



APPENDIX C - REPORT ON MARKHAM CITIZEN ADVISORY BOARDS COMMITTEES 2014-2018 - APRIL 4

Engaging Markham residents in the democratic process.

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Note: This Report deals with Advisory Boards/Committees with citizen Members only.

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1. Executive Summary

Markham's Advisory Boards/Committee

The City of Markham has 42 Advisory Boards/Committees (see “**Appendix A**”). They provide Markham City Council with expertise, advice, assistance, and feedback from a citizen perspective. Research and surveys were conducted to evaluate the efficiency and effectiveness of these Advisory Boards/Committees during the 2014-2018 Term of Council.

How Markham Compares with its Peer Municipalities

Staff in the Legislative Services and Corporate Communications and Community Engagement Department surveyed nine municipalities (Georgina, Markham, Mississauga, Oshawa, Pickering, Newmarket, Stouffville, Brampton, and London) regarding their Advisory Board/Committee practices. The municipalities on average had 15.1 Advisory Board/Committees. Most of the municipalities surveyed: did not permit Committee Members to remotely participate in meetings (67%); required their Advisory Boards/Committees to report annually to Council (78%); and had a Code of Conduct (56%).

The Appointment Process to Serve on a City Committee

In the 2014-2018 Term of Council, Markham's Appointment Committee, comprised of the Mayor and Regional Councillors, conducted approximately 350 interviews. During this same time, approximately 250 Markham residents were appointed to serve on a committee, and approximately 65 members resigned from their position on an Advisory Boards/Committee. Based on survey results (survey were completed by the Appointment Committee, Advisory Chairs, and Staff Liaisons), the following is recommended: 1) the composition of the Appointment Committee be reviewed in the new Term of Council; 2) the interview questions be refreshed; 3) regular updates on the status of appointments be provided to the relevant Board/Committee Chair; and 4) attendance of the Appointment Committee be monitored to ensure quorum is achieved more frequently.

Diversity of Markham's Committees

In the 2014-2018 Term of Council, (50%) of all applicants to Advisory Boards/Committee were a visual minority, with (55%) of these applicants being appointed as members. The majority of applicants that indicated they were a visual minority were Asian (40%) or East Indian (36%). Only (4%) of applicants indicated they have a disability. Applicants aged (44-54) were most likely to get appointed to a board or committee and applicants aged (18-24) were least likely to get appointed to a committee. An equal number of males and females were appointed to boards or committees from the applicants that identified their gender. It is recommended that the City work on increasing the number of applications submitted by (18-24) year olds and persons with a disability by (10%) by choosing promotional activities that target these audiences. It is also recommended,

if possible, that the composition of the Appointment Committee be diversified to provide more diverse insight into the decision making process with respect to the selection of members. Consider having the appointed Council representative of the Committee participate in the recruitment for citizen members of the Committee.

City Resources Required to Support a Markham Advisory Board/Committee

Markham's Advisory Boards/Committees require significant City resources to support them, which include staff resources and meeting refreshments. Advisory Committees for the City's large events require the greatest amount of staff resources. The median amount of staff time spent per year supporting a City Advisory Board/Committee is estimated to be 240.5 hours. The estimated cost of providing basic refreshments to an Advisory Board/Committee per year is \$500. The total estimated cost of providing an Advisory Board/Committee with staff resources and basic refreshments is \$12,525 per year, based on the median amount of time staff spent per year supporting a City committee (see "**Appendix B**").

It is recommended that the City reduce its number of Advisory Boards/Committees by (10%) to ensure committees are effectively supported while managing the City's limited resources. It is suggested that this be done by combining similar Advisory Boards/Committees and disbanding inactive ones. It is also recommended that a balance scorecard be created and completed each year to measure the costs and benefits associated with each Advisory Board/Committee on a go forward basis.

Terms of Reference

A recent survey of Advisory Board/Committee Chairs indicate that (56%) of Committee Chairs felt their committee's Terms of Reference were not appropriate, although (78%) of Committee Chairs felt their committees were achieving their mandate. Qualitative feedback suggests that committee Terms of References should be updated to reflect the City's current strategic goals and activities, and to ensure members are engaged. Based on the survey results, it is recommended that the City review the City's Advisory Board/Committee Terms of References that have not been recently updated in the new Term of Council to ensure their mandate provides value to its members and to the City. It is also being recommended that a Terms of Reference be created for any committee that does not currently have one.

Meeting Effectiveness

Survey results indicate that only (52%) of Advisory Board/Committee Chairs felt their committee meetings were effective, although (96%) felt they were either effective or somewhat effective. Qualitative feedback suggested the following: that a refresher on the rules of procedure be provided; that the rules regarding meeting attendance be better enforced; and that all committees receive meeting refreshments. Based on the survey results, it is recommended that in the new

Term of Council the City provide a refresher on meeting procedure to each committee, and that the Committee Chairs be trained on how to chair a meeting.

Meeting Attendance

Markham's Advisory Boards/Committees on average held 1.7 meetings per year without quorum. The Markham-Milliken Children's Festival Committee and the Canada Day Committee had the most difficulty obtaining quorum. The following is being recommended: 1) each Advisory Board/Committee establish rules of engagement regarding meeting attendance and for the handling of other problem areas the committee may be experiencing; 2) the rules of procedure regarding meeting attendance be better enforced; and, 3) The structure of the City's event-based committees be changed so that they exist primarily to assist the City in the organization of events - so that quorum is not required to pass committee resolutions regarding event decisions.

Committee Accomplishments

Based on the research conducted, the majority of Markham's Advisory Boards/Committees are active. Their accomplishments may include hosting an event, community outreach, raising funds for a City program or initiative, hearing deputations on matters regarding their mandate, or providing feedback on City policies or programs. Survey results indicate that (45%) of Committee Chairs versus (25%) of staff are satisfied with their committee's accomplishments. Based on these results, it is recommended that a business plan template or annual work plan be created that committees be required to complete each year to ensure the activities they are focusing on are within their mandate and are contributing to the goals of the organization.

Volunteer Experience

Markham residents may volunteer to participate on a City Advisory Board/Committee to make a difference in their community and/or to be engaged in the democratic process. Survey results suggest that volunteer contributions need to be better recognized by the City while a member is still serving on a board or committee. It is recommended that a volunteer recognition plan be created to better acknowledge the hard work of committee members while they are serving on a City committee.

Communication

Effective boards and committees have a good relationship with City Staff, Members of Council and other Advisory Boards/Committees. Survey results suggest that the communication between committees and staff need to be improved, and that boards and committees need to be better connected with the City's activities and goals. It is recommended that an annual meeting be held with Board/Committee Chairs, Secretariat Staff, and Staff Liaisons to improve communication with the City and committees, and to help promote inter-committee communication.

Conclusion

Effective committees require City resources. In order to ensure their success, the City must balance the number of Advisory Boards/Committees it has with the resources it is able to provide.

2. Purpose

The purpose of this report is to provide a snapshot of Markham's Advisory Boards/Committees in the 2014-2018, Term of Council and make recommendations for the next Term of Council. Some of the subject matters covered in this report include:

- Why we have boards and committees;
- The appointment process to serve on a City Advisory Board/Committee;
- The Diversity of City's Advisory Boards/Committees;
- Other municipalities' practices with respect to Advisory Boards/Committees;
- How committees impact City resources;
- The efficiency and effectiveness of the City's Advisory Boards/Committees, including their:
 - Terms of Reference;
 - meeting effectiveness;
 - meeting attendance;
 - communication with the City;
 - accomplishments; and,
 - volunteer experience.

3. Methodology

In order to review the efficiency and effectiveness of the City's Advisory Boards/Committees, and the citizen appointment process to serve on a City Advisory Board/Committee, the following surveys were conducted and completed on a voluntary basis:

- The Appointment Committee was surveyed on the appointment process;
- Council/Committee Coordinators and Staff Liaisons were surveyed on the amount of time they spent supporting their assigned Advisory Board/Committee during the last Council term;
- Other municipalities were surveyed on their practices with respect to their Advisory Boards/Committees;
- Committee Chairs and Staff Liaisons of Markham Advisory Boards/Committees, excluding working groups, Community Centre Boards, foundations, tribunals, and inactive committees, were surveyed on the efficiency and effectiveness of their committees and on the appointment process.

Research was also gathered on meeting attendance, board and committee accomplishments, and on the diversity of volunteer applicants. This information was obtained from attendance records,

meeting minutes, input from staff, and from the voluntary diversity survey applicants complete when they submit their application form.

4. Why we have Advisory Boards and Committees

Advisory Boards/Committees are generally created by Council in response to citizen concerns, to support Council priorities, or to address an operational need. Some of the City's Advisory Boards/Committees are legislatively required. Typically, these bodies have a Terms of Reference stipulating their mandate and outlining roles and responsibilities. A Council resolution or by-law is required to form an Advisory Board/Committee.

Some of the benefits the City gains from its Advisory Boards/Committees include:

- Obtaining expertise, experience and perspective from a citizen perspective;
- Receiving advice on matters related to the board or committee's mandate;
- Obtaining feedback on new City programs and policies;
- Receiving help organizing a large City event; and,
- Engaging residents in the democratic process.

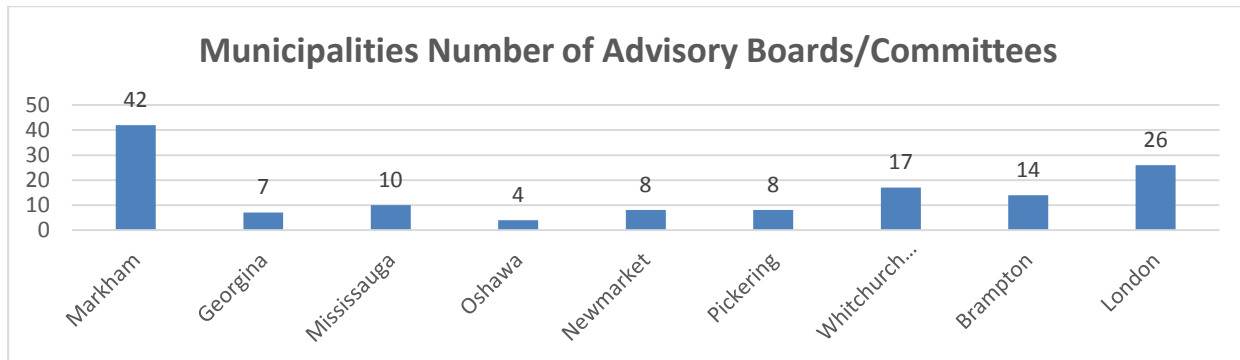
5. How Does Markham Compare with its Peer Municipalities?

Nine local municipalities were surveyed regarding their Advisory Board/Committee practices. Responses to the survey were received from Georgina, Mississauga, Oshawa, Pickering, Newmarket, Whitchurch-Stouffville, Brampton, and London. Markham's practices were then compared against the survey results. The results were as follows:

Number of Advisory Boards/Committees

Municipalities on average have 15.1 Advisory Boards/Committees. Markham has 42 Advisory Boards/Committees, which is (278%) or 26.9 more than the survey sample.

The chart below shows how many Advisory Boards/Committees each surveyed municipality has.



Remote Participation of Members at Meetings

Six or (67%) of the nine municipalities' surveyed did not permit members of its Advisory Boards/Committees to remotely participate in meetings. Two or (22%) permitted their Advisory Committee on Accessibility members to participate remotely. Markham was the only municipality to let members of its Advisory Boards/Committees to participate remotely when possible, however, remote participants are not included towards quorum.

Reporting Requirements

Seven or (78%) of the municipalities' surveyed required their Advisory Boards/Committees to report annually to Council. However, none of the municipalities surveyed required their Advisory Boards/Committees to submit an annual report with key performance indicators. Similarly, Markham recommends that all Advisory Boards/Committees report to Council on an annual basis with respect to their accomplishments, but does not require its Advisory Boards/Committees to submit an annual report with key performance indicators.

Code of Conduct

Five or (56%) of the municipalities surveyed had a Code of Conduct for its Advisory Boards/Committees. Three or (60%) of these municipalities used the Integrity Commissioner to investigate complaints. One or (20%) use their Clerk to investigate complaints. In comparison, Markham currently has a simple Code of Ethics, but is in the process of replacing it with a more comprehensive Code of Conduct and the Clerk currently investigates complaints.

With the recent amendments to the Municipal Act (via Bill 68) some of Markham's ABCs may also now constitute "local boards" under the Act. The implications of this designation are numerous and far-reaching. For instance, this would require them to abide by many of the same rules as Council (e.g. open meeting requirements, codes of conduct, integrity commissioner, conflict of

interest registry, etc.). Staff are in the process of reviewing which of Markham's ABCs may fall under these new requirements.

6. Appointments to Markham's Advisory Committees

The City of Markham has 41 citizen Advisory Boards/Committees (see Appendix A). Appointments to these committees are overseen by the Appointment Committee, comprised of the Mayor and the four Regional Councillors. The Appointment Committee conducted approximately 350 interviews between January 1, 2015, and June 31, 2018, and recommended to Council approximately 250 citizen appointments.

During this same period, there were approximately 65 citizen members that resigned from a Markham Advisory Board/Committee. Some of the reasons citizens resign from committees include: moving out of Markham; work conflicting with committee obligations; and/or a shift in their life focus.

Feedback from the Appointment Committee was to include the Council Liaison(s), the Councillor(s) appointed to the committee in the interview process, to refresh some of the interview questions, and to keep an attendance record of who attends each interview session. A full analysis of the Appointment Committee could not be conducted due to poor response to the survey.

The following qualitative feedback was obtained from the survey results from the Committee Chairs and the Staff Liaisons regarding the appointment process to serve on a City Advisory Board/Committee:

- Include the Councillor Liaison(s) in the interviews held to select new members;
- Include the Committee Chair in the interview process;
- Advise residents interested in serving on a committee of the work requirements prior to appointing them to a board or committee;
- Consult with the Chair of the committee prior to appointing new members to the committee;
- Enforce term limits and residency requirements;
- Waive the requirement to hold an interview of past Members who are re-applying to serve on a board or committee.

7. The Diversity of Markham's Committees

Markham strives for the composition of its Advisory Boards/Committees to reflect the diversity of Markham. Diversity on boards and committees helps promote innovation, insightful decision making, inclusiveness, and decisions/advice that reflect the diversity of Markham's residents and businesses.

When applicants apply to serve on a Markham Advisory Board/Committee they have the option to complete a voluntary diversity survey. The following diversity results are based on the results from this survey, in 2014-2018 Term of Council:

Visual Minority

- (50%) of all applicants to boards and committees identified themselves as being a visual minority;
- (55%) of these applicants were appointed as a member to a Markham Advisory Board/Committee;
- The majority of applicants that identified themselves as being a visual minority that were appointed to a Markham Advisory Board/Committee identified themselves as being Asian (40%) or East Indian (36%).

Disability

- (4%) of all applicants to committees identified themselves as having a disability;
- (40%) of these members that indicated they had a disability were appointed to a Markham Advisory Board/Committee.

Age

- The greatest number of applicants to Markham Advisory Boards/Committees were aged from (35-44) years old (20%);
- The least number of applicants to Markham Advisory Boards/Committees were aged from (18-24) years of age (5%);
- (68%) of applicants aged (45-54) were successfully appointed to a Markham Advisory Board/Committee (more than any other age group);
- (23%) of applicants aged (18-24) were successfully appointed to a Markham Advisory Board/Committee (less than any other age group).

Gender

- (53%) of applicants to Markham Advisory Boards/Committees identified themselves as male; (39%) identified themselves as female; and (8%) did not identify their gender.

- Applicants that were appointed to a Markham Advisory Board/Committee that identified their gender were (50%) male, and (50%) female.

Having more diverse board and committees brings many benefits, but can also lead to cultural or generational differences between members. Accordingly, Markham has started to provide its Advisory Boards/Committees with diversity training.

8. How Advisory Committees Impact City Resources

Advisory Boards/Committees require City resources to operate. Most committees have a Staff Liaison, Council Liaison and Council/Committee Coordinator that attend meetings and provide support. Additionally, many boards and committees are provided with refreshments at meetings. The cost of supporting a board or committee should be considered prior to creating a new committee, and when reviewing the costs and benefits derived from existing committees.

The amount of human resources required to support a City Advisory Board/Committee was estimated by asking staff from a sample of the City's committees to complete a survey on the matter. Responses were received from the staff that support the following committees (see **"Appendix B"** for a detailed breakdown of the staff time spent supporting committees):

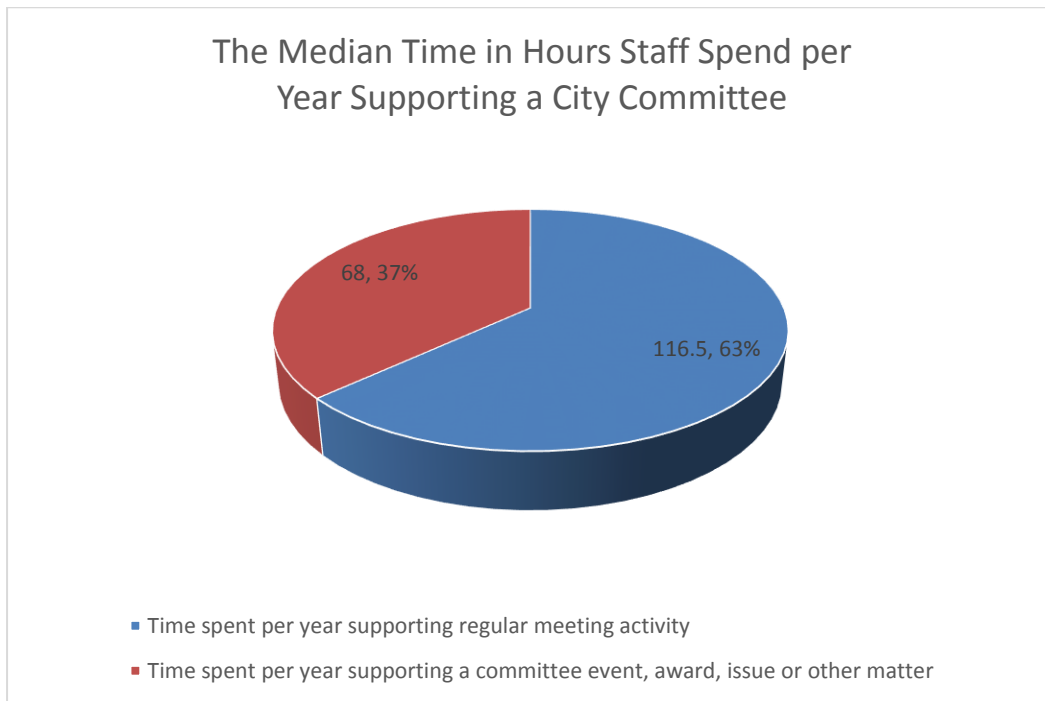
- Advisory Committee on Accessibility;
- Animal Care Committee;
- Canada Day Committee;
- Cycling & Pedestrian Advisory Committee;
- Doors Open Markham Committee;
- Environmental Advisory Committee;
- German Mills Meadow & Natural Habitat Liaison Committee;
- Markham-Milliken Children's Festival Committee;
- Senior's Advisory Committee;
- Senior's Hall of Fame Committee;
- Public Realm Advisory Committee;
- Race Relations Committee;
- Varley-McKay Art Foundation of Markham.

The survey results indicate that there is a large range in the amount of human resources required to support a City board or committee, with Committees for large City events requiring the most staffing resources. Consequently, the median was used to estimate the amount of staff time required to support a board or committee. The results are as follows:

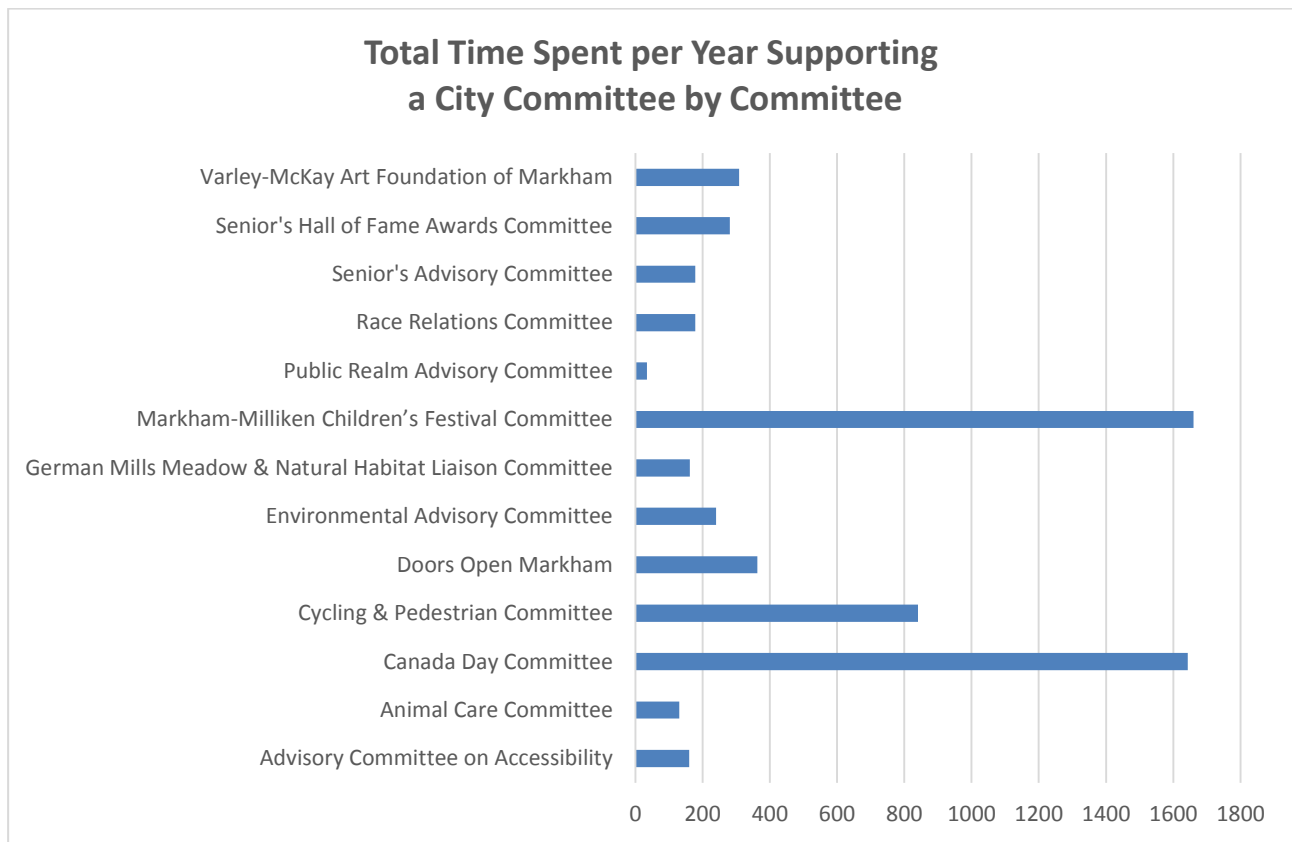
- The median amount of staff time spent supporting regular committee activities per meeting is 11.25 hours;

- The median amount of staff time spent supporting regular committee activities per year is 116.5 hours;
- The median staff time spent per year supporting an event or award, and/or handling committee issues or any other matter pertaining to the committee is 68 hours;
- The median total amount of staff time spent per year supporting a committee is 240.5 hours;
- The estimated cost of providing staff support to a committee is \$12,025 per year based on the median amount of hours spent supporting a committee, and on the assumption that staff members are paid \$50 per hour;
- The cost of providing a committee of 15 people coffee, tea, a jug a water and cookies is \$50 per meeting, or \$500 per 10 meetings.
- The total estimated cost of providing staff resources and refreshments to a committee per year is \$12,525, based on basic meeting refreshments provided at 10 committee meetings, and on the median staff resources provided to support a committee.

Below is a chart displaying the median time in hours staff spend per year supporting a City committee.



Below is a chart listing by committee the total time staff spent supporting the committee per year.



9. Terms of References of Markham Advisory Boards/Committees

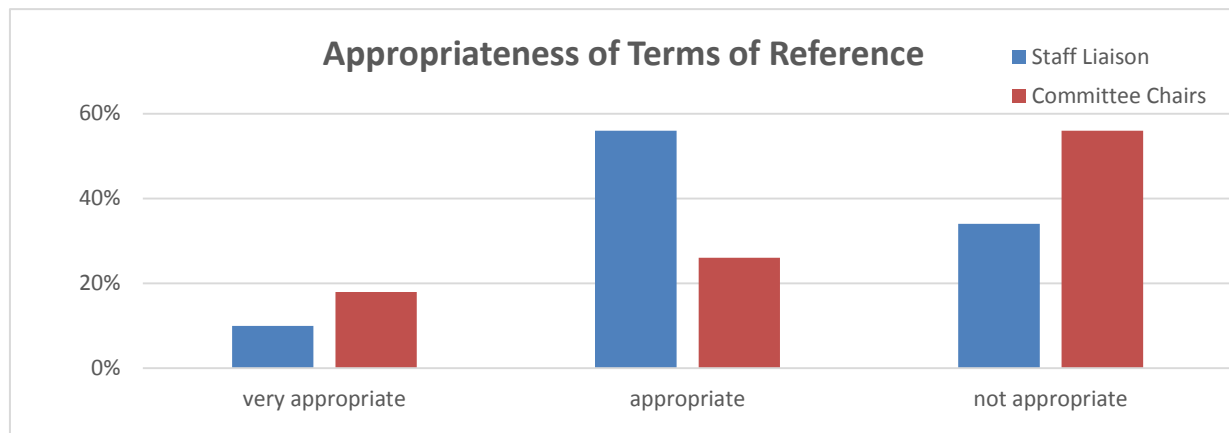
An Advisory Board/Committee's Terms of Reference outlines its mandate, roles and responsibilities, composition, and meeting frequency. Typically the Terms of Reference is created when the body is first established. However, some committees were never provided with a Terms of Reference document. Over the years, some Terms of References have been reviewed and updated, but many have not been updated since the committee was originally established. Changes to a committee's Terms of Reference must be approved by Council. All City committees should have a Terms of Reference so that they have a clear mandate and understanding of their roles and responsibilities.

The following quantitative feedback on Markham's Advisory Board/Committee Terms of Reference was provided from the survey results:

- (56%) of Committee Chairs felt that their committee's Terms of Reference was not appropriate versus (34%) of Staff;

- (78%) of Committee Chairs felt their committees were achieving or somewhat achieving their mandate versus (94%) of Staff;
- (30%) of Committee Chairs were very satisfied with the composition/mix of committee members versus (16%) of Staff;
- (60%) of Committee Chairs were somewhat satisfied with the composition/mix of committee members versus (69%) of Staff.

Below is a chart comparing the responses of Staff versus the responses of Committee Chair in regards to the appropriateness of their committee's Terms of Reference.



The following qualitative feedback was obtained from the Committee Chairs and the Staff Liaisons from the survey results:

- Update Terms of Reference documents to reflect the City's current strategic goals (project should be undertaken by Clerks in partnership with the Committees);
- Ensure Committees have a purpose and that its members understand their role.

10. Meeting Effectiveness of Markham's Advisory Boards/Committees

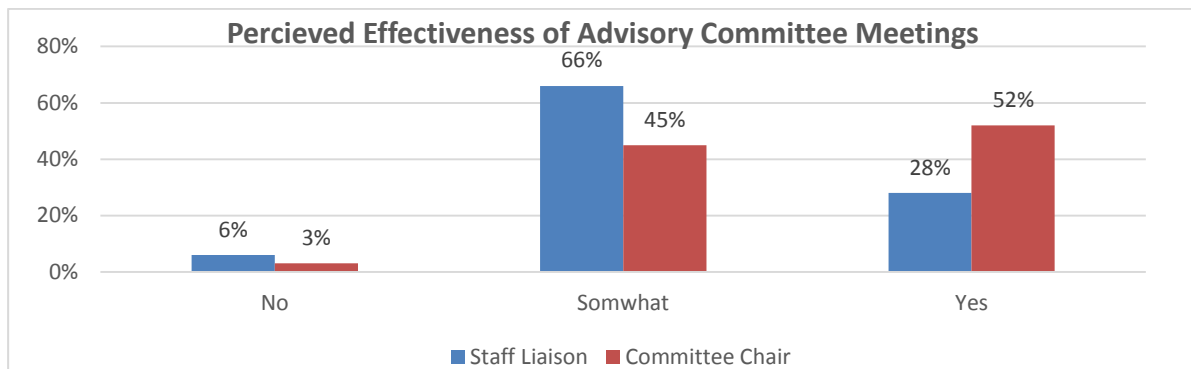
Effective meetings have a purpose and Committee Members leave feeling they have accomplished something. They have a set agenda with items related to the committee's mandate with sufficient time allotted to discuss each item. A majority of members are in attendance so the board or committee is able to make decisions. The City's "Rules of Procedure Governing Statutory and Advisory Committee Meetings" are followed and all members have an opportunity to share their

viewpoint in a respectful manner. Holding effective meetings helps Advisory Boards/Committee's achieve their goals and work as a team.

The following quantitative results regarding meeting effectiveness was obtained based on the survey results:

- (52%) of Committee Chairs felt that their committee meetings were effective versus (28 %) of Staff Liaisons;
- (96%) of Committee Chairs and (94%) of Staff Liaisons thought that their committee meetings were either somewhat effective or effective;

Below is a chart that compares Staff Liaisons' and the Committee Chairs' perceived effectiveness of Advisory Board/Committee meetings.



The following qualitative feedback was obtained from the Committee Chairs and the Staff Liaisons from the survey results:

- Enforce the Rules of Procedure regarding meeting attendance, so that members not attending meetings are removed from committees;
- Ensure the appointed Councillor and Staff Liaisons regularly attend meetings;
- Provide meeting refreshments to all committees;
- Provide a refresher on meeting procedure in the new Term of Council, and any time a new member joins the board or committee.

11. Meeting Attendance at Markham's Advisory Boards/Committees

Advisory Boards/Committees sometimes have difficulty obtaining quorum (having a majority of members in attendance at a meeting). Committees cannot make decisions when they do not have quorum. However, items on the agenda can be discussed. Quorum is often lost due to poor

weather, meetings held in December, meetings held during the March or summer breaks, meetings held soon after a large committee event, when members are unsatisfied with their volunteer experience, when members feel their role is unclear, or when there is committee conflict. When committees have trouble achieving quorum it can impact the morale of members and the overall effectiveness of the committee.

Some strategies used in this Term of Council to resolve issues regarding obtaining quorum were: reducing the number of times per year certain committees meet; cancelling meetings when there is nothing on the agenda; rebuilding committees that had dwindling membership; and resolving issues identified by committees. Although some progress has been made, meeting attendance remains an issue for some committees.

The majority of Advisory Board/Committee meetings in the 2014-2018, Term of Council were held with quorum (see "Appendix C"). The average number of meetings held per year without quorum was 1.7. There were no Advisory Committees that struggled significantly with quorum in this time period. However, Markham's Canada Day Committee and Markham-Milliken Children's Festival were two committees that struggled the most with obtaining quorum.

12. Committee Communication with Staff, Members of Council, and Other Committees

Effective committees have a good relationships with City Staff, Members of Council and other City committees. They have a Staff and Council Liaison that keeps them updated on City issues/matters related to their mandate. Furthermore, they communicate with other committees on matters of a shared interest, for example, event committees sharing ideas regarding children's activities and performers. Lastly, it appears that when an Advisory Board/Committee has good relations with Staff, Council, and other City committees it enhances the members' volunteer experience by making them feel their work is valued and that they are contributing to the community.

The following qualitative feedback was obtained from the survey results from the Staff Liaisons and Committee Chairs on committee communication matters:

- Improve communication/strengthen the relationship between committees and staff;
- Improve the connection between committee activities and the City's goals/activities;
- Consider committee recommendations as the voice of the community;
- Clarify the support Corporate Communications and the Mayor's Office Representative can provide to committees;

- Provide Committees with ways to get their message out (e.g. allowing them to have their own website or Facebook Page);
- Improve the transition of new staff with respect to supporting committees (e.g. a change in the Corporate Communication Representative, Mayor's Office Representative, Council/Committee Coordinator or Staff Liaison on a committee);
- Create an umbrella committee that all Chairs of Advisory Boards/Committee serve on to share ideas and to encourage City committees to work together.

13. Committee Accomplishments

The accomplishments of the City's Advisory Boards/Committees are the activities they undertake to achieve their mandate. These activities were reviewed for the 2014-2018, Term of Council by reviewing past meeting minutes. The results showed that most of the City's Advisory Boards/Committees are active. Some of the types of activities they have been undertaking include (see "Appendix B" to view a more comprehensive list of committee accomplishments):

- Community engagement activities;
- Raising funds for a City program or initiative;
- Hosting an award, event or fair;
- Listening to deputations from the community on matter regarding their mandate;
- Providing feedback to staff on a City program, policy, or initiative; and/or,
- Holding a focus group.

The following quantitative result regarding committee accomplishments was obtained from Staff Liaisons and Committee Chairs from the survey results:

- (41%) of Advisory Committee Chairs were very satisfied with their Committee's accomplishments versus only (25%) of Staff Liaisons.

14. The Volunteer Experience

Residents may volunteer to serve on a City Advisory Board/Committee to give back to the community, make a difference, learn more about municipal government, or to gain new skills or knowledge. Volunteers that are satisfied with their volunteer placement generally feel their hard work is valued and respected.

The following qualitative feedback was obtained regarding the volunteer experience serving on a City Advisory Board/Committee from the Committee Chairs survey results:

- Acknowledge the hard work of Committee Members;
- Respect and appreciate the volunteer time of Committee Members.

15. Other Survey Results

The following miscellaneous qualitative feedback was obtained from the Committee Chairs and the Staff Liaisons on other Advisory Board/Committee matters from the survey results:

- Suggested that Markham Theatre is working collaboratively as a cohesive team and that it is very committed to contributing to the huge success of the Theatre;
- Suggested that a budget be provided to Advisory Boards/Committees that they can use for projects or initiatives they are undertaking;
- Recommended that cemetery operations be taken over by City Staff;
- Recommended that the Agricultural Advisory Committee be disbanded, as it is no longer active.

16. Recommendations

Based on the survey results and the research conducted, staff recommend the following to improve the efficiency and effectiveness of Markham's Advisory Boards/Committees:

Improving the Management of City Resources and Communication between the City and Advisory Boards/Committees

- Develop a balanced scorecard that can be used to measure the costs and benefits of each City Advisory Board/Committee that is completed on an annual basis (Secretariat Staff to develop);
- Create a business plan template that can be completed by Advisory Boards/Committees and submitted to Council for approval each year to help ensure the activities they are focusing on are working towards the goals of the organization (Secretariat Staff to develop);
- Reduce the number of Advisory Boards/Committees by (10%) so that City can better support the Board/Committees that it has with the current resources;

- Hold a meeting once per year with Secretariat Staff, Staff Liaisons, and Committee Chairs to improve communication between the City's Advisory Boards/Committees and the City, and to encourage committees to communicate with each other.

Improving the Appointment Process

- Review the composition of the Appointment Committee in 2018-2022 Term of Council;
- Provide regular updates to the Committee Chair on the status of the appointments;
- Refresh the interview questions used to interview committee members to ensure the City is appointing applicants with the right skillsets.
- Keep an attendance record of who attends the Appointment Committee sessions.

Diversity on Committees

- Increase the number of applications submitted to be considered for a position on a Markham Advisory Board /Committee by (18-24) year olds by (10%) by using social media and other ways of promoting the vacancies that appeal more to a younger audience (Secretariat Staff to work with Corporate Communications to achieve this objective);
- Increase the number of applications submitted by persons with disabilities by (10%) by using more innovative ways to promote vacancies to this target audience (Secretariat Staff to work with Corporate Communications to achieve this objective);
- If possible, have more diversity in the composition of the Appointment Committee to diversify the insight that goes into the decision making process with respect to the selection of members.

Board/Committee Terms of References

- Review City Advisory Boards/Committee Terms of References that have not been recently reviewed in the new Term of Council in collaboration with the committees to ensure their mandate is providing value to the City and its volunteers;
- Ensure all Advisory Boards/Committees have a Terms of Reference (Secretariat Staff to work with Staff Liaison's to create Terms of References if required).

Meeting Effectiveness

- Provide a refresher on meeting procedures to all Advisory Boards/Committees in new Term of Council;
- Provide Committee Chairs with training on how to Chair a meeting.

Meeting Attendance

- Have committees establish rules of engagement regarding meeting attendance and other problem areas that a committee may be experiencing;

- Ensure the rules of procedure regarding meeting attendance are enforced;
- Change the structure of the City's event committees so that they exist primarily to assist the City in the organization of events, so that quorum is not required to pass committee resolutions regarding event decisions.

Volunteer Experience

- Develop a volunteer recognition plan to recognize Committee Members hard work while they are still serving on a Markham committee.

Combine Similar Committees and Disband Inactive Committees

- Combine the Public Art and Public Realm Advisory Committee or disband the Public Realm Advisory Committee;
- Combine the Senior's Hall of Fame Awards Committee and the Senior's Advisory Committee
- Disband the Achievement & Civic Recognition Committee, Agricultural Advisory Committee, and the Pan Am Host Advisory Committee, as these committees are no longer active.

16. Conclusion

In conclusion, Markham has many active Advisory Boards/Committees comprised of members that represent the diversity of Markham. These bodies engage residents in the democratic process and provide Council with valuable advice from a citizen perspective. However, City resources are required to support these committees. Advisory boards/committees that are sufficiently supported by staff and Council operate effectively. These committees also seem to provide a more rewarding volunteer experience to its members. Given the current resources available, the City must balance the number of Advisory Boards/Committee it has with the amount of staff and Council support required. The City otherwise risks the success of its Advisory Boards/Committees: in achieving their mandates; providing value to the City; and in being able to provide members with a rewarding volunteer experience.

17. Appendixes

- A) Appendix A** – List of Markham Advisory Boards/Committees
- B) Appendix B** – Staff Time Spent Supporting Markham's Advisory Boards/Committees
- C) Appendix C** - Meetings Held Without Quorum in the 2014-2018 Term of Council
- D) Appendix D** - Markham Advisory Board/Committee Accomplishment in the 2014 -2018 Term of Council

“Appendix A”

Markham Citizen Advisory Boards/Committees and Working Groups (listed in alphabetical order)

- | | |
|---|--|
| 1. Achievement & Civic Recognition Committee | 23. Markham-Milliken Children's Festival Committee |
| 2. Advisory Committee on Accessibility | 24. Milliken Mills Main Street Advisory Group |
| 3. Agricultural Advisory Committee | 25. Markham Sports Hall of Fame Committee |
| 4. Animal Care Committee | 26. Markham Village Train Station Community Centre Board |
| 5. Box Grove Community Centre Board | 27. Mayor's Youth Council |
| 6. Canada Day Committee | 28. Milne Pathway Working Group |
| 7. Cedar Grove Community Centre Board | 29. Pan Am Host Advisory Committee |
| 8. Cemetery Board | 30. Property Standards Committee |
| 9. Committee of Adjustment | 31. Public Art Advisory Committee |
| 10. Cornell Advisory Group | 32. Public Realm Advisory Committee |
| 11. Cycling & Pedestrian Advisory Committee | 33. Public Library Board |
| 12. Door Open Markham Committee | 34. Race Relations Committee |
| 13. Environmental Advisory Committee | 35. Santa Claus Parade Advisory Committee |
| 14. Flato Markham Theatre Advisory Board | 36. Seniors Advisory Committee |
| 15. Friends of the Markham Museum Board | 37. Senior's Hall of Fame Awards Committee |
| 16. German Mills Community Centre Board | 38. Train Anti Whistling Working Group |
| 17. German Mills Meadow & Natural Habitat Liaison Committee | 39. Thornhill Revitalization Committee |
| 18. Heintzman House Community Centre Board | 40. Unionville-Stiver Mill Preservation Advisory Committee |
| 19. Heritage Markham Committee | 41. Varley-McKay Art Foundation of Markham |
| 20. Historical Unionville Community Vision Committee | 42. Victoria Square Community Centre Board |
| 21. Main Street Markham Committee | |
| 22. Markham Centre Advisory Group | |

Other City Advisory Committees that are comprised of only Councillor Members or Councillor Members and Business Representatives include:

1. Licensing Committee
2. Automated Vacuum Collection Feasibility Working Group
3. Pandemic Readiness Emergency Plan Steering Committee

“Appendix B”
Staff Time Spent Supporting Markham's Advisory Committees

Summary of Results

Committee	Time spent per meeting in hours supporting regular meeting activities	Time spent per year in hours supporting regular meeting activity	Time spent per year in hours supporting a committee event, award, issue or other matter	Total time spent per year in hours supporting the committee	Estimated Cost – with assumption that staff are paid \$50 per hour
Advisory Committee on Accessibility	10.83	110.3	50	160.3	\$8,015
Animal Care Committee	11	110	21	131	\$6,550
Canada Day Committee	26.67	213.36	1430	1643.36	\$82,188
Cycling & Pedestrian Committee	21	212	64	841	\$42,050
Doors Open Markham	8	80	283	363	\$18,150
Environmental Advisory Committee	11.25	116.5	124	240.5	\$12,025
German Mills Meadow & Natural Habitat Liaison Committee	56	112	50	162	\$8,100
Markham-Milliken Children's Festival Committee	23.5	188	1472	1660	\$83,000
Public Realm Advisory Committee	9.75	19.5	15	34.5	\$1,725
Race Relations Committee	10.83	110.3	68	178.3	\$8,915
Senior's Advisory Committee	13	130	48	178	\$8,900
Senior's Hall of Fame Awards Committee	9	90	191	281	\$14,050
Varley-McKay Art Foundation of Markham	19.75	158	151	309	\$15,450
Total	230.58	1649.96	3967	6181.96	\$309,118.00

The Mean, Median and Range of Staff Time Spent Supporting Committees

	Average Amount of Time Spent in Hours Supporting a Meeting	Time spent per year in Hours supporting regular meeting activity	Time spent per year in Hours supporting a committee event, award, issue or other matter	Total time spent per year in hours supporting the committee
Mean	17.74	126.92	305.12	475.54
Median	11.25	116.5	68	240.5
Range	48	193.86	1415	1625.5

Staff Time Spent Supporting Committees Broken-down by Committee

Advisory Committee on Accessibility

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corporate Com. Time in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	0	0	1
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	2.5	0.5	0	3
Time spent per meeting attending the meeting	2.5	3	0	5.5
Time spent per meeting on email correspondence	1	0.33	0	1.33
Total per month	7	3.83	0	10.83
Total time per year (total times the number of meetings) • Meets 10 times per year	70	38.3	2 (per year)	110.3

Yearly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time in Hours	Total Hours
Time spent per year supporting and/or attending a committee event or award	15	15	15	45
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	2	1	2	5
Total	17	16	17	50

Grand Total	160.3
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Animal Care Committee

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	1	0	2
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	2.5	0.5	0	3
Time spent per meeting attending the meeting	2	2	0	4
Time spent per meeting on email correspondence	1	1	0	2
Total per month	6.5	4.5	0	11
Total time per year (total times the number of meetings) • Meets 10 times per year	65	45	0	110

Yearly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per year supporting and/or attending a committee event or award	1	5	3	9
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	2	10	0	12
Total	3	15	3	21

Grand Total	131
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Canada Day Committee

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent (includes the time multiple employees) in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	0.26	0.41	1.67
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	2.5	0.5	1	4
Time spent per meeting attending and preparing for the meeting	2	3	7	12
Time spent per meeting on email correspondence	1	8	0 (included under time spent support the event)	9
Total per month	6.5	13.25	8.41	26.67
Total time per year (total times the number of meetings) • Meets 8 times per year	52	106	67.28	213.36

Yearly Activities

Task/Action	Committee Coordinator Time Spent in hours	Staff Liaison Time Spent in hours	Corp Com Time Spent in hours	Total hours
Time spent per year supporting and/or attending a committee event or award	0	300	764	950
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	2	25	339	366
Total	2	325	1103	1430

Grand Total	1643.36
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The Canada Day Committee is supported by each and every member of the Corporate Communications team. Special Events begins logistics planning in January, while communications team begins sponsorship activities. Designers are tasked with signage and social media images, communications follows its comprehensive communications plan to create media advisories and conducts media outreach, signage content, social media, advertising and portal messaging, and oversees all aspects of the event.

On July 1, at least 12 members of Corporate Communications are required to manage the day's four (Citizenship Ceremony, Senior's Luncheon, People's Parade, and Milne Dam Park) events from 6 a.m. to finish, with several attending and managing the entire day.

Working with Community and Fire Services, considerable time is placed on ensuring a proper emergency communication plan is prepared and read to launch, should it be required.

Cycling & Pedestrian Advisory Committee

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total in Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	1	0	2
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	3	4	0	7
Time spent per meeting attending and preparing for the meeting	2	8.5	0	10.5
Time spent per meeting on email correspondence	1	0.5	0	1.5
Total per month	7	14	0	21
Total time per year (total times the number of meetings) • Meets 10 times per year	70	140	2 (per year)	212

Yearly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per year supporting and/or attending a committee event or award	1	140	70	211
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	2	350	66	418
Total	3	490	136	629

Grand Total	841
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Doors Open Markham

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	0	1	0	1
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	0	2	0	2
Time spent per meeting attending and preparing for the meeting	0	2	2	4
Time spent per meeting on email correspondence	0	1	0	1
Total per month	0	6	2	8
Total time per year (total times the number of meetings) • Meets 10 times per year	0	60	20	80

Yearly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per year supporting and/or attending a committee event or award	0	0 (counted these hours in other questions)	210	210
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	0	13	60	73
Total	0	13	270	283

Grand Total	363
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Environmental Advisory Committee

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	0.5	0	1.5
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	2.5	0.5	0	3.0
Time spent per meeting attending the meeting	2.5	2.5	0	5
Time spent per meeting on email correspondence	1	0.75	0	1.75
Total per month	7	4.25	0	11.25
Total time per year (total times the number of meetings) • Meets 10 times per year	70	42.5	4 (attend 2 meetings per year)	116.5

Yearly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per year supporting and/or attending a committee event or award	1	50	47	98
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	2	14	10	26
Total	3	64	57	124

Grand Total	240.5
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German Mills Meadow & Natural Habitat Liaison Committee

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours (3 staff attend)	Corp Com Time Spent in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	21	0	22
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	3	12	0	15
Time spent per meeting attending the meeting	2	6	0	8
Time spent per meeting on email correspondence	1	10	0	11
Total per month	7	49	0	56
Total time per year (total times the number of meetings) • Meets 2 times per year	14	98	0	112

Yearly Activities

Task/Action	Committee Coordinator Time Spent	Staff Liaison Time Spent	Corp Com Time Spent	Total
Time spent per year supporting and/or attending a committee event or award	0	0	0	0
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	1	49	0	50
Total	1	49	0	50

Grand Total	162
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Markham-Milliken Children's Festival Committee

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours (includes multiple staffs time)	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	0.5	0.5	2
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	2.5	1	1.5	5
Time spent per meeting attending and preparing for the meeting	2	2	6.5	10.5
Time spent per meeting on email correspondence	1	5	0 (included under time spent supporting the event)	6
Total per month	6.5	8.5	8.5	23.5
Total time per year (total times the number of meetings) • Meets 8 times per year	52	68	68	188

Yearly Activities

Task/Action	Committee Coordinator Time Spent	Staff Liaison Time Spent	Corp Com Time Spent	Total
Time spent per year supporting and/or attending a committee event or award	0	120	974	1094
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	2	16	360	378
Total	2	136	1,334	1,472

Grand Total	1660
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Corporate Communications carries the bulk of the responsibility for this event, from securing sponsorships and volunteers, to managing the intricate details of two entertainment stages, inflatables, free activity stations and more. Each Member of Special Events, Design and Communications plays a significant role for

the months leading up to the event, and including a full day on event day. Working with Community & Fire Services, considerable time is placed on ensuring proper emergency communications plan is prepared and ready to launch, should it be required.

Public Realm Advisory Committee

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours (3 staff attend)	Corp Com Time Spent in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	0.5	0	1.5
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	3	0.5	0	3.5
Time spent per meeting attending the meeting	2	1	0	3
Time spent per meeting on email correspondence	1	0.75	0	1.75
Total per month	7	2.75	0	9.75
Total time per year (total times the number of meetings) • Meets 2 times per year	14	5.5	0	19.5

Yearly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per year supporting and/or attending a committee event or award	0	12	0	12
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	1	2	0	3
Total	1	14	0	15

Grand Total	34.5
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Race Relations Committee

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	0	0	1
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	2.5	0.5	0	3
Time spent per meeting attending the meeting	2.5	3	0	5.5
Time spent per meeting on email correspondence	1	0.33	0	1.33
Total per month	7	3.83	0	10.83
Total time per year (total times the number of meetings) • Meets 10 times per year	70	38.3	2 (attends 1 meeting per year)	110.3

Yearly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per year supporting and/or attending a committee event or award	40	15	10	65
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	2	1	0	3
Total	42	16	10	68

Grand Total	178.3
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Senior's Advisory Committee

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	0.25	0	1.25
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	2	0.25	0	2.25
Time spent per meeting attending the meeting	2.5	4	0	6.5
Time spent per meeting on email correspondence	1	2	0	3
Total per month	6.5	6.5	0	13.0
Total time per year (total times the number of meetings) • Meets 10 times per year	65	65	0	130

Yearly Activities

Task/Action	Committee Coordinator Time Spent	Staff Liaison Time Spent	Corp Com Time Spent	Total
Time spent per year supporting and/or attending a committee event or award	1	25	10	36
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	2	10	0	12
Total	3	35	10	48

Grand Total	178
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Senior's Hall of Fame Awards Committee

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	0	0	1
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	2	0	0.5	2.5
Time spent per meeting attending the meeting	2	0	1.5	3.5
Time spent per meeting on email correspondence	1	0	1	2
Total per month	6	0	3	9
Total time per year (total times the number of meetings) • Meets 10 times per year	60	0	30	90

Yearly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per year supporting and/or attending a committee event or award	21	0	85	106
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	7	0	78	85
Total	28	0	163	191

Grand Total	281
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Varley-McKay Art Foundation of Markham

Monthly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total Hours
Time spent per meeting preparing, coordinating or reviewing the agenda	1	0.5	0	1.5
Time spent per meeting preparing or reviewing the meeting minutes and following up on action items	4	1	0	5
Time spent per meeting attending and preparing for the meeting	2.5	8.75	0	11.5
Time spent per meeting on email correspondence	1	1	0	2
Total per month	8.5	11.25	0	19.75
Total time per year (total times the number of meetings) • Meets 8 times per year	68	90	0	158

Yearly Activities

Task/Action	Committee Coordinator Time Spent in Hours	Staff Liaison Time Spent in Hours	Corp Com Time Spent in Hours	Total in Hours
Time spent per year supporting and/or attending a committee event or award	0	53	10	63
Time spent per year managing committee issues or on any other mattering pertaining to your role supporting the Committee	0	88	0	88
Total	0	141	10	151

Grand Total	309
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“Appendix C”**Number of Meetings Held without Quorum in 2014-2018 Term of Council**

Committee	2015		2016		2017		2018	
	No. of Meetings	No. of Meetings without Quorum	No. of Meetings	No. of Meetings without Quorum	No. of Meetings	No. of Meetings without Quorum	No. of Meetings	No. of Meetings without Quorum to date
Advisory Committee on Accessibility	8	1	10	0	10	1	10	1
Agricultural Advisory Committee	2	1	6	1	0	0	0	0
Animal Care Committee	12	0	12	2	10	0	10	1
Canada Day Committee	7	0	8	0	8	1	7	3
Cycling and Pedestrian Advisory Committee	10	0	10	0	10	0	10	0
Doors Open Markham	8	0	8	0	9	0	10	0
Environmental Advisory Committee	10	0	8	1	9	1	10	1
Flato Markham Theatre Advisory Board	9	1	9	2	9	0	9	0
German Mills Meadow & Natural Habitat Liaison Committee	1	0	2	0	2	0	2	0
Friends of the Markham Museum Board	10	0	9	0	9	1	10	1
Historical Unionville Community Vision Committee	0	0	4	0	9	1	9	0
Main Street Markham	10	0	8	1	5	1	5	0
Markham-Milliken Children's Festival Committee	9	5	7	1	8	2	8	2
Markham Sports Hall of Fame Awards Committee	0	0	7	0	9	0	6	1
Public Art Advisory Committee	4	0	4	0	4	0	4	0
Public Library Board	10	0	10	1	9	0	10	1
Public Realm Advisory Committee	4	0	3	1	4	0	2	1
Seniors Advisory Committee	12	1	7	2	8	0	10	1
Seniors Hall of Fame Committee	5	1	7	0	8	1	8	1
Varley-McKay Art Foundation of Markham	8	0	7	1	5	0	7	0
total	139	10	146	13	145	9	147	14

“Appendix D”

Markham Advisory Board/Committee Accomplishments in 2014-2018 Term of Council

Committee	Accomplishments
1. Achievement & Civic Recognition Committee	Did not meet in this Term of Council
2. Advisory Committee on Accessibility	<ul style="list-style-type: none"> • Provides feedback on the City's multiyear accessibility plan; • Provided feedback on the accessibility of the City's website; • Provided feedback on the accessibility of key commercial and City site plans; • Made recommendations to Council on accessibility matters; • Organized the 2015, 2016, 2017, and 2018 Accessibility Fair; • Supported the Markham Board of Trade Award 2015, and 2016; • Created and launched the Markham Accessibility Award; • Participated in the Canada Day Parade.
3. Agricultural Advisory Committee	<ul style="list-style-type: none"> • Organized the 2015 and 2016 Agricultural Tour; • Made recommendations to Council on agricultural matters; • Provided feedback on the City Tree-By-Law, the Province's Land Use Planning Review, and on building permit fees for agricultural buildings; • Received presentations on relevant City programs; • Attended the Friends of the Greenbelt Workshop; • Has meet since 2016.
4. Animal Care Committee	<ul style="list-style-type: none"> • Heard deputations regarding matters pertaining to animals; • Donated \$36K to the Cat Adoption and Education Centre; • Participated in the Unionville Old Tyme Christmas Parade; • Made recommendation to Council on matters regarding animals; • Attended many events educating the public on the City's animal services and

Committee	Accomplishments
	raising funds for the Cat Adoption and Education Centre; <ul style="list-style-type: none"> • Provided feedback on relevant City programs; • Reviewed and made recommendations to staff with respect to the City's Animal Control By-Law.
5. Box Grove Community Centre Board	<ul style="list-style-type: none"> • Managed the operations of Box Grove Community Centre.
6. Canada Day Committee	<ul style="list-style-type: none"> • Helped organize the 2015, 2016, 2017, and 2018 Canada Day event.
7. Cedar Grove Community Centre Board	<ul style="list-style-type: none"> • Manages the operations of Box Grove Community Centre.
8. Cemetery Board	<ul style="list-style-type: none"> • Managed the City's cemeteries.
9. Cornell Advisory Group	<ul style="list-style-type: none"> • Provided feedback on development applications being submitted for the Cornell area.
10. Cycling & Pedestrian Advisory Committee	<ul style="list-style-type: none"> • Organize and plan the annual Giro and Cycling Day in Markham; • Provided feedback on relevant City programs and projects; • Heard deputations on Cycling matters; • Made recommendations to Council on cycling and pedestrian matters (e.g. requesting Council pass a by-law restricting vehicles from parking on bicycle facilities, and endorsing the Lake to Lake Path implementation through the City of Markham).
11. Door Open Markham Committee	<ul style="list-style-type: none"> • Organize and plan the Doors Open Markham event.
12. Environmental Advisory Committee	<ul style="list-style-type: none"> • Participated in the Net Zero Workshop held by City of Markham; • Attended the annual Regional Environmental Advisory Committee meeting; • Hosted Earth Day Events in 2015, 2016, 2017, and in 2018; • Worked with the Cycling & Pedestrian Committee promote awareness of the City' trail system at the Earth Day Event; • Helped promote the City's new textile program; • Attended the Provincial Environmental Advisory Committee Symposium; • Provided feedback on City programs;

Committee	Accomplishments
	<ul style="list-style-type: none"> • Heard deputation on environmental matters.
13. Flato Markham Theatre Advisory Board	<ul style="list-style-type: none"> • Hosted Fundraising Gala in 2015, 2016, 2017, and 2018; • Hosted Live Art Awards and requested that the week be proclaimed; • Provided feedback on the theatre operations; • Launched Every Child Every Year; • Provided feedback/input into the development of the Theatre's Strategic Plan; • Provided feedback on theatre programs; • Raised funds for the theatre; • Supported a grant application for the Theatre.
14. Friends of the Markham Museum Board	<ul style="list-style-type: none"> • Hosted a speaker series at the Museum; • Provided feedback on the Museum Strategic Plan; • Raised funds for the Museum.
15. German Mills Community Centre Board	<ul style="list-style-type: none"> • Manages the operations of the German Mills Community Centre Board.
16. German Mills Meadow & Natural Habitat Liaison Committee	<ul style="list-style-type: none"> • Provided recommendations to Council and staff regarding the German Mills Meadow & Natural Habitat.
17. Heintzman House Community Centre Board	<ul style="list-style-type: none"> • Hosted an annual art show; • Host an annual Halloween event; • Host an annual Christmas Craft Sale;
18. Historical Unionville Community Vision Committee	<ul style="list-style-type: none"> • Made recommendations to Council regarding the Unionville area (e.g. requesting Unionville Core Area Streetscape Master Plan, introducing wayfinding signs on Main Street Unionville, and requesting full enforcement of property standards on Main Street Unionville); • Received presentations from staff on the Main Street Unionville Vision Plan and on other relevant matters.
19. Main Street Markham Committee	<ul style="list-style-type: none"> • Provided input on relevant City programs/projects; • Made recommendations to staff and Council regarding the Main Street Markham Area (e.g. requesting staff investigate installing a heritage bus shelter at Princess and Main Street Markham, and

Committee	Accomplishments
	on the requesting the replacement of the tree/Christmas tree near the old City Hall); <ul style="list-style-type: none"> Received presentation/updates on relevant City projects/programs.
20. Markham Centre Advisory Group	<ul style="list-style-type: none"> Provided feedback on development applications in the area.
21. Markham-Milliken Children's Festival Committee	<ul style="list-style-type: none"> Assisted staff in the planning and undertaking of the Markham-Milliken Children's Festivals held in 2015, 2016, 2017, and 2018.
22. Milliken Advisory Group	Did not meet in this Term of Council.
23. Markham Sports Hall of Fame Committee	<ul style="list-style-type: none"> Planning/creating the Markham Sports Hall of Fame Awards; First Award ceremony to be held in 2019.
24. Mayor's Youth Taskforce	<ul style="list-style-type: none"> Markham Youth Expo – Annual event for youth and community to showcase youth talent and services for youth. Amazing Race Markham – Annual event for youth to participate in a fun and challenging full day race. Teams raise funds for a chosen local charity such as the food bank, Native Youth Services, MSH Collage- Annual networking event which brings area youth councils together for social and networking. Think Tank – Annual event which brings together local presenters to present on topics relating to youth issues and topics. Get Involved Conference – Annual conference in which the MMYC host local grade 8 students for a day long conference. Topics include leadership, volunteering, and teamwork.
25. Pan Am Host Advisory Committee	<ul style="list-style-type: none"> Helped organize the Pan Am festivities in Markham.
26. Property Standards Committee	<ul style="list-style-type: none"> Heard property standard appeals and made decisions on the matters.
27. Public Art Advisory Committee	<ul style="list-style-type: none"> Reviews and advises Council on public art projects including the Downtown Markham Public Art installation, the Benjamin Thorne, Berczy, and Rizal statues, the Charity Sculpture, and the War Memorial Cenotaph; Participated in the York University Public Art Symposium May 2017.

Committee	Accomplishments
28. Public Realm Advisory Committee	<ul style="list-style-type: none"> • Provided feedback on Markham's public realm projects; • Projects have included: Forest of Hope, Unionville inspiration board, wrapping of traffic control boxes, revitalization of park shelters, and community message boards.
29. Public Library Board	<ul style="list-style-type: none"> • Provided feedback on Library policies, programs, and operations.
30. Race Relations Committee	<ul style="list-style-type: none"> • Hosted the 2015, 2016, and 2018 Many Faces of Markham event; • Had a booth at the York Region Police, International Day for the Elimination of Racism event; • Had a booth at the Taste of Asia promoting the Race Relations Committee; • Held a youth conference; • Held a Human Rights Event; • Held a Race Relations Open House; • Provided feedback on the Diversity and Inclusion Charter for York Region; • Hosted a Community Round table event.
31. Santa Claus Parade Advisory Committee	<ul style="list-style-type: none"> • Planned and organized the Markham Santa Claus Parade.
32. Seniors Advisory Committee	<ul style="list-style-type: none"> • Heard presentations on matters regarding seniors; • Provided feedback at many meetings on Markham's proposed Older Adult Strategy; • Hosted a Health and Wellness Fair for Seniors; • Provide input into the Senior's section in Markham Life, including providing article ideas; • Received presentation and provided feedback from a seniors perspective on City program; • Assisted with the a senior's art show and fashion show; • Hosted a senior's craft show; • Helped promote the Senior's Extravaganza and other seniors events.
33. Senior's Hall of Fame Awards Committee	<ul style="list-style-type: none"> • Obtained nominations for the Senior's Hall of Fame Awards ceremony; • Provided input into the planning and organization of the ceremony;

Committee	Accomplishments
	<ul style="list-style-type: none"> Judged the nominations and selected the winners of the awards.
34. Thornhill Revitalization Committee	<ul style="list-style-type: none"> Did not meet in this Term of Council.
35. Unionville-Stiver Mill Preservation Advisory Committee	<ul style="list-style-type: none"> Did not meet in this Term of Council.
36. Varley-McKay Art Foundation of Markham	<ul style="list-style-type: none"> Primary focus is on raising funds to support the <u>Varley Art Gallery of Markham</u>, with a focus on art acquisitions, conservation of the art collection, educational programs and exhibition research; Organized the annual Rouge Varley Gala; Hosted Vintages at the Varley New World Wine event; The Foundation also helps operate an active volunteer program to further support the Varley Art Gallery of Markham.
37. Victoria Square Community Centre Board	<ul style="list-style-type: none"> Managed the operations of Victoria Square Community Centre.