



## Electronic General Committee Meeting

### Revised Agenda

Meeting No. 7  
April 26, 2021, 9:30 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/>



# Electronic General Committee Meeting

## Revised Agenda

### Revised Items are Italicized.

Meeting Number: 7

April 26, 2021, 9:30 AM - 1:00 PM

Live streamed

Alternate formats for this document are available upon request.

General Committee meetings are live video and audio streamed on the City's website.

Closed captioning during the video stream may be turned on by clicking the [cc] icon located at the lower right corner of the video screen.

Please bring this General Committee Agenda to the Council meeting on May 4, 2021.

---

#### Pages

#### 1. CALL TO ORDER

#### 2. DISCLOSURE OF PECUNIARY INTEREST

#### 3. APPROVAL OF PREVIOUS MINUTES

##### 3.1. MINUTES OF THE APRIL 6, 2021 GENERAL COMMITTEE (16.0)

7

1. That the minutes of the April 6, 2021 General Committee meeting be confirmed.

#### 4. PRESENTATION

##### 4.1. BUILDING MARKHAM'S FUTURE TOGETHER 2020-2023 STRATEGIC PLAN (7.0)

19

M. West, ext. 3792

**Note: Meg West, Manager of Business Planning and Projects, CAO's Office, will provide a presentation on this matter.**

1. That the report entitled Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan Update be received; and,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

5. **DEPUTATIONS**

6. **COMMUNICATIONS**

6.1. **YORK REGION COMMUNICATIONS (13.4)**

68

**Note: Questions regarding Regional correspondence should be directed to Chris Raynor, Regional Clerk.**

1. That the following communication dated March 31, 2021 from York Region be received for information purposes:
  - a. 2021 Property Tax Ratios

7. **PETITIONS**

8. **CONSENT REPORTS - FINANCE & ADMINISTRATIVE ISSUES**

8.1. **MINUTES OF THE JANUARY 25, 2021 MARKHAM PUBLIC LIBRARY BOARD (16.0)**

76

1. That the minutes of the January 25, 2021 Markham Public Library Board meeting be received for information purposes.

8.2. **MINUTES OF THE FEBRUARY 10, 2021, FEBRUARY 17, 2021 ANNUAL GENERAL MEETING, AND MARCH 10, 2021 BOARD OF MANAGEMENT UNIONVILLE BUSINESS IMPROVEMENT AREA (16.0)**

86

1. That the minutes of the February 10, 2021, February 17, 2021 Annual General Meeting and March 10, 2021 Board of Management Unionville Business Improvement Area Committee meetings be received for information purposes.

8.3. **2021 FIRST QUARTER INVESTMENT PERFORMANCE REVIEW (7.0)**

98

M. Visser, ext. 4260

1. That the report dated April 26, 2021 entitled “2021 First Quarter Investment Performance Review” be received.

8.4. **2021 UNIONVILLE BUSINESS IMPROVEMENT AREA AND MARKHAM VILLAGE BUSINESS IMPROVEMENT AREA OPERATING BUDGETS (7.4)**

108

L. Chen, ext. 3880 and K. Soneji, ext. 2681

1. That the report titled “2021 Unionville Business Improvement Area and Markham Village Business Improvement Area Operating Budgets” dated April 26, 2021 be received; and,

2. That the 2021 Operating Budget in the amount of \$300,000 for the Unionville Business Improvement Area (UBIA) be approved; and,
3. That the 2021 Operating Budget in the amount of \$265,763 for the Markham Village Business Improvement Area (MVBIA) be approved; and,
4. That the Special Tax Rate levy, in the amount of \$214,221 for the UBIA members and \$160,559 for the MBIA members be included in the 2021 Tax Levy By-law; and further,
5. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

## **9. PRESENTATIONS - ENVIRONMENT & SUSTAINABILITY ISSUES**

### **9.1. MARKHAM VILLAGE AND UNIONVILLE FLOOD MITIGATION STUDY (5.0) 123**

R. Grech, ext. 2357

1. That the presentation entitled “Markham Village/Unionville Flood Control Study Results,” be received; and,
2. That Staff be authorized to hold Public Meetings to obtain feedback on the proposed implementation plan for the Markham Village and Unionville Mitigation Project; and,
3. That Staff report back to Council with feedback obtained from the public prior to endorsement of the implementation plan for the Markham Village/Unionville Project; and further,
4. That staff be authorized and directed to do all things necessary to give effect to this resolution.

## **10. REGULAR REPORTS - FINANCE & ADMINISTRATIVE ISSUES**

### **10.1. STAFF AWARDED CONTRACTS FOR THE MONTH OF MARCH 2021 (7.12) 136**

A. Moore, ext. 4711

1. That the report entitled “Staff Awarded Contracts for the Month of March 2021” be received; and,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

### **10.2. 274-R-20 INTEGRITY COMMISSIONER SERVICES FOR CITY COUNCIL 167**

M. Pettit, ext. 8220

1. That the report entitled “Integrity Commissioner Services for City



Council” be received; and,

2. That the contract for 274-R-20 Integrity Commissioner Services for City Council be awarded to the highest ranked/lowest priced bidder, ADR Chambers Inc. for a term of five (5) years in an annual retainer amount of \$17,299.20 inclusive of HST; and,
  - July 2021-June 2022 - \$17,299.20
  - July 2022-June 2023 - \$17,299.20
  - July 2023-June 2024 - \$17,299.20
  - July 2024-June 2025 - \$17,299.20
  - July 2025-June 2026 - \$17,299.20
  - **Total \$86,496.00**
3. That staff be authorized to issue an additional purchase order to ADR Chambers Inc. in an annual amount of \$6,023.80 to be utilized for investigations, additional meetings, workshops, and presentations on an as required basis; and,
4. That the contract include an option for the City (in its sole discretion) to extend the contract for up to five (5) one (1) year terms, subject to a CPI increase (all-item Ontario) to a maximum of 2%; and,
5. That the Commissioner, Corporate Services be authorized to exercise this option to extend the contract for such additional one (1) year terms on behalf of the City and execute any required documentation in a form satisfactory to the City Solicitor; and,
6. That the contract be funded from the 840-841-7899 (Integrity Commissioner) in the amount of \$23,323.00 (\$17,299.00 + \$6,023.80) and any future years be subject to Council approval of the annual operating budget; and further,
7. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

## 11. MOTIONS

### 11.1. TAMIL MEMORIAL MONUMENT (12.0)

**No Attachment**

**Note: Notice of Motion was provided at the April 6, 2021 General Committee meeting.**

Whereas the City of Markham is home to a large community of Tamil diaspora with over 21,000 living in Markham; and

Whereas The City of Markham’s Tamil community has made significant contributions to business, culture, and art in the City of Markham; and

Whereas the City of Markham acknowledges that during the Sri Lankan civil war thousands of Tamil civilians lost their lives; and

Whereas the City of Markham condemns the demolition of a memorial site built in Sri Lanka at Jaffna University in 2019 which was dedicated to the Sri Lankan civilians who lost their lives in the Mullivaikkal at the end of their 26 year civil war in Sri Lanka ending in May of 2009; and

Therefore the City of Markham will join with the Tamil diaspora in Markham to build a memorial in the shape of a waterfall or a garden for the Sri Lankan Tamils that lost their lives in Sri Lanka fighting a 26 year civil war; and

Therefore this proposed memorial be built in collaboration with the Tamil people and the City of Markham; and

Therefore the proposed memorial site be built as a waterfall or a Garden or another style memorial that meets Bylaw requirements and is located in a designated park in Ward 7 of Markham which has a large Tamil diaspora; and

Therefore the funding for this initiative be arranged by the community through fundraising efforts within the community and once attained the City of Markham will provide a suitable size land for this initiative with installation of this initiative at no cost to the community; and

Therefore this proposed designated site be in accordance with Markham City bylaws and with the Markham community.

## 12. NOTICES OF MOTION

## 13. 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".*

## 14. ANNOUNCEMENTS

## 15. 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:

### 15.1. **FINANCE & ADMINISTRATIVE ISSUES**

#### 15.1.1. **APPROVAL OF RESTRICTED AND CONFIDENTIAL GENERAL COMMITTEE MINUTES – FEBRUARY 18, 2020; SEPTEMBER 8, 2020, NOVEMBER 30, 2020 AND DECEMBER 7, 2020 (16.0) [Section 239 (2) (b)(d)]**

**15.1.2.    *LABOUR RELATIONS OR EMPLOYEE NEGOTIATIONS;  
RESTRICTED AND CONFIDENTIAL (11.0) [SECTION 239  
(2)(d)]***

**15.2.    LAND, BUILDING & PARKS CONSTRUCTION ISSUES**

**15.2.1.    THE SECURITY OF THE PROPERTY OF THE MUNICIPALITY  
OR LOCAL BOARD; (8.7) [SECTION 239 (2) (a)]**

**16.    ADJOURNMENT**



## Electronic General Committee Meeting Minutes

**Meeting Number: 6**

**April 6, 2021, 9:30 AM - 1:00 PM**

**Live streamed**

Roll Call	Mayor Frank Scarpitti Deputy Mayor Don Hamilton Regional Councillor Jack Heath Regional Councillor Joe Li Regional Councillor Jim Jones Councillor Keith Irish Councillor Alan Ho	Councillor Reid McAlpine Councillor Karen Rea Councillor Andrew Keyes Councillor Amanda Collucci Councillor Khalid Usman Councillor Isa Lee
Staff	Andy Taylor, Chief Administrative Officer Trinela Cane, Commissioner, Corporate Services Arvin Prasad, Commissioner, Development Services Claudia Storto, City Solicitor and Director of Human Resources Joel Lustig, Treasurer Bryan Frois, Chief of Staff Martha Pettit, Deputy City Clerk Hersh Tencer, Manager, Real Property Brian Lee, Director, Engineering Alex Moore, Manager of Purchasing & Accounts Payable Morgan Jones, Director, Operations	Meg West, Manager of Business Planning and Projects Mark Visser, Sr Manager Strategy Innovation & Investments Eddy Wu, Acting Director, Environmental Services Hristina Giantsopoulos, Election/Council & Committee Coordinator Terence Tang, Technology Support Specialist II Bindi Patel, Supervisor, Community Program Christina Kakaflikas, Director, Econ Growth, Culture & Entre'ship Don De Los Santos, Manager Small Business Centre, Econ Growth, Culture & Entre'ship Kevin Ross, Manager, Development Finance & Payroll Shannon Neville, Financial Analyst, Development Finance

---

**1. CALL TO ORDER**

Under the authority of the *COVID-19 Economic Recovery Act, 2020* (Bill 197) and the City of Markham's *Council Procedural By-law 2017-5*, and in consideration of the advice of public health authorities, this meeting was conducted electronically with members of General Committee, staff, and members of the public participating remotely.

General Committee convened at 9:35 AM with Regional Councillor Jack Heath presiding as Chair for all items on the agenda.

**2. DISCLOSURE OF PECUNIARY INTEREST**

There were none disclosed.

**3. APPROVAL OF PREVIOUS MINUTES****3.1 MINUTES OF THE MARCH 22, 2021 GENERAL COMMITTEE (16.0)**

Moved by Deputy Mayor Don Hamilton

Seconded by Regional Councillor Jim Jones

1. That the minutes of the March 22, 2021 General Committee meeting be confirmed.

**Carried**

**4. DEPUTATIONS**

There were no deputations.

**5. COMMUNICATIONS****5.1 YORK REGION COMMUNICATIONS (13.4)**

The Committee suggested that staff provide a presentation on item 1b. Proposed 2051 Forecast and Land Needs Assessment at a future General Committee meeting.

Arvin Prasad, Commissioner, Development Services, addressed the Committee and confirmed that a presentation will be made at the April 19, 2021 Development Services Meeting on this matter that will provide an overview of the population-employment work by the Region and the impact this will have on future development in the City. A Council Workshop is also being planned and will follow that meeting.

Moved by Councillor Isa Lee

Seconded by Deputy Mayor Don Hamilton

1. That the following communications dated March 24, 2021 from York Region be received for information purposes:
  - a. Regional Official Plan Update - Policy Directions Report
  - b. Proposed 2051 Forecast and Land Needs Assessment
  - c. Bradford Bypass Project - Regional Response to the Impact Assessment Agency of Canada
  - d. GTA West Transportation Corridor Project - Regional Response to the Impact Assessment Agency of Canada

**Carried**

## **6. PETITIONS**

There were no petitions.

## **7. CONSENT REPORTS - FINANCE & ADMINISTRATIVE ISSUES**

### **7.1 MINUTES OF THE AUGUST 22, 2019, JANUARY 23, 2020, FEBRUARY 20, 2020, APRIL 23, 2020, JUNE 11, 2020, AUGUST 27, 2020, SEPTEMBER 30, 2020, OCTOBER 22, 2020 AND DECEMBER 3, 2020 BOARD OF MANAGEMENT MARKHAM VILLAGE BUSINESS IMPROVEMENT AREA COMMITTEE (16.0)**

Moved by Councillor Reid McAlpine

Seconded by Councillor Alan Ho

1. That the minutes of the August 22, 2019, January 23, 2020, February 20, 2020, April 23, 2020, June 11, 2020, August 27, 2020, September 30, 2020, October 22, 2020 and December 3, 2020 Board of Management Markham Village Business Improvement Area Committee meeting be received for information purposes.

**Carried**

### **7.2 DEVELOPMENT CHARGES DECEMBER 31, 2020 RESERVE BALANCES AND ANNUAL ACTIVITY OF THE ACCOUNTS (7.11)**

Moved by Councillor Reid McAlpine

Seconded by Councillor Alan Ho

1. That the report titled “Development Charges December 31, 2020 Reserve Balances and Annual Activity of the Accounts” be received by Council as required under Section 43(1) of the *Development Charges Act, 1997, as amended*; and further,
2. That staff be directed to do all things necessary to give effect to this report.

**Carried**

## **8. PRESENTATIONS - FINANCE & ADMINISTRATIVE ISSUES**

### **8.1 DEVELOPMENT CHARGES BACKGROUND STUDY UPDATE (7.11)**

Mark Visser, Senior Manager Strategy Innovation & Investments, Financial Services, addressed the Committee and delivered a presentation entitled Development Charges Background Study Update which provided an overview of the Development Charge Background Study and included information on current Development Charges (DC) By-laws, Bill 197 COVID-19 Economic Recovery Act, 2020 as it relates to DCs and a Policy Review. As part of this update, staff recommended that a Sub-Committee comprised of Members of Council be established.

There was discussion on the following in relation to the presentation:

- Sub-committee membership;
- Whether Fire Services are 100% funded through City Wide Soft DCs;
- The point where land values are calculated in relation to permits and DCs;
- The difference between Community Benefit Charges (CBC) and Section 37;
- The current balance of the Section 37 fund account and what will happen to it when the City moves over to CBCs;
- Consideration of drawing on the CBC balance for future projects;
- An inquiry into what happens to public art under the new CBCs and how funds will be allocated to future public art initiatives; the type of recommendation this report will make with respect to funding for public art;

- Whether the Section 37/CBC funds are allocated geographically and how much are dedicated to the Ward in which they were generated;
- The timing of converting to CBCs from Section 37 and the financial benefits of delaying the conversion;
- Consideration of coordinating growth related costs with other municipalities;
- Consideration for the establishment of a workshop to review the new CBC system;
- Inquiry into the committed DC amount that Times Development in Markham Centre has negotiated and whether all of it is dedicated to the valley lands;
- Inquiry into using 2031 as the forecast horizon in relation to the DC Background Study;
- The positive changes in the revised DC calculations; and,
- Consideration that the Chair and Vice Chair of the Budget and Development Services Committees as well as the Deputy Mayor Hamilton be included as Sub-Committee members.

Staff responded to the Committee's inquiries and provided information on the differences between CBCs and Section 37 in addition to their collection criteria and calculations.

Moved by Mayor Frank Scarpitti

Seconded by Regional Councillor Jim Jones

1. That the Development Charges Background Study Update presentation be received.

**Carried**

Moved by Mayor Frank Scarpitti

Seconded by Regional Councillor Jim Jones

1. **That the following Council Members be appointed to a sub-committee:**
  - **Mayor Frank Scarpitti;**
  - **Councillor Amanda Collucci, Chair of the Budget Sub Committee;**
  - **Councillor Andrew Keyes, Vice Chair of the Budget Sub Committee;**



- **Regional Councillor Jim Jones, Chair of Development Services Committee;**
  - **Councillor Keith Irish, Vice-Chair of Development Services Committee; and,**
  - **Deputy Mayor Don Hamilton; and,**
2. **That an information session be scheduled to review the parameters and changes to the collection of Development Charges; and further,**
  3. **That staff be authorized and directed to do all things necessary to give effect to this resolution.**

**Carried**

## **8.2 CELEBRATE MARKHAM GRANT PROGRAM - 2021-2022 FUNDING CYCLE STATUS UPDATE - ALTERNATIVE PROGRAM OPTIONS & IMPLICATIONS (7.0)**

Christina Kakaflikas, Director, Economic Growth, Culture & Entrepreneurship addressed the Committee to introduce proposed changes to the funding allotments and processes for the 2021-2022 Celebrate Markham Funding Cycle. She introduced Don De Los Santos, Manager, Small Business Centre, Economic Growth, Culture & Entrepreneurship, who delivered a presentation entitled 2021-2022 Funding Cycle Status Update & Alternative Program Options & Implications, that provided an overview of the proposed changes that will allow for applicants to apply for funding of modified virtual cultural events and festivals in the City and continue to promote community engagement while remaining compliant to the current public health restrictions.

The Committee discussed the following in relation to the presentation:

- The increased funding recommendation in relation to the valuation of virtual events and their community benefits;
- That spending on virtual events may not be the best use of City funds;
- Consideration that virtual events be funded at 25% of the revised total budget;
- Whether the previous festival reporting has been completed;
- Consideration that funds not double-up for next year if funding hasn't been used;

- That the City not consider funding of any in person events until at least the fall of 2021 due to unpredictability of the pandemic and current public health recommendations;
- That the funding of in-person activities be reviewed again in the fall;
- Consideration that unused funds from 2020 and 2021 be carried forward to the future;
- That additional funding above the current limit be considered on an exception basis with supporting merits;
- That funding not be increased for Celebrate Markham initiatives at this time; and,
- That the funding recommendation be forwarded to council in June 2021.

Staff provided information in relation to the Committee's inquiries and noted that while virtual events are not the same as those that are in-person, there are benefits to the community such as an increase in Markham's profile, continued public engagement and that these events will encourage future in-person participation when permitted.

The Committee requested that staff provide a memo to the Council Meeting on April 20, 2021 to provide clarification on the proposed recommendation in consideration of the comments made today.

Moved by Councillor Amanda Collucci  
Seconded by Regional Councillor Jim Jones

1. That the presentation entitled "Celebrate Markham Grant Program 2021-2022 Funding Cycle Status Update – Alternative Program Options and Implications", be received; and,
2. **That staff provide an updated memo which includes additional options for consideration to the Council Meeting on April 20, 2021;** and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

The Committee had the following resolution for consideration:

1. That the presentation entitled “Celebrate Markham Grant Program 2021-2022 Funding Cycle Status Update – Alternative Program Options and Implications”, be received; and,
2. That Council approve the recommendations of the Interdepartmental Staff Review Committee as included in the attached PowerPoint; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

## **9. REGULAR REPORTS - COMMUNITY SERVICES ISSUES**

### **9.1 AWARD OF CONSTRUCTION TENDER 003-T-21 WEST THORNHILL – PHASE 3B STORM SEWER AND WATERMAIN REPLACEMENT (3.0)**

The Committee inquired about the balance of the reserve fund for this project.

Staff advised the Stormwater Reserve is currently in a deficit as the program is front-ended.

Staff further advised that the Reserve will eventually be in net zero position based on future collections of the Stormwater Fee.

Moved by Councillor Keith Irish

Seconded by Regional Councillor Jim Jones

1. That the report entitled “Award of Construction Tender 003-T-21 West Thornhill – Phase 3B Storm Sewer and Watermain Replacement” be received; and,
2. That the contract for Tender 003-T-21 West Thornhill – Phase 3B Storm Sewer and Watermain Replacement be awarded to the lowest priced Bidder, Direct Underground Inc. in the amount of \$4,263,945.97, inclusive of HST impact; and,
3. That a 10% contingency in the amount of \$426,394.60 inclusive of HST, be established to cover any additional construction costs and that authorization to approve expending of this contingency amount up to the specified limit be in accordance with the Expenditure Control Policy; and,
4. That the construction award in the amount of \$4,690,340.57 (\$4,263,945.97 + \$426,394.60) be funded from the following capital projects:

058-6150-21164-005 “West Thornhill Flood Control  
Implementation - Phase 3B Construction”; and,

(b) 053-6150-21170-005 “Cast Iron Watermain Replacement – West Thornhill Phase 3B” as outlined under the financial considerations section in this report; and,

5. That the remaining funds in project #21164 “West Thornhill Flood Control Implementation - Phase 3B Construction” in the amount \$1,816,921.34 from the Stormwater Fee Reserve and the budget remaining in project #21170 “Cast Iron Watermain Replacement – West Thornhill Phase 3B” from the Waterworks Reserve in the amount of \$1,065,105.09 will be returned to the original funding source; and,
6. That a 5-year moratorium be placed on any major servicing and utility installation along restored areas including Johnston Street, Dove Lane, Ida Street, Wiarton Court, St. Andrews Court; and further,
7. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

## **9.2 AWARD OF CONSTRUCTION TENDER 004-T-21 WEST THORNHILL – PHASE 4A STORM SEWER AND SANITARY SEWER UPGRADES (3.0)**

Moved by Councillor Keith Irish  
Seconded by Mayor Frank Scarpitti

1. That the report entitled “Award of Construction Tender 004-T-21 West Thornhill – Phase 4A Storm Sewer and Sanitary Sewer Upgrades” be received; and,
2. That the contract for Tender 004-T-21 West Thornhill – Phase 4A Storm Sewer and Sanitary Sewer Upgrades be awarded to the lowest priced Bidder, GFL Infrastructure Group, in the amount of \$12,477,267.18, inclusive of HST; and,
3. That a 10% contingency in the amount of \$1,247,726.72 inclusive of HST, be established to cover any additional construction costs and that authorization to approve expending of this contingency amount up to the specified limit be in accordance with the Expenditure Control Policy; and,

4. That the construction award in the amount of \$13,724,993.90 (\$12,477,268.18 + \$1,247,726.72) be funded from the following capital projects:

058-6150-21165-005 “West Thornhill Flood Control Implementation - Phase 4A Construction”; and,

053-5350-21172-005 “Royal Orchard Sanitary Sewer Upgrades (West Thornhill Phase 4A)” as outlined under the financial considerations section in this report; and,

5. That the remaining funds in project #21165 “West Thornhill Flood Control Implementation - Phase 4A Construction” in the amount of \$4,091,337.96 will not be required from the Stormwater Fee Reserve and the budget remaining in project #21172 “Royal Orchard Sanitary Sewer Upgrades – West Thornhill Phase 4A Construction” in the amount of \$7,186.76 will be returned to the waterworks reserve; and,
6. That a 5-year moratorium be placed on any major servicing and utility installation along restored areas including Royal Orchard Blvd (from Pomona Creek to Bayview), Kirk Drive, Knotty Pine Trail, Augusta Court, Doral Gate and Blue Spruce Lane; and further,
7. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

## **10. MOTIONS**

There were no motions.

## **11. NOTICES OF MOTION**

### **11.1 TAMIL MEMORIAL MONUMENT (12.0)**

This motion was introduced to the Committee and will be included on the April 26, 2021 General Committee meeting agenda. There was no discussion on this item.

Moved by Councillor Khalid Usman

Seconded by Regional Councillor Jim Jones

Whereas the City of Markham is home to a large community of Tamil diaspora with over 21,000 living in Markham; and

Whereas The City of Markham's Tamil community has made significant contributions to business, culture, and art in the City of Markham; and

Whereas the City of Markham acknowledges that during the Sri Lankan civil war thousands of Tamil civilians lost their lives; and

Whereas the City of Markham condemns the demolition of a memorial site built in Sri Lanka at Jaffna University in 2019 which was dedicated to the Sri Lankan civilians who lost their lives in the Mullivaikkal at the end of their 26 year civil war in Sri Lanka ending in May of 2009; and

Therefore the City of Markham will join with the Tamil diaspora in Markham to build a memorial in the shape of a waterfall or a garden for the Sri Lankan Tamils that lost their lives in Sri Lanka fighting a 26 year civil war; and

Therefore this proposed memorial be built in collaboration with the Tamil people and the City of Markham; and

Therefore the proposed memorial site be built as a waterfall or a Garden or another style memorial that meets Bylaw requirements and is located in a designated park in Ward 7 of Markham which has a large Tamil diaspora; and

Therefore the funding for this initiative be arranged by the community through fundraising efforts within the community and once attained the City of Markham will provide a suitable size land for this initiative with installation of this initiative at no cost to the community; and

Therefore this proposed designated site be in accordance with Markham City bylaws and with the Markham community.

## **12. NEW/OTHER BUSINESS**

There was no new or other business.

## **13. ANNOUNCEMENTS**

## **14. CONFIDENTIAL ITEMS**

The Committee did not resolve into confidential session.

The Committee consented to place items 14.1.1, 14.2.1, and 14.2.2 on the April 20 , 2021 Confidential Council Meeting Agenda for consideration.

Moved by Councillor Khalid Usman  
Seconded by Councillor Reid McAlpine

That items 14.1.1, 14.2.1, and 14.2.2 be placed on the April 20 , 2021 Confidential Council Meeting Agenda for consideration.

**Carried**

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

**14.1 FINANCE & ADMINISTRATIVE ISSUES**

**14.1.1 GENERAL COMMITTEE CONFIDENTIAL MINUTES - MARCH 1, 2021 (16.0) [ Section 239 (2) (f)]**

**14.2 LAND, BUILDING & PARKS CONSTRUCTION ISSUES**

**14.2.1 A PROPOSED OR PENDING ACQUISITION OR DISPOSITION OF LAND BY THE CITY OR LOCAL BOARD; REPORTING OUT OF REAL PROPERTY ACQUISITION (8.7) [SECTION 239 (2) (c)]**

**14.2.2 THE SECURITY OF THE PROPERTY OF THE MUNICIPALITY OR LOCAL BOARD; PROPOSED LEASE EXTENSION (8.2) [SECTION 239 (2) (a)]**

**15. ADJOURNMENT**

General Committee adjourned at 11:31 AM.

Moved by Councillor Khalid Usman  
Seconded by Councillor Reid McAlpine

That General Committee adjourn at 11:31 AM.

**Carried**

# GENERAL COMMITTEE UPDATE

## APRIL 26, 2021





## Background

- Spring 2019 - Council and Senior Staff initiated refresh of 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
- January 2021 - Council approved Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan
- COVID-19 pandemic had a significant impact on the community and the City in 2020
- In spite of the pandemic, City prioritized its commitments to maintain momentum in 2020 on a number of the key BMFT actions
- Some BMFT actions that were planned to commence in 2020 were delayed to later in the year or deferred to 2021/2022 to make room for COVID-related work.



## 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.



### METRICS

- Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)
- % of transactional services that are provided and received online
- Employee satisfaction with the organization from Current Staff Satisfaction Survey (every even year)
- Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)



## Goal 1: Exceptional Services By Exceptional People 2020 Accomplishments

- Completed 10 customer surveys with an overall satisfaction rating of 76.3%
- Council reviewed Winter Maintenance service levels - satisfaction survey showed 79% of residents are satisfied with the service level
- YourVoice Markham has 30+ projects completed, active or in the development stage
- Nimble launch of IBM Watson Virtual Assistant for Citizens
- Developed COVID-19 public website and Staff Hub to keep internal and external audiences informed & connected
- Completion of renovation and opening of Morgan Pool
- Mobile GIS/ACR Forestry Field Application implemented
- Electronic Plan Review (ePlan) implemented





## Goal 1: Exceptional Services By Exceptional People 2020 Accomplishments

- City bid for Top Intelligent Community of 2020 - Markham ranked in Top 7
- ePropertyTax - 18.9% property tax accounts enrolled
- AODA (Accessibility for Ontarians with Disabilities Act) compliance on City website
- MPL Digital literacy & inclusion program implemented
- MS365 pilot infrastructure preparation completed
- Continued implementation of Cyber Security Program
- Implemented Well-Being Program for staff
- Harvard ManageMentor Program rolled out for staff
- New tools to support business process modernization & service delivery
- Moved to live virtual and e-learning training - cyber security and anti-Black racism training







## 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 2: Engaged, Diverse, Thriving and Vibrant City

### 2020 Accomplishments

- 20+ virtual events held
- Approved Celebrate Markham Grant Program 2020-21 funding cycle
- Commenced Markham Centre Secondary Plan process
- Public Art installations
- Anti-Black Racism training for the corporation
- Received 400 pieces of art work
- Held Virtual Public Art Summit
- Partnered with MBT, Association of Chinese Canadian Entrepreneurs, Global Affairs Canada, York University & ventureLab
- Supported World Hakka convention planning
- Established the Destination Markham Corporation (DMC) Board





## 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 3: Safe, Sustainable and Complete Community 2020 Accomplishments

- Whistle Cessation implementation on 13 crossings
- Main Street Unionville Summer Traffic Calming
- Road Safety Audit completed
- Draft Affordable and Rental Housing Strategy including inclusionary zoning framework presented
- Mayor's Markham Housing Summit held
- Markham Road-Mount Joy Design Charrette and Draft Development Concept
- Continued the Flood Control Program by completing West Thornhill Phase 3A
- Managed seven major winter storm events
- Metrolinx Forest Compensation Plantings undertaken





## Goal 3: Safe, Sustainable and Complete Community

### 2020 Accomplishments

- #greenMarkham campaign and HERO (Home Efficiency Retrofit Orientation) program
- Mattamy's Springwater development with Geo-exchange by Enwave
- Two pilot projects to bring City facilities in line with the City and Federal Governments goal of Net Zero Emissions by 2050
- Best of Best #2 Waste Diversion Strategy and Single-use Plastic Reduction Strategy
- Styrofoam packaging ban from curbside collection
- Construction of 5 parks totaling 18.8 ha
- Cornell Rouge National Urban Park (RNUP) Gateway Study completed
- Rouge Valley Trail – Phase 4A Construction
- Secured funding to develop a preliminary natural asset inventory





## 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)



## Goal 4: Stewardship of Money and Resources

### 2020 Accomplishments

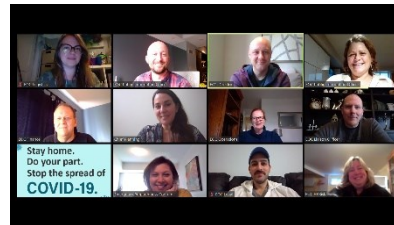
- Approved 2021 budget, with a zero % tax rate increase
- E3 opportunities - Achieved \$1.7 million of E3 savings as part of the 2020 budget
- City's Waste Management Collection Contract awarded
- Block Pruning Project - completed all 7 City blocks to its entirety before year-end
- ePlan reporting dashboard implemented
- Achieved World Council on City Data (WCCD) Platinum Level with ISO and ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life
- Asset Management Plan Progress Update Report approved
- 4 Auditor General reports completed
- Costs savings achieved for facilities due to reduced utility consumption





# Service Excellence During COVID 19 Pandemic

- Activated the Emergency Operations Centre
- Enhanced digital engagement through the introduction and facilitation of fully functional virtual Council/Committee meetings
- Strategy and by-law for COVID 19 related temporary patios – 50+ patios
- Enterprise Blvd Road Closure on Sundays and Public Holidays
- Outreach program to connect with over 4,500 local seniors
- Introduced the Park Ambassador Program
- Initiated Live Chat service through the library to support online public access
- Provided interpretation & advice related to Provincial legislation







# Service Excellence During COVID 19 Pandemic

- Developed & implemented training, guidelines and communications, conducted Work From Home Survey
- Redeployed and trained staff to support COVID response
- Markham Creates Community Challenge
- Virtual Recreation Programs and Fitness Programs
- 6-week Pop-Up Park program
- Virtual library programming and camps
- Applied to the Audit & Accountability Fund: Intake 2; and the COVID-19 Resilience Infrastructure Stream: Local Government - Markham eligible to access \$7,381,614 in grants
- DMC Board-led marketing strategy promoting a 'buy local, shop local and stay local' campaign



# MEASURES OF SUCCESS

# 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*

Measure of Success	Success
<ul style="list-style-type: none"><li>Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)</li></ul>	<b>**N/A</b>
<ul style="list-style-type: none"><li>Overall customer satisfaction (Internal and External Services) from department surveys completed this year (annual)</li></ul>	<b>76.3%</b>
<ul style="list-style-type: none"><li>% of transactional services that are provided and received online</li></ul>	<b>85+</b>
<ul style="list-style-type: none"><li>Employee satisfaction with the organization from current Staff Satisfaction Survey (every even year) Survey not conducted in 2020 due to COVID 19; scheduled for Spring 2021</li></ul>	<b>Not available</b>

**NOTE: \*\* N/A Due to COVID 19 Citizen Satisfaction Survey was deferred in 2020**



## GOAL 2:

### Engaged, Diverse, Thriving & 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.*

Measure of Success	Success
• Overall quality of life in Markham (every 2 years)	<b>**N/A</b>
• # of visits to our municipal arts, recreation, library & sporting venues	<b>1,455,803</b>
• Gross sq. ft. of office space constructed in: - Centres and Corridors	<b>1,227.09 sq. ft.</b>
- Business Parks (annual)	<b>18,675.38 sq. ft.</b>
• Total Employment in Markham (biennial)	<b>179,610</b>

**NOTE: \*\* N/A Due to COVID 19 Citizen Satisfaction Survey was deferred in 2020**

## GOAL 3: Safe, Sustainable & 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.*

Measure of Success	Success
<ul style="list-style-type: none"><li>• % of trips by mode of transportation for morning peak period to and from Markham:<ul style="list-style-type: none"><li>- Transit                      - Auto</li><li>- Walk and cycle           - Other</li></ul>(every 5 years last available data 2016 )</li><li>• Maintain or Increase % of residents that rate Markham as a safe place to live (every 2 years)</li><li>• Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)</li><li>• Waste Diversion Rate (curbside and depots) (annual)</li><li>• % reduction of Citywide Greenhouse Gas emissions (goal net zero by 2050) (2-4 years) (biennial)</li></ul>	<p>Not available</p> <p>**N/A</p> <p>5%</p> <p>79%</p> <p>32.9</p>

**NOTE: \*\* N/A Due to COVID 19 Citizen Satisfaction Survey was deferred in 2020**

## GOAL 4:

### Safe, Sustainable and Complete Community

***Goal Statement:*** *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment*

Measure of Success	Success
<ul style="list-style-type: none"><li>• Net City of Markham operating cost per household (annual)</li></ul>	<b>\$1,307</b>
<ul style="list-style-type: none"><li>• Non-residential property taxes (as a % of total property taxes levied)</li></ul>	<b>17.13%</b>
<ul style="list-style-type: none"><li>• Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/replacement needs (annual)</li></ul>	<b>25 years</b>
<ul style="list-style-type: none"><li>• % residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years)</li></ul>	<b>**N/A</b>

NOTE: \*\* N/A Due to COVID 19 Citizen Satisfaction Survey was deferred in 2020



## Recommendations:

1. THAT the report entitled Building Markham's Future Together (BMFT) Strategic Plan 2020 – 2023 be received; and
2. THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.



Report to: General Committee

Meeting Date: April 26, 2021

**SUBJECT:** Building Markham's Future Together (BMFT) 2020 – 2023  
Strategic Plan Update

**PREPARED BY:** Meg West ext. 3792

**RECOMMENDATION:**

1. THAT the report entitled Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan Update be received; and
2. 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 the 2020 progress update on Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan.

**BACKGROUND:**

Public and private sector organizations regularly use a strategic plan to serve as a blueprint for priority actions to guide decision makers in achieving desired outcomes as identified by their stakeholders.

At the start of each new Council term, Markham Council and Staff revisit the strategic plan to confirm the City's goals and objectives and identify key priorities for the term.

BMFT establishes the City's vision, mission and values as the framework for both Council decision-making and day-to-day employee focus and ensures that resources are allocated to support the strategies and initiatives that help the City achieve its desired outcomes.

On January 28, 2020, Council approved its 2020—2023 Council Strategic Plan (Appendix A). The following four goals are contained in the strategic plan to guide decision-making for this term of Council:

- Goal 1 – Exceptional Services by Exceptional People
- Goal 2 - Engaged, Diverse, Thriving and Vibrant City
- Goal 3 – Safe, Sustainable and Complete Community
- Goal 4 – Stewardship of Money and Resources

## OPTIONS/ DISCUSSION:

On March 17, 2020, the Province of Ontario declared a state of emergency due to the COVID-19 pandemic. The City closed all of its facilities and staff that could work from home did so. While essential services continued, a number of programs and services were put on hold or were modified to be conducted online in response to the pandemic.

Markham was one of the first municipalities in Ontario to move to virtual Council and Committee meetings, with the first virtual meeting of Council being held on March 27<sup>th</sup>. The City has quickly transitioned to remote service provision, with in-person services by appointment, while continuing to follow public health mandates.

In spite of the pandemic, the City prioritized its commitments in 2020 to maintain momentum on a number of the key actions identified under Council's four goal areas. Some BMFT actions that were planned to commence in 2020 were delayed to later in the year or deferred to 2021/2022 to prioritize COVID-related work.

Staff have prepared a detailed summary of the 2020 accomplishments, which includes the additional COVID-19 -related activities (attached as Appendix B).

### 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:	2020 Accomplishments
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	<ul style="list-style-type: none"> <li>• Undertook 10 customer surveys.</li> <li>• Completed Winter Maintenance Council Review of Service Levels, including an externally conducted survey that found 79% of residents are satisfied with the level of service received from the City.</li> <li>• YourVoice Markham, a public facing interactive platform, has more than 30 projects completed, active or in the development stage.</li> <li>• Successfully launched IBM Watson Assistant for Citizens to provide Ai enabled 24/7-, access for the public to trusted information related to COVID-19 and City services.</li> <li>• Launched the COVID-19 public website and Staff Hub to keep internal and external audiences informed and connected.</li> <li>• Completed renovation and opening of Morgan Pool.</li> </ul>
1.2. Leverage leading technologies to enable city building and evolution /	1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking	<ul style="list-style-type: none"> <li>• Implemented mobile GIS/ACR Forestry Field Application.</li> <li>• Electronic Plan Review (ePlan) staff seamlessly processed a full complement</li> </ul>

transformation of our services.	<p>systems, and Staff scheduling software)</p> <p>1.2.2 Streamline the development process</p> <p>1.2.3 Advance Digital Markham / “Frictionless City”</p> <ul style="list-style-type: none"> <li>• Pilot test digital city technology in “living labs”</li> <li>• Expand digital access and literacy programs</li> <li>• Continue to embrace innovation and relevant technologies in delivery of service</li> <li>• Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies</li> </ul> <p>1.2.4 Implement cyber security program to safeguard City technology infrastructure</p>	<p>of new and existing planning applications on-line.</p> <ul style="list-style-type: none"> <li>• Supported City bid for Top Intelligent Community of 2020. Markham ranked among the Top 7.</li> <li>• ePropertyTax - Increased the number of property tax accounts enrolled in ePropertyTax to 18.9%, exceeding the 2020 target of 16%.</li> <li>• Updated the City’s website to ensure ongoing AODA (Accessibility for Ontarians with Disabilities Act) compliance.</li> <li>• Implemented MPL Digital literacy and inclusion programs for the public.</li> <li>• Undertook necessary planning and infrastructure upgrades to support the MS365 pilot project.</li> <li>• Continued implementation of the cyber security program, including system patching and mandatory awareness programs.</li> </ul>
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	<p>1.3.1 Empower employees to continue to take risks and pursue innovation</p> <ul style="list-style-type: none"> <li>• Reduce barriers / bureaucracy</li> <li>• Clarify roles, accountabilities (including for Centres of Expertise) and authorities</li> </ul> <p>1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)</p> <p>1.3.3 Provide Staff access to technologies to improve service delivery</p> <p>1.3.4 Continue to invest in Staff training</p>	<ul style="list-style-type: none"> <li>• Implemented Well-Being Program for staff, conducted the Total Well-Being Index, and established a Total Well-Being Team.</li> <li>• Identified leadership education and development strategy, commencing with introduction of the virtual Harvard Manage Mentor program in support of leadership growth and extension of management capabilities.</li> <li>• Introduced updated branding and staff onboarding program.</li> <li>• Implemented tools to support business process modernization and service delivery CRM, EAM, ePlan, program registration system, M365 solutions.</li> <li>• Adjusted in person training to live virtual and e-learning training while leveraging Markham Learn Centre. Included cyber security and anti-Black racism training, among others.</li> </ul>

### Other 2020 accomplishments arising as a result of COVID-19

#### Goal 1: Exceptional Services By Exceptional People

- Activated the Emergency Operations Centre in response to COVID 19 - staff from several departments supported and managed the Emergency Operations Centre during activation in response to the COVID-19 pandemic (March to June).

- 
- Supported program implementation for various successful COVID-19 business support programs:
    - Digital Main Street's shopHERE, powered by Google (more than 350 participating artists and small businesses),
    - Markham Small Business Recovery and Digital Resilience Program (full capacity),
    - "Open for Business" by Ritual ONE and DoorDash,
    - SkipTheDishes holiday promotions,
    - Destination Markham Shop Local campaign, and
    - Successfully launched first-ever behavioural/geo-targeted B2B digital ad campaigns to help small businesses overcome the challenges of COVID-19.
  - Enhanced digital engagement through the introduction and facilitation of fully functional virtual Council/Committee meetings, Budget Committee meetings, Advisory Board Committee meetings, Tree Appeal Hearings and public consultation.
  - Amended the Parking By-Law to allow for virtual screening and hearings for parking ticket matters.
  - Drafted strategy and by-law for COVID 19 related temporary patios, and reviewed and permitted 50+ such patios.
  - COVID Enforcement initiative – By-law Officers fully mobilized on COVID 19 enforcement, seven days a week, with extended service.
  - Implemented an outreach program to connect with over 4,500 local seniors to reduce social isolation when their seniors clubs were closed due to the pandemic.
  - Introduced the Park Ambassador Program, which assigned fitness staff to cycle through our parks and trail systems to educate the community on social distancing rules and other COVID safety measures.
  - Initiated Live Chat service through the library to support online public access, where staff provided 11,400 real-time sessions to assist with library card registration, account information, and coaching in accessing and using the library's digital resource.
  - Supported the City response to COVID 19 pandemic through interpretation and advice related to new and evolving Provincial legislation.
  - Supported the City response to COVID 19 through the redeployment and training of over 100 staff.
  - Supported staff during COVID 19 by developing and implementing training and guidelines, distributed PPE and introduced COVID 19 screening and related health and safety protocols, engaged staff through a variety of communications, and conducted Work From Home Survey to obtain staff feedback and ensure that staff were supported.

## **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:	2020 Accomplishments
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"> <li>• Customized to the community; neighbourhood action plans</li> <li>• “Good neighbour” handbook</li> </ul> 2.1.2 Expand community hub concept (currently at Aaniin CC) across the City (2021 start)	<ul style="list-style-type: none"> <li>• 20+ virtual events held to maintain community engagement in key City initiatives, dates of significance, and strategic mandates.</li> <li>• For Celebrate Markham Grant Program 2020-21 funding cycle, Council approved funding for 53 applicants, totaling \$184,500 out of \$256,000 available, as well as \$30,000 to the Markham Arts Council.</li> <li>• Commenced Markham Centre Secondary Plan including exploring the possibility of a major civic square.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Facilitated the implementation of Public Art installations.</li> <li>• Introduction of anti-Black racism strategy in July 2020.</li> <li>• Developed and rolled out Anti-Black Racism training.</li> <li>• Received 400 pieces of artwork for the gallery.</li> <li>• Held virtual Public Art Summit.</li> </ul>
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 (2022 start) 2.3.2 Develop, adopt and implement the Economic Development Strategy (2021 start) 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	<ul style="list-style-type: none"> <li>• Partnered with MBT, Association of Chinese Canadian Entrepreneurs, Global Affairs Canada, York University and ventureLab.</li> <li>• Supported World Hakka convention planning.</li> <li>• Established the DMC Board and supported the development of their business plan. Secured \$470K funding to help tourism and hospitality businesses respond to COVID-19.</li> </ul>

### Other 2020 accomplishments arising as a result of COVID-19 -

#### Goal 2: Engaged, Diverse, Thriving and Vibrant City

- Supported the Markham Creates Community Challenge, resulting in more than 125 submissions – showcasing Markham’s outstanding artistic talents and ability to come together as one strong and resilient community, while apart.

- Closed Enterprise Blvd on Sundays and Public Holidays – to support active transportation while promoting local active lifestyle programming during the summer months.
- Signed Shared Use Agreement with Markham Stouffville Hospital for Cornell Community Centre.
- Developed and implemented Virtual Recreation and Fitness Programs for the community when the community centres were closed because of the pandemic, which attracted 2,451 programs participants and 21,602 fitness participants.
- Developed an engaging 6-week Park Pop Up program for 1,661 children ages 6 to 12 during the summer that met legislative COVID-19 requirements and children's need for play.
- Provided virtual programming for cultural facilities during the summer.
- Leveraged YouTube to keep residents engaged and active during COVID-19 lockdowns, which attracted 53,742 participants in our fitness video classes, along with 722 YouTube subscribers and an offering of 123 YouTube Classes.
- Curated the COVID-19 Stories Exhibit, a community memory journal of 100+ stories, to share and reflect on the experiences brought on by the pandemic, to provide an outlet for stress and anxiety, and reduce social isolation.
- Provided virtual library programming and camps to provide the community with continued access to learning and social opportunities, which served 110,600 participants.

### 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.	3.1.2 Advocate for higher order transit including Yonge Subway 3.1.3 Pursue the integration of transit-oriented design in development 3.1.4 Provide incentives for growth within areas where appropriate infrastructure already in place (2021 start) 3.1.5 Optimize local and regional roads plan 3.1.6 Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design) 3.1.7 Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit) 3.1.8 Expand road safety program	<ul style="list-style-type: none"> <li>• Whistle Cessation implementation on 13 crossings throughout the City.</li> <li>• Launched secondary plans for Markham Centre and Markham Rd/Mount Joy including components related to transit-orientated development.</li> <li>• Main Street Unionville Summer Traffic Calming implemented.</li> <li>• Completed the Road Safety Audit.</li> </ul>
3.2 Build complete communities that offer a range of housing and employment opportunities,	3.2.1 Finalize and implement affordable housing strategy <ul style="list-style-type: none"> <li>• Multi-generational, including purpose built secondary suites</li> <li>• Rental housing</li> </ul>	<ul style="list-style-type: none"> <li>• In February 2020, Council received the proposed Draft Affordable and Rental Housing Strategy including an inclusionary zoning framework, which is a new</li> </ul>

<p>transportation options and outstanding community amenities.</p>	<p>3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan</p> <p>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)(2021 start)</p> <p>3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries</p> <p>3.2.5 Establish a City-wide parking strategy (2021 start)</p>	<p>provincial tool that can require affordable housing in residential developments.</p> <ul style="list-style-type: none"> <li>• The Mayor's Markham Housing Summit was held virtually in November 2020 bringing together industry leaders to engage in challenging conversations and considering implementation of affordable housing measures.</li> <li>• Hosted the Markham Road-Mount Joy Design Charrette and Draft Development Concept.</li> <li>• City acquired properties in support of the Markham Innovation Exchange and Multi-Use Pathways.</li> </ul>
<p>3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.</p>	<p>3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system)</p> <p>3.3.2 Continue to implement the Flood Control Program</p> <p>3.3.3 Continue to implement strategies to address impacts of extreme weather</p> <ul style="list-style-type: none"> <li>• Emergency preparedness</li> <li>• Proactive infrastructure protection</li> </ul>	<ul style="list-style-type: none"> <li>• Continued implementation of the Flood Control Program by completing West Thornhill Phase 3A for \$10.9M, bringing the total investment in stormwater projects completed to \$75.5M.</li> <li>• Successfully managed seven major winter events, including the activation of a full network of plows, and 41 minor winter events in the 2019/2020 winter season.</li> </ul>
<p>3.4 Protect and enhance our natural environment and built form.</p>	<p>3.4.1 Develop a wildlife and biodiversity strategy (2021 start)</p> <p>3.4.2 Increase our tree canopy to mitigate climate change</p> <p>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</p> <p>3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2)</p> <p>3.4.5 Create the Markham Centre Rouge River trail system</p> <p>3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy</p> <p>3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park</p>	<ul style="list-style-type: none"> <li>• Metrolinx Forest Compensation Plantings - working with TRCA and Metrolinx to create and restore 3 hectares of forest (5000 trees and shrubs) in the Unionville and Cornell communities.</li> <li>• The City relaunched the #greenMarkham campaign (social media posts on sustainability tips), HERO (Home Efficiency Retrofit Orientation) program webinar for homeowners.</li> <li>• Approval of Mattamy's Springwater development with Geo-exchange by Enwave - community scale pilot in support of Net Zero</li> </ul>

		<p>2050 - borehole construction started.</p> <ul style="list-style-type: none"> <li>• Developed and implemented two pilot projects related to bringing City facilities in line with the City and Federal Government goal of Net Zero Emissions by 2050.</li> <li>• Council approval of Best of Best #2 Waste Diversion Strategy and Single-use Plastic Reduction Strategy, and implemented Styrofoam packaging ban from curbside collection.</li> <li>• Completed construction of five parks totalling 18.8 ha.</li> <li>• Council endorsed the Cornell Rouge National Urban Park (RNUP) Gateway Study.</li> <li>• Rouge Valley Trail – Phase 4A Construction (Markham Rd to Tuclor Lane and 14th Ave to Treeline Court)</li> <li>• Secured grant funding from the Municipal Natural Assets Initiative to develop a preliminary natural asset inventory for the City of Markham.</li> </ul>
--	--	---

### Other 2020 accomplishments arising as a result of COVID-19-

#### Goal 3: Safe, Sustainable and Complete Community

- Implemented a Corporate Security Control Centre within the Civic Centre – Centralized CCTV systems and Access Control system allowing staff to remotely monitor facilities from one central location, enabling quicker response to incidents.
- Commissioned the City's first Emergency Reception Centre at Aaniin Community Centre and Library.
- Rapid response cleaning of facilities due to COVID exposure citywide.

#### 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:	2020 Accomplishments
4.1 Align the short- and long-term financial strategy with BMFT and changes in the	4.1.1 Funding strategy: <ul style="list-style-type: none"> <li>• Align capital / capacity planning to BMFT, and maintain readiness</li> </ul>	<ul style="list-style-type: none"> <li>• Obtained Council approval of the 2021 budget, with a zero % property tax rate increase. The Budget preserved current service-levels, continued investments in</li> </ul>

business environment to ensure the ongoing viability of the City.	<p>to respond to legislative or other business environment changes</p> <ul style="list-style-type: none"> <li>Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives</li> </ul> <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> <li>Advocate to other levels of government for enhanced revenue tools</li> <li>Consider alternate sources of revenue</li> </ul>	<p>Council approved priorities, as well as ensuring sufficient funds in the Life Cycle Reserve for the next 25 years, based on known inflows and outflows. The City of Markham had the lowest 15-year property tax rate in the GTA.</p> <ul style="list-style-type: none"> <li>Continued to pursue E3 opportunities - Achieved \$1.7 million of E3 savings as part of the 2020 budget. Since 2009 over \$29.4M in savings have been achieved, which equates to a tax rate increase avoidance of 24.5%.</li> </ul>
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 (2021 start)</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 (2021 start)</p> <p>4.2.5 Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies –part of Goal 1 – Digital Strategy</p>	<ul style="list-style-type: none"> <li>Awarded the City’s Waste Management Collection Contract.</li> <li>Went to market with one of the largest (\$1M) single year Block Pruning tenders in the GTA and completed all 7 City blocks to its entirety before year-end.</li> <li>Created and implemented semi-annual ePlan reporting dashboard. Dashboard tracks environmental impacts, review cycles, hours per review and applicant activity.</li> <li>Achieved World Council on City Data (WCCD) Platinum Level with ISO and ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life.</li> <li>Asset Management Plan Progress Update Report was presented to Council.</li> <li>The risk assessment framework was developed for Asset Management projects to reflect preliminary budgeting numbers relative to unknown factors and/or risks.</li> <li>Achieved targeted operating costs savings for facilities through reduced utility consumption \$1.2M below the 2020 approved budget.</li> </ul>
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>	<ul style="list-style-type: none"> <li>4 Auditor General Reports completed and presented to Council: <ul style="list-style-type: none"> <li>Cyber Security Follow-up Audit</li> <li>Development Charges Follow-up Audit</li> <li>HRIS Follow-up Audit</li> <li>Information &amp; Records Management Audit</li> </ul> </li> <li>Commenced Risk Assessment and Audit Planning for new AG term.</li> </ul>

## **Other 2020 accomplishments arising as a result of COVID-19-**

### **Goal 4: Stewardship of Money and Resources:**

- COVID-19 Presentations to Council - Staff provided five Fiscal Update presentations and other presentations on business continuity that enabled Council decision making to support relief measures for residents and businesses and strategies to mitigate financial and resource impacts of COVID-19 on the City.
- The City submitted applications to the Audit & Accountability Fund: Intake 2, and the COVID-19 Resilience Infrastructure Stream: Local Government, through which Markham is eligible to access \$7,381,614 in grants.
- As part of Markham's economic recovery plan during COVID-19, the Destination Markham Corporation (DMC) was asked to lead a marketing strategy focused on promoting a 'buy local, shop local and stay local' campaign. RRRF Funding of \$470k was secured for DMC to help tourism and hospitality businesses respond to COVID-19.

### **Metrics identified for the four BMFT Goal Areas to show achievements towards goal area**

High-level strategic metrics were identified for each of the four Goal areas. Please see Appendix C for detailed measures of success. Given this is the first update on BMFT since it was approved in January 2020, ongoing analysis on metrics will be included in future reports.

In order to gather measureable data for the strategic plan the City planned to undertake a Citizen Satisfaction Survey in 2020 to gather input from residents on quality of life, delivery of City services, and use of tax dollars. Due to the pandemic, the City delayed the survey and we are evaluating options to undertake a citizen satisfaction survey in 2022.

### **Engaging our Customers**

The City of Markham is known as a municipal leader in providing high quality services. Service is a core value for staff and at the heart of the work we do within our own departments and 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) excellence framework as a guide, a strong focus on customer/client satisfaction has been the cornerstone of our efforts and success to date.

### **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 measuring using the corporate survey process. In 2020, the overall

satisfaction rate for the services surveyed was 76.3% (this includes internal and external surveys).

- **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. *e.g. in-person survey conducted onsite at recycling depots.*
- **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. Smart City Focus Groups to collect input on community issues that could be addressed through AI-enabled technology.*
- **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 service planning.*

## FINANCIAL CONSIDERATIONS

Funding for Building Markham's Future Together 2020 – 2023 Strategic Plan priorities are identified and approved as part of the annual budget process.

## HUMAN RESOURCES CONSIDERATIONS

Many of the Building Markham's Future Together 2020 – 2023 Strategic Plan priorities focus on supporting our staff and recognizing their contributions as detailed in this report.

## ALIGNMENT WITH STRATEGIC PRIORITIES:

Building Markham's Future Together 2020 – 2023 Strategic Plan sets the direction for the Council term.

## BUSINESS UNITS CONSULTED AND AFFECTED:

All four Commissions have contributed to the accomplishments of Building Markham's Future Together 2020 – 2023 Strategic Plan.

---

**RECOMMENDED BY:**

Andy E. Taylor  
Chief Administrative Officer

Trinela Cane  
Commissioner, Corporate 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	Building Markham's Future Together 2020-2023 Strategic Plan – 2020 List of Accomplishments by Goal Area
Appendix C	Building Markham's Future Together 2020-2023 Strategic Plan – Measures of Success



# 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"> <li>Pilot test digital city technology in “living labs”</li> <li>Expand digital access and literacy programs</li> <li>Continue to embrace innovation and relevant technologies in delivery of service</li> <li>Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies</li> </ul> 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"> <li>Reduce barriers / bureaucracy</li> <li>Clarify roles, accountabilities (including for Centres of Expertise) and authorities</li> </ul> 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"> <li>• Customized to the community; neighbourhood action plans</li> <li>• “Good neighbour” handbook</li> </ul> 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"> <li>• Targeted sector attraction and expansion</li> <li>• Business expansion and retention</li> <li>• Entrepreneurship and training</li> <li>• Innovation and start-ups</li> </ul> 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"> <li>Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design)</li> </ul> 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"> <li>Multi-generational, including purpose built secondary suites</li> <li>Rental housing</li> </ul> 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"> <li>Emergency preparedness</li> <li>Proactive infrastructure protection</li> </ul>	
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"> <li>Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes</li> <li>Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives</li> </ul> 4.1.2 Revenue strategy: <ul style="list-style-type: none"> <li>Advocate to other levels of government for enhanced revenue tools</li> <li>Consider alternate sources of revenue</li> </ul>	% 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	

**Exceptional Services by Exceptional People****2020 Accomplishments**

Undertook 10 customer surveys with overall satisfaction rate of 76.3%
Completed Winter Maintenance Council review of service levels, including an externally conducted survey that found 79% of residents are satisfied with the level of service received by the City.
YourVoice Markham has more than 30 projects competed, active or in the development stage
Successfully launched IBM Watson Assistant for Citizens to provide 24-hour, any time, any device information related to COVID-19 and City services.
Launched the COVID-19 public website and Staff Hub to keep internal and external audiences informed and connected
Completion of renovation and opening of Morgan Pool
Mobile GIS/ACR Forestry Field Application implementation
Electronic Plan Review (ePlan) staff seamlessly processed a full complement of new and existing planning applications on-line
Supported City bid for Top Intelligent Community of 2020. Markham ranked among the Top 7.
ePropertyTax - Increased the number of property tax accounts enrolled in ePropertyTax to 18.9%, exceeding the 2020 target of 16%.
Updated the City's website to maintain ongoing AODA (Accessibility for Ontarians with Disabilities Act) compliance.
Implemented MPL Digital literacy and inclusion programs for the public.
Undertook necessary planning and infrastructure upgrades to support the MS365 pilot project
Continued implementation of the cyber security program including system patching and mandatory awareness programs
Implemented Well-Being Program for staff, conducted the Total Well-Being Index, and established a Total Well-Being Team.
Implemented tools to support business process modernization and service delivery CRM, EAM, ePlan, program registration system, M365 solutions
Adjusted in person training to live virtual and e-learning training while leveraging Markham Learn Centre; programs included cyber security and anti-Black racism training, among others.
Introduced leadership and employee learning and development strategy; commenced with virtual Harvard ManageMentor program to support leadership growth and extend management capabilities
Support for staff during COVID 19 - Supported pandemic response including developing and implementing training and guidelines; distributed PPE; introduced COVID 19 screening and related health and safety protocols, and undertook a variety of communications, including a Work From Home Survey to obtain feedback from staff and ensure that staff were supported.
The City activated its Emergency Operations Centre in response to COVID 19 - staff from several departments supported and managed the Emergency Operations Centre during activation in response to the COVID-19 pandemic

Launched COVID-19 public website and Staff Hub within days of the pandemic being announced by WHO to keep our internal and external audiences informed and connected (They have continually been updated to: improve user experience, improve Search Engine Optimization, improve access to info and allow us to track increase analytics and map trends); Added additional COVID City pages for weekly and monthly COVID updates and info.

Two virtual town hall meetings were hosted by the Chief Administrative Officer (avoided non-essential travel; showed that we all need to do our part, including the CAO of the corporation; hosted on YouTube to remove barriers for those not on the network and used Zoom share screen as a teleprompter for CAO); supported several Mayor's Town Halls, providing social media and technical support, as needed.

Regularly issued COVID-19 staff updates and CAO messages to staff, exponentially increasing the CAO's interaction with staff, while keeping them informed during these challenging times; Worked in partnership with the CAO's office to coordinate a virtual modification for Markham's 2020 Staff Teamwork Day, that exceeded the goal of 300 registered staff attendees.

Supported program implementation for various successful COVID-19 business support programs: Digital Main Street's shopHERE, powered by Google (more than 350 participating artists and small businesses), Markham Small Business Recovery and Digital Resilience Program (full capacity), "Open for Business" by Ritual ONE and DoorDash, SkipTheDishes holiday promotions and Destination Markham Shop Local campaign. Secured media coverage for ShopHERE and SkipTheDishes that also promoted local businesses; Successfully launched first-ever behavioural/geo-targeted B2B digital ad campaigns for Economic Development to help small businesses overcome the challenges of COVID-19

Advocated for New Animal Services Delivery model to bring Animal Enforcement Services in house. Approved by Council in December 2020 for start in early spring 2021.

Enhancing digital engagement through the introduction and facilitation of fully functional virtual Council/Committee meetings, Budget Committee meetings, Advisory Board Committee meetings, Tree Appeal Hearings and public consultation meetings (note: Markham among the very first municipalities to hold a virtual secondary plan design charrette)

Parking By-Law amendment to allow for virtual screening and hearings for parking ticket matters

Support City response to COVID-19 pandemic through interpretation and advice related to Provincial legislation

Developed electronic burial permits

Launched an outreach program to connect with about 4,500 local seniors to reduce social isolation when their senior clubs were shut down because of the pandemic

Launched an innovative Park Ambassador Program which saw some fitness staff bicycling through our parks and trail systems to educate the community on social distancing rules and other COVID safety measures

Launched Live Chat service through the library to support online public access following the closure of library branches due to the pandemic, where library staff provided 11,400 real-time sessions to assist with library card registration, account information, and coaching in accessing and using the library's digital resource

MPL Adapted service models to comply with COVID-safe requirements and delivered 10,900 curbside pickup appointments to ensure equitable and accessible library services to the community



Responded to evolving interests and increasing demand for digital collections by adapting borrowing rules and changing subscription models with the Library's vendors to maximize the community's ability to access digital content
Responded to the critical need for PPEs by using the Library's 3D printers to create face shield components and ear protectors for distribution to local frontline health care providers
Supported corporate response to the pandemic and adjustments made to the workforce by accepting and training, in three waves, a total of 70 staff redeployed temporarily from various departments
Fire completed a successful recruitment campaign and on boarded 11 new recruits with a modified training program during the pandemic
Parking By-Law amendment to allow for virtual screening and hearings for parking ticket matters
Drafted strategy and by-law for COVID 19 related temporary patios, and reviewed and permitted 50+ such patios.
Successfully transitioned to virtual Committee of Adjustment and Heritage Markham meetings as well as other planning meetings and open houses
Partnered with sports organizations to develop and implement return-to-play strategies that incorporated COVID-safe protocols and worked with local sports groups to implement contact tracing practices
Completed development and launch of updated and improved Mobile App (Access Markham) with enhanced functionality. Re-released to App Store
Developed and implemented the Customer Location Analysis interactive dashboard for the Building Department
Online Inspections Portal that provides applicants and owners a simple one step online method of booking inspections without having to enter into the eplan portal
Online Bill payment feature that provides applicants and owners a simple one step online method of paying ANY fee collected by the building standards department
Launched BrainFuse, a free online resource that supported 9,800 students and job seekers by offering services such as one-to-one live tutoring for Grades K through 12 and resumes and interview preparation
Participated in virtual LPAT hearings, including the resolution of Times Group LPAT Appeal in Markham Centre
Drafted strategy and by-law for COVID 19 related temporary patios, and reviewed and permitted 50+ such patios.
Obtained Pre-Approval, Tendered and Awarded 2021 Theatre HVAC Work
The first digital advertising screens were launched at Aaniin CC&L in early 2020. A first for the City's facility advertising program. These screens will become an important ad revenue stream moving forward as expansion happens in more community centres;

Successfully piloted several digital language pilots in Tamil, Simplified Chinese for emergency and Covid-related services, expanding our reach to non-English language speaking residents who may not be familiar with how to access City of Markham resources and information AND increasing our understanding of these audiences' behaviours. These pilots will continue through 2021 and results will assist with the development of a language & translation policy.
Successful defence of LPAT appeal re: JD Developments Zoning By-law Amendment for 7100/7200 Markham Road
Interpreted and provided advice on over 300 new and evolving Provincial regulations and statutes
Redeployment and training of more than 100 employees
Enabled the monthly Security Patching Program for Crown Jewel and infrastructure servers
Upgraded the Active Directory network management system from version 2008 to
Presented City of Markham's COVID-19 response and recovery efforts at the 14th Annual Municipal Communications Conference, attended by professional communicators from coast-to-coast-to-coast;
Monitored media chatter from the beginnings of COVID-19 surfacing in the GTA's Chinese community, through it's spread to wider community, to the present. Flagged issues and provided advice to management during the early days of Public Health messaging. Provided on-site media relations support. Scanned more than 1,000 media articles daily during the peak of EOC operations and reported on the progress of the virus in jurisdictions across Canada and shared COVID-19 announcements from the federal and provincial governments that affected Markham to help communicate service impacts on residents and businesses, resources and supports for businesses
COVID Enforcement initiative - By-Law Officers fully engaged in COVID19 Enforcement
Successfully pivoted to offer online stationary business licence renewal options for eating establishments, garages, personal service, car rental & dry cleaners.
Adapted in-person mobile business licence renewals to ensure public and personnel safety maintained following all Provincial and Regional Health guidelines including tow truck, refreshment vehicle, & driving school operators.
Continued to issue marriage licences by appointment only from the beginning of the pandemic

### **Engaged, Diverse, Thriving and Vibrant City**

#### **2020 Accomplishments**

Established the Destination Markham Corporation (DMC) Board and supported the development of their business plan. Secured \$470k in RRRF Funding for Destination Markham to help tourism and hospitality businesses respond to COVID.
City staff negotiated a shared Use Agreement with Markham Stouffville Hospital for use of the Cornell Community Centre during the pandemic
Transitioned to virtual delivery of Economic Development services including small business and culture programs and services specifically camps and by appointment access to the gallery and museum



In response to the COVID-19 pandemic, successfully modified and hosted 20+ meaningful virtual events to maintain community engagement in key City initiatives, dates of significance, and strategic mandates. Events included: Day of Mourning, Spring maintenance 2020, Indigenous Peoples History Month, Pride Celebrations, Innovation Month celebrations, virtual flag raisings, Made in Markham awards, Canada Day celebrations, Berczy Day 2020, Markham-Milliken Children's Festival, Winter maintenance 2020, Remembrance Day 2020 celebration, Season's greetings from ELT, Chanukah greetings 2020 and more! Supported the Markham Creates Community Challenge in the height of the first wave of the pandemic, resulting in more than 125 submissions – showcasing Markham's outstanding artistic talents and ability to come together as one strong and resilient community, while apart.
Enterprise Blvd Road Closure on Sundays and Public Holidays - street closures supported local community active lifestyle programming during the Summer months.
Developed and implemented Virtual Recreation Programs and Fitness programs for the community when the community centres were closed because of the pandemic, which attracted 2,451 programs participants and 21,602 fitness participants.
Developed an engaging 6-week Park Pop Up program for 1,661 children ages 6 to 12 during the summer that met legislative COVID-19 requirements and children's need for play
Leveraged YouTube to keep our residents engaged and active during COVID lockdowns, which attracted 53,742 participants in our fitness video classes, along with 722 YouTube subscribers and an offering of 123 YouTube Classes
Pivoted to virtual library programming and camps to provide the community with continued access to learning and social opportunities, which totalled 110,600 participants, during the COVID-19 pandemic
Curated the COVID-19 Stories Exhibit, a community memory journal of 100+ stories, to share and reflect on the experiences brought on by the pandemic, provide an outlet for stress and anxiety, and reduce social isolation
City of Markham cultural venues partnered with the library on the Markham Creates Community Challenge to engage and connect the artistic community while physically distanced to help stop the spread of COVID-19
Negotiated with OverDrive, MPL's largest provider of eBooks and eAudiobooks, to provide an Instant Digital Card so that residents without library cards could have free, temporary access to digital collections while staying at home that resulted in a 61.5% increase in eBook borrowing
Created multiple user guides and videos to assist the public in the general use of ePlan
On going work to facilitate the implementation of Public Art installations
Staff supported World Hakka convention planning, program development and marketing
Developed and rolled out mandatory Anti-Black Racism training for the corporation
AODA Compliance: AODA embedded Google Maps on Portal compliance. This project involved reaching out to all Commissions and Content Authors to review/update their pages to ensure compliance and accessibility. Began preparation for AODA training for all content editors.

Creation and production of National Indigenous History Month live, interactive online drumming and singing session (and video) featuring members from the Markham community. The video was shared on Portal, social media, Your Voice Markham (as part of our virtual Canada Day celebrations) and was shared nationally by Canada Day Drumming on July 1. The live virtual event on Zoom saw a total of 411 individuals registered to participate and 116 unique participant accounts join the event -- a higher participation level than the in-person National Indigenous Day events in previous years.
Villages & Valley Walking and Cycling Loop completed
Reopened the new outdoor Morgan Pool to provide lane swim, aqua fit, recreation swim, and leadership training for residents in a safe manner that followed all legislative guidelines
Designed and installed banners to recognize the Terry Fox Foundation near the Civic Centre and to celebrate Thornhill settlers and veterans along Yonge Street
Negotiated and executed Mass Immunization Clinic Memorandum of Understanding with York Region
Provided Zoning Review and Comment on over 400 Licensing Application Processes and on over 1000 Planning Processes related to Planning Applications
Markham Road-Mount Joy Design Charrette and Draft Development Concept – The Markham Road - Mount Joy Secondary Plan Study was started in November 2019 as a first step to preparing a new secondary plan for the area. In response to COVID19 realities, City staff transitioned from traditional engagement approaches and held the City's first virtual design charrette, two virtual community information meetings and developed and presented a draft development concept to Council in
Victoria Square Boulevard EA – Part 2 Order Decision
Successfully piloted several digital language pilots in Tamil, Simplified Chinese for emergency and Covid-related services, expanding our reach to non-English language speaking residents who may not be familiar with how to access City of Markham resources and information AND increasing our understanding of these audiences' behaviours. These pilots will continue through 2021 and results will assist with the development of a language & translation policy.
Events leadership - Internal: To support the on-going planning and delivery of virtual events by City teams and departments throughout the pandemic and into 2021, developed a robust toolkit of virtual event planning tools, resources, templates, standards and guidelines, available for all staff on <a href="#">Checkmark</a>
Events leadership - External: For external event clients, restructured and launched a new webpage, <a href="#">Markham.ca/events</a> as a one-stop-shop online source for event planning information for City and community event organizers. Enhanced the content of this site with wide variety of tools, resources, links to source materials and City event requirements. CoCo authored and launched Markham's (very first) Special Event Guide (affectionately referred to as the 'Events A-Z' guide) as a one-stop-shop resource to help event organizers navigate the departmental and external agency regulations and compliance requirements pertaining to planning events in Markham.
Introduced By-Law Twitter account
Markham Creates competition
Hosted theatre awards and 2020 excellence awards

## Safe, Sustainable and Complete Community

### 2020 Accomplishments

Implemented a Corporate Security Control Centre within the Civic Centre – Centralized CCTV systems and Access Control system allowing the ability to remotely monitor our facilities from one central location, enabling a quicker response to incidents

#greenMarkham campaign relaunch (social media posts on sustainability tips through Covid), HERO (Home Efficiency Retrofit Orientation) program webinar for homeowners, internal staff lunch and learn - snack attack

Develop and implement 2 pilot projects related to bringing City facilities in line with the City and Federal Governments goal of Net Zero Emissions by 2050.

Completed comprehensive Draft Sustainability Metrics for implementation through development applications.

Completed construction of 5 parks totalling 18.8 ha

Metrolinx Forest Compensation Plantings - City staff worked with TRCA and Metrolinx to create and restore 3 hectares of forest (5000 trees and shrubs) in the Unionville and Cornell communities. This green initiative will help to protect the City's Greenway System and contribute to the City's 30% tree canopy target.

Council endorsed the Cornell Rouge National Urban Park (RNUP) Gateway Study. The purpose of the study was to prepare a Gateway Streetscape Concept Plan and Implementation Framework to create a highly articulated public realm that functions as a gateway into the Rouge National Urban Park. The gateway will seamlessly connect urban public spaces along Highway 7 and the Cornell community with park facilities including a future visitor area.

Housing Summit – The Mayor's Markham Housing Summit was held in November 2020 and was a livestreamed virtual event that brought together various sectors involved in building housing in Markham to discuss solutions to deliver affordable and rental housing.

Draft Affordable and Rental Housing Strategy – The City of Markham is developing a new Affordable and Rental Housing Strategy and exploring innovative solutions to address housing affordability. In February 2020, Council received the proposed Draft Affordable and Rental Housing Strategy including an inclusionary zoning framework which is a new provincial tool that can require affordable housing in residential developments.

Completed the Road Safety Audit

Main Street Unionville Summer Traffic Calming implemented. This project consists of traffic calming measures and expansion of the street boulevards to create a calmer and safer condition for pedestrians and cyclists during Summer. Unionville Main Street is a busy tourist attraction during the Summer months.

Whistle Cessation implementation on all 13 crossings
Rouge Valley Trail – Phase 4A Construction completed (Markham to Tuclor and 14th to Treeline Court)
Successfully managed seven major winter events, including the activation of a full network of plows, and 41 minor winter events in the 2019/2020 winter season
Implemented the Flood Control Program by completing West Thornhill Phase 3A for \$10.9M, bringing the total investment in stormwater projects completed to \$75.5M
Completed the 2-year pilot of the Private Plumbing Protection Rebate Program and obtained approval to extend the program for another two years that provides subsidies to residents to help reduce the risk of basement flooding
Achieved a score of 100% on the Drinking Water Quality Management System in the compliance inspection completed by the Ontario Ministry of Environment, Conservation and Parks
Received Council approval on Best of Best #2 Waste Diversion Strategy and Single-use Plastic Reduction Strategy, and implemented Styrofoam packaging ban from curbside collection
Updated internal processes related to watermain dead-ends and water meters, and optimized pressure releasing valve setting to address pressure issues for customers, in support of service planning and continuous improvement
Developed “Get to Know H2O” virtual school education program, resulting in 158 presentations to 3,250 students
Procured and installed new SCBA (Self Contained Breathing Apparatus) washing machines to improve health and safety decontamination practices following fire response
Created and implemented a best practice COVID Workplace Safety Plan that has been shared and replicated in other fire services across York Region
City acquired properties in support of the Markham Innovations Exchange and Multi-Use Pathways.
Staff executed the Markham Centre Enterprise Road Ground Lease for the new York University Campus
Rouge Valley Trail – Phase 4A Construction (Markham to Tuclor and 14th to Treeline Court)
Operated safely and increased registration and participants for Kirkham Allotment Garden and surrounding community
Commissioned the City's first Emergency Reception Centre at Aaniin Community Centre & Library
Fire Station LED Signs – Phase 2: All City of Markham Fire Stations (excluding Fire Station 97) has a new LED exterior signage to be used as one of the ways to keep public informed in event of emergencies. Safe & Sustainable Community
Completed gas collection system replacement and upgrade at the German Mills Meadow and Natural Habitat
Traffic Signal Coordination along Main Street Markham and Denison Street
Operated safely and increased registration and participants for Kirkham Allotment Garden and surrounding community gardens through Covid

Converted the COVID-19 Active Screening and Contact Tracing paper process to a digital platform (ie. Simpletrack) for greater efficiency.

Fire Station LED Signs – Phase 2: All City of Markham Fire Stations (excluding Fire Station 97) has a new LED exterior signage to be used as one of the ways to keep public informed in event of emergencies. Safe & Sustainable Community

## Stewardship of Money and Resources

### 2020 Accomplishments

COVID-19 Presentations to Council - Staff provided 5 presentations that enabled decisive actions to support financial relief to residents and business owners, as well as providing strategies that assisted in mitigating financial impacts of COVID-19 on the City.

Destination Markham Organization Corporation (DMC) - Council approved twelve Directors, eight independent Directors and four non-independent Directors (being the Mayor and three members of Council) and the appointment of eight individuals as the independent Directors. In response to the COVID-19 pandemic, as part of Markham's economic recovery plan, the DMC Board was requested to lead a marketing strategy focused on promoting a 'buy local, shop local and stay local' campaign.

Created and implemented semi annual ePlan reporting dashboard. Dashboard tracks environmental impacts, review cycles, hours per review and applicant activity.

Risk assessment framework developed for Asset Management projects to reflect preliminary budgeting numbers relative to unknown factors and/or risks which include but are not limited to no design available, no project location selected, no building size defined, no building permit yet, etc.

Asset Management Plan Progress Update Report – First annual update report was presented to Council regarding City of Markham Asset Management Plan. Contributing to meeting the Auditor General Asset Management Audit recommendations.

Obtained Council approval of the 2020 budget. The Budget preserved current service-levels, continues investments in the Council approved priorities, as well as ensuring sufficient funds in the Life Cycle Reserve for the next 25 years, based on known inflows and outflows. The City of Markham had the lowest 15-year tax rate in GTA.

Continue to pursue E3 opportunities - Achieved \$1.7 million of E3 savings as part of the 2020 budget. Since 2009 over \$29.4M in savings have been achieved which equates to a tax rate increase avoidance of 24.5%.

C.D. Howe Institute for budgeting and financial reporting - The City of Markham has earned an "A" (85% score) in the C.D. Howe Institute's annual report card on municipal fiscal transparency. Markham's score places the City in the top 5 out of 31 major Canadian municipalities in the report.

Awarded City's Waste Management Collection Contract

Went to market with one of the largest (\$1M) single year Block Pruning tenders in the GTA and completed all 7 City blocks to its entirety before year-end

Received Council approval on Best of Best #2 Waste Diversion Strategy and Single-use Plastic Reduction Strategy, and implemented Styrofoam packaging ban from curbside collection
Sold over 300 rain barrels raised \$3,000 for WaterFirst, a charitable organization that helps educate and train First Nations youth in the water science field
In 2019, the City joined other municipalities to participate in the World Council on City Data (WCCD). Markham reported indicators in conformity with ISO 37120 at the Platinum Level . ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life. The City was awarded WCCD Platinum Certification.
The City was successful in submitting applications to Audit & Accountability Fund: Intake 2 and the COVID Resilience Infrastructure Stream: Local Government, where Markham is eligible to access \$7,381,614 in grant.
Received 400 pieces of art work for the Varley Art Gallery
Regulating energy use in SAM run facilities (Civic, 8100 & 555) due to closures for a savings of \$84,000

## BUILDING MARKHAM'S FUTURE TOGETHER 2020-2023 STRATEGIC PLAN MEASURES OF SUCCESS

GOAL 1	Measure of Success	2020
<b>Exceptional Services by Exceptional People</b>  <b>Goal Statement:</b> <i>We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment</i>	Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)	**N/A
	Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)	76.3%
	% of transactional services that are provided and received on-line	85+
	Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year - Due to Pandemic delayed 2020 staff survey and is schedule Spring 2021)	
<b>GOAL 2</b> <b>Engaged, Diverse, Thriving and Vibrant City of Markham</b>  <b>Goal Statement:</b> <i>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.</i>	Overall quality of life in Markham (every 2 years)	**N/A
	# of visits to our municipal arts, recreation, library, sporting venues	1,455,803
	Gross sq. ft. of office space constructed in: - Centres, Corridors, - Business Parks (annual)	114 sq. ft. 1,735 sq. ft.
	Total Employment in Markham (biennial)	179,610
<b>GOAL 3-</b> <b>Safe, Sustainable and Complete Community</b>  <b>Goal Statement:</b> <i>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.</i>	% of trips by mode of transportation for morning peak period to and from Markham: - Transit - Auto - walk and cycle, - other (every 5 years - last available data 2016 )	
	Maintain or Increase % of residents that rate Markham as a safe place to live (every 2 years)	**N/A
	Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)	5%
	Waste Diversion Rate (curbside and depots)	79%
	% reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years)	32.9%

<b>GOAL 4</b> <b>Safe, Sustainable and Complete Community</b>  <b>Goal Statements:</b> <i>We demonstrate exceptional leadership using sound, transparent and responsible fiscal &amp; resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.</i>	Net City of Markham Operating Cost per Household (annual)	\$1,307
	Non-Residential Property taxes (as a % of total property taxes levied) Due to COVID 19 not available	Not Available
	Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)	25 years
	% residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years)	**N/A

**NOTE:** The City did not conduct Citizen Satisfaction Survey in 2020 – data is Not Available (\*\*N/A) at this time



---

**From:** McPhail, Roxanne <[Roxanne.McPhail@york.ca](mailto:Roxanne.McPhail@york.ca)> **On Behalf Of** Regional Clerk  
**Sent:** Wednesday, March 31, 2021 9:11 AM  
**To:** Aurora Clerks General Inbox <[Clerks@aurora.ca](mailto:Clerks@aurora.ca)>; Aguila-Wong, Christine <[caguila-wong@markham.ca](mailto:caguila-wong@markham.ca)>; [clerks@newmarket.ca](mailto:clerks@newmarket.ca); EG Clerks General Inbox <[clerks@eastgwillimbury.ca](mailto:clerks@eastgwillimbury.ca)>; King Clerks General Inbox <[clerks@king.ca](mailto:clerks@king.ca)>; Rachel Dillabough <[rdillabough@georgina.ca](mailto:rdillabough@georgina.ca)>; Richmond Hill Clerks General Inbox <[clerks@richmondhill.ca](mailto:clerks@richmondhill.ca)>; Vaughan Clerks General Inbox <[clerks@vaughan.ca](mailto:clerks@vaughan.ca)>; WS Clerks General Inbox <[clerks@townofws.ca](mailto:clerks@townofws.ca)>  
**Subject:** Regional Council Decision - 2021 Property Tax Ratios

**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 March 25, 2021 Regional Council made the following decision:

1. The property tax ratios for the 2021 taxation year be as follows:

Broad Property Class	Proposed 2021 Tax Ratios
Multi-Residential	1.0000
Commercial (incl. office)	1.3321
Industrial	1.6432
Pipelines	0.9190
Farmland	0.2500
Managed Forests	0.2500
Landfill	1.1000

2. Council approve a bylaw to implement the tax ratios
3. The Regional Clerk circulate this report to the local municipalities

The original staff report is attached for your information.

Please contact Edward Hankins, Director, Treasury Office and Deputy Treasurer at 1-877-464-9675 ext. 71644 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](mailto:christopher.raynor@york.ca) | [york.ca](http://york.ca)

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

# The Regional Municipality of York

Committee of the Whole  
Finance and Administration  
March 11, 2021

Report of the Commissioner of Finance

## 2021 Property Tax Ratios

### 1. Recommendations

1. The property tax ratios for the 2021 taxation year be as follows:

Broad Property Class	Proposed 2021 Tax Ratios
Multi-Residential	1.0000
Commercial (incl. office)	1.3321
Industrial	1.6432
Pipelines	0.9190
Farmland	0.2500
Managed Forests	0.2500
Landfill	1.1000

2. Council approve a bylaw to implement the tax ratios
3. The Regional Clerk circulate this report to the local municipalities

### 2. Summary

This report proposes property tax ratios for the 2021 taxation year.

Key Points:

- Tax ratios reflect how the tax rate of a given property class compares to the residential tax rate, with the residential class tax ratio being equal to “one”. They have the effect of distributing the tax burden between classes.

- In 2017, Council adopted the use of “revenue neutral tax ratios” for the four-year phase-in of the 2016 property reassessment prepared by the Municipal Property Assessment Corporation (MPAC), which ended with the 2020 taxation year.
- MPAC intended to release a new property assessment in 2020 to be implemented for the 2021-2024 taxation years. However, due to the COVID-19 pandemic, the Province has deferred the implementation of the next reassessment until a future date that has yet to be announced.
- The Province has mandated that property assessments used for the 2020 taxation year remain in place for 2021. As a result, adopting the same tax ratios approved in 2020 will ensure that there is no shift in tax burden between classes for the 2021 taxation year.

### 3. Background

#### Tax ratios influence the share of taxation paid by each class of property

Tax ratios influence the relative share of taxation borne by each property class. The tax rate for a given property class is determined by multiplying the residential tax rate by the tax ratio for the class. For example, if the proposed tax ratios are adopted, the tax rate for a property in the commercial class would be 1.3321 times the residential tax rate per one hundred dollars of assessment. Table 1 shows the tax ratios the Region has had in place since 2013.

**Table 1**  
**Property Tax Ratios Since 2013 Taxation Year**

Property Class*	2013-2016 Ratios	2017 Ratios	2018 Ratios	2019 Ratios	2020 Ratios	2021 Ratios (Proposed)	Ranges of Fairness**
Reassessment Year	2012	2016					
Residential	1.0000	1.0000	1.0000	<b>1.0000</b>	<b>1.0000</b>	<b>1.0000</b>	1.0000
Multi-Residential	1.0000	1.0000	1.0000	<b>1.0000</b>	<b>1.0000</b>	<b>1.0000</b>	1.0 to 1.1
Commercial (incl. office)	1.1172	1.1813	1.2323	<b>1.2794</b>	<b>1.3321</b>	<b>1.3321</b>	0.6 to 1.1
Industrial	1.3124	1.4169	1.4973	<b>1.5704</b>	<b>1.6432</b>	<b>1.6432</b>	0.6 to 1.1
Pipelines	0.9190	0.9190	0.9190	<b>0.9190</b>	<b>0.9190</b>	<b>0.9190</b>	0.6 to 0.7
Farmland	0.2500	0.2500	0.2500	<b>0.2500</b>	<b>0.2500</b>	<b>0.2500</b>	0.25
Managed Forests	0.2500	0.2500	0.2500	<b>0.2500</b>	<b>0.2500</b>	<b>0.2500</b>	0.25
Landfill	-	1.1000	1.1000	<b>1.1000</b>	<b>1.1000</b>	<b>1.1000</b>	0.6 to 1.1

\* Note that tax ratios are generally only adjusted for the business classes as Council's policy has been to maintain tax ratios for multi-residential, farmland, managed forests and pipelines.

\*\* Ranges of fairness are the ranges of tax ratios established by the Province with the aim to ensure equity among the classes, meaning one dollar of assessment value should generate the same amount of tax revenue regardless of class. In addition, the Ranges of Fairness promote a fairness principle in which the level of taxation on a class is related to the cost of providing services to that class. Business classes typically consume fewer municipal services than residential classes.

## **Revenue neutral tax ratios were adopted for 2017 to 2020**

MPAC determines the assessed value used for taxation purposes of all properties within Ontario. Since the 2009 taxation year, the reassessment of properties has taken place every four years, with increases phased-in equally over the following four years. For the 2017 to 2020 taxation years, properties were assessed based on their valuation as of January 1, 2016.

In the 2016 reassessment, the value of the residential property class in York Region increased at a significantly faster rate than other classes. In response to the reassessment outcomes, Council decided to adopt "revenue neutral tax ratios" for the 2017 to 2020 taxation years which had the result of shifting taxation impact of the reassessment primarily from residential class to both business classes. Revenue neutrality adjusts the tax ratios in a manner that results in each broad property class bearing the same proportion of the tax burden regardless of the shift in its share of the total assessment of all properties in the Region.

## **COVID-19 has resulted in the Province's delay of the next reassessment**

Prior to the COVID-19 situation, MPAC planned to release their results from the new reassessment of properties in 2020. On March 25, 2020, in view of the unprecedented challenges that municipalities, residents and businesses were facing, the Province announced the reassessment will be postponed and the 2021 property taxes will be based on property values in effect for the 2020 taxation year. Currently, there is no specific information on how the delay of the implementation of the new reassessment could affect future taxation cycles.

## **4. Analysis**

Due to the freezing of assessment values in 2021 by the Province in response to COVID-19, municipalities are offered fewer tax ratio options than in prior years.

### **Adopting 2020 tax ratios for 2021 accomplishes Council's goal of Revenue Neutrality**

Revenue neutral tax ratios result in the share of revenue collected from each property class within the Region, remaining the same as prior to reassessment. Since the 2020 reassessment was postponed and assessment values used for the 2020 taxation year will be

maintained for the 2021 taxation year, no change to the Region's tax ratios is required to maintain revenue neutrality.

### **Municipalities may only change tax ratios if selecting a ratio within the provincially defined range of fairness**

The Province is not making any new revenue neutral tax ratios available for municipalities through the Provincial Online Property Tax Analysis (OPTA) system this year. For 2021, municipalities can maintain their current ratios or select alternative ratios within the "range of fairness."

The Ranges of Fairness prescribed by the Province for commercial and industrial properties are lower than the Region's 2020 existing ratios. Choosing alternative rates within these ranges would result in shifting the relative tax burden towards the residential properties, which is inconsistent with the Region's Council-approved tax policy.

**Table 2**  
**Proposed Tax Ratios for 2021**

	<b>2020 Actual</b>	<b>2021 (Proposed)</b>
Residential	1.0000	1.0000
Multi-Residential	1.0000	1.0000
Commercial (incl. office)	1.3321	1.3321
Industrial	1.6432	1.6432
Pipelines	0.9190	0.9190
Farmland	0.2500	0.2500
Managed Forests	0.2500	0.2500
Landfill*	1.1000	1.1000

\*Currently, the Region has landfill properties as payment-in-lieu only and not as a taxable property class.

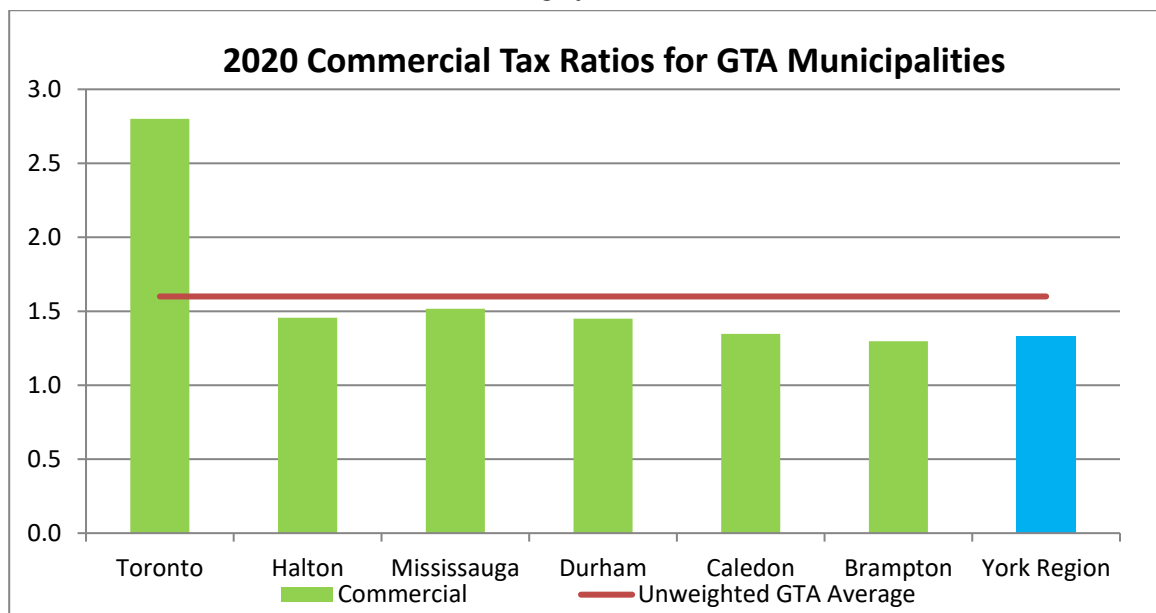
### **Commercial and Industrial tax ratios are still competitive among GTA municipalities**

Despite adopting revenue tax ratios for 2020, the Region still had the second lowest tax ratios for commercial and industrial properties.

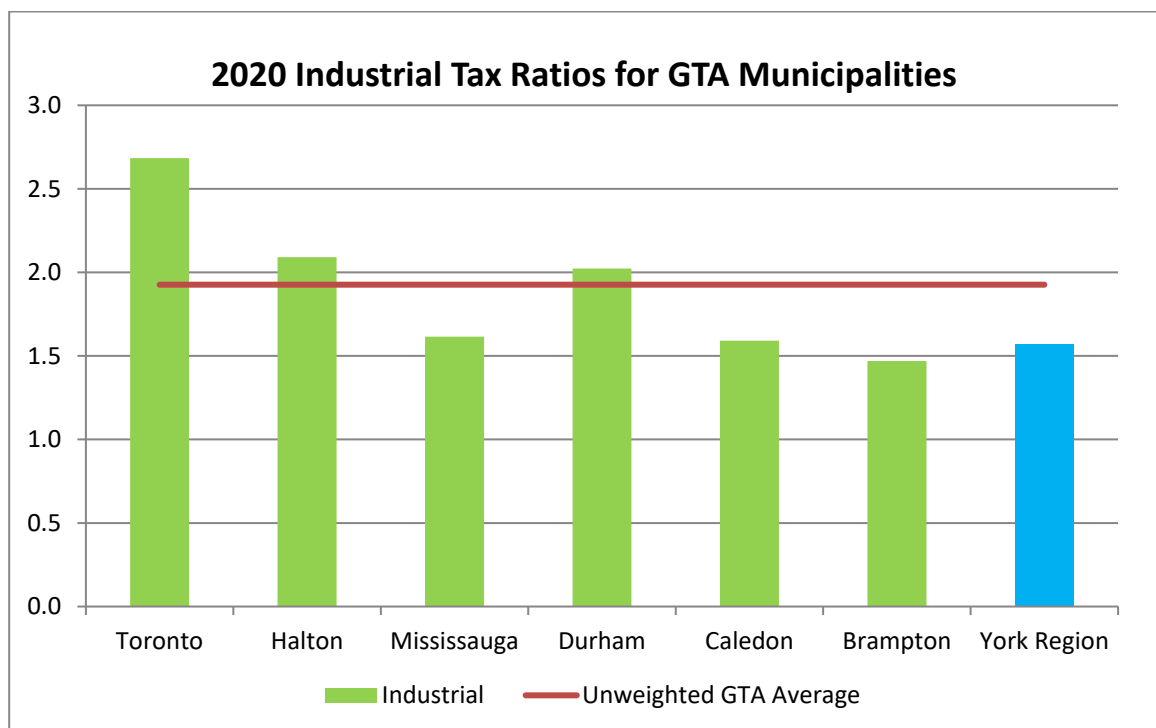
When translated to tax rates, the Region's 2020 commercial tax rate was lower than Durham, Mississauga and Brampton (only York Region has the identical regional tax rates for every municipality in its jurisdiction) and is competitive with Halton municipalities. Among 905 municipalities York's industrial tax rate remains lower than Halton and Durham and competitive with Mississauga, but behind Brampton and Caledon.

Compared to the City of Toronto, all nine York Region municipalities have a lower combined (Regional, Local, and Education) commercial property tax rate than the City of Toronto. Eight of the nine York Region municipalities have a lower industrial tax rate than Toronto, with Georgina being slightly higher (2.394474% for Georgina vs 2.328711% for Toronto).

**Chart 1**



**Chart 2**



## **Stakeholder consultations will inform staff recommendations on tax ratio policy for the next reassessment cycle**

In 2020, Council authorized staff to consult with stakeholders, including local municipalities, businesses and residents, to help inform its tax ratio recommendations. As a result of the provincial decision to postpone the next reassessment cycle, the consultations have been delayed.

As noted earlier, tax ratios determine how property taxes are shared among the various classes. They can also influence competitiveness of the Region to attract and maintain businesses. Since 2017, the adoption of revenue neutral tax ratios has resulted in businesses in York Region paying an increasingly higher property tax rate compared with residential properties with the same assessed value than in prior years. The current ratios of 1.3321 for Commercial class, 1.6432 for Industrial class and 0.9190 for Pipelines are all outside of the Province's stated "Range of Fairness". The new reassessment cycle provides the best opportunity for the Region to determine whether adjustments to its tax ratio policy would be in the best interests of the Region. Upon receipt of new reassessment outcomes from MPAC, staff will prepare an analysis on the impact to each of the property classes for different potential tax policy options.

## **The timing of the Provincial announcement on the Optional Subclass for Small Business Properties has delayed the consideration of this matter until 2022**

As described in the ["COVID-19 Property Tax Relief Measures for Businesses" Memo to Council in January 2021](#), the Province announced in the 2020 Ontario Budget that it would amend the Assessment Act to allow municipalities to reduce the property taxes for eligible small businesses through the establishment of a new "optional" small business subclass, beginning with the 2021 taxation year. Municipalities who implement the subclass will have the ability to define what constitutes a small business property. However, the property data for the 2021 taxation year had already been delivered to the municipalities and municipalities are still awaiting regulations from the Province. The implementation of property subclasses typically involves a lengthy process, many municipalities have expressed concerns regarding lacking time to properly implement the subclass and have either deferred or are considering deferring a decision until the 2022 taxation year. As the 2021 taxation needs to be finalized to allow local municipalities to issue billings, it is recommended that a decision on small business optional subclass be deferred until 2022, while staff conduct sufficient due diligence on the issue.

## **5. Financial**

The adoption of tax ratios enables the Region to set tax rates to raise the amount of revenue Council approves through the annual budget process.

## 6. Local Impact

### **Maintaining 2020 assessment values and tax ratios has resulted in only minimal tax shifts between municipalities**

By maintaining 2020 assessment values for the 2021 taxation year, the only changes to assessment rolls were due to growth. As a result, the relative tax burden borne by each municipality experienced only negligible shifts from 2020.

Consultations regarding the tax ratio setting for the next reassessment cycle will be held in conjunction with local municipal staff.

## 7. Conclusion

The proposed 2021 tax ratios will raise the property tax levy requirement to be approved by Council in the 2021 budget.

---

For more information on this report, please contact Edward Hankins, Director, Treasury Office and Deputy Treasurer at 1-877-464-9675 ext. 71644. Accessible formats or communication supports are available upon request.

Recommended by:

*Laura Mirabella*

**Laura Mirabella, FCPA, FCA**

Commissioner of Finance and Regional Treasurer

Approved for Submission:



**Bruce Macgregor**

Chief Administrative Officer

February 24, 2021

#12413918



**AGENDA 2.1****MARKHAM PUBLIC LIBRARY BOARD****First Meeting****Minutes of First Meeting held on Monday, January 25, 2021 7:05 p.m., Virtual Meeting**

Present from Board: Mr. Alick Siu, Chair  
 Ms. Margaret McGrory, Vice-Chair  
 Ms. Iqra Awan  
 Mr. Raymond Chan  
 Mr. Edward Choi  
 Deputy Mayor Don Hamilton  
 Councillor Keith Irish  
 Councillor Andrew Keyes  
 Mrs. Pearl Mantell (up to 14.1)  
 Mrs. Lillian Tolensky  
 Mr. David Whetham  
 Mr. Jay Xie

Guests: Rayanne Lees, CUPE Local 905/ Vice-President  
 Ms. Janet Ashfield, Manager, Human Resources  
 City of Markham  
 Mrs. Lois Burkholder, Retired Staff  
 Ms. Heidi Riedner, Markham Economist & Sun

Present from Staff: Mrs. Catherine Biss, CEO & Secretary-Treasurer  
 Ms. Andrea Cecchetto, Director, Service Excellence  
 Mrs. Diane Macklin, Director, Community Engagement  
 Ms. Michelle Sawh, Director, Administration & Operational Support  
 Ms. Debbie Walker, Director, Library Strategy & Planning  
 Ms. Megan Garza, Senior Manager, Organizational Transformation  
 Mrs. Hilary Murphy, Manager, Planning & Reporting  
 Mrs. Antonella Costa, Manager, Workforce Development  
 Mr. Harman Malhi, Manager, Thornhill Community Centre Branch/Thornhill Village Branch  
 Ms. Polly Chan, Financial Analyst  
 Ms. Verna Gilchrist, Manager, Technical Services and C3 Support  
 Mrs. Phyllis Chan  
 Mrs., Jayashree Pai  
 Ms. Brenda Ferris  
 Approximately 85 MPL staff and CUPE supporters  
 Mrs. Susan Price, Board Secretary

Regrets: Mr. Ben Hendriks

**1.0 Call to Order/Approval of Agenda**

Mrs. Catherine Biss, CEO called the meeting to order at 7:05 p.m.

Moved by Ms. Margaret McGrory  
 Seconded by Deputy Mayor Don Hamilton

**AGENDA 2.1**

**Resolved that the agenda be approved.**

Carried.

**1.1 Election of Board Chair and Vice-Chair:**

The CEO invited nominations for the position of Chair.  
Mr. Edward Choi nominated Mr. Alick Siu for the position of Chair.  
Mr. Alick Siu accepted the nomination.  
Mrs. Lillian Tolensky seconded the nomination.

There were no other nominations for the position of Chair. Nominations for the position of Chair were closed.

Moved by: Mr. Raymond Chan  
Seconded by: Mrs. Lillian Tolensky

**Resolved that the nominations for the position of Chair be closed and that Mr. Alick Siu is hereby elected to the position of Chair for the term ending January 2022.**

Carried.

The CEO invited nominations for the position of Vice-Chair.  
Mr. Edward Choi nominated Ms. Margaret McGrory for the position of Vice-Chair.  
Ms. Margaret McGrory accepted the nomination.  
Deputy Mayor Don Hamilton seconded the nomination.

There were no other nominations for the position of Vice-Chair. Nominations for the position of Vice-Chair were closed.

Moved by: Deputy Mayor Don Hamilton  
Seconded by: Mr. Raymond Chan

**Resolved that the nominations for the position of Vice-Chair be closed and that Ms. Margaret McGrory is hereby elected to the position of Vice-Chair for the term ending January 2022.**

Carried.

The Chair, Mr. Alick Siu presided over the remainder of the meeting starting at 7:12 p.m.

**1.2 Confirmation of the Results of the Election of Chair and Vice-Chair:**

Moved by Deputy Mayor Don Hamilton  
Seconded by Mr. Edward Choi

**Resolved that the election of Mr. Alick Siu to the position of Chair held at the First Meeting January 25, 2021 be confirmed and that Mr. Alick Siu be appointed as Chair for the term ending January 2022.**

## AGENDA 2.1

**And that the election of Ms. Margaret McGrory to the position of Vice-Chair held at the First Meeting January 25, 2021 be confirmed and that Ms. Margaret McGrory be appointed as Vice-Chair for the term ending January 2022.**

Carried.

### 1.3 **Declaration of Conflict of Pecuniary Interest**

None.

### 1.4 **Delegation:** **Rayanne Lees, Vice-President CUPE Local 905**

Ms. Lees thanked the Board for hearing her deputation and acknowledged the MPL employees attending as well as members from other library and municipal units across York Region. She stated that the purpose of the delegation is to support the almost 200 (197) employees of MPL who have been laid off for many months and to demonstrate that Markham Public Library has laid off more workers than other library boards in the region.

Ms. Lees indicated that the lay-offs have produced serious ramifications, including precarious financial situations, stress, anxiety, and loss of self-esteem. The lay-offs are unfair to workers and residents; 197 laid off are Pages and part time workers that are essential to the functioning of the branches. Ms. Lees did confirm that the Union has very recently been in discussion with MPL management regarding the plan to recall some of the Pages.

Ms. Lees read some testimonials from anonymous staff members.

There was mention of working staff feeling threatened that if they were to bring forth some of their concerns at this time that their jobs could be in jeopardy. When pressed for more information, Ms. Lees advised that these were 'generic' comments made by staff and that there were no specific details.

In closing, Ms. Lees is requesting on behalf of CUPE 905 and the employees of MPL, that the Board take immediate steps to recall this workforce and restore library service to Markham residents.

Deputy Mayor Hamilton stated that he appreciated the deputation and is concerned with the welfare and well-being of all laid off City workers. Deputy Mayor Hamilton said that all would love to see the libraries reopen but due to the provincial directives on closures, additional staff may not be needed at this time.

There was a question about what proposals were made to mitigate the circumstances at this time, as branches, especially those in community centres cannot open due to safety reasons.

Moved by Deputy Mayor Hamilton  
Seconded by Mrs. Lillian Tolensky

**Resolved that the Board receive the presentation from the Delegation conducted by Ms. Rayanne Lees, Vice-President CUPE Local 905.**

**And that Staff prepare a report for the Board to review at the next meeting.**

Carried.

## AGENDA 2.1

The Deputy Mayor asked that the ZOOM chat comments are documented and sent to the City Human Resources Department, as well as a copy of the Union's Deputation.

### 1.5 Years of Service Recognition Event:

The Chair advised that the recognition of the following long-term employees was one of the highlights of the evening, Mr. Siu introduced Mrs. Biss and Managers introduced their staff. The following were honored:

#### 25 Years

##### **Catherine Biss-CEO:**

Catherine has had a lifelong illustrious career and has been CEO of MPL since 2001. Catherine has been the CEO during significant change at MPL including innovation such as being an early adopter of RFID and self-service technologies, moving Markham ahead as a technological leader, C3 classification, the Customer Service Revolution all of which are award winning initiatives. Catherine was awarded the OLBA W.J. Librarian of the Year Medallion in 2018 and is well respected by other CEO's she has worked with and mentored.

**Brenda Ferris:** Hilary Murphy told the Board that Brenda has been working at Markham Village Library. She has held several roles; Borrower Service Clerk and Family Story time to name a couple. Brenda has a special bond with library customers and is a valued colleague as well.

#### 30 Years

**Lois Burkholder:** Antonella Costa congratulated Lois on her achievements and advised the Board that she has just recently retired. Lois has applied her talents, musical and otherwise to several venues over the years very especially "Baby and Books"

**Phyllis Chan:** Verna Gilchrist, thanked Phyllis for her services, she has held several positions at MPL and is currently working in Tech Services, congratulations Phyllis.

**Jayashree Pai:** Verna also congratulated staff member Jayashree on her tenure, who has also worked in several positions over the years and now is a valued member of the Tech Services team

**Georgina Perrier:** Unable to attend

#### 35 Years

**Debbie Walker:** The CEO congratulated and thanked Debbie for her long and distinguished career. Debbie is the Director of Library Strategy & Planning and has been instrumental in setting the tone for new libraries; the Angus Glen branch opening contributed to a 47% increase in circulation, Aaniin Library and now is currently working toward a new facility in Markham Centre.

**Pary Bougioukis:** Unable to attend

Mr. Siu, on behalf of the Library Board offered congratulations to all on reaching these milestone anniversaries with MPL. As an organization we are successful because of the dedication and loyalty of our staff. Your talent and contributions over the past 25, 30 and 35 years has played a significant role in helping MPL achieve our mission and vision. Together we take pride in thanking you for your service to the community and once again offer our congratulations for this significant work anniversary.

**AGENDA 2.1****1.6 Chair's Remarks:****CHAIR'S INDIGENOUS LAND ACKNOWLEDGMENT**

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

Mr. Siu asked Directors to introduce any staff members present

The Chair reminded the Board that votes would need to be counted and to keep their hands raised until staff can do so.

Reminder that the EL-Monitoring Schedule is in the package and that the Board Secretary will be e-mailing copies that will be in month order. If a Member is unable to do the review please let Susan know.

**2.0 Approval of Minutes:****2.1 Library Board Minutes November 23, 2020**

Moved by Mrs. Lillian Tolensky

Seconded by Mr. Jay Xie

**Resolved that the minutes of the November 23, 2020 Library Board Meeting be confirmed.**

Carried.

**2.2 Consent Agenda:**

Moved by Mrs. Pearl Mantell

Seconded by Mr. David Whetham

**Resolved that the Consent Agenda comprising Agenda items 2.2 to 2.4.5 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:**

**2.3 Declaration of Due Diligence by the CEO****2.4 Communication and Correspondence:****2.4.1 OLA: How Markham Public Library is Preserving History****2.4.2 YorkRegion.com: Lockdown: Markham outlines responses to Grey zone designation**

<https://www.yorkregion.com/news-story/10288452-lockdown-markham-outlines-response-to-grey-zone-designation/>

**2.4.3 City of Markham, General Committee November 16, 2020 Extract from Minutes: MPL Board Presentation****2.4.4 Markham Review: [Podcasts to keep you entertained this winter – Markham Review](#)**

## AGENDA 2.1

**2.4.5** Markham Review: <https://markhamreview.com/show-some-markham-love-and-shop-local/>

Carried.

### 3.0 **CEO's Highlights:**

The Chair asked the CEO for her comments, in order to save time Mrs. Biss asked the Board to pay special attention to the **Markham Centre Library Report** and the **Trends** section where it is noted that staff are working on developing a framework for tracking ongoing trend developments to ensure they can effectively inform decision-making and strategy development. Trend-based strategic thinking is part of the work of the Staff Engagement Teams in developing Actions pursuant to each Strategic Goal.

There were some comments on the Markham Centre Library-good starting point. The Vice-Chair polled the Board for their opinion/preferences regarding a true Central Library for Markham, located in Markham Centre or if they would rather wait until the results of community input. Most Board members agreed that this was very important to the City and the community, the response was very positive.

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

**Resolved that the report entitled “CEO’s Highlight’s January 2021” be received.**

Carried.

### 4.0 **Annual Monthly Policy Review**

#### 4.1 **Policy Governance Wording Review**

The Chair asked the Board Secretary to explain the proposed changes; the amendments were totally due to the rescheduling of reports due to the reduction in the number of Board meetings. No other amendments were put forward for 2021.

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

**Resolved that the Board has reviewed the policies under Policy Governance: Governance Process GP-1 to GP-2k, Board-CEO Linkage BCL-1 to BCL-2e and Executive Limitations EI-2a to EL-2j and approves them ( BCL-2d Monitoring Executive Performance,BCL-2e Chief Executive Officer Performance review, EL-2d Financial Condition,EL-2f Protection of Services, EL-2j Communication and Council to the Board), as revised.**

Carried.

## AGENDA 2.1

### 4.2 **Board-CEO Linkage BCL-2e Policy: Chief Executive Officer Performance Review**

The Chair explained that this document is for Members to review prior to the March In camera meeting with Board members only.

Moved by       Mrs. Lillian Tolensky  
Seconded by   Ms. Margaret McGrory

**Resolved that the Board receive the” BCL-2e Chief Executive Performance Review Policy” documentation in preparation for the March In Camera Performance Review meeting.**

Carried.

### 5.0 **Internal Monitoring Reports:**

(Compliance list of internal monitoring reports and discussion led by members)

### 5.1 **Executive Limitations/Internal Monitoring Reports Schedule 2020**

Moved by       Mr. Edward Choi  
Seconded by   Mrs. Lillian Tolensky

**Resolved that the “Executive Limitations/Internal Monitoring Reports Schedule 2021” be received.**

Carried.

### 5.2 **Executive Limitation: EL-2f Protection of Services**

(Assigned to Mrs. Pearl Mantell)

Mrs. Mantell advised the Board that she did not receive any questions or concerns from Board members. As there were no further comments she proposed that the report be accepted as written.

The report confirmed that the CEO and MPL’s practices relative to MPL’s Protection of Services comply with the requirements of EL-2f policy.

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

**Resolved that the report entitled “Internal Monitoring Report -Executive Limitation EL-2f, Protection of Services” be received.**

Carried.

**AGENDA 2.1****6.0 Ends:****6.1 Annual Ends Report**

Staff confirmed that the Annual Ends Report is a compilation of the activities of the Library in 2020 which reflect the library's accomplishments towards the Board Ends, which was quite significant despite the COVID-19 pandemic.

There were no questions or comments.

Moved by Mrs. Pearl Mantell  
Seconded by Ms. Margaret McGrory

**Resolved the Annual Ends Report be received.**

Carried.

**6.2 Strategic Plan Update**

Staff advised the Board that she had a presentation prepared but offered to skip it in the interest of time. The Board members were in agreement as the written report was detailed and complete. The Vice-chair called attention to "Lessons from 2020" that would be important information for the 2021 "Presentation to Council"

"It has become apparent that many of the strategic decisions MPL made in earlier years (with City support) bore fruit during the crisis:

- MPL's new website, several years in development and launched in April 2020 allowed us to veer hard into e-services, with full quality control, faster adaptation to trends, and to be more nimble in a period of unprecedented market disruption. This key element of our online infrastructure held up well and delivered when needed. "

Moved by Mrs. Lillian Tolensky  
Seconded by Mr. David Whetham

**Resolved the report "Strategic Plan Update" be received.**

Carried.

**7.0 Governance:****7.1 Update from OLBA-Ben Hendriks**

No report this month as Mr. Hendriks was absent.

**7.2 Resignation of Mr. Anthony Lewis from the Markham Public Library Board**

Moved by Mrs. Pearl Mantell  
Seconded by Ms. Margaret McGrory

**Resolved that the resignation of Mr. Anthony Lewis from the Markham Public Library Board effective December 16, 2020 be received;**



## AGENDA 2.1

**And that the Board will continue with thirteen Members, until such time that it may be expedient for Council to fill the vacancies created by resignations in order to provide some continuity into the next Board term.**

Carried.

### 8.0 **Ownership Linkage:**

#### 8.1 **Input from Board Members**

There were no reports from Board members attending events at this time.

### 9.0 **Board Advocacy:**

#### 9.1 **Markham Public Library Board 2021 Annual Agenda**

Moved by        Ms. Margaret McGrory

Seconded by    Mrs. Pearl Mantell

**Resolved that the report “Markham Public Library Board 2021 Annual Agenda” be received.**

Carried.

#### 9.2 **Events for the Next Quarter**

Attached is a list of events and programs planned over the winter and all are virtual. Staff advised the Board that additional programs were being added continuously and though a written quarterly report would still be prepared, Board members would receive e-mail updates if there are any events of potential interest.

There were several questions and clarifications about the programs, including one about trends. There has been a huge interest in wellness Programs but Story time attendance has dwindled. It is felt that “ZOOM” exhaustion has set in especially for pre-school children. Support for school children is also very popular

The Chair commented that the library was providing good initiatives in providing support for mental health and well-being.

Moved by        Mr. Edward Choi

Seconded by    Ms. Margaret McGrory

**Resolved that the report “Events for the Next Quarter” be received.**

Carried.

### 10.0 **Education** (None)

### 11.0 **Incidental Information:**

#### 11.1 **Board Meeting Attendance Records, 2020**

## AGENDA 2.1

Moved by Mrs. Lillian Tolensky  
Seconded by Mr. Raymond Chan

**Resolved that the “Board Meeting Attendance, 2020” be received.**

Carried.

### 12.0 **New Business**

#### 13.0 **Board Evaluation:**

##### 13.1 **Questionnaire: The Board and the CEO**

The Chair asked the Board to complete the questionnaire and return to the Board Secretary by e-mail as directed.

### 14.0 **In Camera Agenda**

Moved by Mr. Edward Choi  
Seconded by Ms. Margaret McGrory

**Resolved that the Board meet in Camera at 8:34 p.m. to discuss a confidential personnel matter.**

Carried.

The Board returned to its regular meeting at 9:17 p.m.

Moved by Mrs. Lillian Tolensky  
Seconded by Deputy Mayor Don Hamilton

**Resolved that the motions approved In Camera be ratified.**

Carried.

### 15.0 **Adjournment**

Moved by Deputy Mayor Don Hamilton that the meeting be adjourned at 9:18 p.m.

**Zoom Meeting****Unionville BIA****Date: Wednesday, February 10th 2021**

BIA BOARD MEMBERS	In Attendance	Regrets
Deputy Mayor Don Hamilton		X
Councillor Reid McAlpine		X
Niina Felushko	Yes	
Natasha Usher	Yes	
Shibani Sahney	Yes	
Rob Kadlovski	Yes	
Roger Kanda	Yes	
Tony Lamanna	Yes	
Sylvia Morris	Yes	
Sarah Iles	Yes	

**Executive Director:** Sara Sterling

Late arrival: Roger Kanda at 10:13am

**Call to order** by Chair Niina Felushko at 10:06 am**Approval of Agenda**

The city update was removed from the agenda due to the absence of Councillor Reid McAlpine

Motion by Sylvia Morris

Seconded by Sarah Iles

All were in favour

**Approval of January 2021 Meeting Minutes**

Motion by Tony Lamanna

Seconded by Sarah Iles

All were in favour

**Financial Updates for December, 2020 by Chair Niina Felushko**

We ended the year in a surplus. We are still expecting money back from Digital Main Street and CCT. We did spend an excess from our initial budget because of the variance in expenses on street beautification and holiday murals.



### **Approval of December Financials**

Motion by Tony Lamanna  
 Seconded by Sarah Iles  
 All were in favour

### **2021 Budget**

Niina shared the proposed 2021 Budget. There were a few questions about the Retail Action Plan – Sara explained it will be a literal “action plan” as opposed to a study that will sit on the shelf. We need it to encompass the street redevelopment plans as well as if there is a development on the West side. With our surplus, City grants and CCT funds, we will have a total of \$325,000 this year, which includes a \$25,000 reserve.

### **Approval of the 2021 Budget (Final approval at the AGM then by City Council in Spring)**

Motion by Sylvia Morris  
 Seconded by Natasha Usher  
 All were in favour

### **AGM**

Our AGM is next week, and Sara and Niina have prepared the agenda and presentation. The Mayor will join us for a brief speech and Q&A. We have two potential candidates - Kash Mahmood (JW Cosmetics) and Debbie Smrz (Naturopathic Living). Rob Kadlovski and Sylvia Morris stepped down from their positions on the Board as they are no longer tenants or landlords on the street. They were thanked by everyone for their hard work and service – Rob was on the Board for 12 years, Sylvia for 20.

### **City update :**

There were no city updates due to the absence of Councillor Reid McAlpine.

### **ED Update : By Sara Sterling**

**AGM:** Mayor Frank Scarpitti has confirmed his presence at 7:20p.m. at the AGM. There was a meeting of landlords where they discussed asking the Mayor about reducing the taxes at the AGM. Sara will manage the Q&A.

**Main Street Spotlights:** Fourteen different businesses are participating in this program. Every Tuesday we give the spotlight to a different business and promote them via our website, email and social media platforms.

**Market:** As of now the City has said that there will be no events planned for 2021. We are still trying to see if things change we could maybe do just eight booths at the Bandstand following social distancing protocols.

**The Economist and Sun** contacted us and interviewed Sara, Natasha and Kimberley and they will publish the interview in March. The focus was on COVID, and a hopeful recovery period.

### **New items:**

Tony Lamanna suggested that we prepare a few questions to ask the Mayor and engage him at the AGM. We could ask questions regarding the redevelopment of Main Street and the time frame and also about the value assessment and taxes. Tony would like to propose a motion about taxes but Niina suggested we engage with MPP Billy Pang first – Sara attended a workshop he held and now is the time to follow up.



Niina brought up skating at Toogood Pond. Sylvia and many of the Board members support officially allowing skating on the Pond again, it is something Councillor McAlpine wil discuss with staff for next year.

**Disclosure of Pecuniary Interest**

There was no disclosure of Pecuniary Interest

**Meeting adjourned:** at 11:16 am by Chair Niina Felushko

Motion to adjourn by Sylvia Morris

Seconded by Rob Kadlovski

**Next Meetings:**

AGM – February 17<sup>th</sup> at 7pm

Board Meeting - Wednesday, March 10<sup>th</sup> at 10am



## MINUTES

### Annual General Meeting: Unionville BIA

Date: Wednesday, February 17<sup>th</sup>, 2021

Via Zoom

#### **Attendees:**

**Board:** Chair Niina Felushko, Vice-Chair Natasha Usher, Secretary-Treasurer Shibani Sahney, Roger Kanda, Sarah Iles, Tony Lamanna

**Board Members (City):** Councillor Reid McAlpine, Deputy Mayor Don Hamilton

**Members:** Lindsay McClelland, Debbie Smrz, Kash Mahmood, George Ilioupoulos, Paul Vasilovsky, Harshal Dave, Nicole Fletcher, George LeDonne

**Guests:** Mayor Frank Scarpitti, Bryan Frois, Sylvia Morris, Lake Trevalyn, Eric LaRiviere, Christina Kakaflikas, Fernand Vartanian, Joe Cuntrera, Rob Kadlovski, Mike Gannon, Darrell Hein,

**Staff:** Sara Sterling, Executive Director

#### **1. Call to order**

Good evening everyone, my name is Niina Felushko I am the Chair of the Unionville Business Improvement Area, UBIA, and I would like to call this Annual General Meeting to order. It is 7:06pm.

#### **2. Chair's Welcome**

Mayor Scarpitti, Deputy Mayor Hamilton, Councillor McAlpine, UBIA Board and members, and guests, welcome to the 2021 UBIA Annual General Meeting. We are so pleased you could all join us tonight as we review what 2020 was, and what lies ahead in 2021.

I would like to take a moment to recognize the Directors of the UBIA Board, shown here. Two of our Directors have recently stepped down, Rob Kadlovski and Sylvia Morris, and we thank them profusely for their many years of service and dedication to Main Street Unionville. They will certainly be missed.

#### **3. Approval of agenda**

I would first like to ask for approval of our agenda. The agenda was sent out last Friday to members and guests, and is here on the screen for your viewing as well.

Motion by: Sarah Iles

Seconded by: Shibani Sahney

All were in favour



#### 4. **Approval of 2020 AGM Minutes**

I would next like to ask for approval of the 2020 minutes, sent out by email as well.

Motion by: Don Hamilton

Seconded by: Roger Kanda

All were in favour

#### 5. **Year in review**

(Chair Niina Felushko) I think we can all agree 2020 was the most challenging year Main Street Unionville has faced in a very long time. Starting with the usual slower retail and restaurant months of January and February, we headed into the COVID Pandemic in March, which brought many issues for all of us. A lockdown, similar to the one we have just been in, began, and we remained in that lockdown until the early days of Summer. Although we were able to open to a certain degree over the Summer and Fall months, late Fall and Winter again brought closures to the street and more suffering for our businesses.

Marketing-wise, we kept our social media very active, posting and sharing as much as possible as well as hosting social media contests. We advertised in local papers as well as with the Toronto media giant BlogTO. We were also fortunate to have City TV's Breakfast Television do a live broadcast, as well as reports from Global and CTV throughout the pandemic.

With Streetscape, we pushed the City to re-install previously cancelled flowers on the street, brought in new flags for our lamp posts, and Instagram Murals. We also purchased a popular new "Holiday Chair" that attracted thousands to the street to take photos, and hired a new contractor to ensure our lighting and holiday décor was top notch.

One large program we were allowed to operate this year was Digital Main Street, which we had in 2019 as well. We had 20 businesses that met with our DMS associates, and 10 businesses ended up applying for and getting the \$2,500 grant to assist with digital services. We also offered some webinars through this program, took some new photos of your businesses and upgraded our website to offer more information to visitors.

Above all, our main goal this year was to keep you informed and educated about the pandemic, which government programs were available and how to apply for them, and which regulations we needed to follow, when. We were responsive to your questions and reach-outs for assistance, and will continue to be as responsive in 2021.

#### 6. **Looking ahead:**



(Executive Director Sara Sterling) While I think everyone is breathing a sigh of relief that 2020 is over, we still have a bit of a COVID fight ahead of us in 2021. As we come out of lockdown we need to remain vigilant and follow the City, Province and Federal regulations about events and gatherings, which will limit what we are able to host again this year.

Unfortunately large events like the Festival will not be able to take place, but we are hoping that the City will allow us to host smaller, socially distanced events and programs like a new Unionville Market at the Bandstand on Sunday mornings.

Events aside, this will be a busy year of planning as we look ahead to the redevelopment of the street. This includes both a Retail Action Plan that we will be issuing an RFP for soon, and the complete reconstruction of the street from pavement to sidewalks to lampposts. We are expecting the sewer and water work to begin early in 2022, but there is much work to be done with each business ahead of that.

As we move throughout this year, and into a recovery period, we will continue to support each and every business with marketing efforts and of course information sharing. We will also ensure the street looks amazing – we have already confirmed the City's commitment to flowers for the summer, and maintaining our Instagram murals with fresh paintings in Spring and Summer.

We hope that as we near the Fall and Winter we will be able to gather in much larger numbers and be able to hold more events and bring more focus to our street. Together, we truly think 2021 can be fantastic for Main Street Unionville.

## **7. Mayor Presentation and Q&A**

(Chair Niina Felushko) We are honoured tonight to have Mayor Frank Scarpitti with us to talk about the future of Unionville, and answer a couple of your questions afterwards. The Mayor has always been a great advocate for Main Street Unionville and we appreciate his time and dedication. Over to you, Mr. Mayor.

Notes from Mayor Scarpitti's presentation:

- Pandemic has been incredibly tough for small businesses like yourselves
- The City of Markham has found several ways to help during these times, this includes:
  - Property tax relief
  - Eliminating increase in water fees
  - Temporarily removing Stormwater Management fees
  - Temporarily removing Hospitality Tax
- The new budget does include a tax increase





SETTLED IN 1794

- We have used our "Stabilization Fund" during COVID, and made investments in various parts of the City including the Markham Centre Trail
- We were the first Municipality to use the IBM Watson Technology
- We were the first Municipality to offer SHOP HERE to our businesses
- Established Destination Markham – our new Tourism Board that has been helping local businesses promote themselves during COVID
- More than 1200 businesses in Markham were visited and engaged by our Destination Markham Ambassadors
- Destination Markham helped to pay for your wonderful Holiday Chair
- We worked with AGCO to facilitate patio expansions
- York University is back on track and scheduled for Sept 2023 opening
- I'd like to thank Reid McAlpine, your Councillor has been a true advocate for you at Council
- Councillor McAlpine, Sara Sterling, Niina Felushko, invited Andy Taylor and myself to Main Street for a walk to show us the work that needs to be done to bring the street back to its full potential
- The Streetscape Master Plan will be coming to Council soon, with material costing etc. so decision can be made and we can move forward with design
- Sewer and water work will begin in 2022, then streetscape in 2023 likely
- We realize this will be painful for businesses, especially coming out of COVID, but it is something that has to get done
- We are committed to working with the BIA and each business to ensure minimal disruption, and discuss and consult on timing of work

(Executive Director Sara Sterling) Thank you Mr. Mayor for your presentation, we appreciate your time. We do have some questions that have been submitted by our members for you.

The first is from George Iliopoulos from Old Country Inn, he has a question for you about taxation.

- George and Mayor discussed various taxation issues and agreed that the system itself needs an overhaul – Tony Lamanna contributed his thoughts as well. Bottom line is relief will mostly have to come from Province as the City relies on property taxes to pay for all its services. The Mayor highlighted the various other programs available throughout COVID that might help small businesses – Ontario Small Business Support Grant, Ontario Main Street Relief Grant, and Property Tax & Energy Cost Rebates.

The second is from Shibani Sahney from Silver Tulip, she has a question about Toogood Pond.

- Shibani asked the Mayor if we could go back to managing skating on Toogood Pond as it is such a great draw for the street, and activity for the Community. The Mayor commented that the ice on the Pond does not freeze to an approved thickness, and



SETTLED IN 1794

that the City lost a Zamboni in the pond one year. The Mayor suggested a volunteer group in community build a rink near the pond, the City will contribute with assistance if asked.

The last question was from Tony Lamanna about Streetscape and the plans for Revitalization.

- Although the Mayor spoke about this in his presentation, Tony wanted to ensure the Mayor understood that the businesses must be involved in the process and consulted along the way as to the timing of construction, to reduce impacts on the street. The Mayor agreed conversations will be on-going, and decisions on timing will need to be made.

The Mayor was thanked by all for his attendance and presentation.

## **7. 2020 Financials**

Chair Niina Felushko presented the 2020 Financials and highlighted the fact that we do have a surplus due to events being cancelled with COVID.

Motion to accept 2020 financials: Reid McAlpine

Seconded by: Natasha Usher

All were in favour

## **6. Proposed Annual Budget**

Chair Niina Felushko presented the proposed 2021 annual budget.

Motion to approve proposed budget: Sarah Iles

Seconded by: Shibani Sahney

All were in favour

## **7. Election of Directors**

(Chair Niina Felushko) We currently have 8 Directors and have 2 nominees who have completed their nomination forms seeking 2 of our 3 empty spots on the Board. They are Debbie Smrz and Kash Mahmood. I would also like to ask if there are any nominations from the floor at this time (asked 3 times)

Harshal Dave asked the Chair what is required to nominate someone. He asked to nominate Rob Kadlovski and Sylvia Morris. The Chair explained that, as had previously been explained to both Rob and Sylvia, and Harshal, proof of address and tenancy on the street must be provided



otherwise Rob and Sylvia are not considered members and are therefore not eligible to be Directors.

Chair proceeded with nominates for Debbie Smrz and Kash Mahmood, as there were no other eligible nominations presented.

Can I have a nominator and seconder for Debbie Smrz?

Nominator: Sarah Iles  
Secunder: Shibani Sahney  
All were in favour

And can I have a nominator and seconder for Kash Mahmood?

Nominator: Tony Lamanna  
Secunder: Niina Felushko  
All were in favour

## **8. Next meeting**

A meeting will be called on Wednesday March 10<sup>th</sup> Sara Sterling will send out notice and calendar invite.

Prior to adjournment Tony Lamanna congratulated Niina Felushko for doing a great job as Chair, and Sara Sterling for doing a great job as ED as well. Niina thanked the entire Board for their support and looks forward to a great 2021.

## **9. Adjournment**

Motion to adjourn the meeting at 8:53pm: Deputy Mayor Don Hamilton  
Secunder: Natasha Usher  
All were in favour



**Unionville BIA Board Meeting - March**  
**Date: Wednesday March 10th, 2021**

BIA BOARD MEMBERS	In Attendance	Regrets
Deputy Mayor Don Hamilton	Yes	
Councillor Reid McAlpine	Yes	
Niina Felushko	Yes	
Natasha Usher	Yes	
Shibani Sahney	Yes	
Sarah Iles	Yes	
Roger Kanda	Yes	
Tony Lamanna	Yes	
Debbie Smrz	Yes	
Kash Mahmood	Yes	

**Executive Director:** Sara Sterling

Late arrival: Roger Kanda at 10:40a.m.

**Guests:** Sylvia Morris

Jack Valianes (157 Main street)

Niamh Laoghaire (Varley Art Gallery)

**Call to order** by Chair Niina Felushko at 10:01 am.

**Approval of Agenda**

Motion by Sarah Iles

Seconded by Tony Lamanna

All were in favour

**Roundtable Member Introductions**

All Board members introduced themselves briefly

**Approval of January 2021 Meeting Minutes**

Motion by Don Hamilton

Seconded by Tony Lamanna

All were in favour



### **Financial Updates for February, 2020 by Chair Niina Felushko**

Our levy is prorated and will be approved by Council in the month of May. Deputy Mayor Don Hamilton inquired about when we would be establishing a reserve account. Chair Niina Felushko will reach out to the treasurer at the City of Markham to ask how to manage the reserve. Niina will also be completing the UBIA audit by KPMG which happens every year.

### **Disclosure of Pecuniary Interest**

Chair Niina Felushko asked if the Board would like her to continue with her accounting services for the UBIA. Her fees have already been included in the budget.

### **Approval of accounting services by Chair Niina Felushko**

Motion by Deputy Mayor Don Hamilton

Seconded by Sarah Iles

All were in favour

### **Approval of February Financials(Ending Feb 28th,2021)**

Motion by Tony Lamanna

Seconded by Shibani Sahney

All were in favour

### **City Update by Councillor Reid McAlpine**

There was a Unionville sub-committee meeting which focussed on redevelopment of Main Street, the Master Plan and the proposed Retail Action Plan. Construction on Main Street should start in Fall of 2022 and the main construction in 2023. Tony Lamanna suggested that we start construction only after the month of September so as not to interrupt the patio season as well as the peak business season – the Councillor and others agreed, but also mentioned that we will need to be somewhat flexible recognizing that key construction times are Spring & Summer. The City and the BIA will work closely with all landlords and tenants to ensure minimal disruption.

Tony Lamanna had a question to Councillor McAlpine regarding the East side back street. Would that be a part of the rejuvenation plan? The Councillor replied that yes it will be fixed up, but we may have an option to say to the City that we would rather the funds be spent on the Main Street upgrade and just do the basics in the back lane.

### **ED Update : By Sara Sterling**

**Red Zone:** We are currently in the Red Control Zone for Covid-19 measures by the Province. Currently restaurants can book reservations for a maximum of 10 persons at a given time. We are hoping the Govt will increase this soon.

**Tshirt program:** We ran a T-shirt programme last Christmas which helped us make \$5 per t-shirt mounting up to a total of \$700. Sara suggested we could add \$300 and bring the donation up to \$1000, Niina supported the idea. All were in favour.

For the future the Deputy Mayor as well as other board members suggested that look at all charity options in Markham, not just the hospital.

**Unionville Market:** We are still waiting for permission from the City if we can organize the market or not. We already have 10 vendors that are interested. We will need a permit from the City for the



SETTLED IN 1794

bandstand if we want to have the market there. Tony Lamanna said that there were some areas in downtown Toronto as well as Aurora and NewMarket where they did have vendors last year following the right protocol for Covid-19.

**Patio:** The patio expansions will happen this year too. So far Unionville Arms, Chat Bar, Jakes and Espresso 21 have indicated an interest. Sara and Reid are working with the City on bump-outs for the street.

**Healthy Communities Grant:** The federal government is giving a total of \$31 million of grant money to be allocated to different cities all over Canada who will be applying for it. We can plan to apply for a grant in May. We need to put a good proposal together for that to get approved.

**Instagram Walls:** The new ones will be going up soon, waiting for our Heritage permit.

**Gazebo:** For now we are leaving the lights on at the gazebo. We will decorate it with flowers for the spring and summer.

**Digital Main Street:** DMS touched base with us and said there may be more funds available. We have asked them for \$4000. We will find out in April if we can get those funds to use to promote businesses.

**Spotlights:** Sara has interviewed and written 10 Business Spotlights, and there are 10-12 more to go, we will keep them going until all businesses that wanted to do it get one.

#### **New Businesses on the street:**

Lemonwood: Opening on Friday March 12th

JW Cosmetics: Opening end of the month we hope – no solid date yet

Colour Inc: New salon opened up in basement of 155 Main

Cigar store: New Cigar store opening soon in old Lavish Spa spot

**Markham Board of Trade Women's Luncheon:** There is an upcoming virtual women's networking luncheon of the Markham Board of Trade is on March 23rd, 2021. Everyone on the street has been offered a free ticket that the BIA will pay for.

#### **New Items:**

**Councillor Reid MCAlpine** invited Niamh from the Varley Art Gallery to speak. She spoke about the installation of 8 large free standing lanterns on April 28<sup>th</sup>, they will be five feet high and one foot wide.

Deputy Mayor Don Hamilton suggested that we could purchase more Instagram walls and install them in more locations on the street. Sara responded that it was a struggle to get approval for 2, if Don would like to see more he could assist her in getting further permissions.

**Meeting adjourned:** at 11:37 am by Chair Niina Felushko

Motion to adjourn by Deputy Mayor Don Hamilton

Seconded by Shibani Sahney

All in favour

#### **Next Meeting:**

Wednesday, April 14th, 2021 at 10am on Zoom



Report to: General Committee

Meeting Date: April 26, 2021

---

**SUBJECT:** 2021 First Quarter Investment Performance Review  
**PREPARED BY:** Mark Visser, Senior Manager of Financial Strategy & Investments, x4260

---

**RECOMMENDATION:**

- 1) THAT the report dated April 26, 2021 entitled “2021 First Quarter Investment Performance Review” be received.

**EXECUTIVE SUMMARY:**

Not applicable

**PURPOSE:**

Pursuant to Regulation 438/97 Section 8, the Municipal Act requires the Treasurer to “prepare and provide to the Council, each year or more frequently as specified by Council, an investment report”.

The investment report shall contain,

- (a) a statement about the performance of the portfolio of investments of the municipality during the period covered by the report;
- (b) a description of the estimated portion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year’s report;
- (c) a statement by the Treasurer as to whether or not, in his opinion, all investments were made in accordance with the investment policies and goals adopted by the municipality;
- (d) a record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale price of each security;
- (e) such other information that the Council may require or that, in the opinion of the Treasurer, should be included.

**BACKGROUND:**

Not applicable

**OPTIONS/ DISCUSSION:**

Not applicable

**FINANCIAL CONSIDERATIONS**

The 2021 budget for Income Earned on Investments is \$11.0 million. The \$11.0 million budget is based on a forecasted \$458.3 million average balance invested at an average rate of 2.4%.

The following table shows the budgeted investment income by quarter. The quarterly budget allocations reflect the projected changing portfolio balances and rates of returns throughout the year.

Period	Avg. Balance	Avg. Rate	Forecast
Q1	\$429.2m	2.60%	\$2,751,541
Q2	\$470.0m	2.31%	\$2,706,741
Q3	\$469.7m	2.31%	\$2,734,699
Q4	\$464.0m	2.40%	\$2,807,019
<b>2021 Budget</b>	<b>\$458.3m</b>	<b>2.40%</b>	<b>\$11,000,000</b>

The first quarter typically has lower average portfolio balances as Markham makes payments to the Region and School Board on December 15<sup>th</sup> and doesn't begin collecting tax payments again until February. As a result, the Q1 2021 forecast assumes an average general fund portfolio balance of \$429.2 million to be invested at an average rate of return of 2.60%. The actual average portfolio balance and the average rate of return were both below the forecasted levels.

For the three months ending March 31, 2021, the City of Markham's Income Earned on Investments was \$2.566 million, compared to a budget of \$2.752 million, representing a \$186,000 unfavourable variance to budget.

**Interest Rate**

The Prime Rate was stable at 2.45% throughout the first three months of 2021. During the first quarter of 2021, the City's general portfolio investments (including interest charged to reserves with negative balances) had an average interest rate of 2.49%; 11 basis points lower than forecast. The difference in the rate of return accounts for an unfavourable variance of \$117,000.

**Portfolio Balance**

The forecasted average portfolio balance for Q1 2021 was \$429.2 million. The actual average general fund portfolio balance (including cash balances) for the first quarter of 2021 was \$418.5 million. The lower portfolio balance accounts for an unfavourable variance of \$69,000.



---

**Variance Summary**

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
Portfolio Balance	\$429.2m	\$418.5m	(\$10.7m)
Interest Rate	2.60%	2.49%	(0.11%)
Investment Income	\$2.752m	\$2.566m	<b>(\$0.186m)</b>
Portfolio Balance Variance Impact			<b>(\$0.069m)</b>
Interest Rate Variance Impact			<b>(\$0.117m)</b>

**Portfolio Composition**

All investments made in the first quarter of 2021 adhered to the City of Markham investment policy. At March 31, 2021, 39% of the City's portfolio (not including bank balances) was comprised of government issued securities. The remaining 61% of the portfolio was made up of instruments issued by Schedule 1 Banks (Exhibit 1). All of these levels are within the targets established in the City's Investment Policy.

The March 31, 2021 investment portfolio (not including bank balances) was comprised of the following instruments: Bonds 49%, Principal Protected Notes (PPNs) 37%, and GICs 14% (Exhibit 2).

At March 31, 2021, the City's general portfolio balance (all funds excluding DC) was \$503.4 million (including bank balances). The City's portfolio (all funds excluding DCA) was broken down into the following investment terms (Exhibit 3):

Under 1 month	57.3%
1 month to 3 months	2.2%
3 months to 1 year	6.9%
Over 1 year	33.6%
Weighted average investment term	1,318.4 days
Weighted average days to maturity	788.6 days

**Money Market Performance**

The City of Markham uses the 3-month T-bill rates to gauge the performance of investments in the money market. The average 3-month T-bill rate for the first quarter of 2021 was 0.08% (source: Bank of Canada). Money market investments (including bank balances) held by the City of Markham during the first quarter of 2021 had an average return of 1.03%. Therefore, the City's money market investments outperformed 3-month T-Bills by 95 basis points. See Exhibit 4 for all Money Market securities held by the City of Markham in the first quarter of 2021.

**Bond Market Performance**

The 2021 YTD highlights of Markham's bond portfolio are as follows:

- 4 bonds/Principal Protected Notes (PPNs) purchased with a face value of \$17.0 million

---

See Exhibit 5 for all Bonds held by the City of Markham in the first quarter of 2021.

**Outlook**

Interest rates are expected to stay low through the remainder of 2021 and into 2022. There is little incentive to invest longer term at the moment, apart from purchasing PPNs when the timing is right. While interest rates are low and equity markets are performing well, an opportunity exists for the City to potentially make some capital gains by selling some investments. This will help the City achieve the \$11 million budget for 2021.

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Not applicable

**BUSINESS UNITS CONSULTED AND AFFECTED:**

Not applicable

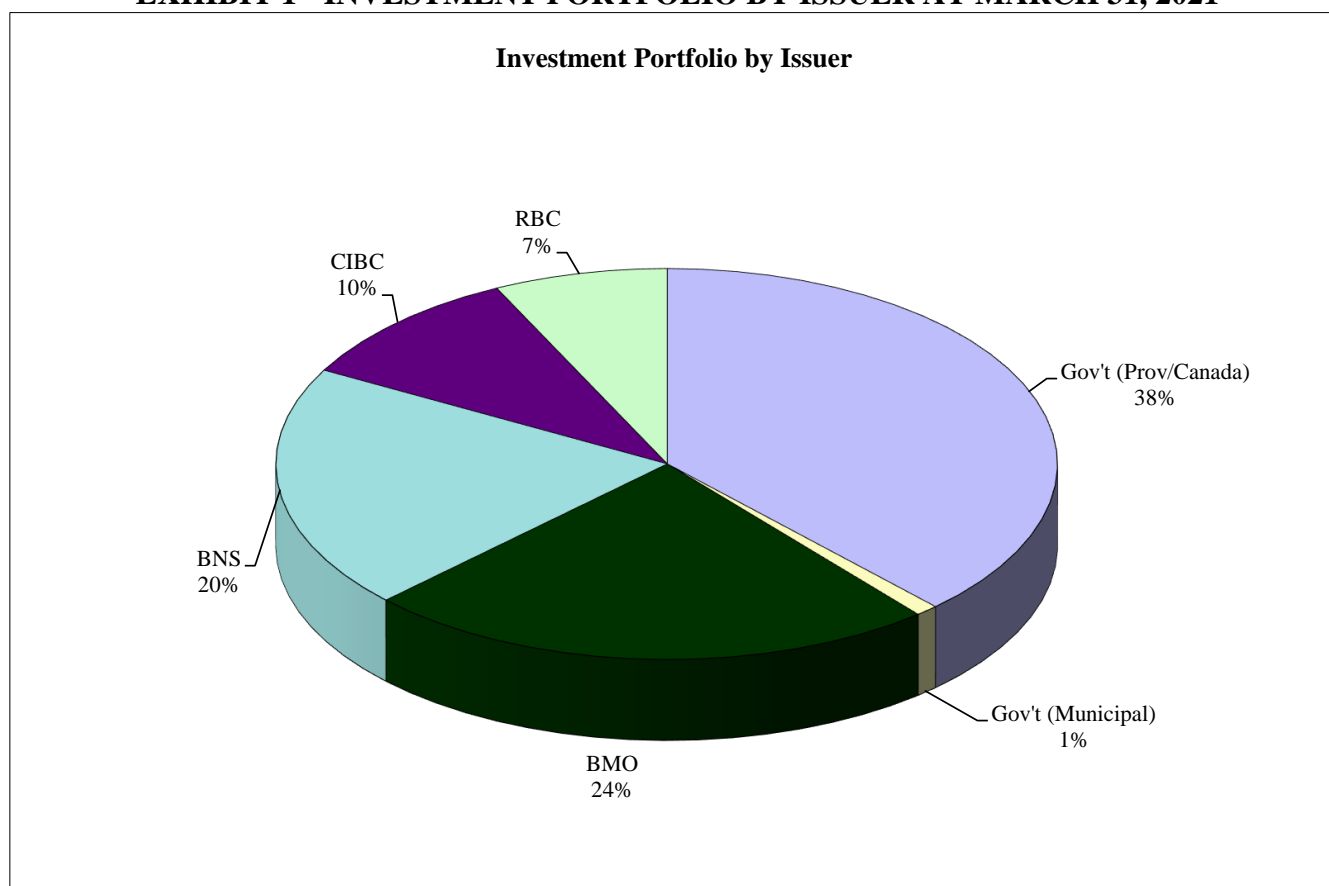
**RECOMMENDED BY:**

Joel Lustig, Treasurer

Trinela Cane, Commissioner,  
Corporate Services

**ATTACHMENTS:**

- Exhibit 1 – Investment Portfolio by Issuer
- Exhibit 2 – Investment Portfolio by Instrument
- Exhibit 3 – Investment Terms
- Exhibit 4 – 2021 Q1 Money Market Investments
- Exhibit 5 – 2021 Q1 Bond Market Investments
- Exhibit 6 – 2021 Q1 DCA Fund Investments

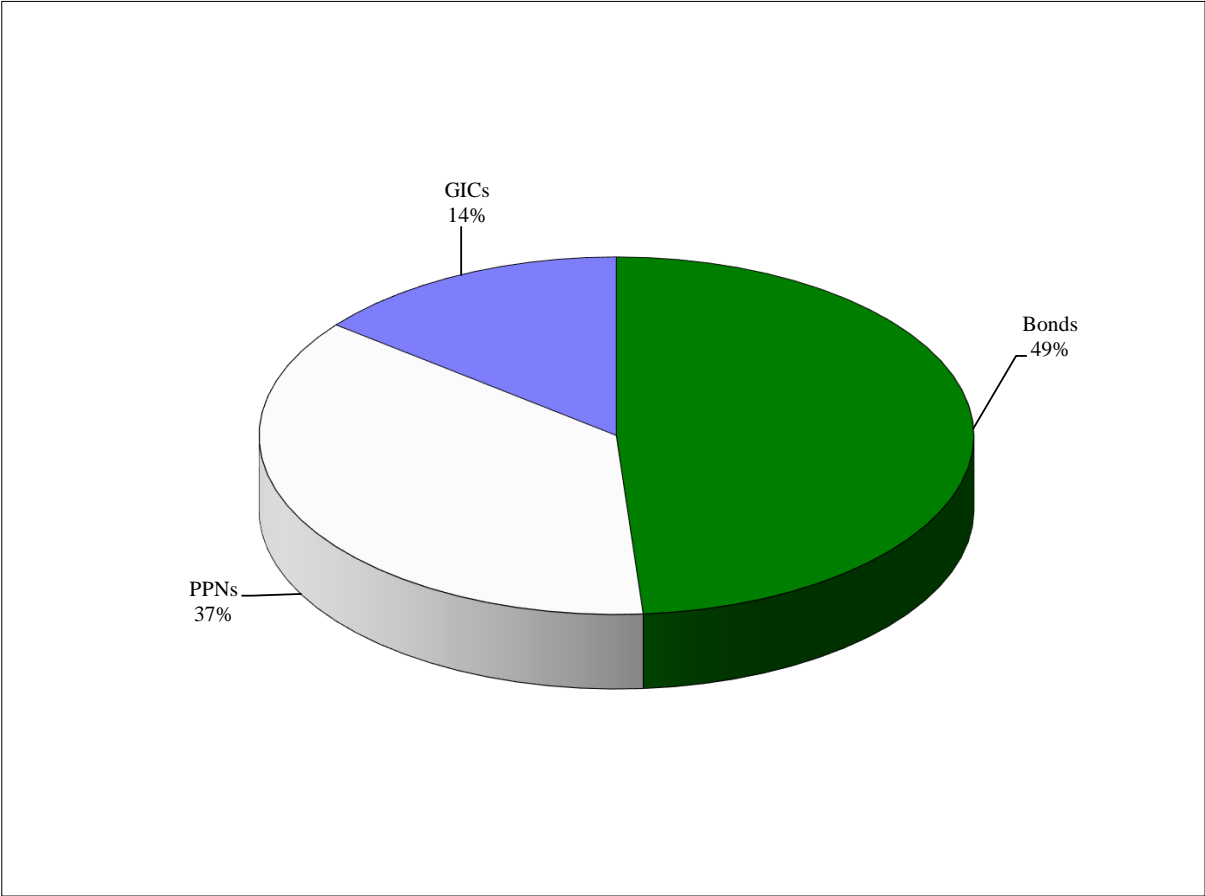
**EXHIBIT 1 - INVESTMENT PORTFOLIO BY ISSUER AT MARCH 31, 2021**

Quarter-End Portfolio Balance (All Funds; excluding bank balances): \$222.7m

	Investment <u>Policy Targets</u>	Portfolio at <u>Mar 31/21</u>
Government (Federal/Provincial)	>40%, no max	38% *
Government (Municipal)	max 30%	1%
Schedule A Banks:		
Bank of Nova Scotia	max 20%	20%
Bank of Montreal	max 20%	24% *
CIBC	max 20%	10%
Royal Bank of Canada	max 20%	7%
Toronto Dominion	max 20%	0%
Schedule A Banks Total	max 60%	61%
Schedule B Banks:		
Hong Kong Bank	max 15%	0%
		<u>100%</u>

\* The City's Investment Policy allows for deviations of +/- 5% in order to take advantage of market conditions

**EXHIBIT 2 - INVESTMENT PORTFOLIO BY INSTRUMENT AT MARCH 31, 2021**



Quarter-End Portfolio Balance (All Funds, excluding cash balances): \$222.7m

**EXHIBIT 3 - INVESTMENT TERMS (All Funds excluding DCA)**

INSTRUMENT	ISSUER	INT_RATE	DATE_BGT	DATE_SOLD	BOUGHT	MATURITY VALUE	LENGTH	DAYS to MA
BANK ACCOUNT		0.95	31-Mar-2021	01-Apr-2021	298,931,339.27	298,999,266.27	1	1
Less than 1 month					298,931,339	57.3%		
BOND	BMO	0.00	17-May-2020	17-May-2021	6,000,000.00	6,000,000.00	365	47
BOND	BCMFA	4.22	04-Apr-2011	01-Jun-2021	3,492,685.00	3,500,000.00	3,711	62
BOND	YORK REGION	3.43	18-Nov-2011	30-Jun-2021	2,098,160.00	2,000,000.00	3,512	91
Between 1 and 3 months					11,590,845	2.2%		
GIC (2023)	BNS	3.25	01-Aug-2020	01-Aug-2021	10,000,000.00	10,325,000.00	365	123
GIC (2022)	RBC	3.07	14-Sep-2020	14-Sep-2021	10,000,000.00	10,307,000.00	365	167
BOND	CIBC	3.37	19-Mar-2013	07-Jan-2022	3,735,250.00	5,000,000.00	3,216	282
GIC (2024)	RBC	1.90	04-Mar-2021	04-Mar-2022	6,000,000.00	6,114,000.00	365	338
GIC (2023)	CIBC	1.92	05-Mar-2021	05-Mar-2022	6,000,000.00	6,115,200.00	365	339
Between three months and one year					35,735,250	6.9%		
BOND	CIBC	3.32	29-May-2013	07-Jul-2022	3,714,500.00	5,000,000.00	3,326	463
BOND	ONT	4.56	18-Feb-2011	08-Sep-2022	2,987,800.00	5,000,000.00	4,220	526
BOND	ONT	4.52	30-Mar-2011	02-Dec-2022	4,772,000.00	8,000,000.00	4,265	611
BOND	CIBC	3.50	12-Mar-2013	07-Jan-2023	4,493,412.00	6,300,000.00	3,588	647
BOND	ONT	3.59	04-Dec-2013	08-Sep-2023	2,836,040.00	4,000,000.00	3,565	891
BOND	ONT	3.25	01-Nov-2012	02-Dec-2023	2,805,600.00	4,000,000.00	4,048	976
BOND	ONT	3.20	02-Oct-2012	07-Feb-2024	3,499,150.00	5,000,000.00	4,145	1,043
BOND	ONT	3.53	10-Feb-2014	02-Jun-2024	3,496,950.00	5,000,000.00	3,765	1,159
BOND	BNS	3.33	26-Jun-2018	26-Jun-2024	4,000,000.00	4,000,000.00	2,192	1,183
BOND	ONT	3.48	21-Mar-2014	02-Dec-2024	2,774,800.00	4,000,000.00	3,909	1,342
PPN	BMO	1.00	13-May-2015	13-May-2025	5,000,000.00	5,000,000.00	3,653	1,504
BOND	SASK	2.56	07-Mar-2019	30-May-2025	4,272,250.00	5,000,000.00	2,276	1,521
BOND	ONT	1.48	05-Mar-2020	08-Sep-2025	7,377,760.00	8,000,000.00	2,013	1,622
PPN	BMO	0.00	16-Sep-2015	16-Sep-2025	3,000,000.00	3,000,000.00	3,653	1,630
PPN	BMO	1.00	30-Dec-2015	30-Dec-2025	7,000,000.00	7,000,000.00	3,653	1,735
PPN	BMO	0.00	31-Mar-2016	31-Mar-2026	6,000,000.00	6,000,000.00	3,652	1,826
BOND	ONT	2.13	18-Oct-2019	02-Dec-2026	3,442,000.00	4,000,000.00	2,602	2,072
PPN	BMO	1.25	23-Feb-2017	23-Feb-2027	5,000,000.00	5,000,000.00	3,652	2,155
PPN	BMO	1.00	05-Apr-2017	05-Apr-2027	5,000,000.00	5,000,000.00	3,652	2,196
PPN	CIBC	0.00	24-Feb-2021	24-Feb-2028	4,000,000.00	4,000,000.00	2,556	2,521
BOND	ONT	2.81	27-Apr-2016	02-Jun-2028	4,291,440.00	6,000,000.00	4,419	2,620
BOND	ONT	2.63	13-Dec-2017	02-Jun-2028	7,620,000.00	10,000,000.00	3,824	2,620
BOND	ONT	3.06	21-Dec-2016	02-Dec-2028	6,959,700.00	10,000,000.00	4,364	2,803
BOND	ONT	2.93	13-Jan-2017	02-Dec-2028	4,965,800.00	7,000,000.00	4,341	2,803
PPN	BNS	1.50	31-Dec-2018	31-Dec-2028	7,000,000.00	7,000,000.00	3,653	2,832
PPN	BMO	0.00	01-Mar-2019	01-Mar-2029	5,000,000.00	5,000,000.00	3,653	2,892
PPN	BNS	0.00	11-Apr-2019	12-Apr-2029	5,000,000.00	5,000,000.00	3,654	2,934
PPN	BNS	1.55	08-Aug-2019	08-Aug-2029	2,000,000.00	2,000,000.00	3,653	3,052
PPN	BNS	0.00	08-Aug-2019	08-Aug-2029	2,000,000.00	2,000,000.00	3,653	3,052
PPN	BMO	1.50	15-Sep-2017	14-Sep-2029	6,000,000.00	6,000,000.00	4,382	3,089
BOND	ONT	3.11	17-Apr-2018	02-Dec-2029	4,900,700.00	7,000,000.00	4,247	3,168
BOND	ONT	3.05	18-Jun-2018	02-Dec-2029	4,253,700.00	6,000,000.00	4,185	3,168
PPN	BMO	1.00	20-Feb-2020	20-Feb-2030	7,000,000.00	7,000,000.00	3,653	3,248
PPN	BNS	1.00	20-Feb-2020	20-Feb-2030	7,000,000.00	7,000,000.00	3,653	3,248
PPN	BMO	0.00	05-Mar-2021	05-Mar-2031	6,000,000.00	6,000,000.00	3,652	3,626
BOND	ONT	1.47	28-Sep-2020	02-Jun-2031	4,277,500.00	5,000,000.00	3,899	3,715
BOND	ONT	2.20	01-Mar-2021	02-Dec-2031	3,165,268.00	4,000,000.00	3,928	3,898
BOND	ONT	1.81	24-Feb-2021	02-Dec-2032	2,429,940.00	3,000,000.00	4,299	4,264
Over 1 year					175,336,310	33.6%		

Bonds/PPNs  
Money Market

**191,836,310**  
**329,757,434**

Average Length of Investment (days)

Portfolio Balance Mar 31, 2021  
General Fund and Other Reserves  
(not including DCA)

**521,593,744**

Weighted Average Days to Maturity

**EXHIBIT 4 - 2021 Q1 MONEY MARKET INVESTMENTS (All Funds excluding DCA)**

ISSUER	INT RATE	DATE BOUGHT	DATE SOLD	BOUGHT	SOLD
BANK BALANCE	0.95	31-Mar-21	1-Apr-21	298,931,339.27	298,939,119.67

## BONDS/PPNs THAT MATURED IN 2021:

ISSUER	COUPON RATE	YIELD	PURCHASE DATE	MATURITY DATE	COST	FACE VALUE

## BONDS/PPNs SOLD IN 2021:

ISSUER	COUPON RATE	YIELD	PURCHASE DATE	DATE SOLD	COST	FACE VALUE	SALE PROCEEDS	CAPITAL GAIN/(LOSS)

## BOLD HOLDINGS at MARCH 31, 2021:

ISSUER	COUPON RATE	YIELD	PURCHASE DATE	MATURITY DATE	COST	FACE VALUE
BCMFA	4.150	4.220	04-Apr-2011	01-Jun-2021	3,492,685.00	3,500,000.00
BNS	3.300	3.328	26-Jun-2018	26-Jun-2024	4,000,000.00	4,000,000.00
CIBC		3.368	19-Mar-2013	07-Jan-2022	3,735,250.00	5,000,000.00
CIBC		3.320	29-May-2013	07-Jul-2022	3,714,500.00	5,000,000.00
CIBC		3.500	12-Mar-2013	07-Jan-2023	4,493,412.00	6,300,000.00
ONT		4.560	18-Feb-2011	08-Sep-2022	2,987,800.00	5,000,000.00
ONT		4.524	30-Mar-2011	02-Dec-2022	4,772,000.00	8,000,000.00
ONT		3.590	04-Dec-2013	08-Sep-2023	2,836,040.00	4,000,000.00
ONT		3.251	01-Nov-2012	02-Dec-2023	2,805,600.00	4,000,000.00
ONT		3.200	02-Oct-2012	07-Feb-2024	3,499,150.00	5,000,000.00
ONT		3.530	10-Feb-2014	02-Jun-2024	3,496,950.00	5,000,000.00
ONT		3.480	21-Mar-2014	02-Dec-2024	2,774,800.00	4,000,000.00
ONT		1.480	05-Mar-2020	08-Sep-2025	7,377,760.00	8,000,000.00
ONT		2.130	18-Oct-2019	02-Dec-2026	3,442,000.00	4,000,000.00
ONT		2.809	27-Apr-2016	02-Jun-2028	4,291,440.00	6,000,000.00
ONT		2.630	13-Dec-2017	02-Jun-2028	7,620,000.00	10,000,000.00
ONT		3.060	21-Dec-2016	02-Dec-2028	6,959,700.00	10,000,000.00
ONT		2.930	13-Jan-2017	02-Dec-2028	4,965,800.00	7,000,000.00
ONT		3.110	17-Apr-2018	02-Dec-2029	4,900,700.00	7,000,000.00
ONT		3.050	18-Jun-2018	02-Dec-2029	4,253,700.00	6,000,000.00
ONT		1.472	28-Sep-2020	02-Jun-2031	4,277,500.00	5,000,000.00
ONT		2.200	01-Mar-2021	02-Dec-2031	3,165,268.00	4,000,000.00
ONT		1.810	24-Feb-2021	02-Dec-2032	2,429,940.00	3,000,000.00
SASK		2.560	07-Mar-2019	30-May-2025	4,272,250.00	5,000,000.00
YORK REGION	4.000	3.426	18-Nov-2011	30-Jun-2021	2,098,160.00	2,000,000.00
					<b>102,662,405.00</b>	<b>135,800,000.00</b>

## PPN HOLDINGS at MARCH 31, 2021:

ISSUER	COUPON RATE	PARTICIPATION RATE	PURCHASE DATE	MATURITY DATE	COST	FACE VALUE
BMO	-	100%	17-May-2020	17-May-2021	6,000,000.00	6,000,000.00
BMO	1.000	110%	13-May-2015	13-May-2025	5,000,000.00	5,000,000.00
BMO	-	250%	16-Sep-2015	16-Sep-2025	3,000,000.00	3,000,000.00
BMO	1.000	150%	30-Dec-2015	30-Dec-2025	7,000,000.00	7,000,000.00
BMO	-	350%	31-Mar-2016	31-Mar-2026	6,000,000.00	6,000,000.00
BMO	1.250	75%	23-Feb-2017	23-Feb-2027	5,000,000.00	5,000,000.00
BMO	1.000	100%	05-Apr-2017	05-Apr-2027	5,000,000.00	5,000,000.00
BMO	-	370%	01-Mar-2019	01-Mar-2029	5,000,000.00	5,000,000.00
BMO	1.500	100%	15-Sep-2017	14-Sep-2029	6,000,000.00	6,000,000.00
BMO	1.000	265%	20-Feb-2020	20-Feb-2030	7,000,000.00	7,000,000.00
BMO	-	245%	05-Mar-2021	05-Mar-2031	6,000,000.00	6,000,000.00
BNS	1.500	195%	31-Dec-2018	31-Dec-2028	7,000,000.00	7,000,000.00
BNS	-	448%	11-Apr-2019	12-Apr-2029	5,000,000.00	5,000,000.00
BNS	1.550	100%	08-Aug-2019	08-Aug-2029	2,000,000.00	2,000,000.00
BNS	-	425%	08-Aug-2019	08-Aug-2029	2,000,000.00	2,000,000.00
BNS	1.000	265%	20-Feb-2020	20-Feb-2030	7,000,000.00	7,000,000.00
CIBC	-	100%	24-Feb-2021	24-Feb-2028	4,000,000.00	4,000,000.00
					<b>88,000,000.00</b>	<b>88,000,000.00</b>

## TOTAL BONDS AND PPNS

<b>190,662,405.00</b>	<b>223,800,000.00</b>
-----------------------	-----------------------

**EXHIBIT 6 - 2021 Q1 DCA FUND INVESTMENTS**

ISSUER	INT RATE	DATE BOUGHT	DATE SOLD	BOUGHT	SOLD
--------	----------	-------------	-----------	--------	------

**Current Holdings:**

BANK BALANCE	0.75	31-Mar-21	1-Apr-21	45,935,205.10	45,936,148.97
				<b>45,935,205.10</b>	





Report to: General Committee

Meeting Date: April 26, 2021

**SUBJECT:** 2021 Unionville Business Improvement Area and Markham Village Business Improvement Area Operating Budgets  
**PREPARED BY:** Lisa Chen, Senior Manager, Financial Planning and Reporting  
 Kishor Soneji, Senior Accountant

**RECOMMENDATION:**

- 1) That the report titled “2021 Unionville Business Improvement Area and Markham Village Business Improvement Area Operating Budgets” dated April 26, 2021 be received; and
- 2) That the 2021 Operating Budget in the amount of \$300,000 for the Unionville Business Improvement Area (UBIA) be approved; and
- 3) That the 2021 Operating Budget in the amount of \$265,763 for the Markham Village Business Improvement Area (MVBIA) be approved; and
- 4) That the Special Tax Rate levy, in the amount of \$214,221 for the UBIA members and \$160,559 for the MBIA members be included in the 2021 Tax Levy By-law; and
- 5) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**PURPOSE:**

To obtain Council approval of the UBIA and MBIA 2021 Operating Budgets.

**BACKGROUND:**

The Business Improvement Areas (BIAs) are geographical areas encompassing the Main Street of Unionville and the Main Street of Markham. Each association co-ordinates promotion of the businesses within their areas.

The Management Board of the UBIA approved their 2021 operating expenditure budget in the amount of \$300,000 on February 17, 2021.

The Management Board of the MVBIA approved their 2021 operating expenditure budget in the amount \$265,763 on March 9, 2021.

The majority of funding for the operating budgets of the BIAs will be raised by means of a Special Tax Rate applied to commercial properties within each respective Business Improvement Area boundary.

Each property within the BIA boundary pays a portion of the total levy, based on their proportionate assessment share to the total BIA assessment base.

The following example outlines how the Special Tax Rate and the BIA levy for an individual property is calculated. It also illustrates the effects of assessment appeals on the BIA funding.

If an operating budget of \$200,000 is approved and the BIA has a total property assessment base of \$50,000,000 then the Special Tax Rate is calculated to be 0.4% ( $\$200,000 \div \$50,000,000$ ).

A property with an assessment value of \$1,000,000 will have a BIA levy of \$4,000 ( $\$1,000,000 \times 0.4\%$ ).

If the aforementioned property successfully appeals their property assessment and it is reduced to \$750,000, then their BIA levy would be reduced accordingly, to \$3,000 ( $\$750,000 \times 0.4\%$ ). Therefore, the actual funding recovered by the BIA through the levy would be \$1,000 less than budgeted (\$4,000-\$3,000).

Description	Amount	Reference
Operating Budget Approved	\$200,000	(A)
BIA Total Property Assessment Base	\$50,000,000	(B)
Special Tax Rate	0.4%	(C) = (A) ÷ (B)
Assessment Value of a Property	\$1,000,000	(D)
BIA Tax Levy of the Property	\$4,000	(E) = (D) x (C)
Assessment Value Revised Due to Appeal	\$750,000	(F)
Revised BIA Tax Levy of the Property	\$3,000	(G) = (F) x (C)
Levy Decrease Due to Appeal	(\$1,000)	(G) - (E)

The authority to establish this tax rate and to levy taxes for the two BIAs will be included in the 2021 levying by-law.

## **DISCUSSION:**

### **Unionville BIA Operating Budget**

The UBIA's 2021 operating expenditure budget of \$300,000 represents an increase of \$85,779 compared to the prior year. Details of the 2021 budget in comparison with the 2020 budget and audited actuals are outlined in Appendix A. The UBIA ended 2020 with an accumulated surplus of \$74,990, of which \$50,000 will be used to fund the 2021 budget.

The 2021 revenue budget maintains the levy at the same amount as the prior year at \$214,221. Compared to the 2020 budget, the 2021 revenue budget increased \$85,779 mainly due to the following items:

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Incr. / (Decr.)</u>
Transfer from Surplus	50,000	-	50,000
Grants and Sponsorships	35,000	-	35,000

The 2021 expenditure budget increased \$85,779 mainly due to the following items:

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Incr. / (Decr.)</u>
Retail Action Strategy	40,000	-	40,000
Contracted Services	81,500	62,950	18,550
Event & Entertainment Promotion	57,000	48,000	9,000

The UBIA Management Board approved the budget on February 17, 2021 (Appendix B).

### **Markham Village BIA Operating Budget**

The MBIA approved an operating expenditure budget of \$265,763, representing a decrease of \$44,188 compared to the prior year. The 2021 budget also includes \$61,166 of accumulated surplus as a funding source. Details of the 2021 budget in comparison with the 2021 budget and audited actuals are outlined in Appendix C.

The 2021 revenue budget decreases the levy by 33%, from \$239,640 in 2020 to \$160,559 in 2021. Compared to the 2020 budget, the 2021 revenue budget increased \$44,188 mainly due to the following items:

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Incr. / (Decr.)</u>
Transfer from Surplus	61,166	12,220	48,946
Member Tax Levy	160,559	239,640	(79,081)
Event Promotion	5,000	14,500	(9,500)
Grants and Interest Income	16,447	21,000	(4,553)

The 2021 expenditure budget decreased \$44,188 mainly due to the following items:

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Incr. / (Decr.)</u>
Event Promotion	47,900	86,523	(38,623)
Salaries & Benefits	81,174	97,882	(16,708)
Advertising	30,244	24,082	6,162
Street Beautification	27,500	23,000	4,500

The MBIA Management Board approved the budget on March 9, 2021 (Appendix D).

### **FINANCIAL CONSIDERATIONS**

The City of Markham's annual tax rates and levy by-law will be in the May 10, 2021 General Committee agenda and the BIA special tax rate will be included for Council approval.

### **RECOMMENDED BY:**

Joel Lustig  
Treasurer

Trinela Cane  
Commissioner, Corporate Services

### **ATTACHMENTS:**

Appendix A - Unionville Business Improvement Area 2021 Budget

Appendix B - Unionville Business Improvement Area 2021 Budget Board meeting minutes

Appendix C - Markham Village Business Improvement Area 2021 Budget

Appendix D - Markham Village Business Improvement Area 2021 Budget Board meeting minutes

## Appendix A

**UNIONVILLE BUSINESS IMPROVEMENT AREA  
2021 BUDGET**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>2020 Actual</u>	<u>2021 Budget vs. 2020 Budget Incr./.(Decr.)</u>
<b>Revenues</b>				
Member Tax Levy	\$214,221	\$214,221	\$214,221	\$ -
Transfer from Surplus	50,000	-	-	50,000
Fundraising & Other Revenues:				-
Provincial Grants	15,000	-	-	15,000
Sponsorships	10,000	-	-	10,000
City of Markham Grant	10,000	-		10,000
Sundry Revenue	779	-	1,710	779
Digital Main Street Grant	-	-	10,000	-
Central Counties Tourism Grant	-	-	7,680	-
Grant from Destination Markham Corporation	-	-	5,000	-
Promotion	-		1,019	
Interest	-	-	706	-
<b>Total Revenues</b>	<u>300,000</u>	<u>214,221</u>	<u>240,336</u>	<u>85,779</u>
<b>Expenditures</b>				
Advertising	55,500	52,371	15,824	3,129
Event & Entertainment Promotion	57,000	48,000	6,550	9,000
Retail Action Strategy	40,000	-	-	40,000
Street Beautification	35,000	28,000	45,510	7,000
Contracted Services	81,500	62,950	74,122	18,550
Office Expenses	29,000	20,900	26,880	8,100
Audit Fees	2,000	2,000	2,066	-
Property Tax Adjustments	-	-	538	-
<b>Total Expenditures</b>	<u>300,000</u>	<u>214,221</u>	<u>171,490</u>	<u>85,779</u>
<b>Net Revenues / (Expenses)</b>	<b>-</b>	<b>-</b>	<b>68,846</b>	
Accumulated Surplus, beginning of year	74,990	6,144	6,144	
Transfer to Operating Budget	(50,000)	-	-	
<b>Accumulated Surplus / (Deficit), end of year</b>	<u><b>24,990</b></u>	<u><b>6,144</b></u>	<u><b>74,990</b></u>	



## MINUTES

### Annual General Meeting: Unionville BIA

Date: Wednesday, February 17<sup>th</sup>, 2021

Via Zoom

#### **Attendees:**

**Board:** Chair Niina Felushko, Vice-Chair Natasha Usher, Secretary-Treasurer Shibani Sahney, Roger Kanda, Sarah Iles, Tony Lamanna

**Board Members (City):** Councillor Reid McAlpine, Deputy Mayor Don Hamilton

**Members:** Lindsay McClelland, Debbie Smrz, Kash Mahmood, George Ilioupoulos, Paul Vasilovsky, Harshal Dave, Nicole Fletcher, George LeDonne

**Guests:** Mayor Frank Scarpitti, Bryan Frois, Sylvia Morris, Lake Trevalyn, Eric LaRiviere, Christina Kakaflikas, Fernand Vartanian, Joe Cuntrera, Rob Kadlovski, Mike Gannon, Darrell Hein,

**Staff:** Sara Sterling, Executive Director

#### **1. Call to order**

Good evening everyone, my name is Niina Felushko I am the Chair of the Unionville Business Improvement Area, UBIA, and I would like to call this Annual General Meeting to order. It is 7:06pm.

#### **2. Chair's Welcome**

Mayor Scarpitti, Deputy Mayor Hamilton, Councillor McAlpine, UBIA Board and members, and guests, welcome to the 2021 UBIA Annual General Meeting. We are so pleased you could all join us tonight as we review what 2020 was, and what lies ahead in 2021.

I would like to take a moment to recognize the Directors of the UBIA Board, shown here. Two of our Directors have recently stepped down, Rob Kadlovski and Sylvia Morris, and we thank them profusely for their many years of service and dedication to Main Street Unionville. They will certainly be missed.

#### **3. Approval of agenda**

I would first like to ask for approval of our agenda. The agenda was sent out last Friday to members and guests, and is here on the screen for your viewing as well.

Motion by: Sarah Iles

Seconded by: Shibani Sahney

All were in favour



#### **4. Approval of 2020 AGM Minutes**

I would next like to ask for approval of the 2020 minutes, sent out by email as well.

Motion by: Don Hamilton

Seconded by: Roger Kanda

All were in favour

#### **5. Year in review**

(Chair Niina Felushko) I think we can all agree 2020 was the most challenging year Main Street Unionville has faced in a very long time. Starting with the usual slower retail and restaurant months of January and February, we headed into the COVID Pandemic in March, which brought many issues for all of us. A lockdown, similar to the one we have just been in, began, and we remained in that lockdown until the early days of Summer. Although we were able to open to a certain degree over the Summer and Fall months, late Fall and Winter again brought closures to the street and more suffering for our businesses.

Marketing-wise, we kept our social media very active, posting and sharing as much as possible as well as hosting social media contests. We advertised in local papers as well as with the Toronto media giant BlogTO. We were also fortunate to have City TV's Breakfast Television do a live broadcast, as well as reports from Global and CTV throughout the pandemic.

With Streetscape, we pushed the City to re-install previously cancelled flowers on the street, brought in new flags for our lamp posts, and Instagram Murals. We also purchased a popular new "Holiday Chair" that attracted thousands to the street to take photos, and hired a new contractor to ensure our lighting and holiday décor was top notch.

One large program we were allowed to operate this year was Digital Main Street, which we had in 2019 as well. We had 20 businesses that met with our DMS associates, and 10 businesses ended up applying for and getting the \$2,500 grant to assist with digital services. We also offered some webinars through this program, took some new photos of your businesses and upgraded our website to offer more information to visitors.

Above all, our main goal this year was to keep you informed and educated about the pandemic, which government programs were available and how to apply for them, and which regulations we needed to follow, when. We were responsive to your questions and reach-outs for assistance, and will continue to be as responsive in 2021.

#### **6. Looking ahead:**



(Executive Director Sara Sterling) While I think everyone is breathing a sigh of relief that 2020 is over, we still have a bit of a COVID fight ahead of us in 2021. As we come out of lockdown we need to remain vigilant and follow the City, Province and Federal regulations about events and gatherings, which will limit what we are able to host again this year.

Unfortunately large events like the Festival will not be able to take place, but we are hoping that the City will allow us to host smaller, socially distanced events and programs like a new Unionville Market at the Bandstand on Sunday mornings.

Events aside, this will be a busy year of planning as we look ahead to the redevelopment of the street. This includes both a Retail Action Plan that we will be issuing an RFP for soon, and the complete reconstruction of the street from pavement to sidewalks to lampposts. We are expecting the sewer and water work to begin early in 2022, but there is much work to be done with each business ahead of that.

As we move throughout this year, and into a recovery period, we will continue to support each and every business with marketing efforts and of course information sharing. We will also ensure the street looks amazing – we have already confirmed the City's commitment to flowers for the summer, and maintaining our Instagram murals with fresh paintings in Spring and Summer.

We hope that as we near the Fall and Winter we will be able to gather in much larger numbers and be able to hold more events and bring more focus to our street. Together, we truly think 2021 can be fantastic for Main Street Unionville.

## **7. Mayor Presentation and Q&A**

(Chair Niina Felushko) We are honoured tonight to have Mayor Frank Scarpitti with us to talk about the future of Unionville, and answer a couple of your questions afterwards. The Mayor has always been a great advocate for Main Street Unionville and we appreciate his time and dedication. Over to you, Mr. Mayor.

Notes from Mayor Scarpitti's presentation:

- Pandemic has been incredibly tough for small businesses like yourselves
- The City of Markham has found several ways to help during these times, this includes:
  - Property tax relief
  - Eliminating increase in water fees
  - Temporarily removing Stormwater Management fees
  - Temporarily removing Hospitality Tax
- The new budget does include a tax increase





SETTLED IN 1794

- We have used our "Stabilization Fund" during COVID, and made investments in various parts of the City including the Markham Centre Trail
- We were the first Municipality to use the IBM Watson Technology
- We were the first Municipality to offer SHOP HERE to our businesses
- Established Destination Markham – our new Tourism Board that has been helping local businesses promote themselves during COVID
- More than 1200 businesses in Markham were visited and engaged by our Destination Markham Ambassadors
- Destination Markham helped to pay for your wonderful Holiday Chair
- We worked with AGCO to facilitate patio expansions
- York University is back on track and scheduled for Sept 2023 opening
- I'd like to thank Reid McAlpine, your Councillor has been a true advocate for you at Council
- Councillor McAlpine, Sara Sterling, Niina Felushko, invited Andy Taylor and myself to Main Street for a walk to show us the work that needs to be done to bring the street back to its full potential
- The Streetscape Master Plan will be coming to Council soon, with material costing etc. so decision can be made and we can move forward with design
- Sewer and water work will begin in 2022, then streetscape in 2023 likely
- We realize this will be painful for businesses, especially coming out of COVID, but it is something that has to get done
- We are committed to working with the BIA and each business to ensure minimal disruption, and discuss and consult on timing of work

(Executive Director Sara Sterling) Thank you Mr. Mayor for your presentation, we appreciate your time. We do have some questions that have been submitted by our members for you.

The first is from George Iliopoulos from Old Country Inn, he has a question for you about taxation.

- George and Mayor discussed various taxation issues and agreed that the system itself needs an overhaul – Tony Lamanna contributed his thoughts as well. Bottom line is relief will mostly have to come from Province as the City relies on property taxes to pay for all its services. The Mayor highlighted the various other programs available throughout COVID that might help small businesses – Ontario Small Business Support Grant, Ontario Main Street Relief Grant, and Property Tax & Energy Cost Rebates.

The second is from Shibani Sahney from Silver Tulip, she has a question about Toogood Pond.

- Shibani asked the Mayor if we could go back to managing skating on Toogood Pond as it is such a great draw for the street, and activity for the Community. The Mayor commented that the ice on the Pond does not freeze to an approved thickness, and



SETTLED IN 1794

that the City lost a Zamboni in the pond one year. The Mayor suggested a volunteer group in community build a rink near the pond, the City will contribute with assistance if asked.

The last question was from Tony Lamanna about Streetscape and the plans for Revitalization.

- Although the Mayor spoke about this in his presentation, Tony wanted to ensure the Mayor understood that the businesses must be involved in the process and consulted along the way as to the timing of construction, to reduce impacts on the street. The Mayor agreed conversations will be on-going, and decisions on timing will need to be made.

The Mayor was thanked by all for his attendance and presentation.

## 7. 2020 Financials

Chair Niina Felushko presented the 2020 Financials and highlighted the fact that we do have a surplus due to events being cancelled with COVID.

Motion to accept 2020 financials: Reid McAlpine

Seconded by: Natasha Usher

All were in favour

## 6. Proposed Annual Budget

Chair Niina Felushko presented the proposed 2021 annual budget.

Motion to approve proposed budget: Sarah Iles

Seconded by: Shibani Sahney

All were in favour

## 7. Election of Directors

(Chair Niina Felushko) We currently have 8 Directors and have 2 nominees who have completed their nomination forms seeking 2 of our 3 empty spots on the Board. They are Debbie Smrz and Kash Mahmood. I would also like to ask if there are any nominations from the floor at this time (asked 3 times)

Harshal Dave asked the Chair what is required to nominate someone. He asked to nominate Rob Kadlovski and Sylvia Morris. The Chair explained that, as had previously been explained to both Rob and Sylvia, and Harshal, proof of address and tenancy on the street must be provided



otherwise Rob and Sylvia are not considered members and are therefore not eligible to be Directors.

Chair proceeded with nominates for Debbie Smrz and Kash Mahmood, as there were no other eligible nominations presented.

Can I have a nominator and seconder for Debbie Smrz?

Nominator: Sarah Iles  
Secunder: Shibani Sahney  
All were in favour

And can I have a nominator and seconder for Kash Mahmood?

Nominator: Tony Lamanna  
Secunder: Niina Felushko  
All were in favour

## **8. Next meeting**

A meeting will be called on Wednesday March 10<sup>th</sup> Sara Sterling will send out notice and calendar invite.

Prior to adjournment Tony Lamanna congratulated Niina Felushko for doing a great job as Chair, and Sara Sterling for doing a great job as ED as well. Niina thanked the entire Board for their support and looks forward to a great 2021.

## **9. Adjournment**

Motion to adjourn the meeting at 8:53pm: Deputy Mayor Don Hamilton  
Secunder: Natasha Usher  
All were in favour

## Appendix C

**MARKHAM VILLAGE BUSINESS IMPROVEMENT AREA  
2021 BUDGET**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>2020 Actual</u>	<u>2021 Budget vs. 2020 Budget Incr./.(Decr.)</u>
<b>Revenues</b>				
Member Tax Levy	\$160,559	\$239,640	\$239,640	\$(79,081)
Transfer from Surplus	61,166	12,220	-	48,946
Event Promotion	5,000	14,500	-	(9,500)
Grants and Interest Income	16,447	21,000	25,178	(4,553)
Washroom Maintenance Recovery	22,591	22,591	22,591	-
<b>Total Revenues</b>	<b><u>265,763</u></b>	<b><u>309,951</u></b>	<b><u>287,409</u></b>	<b><u>(44,188)</u></b>
<b>Expenditures</b>				
Advertising	30,244	24,082	19,041	6,162
Event Promotion	47,900	86,523	96,240	(38,623)
Salaries & Benefits	81,174	97,882	73,728	(16,708)
Street Beautification	27,500	23,000	25,110	4,500
Washroom Maintenance	19,500	19,000	19,040	500
Office Expenses	31,681	32,100	27,591	(419)
Contracted Services	15,264	15,264	16,385	-
Audit Fees	2,500	2,100	2,066	400
Property Tax Adjustments	10,000	10,000	-	-
<b>Total Expenditures</b>	<b><u>265,763</u></b>	<b><u>309,951</u></b>	<b><u>279,201</u></b>	<b><u>(44,188)</u></b>
<b>Net Revenues / (Expenses)</b>	<b>-</b>	<b>-</b>	<b>8,208</b>	
Accumulated Surplus, beginning of year	184,241	176,033	176,033	
Transfer (to) / from Operating Budget	(61,166)	(12,220)	8,208	
<b>Accumulated Surplus / (Deficit), end of year</b>	<b><u>123,075</u></b>	<b><u>163,813</u></b>	<b><u>184,241</u></b>	

**MARKHAM VILLAGE B.I.A.**  
**2020 ANNUAL GENERAL MEETING MINUTES**  
**MARCH 9, 2021 6:00 PM**  
**DRAFT 2**

Present:

Paul Cicchini (Chair), Brian Rowsell (Secretary), Karen Rea (Councillor Ward 4), Andrew Keyes (Councillor Ward 5), Tony Paul. Danni Imbrogno

Staff: Victoria Campbell, Jessie Wong, Samantha Beachamp, Phil Howes

Guests: Mayor Frank Scarpitti

Members: Michelle McDermott, Martha Mingay, Ted Mukar, John Webster, Jim Walker, Shauna Ferguson, Christine Noble, Scott Musard, Simon Chan

**1) CALL TO ORDER**

The meeting was held via ZOOM video conference and was called to order at 6:08 pm by Chairman Paul Cicchini.

**2) DECLARATION OF TAX AND ENVIRONMENTAL OBLIGATIONS**

The board was advised by the Chair that to the best his knowledge and abilities the BIA is meeting all taxation and environmental obligations.

**3) DISCLOSURE OF PECUNIARY INTEREST**

The Chair requested that Board Members advise of any conflicts of interest as they arise throughout the meeting.

**4) ADOPTION OF THE MINUTES**

The chair advised that the minutes of the MVBIA 2019 AGM, held on March 2, 2020, have been distributed and asked for a motion to have the minutes adopted. Motion by Michelle McDermott, seconded by Tony Paul to approve the minutes of the 2019 Annual General Meeting. Carried.

**5) DELEGATIONS**

Mayor Frank Scarpitti addressed the meeting expressing his continuing support for the Markham Village BIA community and his gratitude for the ongoing activities of the BIA members during the past difficult year. The Mayor outlined the steps the city has taken to help businesses and residents in eliminating storm water rate fees and 0% tax increases for 2021 and expressed his commitment to assist in any way possible in the future.

**6) MARKHAM VILLAGE BIA BOARD NOMINATIONS**

The Chair advised the meeting that there are currently five vacancies on the current Board of Management and asked if there were any nominations from the floor. Michelle McDermott (Solace Natural Health) was nominated by Brian Rowsell, seconded by Tony Paul. Michelle has attended every meeting since the last Annual General Meeting and is willing to serve on the board. Brian Rowsell also nominated Ali Daya (The Ten Spot) to the board, seconded by Tony Paul. Ali has indicated his willingness to serve on the board. The Chair then asked three times if there were any

**MARKHAM VILLAGE B.I.A.  
2020 ANNUAL GENERAL MEETING MINUTES  
MARCH 9, 2021 6:00 PM  
DRAFT 2**

further nominations. There being no further nominations and the full number of vacancies not being filled, the nominees were acclaimed.

**7) FINANCIAL REPORT & 2021 BUDGET**

The Chair asked Phil Howes to provide the financial report for the meeting and provide information on the 2021 budget.

a) **2019 Audited Financial Statements:** The 2019 Audited Statements as prepared by KPMG were presented and discussed. Motion by Tony Paul, seconded by Paul Cicchini to approve the 2019 Audited Financial Statements. Carried.

b) **2020 Interim Financial Results and 2021 Budget:** The unaudited Interim Financial Report of operations for the year ended to December 31, 2020 was presented indicating a surplus on operations of \$5208 on the year, increasing the reserve fund surplus to \$181,240. The surplus for the year resulted primarily due to there being no MPAC Levy reassessment charges being approved. During the year, the Board authorized funds intended for use for promotional events during the year were diverted to COVID relief activities such as PPE, Signage and Supplies for members, food supplied to front line workers, and distribution of over ninety-three \$500 prepaid VISA cards to BIA members.

**c) 2021 BUDGET**

The 2021 Operating Budget as prepared and recommended by the Board of Management was presented to the members for approval. Highlights of the proposed budget and the tax levy for 2021 were pointed out. The BIA levy will be reduced by 33% for 2021 from the previous year to \$160,559, with a loss on operations projected of \$61,166 for the year. The reserve fund balance at the end of 2021 will reduce to \$123,075. Motion to approve the 2021 budget by Tony Paul, seconded by Michelle McDermott. Carried

**8) OPERATIONS REPORT**

Victoria presented a detailed review of the activities of the BIA office and staff during 2020. The COVID19 pandemic has impacted the BIA significantly, both with the typical promotion, marketing and events on the street and more so for the businesses themselves. Many businesses have lost significant revenue and have experienced long term closures. The BIA provided support for members with increased social media initiatives, providing PPE and signage, and distributing the Covid Relief benefit. The Digital Main Street 2.0 program helped over 35 businesses to secure a grant, open an online store or work to improve their online presence.

During 2021 the BIA intends to continue to support businesses with sharing information, government grants, promotion and marketing and bringing back the Farmers' Market.

**MARKHAM VILLAGE B.I.A.**  
**2020 ANNUAL GENERAL MEETING MINUTES**  
**MARCH 9, 2021 6:00 PM**  
**DRAFT 2**

The Main Street Markham Farmers' Market will be held in a new location to support COVID requirements and to avoid using City property to create a safer space.

Victoria thanked the Board and her staff for their support during the year.

**9) ADDITIONAL BOARD NOMINEE**

The Chair was asked to re-open nominations for the Board of Management as an additional nominee was requested. Nomination made by Tony Paul, seconded by Brian Rowsell to nominate Shauna Ferguson (Sharp Minds Academy) as a director. Shauna indicated her willingness to serve on the board. Carried.

**10) CHAIR'S REPORT**

Chair Paul Cicchini thanked everyone for coming and expressed his gratitude to everyone, the staff and board for their efforts, hard work and dedication during this most difficult year.

**11) ADJOURNMENT** – The meeting was adjourned at 7:25 pm.



# Markham Village & Unionville Flood Study

**Council Presentation**  
**April 26, 2020**





## Agenda

- Background – Flood Control Program
- Markham Village and Unionville Flood Control Study Findings
- Stormwater Fee Financial update
- Next Steps – Project Implementation

## Purpose

To obtain endorsement of the implementation plan identified through the Markham Village and Unionville Flood Control Study, and to seek authorization to host public meetings to obtain feedback from the public on the plan.



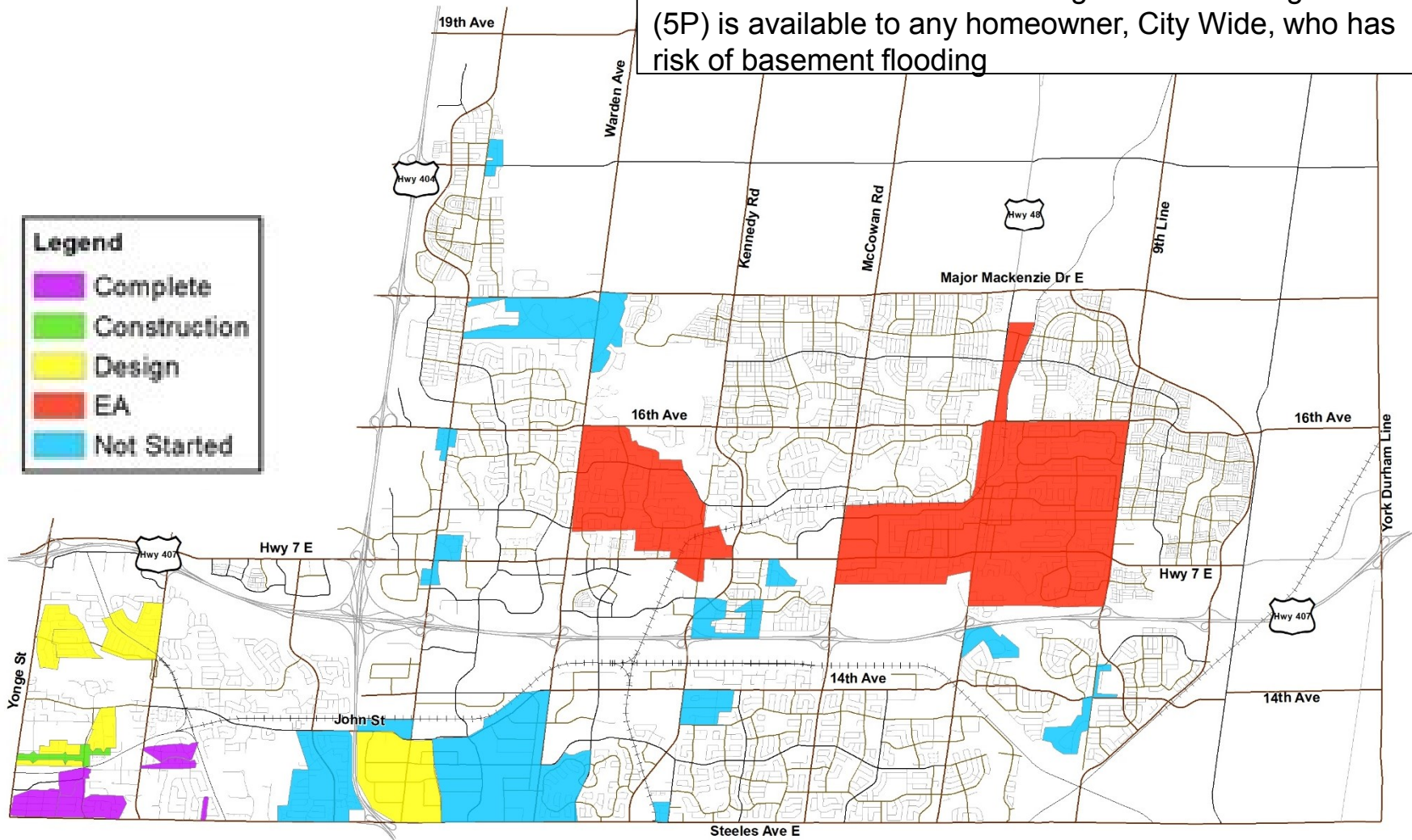
## Background – Flood Control Program

- In February 2013, Council approved a 30 year Flood Control Program, which provides funding to improve the level of service of our drainage systems
- The rate structure was updated in 2019. Current rates are:
  - Residential - \$51 per year
  - Non-Residential - \$28.50 per \$100,000 current value assessment (CVA)
- West Thornhill and Don Mills Channel project implementation is ongoing, with anticipated completion of these projects in 2026 and 2027 respectively
- Markham Village and Unionville are the next areas to be implemented – the study for these areas was accelerated after the significant flooding that occurred in the summer of 2017
  - Work originally planned for 2027 was initiated in 2018



## Background - Flood Control Project Status (2020)

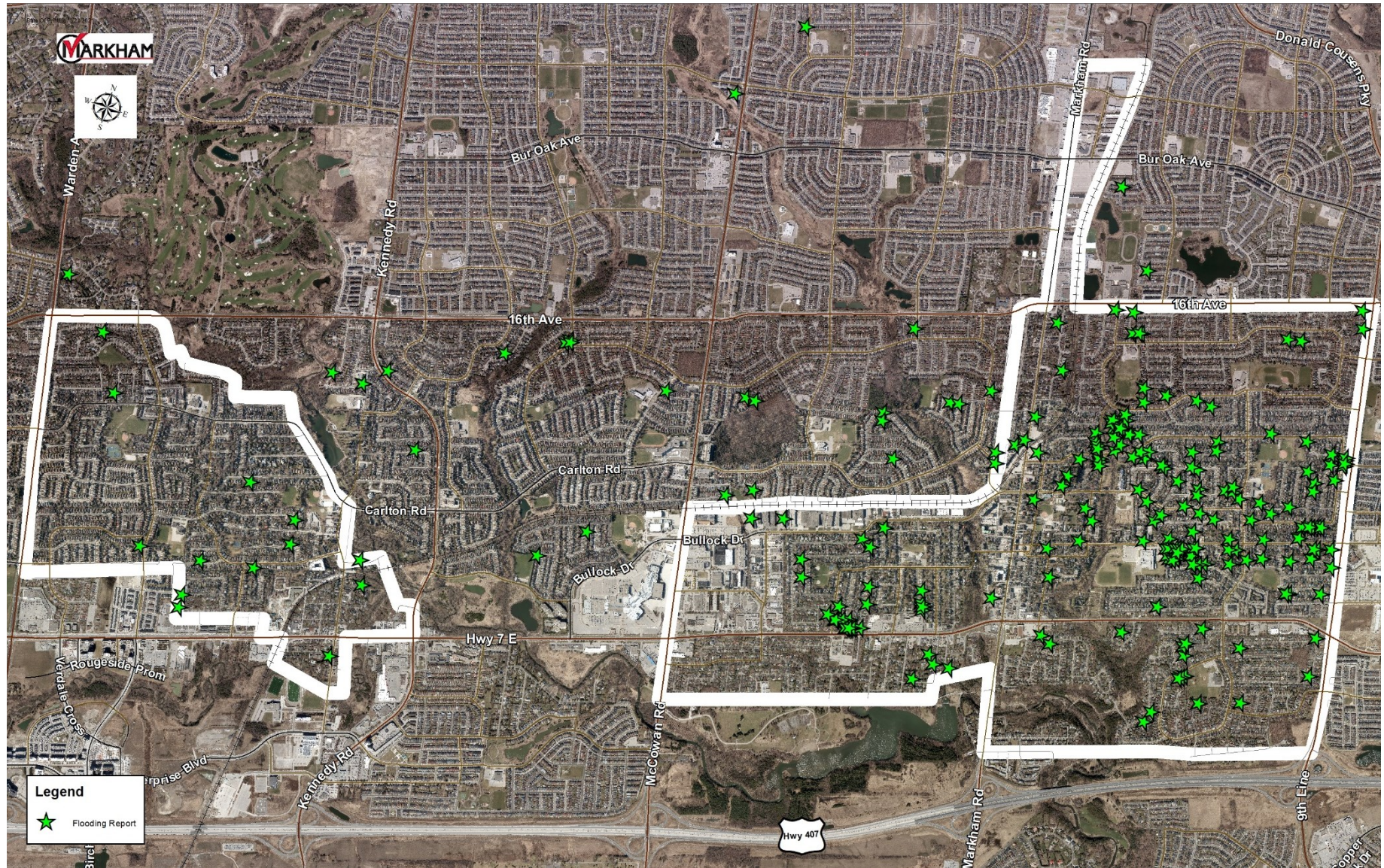
Note: The Pilot Private Plumbing Protection Program (5P) is available to any homeowner, City Wide, who has risk of basement flooding







# Markham Village/Unionville Study Area & Flood Records







## Causes of Flooding

- The area was developed prior to 1978, when the City's design standards were increased from a 5 year level of service to 100 year level of service.
  - When very large storm events occur, there is not enough capacity in the system, and it surcharges into basements
- Private plumbing systems require maintenance, which can cause basement flooding when not performed.





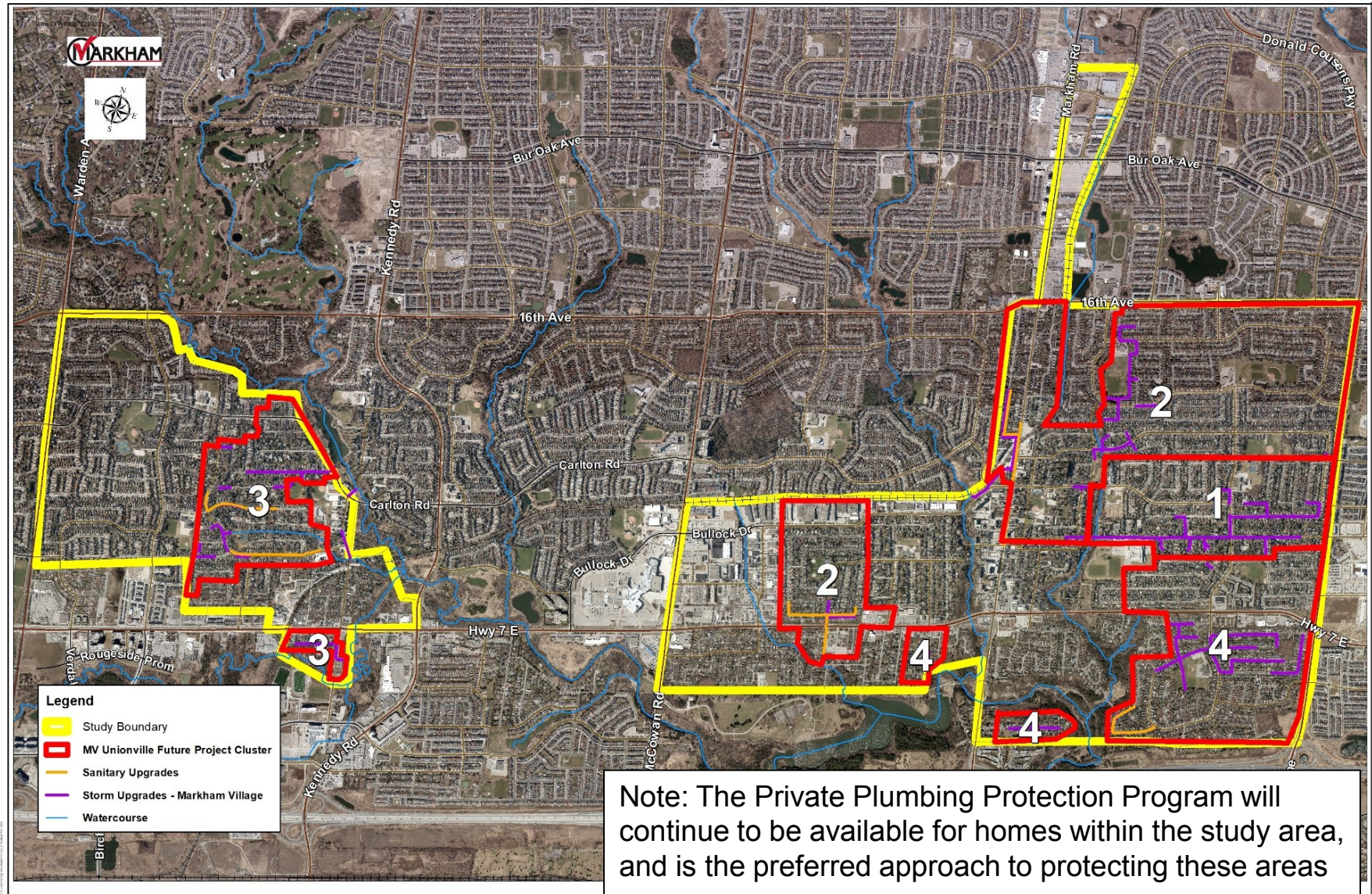
## Proposed Solutions

- Options for solutions include:
  - Sewer size upgrades
  - Storage facilities
  - Private Plumbing Protection
- Four project clusters have been identified
  - The timing and phasing of upgrades are to be prioritized based on risk and logistics associated with construction
  - Work is clustered based on combining work on individual drainage systems in the same location, and at similar risk levels
  - The clusters are numbered 1 to 4 based on high to low risk
- Projects will be coordinated with ongoing work completed by other departments or groups (roads, water, sidewalks, etc.)





## Project Clusters







## Project Costs

### **Project Cluster 1 (Markham Village) – Church St. East/Parkway Ave Area Drainage Improvements**

- Diversion of Flow from Parkway Ave, Jack Crt, Jill Court, Rose Way to Church Street, and upgrade of Church Street System

### **Project Cluster 2 (Markham Village) - Ramona Blvd., Parkway West, Church West, Friar Tuck, Daniel Court/Fincham Improvements**

- Sewer Upgrades

### **Project Cluster 3 (Unionville) - Main St., East Drive, Pomander Road, Gainsville, Fred Varley**

- Diversion of Emily Carr and Gainsville Ave to Pomander Street System, and upgrade of Pomander Street Sewer
- Optimization of Wembley Ave System
- Upgrade of Fred Varley System at Tuscan Court/Markhaven Road, East Drive, Main Street

### **Project Cluster 4 (Markham Village) - Milne Lane, Rouge Street, Major Buttons/Squire Bakers Lane System Improvements**

- Upgrades of three systems

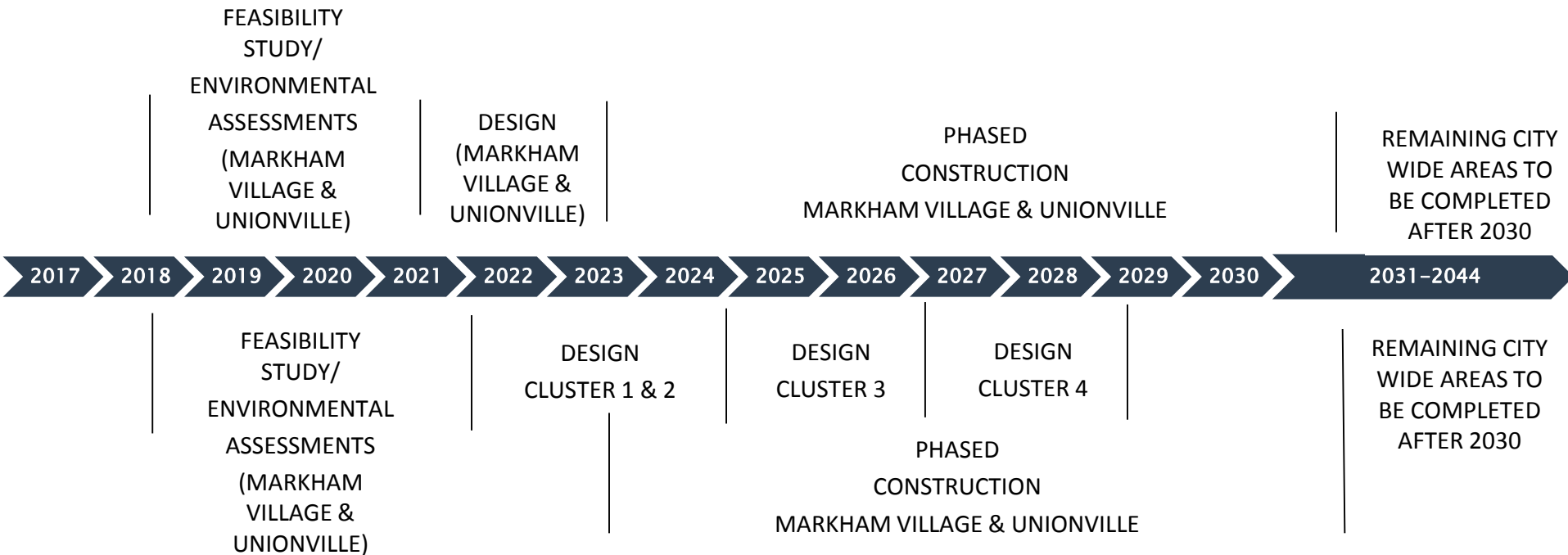
**Total Estimated Project Delivery Cost - \$106.1M**





# Markham Village/Unionville Implementation Schedule

**Presented to Council 2019**



## Refined Implementation Schedule, 2020



Note: Detailed Construction Phasing to be Determined through Design Process (Initiated in 2022)



## Stormwater Fee Update

- For 2020 Council approved fee of \$50 per residential property and \$28 per \$100,000 of CVA for non-residential properties.
  - Fee is to be increased by \$1/year for residential properties and 2% a year for non-residential properties
  - Fee collection in 2020 was waived due to COVID, and collection will be extended by one year (into 2045)
- The updated cost estimates defined through the Markham Village/Unionville flood study are in line with the budget defined through the previous rate update approved by Council in 2019
- Staff will continue to monitor program costs and will be undertaking a review of the Stormwater Fee in 2024, for implementation of any changes in 2025



## Next Steps

- Hold public meetings to obtain feedback from the public in May 2020
- Incorporate feedback and finalize project implementation plan
- Assemble request for proposals for design consultants to plan upgrades in clusters 1 & 2
- Initiate project design in early 2022



## Recommendations

1. THAT the presentation entitled “Markham Village/Unionville Flood Control Study Results,” be received;
2. AND THAT Staff be authorized to hold Public Meetings to obtain feedback on the proposed implementation plan for the Markham Village/Unionville Project;
3. AND THAT Staff report back to Council with feedback obtained from the public prior to endorsement of the implementation plan for the Markham Village/Unionville Project;
4. AND THAT staff be authorized and directed to do all things necessary to give effect to this resolution.



Report to: General Committee

Meeting Date: April 26, 2021

**SUBJECT:** Staff Awarded Contracts for the Month of March 2021  
**PREPARED BY:** Alex Moore, Ext. 4711

**RECOMMENDATION:**

1. THAT the report entitled “Staff Awarded Contracts for the Month of March 2021” be received; and
1. 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 month of March 2021

**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.

<b>Number</b>	<b>BMFT Objective</b>	<b>Description</b>	<b>Award Details</b>	<b>Commission</b>
1	Engaged, Diverse and Thriving City	038-Q-21 - Landscape Architectural Services, Yonge and Grandview Park	Lowest Priced Bidder	DS
2	Engaged, Diverse and Thriving City	076-S Leading Community Platform Software Solution - 2021 Contract Extension	Non-Competitive Bidder	DS

<b>Number</b>	<b>BMFT Objective</b>	<b>Description</b>	<b>Award Details</b>	<b>Commission</b>
3	Safe & Sustainable Community	079-T-20 Play Equipment Replacement & Site Work at Various Parks	Lowest Priced Bidder	C&FS
4	Safe & Sustainable Community	007-T-21 Copper Creek Drive Road Reconfiguration	Lowest Priced Bidder	DS
5	Safe & Sustainable Community	011-Q-21 Drilling, Installation, Repair and Decommissioning of Monitoring Wells and Gas Probes	Lowest Priced Bidder	C&FS
6	Safe & Sustainable Community	019-T-21 Supply and Delivery of Top Dressing	Lowest Priced Bidder	C&FS
7	Safe & Sustainable Community	044-T-21 Artificial Turf Maintenance	Lowest Priced Bidder	C&FS
8	Safe & Sustainable Community	048-T-21 Supply and Delivery of Fertilizer	Lowest Priced Bidder	C&FS
9	Safe & Sustainable Community	055-T-21 Horticulture Boulevard Maintenance	Lowest Priced Bidder	C&FS
10	Safe & Sustainable Community	064-Q-21 Supply and Delivery of Six 60" Zero-Turn Mowers	Lowest Priced Bidder	C&FS
11	Safe & Sustainable Community	198-T-14, Napkin Disposal, Sanitizing & Air Freshening Service – Contract Extension	Non-Competitive Bidder	CS

---

Number	BMFT Objective	Description	Award Details	Commission
12	Stewardship of Money & Resources	269-Q-20 Printing and Distribution of Councillors Ward Newsletters	Lowest Priced Bidder	CS
13	Stewardship of Money & Resources	018-T-21 Supply and Delivery of One (1) Three Ton Flatbed Complete with Dump & Crane/winch	Lowest Priced Bidder	C&FS
14	Stewardship of Money & Resources	056-S-21 Development Charges Background Study and Community Benefits Charges Strategy and By-law	Non-Competitive Bidder	CS

**RECOMMENDED BY:**

Joel Lustig  
Treasurer

Trinela Cane  
Commissioner, Corporate Services

#1

**STAFF AWARD REPORT**

To:	Biju Karumanchery, Director, Planning & Urban Design
Award:	038-Q-21 - Landscape Architectural Services, Yonge and Grandview Park
Date:	March 24, 2021
Commission / Department:	Development Services / Planning & Urban Design

**BID INFORMATION**

Bid closed on	March 22, 2021
Number picking up bid document	5
Number responding to bid	4

**BACKGROUND**

Yonge and Grandview Park is located at South East Corner of Yonge Street and Grandview Avenue in Markham. The park is partially located above an underground garage that belongs to Vanguard Condominiums (7089 Yonge Street) and surrounded by glass windscreens on the north, west and south sides. The design of the park shall incorporate findings and recommendations of the Wind Study Report.

Landscape architectural services shall include typical full scope of services, with substantial performance of constructed works anticipated in spring 2022.

**RECOMMENDATION**

Recommended bidder	RK & Associates Consulting Inc. (lowest priced bidder)	
Current budget available	\$54,816.00	081-5350-21023-005 - Yonge & Grandview - Design & Construction
Less cost of award	\$47,521.92	Design
	<u>\$ 2,750.00</u>	Contingency
	\$50,271.92	Total (Inclusive of HST)
	<u>\$ 4,524.47</u>	Internal Management Fee @ 9%
	\$54,796.39	Total Cost of Award (Inclusive of HST)
Budget remaining after this award	\$ 19.61	*

\*The remaining budget of \$19.61 will be returned to the original funding source.

**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 3**

To:	Andy Taylor, Chief Administrative Officer
Re:	076-S-21 Leading Community Platform Software Solution - Contract Extension
Date:	March 16, 2021
Commission / Departments:	Corporate Services / ITS and Corporate Communications & Community Engagement

**PURPOSE**

To obtain approval to extend the contract for the supply and implementation of a Leading Community Platform Software Solution for three years at the same 2020 itemized pricing.

**RECOMMENDATION**

Recommended bidder	Bang the Table Canada Ltd (non-competitive procurement)	
Current budget available	\$ 30,273.60	400-400-5361- ITS Computer Software
Less cost of award	\$ 30,273.60	Year 1 – April 2021 to March 2022*
	\$ 30,273.60	Year 2 – April 2022 to March 2023*
	\$ 30,273.60	Year 3 – April 2023 to March 2024*
	\$ 90,820.80	Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 0.00	

\* Subject to Council approval of the 2022 - 2024 Operating Budget

Total Year 1 cost of the award includes:

- Annual subscription to Bang the Table Canada Ltd (Bang the Table) Online Community Engagement Software and Services. This includes EngagementHQ Annual License, unlimited engagement projects and 1 protected project, access to all Feedback Tools, Participant Relationship Management, Analytics and Reporting, 2-sites administrators, online training refreshers and updates, access to online webinars and articles, 24/5 helpdesk support and online chat, ongoing account management and strategy reviews, Engagement Manager and/or Practice Lead available by email and phone to provide support and strategic reviews.

Note: The annual subscription fees starting Year 1 will be charged to ITS Computer Software account #400-400-5361.

**BACKGROUND**

The City of Markham actively seeks feedback from residents in a variety of ways, including in-person consultations with Council and staff, open houses, resident advisory committees and through online surveys.

---

**076-S-21 Leading Community Platform Software Solution - Contract Extension** **Page 2 of 3**
**BACKGROUND (Continued)**

In 2018, as part of the Markham Digital strategy initiative to ‘Promote collaboration using digital tools’, the City began to look at various civic engagement tools for engaging the citizens of Markham. A civic engagement platform allows citizens to share their ideas and opinions about local issues and projects, and allows the City to gain valuable insight into the public’s understanding of issues and projects. These platforms allows staff to retain control of the discussion and keep it from spiraling off into unproductive threads through forum monitoring, real-time analytics and reporting tools.

Determined to build a meaningful and sustainable community engagement program as part of the Digital Markham Strategy to engage and serve the communitiy, and seeking a shared vision with our community and stakeholders, staff reviewed and trialed various public engagement platforms, including PlaceSpeak, Bang the Table, and others. Following this evaluation period, the City then embarked on a one year pilot program with *Bang the Table*.

In late 2018, the City launched it’s first ‘pilot project’ on the newly named Your Voice Markham platform. In March 2019, the City officially introduced Your Voice Markham as the City’s new online engagement platform. Since then, Your Voice Markham has:

- Launched **27 public YVM projects** for several departments, including Fire & Emergency Services, City Events, Public Realm, Engineering, Planning & Urban Design, Policy & Research, Flato Markham Theatre, Varley Art Gallery, Markham Museum and more (advertised on City pages, through social media, media outreach and digital advertising;
- Reached **3,032** registrant accounts (users who create an account to receive ongoing information on new projects);
- Received more than **70,000** site visits;
- Achieved above-average engagement rates, including 30+% engagement rate for the BMFT: 2020-2023 Strategic Plan public constulation;
- Prioritized **15 new projects** and consultations set to come online in 2021.

## Additional observations:

- Significant growth in activity began in May 2020 and can be attributed to two factors:
  - since the arrival of the pandemic, people are generally spending more time on digital devices (desktops, tablets, mobile devices);
  - Community engagement momentum is building as more departments begin to use the platform and the community becomes familiar with it.
- June 2020 had the highest community engagement of any single month since YVM launched: 27,600 page views, 8,700 unique visitors
- Year-over-year comparison:
  - From May 1, 2019 to April 30, 2020: 14.7K page views
  - May 1, 2020 to March 10, 2021 (March 10, 2021): 42.6K page views

**076-S-21 Leading Community Platform Software Solution - Contract Extension Page 3 of 3****OPTIONS/DISCUSSIONS**

Staff is recommending extending the contract for the following reasons:

- Market Place & Industry Leader - Bang the Table's fundamental focus is on the Online Community Engagement industry and their experience working with the public sector (at the federal, provincial and municipal levels) to deliver solutions similar to the one the City is seeking, uniquely positions Bang the Table to support the City of Markham in providing a leading community platform software solution engagement initiatives.
- Accessibility - Bang the Table's Online Community Engagement software solution is compliant with version 2.0 of the Web Content Assessibility Guidelines (WCAG 2.0) to Level AA Standards. An independent third party carries out a comprehensive Accessibility audit fo the software once a quarter. Results of the latest audit are available upon request.
- Organizational Reliability – Bang the Table is a North American wide company allowing for reliable (99.9% uptime) and accessible online help 24/5. Bang the Table utilizes a state-of-the-art hosting facility for our primary web-based service. This facility is secured and redundant, which provides reliable service to its users.
- Synergies / Consistency - Staff have been using the software exclusively for 2.5 years and have become proficient in its use. It has also been widely accepted in departments across the City as a valuable engagement tool. Transition to another software would require a significant amount of time, not only to transfer data, but to train staff on its function and use. Also, there is the further possibility that such a solution could be leveraged by additional/future online community engagement processes or other City departments.
- Support - Customer service with Bang the Table is exemplary, compared to very poor support with previously used PlaceSpeak.
- Value for money - Staff undertook an analysis of the prices provided to ascertain competitiveness; Bang the Table annual subscription rates (\$30,273 inclusive of tax) are competitive, as the City has found that annual subscription fees are typically within the range of \$25,000 to \$35,000 inclusive of tax, per unit. Vendor tools, support and functionality included in subscriptions vary widely and some additional features require monthly 'package upgrades.' The City has all the functionality and support it requires within Bang the Tables' annual subscription rate. Further, from the very limited niche of vendors, Bang the Table is the only provider of peer networking within the GTA and specialize with the frameworks designed for specific public sector needs.

Also, Staff negotiated with the incumbent, maintaining a fixed annual subscription fee of \$30,273 inclusive of tax, discounted as part of a three-year package. This will allow for consistent and projected budgeting into 2024.

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

The award maintains cost at 2020 level and negates annual increases until March 2024. There is no incremental impact to the operating budget and the Lifecycle Replacement and Capital Reserve Fund.

**ENVIRONMENTAL CONSIDERATIONS:**

Your Voice Markham is 100% digital, thereby eliminating the need to use traditional paper surveys and distribution.

#3

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

To:	Andy Taylor, Chief Administrative Officer
Re:	079-T-20 Play Equipment Replacement & Site Work at Various Parks
Date:	February 26, 2021
Commission / Department:	Community & Fire Services / Operations

**BID INFORMATION**

Bid closed on	March 26, 2020*
Number picking up bid document	18
Number responding to bid	16

\*Due to the COVID-19 pandemic, the City only awarded two (2) (James Edward South and Bayview Glen Park) of the fourteen (14) tendered parks in 2020, with the remaining twelve (12) parks to be awarded in 2021 at the City's sole discretion. The work completed in 2020 has been satisfactorily completed by the vendor.

**BACKGROUND**

Under this report, Staff are requesting approval to award the contract for play equipment replacement & site work of the remaining twelve (12) parks. The locations are as follows:

1. Royal Orchard Park	2. Reesor Park	3. Bishops Cross Park
4. Carlton Park	5. Cedar Grove Park	6. German Settlers Park
7. Monarch Park	8. John Canning Park	9. Milton Fierheller Park
10. Victoria Square North Park	11. Railside Park	12. Rayneswood Park

The Work will consist of the following:

- Temporary fences;
- Removal & stockpiling of existing sand and EWF (engineered wood fibre) safety surface;
- Removal & disposal of existing play equipment;
- Coordination for supply and install of new play equipment;
- Place back of stockpiled sand and EWF safety surface;
- Site restoration; and
- Coordination of CSA inspections.

All efforts are made to ensure that a like-for-like replacement strategy is implemented with specific attention given to replacing the same number of play elements as the equipment that is being removed.

As the play equipment manufacture and delivery can range between 8 to 12 weeks, staff approval for the work for the remaining twelve (12) parks is being requested now for completion by September 15, 2021.

**079-T-20 Play Equipment Replacement and Site Work at Various Parks      Page 2 of 2****RECOMMENDATION**

Recommended bidder	J. Hoover Ltd. (lowest priced bidder)	
Current budget available	\$613,176.75	059-6150-20210-005 Playstructure Replacement
Less cost of award	\$552,081.26	Cost of award (inclusive of HST)
	\$ 33,124.88	Contingency (6%)
	\$585,206.14	Total cost of award (inclusive of contingency and HST)
Budget remaining after this award	\$ 27,970.61	

The remaining budget of \$27,970.61 will be returned to the original funding source.

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

There is no incremental impact to the operating budget. The Life Cycle Reserve Study will be updated accordingly.

**ENVIRONMENTAL CONSIDERATIONS**

All trees and plants to be protected during the work, with the installation of protective fencing to protect existing trees and shrubs.

#4

**STAFF AWARD REPORT**

To:	Arvin Prasad, Commissioner, Development Services
Re:	007-T-21 Copper Creek Drive Road Reconfiguration
Date:	March 9, 2021
Commission / Department:	Development Services / Engineering

**BID INFORMATION**

Bid closed on	February 23, 2021
Number picking up bid document	8
Number responding to bid	3

**BACKGROUND**

Copper Creek Drive is a 4-lane collector road with bicycle lanes and a 50 km/h speed limit. Local residents have expressed concerns about vehicular speeding and pedestrian safety along this corridor. The scope of work under this project is to convert the existing 4-lane cross section to a 3-lane cross section (one through lane per direction with a centre turning lane), including protected bicycle lanes. The modifications will be implemented through the conversion of the existing pavement markings. In addition, a pedestrian crossover is to be implemented on Copper Creek, between 9th line and Stonechurch Crescent, consisting of overhead signs, pedestrian actuated flashing beacons and a “zebra” striped crosswalk. It is anticipated that work will commence in April and be completed by May 2021.

**RECOMMENDATION**

Recommended Bidder	Guild Electric Limited (lowest priced bidder)	
Current Budget Available	\$156,200.00	083-5350-21024-005 Copper Creek Drive
Less cost of award	\$122,363.86	Cost of Award (Incl. of HST)
	\$ 12,236.39	Contingency
	\$134,600.24	Cost of Award (Incl. of HST)
	\$ 19,152.03	Internal Fees
	\$153,752.27	Total Project Cost
Budget Remaining after this award	\$ 2,447.73	*

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

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

There is no incremental operating budget impact. The Life Cycle Reserve Study will be adjusted accordingly to include new traffic signal assets as they relate to the pedestrian crossover being constructed.

**ENVIRONMENTAL CONSIDERATIONS**

N/A

#5

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

To:	Morgan Jones, Director, Operations
Re:	011-Q-21 Drilling, Installation, Repair and Decommissioning of Monitoring Wells and Gas Probes
Date:	March 1, 2021
Commission / Department:	Community & Fire Services / Operations

**BID INFORMATION**

Bid closed on	February 2, 2021
Number picking up bid document	3
Number responding to bid	3

**BACKGROUND**

To obtain approval to award the contract for the drilling, installation, repair and decommissioning of monitoring wells and gas probes.

The scope of work includes the following:

- Installation of four (4) new monitoring wells at Bayview Golf & Country Club (BGCC);
- Installation of two (2) soil vapour probes at BGCC;
- Installation of one (1) new monitoring well and one (1) new gas probe at closed Sabiston Landfill;
- Decommissioning of one (1) monitoring well and one (1) gas probe
- Repairing three (3) landfill gas probes.

It is anticipated that work will commence upon contract award and be completed by April 15, 2021.

**RECOMMENDATION**

Recommended bidder	Orbit Garant Drilling Services Inc. (lowest priced bidder)	
Current budget available	\$100,000.00	See Financial Considerations
Less cost of award	\$ 73,893.02	Award
	\$ 5,902.08	Provisional Allowance*
	\$ 79,795.10	Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 20,204.90	**

\*The provisional allowance is to be utilized if disposal of the soil contains hazardous materials.

\*\*Of the remaining total budget of \$20,204.90, \$14,580.90 will be returned to the original funding source in project #18256. The remaining \$5,624.00 will be retained within project #20227 for any ad-hoc repairs which may arise up until the end of this year

---

**011-Q-21: Drilling, Installation, Repair and Decommissioning of Monitoring Wells and Gas Probes**
**Page 2 of 2****FINANCIAL CONSIDERATIONS**

<b>Account Name</b>	<b>Account #</b>	<b>Budget Allocated for this Purchase</b>	<b>Cost of Award</b>	<b>Budget Remaining/ (Shortfall)</b>
German Mills Meadow - Equipment Maintenance	051-5350-18256-005	\$ 94,376.00	\$ 79,795.10	\$ 14,580.90
German Mills Meadow - Equipment Maintenance	700-101-5399-20227	\$ 5,624.00	\$ -	\$ 5,624.00
<b>Totals:</b>		<b>\$ 100,000.00</b>	<b>\$ 79,795.10</b>	<b>\$ 20,204.90</b>

Of the remaining total budget of \$20,204.90, \$14,580.90 will be returned to the original funding source in project #18256. The remaining \$5,624.00 will be retained within project #20227 for any ad-hoc repairs which may arise up until the end of this year.

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

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

**ENVIRONMENTAL CONSIDERATIONS**

There will be no environmental impact. The construction in landfill is planned to be completed before the banned construction time. All the work will be completed as per the applicable regulations and is in line with Ministry of Environment requirements.



#6

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

To:	Andy Taylor, Chief Administrative Officer
Re:	019-T-21 Supply and Delivery of Top Dressing
Date:	March 3, 2021
Commission / Department:	Community & Fire Services / Operations

**BID INFORMATION**

Bid closed on	February 15, 2021
Number picking up bid document	6
Number responding to bid	4

**BACKGROUND**

To obtain approval to award the contract for the supply and delivery of top dressing for one (1) term from April 1 to November 30, 2021 with an option to renew for three (3) additional terms from April 1 to November 30 of the applicable renewal year.

**RECOMMENDATION**

Recommended bidder	Rice Aggregates Limited (lowest priced bidder)	
Current budget available	\$166,607.00	See Financial Considerations
Less cost of award	\$150,060.38	Year 1 – 2021 award (Incl. of HST)
	\$150,060.38	Year 2 – 2022 award (Incl. of HST)*
	\$150,060.38	Year 3 – 2023 award (Incl. of HST)*
	<u>\$150,060.38</u>	Year 4 – 2024 award (Incl. of HST)*
	\$600,241.52	Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 16,546.62	**

\*Subject to Council approvals of the 2022-2024 operating budgets.

\*\*The remaining budget of \$16,546.62 will be utilized for other sportsfield maintenance requirements as budgeted within this GL account code in the Parks operating budget.

The renewal terms (2022-2024) are subject to annual price increases based on the Consumer Price Index for All Items Ontario for the twelve (12) month period ending October 31 in the applicable year and shall not exceed 2%.

Compared to the 2018-2020 firm contract pricing, this contract represents a decrease of 8.13%.

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

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

**019-T-21 Supply and Delivery of Top Dressing****Page 2 of 2****FINANCIAL CONSIDERATIONS**

<b>Account Name</b>	<b>Account #</b>	<b>Budget Amount Allocated for this Purchase</b>	<b>Cost of Award</b>	<b>Budget Remaining/ (Shortfall)</b>
Sportsfield Maintenance and Reconstruction	700-101-4299-21134	\$ 140,300.00	\$ 140,300.00	\$ -
Sportsfield Maintenance	730-732-5415	\$ 26,307.00	\$ 9,760.38	\$ 16,546.62
<b>Totals:</b>		<b>\$ 166,607.00</b>	<b>\$ 150,060.38</b>	<b>\$ 16,546.62</b>

The remaining budget of \$16,546.62 will be utilized for other sportsfield maintenance requirements as budgeted within this GL account code in the existing Parks operating budget.

**ENVIRONMENTAL CONSIDERATIONS**

N/A

#7

**STAFF AWARD REPORT****Page 1 of 3**

To:	Andy Taylor, Chief Administrative Officer
Re:	044-T-21 Artificial Turf Maintenance
Date:	March 8, 2021
Commission / Department:	Community & Fire Services / Operations

**BID INFORMATION**

Bid closed on	March 4, 2021
Number picking up bid document	8
Number responding to bid	4

**BACKGROUND**

To obtain approval to award the contract for the artificial turf maintenance for one (1) year with an option to renew for three (3) additional years, at one year increments (from January 1 to December 31 of the applicable renewal year) at the same itemized pricing.

The scope includes maintenance work of the artificial turf fields at St. Roberts Catholic High School (soccer and football fields), Bill Crothers High School (2 fields), Mount Joy Community Centre (1 field), Yarl Cedarwood (3 wickets) and McCowan Reservoir (2 wickets). The scope of work includes the following on an as required basis and may be done numerous times throughout the year (scheduled April, July, October):

1. Ultra Violet Disinfect and Brush
  - This process sanitizes the artificial field to destroy any germs or bacteria build up in the artificial turf;
2. Deep Grooming
  - This process is done to brush fibres and redistribute infill levels to ensure a smooth surface free of debris and undesirable materials;
3. Deep Cleaning
  - This process keeps the surfaces intended play and performance characteristics throughout the year. Deep cleaning decompacts the infill, lifts and opens up the carpet pile, extracts a degree of contamination build up from the infill, and redistributes the infill over the entire system;
4. Groom with Brush
  - This process grooms the field in two intersecting directions to brush fibres and redistribute infill levels to ensure a smooth surface;
5. Supply Rubber Crumb
  - Crumb rubber is often used in artificial turf as cushioning;
6. Install Rubber Crumb
  - Crumb rubber is often used in artificial turf as cushioning;

**044-T-21 Artificial Turf Maintenance****Page 2 of 3****BACKGROUND (Continued)**7. Gmax Testing

- Impact testing (commonly referred to as g-max testing) measures the shock-attenuation performance of sports surfaces - including synthetic (artificial) turf and natural turf athletic fields; and

## 8. Turf Repairs to be completed as required.

**RECOMMENDATION**

Recommended bidder	Dol Turf Restoration Ltd. (lowest priced bidder)	
Current budget available	\$ 76,000.00	See Financial Considerations
Less cost of award	\$ 60,736.00	2021 award (Incl. of HST)
	\$ 15,264.00	2021 Provisional Allowance (Incl. of HST)*
	\$ 76,000.00	2021 Total Award
	\$ 76,000.00	2022 award (Incl. Provisional Allowance & HST)*&**
	\$ 76,000.00	2023 award (Incl. Provisional Allowance & HST)*&**
	\$ 76,000.00	2024 award (Incl. Provisional Allowance & HST)*&**
	\$304,000.00	Total cost of award (2021 to 2024) (Incl. of HST)
Budget remaining after this award	\$ 0.00	

\* The provisional allowance is to be utilized for any turf repairs required.

\*\* Subject to Council approvals of the 2022-2024 operating budgets.

Compared to the Jun 2017 – Jun 2020 firm contract pricing, this contract represents a decrease of 22.22%. Two additional locations, Yarl Cedarwood (3 wickets) and McCowan Reservoir (2 wickets) and turf repairs were added to this contract and are not included in this comparison.

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

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

**FINANCIAL CONSIDERATIONS**

Account Name	Account #	Budget Allocated for this Purchase	Cost of Award	Budget Remaining/ (Shortfall)
Contracted Services	730-732-5399	\$ 60,000.00	\$ 60,000.00	\$ -
Contracted Services	730-740-5399	\$ 16,000.00	\$ 16,000.00	\$ -
<b>Totals:</b>		<b>\$ 76,000.00</b>	<b>\$ 76,000.00</b>	<b>\$ -</b>

**044-T-21 Artificial Turf Maintenance****Page 3 of 3****ENVIRONMENTAL CONSIDERATIONS**

The cleaning and disinfecting work uses an ultra violet light, which is more environmentally friendly with no VOCs and/or use of chemicals. The crumb rubber is recycled rubber produced from automotive and truck scrap tires.

#8

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

To:	Andy Taylor, Chief Administrative Officer
Re:	048-T-21 Supply and Delivery of Fertilizer
Date:	March 1, 2021
Commission / Department:	Community & Fire Services / Operations

**BID INFORMATION**

Bid closed on	February 25, 2021
Number picking up bid document	7
Number responding to bid	7

**BACKGROUND**

To obtain approval to award the contract for the supply and delivery of fertilizer for one (1) term from April 1 to November 30, 2021 with an option to renew for three (3) additional terms from April 1 to November 30 of the applicable renewal year.

**RECOMMENDATION**

Recommended bidder	Holmes Agro (lowest priced bidder)	
Current budget available	\$ 67,668.00	730-732-4410 Fertilizer
Less cost of award	\$ 66,413.66	Year 1 – 2021 award (Incl. of HST)
	\$ 66,413.66	Year 2 – 2022 award (Incl. of HST)*
	\$ 66,413.66	Year 3 – 2023 award (Incl. of HST)*
	\$ 66,413.66	Year 4 – 2024 award (Incl. of HST)*
	\$265,654.64	Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 1,254.34	**

\*Subject to Council approvals of the 2022-2024 operating budgets.

\*\*The remaining budget of \$1,254.34 may be used based on actual requirements. The award is based on an estimated quantity of a total of 50,000 tonnes; 35,000 tonnes of 10-25-10 fertilizer and 15,000 tonnes of 33-3-6 fertilizer.

The term of the Contract is for one (1) term starting April 1, 2021 to November 30, 2021 with an option to renew for an additional three (3) terms from April 1 to November 30 of the renewal period. The renewal terms (2022-2024) are subject to annual price increase based on the Consumer Price Index for All Items Ontario for the twelve (12) month period ending December 31 in the applicable year and shall not exceed 2%.

Compared to the 2018-2020 firm contract pricing, this contract represents an increase of 3.43%.

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

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

**ENVIRONMENTAL CONSIDERATIONS**

N/A

#9

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

To:	Andy Taylor, Chief Administrative Officer
Re:	055-T-21 Horticulture Boulevard Maintenance
Date:	March 19, 2021
Commission / Department:	Community & Fire Services / Operations

**BID INFORMATION**

Bid closed on	March 8, 2021
Number picking up bid document	13
Number responding to bid	9

**BACKGROUND**

To obtain approval to award the contract to provide weed removal and plant maintenance of existing City Horticulture features (58 locations or 10,118.2 m<sup>2</sup>) recurring on 6 rotations annually. The contract term is for one (1) term from May 1 to October 31, 2021 with an option to renew for three (3) additional terms from May 1 to October 31 of the applicable renewal year.

**RECOMMENDATION**

Recommended bidder	Municipal Maintenance Inc. (lowest priced bidder)	
Current budget available	\$ 28,356.00	730-735-5399 PKHSC Other Contracted Service
Less cost of award	\$ 30,466.94	Year 1 – 2021 award (Incl. of HST)*
	\$ 30,466.94	Year 2 – 2022 award (Incl. of HST)**
	\$ 30,466.94	Year 3 – 2023 award (Incl. of HST)**
	\$ 30,466.94	Year 4 – 2024 award (Incl. of HST)**
	\$121,867.76	Total cost of award (Incl. of HST)
Budget remaining after this award	(\$ 2,110.94)	***

\*Bids received in response to this Request for Tender exceeded the City's budget. The City was unsuccessful in negotiating a reduction on the original bid price.

\*\*Subject to Council approvals of the 2022-2024 operating budgets.

\*\*\*The budget shortfall in the amount of \$2,110.94 will be reported as an unfavourable variance in the 2021 operating results for Parks.

The renewal terms (2022-2024) are subject to annual price increase based on the Consumer Price Index for All Items Ontario for the twelve (12) month period ending October 31 in the applicable year and shall not exceed 2%.

**055-T-21 Horticulture Boulevard Maintenance****Page 2 of 2****RECOMMENDATION (CONTINUED)**

The 2018 request for quotation included horticulture boulevard maintenance services for an area of 3,410.20 m<sup>2</sup> and was a City pilot. Operations Parks determined that the services from this pilot was excellent value for the City and the department. After thorough analysis, the service area was increased to 10,118.2 m<sup>2</sup>. Such increase in area requires additional trucks, crew and time required to complete the work, resulting in additional costs. Compared to the 2018-2020 pricing, this contract represents an increase of 8.9% per m<sup>2</sup>.

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

Finance will monitor the actual expenditure for 2021 and will recommend any impact to the 2022 operating budget during the 2022 operating budget process.

**ENVIRONMENTAL CONSIDERATIONS**

N/A



#10

**STAFF AWARD REPORT**

To:	Morgan Jones, Director, Operations
Re:	064-Q-21 Supply and Delivery of Six 60" Zero-Turn Mowers
Date:	March 11, 2021
Commission / Department:	Community & Fire Services / Operations

**BID INFORMATION**

Bid closed on	March 11, 2021
Number picking up bid document	11
Number responding to bid	6

**BACKGROUND**

To obtain approval to award the contract for the supply and delivery of six (6), 60" zero-turn mowers.

The units being replaced (#3471, 3472, 3493, 3494, 4036 and 4141) 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).

It is anticipated that the units will be delivered by May 1, 2021.

**RECOMMENDATION**

Recommended bidder	BE Larkin Equipment (lowest priced bidder)	
Current budget available	\$97,300.00	057-6150-21140-005 Corporate Fleet Replacement – Non-Fire
Less cost of award	\$93,313.92	Total cost of award (Incl. of HST)
Budget remaining after this award	\$ 3,986.08	*

\*The remaining budget of \$3,986.08 will be returned to the original funding source.

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

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

**ENVIRONMENTAL CONSIDERATIONS**

N/A

#11

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

To:	Andy Taylor, Chief Administrative Officer
Re:	198-T-14, Napkin Disposal, Sanitizing & Air Freshening Service - Contract Extension
Date:	March 3, 2021
Commission / Department:	Corporate Services / Sustainability & Asset Management

**BACKGROUND**

To obtain approval to extend the contract for napkin disposal, diaper disposal, washroom air freshener, and drip sanitizer at 35 facilities for one (1) additional year at the same 2014 itemized prices and terms as per the original bid document.

**RECOMMENDATION**

Recommended bidder	Citron Hygiene LP (Non-Competitive Procurement)	
Current budget available	\$48,205.62	Various operating accounts
Less cost of award	\$48,205.62	2021 (Apr-Dec) *
	<u>\$16,068.54</u>	2022 (Jan-Mar)**
	\$64,274.16	Total Cost of Award (Inclusive of HST)
Budget remaining after this award	\$0	

\*The cost of award requested is an upset limit based on regular operations. As services at most facilities are currently suspended, City will be billed based on actual number of service calls rendered at the contracted prices.

\*\*Subject to Council approval of the 2022 operating budget for the services from January 2022 to March 2022 award.

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”

**OPTION/DISCUSSION**

In 2014, Staff awarded Tender 198-T-14 to sole bidder, Citron Hygiene LP (“Citron”, previously known as Cannon Hygiene Canada Limited), effective October 1, 2014 and is set to expire on March 31, 2021. Citron was contacted regarding a possible one-year extension and, subject to approval, have agreed to continue provide contracted services at the 2014 itemizing prices.

While preparing to issue a bid to the market, Staff identified benefits in extending the existing contract with Citron for an additional year (2021/2022).

Citron has a proven track record, is very familiar with all service locations, has the resources available to respond quickly to changing service needs and has been very supportive with numerous service change requests during the pandemic. The extension of the current contract will ensure the continuity / consistency of existing services during this uncertain time.

**198-T-14, Napkin Disposal, Sanitizing & Air Freshening Service - Contract Extension Page 2 of 2****OPTION/DISCUSSION (CONTINUED)**

Due to the pandemic impacts, Staff believes it is not an appropriate time to transition the service contract to a new vendor, reduced staff at many facilities while services are currently suspended due to closure may lead to coordination challenges with new equipment likely supplied by a new vendor.

Staff will review and refresh service requirements for the new tender, as we continue to review and plan for any necessary adjustments to the delivery of City services and facility operations, in accordance with recommendations from public health, the Government of Ontario's *COVID-19 response framework: keeping Ontario safe and open* and the *City of Markham's Response, Recovery & Reinvention Plan*.

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

As the cost of award is estimated based on regular operations, there is no incremental impact to the operating budget. There is no incremental impact to the Life Cycle Reserve Study. Any favourable variance due to service suspension and facility closure will be reported as part of the 2021 operating budget results.

Due to the pandemic impacts, services were reduced to \$19,146.42 in 2020, slightly less than 40% of the usual annual cost.

**ENVIRONMENTAL CONSIDERATIONS**

All sanitary waste generated through sanitary disposal service will be diverted from landfill and sent to a waste to energy conversion center. All batteries from equipment are recycled at the end of its life cycle through Stewardship Ontario program.

#12

**STAFF AWARD REPORT****Page 1 of 3**

To:	Kimberley Kitteringham, Director, Legislative Services & Communications & Engagement
Re:	269-Q-20 Printing and Distribution of Councillors Ward Newsletters
Date:	February 22, 2021
Commission/Department:	Corporate Services / Clerks

**BID INFORMATION**

Bid closed on	January 15, 2021
Number picking up bid document	10
Number responding to bid	9

**BACKGROUND**

Printing and distribution of Councillors Ward newsletters is required twice a year in the Spring/Summer and Fall/Winter with the exception of election years where one newsletter is printed and distributed. The quantities of newsletters is represented in the following table:

<b>Ward</b>	<b>Distribution Fall/Winter</b>	<b>Distribution Spring/Summer</b>	<b>Total</b>
Ward 1	18,200	18,200	36,400
Ward 2	13,000	13,000	26,000
Ward 3	17,300	17,300	34,600
Ward 4	17,000	17,000	34,000
Ward 5	15,400	15,400	30,800
Ward 6	12,200	12,200	24,400
Ward 7	12,900	12,900	25,800
Ward 8	17,000	17,000	34,000

Councillors will engage the contractor for print, distribution, and/or design services for their Ward newsletters. The scope of work includes:

Printing for 16 seasonal newsletters, full colour throughout, no bleeds, on 80lb text enviro 100 – 100% PCW (Post-Consumer Waste) and FSC (Forest Stewardship Council) certified paper:

- 8 in the Spring (by request by Ward Councillor);
- 8 in the Fall (by request by Ward Councillor);
- Overruns will not exceed 2% and delivered to the respective Ward Councillor.

Two different sizing options:

- 8.5”x11” double-sided, folded in half to final mailing size 8.5”x5.5”;
- 11”x17” double-sided and folded in half, folded in half again to final mailing size 8.5”x 5.5”.

**269-Q-20 Printing and Distribution of Councillors Ward Newsletters****Page 2 of 2****BACKGROUND (CONTINUED)**

Management and delivery to Canada Post:

- Packaging and paperwork required by Canada Post to arrange for the non-addressed mailing of a Ward newsletter;
- Confirmation that quantities provided by the Clerk's Department for each Ward matches postal quantities listed by Canada Post at time of mailing;
- Delivery of newsletters to all Canada Post installation delivery depots as required by Canada Post.

Pricing shall include a maximum of 3 author revisions/minor corrections per newsletter. Full design services and/or flooding of new content in an existing template including the provision of two design options is an additional cost with established itemized pricing.

**RECOMMENDATION**

Recommended bidder	The AIIM Group (highest ranked / lowest priced bidder)	
Current budget available	\$ 26,500.00	310-998-4010 External Printing
Less cost of award	\$ 16,410.02	Year 1, Spring/Summer & Fall/Winter 2021
	\$ 8,205.01	Year 2, Spring/Summer 2022
	\$ 16,410.02	Year 3, Spring/Summer & Fall/Winter 2023
	\$ 16,410.02	Year 4, Spring/Summer & Fall/Winter 2024
	\$ 16,410.02	Year 5, Spring/Summer & Fall/Winter 2025
	\$ 8,205.01	Year 6, Spring/Summer 2026
	\$ 82,050.10	Total cost of award (inclusive of HST)
Budget remaining after this award	\$ 10,089.98	

Cost of award is based on pre-established template printing and distribution of standard the 8.5"x11" size double-sided and folded to final mailing size of 8.5"x5.5 multiplied by volumes for all 8 Wards.

The remaining budget of \$10,089.98 will be retained to accommodate the larger print option of 11"x17" and design services as requested.

The term of the contract is for two (2) years commencing on April 1, 2021 with an option to extend for an additional four (4) years at the same itemized pricing subject to Council's approval of the 2022-2026 operating budgets and vendor's performance.

**PROPOSAL EVALUATION**

The evaluation team was comprised of staff from the Clerks Department and Procurement Staff acting as the facilitator. The evaluation was based on pre-established evaluation criteria as detailed in the Request for Proposal: 30 points for experience and qualification, 20 points for demonstrated understanding of the project, 20 points for project delivery, and 30 points for price, totaling 100 points with the resulting score as follows:

Bidder	Total Score (100 points)
The AIIM Group	83

---

**269-Q-20 Printing and Distribution of Councillor Ward Newsletters****Page 3 of 3****PROPOSAL EVALUATION (CONTINUED)**

The evaluation confirmed The AIIM Group to be the highest ranked/lowest priced bidder in the combined technical and financial scoring. Established in 1990 and based in Aurora, The AIIM Group has a number of major clients in both the public and private sector including Ministry of Transportation, Ministry of Government & Consumer Services, Ontario Power Generation, York University, Sick Kids Foundation, LCBO, TD Bank, and Metrolinx.

The evaluation team examined and compared sample printed newsletters from The AIIM Group and were satisfied with the quality of work, delivery lead-time, and customer service. Pricing to print and distribute newsletters is 46% less per year than in 2016-2020. In addition, provisional pricing for full design is lowered to \$200 (from \$250) per template. The quoted prices for 8.5"x11" newsletters ranged from \$16,410.02 to \$58,646.73 (inclusive of HST).

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

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

**ENVIRONMENTAL CONSIDERATIONS**

The paper to be utilized will be 100% post-consumer waste.

#13

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

To:	Andy Taylor, Chief Administrative Officer
Re:	018-T-21 Supply and Delivery of One (1) Three Ton Flatbed Complete with Dump & Crane/winch
Date:	March 4, 2021
Commission / Department:	Community & Fire Services / Operations

**BID INFORMATION**

Bid closed on	February 12, 2021
Number picking up bid document	12
Number responding to bid	6

**BACKGROUND**

To obtain approval to award the contract for the supply and delivery of one (1) three-ton flatbed complete with dump and crane/winch (2021 Ram 5500 Regular Cab).

It is anticipated that the vehicle will be delivered by July 15, 2021.

The unit being replaced (#2197) will be sold upon delivery of the new unit 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).

**RECOMMENDATION**

Recommended bidder	Blue Mountain Chrysler Ltd. (lowest priced bidder)	
Current budget available	\$107,755.00	057-6150-20224-005 Corporate Fleet Replacement – Waterworks*
Less cost of award	\$120,881.72	Total cost of award (Incl. of HST)
Budget remaining after this award	(\$ 13,126.72)	*

\*Bids received in response to this Request for Tender exceeded the City's budget. Consequently, Procurement entered into negotiations with the low bidder meeting specifications (Blue Mountain Chrysler Ltd.) for revised pricing in order to reduce the budget shortfall. The bidder and the City agreed on a reduction in some of the optional requirements resulting in a savings of \$2,238.72 (\$123,120.44 - \$120,881.72).

The budget shortfall of \$13,126.72 will be funded from Waterworks Capital Contingency account.

**Budget Shortfall**

Recent vehicle tenders have received bids with delivery schedules longer than anticipated and pricing greater than originally budgeted. This is mostly attributed to the impacted supply chains restricting availability due to the COVID-19 pandemic.

Additionally, during the budget process, Operations Staff may have underestimated the load rating (upgrade 3500-series to 5500-series chassis) and the winch/crane requirements for this vehicle.

---

**018-T-21 Supply and Delivery of One (1) Three Ton Flatbed Complete with Dump & Crane/winch****Page 2 of 2****OPERATING BUDGET AND LIFE CYCLE IMPACT**

There is no incremental impact to the operating budget. The Life Cycle Reserve Study will be monitored and any adjustments deemed necessary will be made in the future based on staff awards.

**ENVIRONMENTAL CONSIDERATIONS**

N/A



#14

**STAFF AWARD REPORT****Page 1 of 3**

To:	Andy Taylor, Chief Administrative Officer
Re:	056-S-21 Development Charges Background Study and Community Benefits Charges Strategy and By-law
Date:	March 1, 2021
Commission / Department:	Corporate Services / Financial Services

**BACKGROUND**

To obtain the approval to award the contract for the following two projects:

**1. Development Charges (DC) Background Study (includes a study for the hard services, soft services and area specific development charge)**

The DC background study will be prepared under the new requirements of the DCA and associated regulations. The new DC By-law will repeal the existing rates enacted under By-laws 2017-116 to 2017-136 that expire in December 2022. The contract will require the consultant to produce a comprehensive DC background study (including AMP) and By-law, development a DC policy review that can be used to make well-informed decisions.

The scope of works includes the following:

- Prepare development forecast;
- Conduct policy review and benchmark analysis;
- Compile historical service levels and interview Staff;
- Prepare development related capital program;
- Calculate DC rates and hold information sessions;
- Public consultation; and
- By-law considerations for Council approval.

**2. Community Benefits Charges Strategy and By-law**

The consultant will prepare a Community Benefits Charges (CBC) Strategy and By-law with some of the following key areas of the CBC analysis.

- Development forecasts (population, households (by type), employment and non-residential GFA and developed land area;
- Assessment of service levels by service;
- Establish development related capital programs by service;
- Treatment of existing DC reserves and debt for CBC services;
- Allocation of benefit to different types of development (residential and non-residential);

---

**056-S-21 Development Charges Background Study and Community Benefits Charges Strategy By-Law**
**Page 2 of 3****2. Community Benefits Charges Strategy and By-law (Continued)**

- Examination and evaluation of alternative CBC rate structure to ensure maximum recoveries;
- Cash flow analysis;
- Development of policies and practices;
- Public consultation;
- Assist legal with the development of CBC By-law; and
- By-law considerations for Council approval.

**RECOMMENDATION #1 - Development Charges (DC) Background Study**

Recommended bidder	Hemson Consulting Ltd. (Non-Competitive Procurement)		
Current budget available	\$122,100.00	410-101-5699-21045	Development Charges Background Study
Less cost of award	\$ 82,425.60	Award (Incl. of HST)	
	\$ 10,000.00	Disbursements	
	\$ 92,425.60	Total cost of award (Incl. of HST)	
Budget remaining after this award	\$ 29,674.40	*	

\*The remaining budget of \$29,674.40 will remain in the account until the completion of the project to support any further work if appeals are received.

**RECOMMENDATION #2 – Community Benefits Charges Strategy and By-law**

Recommended bidder	Hemson Consulting Ltd. (Non-Competitive Procurement)		
Current budget available	\$129,200.00	410-101-5699-20062	Bill 108 Community Benefits Charges Strategy and By-law
Less cost of award	\$ 41,721.60	Award (Incl. of HST)	
	\$ 5,000.00	Disbursements	
	\$ 46,721.60	Total cost of award (Incl. of HST)	
Budget remaining after this award	\$ 87,478.40	*	

\*The remaining budget of \$87,478.40.40 will remain in the account until the completion of the project to support any further work if appeals are received.

**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 to acquire Consulting Services from a supplier who has a proven track record with the City in terms of pricing, quality and service.

---

**056-S-21 Development Charges Background Study and Community Benefits Charges  
Strategy By-Law**

---

**Page 3 of 3****OPTIONS / DISCUSSIONS**

There are only two firms available who specialize in this type of consulting service (Hemson Consulting Ltd and Watson & Associates Economics Ltd.). Hemson Consulting Ltd. has provided the same services with a proven track record of success in the past. They have an in-depth knowledge of City Council and By-Laws with comparable hourly rates in the industry. The award of both consulting projects to their firm will result in synergies and having the studies completed in a timely manner.

**OPERATING BUDGET AND LIFE CYCLE IMPACT**

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

**ENVIRONMENTAL CONSIDERATIONS**

N/A



Report to: General Committee

Meeting Date: April 26, 2021

**SUBJECT:** 274-R-20 Integrity Commissioner Services for City Council  
**PREPARED BY:** Martha Pettit, Deputy City Clerk, Ext. 8220  
 Darius Chung, Senior Buyer, Ext. 2025

**RECOMMENDATION:**

1. That the report entitled “274-R-20 Integrity Commissioner Services for City Council” be received; and,
2. That the contract for 274-R-20 Integrity Commissioner Services for City Council be awarded to the highest ranked/lowest priced bidder, ADR Chambers Inc. for a term of five (5) years in an annual retainer amount of \$17,299.20 inclusive of HST; and,
  - July 2021-June 2022 - \$17,299.20
  - July 2022-June 2023 - \$17,299.20
  - July 2023-June 2024 - \$17,299.20
  - July 2024-June 2025 - \$17,299.20
  - July 2025-June 2026 - \$17,299.20

**Total                    \$86,496.00**
3. That staff be authorized to issue an additional purchase order to ADR Chambers Inc. in an annual amount of \$6,023.80 to be utilized for investigations, additional meetings, workshops, and presentations on an as required basis; and,
4. That the contract include an option for the City (in its sole discretion) to extend the contract for up to five (5) one (1) year terms, subject to a CPI increase (all-item Ontario) to a maximum of 2%; and,
5. That the Commissioner, Corporate Services be authorized to exercise this option to extend the contract for such additional one (1) year terms on behalf of the City and execute any required documentation in a form satisfactory to the City Solicitor; and,
6. That the contract be funded from the 840-841-7899 (Integrity Commissioner) in the amount of \$23,323.00 (\$17,299.00 + \$6,023.80) and any future years be subject to Council approval of the annual operating budget; and further,
7. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**PURPOSE:**

The purpose of this report is to obtain approval to award the contract for Integrity Commissioner Services for City Council for a term of five (5) years, with the option to renew for five (5) additional one-year periods.

**BACKGROUND:**

The Integrity Commissioner will provide services in accordance with section 223.3 of the *Municipal Act*, 2001, S.O. 2001 c.25 (the “*Municipal Act*, 2001”), which enables a municipality to appoint an integrity commissioner to perform functions related to the application of Council’s Code of Conduct, any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of Council and of local boards, and the *Municipal Conflict of Interest Act*, R.S.O. 1990, Chapter M. 50 (the “MCIA”). These services include the following duties and responsibilities:

- Assess and conduct investigations regarding alleged breaches of the Council Code of Conduct and the MCIA;
- Provide information to Council and local boards as to their obligations under the Code of Conduct and the MCIA;
- Provide advice to individual members of Council and local boards regarding specific situations as they relate to the application of the Code of Conduct and the MCIA;
- Provide advice to members of Council and local boards on rules, policies and procedures that relate to the ethical behavior of members;
- Provide information to the public regarding the Council Code of Conduct and the MCIA as well as the obligations of members of Council and local boards thereunder;
- Meeting services at the request of Council (including educational presentations and workshops);
- Provide Council and the City Clerk with an annual report on findings in complaint cases and advice provided for the preceding year.

**BID INFORMATION:**

Bid closed on	February 5, 2021
Number picking up bid document	6
Number responding to bid	3

**PROPOSAL EVALUATION:**

The Evaluation Team was comprised of staff from Corporate Services, Legal Services, and staff from the Procurement Department, acting as the evaluation facilitator.

The evaluation was based on pre-established evaluation criteria as outlined in the Request for Proposal: Qualifications and Experience of the Firm 30%, Project Delivery and Performance Measures 40%, and Price 30%, for a total of 100% with the resulting score as noted below.

Bidder	Total Score (100 points)
ADR Chambers Inc.	97

ADR Chambers Inc. was the highest ranked, lowest priced bidder. In addition to scoring highest on their technical submission, they also have demonstrated experience having served as the City’s Integrity Commissioner from 2013 to the present.

ADR Chambers Inc. offers a roster of professionals who can provide the City with the required expertise and flexibility to perform the functions of the Integrity Commissioner. Charles Harnick will serve as the City’s Integrity Commissioner, supported by other panel members with extensive experience in conducting investigations, including municipal matters. Mr. Harnick has over 40 years of experience and is the Integrity Commissioner

for the Municipality of Leamington, City of Kawartha Lakes, Town of Grimsby, and Haldimand County. Deborah C. Anschell and Marvin J. Huberman who are also commissioned have similar background experience and are Integrity Commissioners for The City of Timmins, City of Waterloo, Town of Georgina, and City of Brantford.

The bid prices ranged from the lowest at \$86,496.00 to the highest at \$127,200.00 inclusive of HST for the first five year term.

#### **FINANCIAL CONSIDERATIONS:**

Recommended bidder	ADR Chambers Inc. (highest ranked / lowest priced bidder)	
Current annual budget available	\$ 23,323.00	840-841-7899 (Integrity Commissioner)
Less cost of award	\$ 17,299.20 \$ 17,299.20 \$ 17,299.20 \$ 17,299.20 \$ 17,299.20 \$ 17,645.18 \$ 17,998.09 \$ 18,358.05 \$ 18,725.21 <u>\$ 19,099.71</u> \$178,322.25	July 1, 2021 – June 30, 2022 July 1, 2022 – June 30, 2023 July 1, 2023 – June 30, 2024 July 1, 2024 – June 30, 2025 July 1, 2025 – June 30, 2026 July 1, 2026 – June 30, 2027 July 1, 2027 – June 30, 2028 July 1, 2028 – June 30, 2029 July 1, 2029 – June 30, 2030 July 1, 2030 – June 30, 2031 Total cost of award (Inclusive of HST)
Budget remaining after this award	\$6,023.80	

The remaining balance of \$6,023.80 will be utilized for investigations, additional meetings, workshops, and presentations, as required.

The 2022-2031 award amount is subject to Council approval of the annual operating budget. The initial contract term of five years (July 1, 2021 – June 30, 2025) will be at the same annual retainer fee of \$17,299.20 and hourly rate of \$284.90 (inclusive of HST) for official investigations/claims and advisory services.

Optional renewal years (2025-2031) will be subject to a CPI increase (all-items Ontario) to a maximum of 2%.

#### **OPTIONS AND DISCUSSIONS:**

The Integrity Commissioner is responsible for maintaining high ethical standards and thus requires a high level of experience and knowledge pertaining to the application of municipal Codes of Conduct, the MCIA and the *Municipal Act, 2001*. A high level of flexibility and sufficient resources are also required to ensure that the Integrity Commissioner is available as required and that responses are timely.

ADR Chambers Inc. provides a high level of experience and technical expertise while also having a number of dedicated personnel that can serve as Integrity Commissioner. Furthermore, the City will have access to numerous resources and value-added services offered including:

- 
- Full-time staff who are available during office hours to act as the liaison between the City and the Integrity Commissioner;
  - All reports are subject to a dual review. Two reviewers read each report as part of a quality control process to ensure that the report meets appropriate standards and that the facts and analysis support the conclusion or recommendation. This dual review is also included in the annual retainer;
  - Over 20 Associate Investigators beyond the proposed investigators who are able to fill in if necessary;
  - Expert panel of approximately 60 experienced neutrals; and
  - Training Materials are provided free of charge with all educational workshops provided by the Integrity Commissioner.

Comparing the bid submission with the original contract with ADR Chambers Inc. signed in 2013, the annual retainer fee has been reduced from \$20,352/year to \$17,299.20/year while the hourly rates for official investigations/claims made are reduced from \$508.80/hour to \$284.90/hour.

#### **OPERATING BUDGET AND LIFE CYCLE IMPACT**

There is no impact to the operating budget.

#### **ENVIRONMENTAL CONSIDERATIONS**

Not Applicable

#### **HUMAN RESOURCES CONSIDERATIONS**

Not Applicable

#### **ALIGNMENT WITH STRATEGIC PRIORITIES:**

Not Applicable

#### **BUSINESS UNITS CONSULTED AND AFFECTED:**

Comments from Clerks & Finance have been incorporated into this report.

#### **RECOMMENDED BY:**

---

Kimberley Kitteringham  
Director, Legislative Services & Communications

---

Trinela Cane,  
Commissioner, Corporate Services