



## Electronic Special General Committee Meeting

### Revised Agenda

Meeting No. 15  
October 21, 2020, 9:00 AM  
Live streamed

**Note:** Members of the General Committee will be participating in the meeting remotely.

Due to COVID-19, our facilities are closed to the public.  
Access is not permitted to the Markham Civic Centre and Council Chamber.

Members of the public may submit written deputations by email  
to [clerkspublic@markham.ca](mailto:clerkspublic@markham.ca)

Members of the public who wish to make virtual deputations must register by completing an online [\*\*\*Request to Speak Form\*\*\*](#) or e-mail [clerkspublic@markham.ca](mailto:clerkspublic@markham.ca) providing full name, contact information and item they wish to speak to. Alternatively, you may connect via telephone by contacting the Clerk's office at 905-479-7760 on the day of the meeting.

General Committee meetings are video and audio streamed on the City's website at:

<https://pub-markham.escribemeetings.com/>



# Special General Committee Revised Agenda

Meeting Number 15

October 21, 2020, 9:00 AM - 12:30 PM

Live streamed

Please bring this Special General Committee Agenda to the Council Meeting on October 27, 2020.

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## Pages

### 1. CALL TO ORDER

### 2. DISCLOSURE OF PECUNIARY INTEREST

### 3. PRESENTATIONS

**Note: Presentation by the CAO and City Staff**

**Note: Presentations attached.**

#### 3.1. *RESPONDING TO THE PANDEMIC (7.0)*

2

1. That the presentation entitled Responding to the Pandemic be received.

#### 3.2. *COVID-19 IMPACT UPDATE (7.0)*

29

1. That the presentation entitled COVID-19 Impact Update be received; and,
2. That the City not apply for Phase 2 funding as part of the Safe Restart Agreement; and,
3. That the City suspend the Municipal Accommodation Tax from January 1st, 2021 to December 31st, 2021, and if required, request endorsement of this action from the Destination Markham Corporation; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

### 4. ADJOURNMENT

# Our Actions Count



# Responding to the Pandemic

October 21, 2020



## AGENDA

# Our Actions Count



1. Purpose
2. Priorities
3. Initial Response
4. Ongoing Response: Customers & Community
5. Ongoing Response: Service Excellence
6. Ongoing Response: Staff
7. Ongoing Response: Financial Performance
8. Learnings
9. Next Steps

# Our Actions Count

## 1. PURPOSE

- To provide an update on the City's management of the COVID 19 pandemic impacts:
  - where we have been
  - where we are today
  - where we are going

## 2. PRIORITIES

### Our Actions Count

- Community safety
- Delivery of City services
- Communication
- Staff health and wellness
- Effective fiscal management

#### Excellence Markham Framework

**Customer &  
Community**

**Service  
Excellence**

**Staff Focus**

**Financial  
Performance**

# Our Actions Count



## 3. INITIAL RESPONSE

- Enhanced monitoring – January
- Infection control in City facilities - February
- Emergency Operations Centre (EOC) activated - March 17
- Communication – ongoing :
  - Mayor and Council
  - Corporate external communication
  - Staff
  - Multi channel
  - Advocacy
- Business continuity plans activated – March

## Our Actions Count



## 3. INITIAL RESPONSE

- Technology leveraged for expanded virtual service delivery to customers - March
- Confirmed essential front line services to be provided - March
- Closed all community centres, libraries, and cultural facilities – March
- Pivoted to first virtual Council meeting March 27
- Active monitoring of public spaces - education and compliance – March
- Signage in public spaces including playgrounds, sportsfields – March

## Our Actions Count



### 3. INITIAL RESPONSE

- Lay-off notices to 1,773 part-time and seasonal staff – March
- Provided guidance to staff and contractors
- City and third party events cancelled
- Reviewed and assessed need to continue active capital projects
- Virtual summer programming – Recreation, Culture & Libraries
- Analyzed 300+ new regulations and legislation to inform municipal service decisions

**Initial City response helped to reduce spread of COVID and ensured continuity of City services**

## Our Actions Count



## 4. ONGOING RESPONSE: CUSTOMER & COMMUNITY

- Proactive public awareness and education
- Advocacy with federal, provincial and regional governments
- Mayor's Virtual Town Hall sessions
- IBM COVID-19 Virtual Assistant – 24/7
- Support to local businesses - online seminars and ShopHere
- Expedited restaurant/bar patio expansion permits
- Activated Destination Markham

## Our Actions Count



## 4. ONGOING RESPONSE: CUSTOMER & COMMUNITY

- Council approved relief measures:
  - Waived late payment charges on property taxes to December 31<sup>st</sup>, 2020
  - Eliminated the 2020 Stormwater Fee
  - Maintained the April 1<sup>st</sup>, 2019 water rate for 2020
  - Opportunity to defer Development Charges and Application Fees until December 31<sup>st</sup>, 2020
  - Suspended the Municipal Accommodation Tax (MAT) to December 31<sup>st</sup>, 2020

## Our Actions Count



## 4. ONGOING RESPONSE: CUSTOMER & COMMUNITY

- Markham Cares Program
- Markham Foodbank drive
- Markham Donation Centre - PPE donation drive
- Seniors support programs
- Promoted public safety measures

**Markham was a leader in implementing significant community measures to support local businesses & residents, and the health of the community**

# Our Actions Count



## 5. ONGOING RESPONSE: SERVICE EXCELLENCE

### OPEN

#### Markham Civic Centre – selected in-person services by appointment

- Aaniin Pool (lane swimming, lessons, aquafit & rentals) - **October**
- Angus Glen Tennis Centre – **September**
- Arena rentals:
  - Angus Glen - **August**
  - Thornhill & Mount Joy – **September**
  - Crosby, Markham Village, Centennial **October**
- Benches & picnic tables - **June**
- Community gardens - **June**
- Fitness virtual - **July**
- Gym and Multipurpose space (Angus Glen, Thornhill) - **October**
- Heintzman House - **September**
- Library virtual programs - **March**
- Markham Museum (outdoor self-guided tour) - **September**
- Markham Pan Am Centre (pickleball, badminton & lane swimming) - **September**
- Markham Public Library (Aaniin, Angus Glen, Markham Village, Thornhill CC, Old Unionville) - **October**
- Markham Recycling Depots - **June**
- Milliken Mills Soccer Dome – **October**
- Milne Dam Conservation Park - **June**
- Morgan Pool (seasonal) - **August**
- Off-leash dog parks - **June**
- Outdoor tennis & basketball courts - **May**
- Park shelters & washrooms - **June**
- Playgrounds & outdoor exercise equipment - **June**
- Recreation virtual, and Pop Up Parks - **July**
- Rouge River CC – **September**
- Skateboard parks - **June**
- Sports fields (including soccer & basketball) - **July**
- Stiver Mill - **October**
- St. Roberts Soccer Dome - **October**
- Unionville Train Station - **October**
- Varley Art Gallery (self-guided tours) - **September**

# Our Actions Count



## 5. ONGOING RESPONSE: SERVICE EXCELLENCE

### CLOSED

- Aaniin CC – Gym, Multipurpose Space and Fitness Centre
- Angus Glen Pool
- Armadale CC
- Centennial CC – Pool, Multipurpose Space, Bocce and Fitness Centre
- Civic Centre Ice Rink
- Clatworthy Arena
- Cornell CC – All Amenities
- Flato Markham Theatre
- Fitness Centres-Pan Am, Thornhill
- Markham Public Library – Cornell, Milliken Mills, Thornhill Village and Unionville
- Markham Seniors Centre
- Milliken Mills CC – All amenities
- Thornlea Pool and Gym
- Thornhill Senior Centre

## Our Actions Count



## 6. ONGOING RESPONSE: STAFF

- Adapted quickly to the new work environment
- Focus on communication, health and wellness
- Developed field guides, training, e-learning
- Partnered with CUPE
- Successful redeployment of over 100 staff
- Weekly Business Continuity Reports
- Staff Work From Home Survey

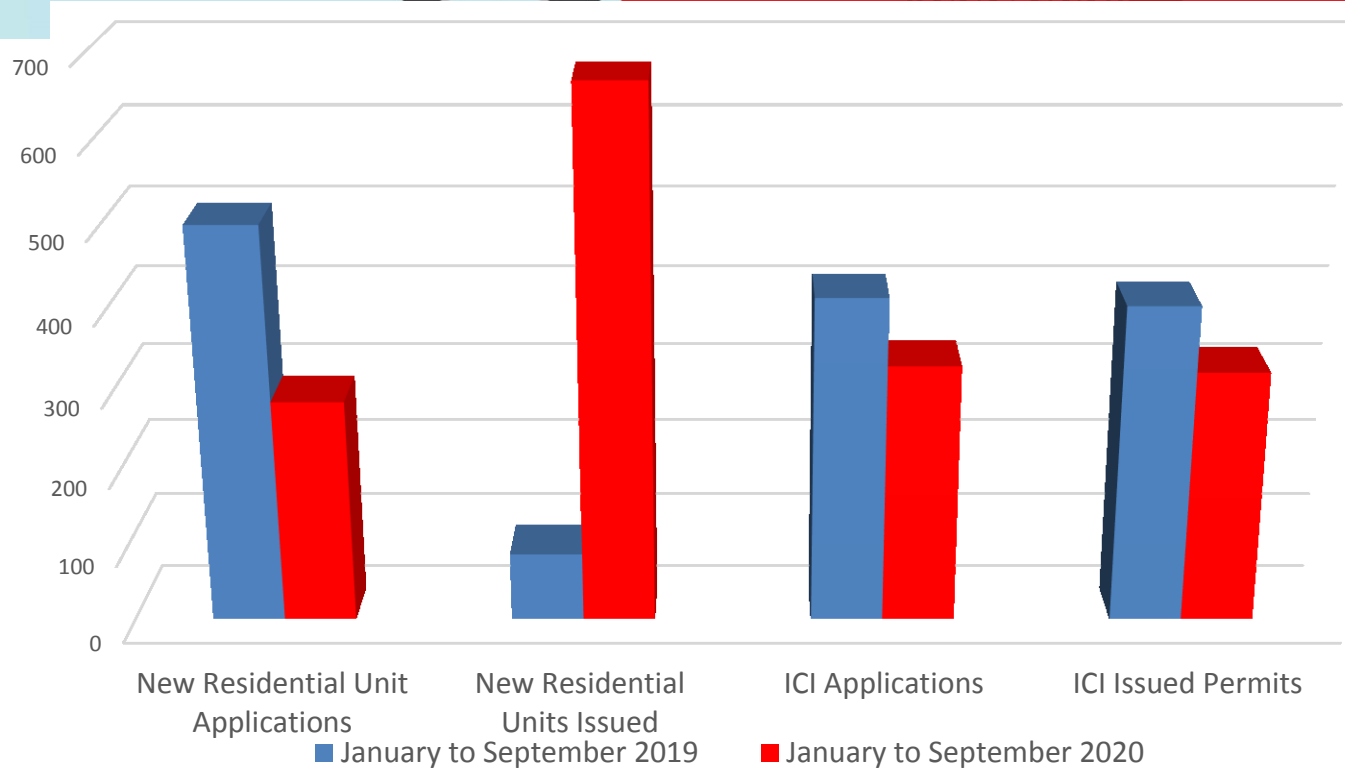
**Staff continue to be engaged and supported to deliver City services**

# Our Actions Count

## 6. ONGOING RESPONSE: STAFF

Building Services

Building Permit  
Activity continued



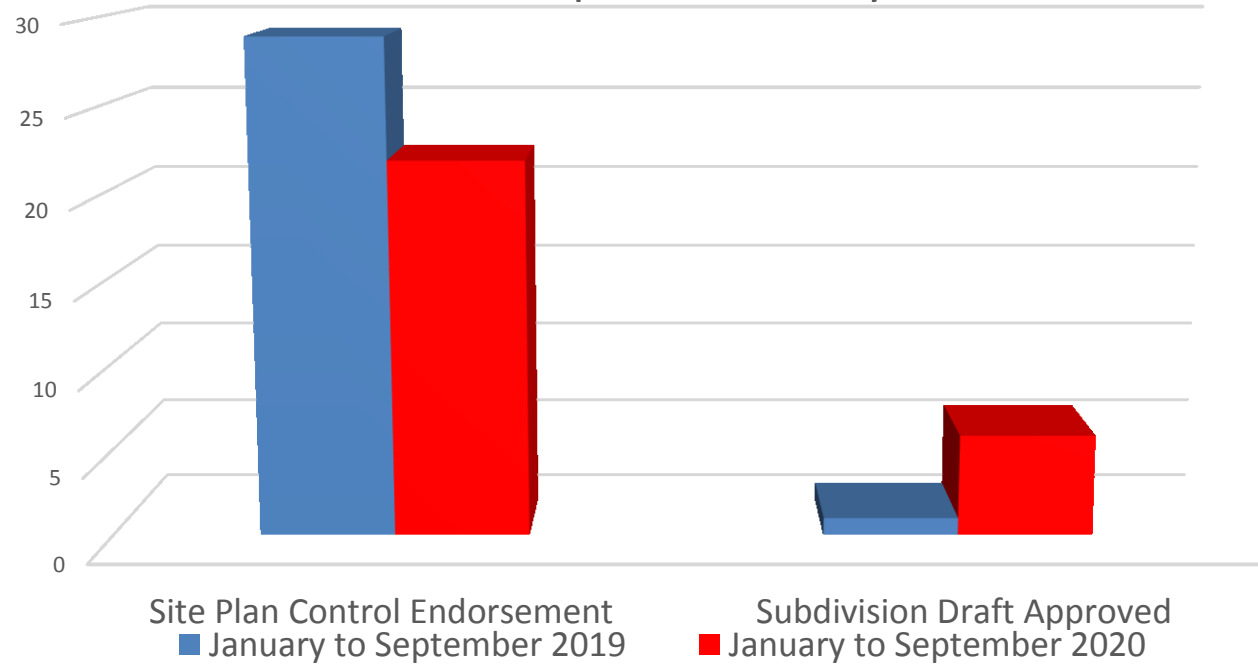
# Our Actions Count



## 6. ONGOING RESPONSE STAFF

Planning and  
Urban Design

Development Activity



# Our Actions Count

## 6. ONGOING RESPONSE STAFF

### Economic Growth, Culture & Entrepreneurship



Resources for Business During  
COVID-19 Disruption



- Seminars/workshops delivered: **31**
- # of seminar attendees: **1,537**
- Business inquiries responded to: **653**
- In-depth consultations: **114**
- Close contact with business community

# Our Actions Count

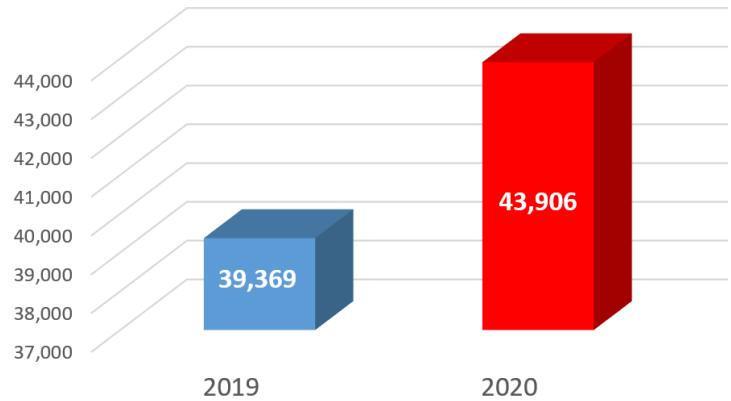


## 6. ONGOING RESPONSE: STAFF

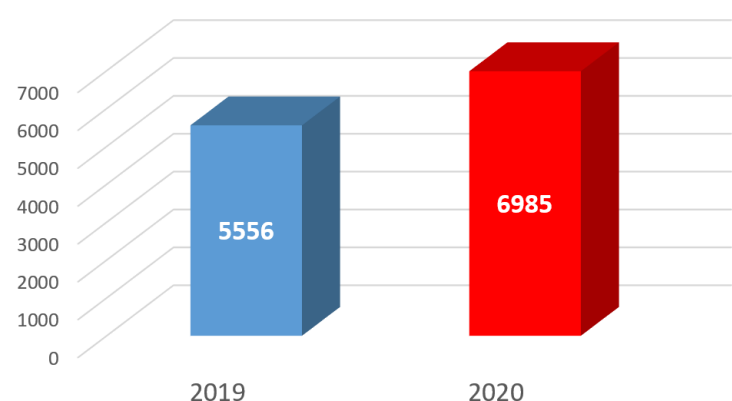
### Environmental Services

- Higher Waterworks CSR volumes - Maintained 5 days response time service levels
- Higher water usage and waste tonnage due to more residents staying at home
- Maintained textile collection services throughout pandemic

Waste Tonnage (Garbage, Recycling, Organic)



Waterworks Customer Service Requests



# Our Actions Count



## 6. ONGOING RESPONSE: STAFF

### Operations

#### **Block Pruning as of October 16, 2020**

- 98% complete
  - +/- 15,600 residences
  - = 23,521 trees pruned in phase 1

#### **Road Sweeping as of October 16, 2020**

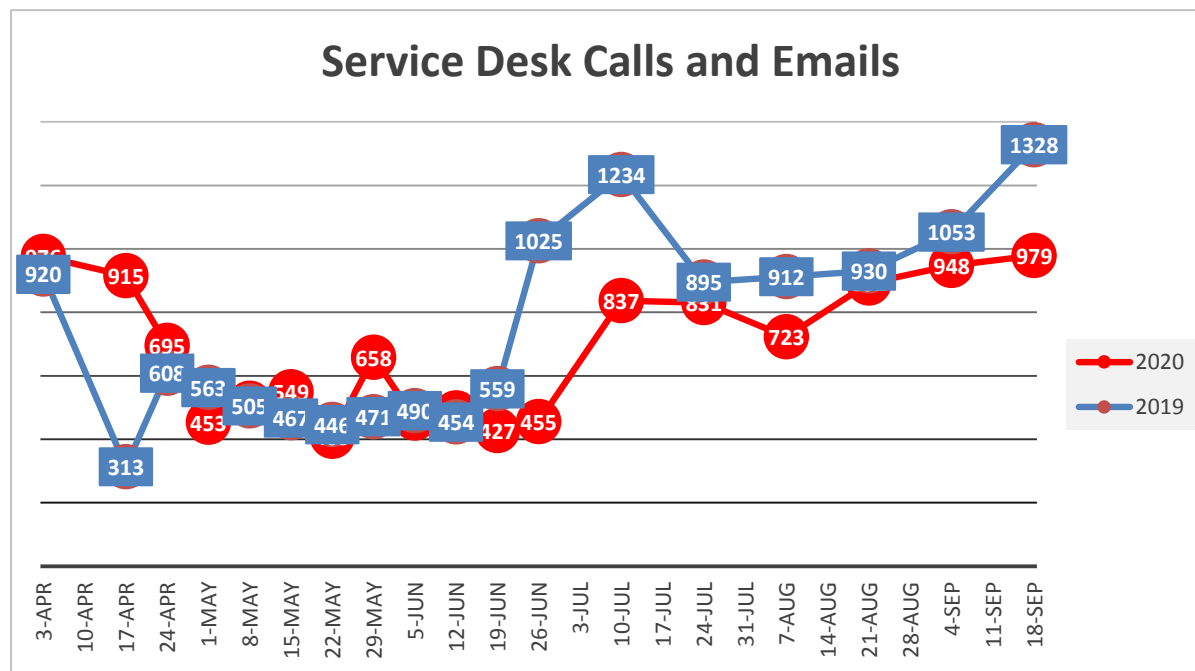
- 100% complete
  - +/- 1,050 tons of sweeping material removed
  - = 2,200km of roads swept

# 6. ONGOING RESPONSE STAFF

## Our Actions Count

### Information Technology Services

Service calls  
Apr–Sept  
2020 show  
similar  
volumes/  
patterns as  
2019



# Our Actions Count



## 6. ONGOING RESPONSE STAFF

### Legislative Services

	September 2019	September 2020
Total number of parking tickets issued	4,155	3,581
Total number of calls and emails dealt with in the Contact Centre	17,800	27,543
Total number of Burial Permits issued	151	207

# Our Actions Count



## Property Tax Collection Results

Property Tax Bill Instalment Type	YTD Total Taxes % Collected <i>(as of Oct 16)</i>
Regular Tax Instalment	91.6%
Pre-authorized Tax Instalment (PTP)	98.4%
<b>Total % Collected</b>	<b>93.4%</b>

- Year-end collection forecasted to be between 92% and 95% (3-year average 96.5%)

## Our Actions Count



## 6. ONGOING RESPONSE: STAFF

- Lay-off notices issued in late March to 1,773 part-time/seasonal staff
- Redeployed over 100 full-time staff: to fill seasonal contracts, summer student positions and existing staff vacancies
- Early termination of some employee contracts
- Deferred recruitment of some key positions
- ELT review of all vacancies and recruitment
- No cost of living adjustment for non-union staff and Members of Council to December 31<sup>st</sup>, 2020

## Our Actions Count



## 7. ONGOING RESPONSE: FINANCIAL PERFORMANCE

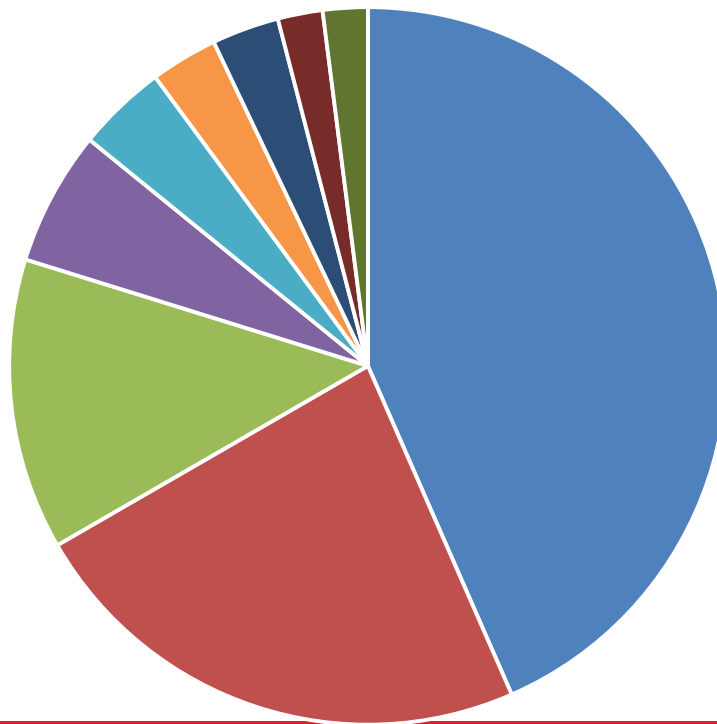
- Comprehensive expenditure review
- Reduced operating costs in closed facilities
- Suspended non-essential vendor contracts

**Measures taken to reduce the financial impact of COVID-19 on the 2020 operating budget have been effective.**

# Our Actions Count



## CURRENT TOTAL CASES AS OF OCTOBER 18, 5pm



- Vaughan 43% ( 2401 cases)
- Markham 23% (1280 cases)
- Richmond Hill 13% (709 cases)
- Newmarket 6% (339 cases)
- Aurora 4% (224 cases)
- Georgina 3% (181 cases)
- Whitchurch-Stouffville 3% (163 cases)
- King 2% (129 cases)
- East Gwillimbury 2% (123 cases)

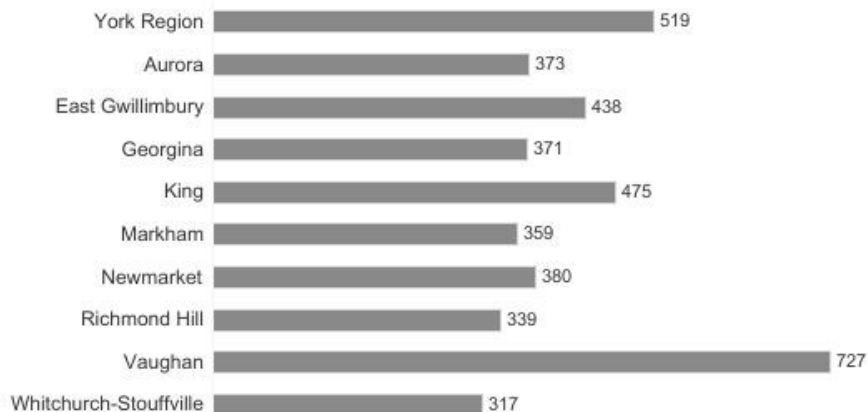
# Our Actions Count



## Rate of COVID-19 Cases by 100K Population

### Municipality

- ☐ Case Count
- ☒ Total Cases per 100,000 Population



York Region Data as of October 18, 5pm:  
Markham has one of the lowest rates of  
cases per 100K population

1. Whitchurch-Stouffville: 317 cases/100K
2. Richmond Hill: 339 cases/100K
3. Markham: 359 cases/100K

## 8. LEARNINGS

### Our Actions Count



The response to the COVID-19 pandemic has resulted in:

- Transformational change within our organization and beyond
- Unprecedented collaboration between the federal, provincial and local governments
- Increased use of technology, cross-functional collaboration widespread innovation and paradigm shifts at all levels

These elements will strengthen the City as we move through the pandemic and into the future.

# Our Actions Count



## 9. NEXT STEPS

- Continue to:
  - Deliver services
  - Support the health & wellbeing of our community and Staff
  - Demonstrate leadership
  - Maintain flexibility to pivot and be nimble
- Monitor, analyze and advise Council on fiscal position and outlook

# Our Actions Count



## COVID UPDATE OCTOBER 21, 2020

Let's Flatten the Curve  
& keep our community safe





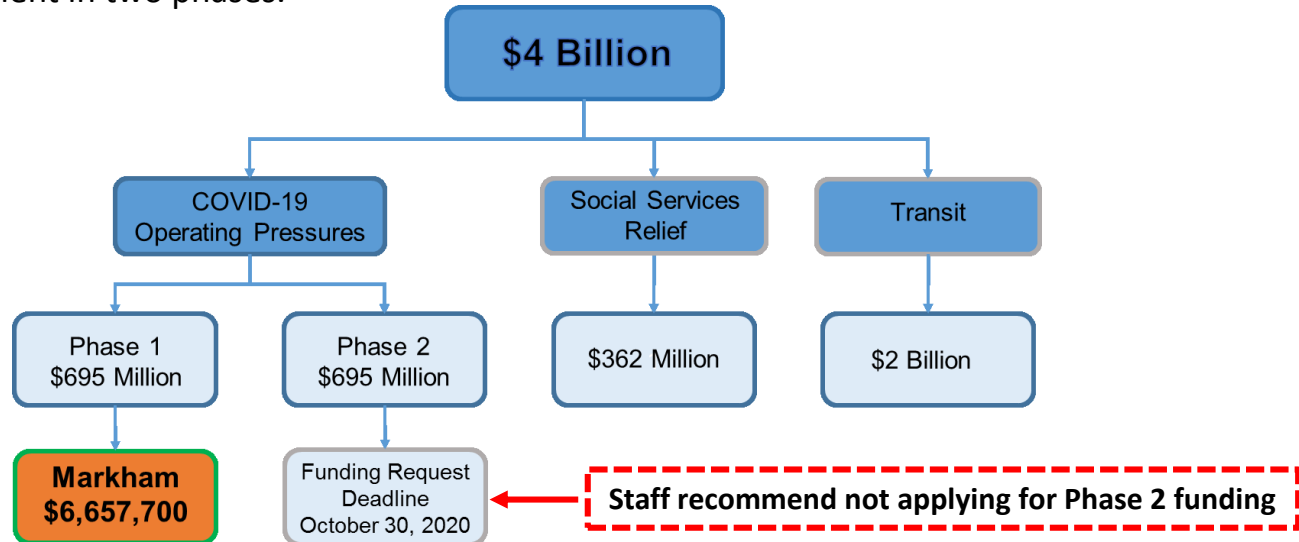
### Agenda

1. Financial Assistance Update: Safe Restart Agreement
2. Property Tax Collection Results
3. Cash Flow Update
4. City Relief Measures Update
5. 2020 Tax Funded COVID-19 Impact
6. 2020 Non-Tax Funded COVID-19 Impact
7. 2021 Outlook
8. Recommendations



### 1. Financial Assistance Update: Safe Restart Agreement

On July 27, the Federal and Provincial Governments announced the provision of up to \$4 billion as part of the Safe Restart Agreement in two phases.



# Our Actions Count



## ONGOING RESPONSE FINANCIAL PERFORMANCE

### 2. Property Tax Collection Results

Property Tax Bill Instalment Type	% Collected of the 2020 <u>Interim</u> Property Tax Bills (pre-COVID)	% Collected of 2020 <u>Final Residential</u> Tax Bills (as of Oct 19)	% Collected of 2020 <u>Final Non-Residential</u> Tax Bills (as of Oct 19)	YTD Total Taxes % Collected (as of Oct 19)
Regular Tax Instalment	96.4%	86.9%	83.2%	91.6%
Pre-authorized Tax Instalment (PTP)	98.1%	98.6%	99.9%	98.4%
<b>Total % Collected</b>	<b>96.9%</b>	<b>89.7%</b>	<b>86.3%</b>	<b>93.4%</b>

- YTD results are significantly better than previously reported to Council
- Year-end collection forecasted to be between 92% and 95% (3-year average 96.5%)



### 3. Cash Flow Update

- The current forecast indicates that the City will have sufficient cash flows until year-end which mitigates the need to borrow
- Should the City need to borrow in 2021, staff will advise Council in December
- Reinstatement of late payment charges on January 1, 2021 will encourage property owners in arrears to make tax payments by December 31, 2020, which will reduce early 2021 cash flow risks

# Our Actions Count



## ONGOING RESPONSE FINANCIAL PERFORMANCE

### 4. City Relief Measures Update

The City of Markham implemented a number of property tax and fee relief measures to help residents and businesses experiencing financial hardship due to the COVID-19 pandemic which included:

#### Residents

- Waived late payment charges for residential property taxpayers to Dec 31<sup>st</sup>, 2020
- Eliminated of the 2020 Stormwater fee
- Maintained the April 1<sup>st</sup>, 2019 water rate

#### Businesses

- Waived late payment charges for non-residential property taxpayers to Dec 31<sup>st</sup>, 2020
- Eliminated of the 2020 Stormwater Fee, *(\$560 for a property valued at \$2M)*
- Maintained the April 1<sup>st</sup>, 2019 water rate
- Suspended the Municipal Accommodation Tax (MAT) to Dec 31<sup>st</sup>, 2020
- Providing the opportunity to defer development charges and application fees until Dec. 31<sup>st</sup>, 2020

- **Measures provided \$16.8M in relief to residents and businesses in 2020**
- **Reinstatement of property tax and fees will commence January 1<sup>st</sup>, 2021**
- **Continue suspension of the MAT tax to December 31<sup>st</sup>, 2021**

# Our Actions Count

## ONGOING RESPONSE FINANCIAL PERFORMANCE

### 5. 2020 Tax Funded COVID-19 Impact

	2020 Forecast
<b>1. TAX FUNDED COVID IMPACTS (\$Millions)</b>	
Recreation programs & rentals (cancelled)	(17.00)
Culture shows, programs & rentals (cancelled)	(3.76)
Library programs & fines (cancelled)	(0.78)
Late payment charges on property taxes (foregone), Supplemental Tax revenue & Finance user fees (foregone & reduced collection)	(3.90)
Parking fines, permits & licences (reduced collection)	(2.63)
Additional COVID related expenditures	(2.61)
<b>TAX FUNDED COVID IMPACTS</b>	<b>(30.68)</b>
<b>2. TAX FUNDED MITIGATING ACTIONS (\$Millions)</b>	
Recreation expenditure savings	13.00
Culture expenditure savings	2.75
Library expenditure savings	3.94
Other Personnel & Non-Personnel Savings (excluding Rec, Culture, Library)	4.43
<b>TAX FUNDED MITIGATING ACTIONS</b>	<b>24.12</b>
<b>TAX FUNDED IMPACT RELATED TO COVID (1+2)</b>	<b>(6.56)</b>
Safe Restart Funding - Phase 1	6.66
<b>TAX FUNDED IMPACT - AFTER SAFE RESTART FUNDING - PHASE 1</b>	<b>0.10</b>



### 6. 2020 Non-Tax Funded COVID-19 Impact

	2020 Forecast
<b>NON-TAX FUNDED COVID IMPACTS (\$Millions)</b>	
Deferred Stormwater fee	(9.70)
Deferred Building, Engineering, Planning & Design revenues	(1.10)
Maintain Water/wastewater rate at 2019 level	(1.00)
Suspended MAT tax	(3.30)
<b>NON-TAX FUNDED COVID IMPACTS</b>	<b>(15.10)</b>

Stormwater, Water, and Development revenues will be collected in the future and due to uncertainty around eligibility of MAT tax it is recommended to not apply for Phase 2 funding



### 7. 2021 Outlook

#### 2021 Capital Budget

- Preliminary 2021 project submission includes 177 projects totaling \$100.2M, a decrease of 33% in projects and 10% in dollars from the 2020 Capital Budget (263 projects totaling \$111.5M)

#### 2021 Operating Budget

- Strategic actions will continue to be implemented to mitigate known impacts of COVID-19
- The 2021 operating budget currently reflects a shortfall that necessitates a tax rate increase



### 8. Recommendations

1. That the presentation entitled COVID-19 Impact Update be received;
2. That the City not apply for Phase 2 funding as part of the Safe Restart Agreement;
3. That the City suspend the Municipal Accommodation Tax from January 1st, 2021 to December 31st, 2021, and if required, request endorsement of this action from the Destination Markham Corporation;
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution