed Name

Date

In the event the Registered Owner of the lands is an entity other than the City of Markham, a letter must accompany the application stating that: the Owner consents to this application; acknowledges that the proposed project complies to all its applicable policies and requirements; and, that the writer has the authority to give its consent.

Submission of this application form does not guarantee approval of your application.

Personal information contained herein is subject to the Municipal Freedom of Information Act and the Personal Protection and Electronic Documents Act. The information collected may be used for promotional purposes. Completion of this form constitutes consent by the applicant to

OFFICE USE ONLY				
Date Application Received		New Applicant?	Yes	No
Approved/Not Approved	Yes	No		
Acknowledgement Letter Sent?	Yes	No	Date Sent	
Letter of Approval or Rejection Sent?	Yes	No	Date Sent	
Final Report Received?	Yes	No	Date Received	
Photos Received?	Yes	No	Date Received	
Consent for Photographs received	Yes	No	Photos posted on website?	Yes No

these terms and uses.

Markham Environmental Sustainability Fund

Photo Consent and Release Form

I, _____ hereby permit
and authorize the (*Print in full – first, middle initial & last name*)
City of Markham (the “City”) to take my photograph/image.

I acknowledge and agree that the City may publish or use the image for any City purposes by any means whatsoever including, but not limited to electronic or digital means. I acknowledge that the City may not be able to control the distribution or use of the image by other than City representatives.

I agree that this Consent and Release is given in perpetuity and for no consideration, credit, acknowledgment or financial recompense, now and in the future.

I hereby hold the City harmless for any claims, actions, debts, damages, injuries or losses that may arise or be incurred as a result of the taking, use, publication or distribution of the image and I agree to indemnify the City against any third party claims, actions, damages, injuries or losses brought or assessed against or incurred by the City for the use of the image(s).

Contact Information					
Signature		Date			
Address					
City		Province		Postal Code	
Telephone			Email		
City of Markham:					
City Representative		Date			



Building Markham's Future Together 2020-2023 Strategic Plan

General Committee Meeting

January 20, 2020



Background

- In Spring 2019 Council and Senior Staff worked to refresh Markham's Strategic Plan
- Fall 2019 - undertook community engagement, including surveys, focused youth component and community meetings. Used City's new platform, Your Voice Markham, to survey residents & stakeholders – received 6,600 visits to the project site
- More than 1,800 surveys completed and results confirmed the refreshed Goals, Goal Statements, Objectives and Key Actions were consistent with what respondents believe is important over the next four years
- We undertook a focused youth engagement
- Key priorities identified – neighbourhood partnership strategy, advocating for rapid transit and leveraging new technologies
- Metrics have been developed for the BMFT Goal Areas and will be reported on a regular basis to show progress towards Goals

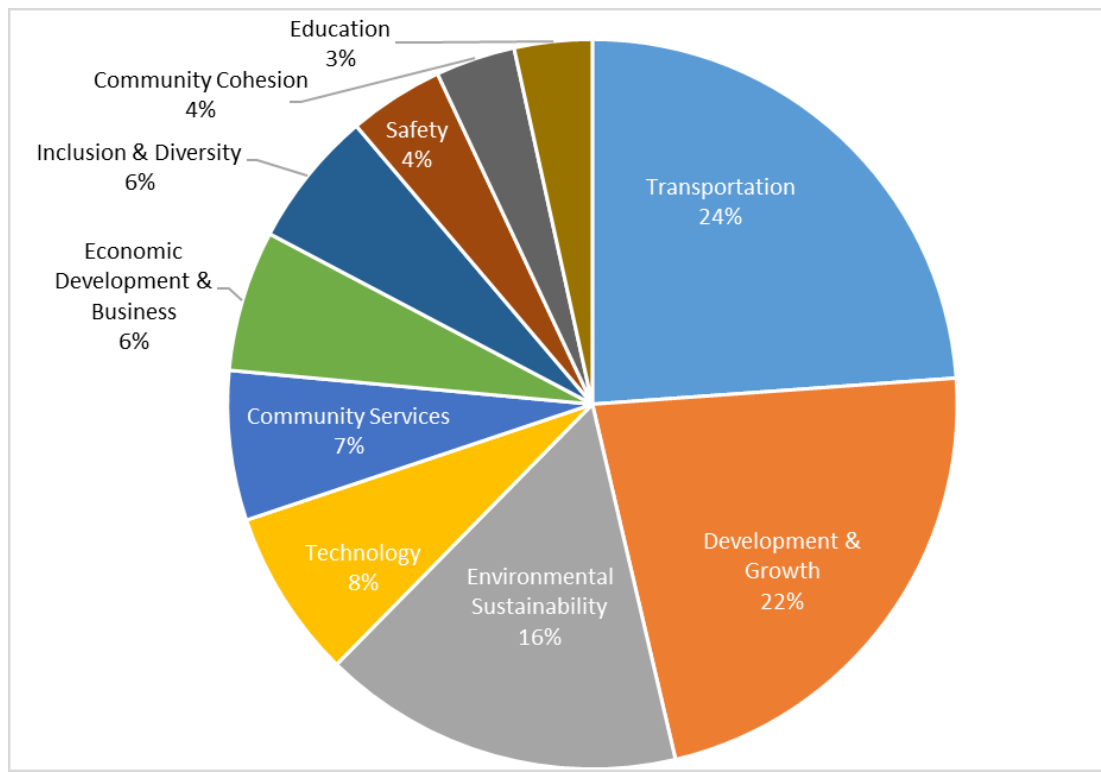




Results of the Public Engagement Campaign



Common Themes for “What Will Markham Look Like in 10-20 Years” by Percentage of Categorized Comments



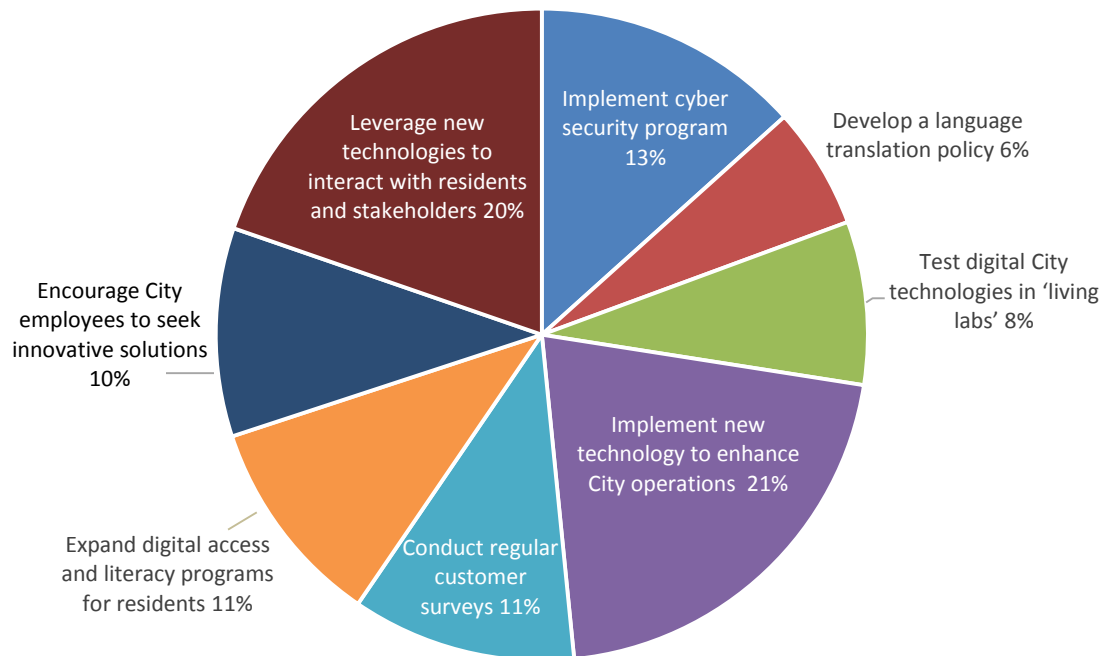


BMFT Overall Priorities

Priority Action	Total Responses
Implement a Neighbourhood Partnership strategy and “Good Neighbour” program	1208
Advocate for rapid transit, including Yonge Street subway	1182
Leverage new technologies to interact with residents and stakeholders	1088
Expand the Community Hub concept across the City	1088
Leverage 'smart city' technologies to improve efficiencies	1049
Adopt and implement an Economic Growth Strategy	1048
Implement local transportation solutions	1036
Create a Community Events Strategy	937
Plan for a Civic Square / community gathering place	914
Identify a Strategy to Fund Resource Requirements	822



Priority Ranking by Percentage:
Please select the actions you would like the City to consider taking to improve Exceptional Services by Exceptional People.

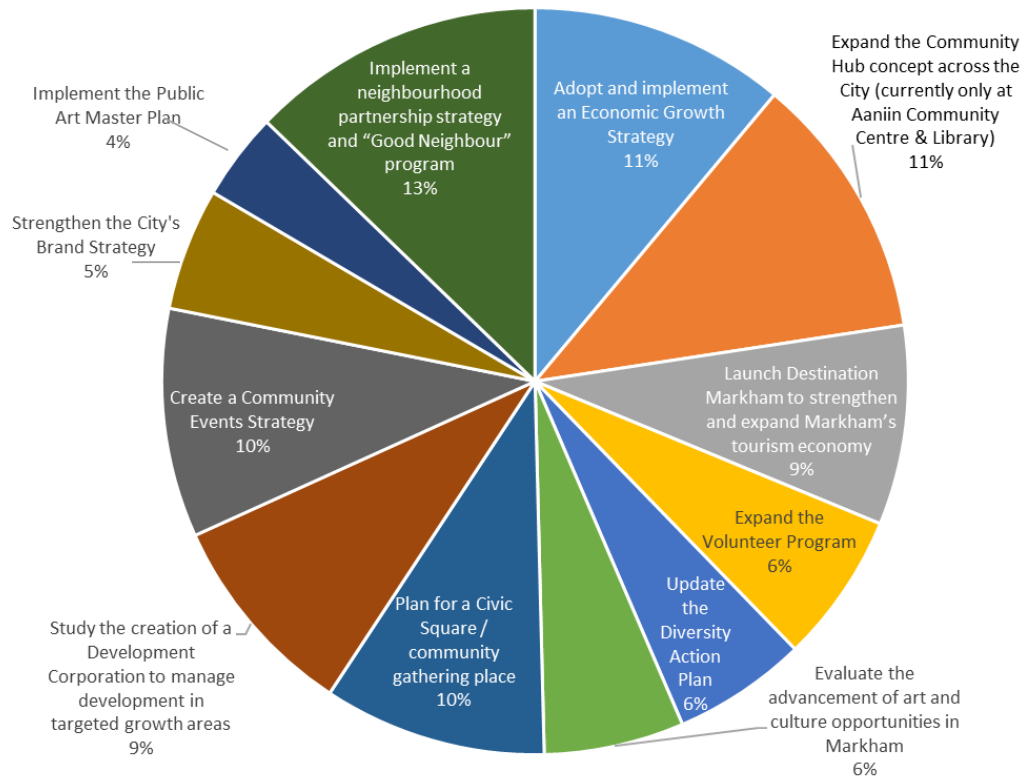




BUILDING MARKHAM'S FUTURE TOGETHER

2020 – 2023 Strategic Plan

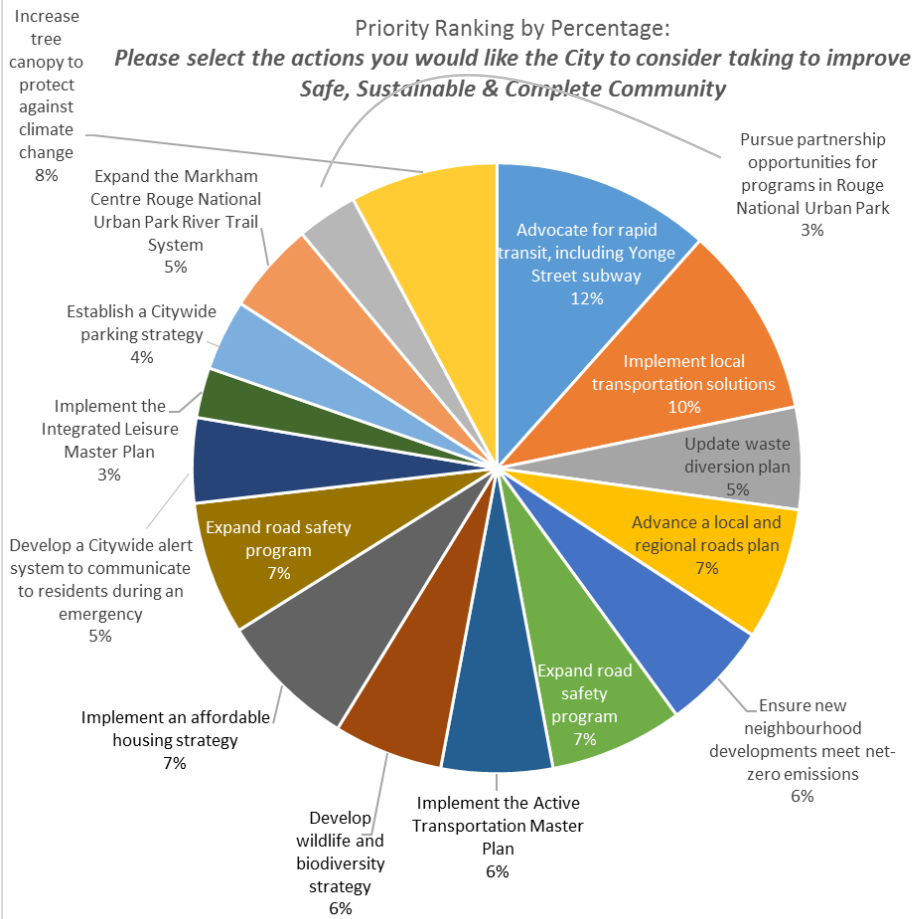
Priority Ranking by Percentage:
Please select the actions you would like the City to consider taking to improve 'Engaged, Diverse, Vibrant & Thriving Community'.





BUILDING MARKHAM'S FUTURE TOGETHER

2020 – 2023 Strategic Plan



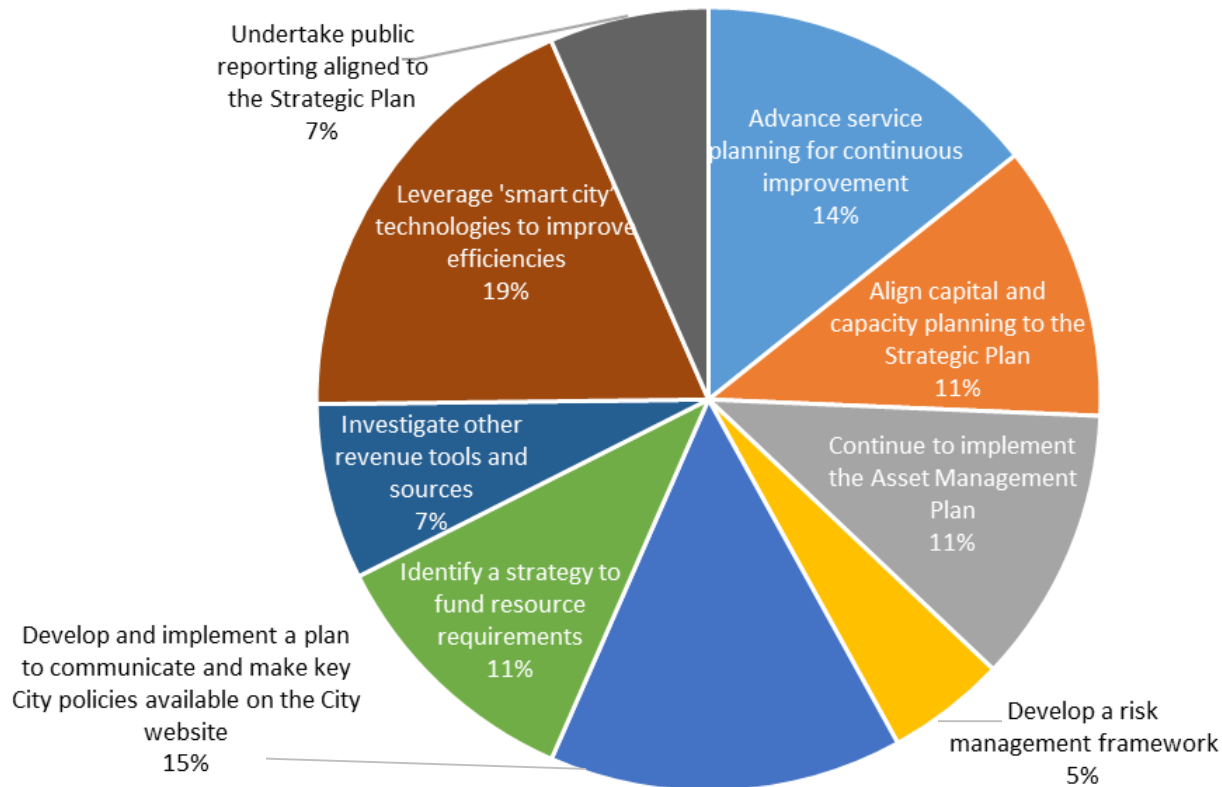


BUILDING MARKHAM'S FUTURE TOGETHER

2020 – 2023 Strategic Plan

Priority Ranking by Percentage:

Please select the actions you would like the City to consider taking to improve Stewardship of Money and Resources.





Recommended BMFT Strategic Plan



BUILDING MARKHAM'S FUTURE TOGETHER: GOALS



GOAL 1: Exceptional Services by Exceptional People

GOAL 2: Engaged, Diverse, Thriving & Vibrant City

GOAL 3: Safe, Sustainable and Complete Community

GOAL 4: Stewardship of Money and Resources



GOAL 1: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.

STRATEGIC OBJECTIVES

- Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.
- Leverage leading technologies to enable city building and evolution / transformation of our services.
- Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.



Youth and students help build Markham's future today



Metrics

- Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2-4 years)
- % of transactional services that are provided and received on-line
- Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every two years)
- Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)



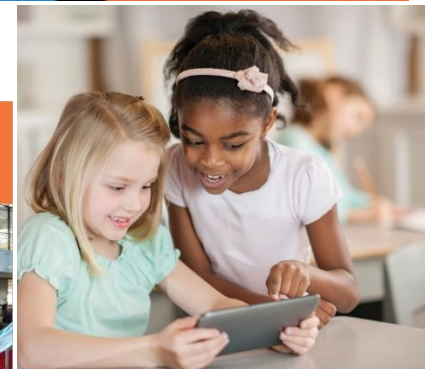
GOAL 2: ENGAGED, DIVERSE, THRIVING & VIBRANT CITY

We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.

We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

STRATEGIC OBJECTIVES

- Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.
- Support arts, culture, recreation and sport to enrich the fabric of our communities.
- Build Markham as the best place to live, invest, work, and experience rich diversity.



METRICS

- Overall quality of life in Markham (every 4 years)
- # of visits to our municipal arts, recreation, library, sporting venues.
- Gross sq.ft. of office space constructed in Centres and Corridors (annual)



GOAL 3: SAFE, SUSTAINABLE AND COMPLETE COMMUNITY

We strive to achieve complete communities with an excellent quality of life.

We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.

STRATEGIC OBJECTIVES

- Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.
- Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.
- Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.
- Protect and enhance our natural environment and built form.



METRICS

- Maintain or Increase % of residents that rate Markham as a safe place to live (every 4 years)
- % of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk and cycle, other (every 5 years)
- Waste Diversion Rate (curbside and depots) (annual)
- Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)
- % reduction of Citywide GHG emissions (goal net zero by 2050) (every 2 -4 years)



GOAL 4: STEWARDSHIP OF MONEY AND RESOURCES

We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery

STRATEGIC OBJECTIVES

- Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.
- Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.
- Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.



METRICS

- % residents rating overall programs and services received as Very Good/Good value for tax dollar paid (every 2- 4 years)
- Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)
- Net City of Markham Operating Cost per Household (annual)
- Non-Residential Property taxes (as a % of total property taxes levied)



BMFT Community Engagement Campaign

- Campaign Timeline: February to April, 2020
- Goals:
 - Educate & inform key audiences about Markham's new Strategic Plan
 - Encourage key audiences to learn more about our progress by signing up for eNews
- Strategy:
 - Mix of new/digital & traditional tactics
 - Integrated, multi-channel and targeted communications
 - Clear, simple language with compelling visuals



Recommendations:

1. THAT the report entitled Building Markham's Future Together (BMFT) Strategic Plan 2020 – 2023 be received;
2. AND THAT the Building Markham's Future Together 2020 – 2023 Strategic Plan attached as Appendix A, be endorsed for adoption by the City;
3. AND THAT the summary of the Community Engagement program outlined in Appendix B be received;
4. AND THAT Staff report annually on the status of Building Markham's Future Together 2020 – 2023 Strategic Plan.
5. AND THAT Staff be authorized and directed to do all things necessary to give effect to this resolution



Report to: General Committee

Meeting Date: January 20, 2020

SUBJECT: Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan

PREPARED BY: Meg West, extension 3792
Andrea Cecchetto extension 4997
Andrea Berry extension 7520

RECOMMENDATION:

1. That the presentation entitled "Building Markham's Future Together (BMFT) 2020 - 2023 Strategic Plan" be received; and,
2. That the report entitled "Building Markham's Future Together (BMFT) 2020 - 2023 Strategic Plan" be received; and,
3. That the "Building Markham's Future Together 2020 – 2023 Strategic Plan" attached as Appendix A, be adopted by the City; and,
4. That the summary of the Community Engagement program outlined in Appendix B be received; and,
5. That Staff report annually on the status of "Building Markham's Future Together 2020 - 2023 Strategic Plan"; and further,
6. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

- In 2019, Council and Senior Staff, through a series of training and education sessions open to the public, refreshed the City's Strategic Plan - Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan.
- The Community Engagement Program and the City's new community engagement platform Your Voice Markham (YVM) fostered citizen participation and received 6,600 visits to YVM.
- More than 1,800 residents, business owners and other stakeholders responded to the survey which confirmed that the refreshed Goals, Goal Statements, Objectives and Key Actions identified are consistent with what residents, business owners and other stakeholders believe is important for the City over the next four years.
- As part of the Community Engagement Program, the City undertook a youth engagement to drive youth to register on YVM and complete the survey.
- Findings from the BMFT survey showed that neighbourhood partnership strategy, advocating for rapid transit and leveraging new technologies were key priorities.
- Metrics have been identified for the four BMFT Goal Areas and will be reported out on a regular basis to show achievements and progress towards each Goal.

PURPOSE:

The purpose of this report is to present the recommended Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan for Council for adoption and to report on the findings of the public engagement program that was undertaken to inform this plan.

BACKGROUND:

All public and private sector organizations use strategic plans as blueprints for priority actions to guide decision makers to achieve the desired outcomes identified by their stakeholders.

BMFT is the blueprint which informs Council decisions and departmental business plans to assure the future success of the City. At the start of each new Council term, municipal Councils and Staff revisit the strategic plan to confirm City goals and objectives, and identify key priorities for the term.

In 2007, Mayor Scarpitti's first Council term, Council and Senior Staff developed Building Markham's Future Together Strategic Plan (BMFT). The Plan has been reviewed at the beginning of each new term of Council, and a major update was undertaken in 2015. The Plan has served the City well to guide both strategic initiatives and service priorities.

In April, May, July, September, and November 2019 Markham Council and Senior Staff participated in a number of training and education workshops, working together to refresh and re-focus the priorities of the City's Strategic Plan.

The sessions provided Council with an opportunity to discuss and refine the Goals and Goal Statements, Strategic Objectives, Key Actions and Initiatives, and identify measure of success for each Goal.

On September 16, 2019, General Committee received the consolidated summary of the training and education sessions work and endorsed the proposed approach to engage the community and obtain feedback on the refreshed strategic plan.

OPTIONS/ DISCUSSION:

Based on the results of the Council and Senior Staff training and education workshops and feedback from the community engagement program, the revised goals and goal statements are as follows:

Goal 1: Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Goal 2: Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*

We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Goal 3: Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Goal 4: Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

A number of Key Actions are proposed under each Goal Statement (See Appendix A). These Key Actions formed the basis of the survey used to solicit stakeholder feedback as part of the Community Engagement Program.

Community Engagement Program – Going to Where the People Are and a new community engagement platform fostered citizen participation

The September 16th General Committee decision included a direction to Staff to provide engagement opportunities across the City commencing with a kick-off event on September 23rd and concluding the engagement on November 1st. The Program's goal was to solicit feedback from a broad cross-section of residents, businesses and other stakeholders/ interested parties. The community engagement program was developed to inform, educate and provide opportunities for input on Building Markham's Future Together 2020 – 2023 Strategic Plan.

Public feedback was obtained through a leading community engagement platform (Bang the Table) used by many municipalities and government agencies across Canada and the United States. The City launched Your Voice Markham (YVM) in March 2019 and at the commencement of the BMFT engagement the City had more than 900 subscribers and 9,300 visitors to the platform. At the conclusion of the engagement, these numbers had risen to 1,838 and 20,500 respectively. The platform, which provides a translation option asked visitors to prioritize key actions that will guide the work of the City from 2020 – 2023.

A robust communications plan was developed to drive all interested parties to Your Voice Markham. The aim of the communications plan was to expand awareness of the Strategic Plan across all our diverse communities. The communications plan included: detailed content on the City's website; email blasts to all recreation and culture program registrants, community/business organizations and library patrons; paid and organic social media; print and online ads, including Chinese and Tamil translations in community newspapers; City electronic information boards and marquees across all facilities and on one Metrolinx digital billboard on Highway 407; and shareable content for use by Council and Staff in newsletters and on social media.

A contest was also used to encourage visitors to sign up for the Your Voice Markham platform, and to complete the survey. The intent was to increase the number of subscribers to Your Voice Markham in order to expand our reach for future engagement initiatives, and to update survey participants with the BMFT consultation results.

Community engagement meetings were held between September 23rd and November 1st, 2019. These included:

- Open House at the Markham Civic Centre - September 23rd
- Applefest and Markham 225 Celebration - September 28th
- Seniors' Advisory Committee Health Fair - October 17th
- Twitter Town Hall - October 24th

-
- Markville Mall and First Markham Place - October 26th
 - Councillor Community meetings were held in the following wards:
 - Ward 3 October 7th
 - Ward 4 October 23rd
 - Ward 6 October 10th
 - Ward 7 October 30th

A Youth Engagement Initiative was undertaken to drive youth to register on YVM and complete the survey

The City retained Urban Minds to conduct targeted outreach to youth to ensure the voices of youth were represented through the completion of the survey on the City's strategic plan (refer to Appendix C for detailed report). The objective was to educate youth on the proposed strategic plan, to collect feedback from youth on the four goals and promote long-term retention of youth participants on YVM.

A number of pop-up events directed to engage youth were held including the September 23rd launch, a collage event at the Angus Glen Community Centre and Library and at Markville Mall. The team talked to more than 150 high school students and young families.

The Community Engagement Program received 6,600 visits to YVM and more than 1,800 people completed the survey

It is important to note the key actions set out in the survey (Appendix B) were not identical to the refreshed BMFT 2020 – 2023 Strategic Plan. Rather, the key actions were condensed to be more understandable to the public. Further, the survey conducted was a convenience survey that is a non-probability sampling, which does not include random sampling of residents.

Your Voice Markham received 6,600 visits related to BMFT, with more than 1,800 completed surveys representing more than 30% of all visits to the site, which is exceptional.

Social Media:	<ul style="list-style-type: none"> • 200,000+ Impressions • 2,500+ Engagements
Facebook Livestream of Kick-Off Event:	<ul style="list-style-type: none"> • 640 people reached • 274 views • 38 engagements
Twitter Town Hall:	<ul style="list-style-type: none"> • 36 social messages used to promote the Town Hall, with 50,000+ plus impressions • 340 engagements and 390 link clicks prior to Town Hall • 85+ online questions • 200+ uses of #AskScarpitti • 4 Twitter Polls launched before and during Twitter Town Hall
Email blasts:	<ul style="list-style-type: none"> • 3 Email Campaigns <ul style="list-style-type: none"> ○ 3,300+ recipients each ○ 1,000+ combined clicks ○ 4,300+ combined opens
Your Voice Markham analysis showed the following data:	<ul style="list-style-type: none"> • 23% heard of the survey through Social media • 17% heard of the survey through eNews • 14% heard of the survey through Markham.ca

	<ul style="list-style-type: none"> 46% heard of the survey through other means such as Mayor & Council Newsletters, Town Halls, Newspaper ads, Billboards & Road signage, word of mouth and festivals.
--	---

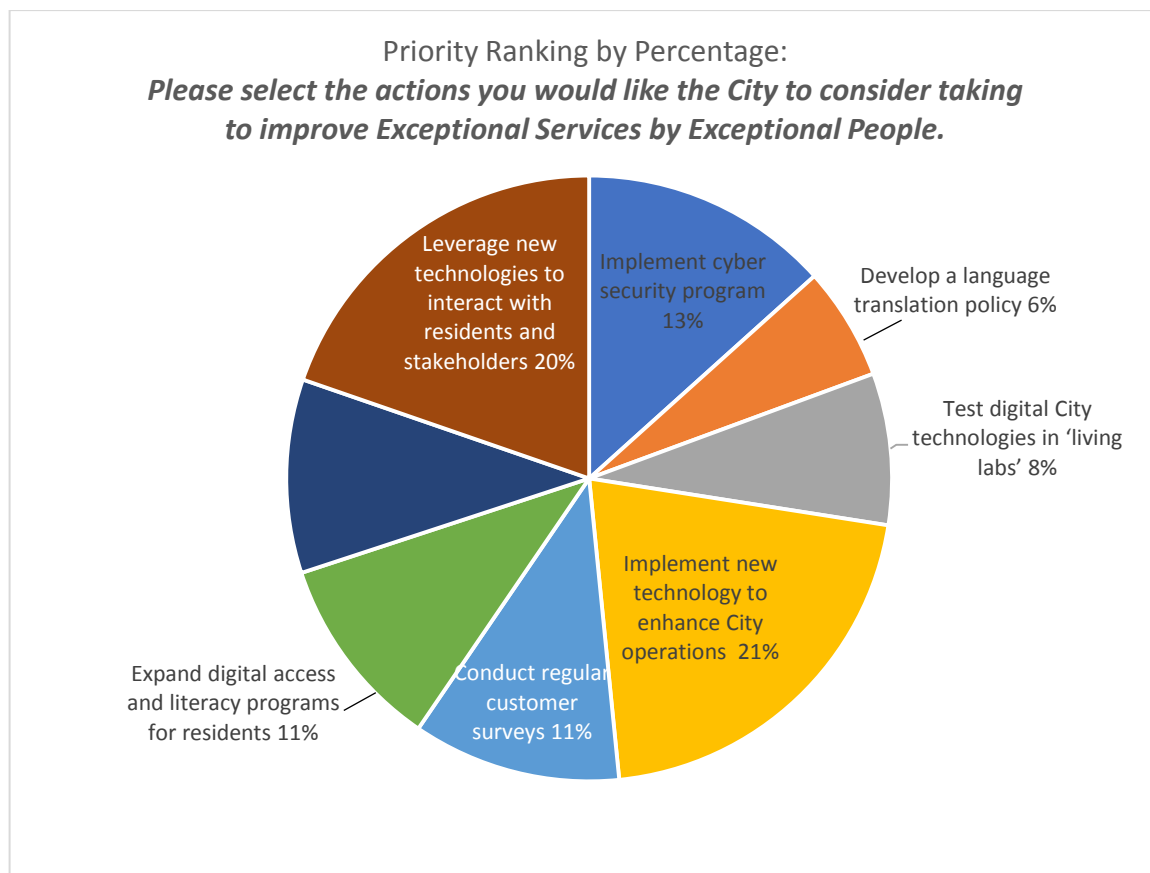
Key priorities for respondents were the neighbourhood partnership strategy, advocating for rapid transit and leveraging new technologies

The BMFT survey highlighted the four goals with 44 related strategic activities/key actions by goal area. Within each of these goals, survey respondents were asked to identify their top priorities among the actions listed. To illustrate the relative priority of these actions, the following table lists the top ten actions, identified as first priorities, in ranked order from across all categories.

Ranked Order of Priorities for all Goals:

Priority Action	Total Responses
Implement a Neighbourhood Partnership strategy and "Good Neighbour" program	1208
Advocate for rapid transit, including Yonge Street subway	1182
Leverage new technologies to interact with residents and stakeholders	1088
Expand the Community Hub concept across the City	1088
Leverage 'Smart City' technologies to improve efficiencies	1049
Adopt and implement an Economic Growth Strategy	1048
Implement local transportation solutions	1036
Create a Community Events Strategy	937
Plan for a Civic Square / community gathering place	914
Identify a strategy to fund resource requirements	822

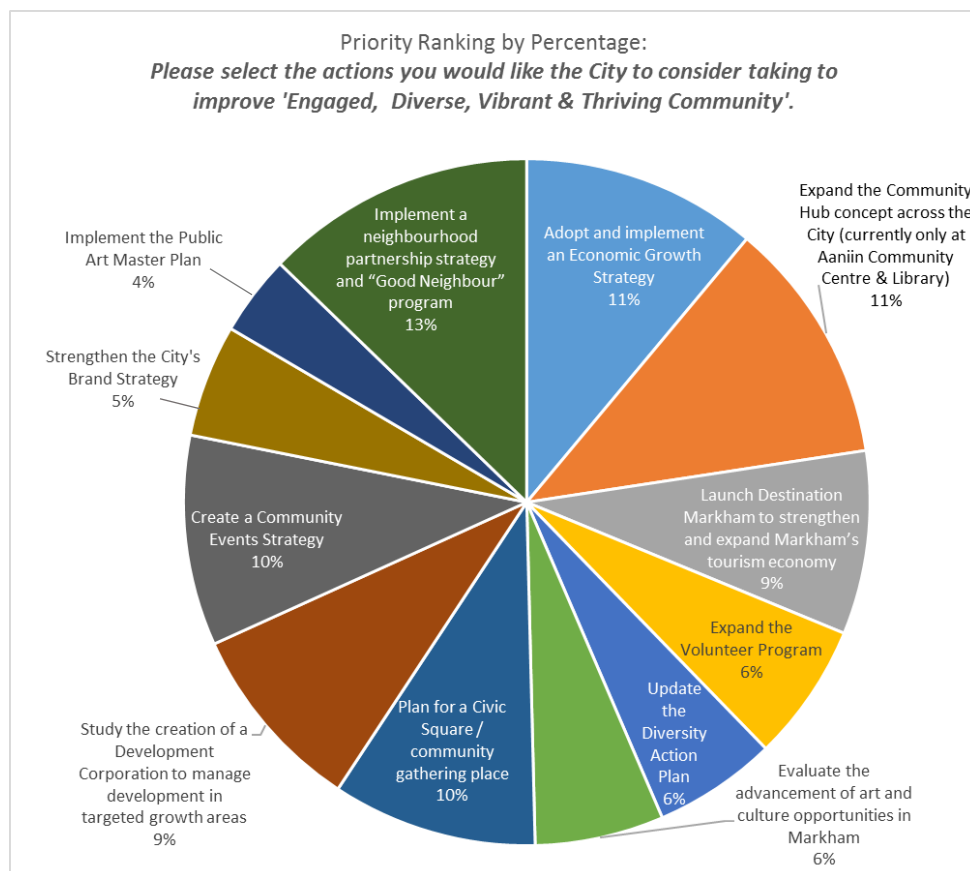
Priorities by Goal – Goal 1: Exceptional Services by Exceptional People



There was significant interest in leveraging new technologies to interact with residents and implementing new technologies to enhance City operations

- There was noteworthy support in the use of technology generally throughout the survey responses on all goals.
- With respect to this goal, the top two priorities related to the use of technology by City staff in the context of service delivery.
- These two actions together account for more than 40% of responses for this goal, and when the “Smart City Technologies” action is also considered in combination with these actions, approximately 50% of priorities related directly to the implementation of technology to improve service delivery.
- At the same time, respondents indicated a strong interest in improving direct communication with residents, with “Leverage New Technology to Interact with Residents and Stakeholders” and “Conduct Regular Customer Surveys” ranked second and fourth respectively, as priorities.

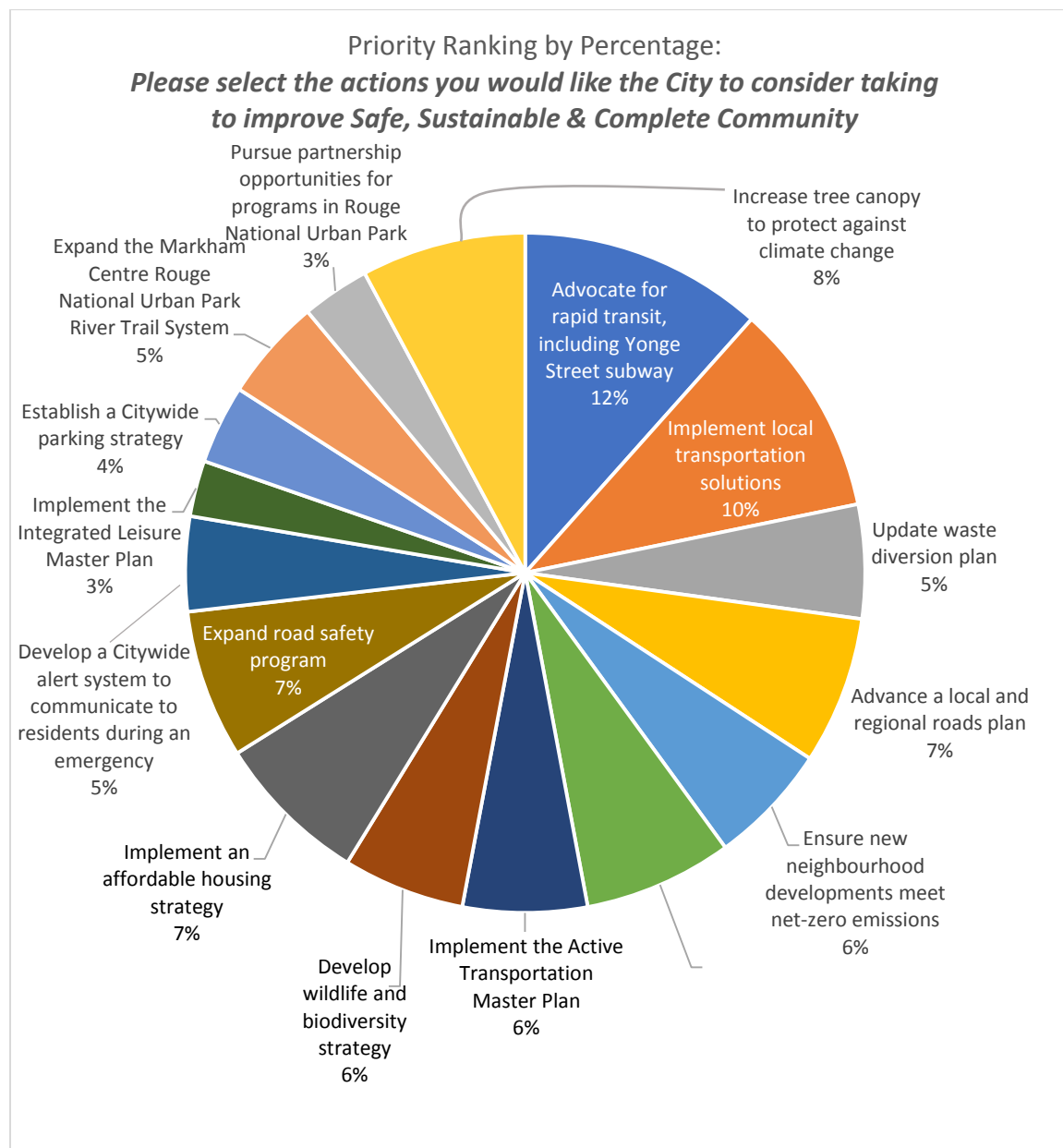
Priorities by Goal – Goal 2, Engaged, Diverse, Vibrant and Thriving City



Respondents supported implementing a neighbourhood strategy, adopting and implementing an Economic Growth Strategy and expanding the Community Hub Concept across the City

- The highest ranked action in this goal and in the overall survey with 1208 responses was "Implement a Neighbourhood Partnership Strategy and a Good Neighbour program". There appears to be an interest in neighbourhood-focused or place-based approaches and activities to foster good neighbours and social inclusion.
- Getting to know your neighbours through neighbourhood improvement activities and having a community hub in their own neighbourhood were noted.
- Community cohesion and pride in cultural diversity were frequently referenced and valued. Community/neighbourhood festivals and events were seen as a vehicle to foster and celebrate cultural cohesion and understanding.
- The ranked priorities for this goal are complemented by the qualitative data collected from respondents to augment their responses under this question which focuses heavily on managing growth and ensuring community amenities such as libraries, arts & culture amenities, community centres and parks/green spaces are key components of the community, especially as the city urbanizes.

Priorities by Goal – Goal 3: Safe, Sustainable and Complete Community

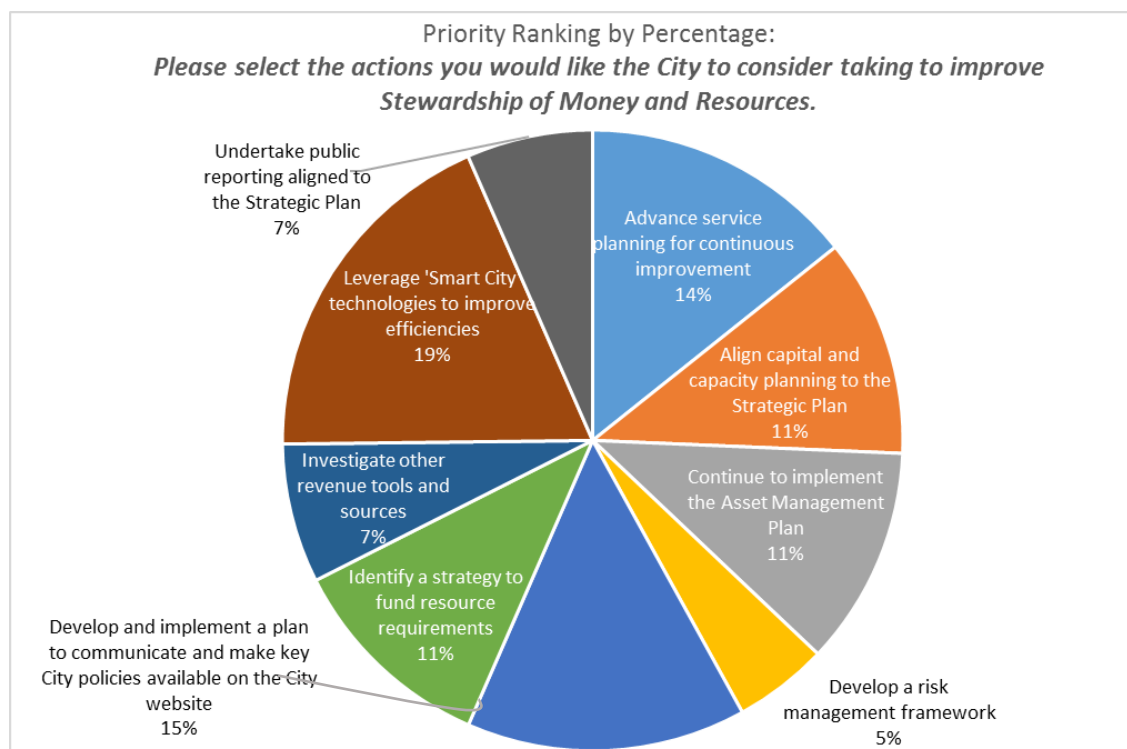


The highest ranked preferences are: advocate for rapid transit; implement local transportation solutions; and increase the City's tree canopy

- The first two priorities both related to traffic and transportation, and the third priority related to increasing tree canopy.
- Traffic and transportation are clearly priorities with both actions listed in the top 10 priorities of the survey overall.
- The qualitative data reinforced the ranking with many comments related to the need to expand transit options and road optimization for vehicles. Increasing Road safety programs for pedestrians was also noted.

- Community Safety and safe streets were referenced in relation to increased police/enforcement and technology such as cameras to support enforcement. Neighbourhood based programs were also identified such as Neighbourhood Watch.

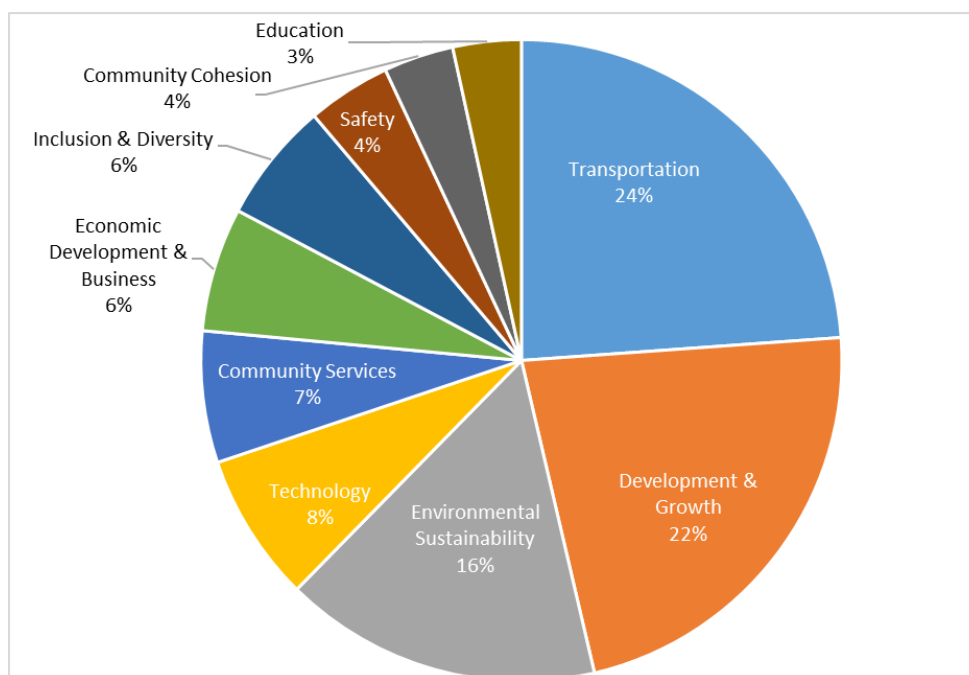
Priorities by Goal: Goal 4 – Stewardship of Money and Resources



Survey respondents identify both technology and communication as strong priorities

- Whereas in Q1, Exceptional Services by Exceptional People, technology-based initiatives were identified as enabling service improvement, when asked in the context of Stewardship of Money and Resources, technologies such as “Smart City technologies” are identified as priorities for service efficiencies.
- Within this goal, transparency of City policies by ensuring they are accessible on the City website has been identified as important for stakeholders – in the second ranked response.
- Closely following transparency of City policies was the action to advance service planning for continuous improvement.
- The two actions identified that relate to funding tools, while ranking sixth and seventh priorities respectively, taken together would rank second by a narrow margin. This indicates that funding the City’s strategic actions is a consideration for survey respondents.

Common Themes for ‘What Will Markham Look Like in 10-20 Years’ by Percentage of Categorized Comments



While the question was posed asking “What will Markham look like in 10 to 20 years”, the responses were less about the future state and more about areas to consider for attention.

Areas of focus from resident comments in order of frequency: *Transportation, Development & Growth, Environmental Sustainability, Technology, Community Services, Economic Development & Business, Inclusion & Diversity, Safety, Community Cohesion and Education.*

- There was a strong number of comments that focused on ‘livability’; including the opportunity for residents to live and work in Markham instead of having to commute to other cities for their job.
- Comments about transit referenced cross regional integration (GTA) with a greater frequency – this most often included York Region as well as the TTC, including single fares across the system.
- With respect to comments related to ‘Growth’ there were some polarized sentiments. There were approximately equal numbers of comments indicating a preference for high density development and low density development. However, many comments referencing low density development had a negative connotation (e.g. ‘suburban sprawl’).
- Growth Management and ensuring community amenities keep up with growth such as parks, community centres, libraries and meeting places was noted.
- Inclusion was a significant theme across this question as well as Goal 1 and Goal 2. Many noted Markham’s cultural diversity in a positive context. Further, there were

several comments suggesting opportunities for more cultural and racial integration would benefit the community.

- There were a number of comments in this question as well as Goal 1 and Goal 2 about neighbourhood/community events, indicating that opportunities for community member to come together at events improves community cohesion and a sense of belonging.

Common patterns among the areas of focus :

- Technology and Transportation – usually referring to traffic light synchronization and traffic management through smart technologies.
- Sustainability and Technology – energy efficiency, renewable energy sources and low-carbon transportation technologies.
- Planning and Transportation – managing growth generally, and in particular cycling improvements and the development of walkable communities.
- Development and Sustainability – ‘sustainable development’ from an ecological perspective (i.e. net-zero carbon buildings). Many comments indicated that as Markham intensifies, with more high-density development, there is an increased need for protected parks/green space and people places.

Several of the top themes for this question were consistent themes across all goals, including: transportation, technology and sustainability.

Priority Actions by Age - the top 5 Priority Actions are consistent across age groups with a focus on technology, advocating for rapid transit and neighbourhood programs

Survey participants were asked to identify their age category (see Appendix B Demographic Data for breakdown of responses). The overall ranked priorities were assessed based on age categories to determine if there were consistent priorities across age ranges. First, the top five priority actions across all goals were identified for each age category.

Age Range	Top 5 Priority Actions across all Goals:
Ages 14-17 159 respondents	Implement Smart City Solutions
	Align Capital & Capacity Planning with Strategy
	Leverage Tech to Enhance Operations
	Advocate for Rapid Transit
	Leverage Technology to Interact with Residents
Ages 18-34 436 respondents	Advocate for Rapid Transit
	Leverage Technology to Interact with Residents
	Leverage Smart City Technology
	Leverage Tech to Enhance Operations
	Expand Community Hub Concept
Ages 35-50 616 respondents	Leverage Tech to Enhance Operations
	Leverage Smart City Technology
	Implement Neighbourhood Partnership Strategy
	Advocate for Rapid Transit
	Align Capital & Capacity Planning with Strategy
Ages 51-65 399 respondents	Leverage Technology to Interact with Residents
	Leverage Tech to Enhance Operations

Ages 66+ 211 respondents	Leverage Smart City Technology
	Encourage Employees to Seek Innovation
	Implement Neighbourhood Partnership Strategy
	Leverage Tech to Enhance Operations
	Implement Neighbourhood Partnership Strategy
	Leverage Technology to Interact with Residents
	Align Capital & Capacity Planning with Strategy
	Encourage Employees to Seek Innovation

Engaging our Customers – Customer Feedback & Evaluation outlining how residents, stakeholders and community members are engaged as part of our commitment to exceptional services

The City of Markham is known as a municipal leader in providing high quality service. Exceptional Service is a core value for staff and at the heart of the work we do within our own departments for the community. Markham's quest for organizational excellence formally began in the late 1990's to ensure service excellence across the organization. Using the National Quality Institute's (now Excellence Canada's) framework as a guide, a strong focus on customer/client satisfaction has been the cornerstone of our efforts and success to date. (Please see Appendix D for detailed report).

Engagement & Evaluation Tools used by City Staff to interact and gather feedback from customers

- **Annual Customer Satisfaction Surveys:** every year each department identifies services to measure using the corporate survey process (see page 4 in Appendix D).
- **Post-Program/Project Evaluation:** these assessments are completed by clients following programs or upon completion of projects in the community.
- **Data Analysis:** City Departments use survey tools such as *Envionics* to gain a better understanding of community trends and residents interests. Research, benchmarking trends and other data are used to inform decisions on program offerings and service planning.
- **Surveys & Polls:** surveys are used throughout the City to collect data about resident experiences, preferences, needs and opinions. *e.g., - in-person survey conducted onsite at recycling depots; survey of counter customer in*
- **Interviews:** individual, intensive, structured - designed to probe deeply into stakeholder needs and opinions. *e.g., - Aaniin Library Post- Occupancy Evaluation to determine how customers are using library space.*
- **Focus Groups & Consultations:** facilitated discussion to collect data from a group of individuals on a specific topic *e.g., Waste Management testing of residents acceptance of new programs such as clear bags and textile recycling. Smart City Focus Groups to collect input on community issues that could be addressed through Artificial Intelligence - enabled technology.*
- **Community Conversations:** used at Markham Public Library as part of its unique Community Development Framework, these facilitated discussions focus on understanding the broad goals and challenges of the community.

- **Online Engagement:** the City of Markham maintains online engagement tools to provide residents with a platform for ongoing input into issues that matter. *E.g., Your Voice, used for Markham Centre Planning and Council's Strategic Plan.*

Plan Finalization – Recommended Goals, Objectives and Key Actions supported by the Public Engagement Program

Based on the feedback received through the Public Engagement Program, Staff is recommending adoption of the Building Markham's Future Together 2020 – 2023 Strategic Plan (Appendix A) which sets out the four Goals, Goal Statements, thirteen Strategic Objectives, fifty-six Key Actions and high-level Metrics to be achieved by the City over the next four years, as follows:

Goal 1: Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective:	Key Actions:
1.1. Deepen our understanding of what our community and stakeholder's value and need to inform municipal leadership and continuous improvement of our services.	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) 1.1.2. Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders 1.1.3. Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation
1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.	1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and Staff scheduling software) 1.2.2 Streamline the development process 1.2.3 Advance Digital Markham / "Frictionless City" <ul style="list-style-type: none"> • Pilot test digital city technology in "living labs" • Expand digital access and literacy programs • Continue to embrace innovation and relevant technologies in delivery of service • Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies 1.2.4 Implement cyber security program to safeguard City technology infrastructure
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1 Empower employees to continue to take risks and pursue innovation <ul style="list-style-type: none"> • Reduce barriers / bureaucracy • Clarify roles, accountabilities (including for Centres of Expertise) and authorities 1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities) 1.3.3 Provide Staff access to technologies to improve service delivery

	1.3.4 Continue to invest in Staff training
Metrics:	<ul style="list-style-type: none"> • Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (Citizen Survey every 2 years) • % of transactional services that are available and fully conducted on-line • Overall customer satisfaction (Internal and External Services) from Department Surveys completed each year (annual) • Employee satisfaction with the organization based on Staff Satisfaction Surveys (conducted every two years)

Goal 2: Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*

We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objectives:	Key Actions:
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Implement neighbourhood partnership strategy <ul style="list-style-type: none"> • Customized to the community; neighbourhood action plans • “Good neighbour” handbook 2.1.2 Expand community hub concept (currently at Aaniin CC) across the City 2.1.3 “Discover Markham” celebrate Markham’s past, diverse communities and events 2.1.4 Create special events strategy including standardizing requirements and streamline processes 2.1.5 Plan for a major civic square with cultural amenities
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.1 Implement Public Arts Master Plan 2.2.2 Continue to implement the Public Realm strategy across all parts of the City 2.2.3 Enhance the Volunteer program and opportunities across the City 2.2.4 Update the Diversity & Inclusion action plan 2.2.5 Evaluate the advancement of arts and culture opportunities for Markham
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.3.1 Strengthen the City’s brand strategy with a strong value proposition 2.3.2 Develop, adopt and implement the Economic Development Strategy <ul style="list-style-type: none"> • Targeted sector attraction and expansion • Business expansion and retention • Entrepreneurship and training • Innovation and start-ups 2.3.3 Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas 2.3.4 Launch Destination Markham

Metrics:	<ul style="list-style-type: none"> • Overall quality of life in Markham (Citizen Survey every 2 years) • # of visits to our municipal arts, recreation, library, sporting venues • Gross sq. ft. of office space constructed in Centres, Corridors and Business Parks (annual) • Total Employment in Markham (once every two years)
-----------------	---

Goal 3: Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective:	Key Actions:
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	3.1.1 Advocate for higher order transit including Yonge Subway 3.1.2 Pursue the integration of transit-oriented design in development 3.1.3 Provide incentives for growth within areas where appropriate infrastructure already in place 3.1.4 Optimize local and regional roads plan <ul style="list-style-type: none"> • Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design) 3.1.5 Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit) 3.1.6 Expand road safety program
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	3.2.1 Finalize and implement affordable housing strategy <ul style="list-style-type: none"> • Multi-generational, including purpose built secondary suites • Rental housing 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan 3.2.3 Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and provincially significant employment zones (along 400 series highways) 3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries 3.2.5 Establish a City-wide parking strategy
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system) 3.3.2 Continue to implement the Flood Control Program 3.3.3 Continue to implement strategies to address impacts of extreme weather <ul style="list-style-type: none"> • Emergency preparedness • Proactive infrastructure protection
3.4 Protect and enhance our natural environment and built form.	3.4.1 Develop a wildlife and biodiversity strategy 3.4.2 Increase our tree canopy to mitigate climate change 3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use renewable energy sources in order to achieve our Net Zero Emissions by 2050 target 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2) 3.4.5 Create the Markham Centre Rouge River trail system 3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy 3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park

Metrics	<ul style="list-style-type: none"> • Maintain or Increase % of residents that rate Markham as a safe place to live (Citizen Survey every 2 years) • % of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk and cycle, other (every 5 years) • Waste Diversion Rate (curbside and depots) (annual) • Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual) • % reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years)
---------	---

Goal 4: Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective:	Key Actions:
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	<p>4.1.1 Funding strategy:</p> <ul style="list-style-type: none"> • Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes • Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> • Advocate to other levels of government for enhanced revenue tools • Consider alternate sources of revenue
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	<p>4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities</p> <p>4.2.2 Advance detailed service planning for continuous improvement</p> <p>4.2.3 Continue to implement Asset Management Plan</p> <p>4.2.4 Develop a comprehensive risk management framework</p> <p>4.2.5 Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies</p>
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	<p>4.3.1 Establish public reporting aligned to BMFT, including key metrics</p> <p>4.3.2 Develop and implement a plan to communicate and make key City policies available on City website</p>
Metrics:	<ul style="list-style-type: none"> • % residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (Citizen Survey every 2 years) • Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual) • Net City of Markham Operating Cost per Household (annual) • Non-Residential Property taxes (as a % of total property taxes levied)

CONCLUSION:

1870 residents, business owners and other stakeholders responded to the survey which confirmed that the refreshed Goals, Goal Statements, Objectives and Key Actions identified are consistent with what residents, business owners and other stakeholders believe is important for the City over the next four years.

Next Steps:

Once Council approves Building Markham's Future Together 2020 – 2023 Strategic Plan (Appendix A), Staff will develop a communication plan to promote the newly approved plan to the public.

Metrics identified for the four BMFT Goal Areas will be reported out on a regular basis to show achievements and progress towards each Goal

As part of the training and education session with Council and Senior Staff, high-level strategic metrics were discussed and identified for each of the four Goal areas (Appendix A). The metrics will be reported out annually where information is available and Staff will continue to review and refine metrics as data becomes readily available.

Further, it is recommended that in order to gather measureable data related to the strategic plan, the City undertake a Citizen Satisfaction Survey every two years to gather input from residents on quality of life, delivery of City services, and use of tax dollars.

FINANCIAL CONSIDERATIONS

Building Markham's Future Together 2020 – 2023 Strategic Plan document preparation and facilitation by Joanne Berry, Berry Management Consulting: \$46,000.00.

Building Markham's Future Together 2020 - 2023 Communications Campaign: \$6,000.00.

Building Markham's Future Together 2020 – 2023 Youth Engagement: \$2,500.00.

Funding for Building Markham's Future Together 2020 – 2023 Strategic Plan priorities will be identified and approved as part of the annual budget process and Staff will monitor and report back to Council annually on the status of Building Markham's Future Together 2020 – 2023 Strategic Plan.

HUMAN RESOURCES CONSIDERATIONS

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Building Markham's Future Together 2020 – 2023 Strategic Plan will set the direction for the next four years.

BUSINESS UNITS CONSULTED AND AFFECTED:

All four Commissions have contributed to the development of Building Markham's Future Together 2020 – 2023 Strategic Plan.

RECOMMENDED BY:

Andy E. Taylor
Chief Administrative Officer

Trinela Cane
Commissioner, Corporate Services

Brenda Librecz
Commissioner, Community and Fire
Services

Arvin Prasad
Commissioner, Development
Services

Claudia Storto
City Solicitor and Director of Human Resources

ATTACHMENTS:

- | | |
|------------|---|
| Appendix A | Building Markham's Future Together 2020-2023 Strategic Plan |
| Appendix B | Summary of the BMFT Public Engagement Program |
| Appendix C | Results of the Youth Engagement Program |
| Appendix D | Engaging Our Customers – Customer Feedback & Evaluation |

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

STRATEGIC PLAN SUMMARY

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

2020-2023 Strategic	2020-2023 Strategic Actions	Metrics
1.1. Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) 1.1.2. Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders 1.1.3. Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation	Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)
1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.	1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and staff scheduling software) 1.2.2 Streamline the development process 1.2.3 Advance Digital Markham / “Frictionless City” <ul style="list-style-type: none"> Pilot test digital city technology in “living labs” Expand digital access and literacy programs Continue to embrace innovation and relevant technologies in delivery of service Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies 1.2.4 Implement cyber security program to safeguard City technology infrastructure	% of transactional services that are provided and received on-line Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1 Empower employees to continue to take risks and pursue innovation <ul style="list-style-type: none"> Reduce barriers / bureaucracy Clarify roles, accountabilities (including for Centres of Expertise) and authorities 1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities) 1.3.3 Provide staff access to technologies to improve service delivery 1.3.4 Continue to invest in staff training	Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year)

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statements: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*

We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

2020-2023 Strategic	2020-2023 Strategic Actions	Metrics
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Implement neighbourhood partnership strategy <ul style="list-style-type: none"> • Customized to the community; neighbourhood action plans • “Good neighbour” handbook 2.1.2 Expand community hub concept (currently at Aaniin CC) across the City 2.1.3 “Discover Markham” celebrate Markham’s past, diverse communities and events 2.1.4 Create special events strategy including standardizing requirements and streamline processes 2.1.5 Plan for a major civic square with cultural amenities	Overall quality of life in Markham (every 2 years) # of visits to our municipal arts, recreation, library, sporting venues
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.1 Implement Public Arts Master Plan 2.2.2 Continue to implement the Public Realm strategy across all parts of the City 2.2.3 Enhance the Volunteer program and opportunities across the City 2.2.4 Update the Diversity & Inclusion action plan 2.2.5 Evaluate the advancement of arts and culture opportunities for Markham	Gross sq. ft. of office space constructed in Centres, Corridors and Business Parks (annual)
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.3.1 Strengthen the City’s brand strategy with a strong value proposition 2.3.2 Develop, adopt and implement the Economic Development Strategy <ul style="list-style-type: none"> • Targeted sector attraction and expansion • Business expansion and retention • Entrepreneurship and training • Innovation and start-ups 2.3.3 Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas 2.3.4 Launch Destination Markham	Total Employment in Markham (biennial)

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

2020-2023 Strategic	2020-2023 Strategic Actions	Metrics
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	3.1.1 Advocate for higher order transit including Yonge Subway 3.1.2 Pursue the integration of transit-oriented design in development 3.1.3 Provide incentives for growth within areas where appropriate infrastructure already in place 3.1.4 Optimize local and regional roads plan <ul style="list-style-type: none"> Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design) 3.1.5 Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit) 3.1.6 Expand road safety program	Maintain or Increase % of residents that rate Markham as a safe place to live (every 2 years) % of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk and cycle, other (every 5 years)
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	3.2.1 Finalize and implement affordable housing strategy <ul style="list-style-type: none"> Multi-generational, including purpose built secondary suites Rental housing 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan 3.2.3 Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and provincially significant employment zones (along 400 series highways) 3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries 3.2.5 Establish a City-wide parking strategy	Waste Diversion Rate (curbside and depots) (annual) Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system) 3.3.2 Continue to implement the Flood Control Program 3.3.3 Continue to implement strategies to address impacts of extreme weather <ul style="list-style-type: none"> Emergency preparedness Proactive infrastructure protection 	
3.4 Protect and enhance our natural environment and built form.	3.4.1 Develop a wildlife and biodiversity strategy 3.4.2 Increase our tree canopy to mitigate climate change 3.4.3 Expand the use of renewable energy sources in communities and promote retrofits to existing buildings and homes in order to achieve our Net Zero plan 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2) 3.4.5 Create the Markham Centre Rouge River trail system 3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy 3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park	% reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years)

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

GOAL 4 - Stewardship of Money and Resources

Goal Statements: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

2020-2023 Strategic Objectives	2020-2023 Strategic Actions	Metrics
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	4.1.1 Funding strategy: <ul style="list-style-type: none"> Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives 4.1.2 Revenue strategy: <ul style="list-style-type: none"> Advocate to other levels of government for enhanced revenue tools Consider alternate sources of revenue 	% residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years) Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities 4.2.2 Advance detailed service planning for continuous improvement 4.2.3 Continue to implement Asset Management Plan 4.2.4 Develop a comprehensive risk management framework 4.2.5 Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies	Net City of Markham Operating Cost per Household (annual) Non-Residential Property taxes (as a % of total property taxes levied)
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	4.3.1 Establish public reporting aligned to BMFT, including key metrics 4.3.2 Develop and implement a plan to communicate and make key City policies available on City website	



APPENDIX B

BUILDING MARKHAM'S FUTURE TOGETHER

Summary of Public Engagement & Research



TABLE OF CONTENT

Executive Summary	3
Methodology	4
Data Analysis – Approaches and Results Ranking	4
Mapping the BMFT Strategic Objectives to the Survey Objectives	6
Findings and Overall Priorities	12
Priorities by BMFT Goal	12
Qualitative Data: Themes Per Goal	19
Qualitative Data: Themes for Markham 2020-2030	23
Priority Actions By Age	26
Priorities by Area	29
Demographic Data	31



PURPOSE

This report summarizes the data collected from public consultation on Building Markham's Future Together (BMFT) 2020-2023 Strategic Plan. The purpose of this report is to outline the methods used to engage residents and to confirm the strategic areas of focus identified in Council's Strategic Plan are aligned with citizen priorities. This report summarizes data collected from more than 1,800 stakeholders between September and October 2019.

EXECUTIVE SUMMARY

As part of the development of the BMFT 2020-2023 Strategic Plan for Markham Council, residents and stakeholders were consulted through an online survey, which gathered over 1,800 responses between September and October 2019. Through this survey, stakeholders were asked to indicate their priorities amongst 50+ strategic actions identified in the Strategic Plan. Additionally, survey respondents were able to provide detailed feedback through open-ended comments. Several themes emerged from the survey data, including the following:

- The top priority identified by survey respondents was “Develop a Neighbourhood Partnership Strategy and Implement a ‘Good Neighbour’ Handbook”.
- The theme of community was strongly identified throughout the survey rankings and comments – of the top priorities, actions such as “Expanding the Community Hub Model”, “Plan for a Civic Square” and “Develop a Community Events Strategy” ranked amongst the top ten priorities across all goals. The feedback provided by respondents reinforced these priorities indicating that residents desired more opportunities to meet and connect with other residents in their community.
- Two of the top themes between both the ranked priorities and comments were ‘transit’ and ‘technology’ – 40% of the top ten priorities included these two themes.
- Technology was frequently identified as an opportunity to enhance operations, communication and support improvements to transportation and sustainability efforts.
- When considering the future of Markham, many respondents expressed a desire for Markham to be developed as a “livable” city, indicating a desire to live and work in Markham, have access to amenities such as shopping and culture, and balance intensification and increased population growth with the protection of greenspaces.
- Comments expressing concern about environmental sustainability were common across all goals, and frequently overlapped with suggestions related to transportation, technology and development.

Based on the feedback from the survey, community priorities were closely aligned with the goals of the Strategic Plan.



METHODOLOGY

Markham is actively building its capacity to increase two-way engagement and consultation that allows all stakeholders the opportunity to be heard, builds a sense of community ownership and encourages active participation that could lead to better decision making. The objective of the BMFT consultation was to solicit feedback from a broad cross-section of residents, businesses and other stakeholders/interested parties. To reach the largest possible audience, it was determined the consultation would leverage the City's new online community engagement platform, Your Voice Markham (YVM) as the primary tool for obtaining feedback.

To achieve this, a robust communications plan was developed, combining traditional media with new digital tactics aimed to drive participants back to Your Voice Markham to obtain feedback and valuable engagement metrics. The communications plan included: detailed content on the City's website; email blasts to all City program registrants, community lists and library patrons; paid and organic social media; print and online ads, including Chinese and Tamil translations in community newspapers; City electronic information boards and marquees across all City facilities and on one a 407 Metrolinx digital sign; a targeted Youth Engagement program; and shareable content for use by Council and staff in newsletters and on social media.

All communications were geared to drive interested parties to Markham.ca/StrategicPlan, where they were encouraged to learn more and take the Your Voice Markham survey.

Your Voice Markham is built on the Bang the Table platform, a leading community engagement platform used by private and public sector, including several municipalities across North America. The platform offers translation options and easy to use survey tools. It also provides meaningful reporting and metrics used to analyze BMFT consultation results.

Data Analysis – Approaches and Results Ranking

Respondents were asked to rank their priorities for City of Markham BMFT actions. Each question focused on one of the four strategic goals of the Strategic Plan. Each question had a predetermined set of responses to choose from. For questions two and three, survey participants could rank their first to fifth priority, whereas for questions one and four, they were asked to rank only their top three preferences. Each question also allowed respondents that option to contribute an open ended (qualitative) response. One additional open-ended question asked respondents to comment on *'What will Markham look like in 10-20 years?'* By providing feedback on this question, survey participants could indicate priorities that may not otherwise have been listed.

a) Ranked Priorities

In the analysis that follows in this report, in order to present the overall ranked priorities for each goal, the votes for each priority were totaled to determine the action most commonly identified as a priority for respondents. Because two of the questions included a top three selection and two questions asked survey respondents to rank their top five priorities, to identify the overall top ten ranked priorities, only the first priority for each goal was ranked.

b) Qualitative Analysis

In order to analyze the qualitative feedback provided for each question, the major themes of each comment was identified through a content analysis process. For the most frequently



identified themes, sub-themes were further coded. The frequency with which these themes and subthemes appeared was assessed and quantified to establish what percentages of the total feedback from survey respondents included these themes.

c) Cross-Tabulation

Survey responses were cross-tabulated by two factors: area and age. The survey allowed respondents to choose from four options (Markham, Thornhill, Milliken and Unionville). An 'other' option was also provided. A review of the data by age and area is intended to identify whether there are variations in priorities based on socio-demographic influences.



MAPPING THE BMFT STRATEGIC OBJECTIVES TO THE SURVEY OBJECTIVES

For the purposes of citizen engagement, the activities identified in the Your Voice Markham survey were not identical to how they appear in the Strategic Plan. The actions as listed in the Strategic Plan were condensed for the purposes of the survey, and in some cases, reworded for enhanced understanding. The priorities identified in the citizen survey map to the BMFT Key Actions, however. The chart below lists the mapping between the BMFT strategic objectives and action items and how these items were presented in the survey.

EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS	SURVEY ACTIONS
EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE	1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.	1.1.1 Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups)	Conduct Regular Customer Surveys
		1.1.2 Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders	Leverage new technologies to interact with residents and stakeholders
		1.1.3 Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation	Develop a language translation policy
	1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	1.2.1 Implement new technology to enhance business operations (CRM, EAM, program registration, facility booking systems, and staff scheduling software)	Implement new technology to enhance City operations
		1.2.2 Streamline the development process	N/A
		1.2.3 Advance Digital Markham / “Frictionless City”	N/A
		1.2.4 Pilot test digital city technology in “living labs”	Test digital city technologies in ‘living labs’
		1.2.5 Expand digital access and literacy programs	Expand digital access and literacy programs for residents



EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS	SURVEY ACTIONS
		1.2.6 Continue to embrace innovation and relevant technologies in delivery of service	Encourage City employees to seek innovative solutions
		1.2.7 Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies	N/A
		1.2.8 Implement cyber security program to safeguard City technology infrastructure	Implement cyber security program
	1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1 Empower employees to continue to take risks and pursue innovation	Encourage City employees to seek innovative solutions
		1.3.2 Reduce barriers / bureaucracy	[Internal Actions N/A]
		1.3.3 Clarify roles, accountabilities (including for Centres of Excellence) and authorities	
		1.3.4 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)	
		1.3.5 Provide staff access to technologies to improve service delivery	
		1.3.6 Continue to invest in staff training	
ENGAGED, VIBRANT AND THRIVING CITY	2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Implement neighbourhood partnership strategy	Implement a neighbourhood partnership strategy and ‘good neighbour’ program
		2.1.2 Customized to the community; neighbourhood action plans	
		2.1.3 “Good neighbour” handbook	
		2.1.4 Expand community hub concept (currently at Aaniin CC) across the City	Expand community hub concept



EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS	SURVEY ACTIONS
		2.1.5 “Discover Markham,” celebrate Markham’s past, diverse communities and events	N/A
		2.1.6 Create special events strategy including standardizing requirements and streamlining processes	Create a community events strategy
		2.1.7 Plan for a major civic square with cultural amenities	Plan for a civic square/ community gathering place
	2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.1 Implement Public Arts Master Plan	Implement the Public Art Master Plan
		2.2.2 Continue to implement the Public Realm strategy across all parts of the City	N/A
		2.2.3 Enhance the Volunteer program and opportunities across the City	Expand the Volunteer Program
		2.2.4 Update the Diversity & Inclusion action plan	Update the Diversity Action Plan
		2.2.5 Evaluate the advancement of arts and culture opportunities for Markham	Evaluate the advancement of arts and culture opportunities for Markham
	2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.3.1 Strengthen the City’s brand strategy with a strong value proposition	Strengthen the City’s brand strategy
		2.3.2 Develop, adopt and implement the Economic Development Strategy	Adopt and implement an Economic Growth Strategy
		2.3.3 Targeted sector attraction and expansion	
		2.3.4 Business expansion and retention	
		2.3.5 Entrepreneurship and training	
		2.3.6 Innovation and start-ups	
		2.3.7 Investigate the creation of a development corporation to manage development and	Investigate the creation of a development corporation to manage development



EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS	SURVEY ACTIONS
SAFE, SUSTAINABLE AND COMPLETE COMMUNITY		infrastructure in targeted growth areas	and infrastructure in targeted growth areas
		2.3.8 Launch Destination Markham	Launch Destination Markham to strengthen and expand Markham's tourism economy
	3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	3.1.1 Advocate for higher order transit including Yonge Street Subway	Advocate for rapid transit including the Yonge Street Subway
		3.1.2 Pursue the integration of transit-oriented design in development	N/A
		3.1.3 Provide incentives for growth within areas where appropriate infrastructure is already in place	N/A
		3.1.4 Optimize local and regional roads plan. Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design)	Implement local transportation solutions
		3.1.5 Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit)	Implement the Active Transportation Master Plan
		3.1.6 Expand road safety program	Expand road safety program
	3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	3.2.1 Finalize and implement affordable housing strategy	Implement an affordable housing strategy
		3.2.2 Multi-generational, including purpose built secondary suites	
		3.2.3 Rental housing	
		3.2.4 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan	Ensure new neighbourhood developments meet net zero emissions targets
		3.2.5 Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and	N/A



EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS	SURVEY ACTIONS
		provincially significant employment zones (along 400 series highways)	
		3.2.6 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries	Implement Integrated Leisure Master Plan
		3.2.7 Establish a City-wide parking strategy	Establish a City-wide parking strategy
	3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1 Develop a City-wide system to communicate directly to residents during an emergency (alert system)	Develop a Citywide system to communicate directly to residents during an emergency (alert system)
		3.3.2 Continue to implement the Flood Control Program	N/A
		3.3.3 Continue to implement strategies to address impacts of extreme weather	N/A
		3.3.4 Emergency preparedness	N/A
		3.3.5 Proactive infrastructure protection	N/A
	3.4 Protect and enhance our natural environment and built form.	3.4.1 Develop a wildlife and biodiversity strategy	Develop a wildlife and biodiversity strategy
		3.4.2 Increase our tree canopy to mitigate climate change	Increase our tree canopy to mitigate climate change
		3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our Net Zero Emissions by 2050 target	N/A
		3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2)	Update the waste diversion plan
		3.4.5 Create the Markham Centre Rouge River Trail System	Expand the Markham Centre Rouge Park River Trail System
		3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy	N/A
		3.4.7 Pursue partnership opportunities for	Pursue partnership opportunities for



EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS	SURVEY ACTIONS
		programming in the Rouge National Urban Park	programming in the Rouge National Urban Park
STEWARDSHIP OF MONEY AND RESOURCES	4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	4.1.1 Funding strategy	N/A
		4.1.2 Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes	Align capital and capacity planning to the Strategic Plan
		4.1.3 Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives	Identify strategy to fund resource requirements
		4.1.4 Revenue strategy	Investigate other revenue tools and sources
		4.1.5 Advocate to other levels of government for enhanced revenue tools	
		4.1.6 Consider alternate sources of revenue	
	4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	4.2.1 Establish process for evaluating public- and private-sector partnerships and business opportunities	N/A
		4.2.2 Advance detailed service planning for continuous improvement	Advance service planning for continuous improvement
		4.2.3 Continue to implement Asset Management Plan	Continue to implement Asset Management Plan
		4.2.4 Develop a comprehensive risk management framework	Develop a risk management framework
		4.2.5 Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies	Leverage “Smart City” technologies to improve efficiencies
	4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	4.3.1 Establish public reporting aligned to BMFT, including key metrics	Undertake public reporting aligned to the strategic plan
		4.3.2 Develop and implement a plan to communicate and make key City policies available on City website	Develop and implement a plan to communicate and make key City policies available on City website



FINDINGS

Overall Priorities

The BMFT survey issued to the public broke 44 strategic activities/key actions into four goals: Exceptional Services by Exceptional People; Engaged, Diverse, Vibrant and Thriving City; Safe, Sustainable and Complete Community; and Stewardship of Money and Resources. Within each of these goals, survey respondents were asked to identify their top priorities for actions to be implemented. However, to illustrate the relative priority of these actions, the following table lists the top ten actions, identified as first priorities, in ranked order from across all categories.

Priority Action	Total Responses
Implement a Neighbourhood Partnership strategy and “Good Neighbour” program	1208
Advocate for rapid transit, including Yonge Street subway	1182
Leverage new technologies to interact with residents and stakeholders	1088
Expand the Community Hub concept across the City	1088
Leverage ‘Smart City’ technologies to improve efficiencies	1049
Adopt and implement an Economic Growth Strategy	1048
Implement local transportation solutions	1036
Create a Community Events Strategy	937
Plan for a Civic Square / community gathering place	914
Identify a strategy to fund resource requirements	822

Observations:

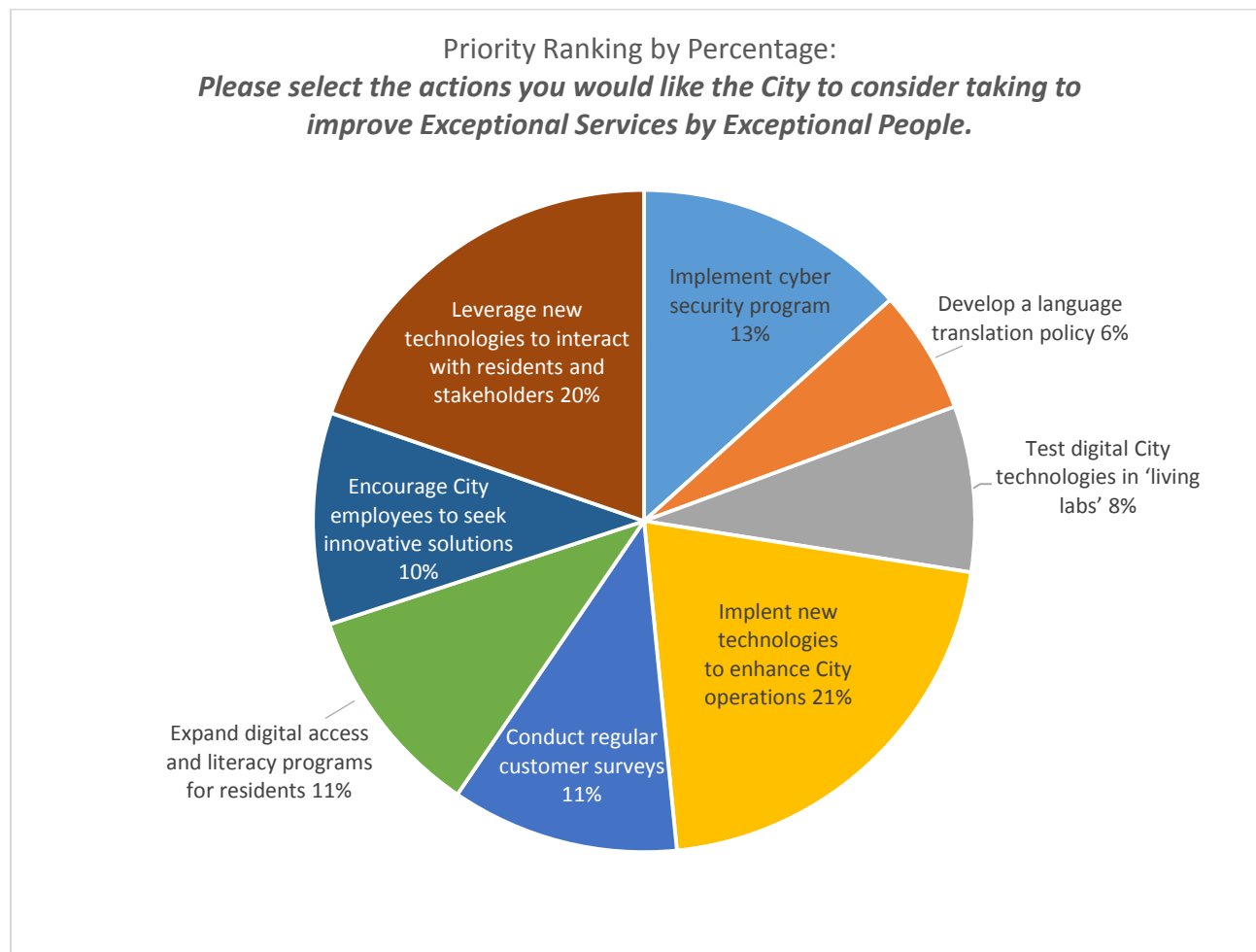
- The qualitative feedback collected from the survey provides insights into overlap between broad themes (e.g. technology and transit are often identified together, as are sustainability and transportation, etc.).
- While not the most frequently identified priority, technology-related actions account for the largest category of priorities in this top ten ranking with almost 31%. The highest ranked individual action was to ‘Implement a Neighbourhood Partnership Strategy’.

Priorities by BMFT Goals

To identify the ranked priorities for each of the four goals in the Strategic Plan, survey users were asked to rank their first, second and third choices for which action they thought was most important to implement. The totals for these rankings were combined to determine which action received the most prioritization from users.



Priorities by Goal – Goal 1: Exceptional Services by Exceptional People



Priority Action	Total Responses
Implement new technologies to enhance City operations	1156
Leverage new technologies to interact with residents and stakeholders	1088
Implement cyber security program	737
Conduct regular customer surveys	614
Expand digital access and literacy programs for residents	575
Encourage City employees to seek innovative solutions	571
Test digital City technologies in 'living labs'	447
Develop a language translation policy	333

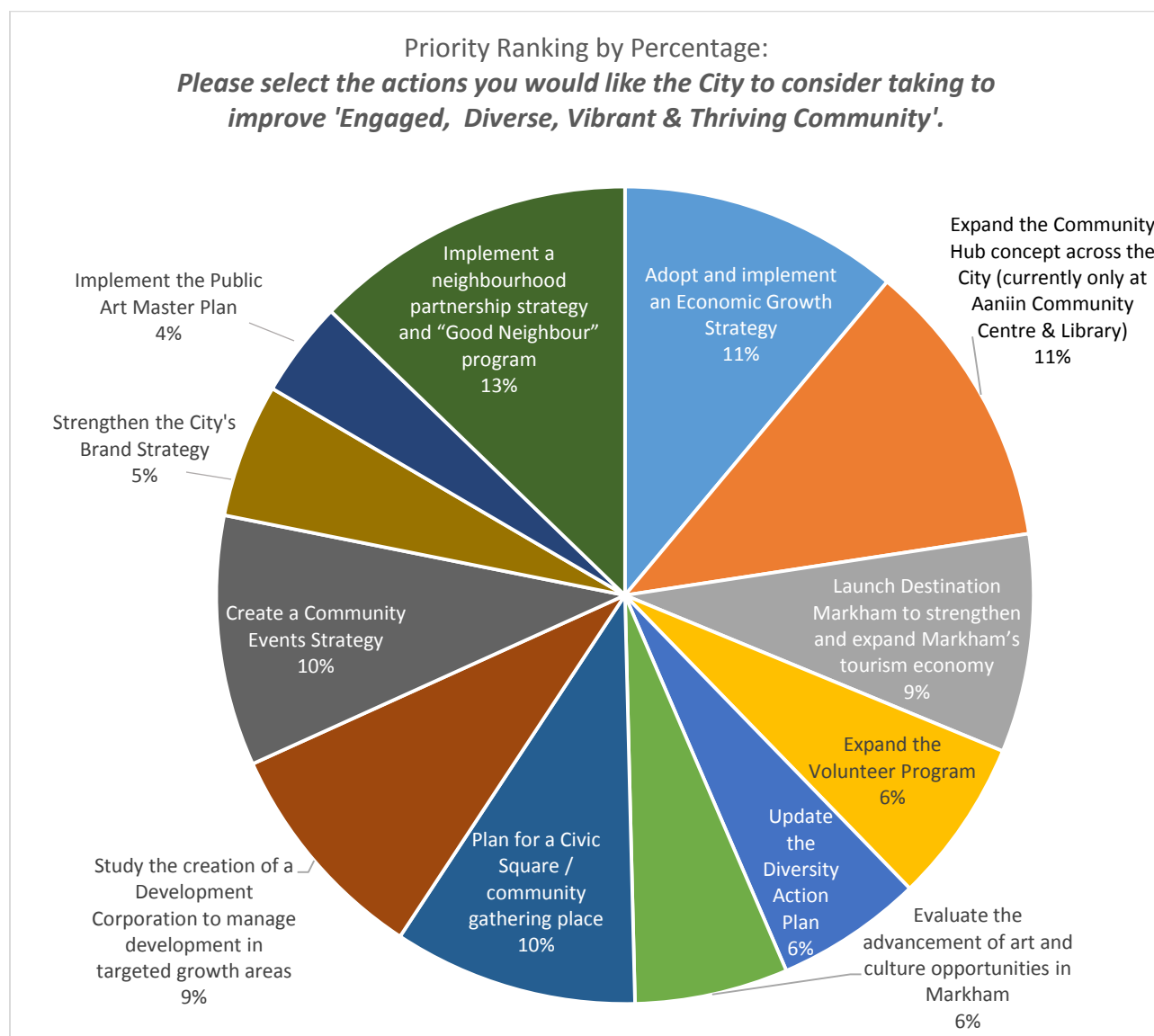
Observations:

- There was significant interest in the use of technology generally throughout the survey responses on all goals.



- With respect to the “Exceptional Services by Exceptional People” goal, the top two priorities related to the use of technology by City staff in the context of service delivery.
- These two actions together account for more than 40% of responses for this goal, and when “Smart City Technologies” is also considered in combination with these actions, approximately 50% of priorities related directly to the implementation of technology to improve service delivery.
- At the same time, respondents indicated a strong interest in improving direct communication with residents, with “Leverage New Technology to Interact with Residents and Stakeholders” and “Conduct Regular Customer Surveys” ranked second and forth respectively as priorities.

Priorities by Goal – Goal 2, Engaged, Diverse, Vibrant and Thriving City





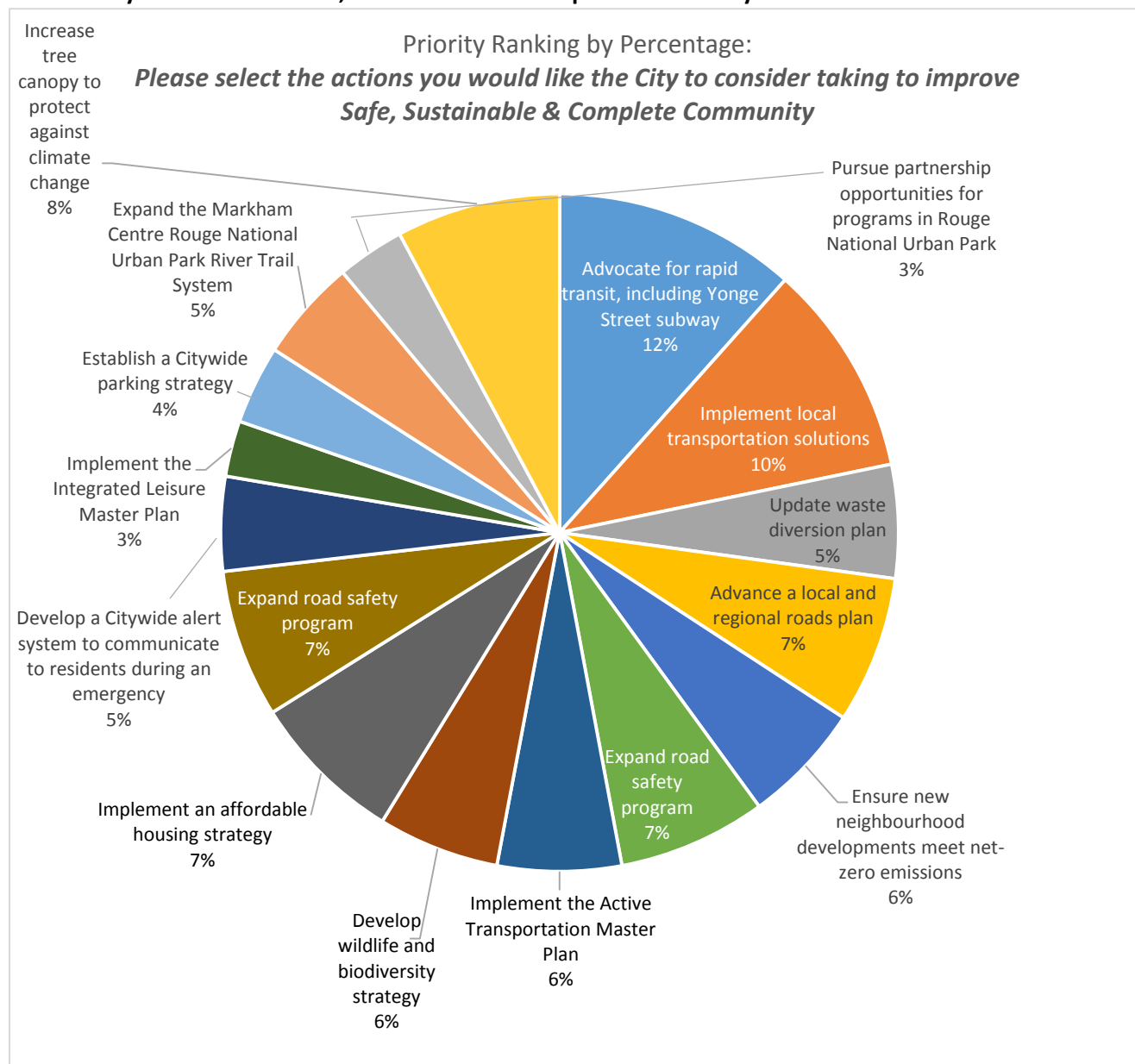
Priority Actions	Total Responses
Implement a neighbourhood partnership strategy and “Good Neighbour” program	1208
Expand the Community Hub concept across the City	1088
Adopt and implement an Economic Growth Strategy	1048
Create a Community Events Strategy	937
Plan for a Civic Square / community gathering place	914
Study the creation of a Development Corporation to manage development	847
Launch Destination Markham to strengthen and expand Markham’s tourism economy	817
Expand the Volunteer Program	615
Evaluate the advancement of art and culture opportunities in Markham	574
Update the Diversity Action Plan	549
Strengthen the City's Brand Strategy	501
Implement the Public Art Master Plan	358

Observations:

- The highest ranked action in this goal and in the overall survey with 1208 responses was “Implement a Neighbourhood Partnership Strategy and Good Neighbour Program”. There appears to be an interest in neighborhood-focused and place-based approaches to service, and a desire for activities that foster good neighbours and social inclusion.
- Getting to know your neighbors through neighbourhood improvement activities and having a community hub in their own neighbourhood were noted as strategies to increase community cohesion.
- Community cohesion and pride in cultural diversity were frequently referenced as valued opportunities.
- Community/neighbourhood festivals and events were seen as a vehicle to foster and celebrate cultural cohesion and understanding.
- The ranked priorities for the Engaged, Diverse, Vibrant & Thriving Community goal are complemented by the qualitative data which focused on the need to increase opportunities for community cohesion while managing growth, and ensuring there are sufficient community amenities (including libraries, arts & culture amenities, community centres and parks and greenspace) in the context of increased urbanization.



Priorities by Goal – Goal 3: Safe, Sustainable and Complete Community



Ranked Priorities	Total Responses
Advocate for rapid transit, including Yonge Street subway	1182
Implement local transportation solutions	1036
Increase tree canopy to protect against climate change	798
Implement an affordable housing strategy	747
Expand road safety program	721
Advance a local and regional roads plan	716
Implement the Active Transportation Master Plan	603
Develop wildlife and biodiversity strategy	591
Ensure new neighbourhood developments meet net-zero emissions	589
Update waste diversion plan	552



Ranked Priorities	Total Responses
Expand the Markham Centre Rouge National Urban Park River Trail System	496
Develop a Citywide alert system to communicate to residents during an emergency	459
Establish a Citywide parking strategy	382
Pursue partnership opportunities for programs in Rouge National Urban Park	329
Implement the Integrated Leisure Master Plan	271

Observations:

- The first two priorities both relate to transportation; there is a gap between these actions and the third ranked priority, which relates to sustainability.
- Traffic improvement and transit are clear priorities, with both actions listed in the Top 10 overall ranked actions across all goals.
- The qualitative data reinforced the ranking with many comments related to the need to expand transit options and road optimization for vehicles.
- Increasing road safety was also noted as an action related to transportation.
- Community safety and safe streets were identified in relation to increased police and bylaw enforcement, including the use of technology such as cameras to support enforcement.
- Neighbourhood-based programs such as Neighbourhood Watch were also identified as an action to increase safety.



Priorities by Goal: Goal 4 – Stewardship of Money and Resources



Priority Action	Total Responses
Leverage 'Smart City' technologies to improve efficiencies	1049
Develop and implement a plan to communicate and make key City policies available on the City website	822
Advance service planning for continuous improvement	806
Continue to implement the Asset Management Plan	643
Align capital and capacity planning to the Strategic Plan	641
Identify a strategy to fund resource requirements	620
Investigate other revenue tools and sources	409
Undertake public reporting aligned to the Strategic Plan	371
Develop a risk management framework	277



Observations:

- As in previous rankings, survey respondents identify both technology and communication as strong priorities. Whereas in Q1, Exceptional Services by Exceptional People, technology-based initiatives were identified as enabling service improvement, when asked in the context of Stewardship of Money and Resources, technologies such as “Smart City technologies” are identified as priorities for service efficiencies.
- Within this goal, communication has again been identified as important for stakeholders – in the second ranked response, the website particularly is identified as a communication channel to increase transparency of City policies.
- Closely following this priority was the need for action to advance service planning for continuous improvement.
- The margin of preference between the “Implement the Asset Management Plan”, “Align Capital and Capacity Planning to the Strategic Plan”, and “Funding Resource Requirements” are narrow (i.e. only vary by 23 votes between the fourth and sixth listed priority), whereas there is a relatively large gap between the “Smart City Technologies” and “City Website” priorities (i.e. 227 votes) suggesting the preference for the “Smart City Technologies” action is quite strong.
- The two actions identified that relate to funding tools, while ranking sixth and seventh priorities respectively, taken together would rank second by a narrow margin. This indicates that funding the City’s strategic actions is a consideration for survey respondents.

QUALITATIVE DATA: THEMES PER GOAL

In addition to ranking priority actions, survey respondents were given the opportunity to provide feedback on each of the strategy goals, as well as the question “what will Markham look like in 10-20 years?” These open comments allowed stakeholders to provide additional input and suggested actions; by analyzing the themes of the comment, additional insights into community priorities emerged.

The following themes were identified using content analysis of the freeform comments. The comments were coded according to broad themes and assigned additional sub-themes where appropriate. The following percentages are based on the frequency with which particular themes emerged in stakeholder comments.

Goal 1: Exceptional Service by Exceptional People – Common Themes

Under this goal, the most frequently cited themes included:

1. *Technology* – the most commonly identified theme under this goal was technology (24% of categorized comments included this theme). Many comments related to the theme of technology were broad and related to the use of technology to enhance service delivery to the community. The most common subtheme related to technology was ‘Smart City’ (8% of Technology comments) which included concepts such as autonomous vehicles, Internet of Things, 5G and other related technology.
2. *Operations* – the second major theme identified was ‘Improved City Operations’. This included comments about staffing and staff-delivered services (23.5%) - topics included delivering



excellent service, well-trained staff, staffing levels, were all included under this theme. Within the theme of operations, however, technology again was a significant subtheme (33% of operational concepts included a focus on technology). This includes comments related to the use of technology for managing City operations (i.e. improved systems) and upgraded equipment and/or software to support service delivery.

3. *Community Services* - The third broad theme under this goal included suggestions such as increased activities such as programs and events (50% of service comments), more libraries or library service hours (22%) and more/renovated community centres (8%).

Observations:

- There was significant overlap between goals with transportation, technology, sustainability, and community engagement being common themes across all comments.
- The qualitative feedback provided under this goal was aligned with the ranking of priorities for strategic actions, particularly with respect to the use of technology to enhance service delivery and operations.
- There were common patterns with respect to which themes and subthemes appeared in the same comment. Some of these patterns include the following:
 - Technology as an Efficiency – many comments related to technology identified opportunities to enhance service delivery timelines, provide faster service, and increase self-service options for community members.
 - Technology and Communication – one of the top ranked priority actions was ‘leverage new technology to interact with residents and stakeholders and this was echoed in the comments. This included communications related to events happening in the City, service schedules (e.g. waste pick-up) and bylaw information.
 - Traffic Management – comments related to transportation were frequently listed under each goal. More than 39% of comments related to transportation under ‘Exceptional Services by Exceptional People’ related to the use of traffic management technologies, specifically synchronization of traffic lights.
 - Inclusion – numerous comments identified a theme of inclusion (it was the fourth most frequent common theme). Topics related to Inclusion referred to the multicultural nature of Markham (Multicultural Diversity accounted for 54% of comments related to Inclusion), Accessibility (24%) and Age (38%) which included specifically older adults and to a lesser extent teens and children. There were many comments about providing events and opportunities to support diversity and encourage cultural exchange.

Goal 2: Engaged, Diverse, Vibrant and Thriving City

Under this goal, the most frequently cited themes included:

1. Community Engagement – comments categorized under this theme included suggestions that the City provide more ‘Opportunities for Involvement’ such as festivals, events, community organizations and volunteer opportunities (19.5%) and ‘Communication’ to residents (74%).
2. Community Services – as with Goal 1, services such as community events (73%), increased library services (7%) and more community centres (5%) were all cited as opportunities for



increased service to residents. While the specific percentages of comments related to each subtheme differs, the same top three subthemes were identified for 'community services' in both Goal 1 and Goal 2, indicating that community events, libraries and community centres are significant services that achieve multiple strategic outcomes.

3. Sustainability – the third most common theme under Goal 2 was 'sustainability'. This theme was cited in combination with a number of other concepts including technology, transportation and service delivery and appeared in the comments for all four goals. Under Goal 2, however, the most common subtheme related to sustainability was 'greenspace' (44% of comments related to sustainability included this subtheme). This included parks, trees and the tree canopy, references to the Rouge National Urban Park and generally land protected from development.

Observations:

- Almost half of the categorized comments under this goal were related to the themes 'Community Engagement' and 'Community Services'. Community services such as events were identified frequently as opportunities to bring community members together.
- There were a number of comments that referenced a feeling of friendliness or neighbourly behaviour – this was often ambiguous, but in many cases related to a sense of community cohesion. In some cases, comments referenced adhere to bylaws and being a good neighbour as a priority. This is reflected in the top ranked priority action, "Implement a Neighbourhood Partnership Strategy and 'Good Neighbour' program".
- As with Goal 1, Inclusion was the fourth most common theme, and again the most frequently identified subthemes included cultural diversity (57% of inclusion themes), Age (29%) and Accessibility. Under this goal comments related to Age frequently cited children or "family friendly" development or services.
- The fourth and fifth top priorities for this goal were "Launch Destination Markham" and "Create a Community Events Strategy". There were numerous comments about community events that referenced tourism, which suggests an overlap of these themes.
- Some pattern of themes include:
 - Community Centres, Libraries, Parks were often all named in the same comment. These were sometimes generally referred to as 'Amenities'. From the context of the way the comments were written, this combination of themes indicated a desire to have community amenities throughout the City to service residents at a neighbourhood level.
 - Communications and Events – many of the comments identifying the need for enhanced communication to residents focused on events happening in the City.

Goal 3: Safe, Sustainable and Complete Community

Under this goal, the most frequently cited themes included:

1. Transportation – comments categorized under this theme included traffic improvements (36% - i.e. more/wider roads, better driving) and 'transit' (44% - which included comments about improved reliability, affordability, and most frequently regionally-connected transit).



2. Sustainability – this broad theme included topics related to ‘greenspace’ (21% which included general comments as well as more specifically comments about the tree canopy); waste management and recycling (21%) and ‘reduced emissions’ (11% which included net-zero carbon emissions for developments, reduced carbon emissions generally).
3. Safety – there were a number of general statements about ‘safe streets’ and ‘safe communities’ as well as specific references in increased police/law enforcement (22%), installation of security cameras throughout the city (12%, including facial recognition technology and ‘surveillance’) and the introduction of ‘neighbourhood watch’ programs (9%).

Observations:

- Of the four goals, Goal 3 had the most uniform themes present in the comments – the vast majority of comments fell into one of these top three categories (transit, sustainability and safety).
- A significant number of suggestions made related to this theme focus on services that are not within municipal scope (i.e. policing, TTC access).
- The frequency of comments, as well as the ranking of priority action, demonstrated a focus on transit and the need to expand transit options in relation to both transportation and sustainability; however, there were still a significant number of comments suggesting improvements to roads in order to accommodate more single-driver vehicles.
- Common patterns of themes included:
 - Sustainability and Transportation – unsurprisingly, there was crossover with these two themes. Many comments indicated the need to green transportation solutions. These comments were generally vague (i.e. “environmentally friendly transit options”) with specific solutions such as ‘autonomous vehicles’ and ‘electric buses’ mentioned infrequently.
 - Safety and Transportation – many comments about safety were general; however, there were a number of comments related to road safety, and ‘Expand Road Safety Programs’ was ranked as the fifth priority in this goal.
 - Affordability and Safety – ‘Implement an affordable Housing Strategy’ was ranked seventh as a priority action (out of fifteen actions listed under this goal). Affordability was mentioned in several comments, particularly under the question “what will Markham look like in 10 to 20 years” and reference ‘unaffordability’ as a barrier to living in Markham; however, there were a number of comments related to safety that expressed concerns that increased affordability (specifically of housing) would decrease safety.

Goal 4: Stewardship of Money and Resources – Common Themes

Under this goal, the most frequently cited themes included:

1. Transparency and Accountability – the most frequent theme identified in this goal included subthemes of ‘transparency’ (38%), ‘risk management’ (7%), ‘audit’ (6%) and ‘value for money’ (19%). More than 25% of all comments related to this theme included one of these concepts or generally indicated the need for ‘better transparency’.



2. Financial Management – comments indicating suggestions for ‘increased spending’ (16%) and ‘reduced spending’ (17%) on services were included in this theme.
3. New Revenue Sources – under this theme, suggestions related to revenue tools were categorized. This included subthemes such as ‘private sector investment/sponsorship’ (13%), fundraising (8.5%), ‘service charges (including Tolls)’ (8.5%), ‘foreign investment’ (4%) and ‘bylaw enforcement’ (4%).

Observations:

- There was no consensus on whether the municipality should increase spending versus reduce spending as these comments occurred with relatively equal frequency.
- Taxes were not mentioned with frequency under Goal 4, though in the comments related to the question “What will Markham look like in 10-20 years”, ‘high taxes’ were mentioned with some frequency.
- By far the most common comments included the theme ‘transparency’ and included specific suggestions such as reducing the number of in-camera council meetings to ensuring policies were searchable on the City website. Most often, however, transparency was mentioned in the context of ensuring residents understood how the City was making decisions and/or spending tax dollars.
- Some patterns of themes included:
 - Value for Money and Spending: in the comments for this goal as well as other comments, there appeared to be a willingness to increase spending, and in some cases even to pay increased taxes, to invest in improved service. This pattern was often found in the context of technology investments to improve service and to invest in technology that could yield cost savings in the longer term.
 - Communication and Transparency – ‘communication’ while not a significant subtheme in this goal was mentioned most frequently in the context of improved reporting and increased transparency; this is reflected in the ranked priorities which included ‘public reporting aligned to strategic plan’, ‘communicate and make key City policies available on the City website’ as top actions to be prioritized.
 - Technology and Economic Development – the top ranked priority action was to ‘Leverage Smart City Technology to Improve Efficiency’. In the comments, the most common subtheme related to ‘technology’ was ‘Smart City’ (8%) which was cited as an opportunity to invest in technological solutions to improve operations at a cost savings. Technology was also implicated in comments related to ‘Economic Development’, of which 7% of subthemes related to the ‘Technology Sector’ as an area of economic growth. This was only the second most common subtheme of ‘Economic Development’ however, of 22% of comments under the theme related to ‘Tourism’.

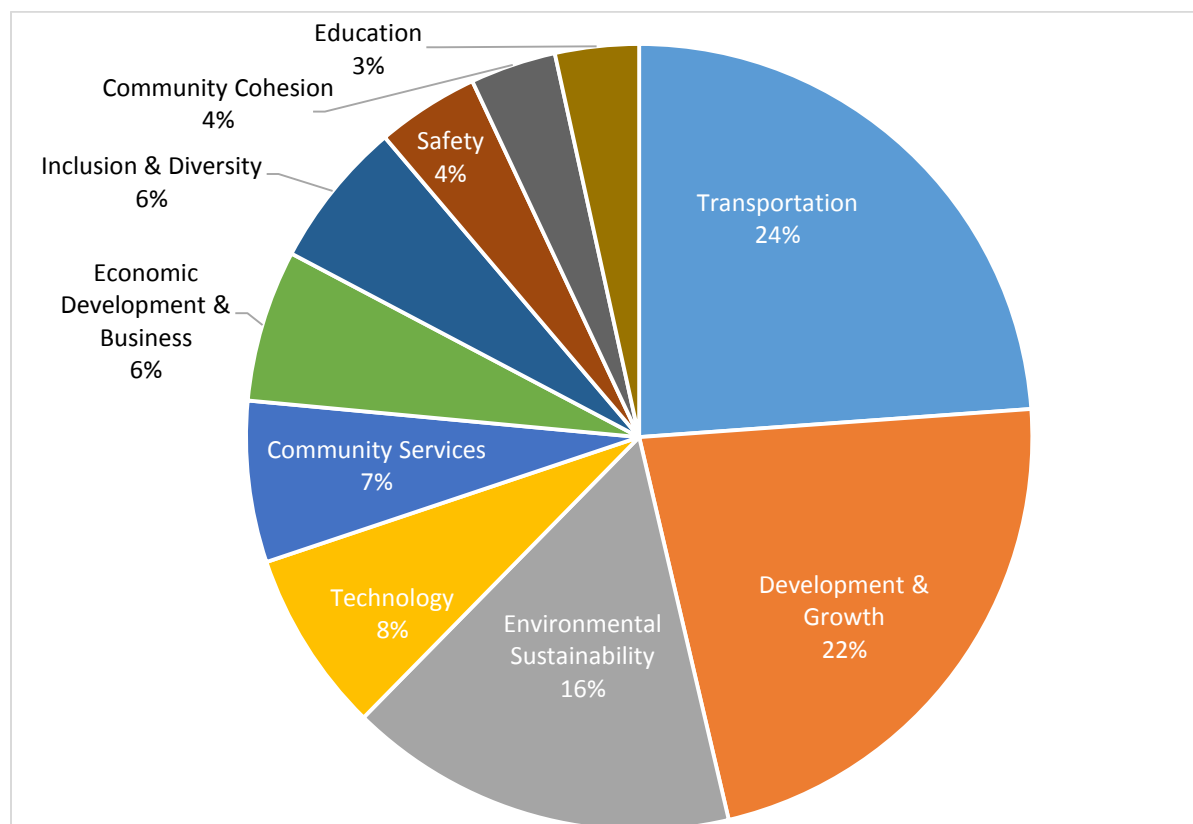
Qualitative Data – Themes for Markham 2020-2030

The question “what will Markham look like in 10-20 years?” was posed as an open-ended question. Responses identified areas for consideration and attention in the City’s planning. The most commonly occurring themes included:



THEME	SUBTHEME	% of COMMENTS ON THEME
1. TRANSPORTATION		
	TRANSIT	54%
	IMPROVED TRAFFIC/ROADS	25%
	CYCLING	9%
2. GROWTH/DEVELOPMENT		
	DOWNTOWN MARKHAM	18.5%
	MIXED USE DEVELOPMENT	10.5%
	INCREASED RESIDENTIAL	12.6%
	HIGH DENSITY	9%
3. ENVIRONMENTAL SUSTAINABILITY		
	GREENSPACE & PARKS	28%
4. TECHNOLOGY		
	SMART CITY	20%
5. COMMUNITY SERVICES		
	MULTIPLE AMENITIES	39%
	LIBRARIES	12%
	COMMUNITY CENTRES	12%

Diagram: Common Themes for ‘What Will Markham Look Like in 10-20 Years’ by Percentage of Categorized Comments





Observations:

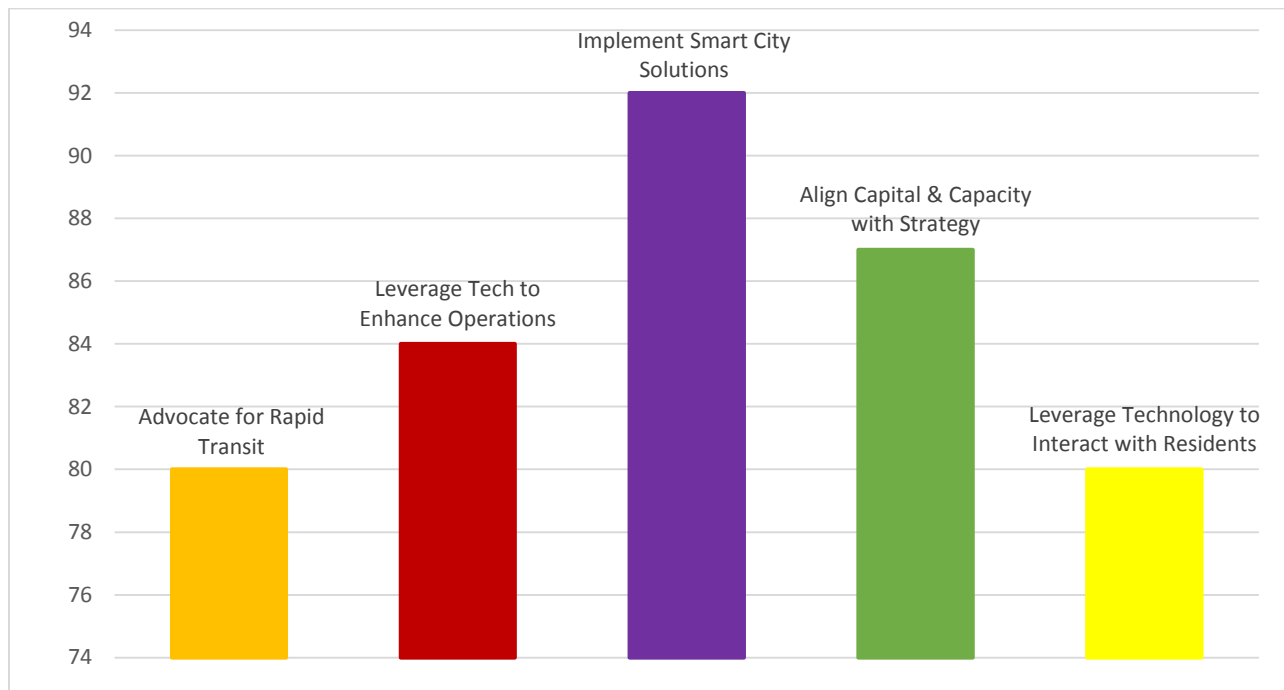
- Several of the top themes for this question were consistent themes across all goals, including: transportation, technology and sustainability.
- Common patterns of themes included:
 - Technology and Transportation – usually referring to traffic light synchronization and traffic management through smart technologies.
 - Sustainability and Technology – including energy efficiency, renewable energy sources and low-carbon transportation technologies.
 - Planning and Transportation – planning themes emerged in relation to growth generally and in particular with cycling and the development of walkable communities.
 - Development and Sustainability – these themes appeared concurrently in a few different ways. First, there were some comments focused on ‘sustainable development’ from an ecological perspective (i.e net-zero carbon buildings). Second, many comments indicated that as Markham intensifies and there is more high-density development, there is an increased need for protected greenspaces as well as managed parks.
- There were a strong number of comments that focused on ‘livability’; from context, this concept would include the opportunity for residents to work in Markham rather than needing to commute to other cities for work.
- Comments about transit referenced regional integration (GTA) with a very high frequency – this most often included York Region as well as the TTC. This included the need for a single fare across the system.
- With respect to comments related to ‘Growth’ there were some polarized sentiment. There were approximately equal numbers of comments indicating a preference for high-density development and low-density development. However, many comments referencing low-density development had a negative connotation (e.g ‘suburban sprawl’). In general there seemed to be a theme of increased density with a concern about traffic congestion. Many comments included themes of both development and transit.
- Comments indicated that residents expect that community amenities will keep pace with growth, including parks, libraries and community centres. These amenities were seen to offset increased density.
- Inclusion was a significant theme across this questions as well as Goal 1 and Goal 2. Many comments noted Markham’s cultural diversity in particular. Most of these comments had a positive connotation. However, there were several comments suggesting opportunities for more cultural and racial integration would benefit the community.
- There were a number of comments in this quesiton as well as Goal 1 and Goal 2 about neighbourhood and community events, indicating that opportunities for commuity members to come together at events improves community cohesion and a sense of belonging. Several comments described this as a ‘neighbourhood feel’ or ‘small town quality’ that they hoped Markham would retain while developing into an urban centre with the associated amenities and opportunities.



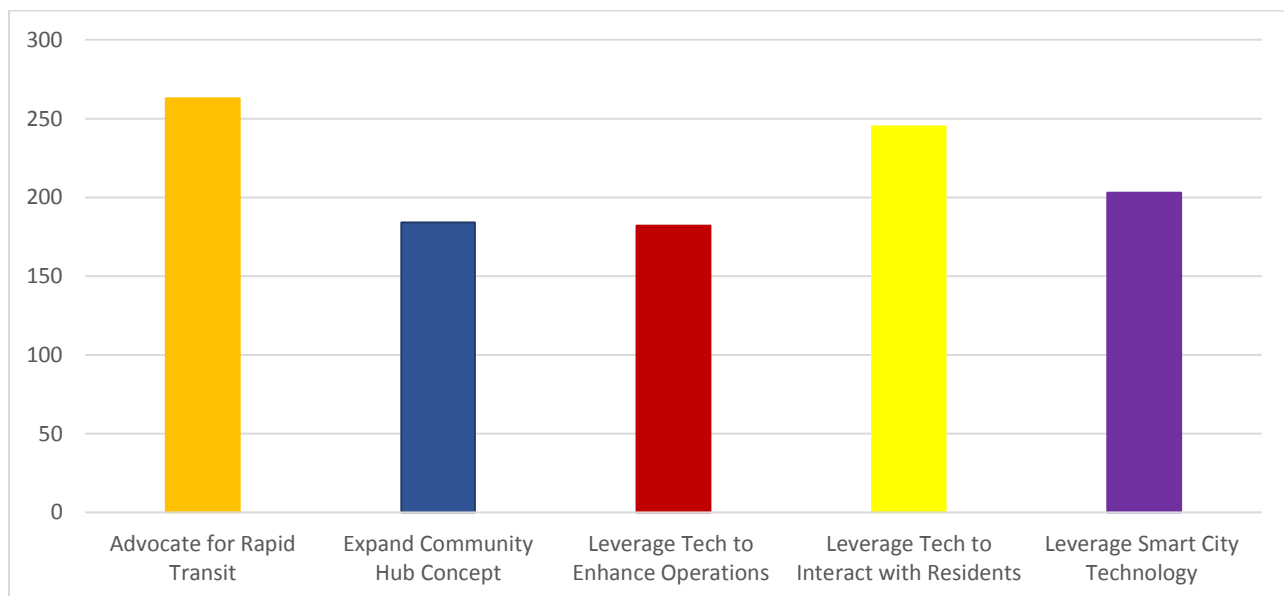
PRIORITY ACTIONS BY AGE

Survey participants were asked to identify their age category (see Demographic Data for breakdown of responses). The overall ranked priorities were assessed based on age categories to determine if there were consistent priorities across age ranges. First, the top five priority actions across all goals were identified for each age category.

Top 5 Priority Actions across all Goals: Ages 14-17 (159 Responses)

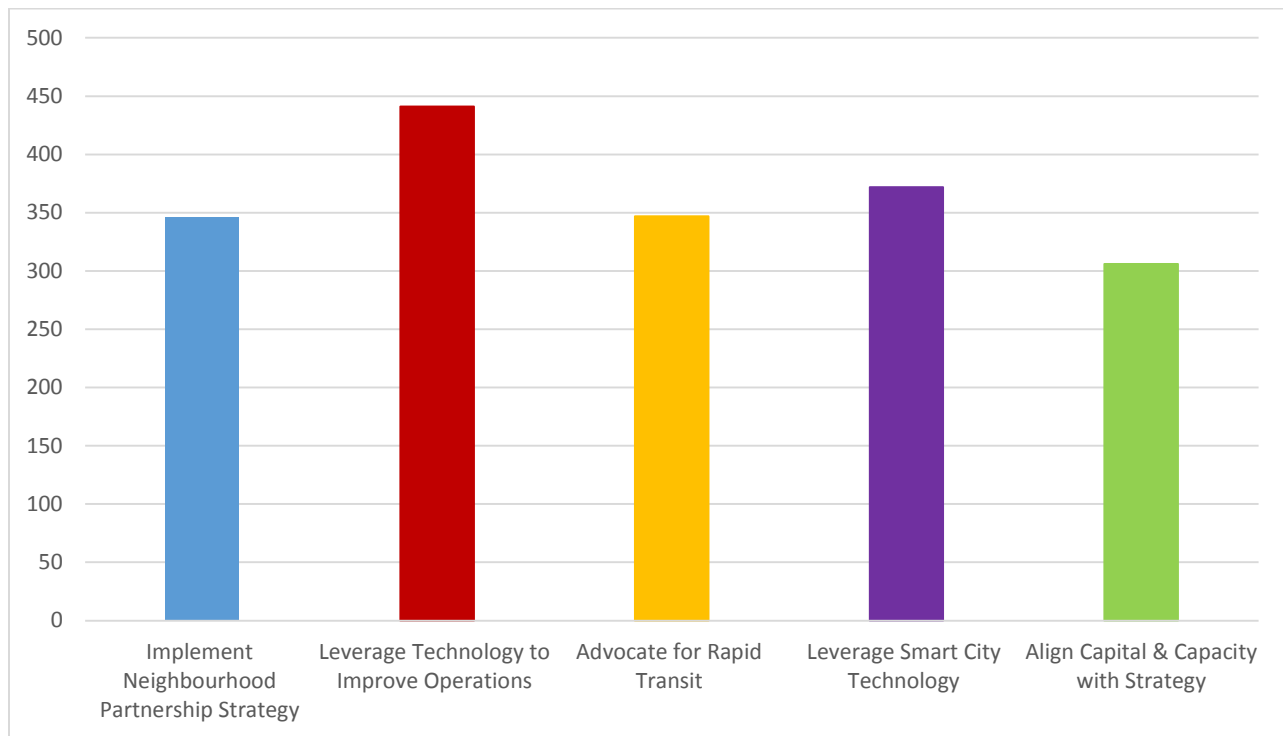


Top 5 Priority Actions across all Goals: Ages 18-34 (436 Responses)

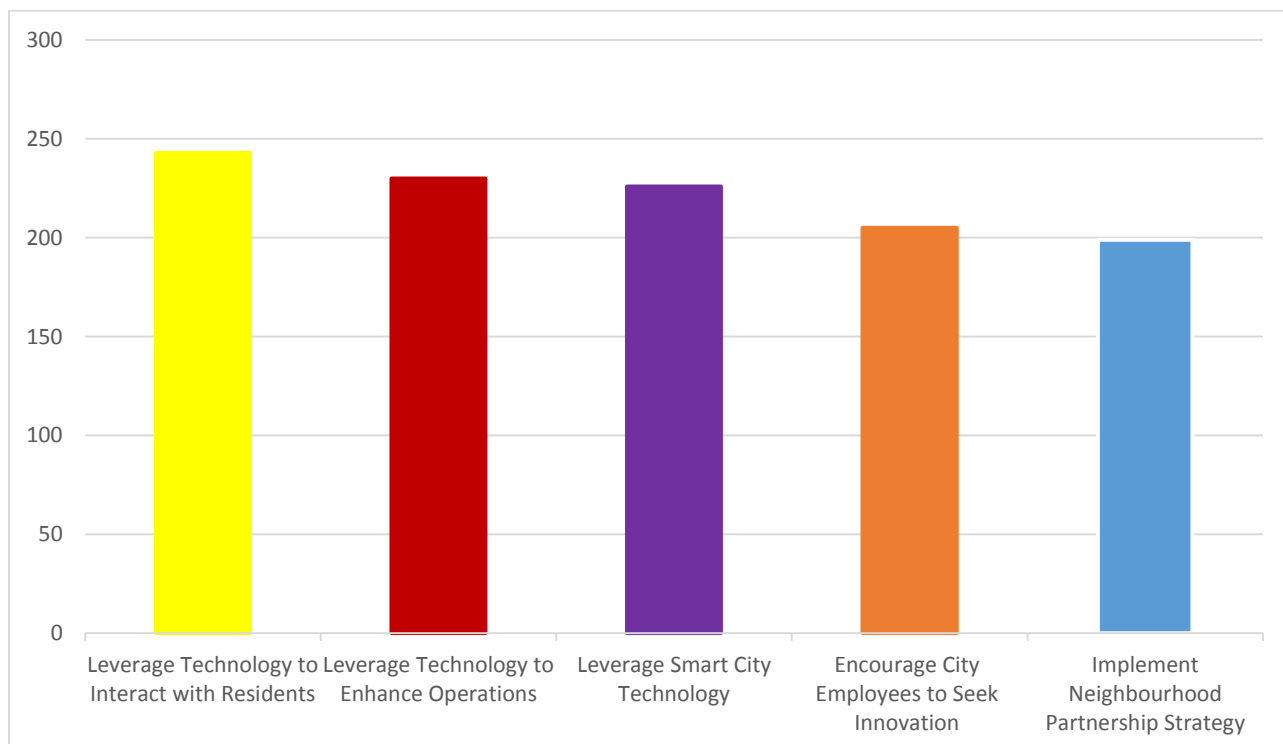




Top 5 Priority Areas across all Goals: Ages 35-50 (676 Responses)

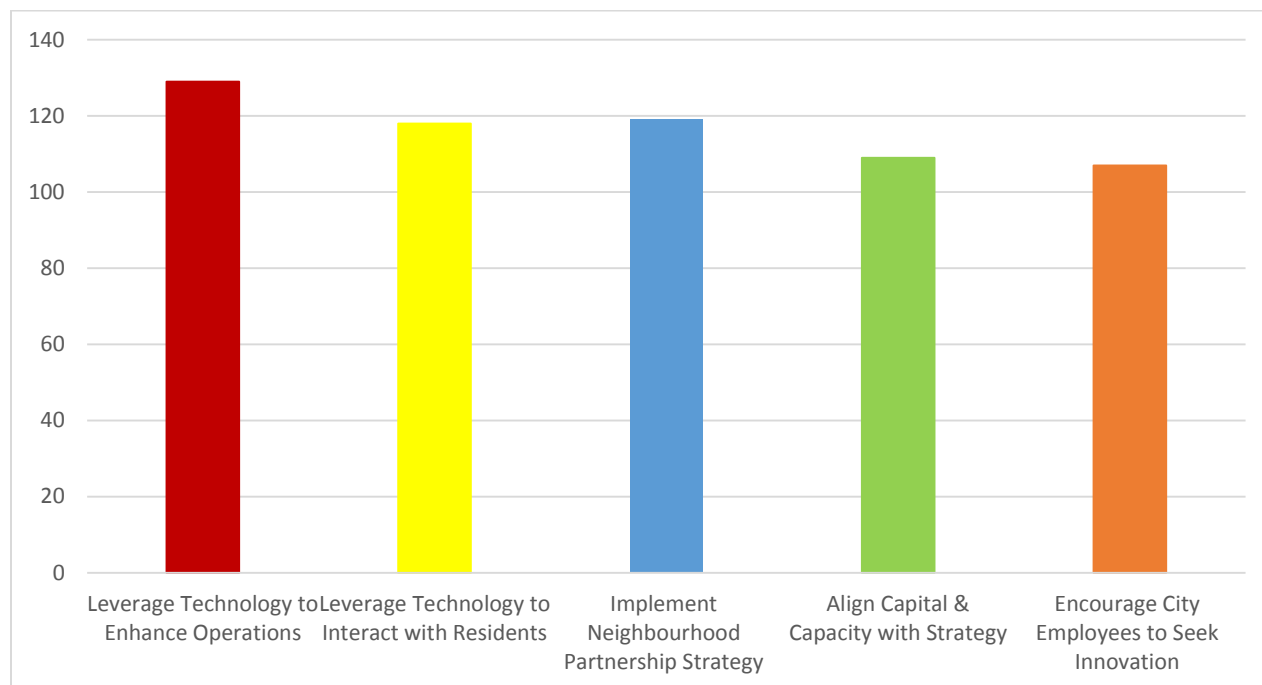


Top 5 Priority Areas across all Goals: Ages 51-65 (399 Responses)





Top 5 Priority Areas across all Goals: Ages 66+ (211 Responses)



Observations:

- There was agreement across age groups on priority actions related to the use of technology to improve operations and/or communications, as well as the use of Smart City technology to create efficiencies; at least two of these actions were identified in each age group.
- ‘Aligning Capital and Capacity Planning with Strategy’, while not identified as a priority for each age category, this priority was identified by the youngest, oldest and middle group of age categories suggesting some relevance across the age categories.
- The action to implement the ‘Neighbourhood Partnership Strategy’ ranked in the top five for the three oldest age categories, possibly, because these age groups are more likely to own homes than individuals under 30 years.
- The priority to ‘Advocate for Rapid Transit’ was ranked in the top five priorities for ages categories under 50 years, which could correlate with commuter patterns and influenced by those attending higher education in other municipalities.

PRIORITIES BY AREA

Survey respondents were asked to identify which neighbourhood best described their residence in Markham. Respondents identified one of four neighbourhoods: Unionville, Milliken, Markham Village and Thornhill. While Unionville in particular was overrepresented in the survey responses (see Demographic data for analysis), it was possible to cross-tabulate ranked priorities with neighbourhood. The following lists the top three ranked priority actions by area:



AREA	PRIORITY #1	PRIORITY #2	PRIORITY #3
Markham Village	Advocate for rapid transit including Yonge Street Subway	Leverage Smart City Technologies to improve efficiencies	Encourage city employees to seek innovative solutions
Milliken	Advocate for rapid transit including Yonge Street Subway	Leverage Smart City Technologies to improve efficiencies	Implement local transportation solutions
Thornhill	Advocate for rapid transit including Yonge Street Subway	Leverage Smart City Technologies to improve efficiencies	Leverage new technologies to interact with residents and stakeholders
Unionville	Advocate for rapid transit including Yonge Street Subway	Implement a neighbourhood partnership strategy and 'good neighbour' program.	Implement local transportation solutions

Observations:

- There is significant consensus across all geographic areas with respect to the first priority action (i.e. Advocate for Rapid Transit).
- It is notable that for all areas, regardless of geographic position, the top priority was to advocate for a rapid transit solution that would include the Yonge Street subway corridor. In reviewing the qualitative data related to transportation, a significant number of comments indicated that regionally integrated transit is a priority for residents. This action ranked higher in all analyses than local transit solutions indicating potentially the preference for commuter transit.
- There is broad agreement on the second ranked priority action – ‘Leverage Smart City Technology to Improve Efficiency’ was ranked second by Markham Village, Milliken and Thornhill respondents. Yet when cross-tabulated with results from Unionville, this action did not rank in the top three.
- ‘Leverage Smart City Technology’ failed to rank in the top three priorities for Unionville; given the percentage of overall responses from Unionville residents, it is possible that this priority would have ranked higher had there been equal representation from the other geographic areas.
- Similarly, Unionville residents ranked ‘Implement a Neighbourhood Partnership Strategy’ as the second highest priority. This was the top ranked priority overall in part due to the structure of the survey, and in part on the basis of the high ranking received amongst Unionville residents.
- Both Milliken and Unionville ranked ‘Implement Local Transportation Solutions’ third. These neighbourhoods both share the McCowan Road and Kennedy Road Corridors and north-south arteries into Toronto, which could be a correlative factor in the ranking of this goal.



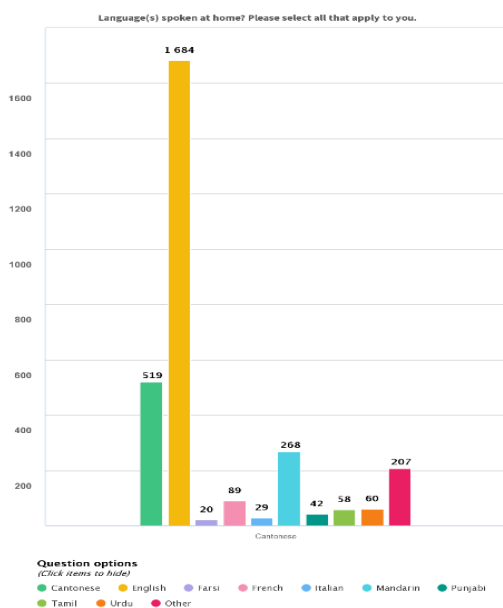
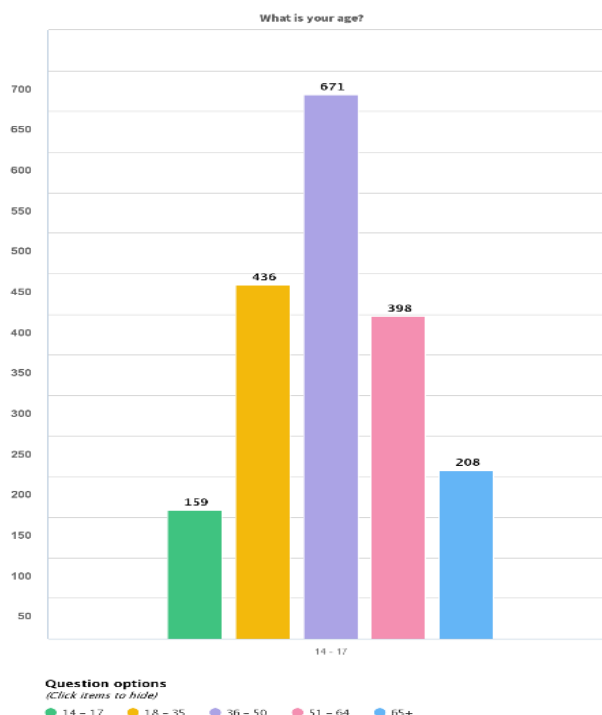
DEMOGRAPHIC DATA

Age

Survey responses were gathered from each age range representing a cross-section of generations in Markham. The majority of responses were from adults, aged 36-50, with approximately equal representation from 18-34 and 51-65 year olds.

The percentage of total responses by age category are as follows:

- 8.5% are 14-17 years old
- 23.3% are 18-35 years old
- 35.8% are 36-50 years old
- 21.3% are 51-64 years old
- 11.1% are 65+ years old



Languages Spoken at Home

When asked the language spoken at home, more than 90% of respondents indicated that they speak English. This is consistent with census data. It does not indicate if other languages are also spoken, or first language.

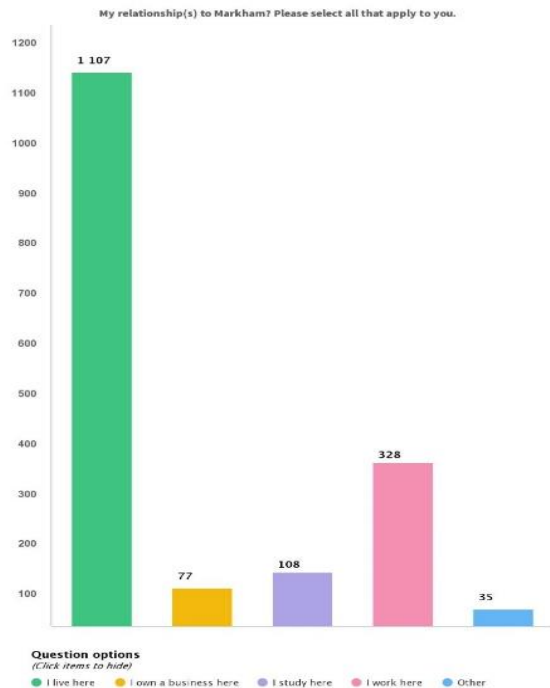
By percentage of responses, the top three languages spoken at home by survey respondents are:

- 90% of the respondents speak English at home.
- 27% of the respondents speak Cantonese at home.
- 14% of the respondents speak Mandarin at home.



Survey Responses by Area

Staff collected more than 1,800 responses throughout the duration of the survey. Of the responses, 92% of respondents reported living in Markham.



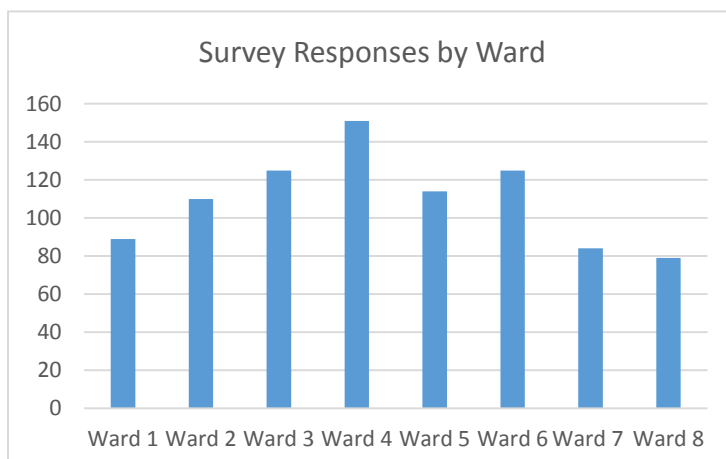
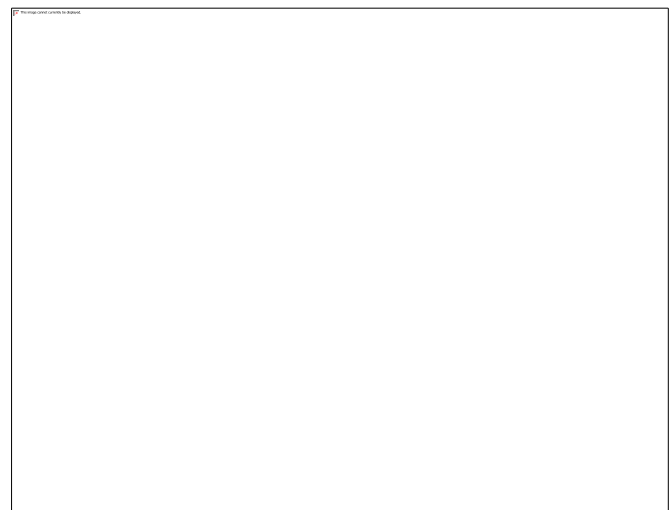
When asked to identify the area in which they lived, almost 32% of respondents report residing in Unionville.

The terms 'area' was used rather than 'ward' to increase understanding for survey users; however, the results are less specific than indicating residence by ward, and could account for the high proportion of 'other' as a response.

When compared to other areas, Unionville is overrepresented amongst survey responses, and when compared to the population distribution for Markham.

Responses by Ward

Postal codes were not collected on the survey; however, individuals responding online who created accounts with *Your Voice Markham* register using their postal codes. Through this data, the postal codes of **approximately 47% of respondents** were analyzed to determine the representation by



residents by Ward. While this view presents a more balanced representation of Markham residents by area, it accounts for only half the total responses.

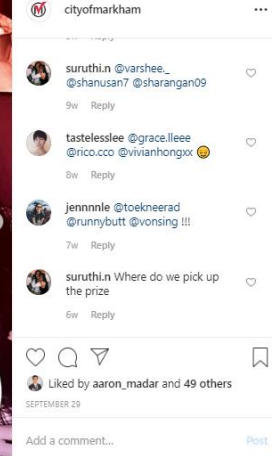
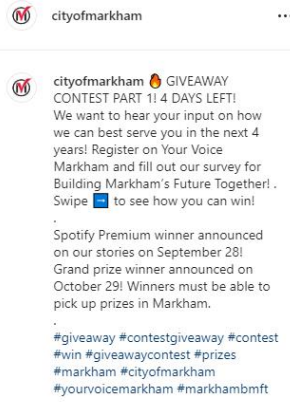
Appendix C

Youth Engagement Summary Report

November 2019
Prepared by Urban Minds

City of Markham engaged Urban Minds to increase youth participation both online and in-person:

- Creation of a Youth Instagram Contest to drive youth to the BMFT site
- Two in-person pop-ups:
 - Youth event @ Angus Glen CC
 - Markville Mall
- Goals:
 - Educate Youth – youth of today are tomorrow's leaders
 - Collect Feedback – everyone's feedback counts



Youth Instagram Contest

 31 ACTIVATED ACCOUNTS 17 COMPLETED SURVEYS*	  WIN  \$150 VALUE	  WIN \$50  GIFT CARD	  WIN \$50  GIFT CARD	  WIN 3 MONTHS 
 ENTRIES	17	12	8	3
 COMMENTS	48	14	20	3
 DAYS	35	28	14	5

*Based on number of entries into grand prize (Fitbit Inspire HR); does not include completed surveys from pop-up engagements. City of Markham to verify actual number of completed surveys through Your Voice Markham.

City of Markham
Published by Sprout Social (7) - October 5

We're so please to see how engaged our youth is last night at the Markham Mayor's Youth Council's network event! Our youth are our future, so tell us what priorities you think we should be focused on – Complete our survey and win great prizes at YourVoiceMarkham.ca/BMFT

Follow us on Instagram and get a chance to win great prizes, like Michael Lee did! He followed us on Instagram and filled out our survey online and won a 3-month superscription to Spotify Premium. Go to Markham.ca/StrategicPlan to learn how to win.



1,588
People Reached

109
Engagements

Boost Post

“What’s your pick?”

 **Safety & Sustainability**

93
picks

 **Diversity & Economy**

30
picks

 **Stewardship of Resources**

16
picks

 **Customer Service**

13
picks

At the pop-ups, we talked to

152  **people**  **95** high school students
 **57** young children and adult residents



**BUILDING MARKHAM'S
FUTURE TOGETHER**
2020-2023 Strategic Plan

Tell us how we can better serve you in the next 4 years!

HOW TO PLAY

- 1 Spin the wheel + Answer a trivia question**
- 2 Take a Timbit + Vote with your toothpick**

Which of the following is the most important to you?

			
Customer Service	Diversity & Economy	Safety & Sustainability	Stewardship of Resources
Excellent services provided in person, on the phone or online	Inclusive community and a strong, growing economy	Protecting people, infrastructure and the natural environment	Responsible, transparent use of money and resources
Things we measure: - Customer satisfaction - Employee engagement - Digital services available online	Things we measure: - Economic growth - Cultural vibrancy - People City lived	Things we measure: - Environmental targets - Range of housing options - Progress of infrastructure development	Things we measure: - Government transparency - Growing City buildings use and maintenance - Property tax per capita

 **MARKHAM**

Learn more at markham.ca/StrategicPlan

Youth Engagement Summary Report

Youth Engagement Summary Report

November 2019

Prepared by Urban Minds
for City forMarkham



Table of Contents

1. Project Background	3
2. How did the Community Participate?	8
3. Engagement Results at a Glance	13
4. Recommendations	17
5. Next Steps	20

1

Project Background



Building Markham's Future Together: 2020-2023 Strategic Plan



The City of Markham is updating its strategic plan for the next four years. The plan serves as an important guiding document for Council and senior staff as they make decisions for the future of Markham. The City embarked on a month-long public engagement process to identify goals and priorities that resonate most with residents and stakeholders.

Why engage youth?

As the City plans for its future, it is important to highlight the value of engaging youth in the conversation. In the span of four years, youth ages of 13 to 19 today will come of age. Many will become voting residents, either continue their education or start their careers, and eventually build families in Markham.

At the same time, both City staff and our team recognize the unique challenge of reaching out to this demographic. Unlike adults, youth often do not participate in civic engagement initiatives and are largely under-represented.



Images: Markham Youth Expo

The Team



Building Markham's Future Together (BMFT) is led by the City of Markham who enlisted Urban Minds to conduct youth engagement.

During the engagement process, Urban Minds worked with City staff to increase youth participation, both in-person and online.

Objectives

1. **Educate youth** on City's role in building infrastructure and providing services
2. **Collect feedback** from youth on City's four new strategic priorities
3. **Increase long-term retention** of youth participants

2: How did the Community Participate?



Engagement Timeline

- | | |
|---------------------|---|
| September 23 | BMFT Launch & Open House (Markham Civic Centre) |
| September 24 | Youth Instagram Contest Launch |
| October 4 | Collage pop-up (Angus Glen Community Centre) |
| October 26 | Markville Mall pop-up |
| October 29 | End of Youth Instagram Contest |

Youth Instagram Contest

Urban Minds assisted the City of Markham in creating and launching the Youth Instagram Contest aimed to drive youth to register on the Your Voice Markham platform and complete the BMFT survey.

Prizes were selected based on consultation with youth, including one \$30 Spotify gift card, one \$50 Cineplex gift card, one \$50 Zumiez gift card, and one Fitbit Inspire HR.

From September 23 to October 29, Urban Minds reached out to different youth organizations in Markham to share the contest.



Pop-Up Engagements



Urban Minds designed and facilitated interactive activities that catered to youth in order to collect feedback in a fun, casual, and engaging manner:

1. Spin-the-wheel trivia about the City of Markham
2. Free Timbits on toothpicks; toothpicks used to vote on top “pick” of the four BMFT goals (Customer Service, Diversity & Economy, Safety & Sustainability, Stewardship of Resources)

Informational graphic panels were displayed at each pop-up engagement, explaining how to play, the four BMFT goals, and promoting the Youth Instagram Contest.

Pop-Up Engagements

Urban Minds held pop-up engagements at Angus Glen Community Centre as part of the “Collage” event hosted by Markham Mayor’s Youth Council on October 4, and at Markville Mall on October 26 alongside the Mayor and City staff.

Two staff members and two youth ambassadors from Urban Minds were present to facilitate the interactive activities at each pop-up engagement. City staff were given materials to run an additional pop-up at First Markham Place on October 26.




The booth was set up in places where community members would typically go, pass through, or gather. This method was great for capturing thoughts from those who might not have known about the initiative and would not have otherwise participated.

3 Engagement Results at a Glance



Youth Instagram Contest



 ENTRIES	17	12	8	3
 COMMENTS	48	14	20	3
 DAYS	35	28	14	5

*Based on number of entries into grand prize (Fitbit Inspire HR); does not include completed surveys from pop-up engagements. City of Markham to verify actual number of completed surveys through Your Voice Markham.

At the pop-ups, we talked to

152



people



95

high school
students

57

young children and
adult residents



"What's your pick?"



**Safety &
Sustainability**

**93
picks**

OCT 4:



58 picks

OCT 26:



35 picks



**Diversity &
Economy**

**30
picks**

OCT 4:



20 picks

OCT 26:



10 picks



**Stewardship
of Resources**

**16
picks**

OCT 4:



10 picks

OCT 26:



6 picks



**Customer
Service**

**13
picks**

OCT 4:



7 picks

OCT 26:



6 picks



4 Recommendations

Youth Instagram Contest

Instagram is the **main social media platform** that youth engage with on a daily basis. As a result, the Youth Instagram Contest was effective in reaching youth who were already following @cityofmarkham, @urbanmindsto, and other youth organizations.

The **informational graphic panels** displayed at the pop-up engagements were effective in garnering further youth participation as they waited in line to partake in the pop-up activities.

Youth are drawn to **short, catchy videos**. To reach a greater audience of youth in the future, it is recommended that a paid promotional video be created to advertise the initiative.

Pop-Up Engagements

“Collage” was a highly successful pop-up engagement as we **met youth where they were at**, at an event created solely for high school students.

Although Markville Mall would have been a great location to meet youth, the **timing** of the pop-up engagement was not best suited for youth who typically visit the mall mid to late afternoon. We spent the busiest time of the pop-up, between 12PM to 1PM, engaging mostly families with young children who were headed to the food court for lunch.



Pop-Up Engagements



While the interactive activities were designed to cater to high school students, they also proved to be appealing to young children and older adults alike. Participants enjoyed the act of spinning the wheel to win a free Timbit while also learning fun facts about the City of Markham. It is recommended that the City of Markham follow a similar model for future youth engagement that is **fast, fun, and offers free food**.

Based on the success of the Collage pop-up engagement, it is recommended that the City of Markham continue to **piggyback on events organized for youth**, particularly those organized by Markham Mayor's Youth Council.

Pop-Up Engagements

The City of Markham should consider **reducing the length of the online survey** to a maximum of 3 minutes as youth tend to lose interest quickly. Any open-ended questions should be moved to the end so as not to intimidate and deter youth from filling it out.

As youth today are digital natives, many of them have already learned to be protective of their digital privacy. This means that they are weary of registering online for anything that asks for personal information. **Printed short surveys** at pop-ups would provide a good alternative.



5 Next Steps



Learning from the data

Nearly two thirds of all respondents picked “Safety & Sustainability” as their top priority for the future of the City of Markham. A larger portion of high school students, compared to younger children and older adults, picked “Safety & Sustainability” over all other goals.

These results spoke loud and clear that **youth in Markham today are very concerned about safety and sustainability**. This aligns with their heightened sense of urgency for climate action as exemplified in the recent climate strike across the world. Issues of bullying and traffic safety are also close to home for many teenagers.



Image Source: CP24

Learning from the data



Image Source: Markham Review

- At 20% of votes, the second priority was “Diversity & Economy”. Markham is one of Canada’s most diverse communities and the makeup of the youth that we engaged with was a very clear reflection of this diversity. They expressed the importance of a **vibrant community that celebrates and preserves the spirit of diversity**.

Moving forward, the City of Markham should invest more resources into projects and initiatives related to sustainability and safety. **Fostering civic participation among youth** is key to Building Markham’s Future Together.



ENGAGING OUR CUSTOMERS

CUSTOMER FEEDBACK & EVALUATION



**KNOWLEDGABLE STAFF,
ENGAGED COMMUNITY**

**INNOVATION &
EFFICIENCY**

**CONSISTENTLY EXCELLENT
EXPERIENCE**

CUSTOMER EXPERIENCE EVALUATION TOOLS

- **Annual Customer Satisfaction Surveys:** every year each department identifies services to measure using a corporate survey process (see page 4)
- **Post-Program/Project Evaluation:** these assessments are completed by clients following programs or upon completion of projects in the community.
- **Data Analysis:** Library and Recreation use tools such as *Envionics* to gain a better understanding of market data about the Markham community. Research, benchmarking trends and other data is used to inform decision making and strategy development.
- **Surveys & Polls:** surveys are used throughout the City to collect data about resident experiences, preferences, needs and opinions. *eg. IPSO winter maintenance survey*
- **Interviews:** individual, thorough and structured - designed to probe deeply into stakeholder needs and opinions. *eg. Aaniin Library Post-Occupancy Evaluation to determine how customers are using library space*
- **Focus Groups & Consultations:** facilitated discussion to collect data from a group of individuals on a specific topic *e.g. waste management testing residents' acceptance of clear bags and textile recycling*
- **Community Conversations:** used at MPL as part of their unique Community Development framework, this facilitated discussion focuses on understanding the broad goals and challenges of the community,
- **Online Engagement:** the City of Markham maintains online engagement tools to provide residents with a platform for ongoing input into issues that matter. *E.g. Your Voice, used for Markham Centre and Council Strategic Plan*

INTRODUCTION: SERVICE AT MARKHAM

The City of Markham is known as a municipal leader in providing high quality service. Service is a core value for staff and at the heart of the work we do within our own departments and for the community.

- Service is one of the four goals under the Excellence Markham framework
- 'Exceptional Service by Exceptional People' is one of the key strategic goals in Building Markham's Future Together', Council's strategic plan for the City
- Markham's Customer Experience Strategy was adopted to promote a service culture and provide a consistently exceptional experience across all departments and service areas
- Evaluating our service and engaging customers is critical to our ongoing success - Markham has an overall satisfaction rating of 80% across the services surveyed

This report provides highlights of service evaluation at Markham and how residents, stakeholders and community members are engaged as part of our commitment to exceptional service.



CUSTOMER SERVICE

AT THE CITY OF MARKHAM

City of Markham staff serve their community with commitment and passion. This is reflected in the high level of satisfaction residents have with our services. Seeking to build on this strength, staff led a city-wide initiative to build a consistent approach to service to guide our work with residents.

A project team of staff from all commissions came together to identify shared values for customer service and drafted the vision for the Customer Experience Strategy.

To create a vibrant, livable community by providing excellent customer service from caring and helpful staff so residents feel involved with city growth and included in the community.

When asked what motivates them in their work, City of Markham staff said the following:

"To help people so that they feel that they belong, are respected, and appreciated".

"To foster community and well being so that residents have an increased quality of life."

"To proudly provide excellent public service so that we can make a difference to our residents and to our community."

"To greet, welcome, meet and resolve customer needs so that people feel they belong in the community."

"To be friendly and help people so that they know they are part of the community and we, as a community, can grow together."

"To help both the residents and the City grow so that together, we can create a better world."

As part of a commitment to continuous improvement and excellence, the Customer Experience team developed a strategy based on staff and customer input to help focus on three priorities:

- *Increase awareness of municipal services in order to set (and exceed) customer expectations*
- *Leverage technology to expand service delivery to online channels, and to provide integrated internal service coordination*
- *Build on existing "pockets of excellence" to ensure customers experience consistently welcoming and effective service at all service areas.*

Ongoing service evaluation and customer engagement is an objective of this strategy.



CORPORATE CUSTOMER SATISFACTION RESULTS BY DEPARTMENT (2015-2019)

Departments & Services	Satisfaction
Human Resources – EPIC	65.6
Human Resources – Onboarding	85
Human Resources – Performance Management	70.2
Financial Services – Letters of Credit	73.8
Financial Services – Procurement Card	75.2
Financial Services – Procurement	71.8
Financial Services – Financial Reporting	70.4
Economic Development & Culture – Small Business Office	82
Economic Development & Culture – Volunteers	90
Economic Development & Culture - Rentals	78
Economic Development & Culture - Camps	80.6*
Economic Development & Culture	86.6
Engineering - Development	72.4
Legislative Services - Wildlife	52.4
Communications – Internal Clients	70
ITS – Internal Service	78.6
Recreation – Aquatics	75
Recreation - Programs	74.8*
Recreation - Camps	78.2
Environmental Services – Water Services	88.5*
Asset Management – Utilities & Contracts	88.2
Asset Management – Space Planning	76.4
Fire & EMS – Station Visits	93.2*
Fire & EMS – House Fires	95*
Legal – Internal Clients	80.6
Operations – Sports Fields	72.6
Building – Zoning Services	78.8
Planning – Urban Design	56

*average of multi-year scores



75
FOCUS GROUPS



106
SURVEYS ISSUED



80%
OVERALL
SATISFACTION
(CITY WIDE)

SERVICE EVALUATION

Measuring Customer Service

Every year each department of the City of Markham identifies one service to evaluate.

All departments use a common process, which includes using focus groups to understand stakeholder priorities, followed by surveys to measure both the satisfaction with the service, and the importance of the service.

The departments use this data to plan service improvement initiatives and ensure services are meeting the needs of Markham residents, clients and stakeholders. Some areas evaluated include:

2019:

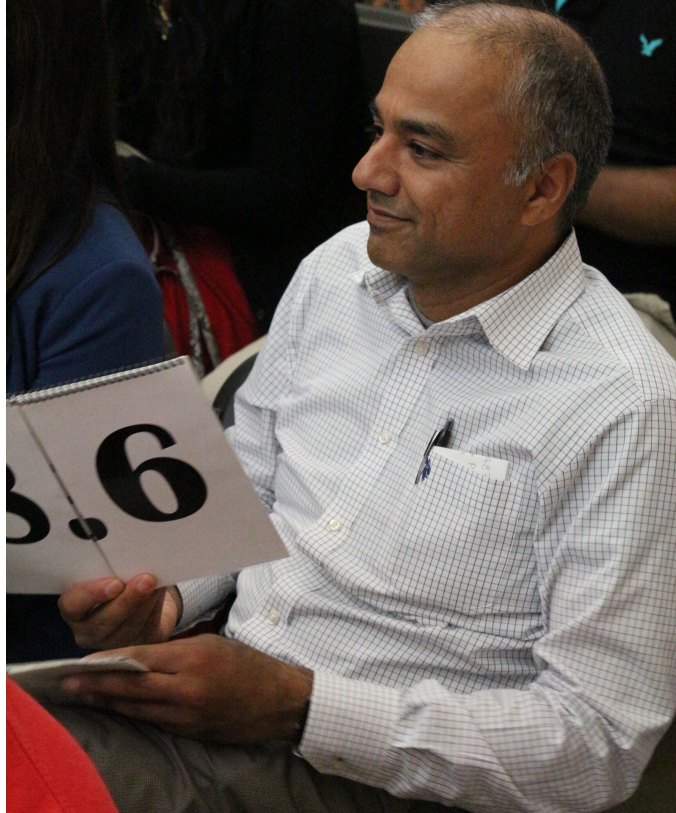
- Camps (Recreation)
- Animal Services
- Health and Safety
- Facility Maintenance
- Fitness

2018:

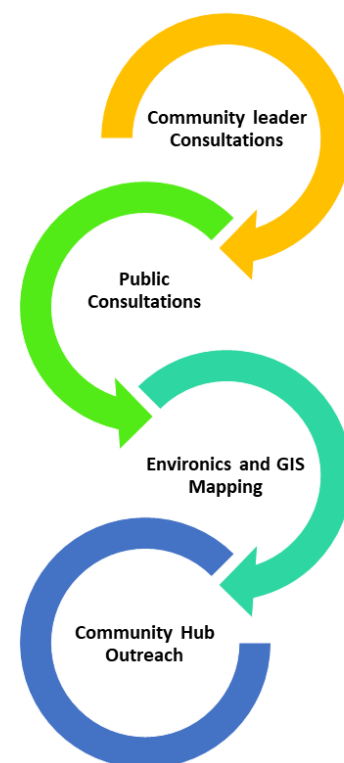
- Letters of Credit
- Programs (Recreation)
- Water Services
- EPIC (HR)

2017:

- Wildlife Services
- P Cards
- Rentals (Recreation)
- House Fires



ENGAGEMENT PROCESS AT AANIIN COMMUNITY HUB



RECREATION

AANIIN COMMUNITY HUB

In 2018 with the opening of the Aaniin Community Centre and Library, the City of Markham launched its first neighbourhood-based Community Hub. This space connects over 20 community partners to accessible space to focus on the needs Aaniin's diverse community, and was developed based on early engagement with the community.

PARTNERSHIPS AT THE HUB

The Community Hub is a partnership model that leverages community resources where residents can access free services within their neighbourhood, such as meaningful wellness workshops delivered by professionals. Partners include:

- Markham Stouffville Hospital
- Centre for Immigration and Community Services
- Immigrant Youth Centre
- Canadian Mental Health Association
- John Howard Society
- Markham African Caribbean Canadian Association
- 360o Kids
- AIDS Committee of York Region

In planning the Community Hub, City staff held 14 public consultation meetings at schools and community centres.

Staff also conducted asset/people mapping research including the identification of community resources offered in local schools / places of worship/ social agencies. Environs research, best practices and GIS mapping of current users assisted in determining programming needs.

CUSTOMER SATISFACTION IMPROVEMENTS

Our departments have engaged in a number of customer feedback activities, and applied the input received towards improving services.



Operations - Roads Rehabilitation Project:

Method: This survey was mailed to residents with properties facing recently rehabilitated roads.

Respondents: 191

Outcomes: addressed performance issues with contractors and identified improvements to 2019 program.

Sports User Group Surveys

Purpose: to better understand client needs for sport services

Method: annual group meetings and formal survey is sent to all users at the time of contract renewals

Outcomes: Based on the feedback from these surveys, staff addressed minor maintenance issues such as improving field lining and diamond dragging, and improvements to tournament notifications to enhance customer satisfaction,

OPERATIONS

Operations - Winter Maintenance:

Method: One-time online survey through *Your Voice* Markham, followed by in-depth phone survey administered by IPSOS.

Respondents: 577 (IPSO)

Outcomes: survey results and staff recommendations provided to council to evaluate resident views on the city's Winter Maintenance Program

Operations - Parks: Parks Renaissance

Purpose: engage residents to raise awareness of the program and gather input

Method: community surveys/outreach

Outcomes: As a result of survey feedback, the City will install 3 shade structures in parks, with plans for an additional 5 structures.

Evidence-Based Service Planning: Using Data for Service Improvements

Between 2014 and 2014, the City of Markham's Operations Department analyzed data from the Parks forestry program to determine the best methods for delivery of the **Block Pruning Program**.

Using this data, Parks will launch its new service delivery program in January of 2020, estimated to address 30% of the most problematic City street trees in the first 3 years of the program. This will result in a reduction of ACR (complaints issues through the Contact Centre) volume and increased customer satisfaction.

CUSTOMER SATISFACTION IMPROVEMENTS: COMMUNITY ENGAGEMENT OUTCOMES

Planning & Urban Design: Markham Centre Vision- Community Engagement

Purpose: To engage people from all over Markham to share their impression of and ideas for the future of Markham Centre, the City's evolving downtown.

Method: Online activities hosted on the 'Your Voice Markham' engagement platform, 15 in-person pop-up events and social media promotions.

Respondents: Over 2,300

Outcomes: As the City embarks on the Markham Centre Secondary Plan Update, the ideas and input collected during this visioning exercise will help strengthen the City's current vision for Markham Centre and ensure we plan a truly vibrant downtown. Additionally, the lessons learned through this exercise will help inform future phases of engagement associated with the Markham Centre Secondary Plan update. A summary of what we heard will be posted to the 'Your Markham Centre' webpage, as reporting back to the community on the findings and key outcomes of the engagement exercise is critical to building trust and transparency.

Markham Cat Adoption and Education Centre

Purpose: Promote cat adoption and educate the community on the importance of animal welfare and responsible pet ownership

Method : Social Media Campaign

Outcomes: Increased awareness of the Centre which leads to more patrons and higher adoptions of cats. We have increased our social media posts which has resulted in more followers and more members of the public being aware of the Centre. Additionally, we have doubled the number of events hosted per year from 12 to 24.

Legislative Services: 2018 Municipal Election Online Voter Experience Survey

Purpose: To gather feedback from voters utilizing the 2018 Municipal Election online voter portal.

Method: Customer survey attached to the online voter panel whereby after voter casts their ballot they have the option to complete an anonymous survey.

Respondents: 10,945 or 15.46% of online voters took the optional survey.

Outcomes:

- 97% of voters were satisfied with online voting.
- 98% of respondents say they would be likely to vote online in a future municipal election.

The City of Markham Election Team will continue to refine our online voting program in the City of Markham for future elections and will be updating our research on the benefits and risk mitigation strategies for online voting.

LEGISLATIVE SERVICES



CUSTOMER SATISFACTION IMPROVEMENTS: COMMUNITY ENGAGEMENT OUTCOMES

Culture & Economic Development: International Museum Day 2018/2019 Survey

Purpose: Collect data about how participants heard about event, and preferred activities to shape future events.

Method: Written survey upon exit.

Respondents: 2018 (33), 2019 (17)

Outcomes: Adapted promotional strategies to reflect how participants were hearing about the event. For 2020, Culture plans to schedule an e-blast from Benchmark prior to the event to let our members know about the event, and other spring events at Markham Museum. Continuing partnership with Parks Canada based on popularity of their exhibit. Investigating opportunities to provide building tours based on requests for this service.

Culture & Economic Development: March Break 2019 Survey

Purpose: Evaluate programs for future planning.

Method: Satisfaction Survey

Respondents: 2019 (34)

Outcomes: Based on feedback, improved communications about the outdoor nature of the program. Changes to the program will incorporate shorter tours with smaller groups, reflecting the preference of past participants, and allowing additional tours throughout the day.

Markham Museum: 2018/2019 Scary Fest Survey

Purpose: Assess customer satisfaction and opportunities for improvement

Method: Customer Survey at event

Respondents: 2018 (268), 2019 (484)

Outcomes: Identified opportunities to promote event to the surrounding community to increase attendance and leverage social media to encourage pre-registration to reduce wait times at the gate. Opportunities for 2020 include adding additional houses to the tour, working with community partners to add additional activities, and adding food trucks, additional waste and washroom facilities to accommodate increased participants.

Varley Art Gallery: Registered Art Classes

Purpose: Assess demand for various program opportunities

Method : Online survey

Outcomes: Offered new courses. Acquired new program furniture. Working on improving activity room lighting and cleanliness.

CULTURE



CUSTOMER TOUCHPOINTS & SERVICE OUTCOMES

Emergency Planning: Masters of Disaster Camp

Purpose: To gain feedback from parents on camp materials, activities, likelihood to return and willingness to recommend.

Method: Included questions about this program in regular post-camp customer survey issued by Recreation.

Outcomes: Strong support for camp, and additional elements added to content

Environmental Services: Waterworks Satisfaction

Purpose: include customer feedback in the legislated annual water report

Method: door hanger promotions of survey post service

Outcomes: 100% satisfaction with service.

Markham Public Library: Toy Lending Library

Method: in-branch polling to gauge customers' needs for a new collection focused on lending play-based educational aids.

Respondents: 110

Outcomes: Used customer input to develop collection profile and select materials based on community needs

Markham's Kirkham Allotment Garden

Method: Satisfaction Survey - online or verbal survey

Respondents: 33% of gardeners responded

Outcomes: Improved communications between gardeners and City staff through the establishment of an informal Kirkham Garden Advisory Committee at the end of 2019. This committee will address garden needs including 2020 priorities such as fencing for the back 10 garden plots, large-scale compost bins, new communal tools, and re-establishing a connection with a local food bank.

Fire: Fire Safety School Program

Purpose: To ensure the content is relevant and teachers can provide feedback on delivery method

Method: Survey Monkey (electronic) distributed to each school with specific questions related to our performance and content

Respondents: Typically 50% of the 74 schools respond annually

Outcomes: Data used to add a school year (grade 4) modify content and improve teaching delivery. Staff have received lots of valuable insight over the years, including posters of "thanks" for the crews from the participants. Based on positive feedback, the program was extended to other grades to enhance our ability to deliver fire safety to the children and indirectly their families.

SERVICE EXCELLENCE

MARKHAM'S TRADITION

The City of Markham's record of exceptional service is part of its ongoing commitment to service excellence. As part of the **Excellence Markham** journey, Customer Satisfaction is one of the major business outcomes in Markham's Excellence Framework, and one of the strategic priorities in the City's **Building Markham's Future Together** strategic plan is *Exceptional Services by Exceptional People*.

This focus helps staff to be aligned on the importance of maintaining a customer focus and being responsible to the community.

MPL

Customer Satisfaction, Community engagement and service evaluation at MPL

Markham Public Library uses a tool called **Counting Opinions** to administer ongoing customer satisfaction surveys. Like the City of Markham's process, this tool measures both satisfaction and importance of a range of library services, including collections, staff and the branch spaces. This tool is used in libraries across North America and provides the ability for MPL to benchmark its customer satisfaction against other systems. MPL runs this survey throughout the year, include four quarterly survey "blitzes". This tool assesses overall satisfaction, satisfaction with a range of specific services and a gap analysis of satisfaction v. importance of individual services.

Since 2015, MPL customers have completed 14,488 surveys.

2019:
3,171 Responses
Overall Satisfaction: 88%
Overall Importance: 88%
Willingness to Reuse: 92%
Likely to Recommend: 90%

Other Customer Touchpoints at MPL

- *Project Outcomes* - measures customer impact of programs
- *Bridge* - measures outcomes of Digital Literacy Services
- *Community Conversations* - community input and collaboration in service & strategy planning.

Industry

- *Environics*: Market research tool used to inform service development.
- Ongoing evaluation into collections, space usage, service priorities by MPL's Research and Evaluation staff
- Customer Feedback platforms include social media, "suggest a purchase" and "comments" online features

AWARD WINNING SERVICE



In 2016, MPL won the prestigious IPAC Gold Award for Innovative Management for its staff-led Customer Service Revolution Program, which also informed the City of Markham's Customer Experience Strategy Project.



City of Markham was proud and humbled to join the ranks of prestigious International Association of Business Communicator award-winners for work supporting digital democracy and innovation.

- Parks & Recreations Ontario Award of Excellence, Innovation
Health and Wellness Partnership with Markham Stouffville Hospital (2016)
- EA Danby Award, Implementation of Legislation Backflow Prevention Portal (2016)
- Videographer Distinction Award, Safety Emergency Preparedness Videos (2016)
- Canadian Association of Municipal Administrators Environment Award
Markham Smart Textile Diversion Strategy (2017)
- Ontario Waterworks Association Excellence in Water Efficiency Award
Get to Know H2O Public Outreach and Education Program

- York University Wiki Award for Environmental Leadership
Markham Textile Program (2017)
- IPAC Innovation Management Awards
Markham Textile Recycling Program (2018)
- MarCom Gold Award Video/Audio
Markham Sports Leagues Video (2018)
- MarCom Gold Award International Video/Audio
"Welcome to Aaniin" Community Centre and Library Video (2018)
- Canadian Association of Municipal Administrators
Markham Portal - Digital Services for Citizen (2015)
- Canada Awards for Excellence, Gold Award Organizational Quality and Healthy Workplace (2015)
- Ontario Minister's Award for Innovation
Markham Public Library Customer Service Revolution (2015)
- Recycling Council of Ontario, Silver Award Municipal Diversion (2015)



Markham's Environmental Services Department won the Peter J. Marshall Innovation Award for Markham's Textile Recycling Program. Since Fall of 2016, Markham has recycled over 16M pounds of textiles.



Report to: General Committee

Meeting Date: January 20, 2020

SUBJECT: Markham Pan Am Centre Vestibule
PREPARED BY: Renée England, Sr. Manager Facility Assets

RECOMMENDATION:

1. That the presentation entitled “Markham Pan Am Centre Vestibule” be received; and,
2. That the Permanent South Exterior Vestibule option be approved; and,
3. That the project be funded from project #20149 Pan Am Centre Vestibule as approved through the 2020 Capital Budget process; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose is to provide information to Council related to the lobby area heating during winter months with a recommended course of action.

BACKGROUND:

See attached presentation

OPTIONS/ DISCUSSION:

See attached presentation.

Staff are recommending proceeding with the installation of the permanent vestibule on the south exterior side of the Markham Pan Am Centre.

FINANCIAL CONSIDERATION

The project will be funded from the Pan Am Project budget which had \$500,000 identified to address this issue. To date \$30,489 has been spent on the Design and Tender documents for the external vestibule which staff had identified as preferred solution prior to coming forward through the capital budget process.

HUMAN RESOURCES CONSIDERATIONS

Not Applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Not Applicable

BUSINESS UNITS CONSULTED AND AFFECTED:

Not Applicable

RECOMMENDED BY:

Mary Creighton
Director, Recreation Service

Brenda Librezc
Commissioner, Community and Fire Services

Graham Seaman
Director, Sustainability and Asset
Management
Trinela Cane
Commissioner, Corporate Services

ATTACHMENTS:

Attachment 'A' - Pan Am Vestibule Presentation

Markham Pan Am Centre Vestibule General Committee

January 20, 2020

Agenda

- Background
- Issue Summary
- Low Cost Solutions Applied Since 2017
- Permanent Solution Options
 - Pros and Cons
 - Total Cost of Ownership Comparison
- Financials
- Recommendation



Background

- Markham Pan Am Centre was built in partnership with TO2015 Pan Am Games by Infrastructure Ontario with funding from the Province of Ontario, Federal Government and the City of Markham
- Markham Pan Am Centre (MPAC) was a host venue during the Pan Am Games for four major sports.
- Post Games the MPAC continues to host international, national and provincial games along with be a training venue for aquatics, and Rhythmic Gymnastics – hosting events almost every weekend making use of both fields of play, the lobby, meeting rooms and community rooms.
- The major entrance/ lobby plays a critical role for sporting events.
- Staff submitted a capital project in 2020 to permanent address the uncomfortable cold condition in the lobby affecting staff and patrons.
- Council approved the capital project with the condition that staff report back on options to add the issue.

Issue Summary

- Position of lobby doors allows significant exchange of “blow through air” that overwhelms the mechanical system, resulting in low temperatures in the lobby
- Vestibules aren't deep enough to contain heat in the lobby when doors are opened
- Large events with many participants worsen the situation



Issue Summary (continued)

- The Pan Am lobby does not retain adequate heat during the winter months – it is well below industry standards.
- Recorded temperatures in main lobby (with temporary solutions in place)
 - January 2019 – Average Temp = **14° C**
 - January 2019 – Temp Range = 6° C (2 days) to 22.4°C(1 day)
 - February 19-27, 2019 – Average Temp = 20.7°C
 - February 19-27, 2019 – Temp Range = 14.7° – 22.9°C
 - Lobby temperature for enjoyment of users is designed to be on average **20 – 22°C**
 - Employment Standard Act Regulations as per Ontario Ministry of Labour identify that **18°C** is deemed acceptable.

No/Low Cost Solutions Applied Since 2017

- Closed off one entrance to minimize wind tunnel effect
- Completed analysis of the overall heating system
- Balanced the HVAC system
- Optimized the BAS system
- MDE has optimized their feed – no impact
- Installed large ceiling fans to de-stratify the air above
- Installed a heater at the reception desk
- Installed large industrial heater for the lobby

All of these measures combined have not been enough to fully correct or adequately address the temperature issue in the main lobby.

Permanent Solution Options

1. Industrial Electric Heater
2. Wind Screen
3. Seasonal Vinyl Vestibule
4. Revolving Door
5. Permanent Vestibule
 - a) South Door Option (recommended option)
 - b) East Door Option
 - c) Inside Option

1. Industrial Electric Heater

- As a temporary measure, this has been installed.
- Not very energy efficient and wouldn't qualify for LEED.
- Does not solve the problem as the volume of air leaving is still too great.
- Risk of open unit in a public place.
- Units are noisy
- If this measure was to become the ongoing solution, a protective enclosure would be required and additional units required throughout lobby.
- Costly for longer term use



2. Wind Screen

- Whitby Abilities Centre struggling with the same issue
- Opted to construct wind screens
- Not working well, staff are still bundled up to keep warm
- Whitby has determined they will need something else to address this concern
- Removed as an option to consider further based on Whitby's experience



3. Seasonal Vinyl Vestibule

- Canopy and side panels with clear windows, aluminum frame and vinyl fabric.
- Would be fastened to the building through window mullions and roof top cap, these fasteners can cause future building envelope issues
- Accessible door (required) cannot be removed during the summer months but panels can be.
- Structure and roof should remain year round or storage area would be required.
- Price includes limited graphic on the vinyl.
- Vestibule is not heated.



5a. Permanent Vestibule Outside – South Doors

- New permanent and heated structure **recommended** to be constructed
- Will reduce the volume of conditioned air leaving the building and cut off the blow-through effect that currently exists.
- This option addresses the core issues the best and doesn't negatively impact the function of the building/hosting sporting events.



5b. Permanent Vestibule Outside – East Doors

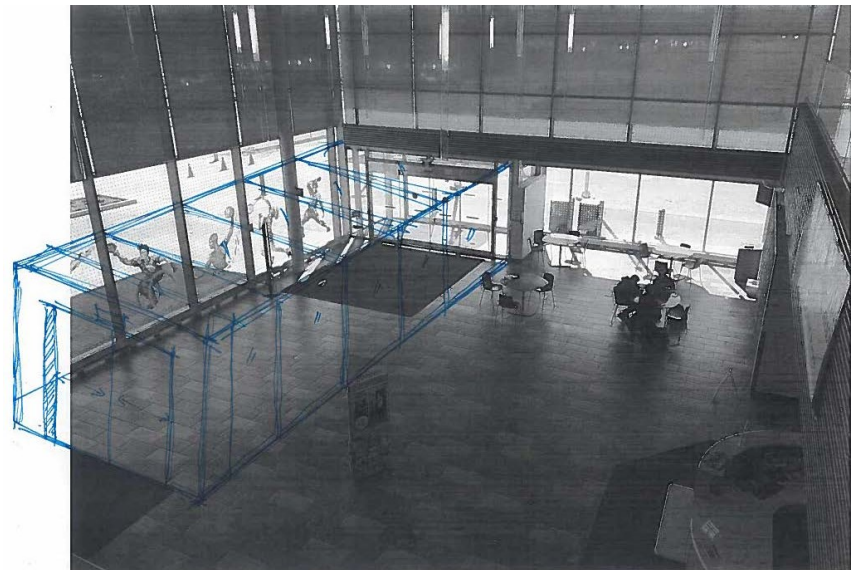
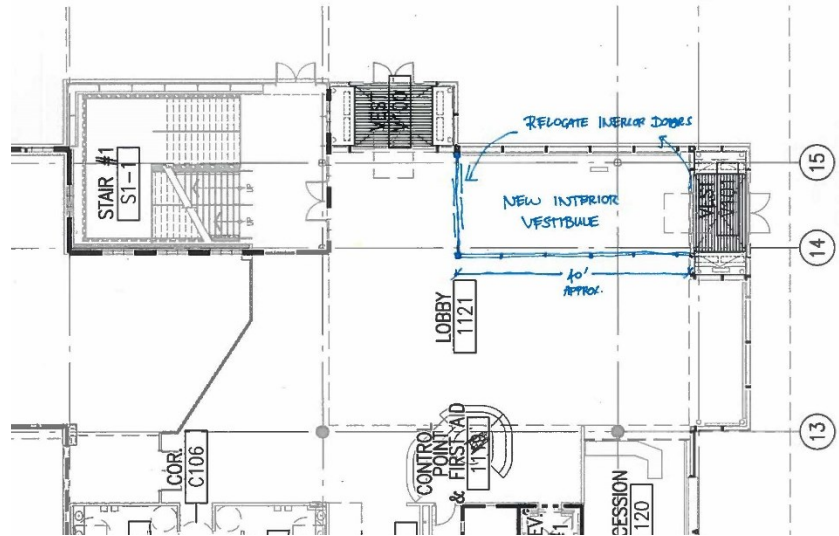
New door- east side of building

- Need to create new vestibule and openings in building envelope
- Would be a permanent and heated structure.
- Would reduce the volume of conditioned air leaving the building and cut off the blow-through effect that currently exists.
- Would require additional curtain wall and heating system modifications to the existing building on top of the cost of the vestibule (approx. \$100,000)



5c. Permanent Vestibule Inside

- Permanent heated structure.
- Would reduce the volume of conditioned air leaving the building and cut off the blow-through effect that currently exists.
- Would take up a significant amount of space indoors



Option Pros and Cons

Options	Pros	Cons
1. Industrial Heater	<ul style="list-style-type: none"> Assists with increasing temperatures in the lobby area – impact is minimal 	<ul style="list-style-type: none"> Not aesthetically pleasing, some safety concerns from hot surfaces Temps. not held as doors open heated air escapes – not solving the problem Doesn't comply with LEED standards - not energy efficient
3. Seasonal Vinyl Vestibule	<ul style="list-style-type: none"> May reduce heat loss out of the building May act as a wind screen for cold air coming in Lower cost 	<ul style="list-style-type: none"> Not aesthetically pleasing May not solve the low temperatures in the lobby (not heated) Large maintenance component
4. Revolving Door	<ul style="list-style-type: none"> Consistent with aesthetics of building Will provide a buffer for heat loss out of the building Will allow temperatures to rise in the lobby area Complies with LEED building standards 	<ul style="list-style-type: none"> Will take up lobby space Will still move cooler air into the space Anticipate higher ongoing Maintenance costs Highest Capital Cost
5a, b. Permanent Vestibule Outside	<ul style="list-style-type: none"> Consistent with aesthetics of building – most aesthetically pleasing Will provide a buffer for heat loss out of the building Will preheat air before entering the lobby Will allow temperatures to rise in the lobby area reducing overall utility costs Complies with LEED building standards 	<ul style="list-style-type: none"> High Capital Cost East Door Option would require additional \$100, 000 for structural, curtain wall and heating modifications Option 5b requires additional and more expensive modifications to building
5c. Permanent Vestibule Inside	<ul style="list-style-type: none"> Will provide a buffer for heat loss out of the building Will preheat air before entering the lobby Will allow temperatures to rise in the lobby area reducing overall utility costs Complies with LEED building standards 	<ul style="list-style-type: none"> High Capital Cost Significant loss of lobby area - Not aesthetically pleasing Impacts hosting opportunities for larger international/national events

Option Total Cost of Ownership

Options	Capital Purchase	Lifespan (years)	Maintenance/Operating (clean, store, install, removal, repairs, utilities)	25 year lifecycle	With HST Impact
1. Industrial Heater	\$8000	10	<ul style="list-style-type: none"> Install/Removal \$2500 yearly Utilities \$11,500 yearly 	\$438,848	\$446,572
3. Seasonal Vinyl Vestibule	\$78,320	<ul style="list-style-type: none"> Frame 25 Panels 5-7 	<ul style="list-style-type: none"> Removal/Install \$1000 yearly Repairs to Vinyl \$1000 yearly Replace panels \$10,000 every 5 years 	\$178,320	\$181,458
4. Revolving Door	\$464,200	25	<ul style="list-style-type: none"> Replace rubber \$3000 seals ever 5 years Door repairs \$1500 yearly 	\$516,700	\$525,793
5a, b. Permanent Vestibule Outdoors	\$459,200 (a) \$559,200 (b)	25	<ul style="list-style-type: none"> Utilities \$2,150/yr for vestibule, will most likely result in reduced utilities overall 	\$528,065 (a) \$628,065 (b)	\$537,359 (a) \$637,350 (b)
5c. Permanent Vestibule Indoors	\$459,200	25	<ul style="list-style-type: none"> Utilities \$2,150/yr for vestibule, will most likely result in reduced utilities overall 	\$528,065	\$537,359

- Utilities include yearly escalation.

Financials

- To date **\$30,489** has been spent on Design and Tender Documents for external vestibule (Option 5a) – Throw Away Costs if there is a change in the preferred solution.
- Current Capital Budget Approved - **\$467,300** under project #20179
- Funding source is the surplus funds from the Pan Am Construction budget for deficiencies such as this.

Recommendation

Permanent South Exterior Vestibule (Option 5a.)

Will provide a buffer for heat loss out of the building

- Will preheat air before entering the lobby
- Will allow temperatures to rise in the lobby area
- Complies with LEED building standards and AODA
- No throw away cost
- This option addresses the core issues the best
- Retains the function of the building for hosting large sporting events





Report to: General Committee

Meeting Date: January 20, 2020

SUBJECT: 2020 Reassessment Year 4 of 4 and Relative Property Tax Impact Report

PREPARED BY: Shane Manson, Senior Manager, Revenue & Property Tax

RECOMMENDATION:

1. That the report entitled “2020 Reassessment Year 4 of 4 and Relative Property Tax Impact Report” along with the detailed attachment “2020 Reassessment Year 4 of 4 and Relative Property Tax Impact Appendix” be received for information; and,
2. That staff be authorized and directed to do all the things necessary to give effect to this resolution.

PURPOSE:

The purpose of this report is to provide information of the 2016 Provincial Reassessment, which provided assessment values for the 2017 through 2020 tax years, effective January 1st, 2017. The 2020 taxation year will mark the fourth and last year of the phase-in cycle for this reassessment.

BACKGROUND:

The Municipal Property Assessment Corporation (MPAC) is responsible for the valuation of all property in the Province of Ontario. Current Value Assessment (CVA) is based on the market value of property at a fixed point in time, which is defined as the valuation date. Market value is determined as the amount an arm’s length transaction (between a willing buyer and a willing seller) would produce for a property, as of the valuation date.

The current reassessment is based on a valuation date of January 1st, 2016 and applies to the 2017 through 2020 tax years. In 2016, every property owner in the City of Markham received a property assessment notice from MPAC, which identified the updated assessment values that will be used by the City of Markham to calculate property taxes for the years 2017 through 2020.

OPTIONS/ DISCUSSION:

1. Reassessment – Four Year Market Update (2017 – 2020):

The reassessment values serve as the basis for calculating taxes for the 2017 – 2020 taxation years. All properties that experience an assessment increase will be phased-in at one quarter or twenty-five per cent for each of the four taxation years (2017 - 2020). Properties that decrease in value will have realized the reassessment change immediately in the first year (2017) and will not be phased-in.

The updated reassessment values are based on a valuation date of January 1st, 2016, updated from the previous valuation date of January 1st, 2012. Properties in the City of Markham have increased by an average of 39.53% between the two reassessment cycles.

In 2018 (year two of the reassessment cycle), properties increased at an average of 9.03% as a result of the market value update between the 2017 and 2019 taxation years.

In 2019 (year three of the reassessment cycle), properties increased at an average of 8.29% as a result of the market value update between the 2019 and 2020 taxation years.

In 2020 (year four of the reassessment cycle), properties increased at an average of 7.66% as a result of the market value update between the 2019 and 2020 taxation years.

Figure 1 provides a summary by property class of the overall reassessment impact and the impact of the market value update between the 2019 and 2020 taxation years.

Figure 1: Reassessment Impact

Property Type	Overall Reassessment Impact (2017-2020)	2018 Impact (Year 2 of 4)	2019 Impact (Year 3 of 4)	2020 Impact (Year 4 of 4)
Residential (Excluding Other)	44.34%	9.97%	9.07%	8.32%
Farm	22.69%	5.45%	5.16%	4.89%
Managed Forest	-1.96%	0.38%	0.38%	0.38%
Multi-Residential	27.81%	5.95%	5.87%	5.78%
Commercial	16.14%	4.18%	4.03%	3.77%
Industrial	14.94%	3.66%	3.41%	3.54%
Pipeline	14.81%	2.81%	2.73%	2.66%
Total Taxable	39.53%	9.03%	8.29%	7.66%

The residential class includes homes, as well other residential property types, such as; vacant land, group homes and golf course greens. In the analysis above, the other residential property types have been excluded.

Figure 2 below illustrates the mechanics of the four-year assessment phase-in program. As noted above, all properties that experienced an assessment increase will be phased-in at one quarter or twenty-five per cent (25%) for each of the four taxation years (2017 - 2020). Properties that decrease in value will realize the reassessment change immediately in the first year (2017) with no phase-in.

Figure 2: Reassessment Phase-In Example

Property Type	2016 Full Assessment (As of Jan. 1 st , 2012) \$	2020 Full Assessment (As of Jan. 1 st , 2016) \$	Market Increase \$	Phased-In Assessment (Tax Year)			
				2017 \$	2018 \$	2019 \$	2020 \$
Increasing Property	500,000	600,000	100,000	525,000	550,000	575,000	600,000
Decreasing Property	500,000	400,000	0	400,000	400,000	400,000	400,000

The City of Markham annually recalculates and decreases the municipal tax rate by the equivalent of the City-wide average increase in assessment, to ensure the City collects the same amount in taxes as the prior year. The average assessment increase is weighted by both increasing and decreasing properties, meaning that in the first year the decreasing properties are balanced by the increasing properties in the municipal tax rate recalculation. Therefore, the municipality does not lose tax dollars from the decreasing assessment.

In Year 1 of the reassessment phase-in cycle there are three types of properties:

1. Properties with an assessment increase;
2. Status quo properties (no change in assessment); and
3. Properties with an assessment decrease.

It is important to note that all impacts related to reassessment are independent of the municipal budgetary process.

If a property does not undergo any assessment type changes throughout the phase-in cycle (2017 – 2020) the property will not experience a change to the assessment values provided in year 1 (for the four years). The property will therefore not receive an updated assessment notice in years 2, 3 and 4.

2. Annual Assessment Changes:

The assessment roll undergoes changes during the reassessment cycle, as a result of newly added properties or properties that have undergone a change. On this basis, in years 2, 3 and 4 of the phase-in cycle MPAC will issue updated assessment notices only to property owners, based on the following reasons:

1. Newly added property;
2. Change in value as a result of an appeal;
3. Change in all/part of the classification of the property; and/or
4. Property value increase/decrease, reflecting a change to the property's state, use and/or condition.

The reasons noted above result in the assessment roll being updated to include these changes on a yearly basis, which changes the overall rate of increases in CVA due to reassessment on an annual basis. For any property that experiences one of the four change events noted above, the result will be the same as in Year 1 of the reassessment phase-in cycle, i.e. three types of properties:

1. Properties with an assessment increase;
2. Status quo properties (no change in assessment); and
3. Properties with an assessment decrease.

3. 2020 Market Update- City Wide Impact Summary:

The combination of the reassessment (section #1), as well as the annual assessment changes (section #2) which occur during the reassessment cycle, equates to an annual market update.

The 2020 taxation year marks the fourth year of the current four-year assessment cycle, and the following table (Figure 3) provides a summary of the market value update in phased-in assessment for all property classes.

The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020 phased CVA.

If a City of Markham property experiences a CVA increase at a rate higher than 7.66% between the 2019 and 2020 taxation years, it will experience a tax increase, and alternatively, a property with CVA increase of less than 7.66% will result in a tax decrease.

Figure 3: 2020 CVA Changes in the City of Markham by Class

Property Tax Class	2020 Market Value Update- Phased CVA (2019 - 2020)
	%
Residential (Excluding Other)	8.32%
Farm	4.89%
Managed Forest	0.38%
Multi-Residential	5.78%
Commercial	3.77%
Industrial	3.54%
Pipeline	2.66%
Total Taxable	7.66%

The residential class includes homes, as well other residential property types, such as; vacant land, group homes and golf course greens. In this analysis noted above, the other residential property types have been excluded.

Changes in assessment resulting from the annual market value update do not result in an increase in tax revenues for the City. Municipal legislation requires municipalities to recalculate tax rates annually so that they raise the same overall revenue as in the previous year, using the market value update assessment for 2020.

Residential Property Analysis:

The average City of Markham residential home has experienced a market value update in phased assessment of 8.32% between 2019 and 2020.

Figure 4 below demonstrates the average residential home CVA by property type. This will result in a tax increase for all residential properties with an increase in assessment greater than the average City increase of 7.66%, and a tax decrease for those below the average City increase in assessment. With an increase of 4.91%, residential condominiums will on average realize a tax decrease due to the market update, as they are below the average City increase of 7.66%.

Figure 4: Summary of Average Residential Home CVA by Property Type

Residential Home Type	Property Count #	2019 Average CVA \$	2020 Average CVA \$	Average Change in Phased CVA (2019 - 2020)	
				\$	%
Single Detached	52,720	991,038	1,078,309	87,271	8.81%
Link Home	13,212	662,481	720,807	58,326	8.80%
Freehold Townhouse	9,194	615,845	667,220	51,375	8.34%
Semi-Detached	6,248	627,413	679,950	52,537	8.37%
Residential Condominium	22,016	398,703	418,281	19,578	4.91%
Residential Homes	103,390	767,581	831,448	63,866	8.32%

Residential Homes Ward Analysis:

Residential homes represent 84.28% of the overall taxable assessment base in Markham, of which, 66.13% are single detached. The 2020 average assessment value for all residential homes (detached, link, townhouse, semi and condominium) is \$831,448.

Figure 5 below illustrates the average residential home values by ward. The 2020 average CVA value for all residential homes (detached, link, townhouse, semi and condominium) has increased by 8.32% to \$831,448. All properties that have a CVA increase at a rate higher than the City average of 7.66% will experience a tax increase, and alternatively a property with CVA increase of less than 7.66% will result in a tax decrease.

Figure 5: Average Residential Home Value by Ward

Ward	2019 Average CVA \$	2020 Average CVA \$	Year-Over-Year Change		Below or Above City Average (7.66%)
			\$	%	
1	824,008	888,845	64,837	7.87%	↑
2	981,074	1,067,675	86,601	8.83%	↑
3	789,419	856,356	66,938	8.48%	↑
4	716,094	775,655	59,562	8.32%	↑
5	659,429	711,163	51,735	7.85%	↑
6	853,203	927,782	74,579	8.74%	↑
7	733,941	796,288	62,346	8.49%	↑
8	618,529	667,457	48,928	7.91%	↑
Average Res. Home	767,581	831,448	63,866	8.32%	

Non-Residential Property Class Analysis:Multi-Residential Class Impact:

The multi-residential class has experienced an increase in CVA between 2019 and 2020 of 5.78%. The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020 phased CVA.

- Multi-residential properties in ward 2 are above the City's average and multi-residential properties in all other wards are below the City's average.

Commercial Class:

The commercial class has experienced a market update in assessment between 2019 and 2020 of 3.77%. The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020 phased CVA.

- On average, commercial properties in all wards are below the City's average.

Industrial Class:

The industrial class has experienced a market update in assessment between 2019 and 2020 of 3.54%. The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020 phased CVA.

- On average, industrial properties in all wards are below the City's average.

4. Property Tax Impacts:

Figure 6 below illustrates a residential home example that has a 2020 market update in phased CVA that is equivalent to the City average for all classes of 7.66%. The 2020 tax rate is decreased to produce the same 2019 property tax using the increased 2020 assessment. As illustrated in the calculation, properties that have an increase in CVA equal to the City average of 7.66%, will not realize an increase in property tax due to reassessment.

Figure 6: Tax Impact Due To Market Value Update

Tax Year	Phased CVA \$	Tax Rate %	Tax \$
2019	772,265	0.162273%	1,253
2020	831,448	0.150722%	1,253
Change %	7.66%	-7.12%	0.00%
Tax Change			0

Figure 7 below demonstrates the tax impacts associated with the market value impact for properties above, below or at the average increase in assessment for the 2020 tax year. Based on the 2020 market update in phased-in CVA, the City will realize a 7.66% increase in CVA for all classes. Those classes (and properties) increasing at a greater rate than the City average increase of 7.66% will realize an increase in their tax levy due to

reassessment, and those below the City average increase, will experience a tax levy decrease due to reassessment.

Figure 7: Example of Tax Impact Due To Market Value Update

2019 Phased CVA Value	2020 Phased CVA Value	Change in Phased CVA % (Markham Average 7.66%)	Property Tax Impact - As a result of the Change in Phased CVA (2019 vs. 2020 Phased CVA)	Tax Impact (City share) (2019 to 2020)
772,265	851,963	10.32%	10.32% is greater than the average of 7.66%; therefore this property will experience an increase in property tax due to reassessment. (=+2.66%)	+\$31
772,265	831,448	7.66%	7.66% is the same as the average increase of 7.66%; therefore this property will not experience a change in property tax due to reassessment. (= 0.00%)	\$0
772,265	810,878	5.00%	5% is lower than the average increase of 7.66%; therefore this property experienced a decrease in property tax due to reassessment. (= -2.66%)	-\$31

Note: The example above illustrates the tax impacts related to reassessment, which are independent of the municipal budgetary process.

In 2020, all properties owners in Ontario will receive a property reassessment notice between June and October, which will identify their updated current value assessment (CVA). The next reassessment will be based on a valuation date of January 1st, 2019, and will apply over a four year period (2021 – 2024). The City of Markham will use the updated CVA's to calculate property taxes for the 2021 through 2024 taxation years. Properties that experience an assessment increase will have that increase phased-in by twenty-five per cent for each of the four taxation years (2021 - 2024). Properties that decrease in value will realize the reassessment change immediately in the first year (2021).

FINANCIAL CONSIDERATIONS

2020 is the fourth year of the current reassessment phase-in cycle, which realized a 7.66% average City increase in assessment between the 2019 and 2020 taxation years.

HUMAN RESOURCES CONSIDERATIONS

None.

ALIGNMENT WITH STRATEGIC PRIORITIES:

None.

BUSINESS UNITS CONSULTED AND AFFECTED:

None.

RECOMMENDED BY:

Joel Lustig
Treasurer

Trinela Cane
Commissioner, Corporate Services

ATTACHMENTS:

2020 Reassessment Year 4 of 4 and Relative Property Tax Impact Appendix



CITY OF MARKHAM

2020 Reassessment Market Update -
Ward-by-Ward Analysis

TABLE OF CONTENTS

ASSESSMENT IN ONTARIO	3
1. Reassessment – Four Year Market Update (2017 – 2020):	3
2. Annual Assessment Changes:	4
3. 2020 Market Update- City Wide Impact Summary.....	4
Class Summary	5
Residential Summary	5
Ward Analysis - City Wide	6
Ward Analysis - Residential Homes	7
4. Property Tax Impacts	7
Ward 1- Summary	9
Ward 2- Summary	11
Ward 3- Summary	13
Ward 4- Summary	15
Ward 5- Summary	17
Ward 6- Summary	19
Ward 7- Summary	21
Ward 8 - Summary	23

ASSESSMENT IN ONTARIO

The Municipal Property Assessment Corporation (MPAC) is responsible for the valuation of all property in the Province of Ontario. Current Value Assessment (CVA) is based on the market value of property at a fixed point in time, which is defined as the valuation date. Market value is determined as the amount an arm's length transaction (between a willing buyer and a willing seller) would produce for a property, as of the valuation date.

In 2007, the Province of Ontario introduced a four-year property assessment cycle, which included a mandatory phase-in of assessment increases for residential properties. For the 2013 through 2016 tax years all properties were assessed and taxed based on their Current Value Assessment (CVA) as of the valuation date of January 1st, 2012. The Province chose to repeat the four-year assessment cycle for the 2017 through 2020 tax years. Current value assessment for the four-year cycle is assessed and taxed based in the value as of January 1st, 2016.

1. Reassessment – Four Year Market Update (2017 – 2020):

During the month of June 2016, all residential property owners in the City of Markham were issued a property reassessment notice from the Municipal Property Assessment Corporation (MPAC). The notice identified the updated assessment values (CVA) used by the City of Markham to calculate property taxes for the years 2017 through 2020. Reassessment notices for business and farms properties were mailed to the respective property owners in October 2016.

Properties that experienced a CVA increase, between the 2012 and the 2016 valuation dates, are taxed in accordance with a phase-adjusted value, meaning property assessment values increase by one-quarter of the overall reassessment change in each of the four years of the cycle. Properties that experienced a decrease in CVA realized the reassessment change immediately in the first year of the cycle.

The updated reassessment values are based on a valuation date as of January 1st, 2016, updated from the previous valuation date of January 1st, 2012, and serve as the basis for calculating taxes for the 2017 – 2020 taxation years. All properties that experience an assessment increase are phased-in at one quarter or twenty-five per cent for each of the four taxation years (2017 - 2020). Properties that decreased in value will have realized the reassessment change immediately in the first year (2017) and will not be phased-in.

Figure 1 below illustrates the mechanics of the four-year assessment phase-in program.

Figure 1
Assessment Phase-In Example

Property Type	2016 Full Assessment (As of January 1 st , 2012) \$	2020 Full Assessment (As of January 1 st , 2016) \$	Market Increase \$	Phased-In Assessment (Tax Year)			
				2017 \$	2019 \$	2019 \$	2020 \$
Increasing Property	500,000	600,000	100,000	525,000	550,000	575,000	600,000
Decreasing Property	500,000	400,000	0	400,000	400,000	400,000	400,000

The City of Markham annually recalculates and decreases the municipal tax rate by equivalent of the average increase in assessment, to ensure the City collects the same taxes as the prior year. The average assessment increase is weighted by both increasing and decreasing properties, meaning that in the first

year the decreasing properties are balanced by the increasing properties in the municipal tax rate recalculation. Therefore, the municipality does not lose tax dollars from the decreasing assessment.

In Year 1 of the phase-in cycle, there are three types of properties:

1. Properties with an assessment increase;
2. Status quo properties (no change in assessment); and
3. Properties with an assessment decrease.

It is important to note that all impacts related to reassessment are independent of the municipal budgetary process.

If a property does not undergo any assessment type changes throughout the phase-in cycle (2017 – 2020) the property will not experience a change to the assessment values provided in year 1 (for the four years). The property will therefore not receive an updated assessment notice in years 2, 3 and 4.

2. Annual Assessment Changes:

Each year the assessment roll undergoes changes during the reassessment cycle, as a result newly added properties or properties that have undergone a change. On this basis, in years 2, 3 and 4 of the phase-in cycle MPAC will issue updated assessment notices only to property owners based on the following reasons:

1. Newly added property;
2. Change in value as a result of a Request for Reconsideration (RfR) or Appeal;
3. Change in all/part of the classification of the property; and/or
4. Property value increase/decrease, reflecting a change to the property's state, use and/or condition.

This results in the roll being updated to include these changes on a yearly basis, which changes the overall rate of increases in CVA due to reassessment on an annual basis. For any property that experiences one of the four change events noted above, the result will be the same as in Year 1 of the reassessment phase-in cycle, i.e. three types of properties:

1. Properties with an assessment increase;
2. Status quo properties (no change in assessment); and
3. Properties with an assessment decrease.

3. 2020 Market Update- City Wide Impact Summary

The combination of the reassessment (section #1) as well as the annual assessment changes (section #2) that occur during the reassessment cycle, equates to an annual market update. The 2020 tax year marks the third year in the current four-year assessment cycle, and the following summary has been prepared to illustrate the effects of the market update. The results have been demonstrated based on the following analysis.

City Wide Analysis:

- Class Summary;
- Residential Summary
- Ward Analysis – City Wide; and
- Ward Analysis - Residential Homes

CLASS SUMMARY

Figure 2 provides a summary by class of the overall reassessment impact and the impact of the market value update between the 2017 and 2019 tax years, and the 2019 and 2020 tax years.

The updated reassessment values are based on a valuation date of January 1st, 2016, updated from the previous valuation date of January 1st, 2012. Properties in the City of Markham have increased by an average of 39.53% between the two-reassessment cycles.

In 2018 (year two of the reassessment cycle), properties increased at an average of 9.03% as a result of the market value update between the 2017 and 2018 taxation years.

In 2019 (year three of the reassessment cycle), properties increased at an average of 8.29% as a result of the market value update between the 2018 and 2019 taxation years.

In 2020 (year four of the reassessment cycle), properties increased at an average of 7.66% as a result of the market value update between the 2019 and 2020 taxation years. If a City of Markham property experiences a CVA increase at a rate higher than 7.66% between the 2019 and 2020 tax years, it will experience a tax increase due to the fourth year market update and, alternatively, a property with CVA increase of less than 7.66% will result in a tax decrease due to the fourth year market update.

Based on the market update in phased-in assessment between the 2019 and 2020 tax years, residential homes will realize an 8.32% increase in CVA. Residential properties increasing at a greater rate than the average City increase of 7.66% will realize an increase in tax due to the fourth year market update, and those below the City average will experience a decrease. It is important to note that impacts due to reassessment are independent of the municipal budgetary process.

Figure 2 - 2020 CVA Changes in the City of Markham by Class

Property Tax Class	Overall Reassessment Impact (2017-2020)	2018 Market Value Update-Phased CVA (2017 - 2018)	2019 Market Value Update-Phased CVA (2018 - 2019)	2020 Market Value Update-Phased CVA (2019 - 2020)
Residential (Excluding Other)	44.34%	9.97%	9.07%	8.32%
Farm	22.69%	5.45%	5.16%	4.89%
Managed Forest	-1.96%	0.38%	0.38%	0.38%
Multi-Residential	27.81%	5.95%	5.87%	5.78%
Commercial	16.14%	4.18%	4.03%	3.77%
Industrial	14.94%	3.66%	3.41%	3.54%
Pipeline	14.81%	2.81%	2.73%	2.66%
Total Taxable	39.53%	9.03%	8.29%	7.66%

The residential class includes homes, as well other residential property types, such as; vacant land, group homes and golf course greens. In this analysis noted above, the other residential property types are excluded.

RESIDENTIAL SUMMARY

Residential homes represents 84.28% of the overall taxable assessment base in the City of Markham. 66.13% of all residential homes are single detached. Figure 3 details the market update illustrated by property type, and the percentage of each property type to the total assessment in the residential class. Residential homes have realized an average market update in assessment of 8.32% between the 2019 and

2020 tax years. This will result in a tax increase for all residential homes with an increase in assessment greater than the average City increase of 7.66%.

Figure 3
Summary of Market Value Update by Residential Property Type

Residential Home Type	Average Change in Phased CVA (2019 - 2020)	Percent of the Total 2020 Residential Assessment
Single Detached	8.81%	66.13%
Link Home	8.80%	11.08%
Freehold Townhouse	8.34%	7.14%
Semi-Detached	8.37%	4.94%
Residential Condominium	4.91%	10.71%
Residential Homes	8.32%	100.00%

Figure 4 illustrates that the average residential property, except for residential condominium, will experience an increase in taxation due to the market update, as they are above the average City increase of 7.66%. This does not result in every property experiencing an increase, however, on average these property types as a whole have increased at a greater rate than the average for the City. The residential property class as a whole includes not only residential homes, but also; vacant residential land, co-op housing, group homes, golf course greens and fairways. These properties have been excluded in this analysis.

Figure 4
Summary of Average Residential Class by Property Type

Residential Home Type	Property Count #	2019 Average CVA \$	2020 Average CVA \$	Average Change in Phased CVA (2019 - 2020)	
				\$	%
Single Detached	52,720	991,038	1,078,309	87,271	8.81%
Link Home	13,212	662,481	720,807	58,326	8.80%
Freehold Townhouse	9,194	615,845	667,220	51,375	8.34%
Semi-Detached	6,248	627,413	679,950	52,537	8.37%
Residential Condominium	22,016	398,703	418,281	19,578	4.91%
Residential Homes	103,390	767,581	831,448	63,866	8.32%

WARD ANALYSIS - CITY WIDE

Figure 5 below summarizes the total market value update for all property classes between the 2019 and 2020 phased assessment values summarized for each ward. Based on a 7.66% City increase in taxable assessment for all classes, wards 2, 3, 4, 5, 6 and 7 have increases above the total City market change and wards 1 and 8 are below.

Figure 5
Summary of Market Value Update Impact for all Classes by Ward

Ward	Change in Phased CVA (2019 - 2020)	Below or Above City Average (7.66%)
1	7.56%	↓
2	8.08%	↑
3	8.01%	↑
4	8.07%	↑
5	7.72%	↑
6	8.55%	↑
7	8.14%	↑
8	5.91%	↓
Total Taxable	7.66%	

WARD ANALYSIS - RESIDENTIAL HOMES

Figure 6 below illustrates the average residential home CVA by ward. The 2020 average CVA value for all residential homes (detached, link, townhouse, semi and condominium) has increased by 8.32% to \$831,448. All properties that have a CVA increase at a rate higher than the City average of 7.66% will experience a tax increase, and alternatively a property with CVA increase of less than 7.66% will result in a tax decrease.

Figure 6
Summary of Average Residential Home CVA by Ward

Ward	2019 Average CVA \$	2020 Average CVA \$	Year-Over-Year Change		Below or Above City Average (7.66%)
			\$	%	
1	824,008	888,845	64,837	7.87%	↑
2	981,074	1,067,675	86,601	8.83%	↑
3	789,419	856,356	66,938	8.48%	↑
4	716,094	775,655	59,562	8.32%	↑
5	659,429	711,163	51,735	7.85%	↑
6	853,203	927,782	74,579	8.74%	↑
7	733,941	796,288	62,346	8.49%	↑
8	618,529	667,457	48,928	7.91%	↑
Average Res. Home	767,581	831,448	63,866	8.32%	

4. Property Tax Impacts

Figure 7 illustrates a residential home example that has a 2020 market update in phased CVA that is equivalent to the City average for all classes of 7.66%. The 2020 tax rate is decreased to produce the same 2019 property tax using the increased 2020 assessment. As illustrated in the calculation, properties that increase in CVA at the City average of 7.66% will not realize an increase in property tax due to reassessment.

Figure 7
Tax Impact Due To Market Value Update

Tax Year	Phased CVA \$	Tax Rate %	Tax \$
2019	772,265	0.162273%	1,253
2020	831,448	0.150722%	1,253
Change %	7.66%	-7.12%	0.00%
Tax Change			0

Figure 8 below demonstrates the tax impacts associated with the market value impact for properties above, below or at the average increase in assessment for the 2020 tax year. Based on the 2019 market update in phased-in CVA, the City will realize an 7.66% increase in CVA for all classes. Those classes (and properties) increasing at a greater rate than the City average increase of 8.29% will realize an increase in their tax levy due to reassessment, and those below the City average increase will experience a tax levy decrease due to reassessment.

Figure 8
Illustration of Tax Impact Due To Market Value Update

Property	2019 Phased CVA Value	2020 Phased CVA Value	Change in Phased CVA % (Markham Average 7.66%)	Property Tax Impact - As a result of the Change in Phased CVA (2019 vs. 2020 Phased CVA)	Tax Impact (City share) (2019 to 2020)
A	772,265	851,963	10.32%	10.32% is <u>greater</u> than the average of <u>7.66%</u> ; therefore, this property will experience an increase in property tax due to reassessment. (= +2.66%)	+\$31
B	772,265	831,448	7.66%	7.66% is the <u>same</u> as the average increase of <u>7.66%</u> ; therefore, this property will not experience a change in property tax due to reassessment. (= 0.00%)	\$0
C	772,265	810,878	5.00%	5% is <u>lower</u> than the average increase of <u>7.66%</u> ; therefore, this property experienced a decrease in property tax due to reassessment. (= -2.66%)	-\$31



Note: The example above illustrates the tax impacts related to reassessment, which are independent of the municipal budgetary process.

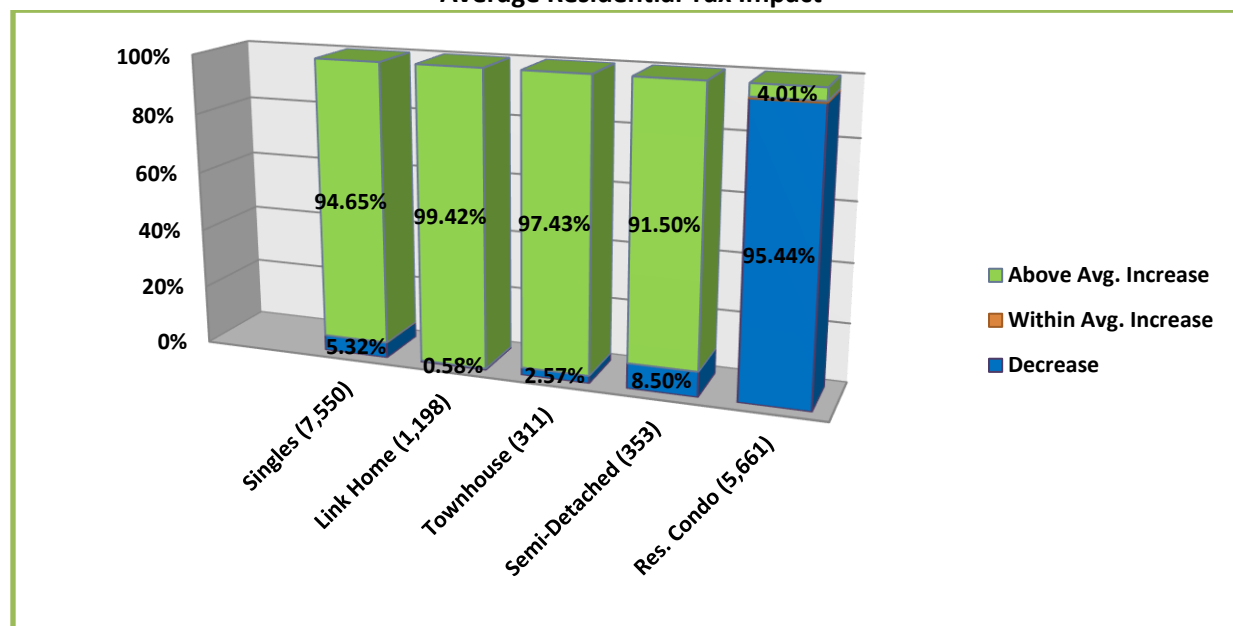
Ward 1- Summary

Residential Summary

Summary of 2020 Market Value Update Impact by Residential Home

Residential Home Type	Property Count #	2019 Average CVA \$	2020 Average CVA \$	Average Change in Phased CVA (2019 - 2020)	
				\$	%
Single Detached	7,550	1,156,404	1,256,598	100,194	8.66%
Link Home	1,198	746,393	810,853	64,460	8.64%
Freehold Townhouse	311	692,451	750,984	58,532	8.45%
Semi-Detached	353	701,147	760,926	59,780	8.53%
Residential Condominium	5,661	412,010	430,433	18,423	4.47%
Residential Homes	15,073				

Average Residential Tax Impact



City of Markham - Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.

Ward 1 - Residential Summary

- Over 91% of all single detached, link, townhouse and semi-detached homes will experience a tax increase due to the market update.
- Over 95% of residential condominium homes will realize a tax decrease.

Ward 1- Summary

All Property Classes

Summary 2020 Market Update Impact by Class

Realty Tax Class	Property Count	Change in Phased CVA (2019 - 2020)
Residential*	15,246	7.84%
Managed Forest	2	0.38%
Multi-Residential	23	6.65%
Commercial	2,536	4.12%
Industrial	43	5.40%
Pipeline	1	2.64%
Total Taxable	17,851	7.56%

* The residential class includes homes (15,073), as well other residential property types (173), such as; vacant land, group homes and golf course greens. In this analysis noted above, the other residential property types are included.

Ward 1 - Commercial Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.
- Of the 2,536 commercial properties in Ward 1, 84.98% (2,155) are commercial condominiums.
- Over 99% of the commercial condominiums will realize a tax decrease due to the market update, as they are below the average City-wide average of 7.66%.

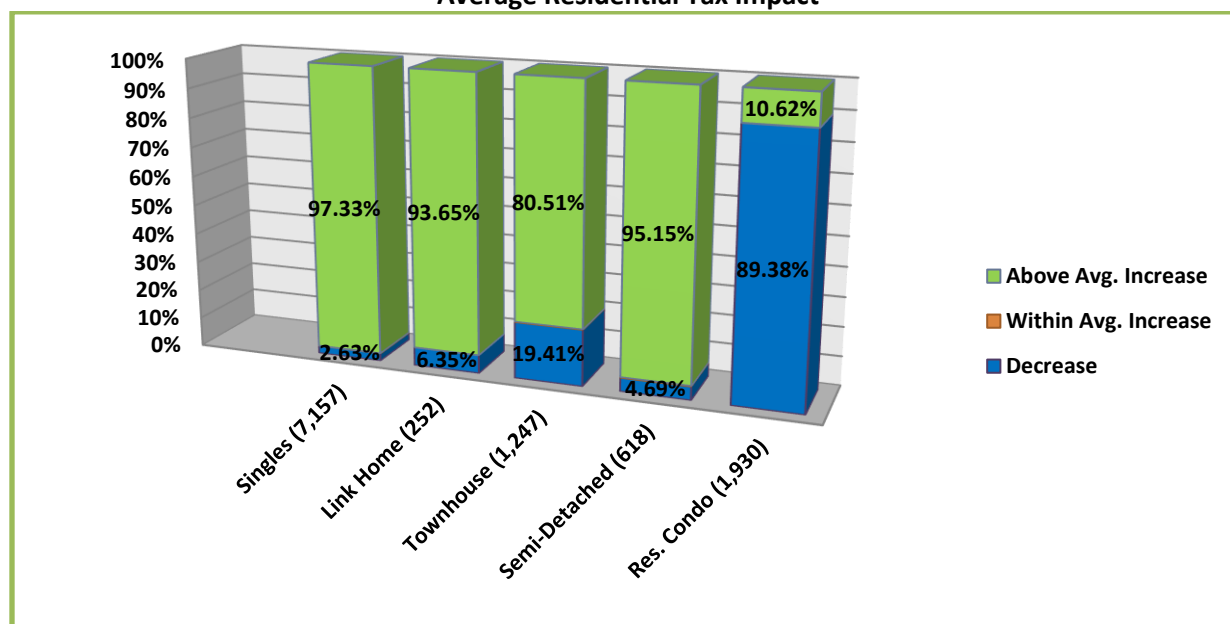
Ward 2- Summary

Residential Summary

Summary of 2020 Market Value Update Impact by Residential Home

Residential Home Type	Property Count #	2019 Average CVA \$	2020 Average CVA \$	Average Change in Phased CVA (2019 - 2020)	
				\$	%
Single Detached	7,157	1,196,812	1,307,532	110,720	9.25%
Link Home	252	721,434	782,409	60,975	8.45%
Freehold Townhouse	1,247	680,331	739,057	58,726	8.63%
Semi-Detached	618	732,336	795,110	62,774	8.57%
Residential Condominium	1,930	488,919	515,064	26,146	5.35%
Residential Homes	11,204				

Average Residential Tax Impact



City of Markham - Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.

Ward 2 Residential Summary

- Over 80% of all single detached, link, townhouse and semi-detached homes will experience a tax increase due to the market update.
- Over 89% of residential condominium homes will realize a tax decrease.

Ward 2- Summary

All Property Classes

Summary 2020 Market Update Impact by Class

Realty Tax Class	Property Count	Change in Phased CVA (2019 - 2020)
Residential*	11,553	8.81%
Farm	28	4.84%
Multi-Residential	5	8.01%
Commercial	1,502	3.81%
Industrial	50	3.82%
Total Taxable	13,138	8.08%

* The residential class includes homes (11,204), as well other residential property types (349), such as; vacant land, group homes and golf course greens. In this analysis noted above, the other residential property types are included.

Ward 2 - Commercial Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.
- Of the 1,502 commercial properties in Ward 2, 82.82% (1,244) are commercial condominiums.
- Over 99% of the commercial condominiums will realize a tax decrease due to the market update, as they are below the average City-wide average of 7.66%.

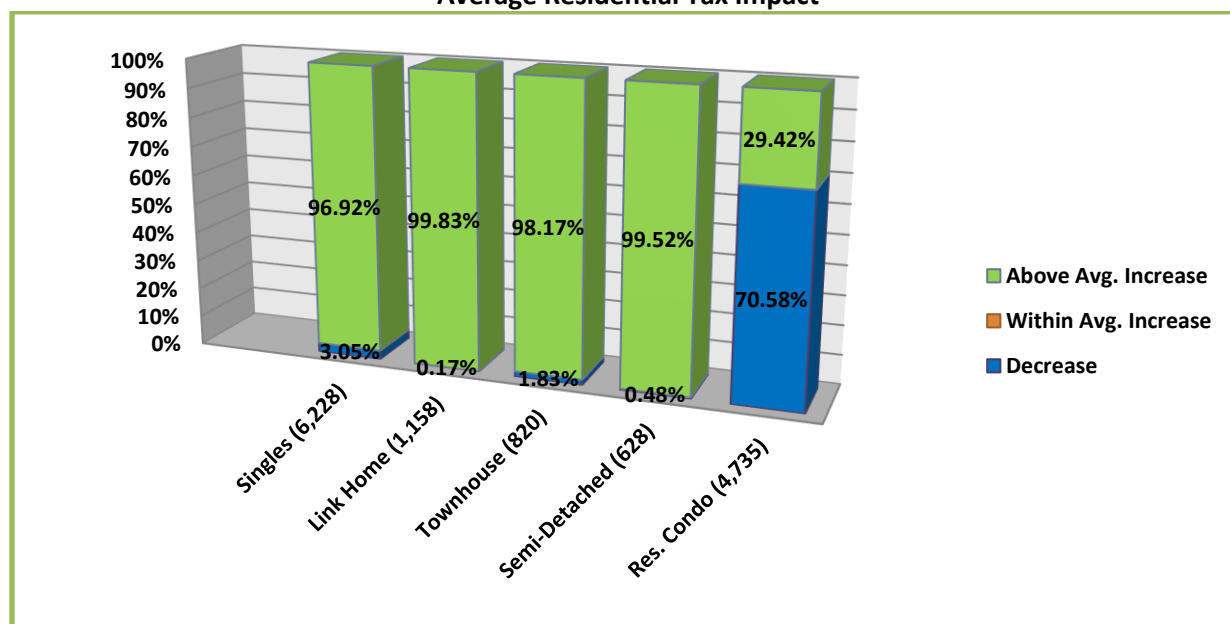
Ward 3- Summary

Residential Summary

Summary of 2020 Market Value Update Impact by Residential Home

Residential Home Type	Property Count #	2019 Average CVA \$	2020 Average CVA \$	Average Change in Phased CVA (2019 - 2020)	
				\$	%
Single Detached	6,228	1,124,536	1,229,236	104,701	9.31%
Link Home	1,158	723,440	787,651	64,211	8.88%
Freehold Townhouse	820	707,084	768,789	61,705	8.73%
Semi-Detached	628	662,132	723,556	61,423	9.28%
Residential Condominium	4,735	395,912	415,484	19,572	4.94%
Residential Homes	13,569				

Average Residential Tax Impact



City of Markham - Summary

- The City of Markham has increased by an average of 8.29% in CVA, as a result of the market value update between the 2019 and 2020.

Ward 3 Residential Summary

- Over 98% of all single detached, link, townhouse and semi-detached homes will experience a tax increase due to the market update.
- Over 70% of residential condominium homes will realize a tax decrease.

Ward 3- Summary

All Property Classes

Summary 2020 Market Update Impact by Class

Realty Tax Class	Property Count	Change in Phased CVA (2019 - 2020)
Residential*	13,849	9.22%
Farm	1	6.80%
Multi-Residential	17	3.77%
Commercial	867	6.18%
Total Taxable	14,734	8.73%

* The residential class includes homes (13,569), as well other residential property types (280), such as; vacant land, group homes and golf course greens. In this analysis noted above, the other residential property types are included.

Ward 3 - Commercial Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.
- Of the 867 commercial properties in Ward 3, 81.78% (709) are commercial condominiums.
- Over 79% of the commercial condominiums will realize a tax decrease due to the market update, as they are below the average City-wide average of 7.66%.

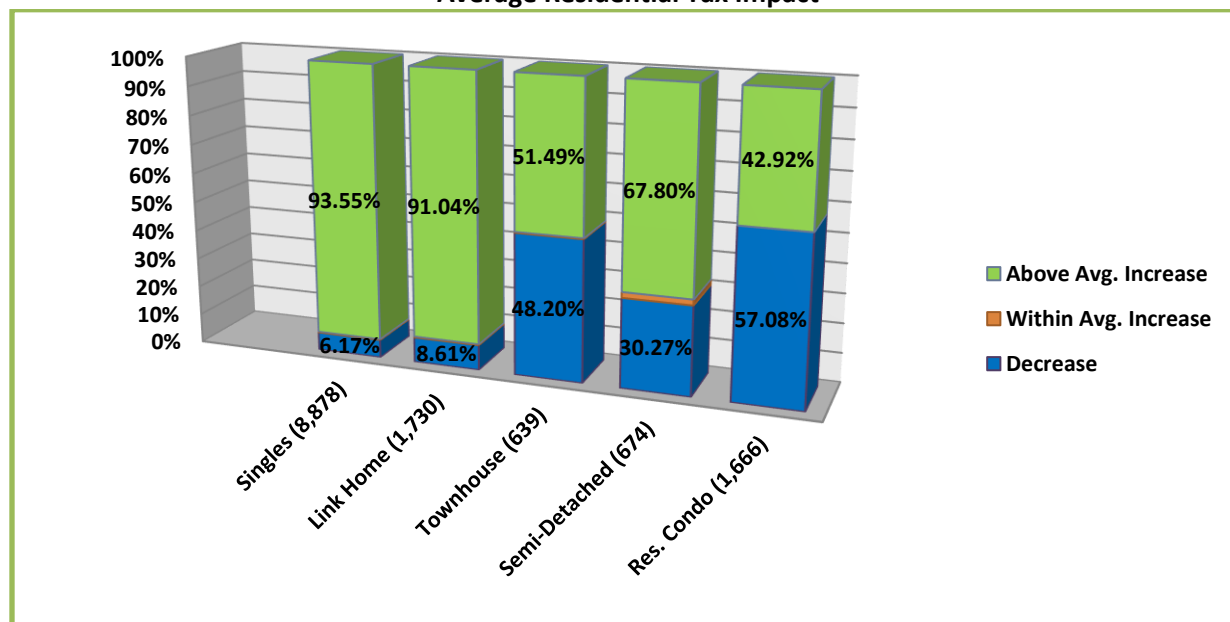
Ward 4- Summary

Residential Summary

Summary of 2020 Market Value Update Impact by Residential Home

Residential Home Type	Property Count #	2019 Average CVA \$	2020 Average CVA \$	Average Change in Phased CVA (2019 - 2020)	
				\$	%
Single Detached	8,878	825,897	896,300	70,403	8.52%
Link Home	1,730	624,749	677,331	52,582	8.42%
Freehold Townhouse	639	551,009	593,324	42,315	7.68%
Semi-Detached	674	569,451	615,678	46,227	8.12%
Residential Condominium	1,666	348,459	369,505	21,046	6.04%
Residential Homes	13,587				

Average Residential Tax Impact



City of Markham - Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.

Ward 4 Residential Summary

- Over 91% of single detached and link homes, and over 67% of semi-detached homes will experience a tax increase due to the market update.
- Over 57% of all residential condominiums will realize a tax decrease.

Ward 4- Summary

All Property Classes

Summary 2020 Market Update Impact by Class

Realty Tax Class	Property Count	Change in Phased CVA (2019 - 2020)
Residential*	13,765	8.31%
Multi-Residential	12	6.45%
Commercial	528	4.52%
Industrial	18	4.23%
Total Taxable	14,323	8.07%

*The residential class includes homes (13,587), as well other residential property types (178), such as; vacant land, group homes and golf course greens. In this analysis noted above, the other residential property types are included.

Ward 4 - Commercial Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.
- Of the 528 commercial properties in Ward 4, 45.45% (240) are commercial condominiums.
- 100% of the commercial condominiums will realize a tax decrease due to the market update, as they are below the average City-wide average of 7.66%.

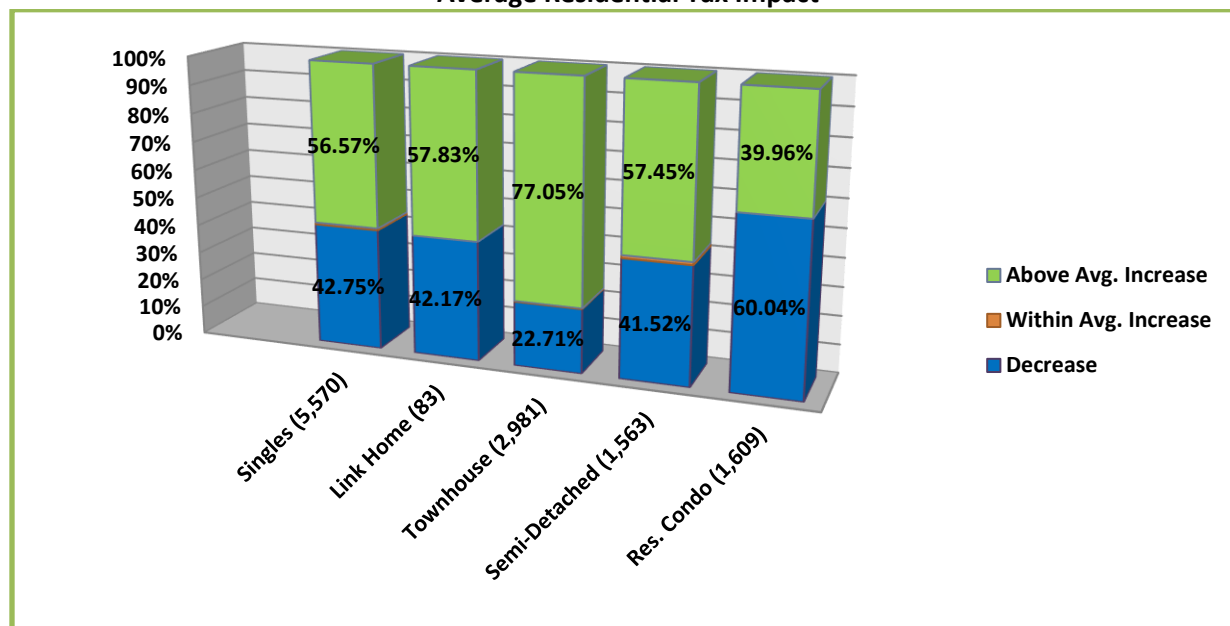
Ward 5- Summary

Residential Summary

Summary of 2020 Market Value Update Impact by Residential Home

Residential Home Type	Property Count #	2019 Average CVA \$	2020 Average CVA \$	Average Change in Phased CVA (2019 - 2020)	
				\$	%
Single Detached	5,570	786,969	849,108	62,139	7.90%
Link Home	83	744,031	803,855	59,825	8.04%
Freehold Townhouse	2,981	561,001	607,850	46,849	8.35%
Semi-Detached	1,563	579,796	624,733	44,937	7.75%
Residential Condominium	1,609	473,261	504,216	30,955	6.54%
Residential Homes	11,806				

Average Residential Tax Impact



City of Markham - Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.

Ward 5 Residential Summary

- Over 77% of townhouse will realize a tax increase due to the market update.
- Over 60% of all residential condominiums will realize a tax decrease.

Ward 5- Summary

All Property Classes

Summary 2020 Market Update Impact by Class

Realty Tax Class	Property Count	Change in Phased CVA (2019 - 2020)
Residential*	12,502	7.87%
Farm	32	4.66%
Multi-Residential	5	4.97%
Commercial	212	4.71%
Industrial	17	1.91%
Pipeline	1	2.87%
Total Taxable	12,769	7.72%

*The residential class includes homes (11,806), as well other residential property types (696), such as; vacant land, group homes and golf course greens. In this analysis noted above, the other residential property types are included.

Ward 5 - Commercial Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.
- Of the 212 commercial properties in Ward 5, 44.34% (94) are commercial condominiums.
- 100% of the commercial condominiums will realize a tax decrease due to the market update, as they are below the average City-wide average of 7.66%.

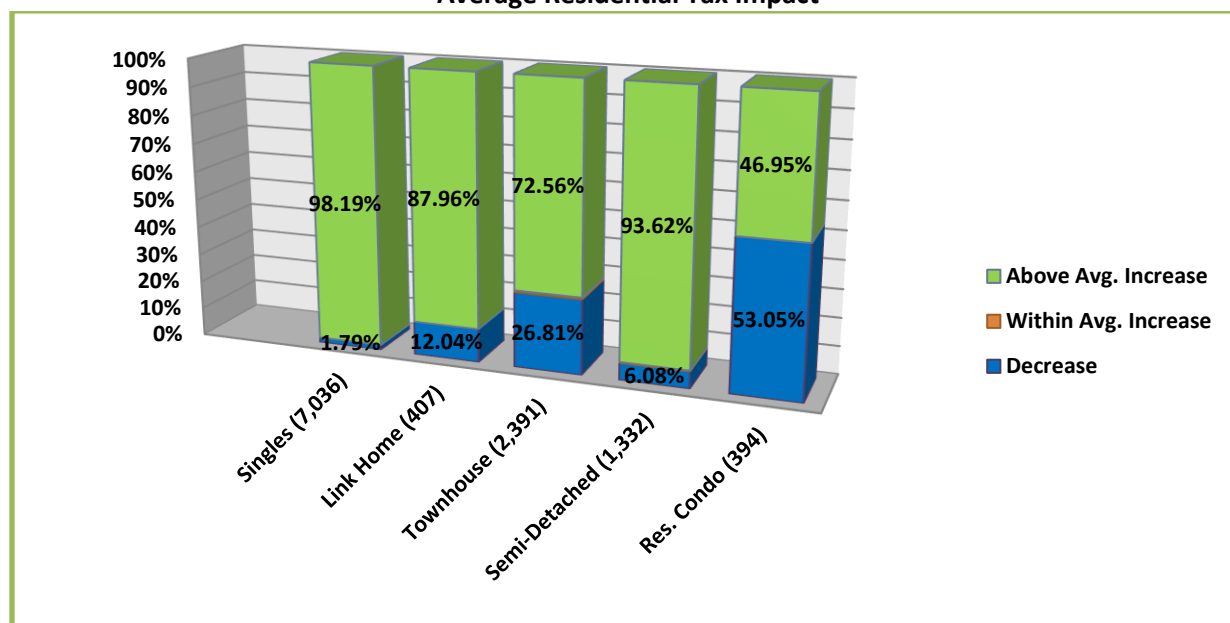
Ward 6- Summary

Residential Summary

Summary of 2020 Market Value Update Impact by Residential Home

Residential Home Type	Property Count #	2019 Average CVA \$	2020 Average CVA \$	Average Change in Phased CVA (2019 - 2020)	
				\$	%
Single Detached	7,036	992,772	1,081,221	88,449	8.91%
Link Home	407	686,618	745,740	59,121	8.61%
Freehold Townhouse	2,391	629,034	681,175	52,141	8.29%
Semi-Detached	1,332	653,093	709,917	56,825	8.70%
Residential Condominium	394	569,764	608,815	39,051	6.85%
Residential Homes	11,560				

Average Residential Tax Impact



City of Markham - Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.

Ward 6 Residential Summary

- Over 72% of all single detached, links, townhouse and semi-detached homes will experience a tax increase due to the market update.
- Over 53% residential condominiums will realize a tax decrease.

Ward 6- Summary

All Property Classes

Summary 2020 Market Update Impact by Class

Realty Tax Class	Property Count	Change in Phased CVA (2019 - 2020)
Residential*	11,892	8.68%
Farm	96	5.01%
Multi-Residential	1	5.24%
Commercial	86	4.57%
Total Taxable	12,075	8.55%

* The residential class includes homes (11,560), as well other residential property types (332), such as; vacant land, group homes and golf course greens. In this analysis noted above, the other residential property types are included.

Ward 6 - Commercial Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.
- Of the 86 commercial properties in Ward 6, 27.91% (24) are commercial condominiums.
- Over 95% of the commercial condominiums will realize a tax decrease due to the market update, as they are below the average City-wide average of 7.66%.

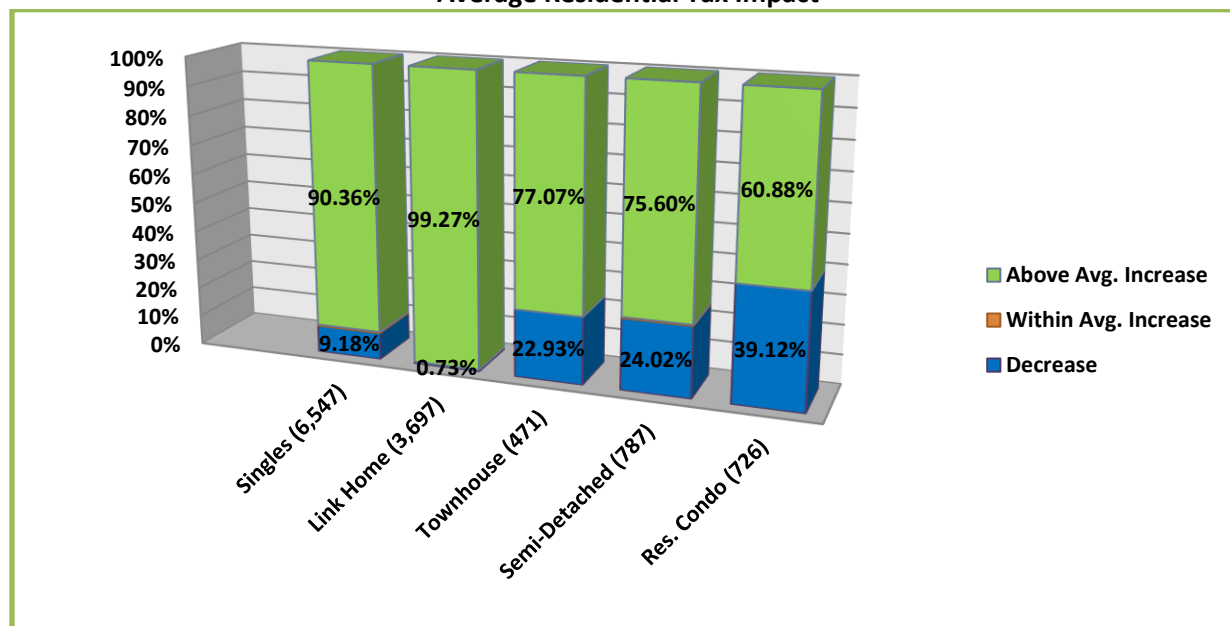
Ward 7- Summary

Residential Summary

Summary of 2020 Market Value Update Impact by Residential Home

Residential Home Type	Property Count #	2019 Average CVA \$	2020 Average CVA \$	Average Change in Phased CVA (2019 - 2020)	
				\$	%
Single Detached	6,547	863,554	937,262	73,708	8.54%
Link Home	3,697	639,580	695,292	55,712	8.71%
Freehold Townhouse	471	575,873	622,650	46,777	8.12%
Semi-Detached	787	600,868	649,787	48,918	8.14%
Residential Condominium	726	292,419	310,751	18,332	6.27%
Residential Homes	12,228				

Average Residential Tax Impact



City of Markham - Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.

Ward 7 Residential Summary

- Over 72% of all single detached, links, townhouse and semi-detached homes will experience a tax increase due to the market update.
- Over 60% residential condominiums will realize a tax increase.

Ward 7- Summary

All Property Classes

Summary 2020 Market Update Impact by Class

Realty Tax Class	Property Count	Change in Phased CVA (2019 - 2020)
Residential*	12,502	8.44%
Farm	5	4.84%
Multi-Residential	7	4.72%
Commercial	375	3.86%
Industrial	12	2.89%
Total Taxable	12,901	8.14%

* The residential class includes homes (12,228), as well other residential property types (274), such as; vacant land, group homes and golf course greens. In this analysis noted above, the other residential property types are included.

Ward 7 - Commercial Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.
- Of the 375 commercial properties in Ward 7, 65.33% (245) are commercial condominiums.
- 100% of the commercial condominiums will realize a tax decrease due to the market update, as they are below the average City-wide average of 7.66%.

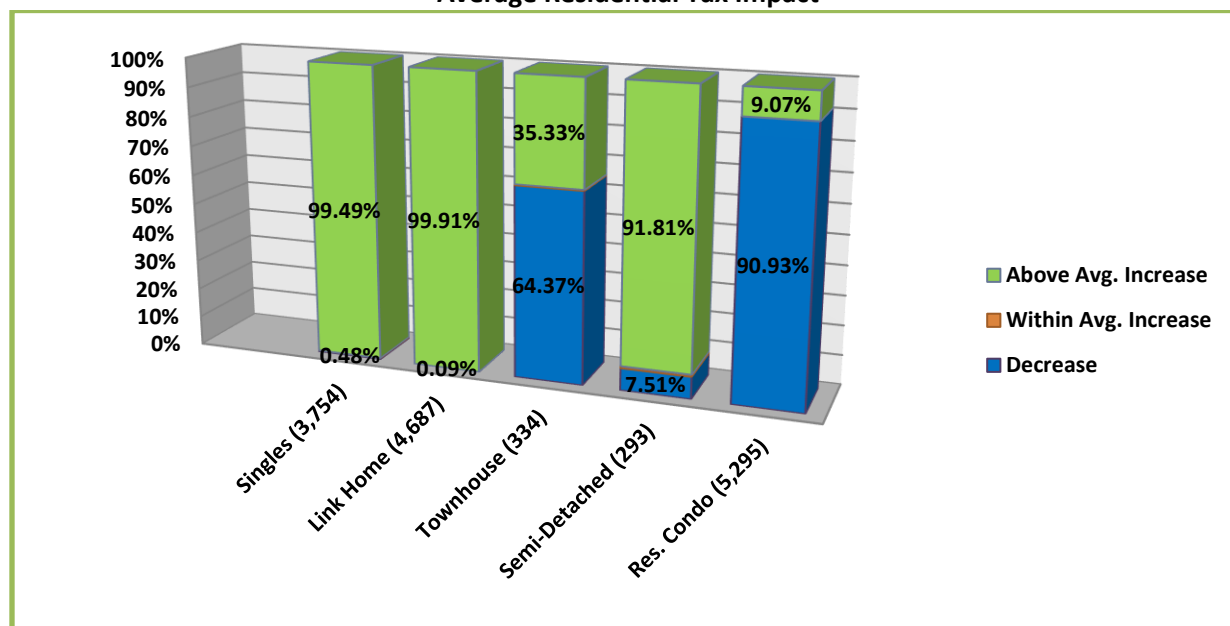
Ward 8 - Summary

Residential Summary

Summary of 2020 Market Value Update Impact by Residential Home

Residential Home Type	Property Count #	2019 Average CVA \$	2020 Average CVA \$	Average Change in Phased CVA (2019 - 2020)	
				\$	%
Single Detached	3,754	957,091	1,043,372	86,281	9.01%
Link Home	4,687	651,254	710,502	59,248	9.10%
Freehold Townhouse	334	655,244	705,880	50,637	7.73%
Semi-Detached	293	584,758	633,222	48,464	8.29%
Residential Condominium	5,295	349,086	362,314	13,228	3.79%
Residential Homes	14,363				

Average Residential Tax Impact



City of Markham - Summary

- The City of Markham has increased by an average of 8.29% in CVA, as a result of the market value update between the 2019 and 2020.

Ward 8 Residential Summary

- Over 91% of single, link and semi-detached homes will experience a tax increase due to the market update.
- Over 64% of all townhouses and over 90% residential condominium homes will realize a tax decrease.

Ward 8 - Summary

All Property Classes

Summary 2020 Market Update Impact by Class

Realty Tax Class	Property Count	Change in Phased CVA (2019 - 2020)
Residential*	14,532	7.81%
Farm	1	6.84%
Multi-Residential	8	5.65%
Commercial	4,895	3.09%
Industrial	363	3.53%
Total Taxable	19,799	5.91%

* The residential class includes homes (14,363), as well other residential property types (169), such as; vacant land, group homes and golf course greens. In this analysis noted above, the other residential property types are included.

Ward 8 - Commercial Summary

- The City of Markham has increased by an average of 7.66% in CVA, as a result of the market value update between the 2019 and 2020.
- Of the 4,895 commercial properties in Ward 8, 66.23% (3,242) are commercial condominiums.
- Over 97% of the commercial condominiums will realize a tax decrease due to the market update, as they are below the average City-wide average of 7.66%.

REASSESSMENT MARKET UPDATE IMPACT

2020 Tax Year – Year 4 of 4 of the Assessment Phase-In & Relative Tax Impact

General Committee, January 20, 2020

AGENDA

1. Reassessment – Four Year Market Update (2017 – 2020)
2. 2020 Market Update- City Wide Impact Summary
3. Property Tax Impacts
4. Summary

1. REASSESSMENT – FOUR YEAR MARKET UPDATE (2017 – 2020)

- MPAC is responsible for assigning a current value assessment for all properties
- The CVA of a property is based on a valuation date of January 1st, 2016, which was updated from January 1st, 2012
- Properties that increase will have their CVA increase phased-in by one quarter or 25% in each of the four years of the current reassessment phase-in cycle (2017 – 2020)
- Properties that experienced a decrease in assessment value realized the change immediately in the first year of the cycle (2017)
- 2020 tax year marks the fourth year in the current phase-in cycle
- Combination of the reassessment and the annual updates completed by MPAC equate to the results in the market update
- The tax rate is annually recalculated to ensure the City collects the same amount of property tax as in it in the previous year

1. REASSESSMENT – FOUR YEAR MARKET UPDATE (2017 – 2020)

- In 2016, every property owner in the City of Markham received their updated property assessment notice from MPAC, providing the reassessment values for their property, for the four-year period (2017 – 2020)

Overall Reassessment Impact	2017 Impact (Year 1)	2018 Impact (Year 2)	2019 Impact (Year 3)	2020 Impact (Year 4)
39.53%	9.79%	9.03%	8.29%	7.66%

- Properties that have increased **more** than the City average of **7.66%** will experience a tax increase.
- Properties that have increased **at** the City average of **7.66%** will experience no change.
- Properties that have increased **less** than the City average of **7.66%** will experience a tax decrease.

2. 2020 MARKET UPDATE- CITY WIDE IMPACT SUMMARY

2020 CVA Average Assessment Change

Property Tax Class	Overall Reassessment Impact (2017-2020)	2018 Impact (2017 - 2018)	2019 Impact (2018 - 2019)	2020 Impact (2019 - 2020)
Residential (Excluding Other)	44.34%	9.97%	9.07%	8.32%
Farm	22.69%	5.45%	5.16%	4.89%
Managed Forest	-1.96%	0.38%	0.38%	0.38%
Multi-Residential	27.81%	5.95%	5.87%	5.78%
Commercial	16.14%	4.18%	4.03%	3.77%
Industrial	14.94%	3.66%	3.41%	3.54%
Pipeline	14.81%	2.81%	2.73%	2.66%
Total Taxable	39.53%	9.03%	8.29%	7.66%

2. 2020 MARKET UPDATE- CITY WIDE IMPACT SUMMARY

Average CVA Change for Residential Homes in Markham

Residential Home Type	Property Count #	Average Change in Phased CVA (2019 - 2020) %	Below or Above City Average (7.66%)
Single Detached	52,720	8.81%	↑
Link Home	13,212	8.80%	↑
Freehold Townhouse	9,194	8.34%	↑
Semi-Detached	6,248	8.37%	↑
Residential Condominium	22,016	4.91%	↓
Residential Homes	103,390	8.32%	

- All average residential homes, except for condos, will experience a property tax increase as they are **above** the City average of **7.66%**
- Average residential condominiums will experience a tax decrease as they **below** the City average of **7.66%**

3. PROPERTY TAX IMPACTS

Example of Tax Impact due to Market Value Update

Property	2019 Phased CVA Value \$	2020 Phased CVA Value \$	Change in Phased CVA % (Markham Average 7.66%)	Property Tax Impact – As a result of the Change in Phased CVA (2019 vs. 2020 Phased CVA)	Tax Impact (City share) (2019 to 2020)
A	772,265	851,963	10.32%	10.32% is greater than the average; therefore this property will experience an increase in property tax due to reassessment. (10.32% - 7.66% = 2.66%)	+\$31
B	772,265	831,448	7.66%	7.66% is the same as the average increase; therefore this property will not experience a change in property tax due to reassessment. (7.66% - 7.66% = 0.00%)	\$0
C	772,265	810,878	5.00%	5% is lower than the average increase; therefore this property experienced a decrease in property tax due to reassessment. (5.00% - 7.66% = -2.66%)	-\$31



A = 10.32% CVA Increase



No \$ impact

B = 7.66% CVA Increase



C = 5.00% CVA Increase

4. SUMMARY

- The 2020 tax year marks the fourth and final year of the current phase-in cycle.
- The City average CVA increase between the 2019 and 2020 tax years is 7.66%.
- The average residential home in Markham will experience a property tax increase due to the market update, as they are above the City-wide average increase of 7.66%.
- The average residential condominium will experience a property tax decrease, as they are below the City-wide average increase of 7.66%.
- The commercial class increased by 3.77% and the industrial class increase by 3.54% between 2018 and 2019.
- The average commercial and industrial property in all wards will experience a tax decrease as they are both below the City-wide average of 7.66%.
- Tax impacts due to reassessment and the phasing-in of assessment are independent of the City's annual budget process.

4. SUMMARY

The following includes the known details of the next reassessment (2021 – 2024):

- In 2020, all properties owners in Ontario will receive a property reassessment notice between June and October, which will identify their updated current value assessment (CVA)
- The reassessment will be based on a valuation date of January 1st, 2019, and will apply over a four year period (2021 – 2024)
- The City of Markham will use the updated CVA's to calculate property taxes for the 2021 through 2024 taxation years
- Properties that experience an assessment increase will have that increase phased-in by twenty-five per cent for each of the four taxation years (2021 - 2024)
- Properties that decrease in value will realize the reassessment change immediately in the first year (2021)

Discussion