



# General Committee Meeting Agenda

**Meeting No. 16 | December 3, 2024 | 9:30 AM | Live streamed**

Members of the public have the option to attend either remotely via Zoom or in-person in the Council Chamber at the Civic Centre

## Members of the public can participate by:

### 1. VIEWING THE ONLINE LIVESTREAM:

Council meetings are video and audio streamed at: <https://pub-markham.escribemeetings.com/>

### 2. EMAILING A WRITTEN SUBMISSION:

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

**Written submissions must be received by 5:00 p.m. the day prior to the meeting.**

If the deadline for written submission has passed, you may:

Email your written submission directly to [Members of Council](#); or

Make a deputation at the meeting by completing and submitting an online [Request to Speak Form](#)

If the deadline for written submission has passed **and** Council has finished debate on the item at the meeting, you may email your written submission directly to [Members of Council](#).

### 3. REQUEST TO SPEAK / DEPUTATION:

Members of the public who wish to make a deputation, please register prior to the start of the meeting 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 on.

If you do not have access to email, contact the Clerk's office at **905-479-7760** on the day of the meeting.

\*If Council or Committee has finished debate at the meeting on the item, you may email your written submission directly to [Members of Council](#).

The list of [Members of Council is available online at this link](#).

Alternate formats for this document are available upon request.

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.

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

# General Committee Agenda

Meeting Number: 16  
December 3, 2024, 9:30 AM - 1:00 PM  
Live streamed

Please bring this General Committee Agenda to the Council meeting on December 4, 2024.

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## Pages

### 1. CALL TO ORDER

#### INDIGENOUS LAND ACKNOWLEDGEMENT

We begin today by acknowledging the traditional territories of Indigenous peoples and their commitment to stewardship of the land. We acknowledge the communities in circle. The North, West, South and Eastern directions, and Haudenosaunee, Huron-Wendat, Anishnabeg, Seneca, Chippewa, and the Mississaugas of the Credit peoples. We share the responsibility with the caretakers of this land to ensure the dish is never empty and to restore relationships that are based on peace, friendship, and trust. We are committed to reconciliation, partnership and enhanced understanding.

### 2. DISCLOSURE OF PECUNIARY INTEREST

### 3. APPROVAL OF PREVIOUS MINUTES

#### 3.1 MINUTES OF THE NOVEMBER 5, 2024 GENERAL COMMITTEE (16.0)

9

Note: Minutes are now attached.

1. That the minutes of the November 5, 2024 General Committee meeting be confirmed.

### 4. PRESENTATIONS

### 5. DEPUTATIONS

### 6. COMMUNICATIONS

#### 6.1 YORK REGION COMMUNICATIONS (13.4)

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

**The following York Region Communications are available on-line only.**

1. That the following communications dated October 24, 2024 from York Region be received for information purposes:
  1. [2024-2027 Agriculture and Agri-Food Sector Strategy](#)
  2. [Development Charges Deferral Policy for Large Office Buildings](#)
  3. [Actions to Increase Affordable and Community Housing Supply Under the Next 10-Year Housing and Homelessness Plan](#)

**7. PETITIONS**

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

**8.1 Q3 2024 STATUS OF CAPITAL AS AT SEPTEMBER 30, 2024 (7.0)**

18

J. Lee, ext. 2963

1. That the report dated December 3, 2024, titled “Status of Capital Projects as of September 30, 2024” be received; and,
2. That the Projects completed with surplus funds over \$100,000 or with over 50% of Budget remaining, as identified in Appendix 2a, be recommended for closure, and funds associated with these projects in the amount of \$5,744,765 be transferred to the original sources of funding as identified in Appendix 2a; and,
3. That the Projects Completed without surplus funds or with surplus funds under \$100,000 or with less than 50% of Budget remaining, as identified on Appendix 2b, be recommended for closure, and funds associated with these projects in the amount of \$1,336,725 be transferred to the original sources of funding as identified in Appendix 2b; and,
4. That the Non-Development Charge Capital Contingency Project be topped up from the Life Cycle Replacement and Capital Reserve Fund by \$2,104,150 to the approved amount of \$250,000; and,
5. That the Design Capital Contingency Project be topped up from the Development Charges – Parks Development Reserve by \$118,124 to the approved amount of \$100,000; and,
6. That the Waterworks Capital Contingency Project be topped up from the Waterworks Stabilization/Capital Reserve by \$112,004 to the approved amount of \$100,000; and,
7. That the Staff approved draws from Other Reserves as part of the

Capital Contingency process in the amount of \$1,136,863 be received; and,

8. That the following new capital projects, initiated subsequent to the approval of the 2024 capital budget as per the Capital Budget Control Policy, be received:
  - Project 24312 – 2025 Air Cylinders Replacement – Budget of \$76,600 to be funded from the Life Cycle Replacement and Capital Reserve.
  - Project 24321 - Cornell C.C Parking Garage Remote Monitoring and Maintenance - Budget of \$46,762.79 to be funded from the Non-DC Capital Contingency; and further,
9. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

## **8.2 2025 MEETING CALENDAR (9.0) 36**

M. Pettit, ext. 8220

1. That the proposed 2025 Standing Committee & Council Meeting Calendar be adopted; and further,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

## **8.3 STAFF AWARD CONTRACTS - QUARTERLY UPDATE (7.12) 48**

A. Moore, ext. 4711

1. That the report entitled “Staff Awarded Contracts for the Months of July, August and September 2024” be received; and further,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

## **8.4 2024 AUDIT PLANNING REPORT (7.0) 56**

K. Soneji, ext. 2681

1. That the report titled “2024 Audit Planning Report” be received; and,
2. That the 2024 Audit Planning Report for the year ending December 31, 2024, prepared by KPMG LLP, Chartered Accountants be received; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**8.5 AWARD OF TENDER 060-T-24 (CRFT 2024-01) FOR THE SUPPLY AND DELIVERY OF UNLEADED FUEL (E10), #1 ULTRA LOW SULPHUR DIESEL AND BIODIESEL FUEL (B20) FOR A FIVE YEAR TERM (2025 – 2029)**

104

S. Dollmaier, ext. 2275 / M. Lee, ext. 2239

1. That the report titled “Award of Tender 060-T-24 (CRFT 2024-01) for the Supply and Delivery of Unleaded Fuel (E10), #1 Ultra Low Sulphur Diesel Fuel and Biodiesel Fuel (B20) for a Five Year Term (2025 – 2029)” be received; and,
2. That the contract for Tender 060-T-24 (CRFT 2024-01) for the supply and delivery of unleaded fuel (E10) be awarded to the lowest priced bidder, Brown’s Fuels, in the estimated annual amount of \$839,887.40, inclusive of HST; and,
3. That the contract for Tender 060-T-24 (CRFT 2024-01) for the supply and delivery of #1 ultra low sulphur diesel fuel be awarded to the lowest priced bidder, Suncor Energy Products Partnership, in the estimated annual amount of \$259,778.40, inclusive of HST; and,
4. That the contract for Tender 060-T-24 (CRFT 2024-01) for the supply and delivery of biodiesel fuel (B20) be awarded to the lowest priced bidder, Brown’s Fuels, in the estimated annual amount of \$186,196.32, inclusive of HST; and,
5. That the term of the contract be five years (January 1, 2025 – December 31, 2029); and,
6. That the 2025 estimated costs of \$1,285,862.12 (\$839,887.40 + \$259,778.40 + \$186,196.32) be funded from accounts listed in the Financial Considerations section; and,
7. That the Purchase Order be adjusted in the future years up to the approved operating budget as adopted by Council; and further,
8. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**8.6 QUALITY MANAGEMENT SYSTEM - MANAGEMENT REVIEW (5.3)**

109

D. Chan, ext. 2446 / V. Feng, ext. 2737

1. That the report titled “Quality Management System Management Review” be received; and,
2. That Council, as the Owner of the City’s drinking water system, acknowledge and support the outcome and action items identified from the Management Review; and further,

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

## 9. REGULAR REPORTS - FINANCE & ADMINISTRATIVE MATTERS

### 9.1 COUNCIL-STAFF RELATIONS POLICY (9.0) 112

K. Kitteringham, ext. 4729 / M. Pettit, ext. 8220

**Note: This item was referred to this General Committee from the November 5, 2024 General Committee meeting.**

1. That the report titled, “Council-Staff Relations Policy” be received; and,
2. That Markham City Council adopt the revised “Council-Staff Relations Policy” included as **Appendix “B”** to this report; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

### 9.2 PAY-ON-DEMAND SURETY BONDS POLICY (7.0) 151

K. Ross, ext. 2126

1. That the report entitled, “Pay-on-Demand Surety Bonds Policy” be received; and,
2. That the attached Pay-on-Demand Surety Bonds Policy be approved; and,
3. That the Treasurer be authorized to make any necessary amendments to the Policy to be consistent with the final Provincial Regulation, should there be changes prior to its adoption and enactment; and further,
4. That staff be authorized and directed to do all things necessary to give effect to this resolution.

### 9.3 DATA SHARING AND OTHER LICENSE AGREEMENTS (7.0) 164

M. Miller, ext. 2036

1. That the report titled “Delegated Authority for signing Data Licensing Agreements, Data Sub-Licensing Agreements, Data Sharing Agreements and Data Privacy Agreements” be received; and,
2. That Council authorize the Chief Information Officer to execute approved data licensing agreements, data sub-licensing agreements, data sharing agreements, data privacy agreements and other agreements and documents required to facilitate the sharing, licensing, sub-licensing and protection of data as between the City and other levels of

government or government agencies, and as between the City and third party vendors in connection with City projects, in accordance with Ontario's Municipal Freedom of Information and Protection of Privacy Act of Ontario (MFIPPA) and in a form approved by the City Solicitor; and further,

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

#### 9.4 MYAP REPORT - MULTI-YEAR ACCESSIBILITY PLAN (16.0)

167

K. Baker, ext. 3281 / D. Honsberger, ext. 2331

1. That the report entitled "City of Markham Multi-Year Accessibility Plan 2025-2029" be received; and,
2. That Council approve the City of Markham Multi-Year Accessibility Plan 2025-2029; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

#### 10. MOTIONS

#### 11. NOTICES OF MOTION

#### 12. 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".*

#### 13. ANNOUNCEMENTS

#### 14. 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:

##### 14.1 FINANCE & ADMINISTRATIVE MATTERS

- 14.1.1 GENERAL COMMITTEE CONFIDENTIAL MINUTES - OCTOBER 22, 2024 (16.0) [Municipal Act, 2001, Section 239 (2) (e)(f)]
- 14.1.2 PROPERTIES FOR TAX SALE AUTHORIZATION – DECEMBER 2024; PERSONAL MATTERS ABOUT AN IDENTIFIABLE INDIVIDUAL, INCLUDING CITY OR LOCAL BOARD EMPLOYEES;

[Municipal Act, 2001, Section 239 (2) (b)] (7.0)

15. ADJOURNMENT



## Information Page

**General Committee Members:** All Members of Council

### **General Committee**

Chair: Councillor Keith Irish  
Vice Chair: Deputy Mayor Michael Chan

### **Finance & Administrative Matters**

Chair: Councillor Keith Irish  
Vice Chair: Deputy Mayor Michael Chan

### **Community Services Matters**

Chair: Councillor Isa Lee  
Vice Chair: Councillor Juanita Nathan

### **Environment & Sustainability Matters**

Chair: Councillor Amanda Collucci  
Vice Chair: Councillor Ritch Lau

### **Land, Building & Parks Construction Matters**

Chair: Councillor Andrew Keyes  
Vice Chair: Councillor Keith Irish

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

Alternate formats for this document are available upon request.

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

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

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

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



## General Committee Meeting Minutes

**Meeting Number: 15**

**November 5, 2024, 9:30 AM - 1:00 PM**

**Live streamed**

|           |   |   |
|-----------|---|---|
| Roll Call | Mayor Frank Scarpitti<br>Deputy Mayor Michael Chan<br>Regional Councillor Jim Jones<br>Regional Councillor Joe Li<br>Regional Councillor Alan Ho<br>Councillor Keith Irish<br>Councillor Ritch Lau  | Councillor Reid McAlpine<br>Councillor Karen Rea<br>Councillor Andrew Keyes<br>Councillor Amanda Collucci<br>Councillor Juanita Nathan<br>Councillor Isa Lee  |
| Staff     | Andy Taylor, Chief Administrative Officer<br>Trinela Cane, Commissioner, Corporate Services<br>Morgan Jones, Commissioner, Community Services<br>Arvin Prasad, Commissioner, Development Services<br>Claudia Storto, City Solicitor and Director of Human Resources<br>Bryan Frois, Senior Manager, Executive Operations & Strategic Initiatives<br>Joseph Silva, Treasurer<br>Kimberley Kitteringham, City Clerk<br>Martha Pettit, Deputy City Clerk<br>Sumon Acharjee, Chief Information Officer<br>Stephanie DiPerna, Director, Building Standards | Ned Sirry, Senior Manager, ITS Operations & Project Delivery<br>Frank Clarizio, Director, Engineering<br>Alex Moore, Manager of Purchasing & Accounts Payable<br>Giulio Cescato, Director, Planning & Urban Design<br>Mark Visser, Senior Manager Strategy Innovation & Investments<br>Rosemarie Patano, Senior Construction Buyer<br>Emil Bautista, Technology Support Specialist II<br>Jason Yang, Technology Support Specialist II<br>Hristina Giantsopoulos, Election/Council & Committee Coordinator<br>Tharsikaa Irajewaran, Assistant to Council/Committee<br>Rajeeth Arulanantham, Election & Committee Coordinator |

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**1. CALL TO ORDER****INDIGENOUS LAND ACKNOWLEDGEMENT**

We begin today by acknowledging the traditional territories of Indigenous peoples and their commitment to stewardship of the land. We acknowledge the communities in circle. The North, West, South and Eastern directions, and Haudenosaunee, Huron- Wendat, Anishnabeg, Seneca, Chippewa, and the Mississaugas of the Credit peoples. We share the responsibility with the caretakers of this land to ensure the dish is never empty and to restore relationships that are based on peace, friendship, and trust. We are committed to reconciliation, partnership and enhanced understanding.

General Committee convened at 9:32 AM with Councillor Keith Irish presiding as Chair.

**2. DISCLOSURE OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. APPROVAL OF PREVIOUS MINUTES****3.1 MINUTES OF THE OCTOBER 22, 2024 GENERAL COMMITTEE (16.0)**

Moved by Councillor Amanda Collucci  
Seconded by Regional Councillor Jim Jones

1. That the minutes of the October 22, 2024 General Committee meeting be confirmed.

**Carried**

**4. PRESENTATIONS**

There were no presentations.

**5. DEPUTATIONS**

There were no depositions.

**6. COMMUNICATIONS**

There were no communications.

**7. PETITIONS**

There were no petitions.

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

**8.1 MINUTES OF THE MAY 9, JUNE 27 AND SEPTEMBER 18, 2024  
MARKHAM VILLAGE BUSINESS IMPROVEMENT AREA BOARD  
MEETING (16.0)**

Moved by Regional Councillor Alan Ho

Seconded by Councillor Isa Lee

1. That the minutes of the May 9, June 27 and September 18, 2024 Markham Village Business Improvement Area Committee meeting be received for information purposes.

**Carried**

**8.2 MINUTES OF THE SEPTEMBER 12, 2024 MARKHAM SANTA CLAUS  
PARADE COMMITTEE MEETING (16.0)**

Moved by Regional Councillor Alan Ho

Seconded by Councillor Isa Lee

1. That the minutes of the September 12, 2024 Markham Santa Claus Parade Committee meeting be received for information purposes.

**Carried**

**8.3 2024 THIRD QUARTER INVESTMENT PERFORMANCE REVIEW (7.0)**

Moved by Regional Councillor Alan Ho

Seconded by Councillor Isa Lee

1. That the report dated November 5, 2024 entitled “2024 Third Quarter Investment Performance Review” be received.

**Carried**

**8.4 AWARD OF PROPOSAL 220-R-23 - CONSULTING SERVICES, SUPPLY,  
IMPLEMENTATION AND ONGOING SUPPORT OF AN AUTOMATIC  
VEHICLE LOCATION (AVL) SYSTEM (7.0)**

Moved by Regional Councillor Alan Ho

Seconded by Councillor Isa Lee

1. That the report entitled “Award of Proposal 220-R-23 - Consulting Services, Supply, Implementation and Ongoing Support of an Automatic Vehicle Location (AVL) System” be received; and,

2. That the contract 220-R-23 - Consulting Services, Supply, Implementation and Ongoing Support of an Automatic Vehicle Location (AVL) System (One time - hardware, implementation and training costs) (Recurring - software licenses, ongoing support and maintenance) be awarded to the highest ranked/lowest priced bidder, Air Automotive Tracking Inc. (AAT) in the amount of \$326,580.40 inclusive of HST; and,
3. That a contingency in the amount of \$32,658.04 inclusive of HST be established to cover any additional project costs be approved, and that authorization be granted to approve expenditures of this contingency amount up to the specified limit in accordance with the Expenditure Control Policy; and,
4. That the capital costs be funded from capital project GL account 049-6150-23133-005, with available budget of \$458,700.00; and,
5. That the remaining budget in the amount of \$99,461.56 (\$458,700 - \$326,580.40-\$32,658.04) be returned to the original funding source; and,
6. That the contract for software licenses, ongoing support and maintenance costs for 9 years be awarded to Air Automotive Tracking Inc. (AAT) in the amount of \$980,315.14, inclusive of HST (\$510,428.16 fee for 5 years + \$469,886.98 fee for the 4 renewal options) to be funded from 400-400-5361, and subject to adoption of the annual operating budget from 2025 to 2033, in the amounts of:
  - a. Year 2 (2025) - \$ 102,085.63
  - b. Year 3 (2026) - \$ 102,085.63
  - c. Year 4 (2027) - \$ 102,085.63
  - d. Year 5 (2028) - \$ 102,085.63
  - e. Year 6 (2029) - \$ 102,085.63
  - f. Year 7 (2030) - \$ 117,471.74 \*
  - g. Year 8 (2031) - \$ 117,471.74 \*
  - h. Year 9 (2032) - \$ 117,471.74 \*
  - i. Year 10 (2033) - \$ 117,471.74 \*Total - \$ 980,315.14 (\* Optional Year Renewal)
7. That the Chief Administrative Officer and Commissioner, Corporate Services be authorized to approve the additional renewal years (Years 7 to

- 10) on behalf of the City (in its sole discretion), and execute any required documentation in a form satisfactory to the City Solicitor; and,
8. That Air Automotive Tracking Inc. (AAT) be designated as the preferred vendor for the City's Automatic Vehicle Location (AVL) System service needs at the sole discretion of the City and for Air Automotive Tracking Inc. (AAT) software products for the term of this contract; and,
  9. That the Chief Administrative Officer and Commissioner, Corporate Services be authorized to approve any new purchases related to this contract needed due to growth and/or future Automatic Vehicle Location (AVL) System upgrades due to change in technology or system integration with other applications related to the project during the term of this contract, subject to the Expenditure Control Policy and budget approval, in a form satisfactory to the City Solicitor and at the sole discretion of the City; and further,
  10. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

#### **8.5 UPDATE TO THE MARKHAM COUNCIL CODE OF CONDUCT (9.0)**

Moved by Regional Councillor Alan Ho

Seconded by Councillor Isa Lee

1. That the report entitled "Update to the Markham Council Code of Conduct" be received; and,
2. That Council adopt the revised Markham Council Code of Conduct included as **Appendix "B"** to this report; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

#### **8.6 MINUTES OF THE SEPTEMBER 23, 2024 MARKHAM PUBLIC LIBRARY BOARD MEETING (16.0)**

Moved by Regional Councillor Alan Ho

Seconded by Councillor Isa Lee

1. That the minutes of the September 23, 2024 Markham Public Library Board meeting be received for information purposes.

**Carried**

## **9. REGULAR REPORTS - FINANCE & ADMINISTRATIVE MATTERS**

### **9.1 COUNCIL-STAFF RELATIONS POLICY (9.0)**

K. Kitteringham, ext. 4729 / M. Pettit, ext. 8220

Kimberley Kitteringham, City Clerk and Director of Legislative Services, introduced the Council-Staff Relations Policy to Committee and provided opening remarks. Ms. Kitteringham advised that under the Municipal Act, 2001, every municipality is required to adopt a Council-Staff Relations Policy and the purpose of the report is to recommend adoption of the stand-alone policy. Ms. Kitteringham provided a summary of the Council-Staff Relations Policy and noted that the Legislative Services Department will host a series of sessions to educate Members of Council and staff on the policy in addition to training opportunities in the future. Ms. Kitteringham advised that there is a Frequently Asked Questions (FAQs) section in the report which includes responses to 4 additional questions raised by a Member of Council for the purpose of providing clarity on the interpretation of the policy.

The Committee made the following inquiries and comments in relation to the Council-Staff Relations Policy:

- Whether staff resources can be used for Community Information Meetings (CIMs) related to a particular development application or will it require approval from Council.
- The difference between a CIM and a Ratepayers Association meeting and determining which type of meeting would require approval from Council to utilize staff resources.
- The status of the new Customer Relationship Management (CRM) system and the timeline for its implementation.
- The chain of command when dealing with an issue and whether there is a policy for response time on a matter.
- The ability to contact staff directly or escalate a matter to staff in the event of an after hours emergency that requires immediate attention.

- Whether Councillors and their assistants can input Active Citizen Requests (ACRs) using the current CRM and the improvement of ACR tracking in the new CRM.
- Clarified that Councillors would also like to see how the matter was handled or responded to in order to better communicate the response to the resident.
- Whether CIMs related to By-laws which may be a city-wide matter that has been heavily advertised and has staff participation requires Council approval.
- Request for protocols for emergency situations during after hours, weekends, and holidays similar to protocols that are in place for Bylaw Enforcement and Operations matters.
- Request for additional consultation of the policy prior to it being adopted including the opportunity to consult with members of public on aspects of the policy that impact a Councillor's ability to interact with residents.
- The purpose of requiring Council's pre-authorization for planning and engineering staff to be involved in the CIMs. Staff clarified that the authorization allows reporting managers to better handle staff workload and readjust priorities. Staff advised that this is also good for transparency and allows for additional information to be provided prior to the CIM.
- A situation where a resident did not agree with the response provided by junior Staff member. Staff advised the Council-Staff Relations policy codifies practices and procedures in place such as the chain of command. In this instance it would be appropriate to reach out to the Senior Executive to escalate this matter.
- A discussion on this policy being an internal policy and whether it can be shared with members of the public. Staff clarified that this not a confidential policy but an internal policy that governs relations between Council and staff and would be posted once adopted.
- Whether staff can continue to review the wording or information on a subject matter provided on the Councillor's newsletter prior to its publication.
- Request that the adoption of the policy be deferred until the implementation of the new CRM. Staff clarified that this policy codifies existing polices and practices in place such as following the chain of



command, inputting service request through the ACR process, and escalating a matter for follow up to the Senior Executive.

Moved by Councillor Reid McAlpine

Seconded by Councillor Karen Rea

1. That, in accordance with section 5.9 (b) of By-law 2017-5, this matter be referred to the December 3, 2024 General Committee meeting to allow for additional review of the Council-Staff Relations Policy.

**Carried**

The General Committee had before them this original motion which was not voted on at this time:

1. That the report titled, “Council-Staff Relations Policy” be received; and,
2. That Markham City Council adopt the revised “Council-Staff Relations Policy” included as **Appendix “B”** to this report; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

## **10. MOTIONS**

There were no motions.

## **11. NOTICES OF MOTION**

There were no notices of motion.

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

There was no new or other business.

## **13. ANNOUNCEMENTS**

There were no announcements.

## **14. CONFIDENTIAL ITEMS**

There were no confidential items.

## **15. ADJOURNMENT**

Moved by Regional Councillor Joe Li

Seconded by Councillor Andrew Keyes

That the General Committee meeting adjourn at 11:12 AM.

**Carried**



Report to: General Committee

Meeting Date: December 3, 2024

**SUBJECT:** Status of Capital Projects as of September 30, 2024  
**PREPARED BY:** Jemima Lee – Manager, Capital Budgets (Ext. 2963)  
 Germaine DSilva – Senior Financial Analyst (Ext. 2964)

**RECOMMENDATION:**

- 1) That the report dated December 3, 2024, titled “Status of Capital Projects as of September 30, 2024” be received; and,
- 2) That the Projects completed with surplus funds over \$100,000 or with over 50% of Budget remaining, as identified in Appendix 2a, be recommended for closure, and funds associated with these projects in the amount of \$5,744,765 be transferred to the original sources of funding as identified in Appendix 2a; and
- 3) That the Projects Completed without surplus funds or with surplus funds under \$100,000 or with less than 50% of Budget remaining, as identified on Appendix 2b, be recommended for closure, and funds associated with these projects in the amount of \$1,336,725 be transferred to the original sources of funding as identified in Appendix 2b; and
- 4) That the Non-Development Charge Capital Contingency Project be topped up from the Life Cycle Replacement and Capital Reserve Fund by \$2,104,150 to the approved amount of \$250,000; and,
- 5) That the Design Capital Contingency Project be topped up from the Development Charges – Parks Development Reserve by \$118,124 to the approved amount of \$100,000; and,
- 6) That the Waterworks Capital Contingency Project be topped up from the Waterworks Stabilization/Capital Reserve by \$112,004 to the approved amount of \$100,000; and,
- 7) That the Staff approved draws from Other Reserves as part of the Capital Contingency process in the amount of \$1,136,863 be received; and,
- 8) That the following new capital projects, initiated subsequent to the approval of the 2024 capital budget as per the Capital Budget Control Policy, be received:
  - Project 24312 – 2025 Air Cylinders Replacement – Budget of \$76,600 to be funded from the Life Cycle Replacement and Capital Reserve.
  - Project 24321 - Cornell C.C Parking Garage Remote Monitoring and Maintenance - Budget of \$46,762.79 to be funded from the Non-DC Capital Contingency.
- 9) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

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**EXECUTIVE SUMMARY:**

Capital projects are an integral part of the City's operations to ensure City assets are maintained in good condition by performing timely and appropriate capital repairs, rehabilitation, replacements, and preventive maintenance. Capital projects play an important role in meeting the goals and objectives of the City's Strategic Plan.

On a semi-annual basis, Finance consolidates information received from Departments and reports to Council through the Status of Capital Projects report, providing an update on projects and how they are progressing. During the year, the Treasurer may initiate a new capital project to address an emergency situation or unanticipated need, which is then reported to Council for approval as part of the Status of Capital Report.

This Status of Capital Projects report, as of September 30, 2024, is compiled based on a comprehensive analysis of all open capital projects and is organized into the following categories:

Section I: Projects Completed with Surplus Funds over \$100,000 or with more than 50% of Budget Remaining

Appendix 2a provides details of these projects. 14 capital projects have been completed and are recommended for closure, with return of surplus funds in the amount of \$5,744,765.

Section II: Projects Completed without Surplus Funds or with Surplus Funds less than \$100,000 or with less than 50% of Budget Remaining

Appendix 2b provides details of these projects. 97 capital projects have been completed and are recommended for closure, with return of surplus funds in the amount of \$1,336,725.

Section III: Draws from Capital Contingencies

At the conclusion of the procurement process and at the time of contract award, unanticipated costs, emergency purchases or approved scope changes may prompt the need for additional funding. Such top-ups are made per the Capital Budget Control Policy and drawn from contingency funds, which in turn are replenished through the Status of Capital reports submitted to Council. Appendices 3a-f detail the projects and rationale for the draws from the capital contingency projects. The rationale for project funding changes are vetted through and processed in compliance with City policies, including the Expenditure Control Policy.

- Non-DC Capital Contingency: Top-up of \$2,104,150 is required from the Life Cycle Replacement & Capital Reserve Fund.
- Design DC Capital Contingency: Top-up of \$118,124 is required from the Parks Development DC Reserve.
- Waterworks Capital Contingency: Top-up of \$112,004 is required from the Waterworks Stabilization/Capital Reserve.

- Draws from Other Reserves: Since the last report, the Treasurer and/or CAO have approved draws totaling \$1,136,863 from Other Reserves Contingencies, as per the Capital Budget Control Policy.

#### Section IV: Status of Open Projects

This section identifies that there are 723 open capital projects with a budget of \$935.3M (\$732.7M committed, \$202.6M uncommitted).

#### **PURPOSE:**

The purpose of this report is to provide an update on the status of capital projects as of September 30, 2024, and advise Council of the net transfer of funds to reserves.

#### **OPTIONS/ DISCUSSION:**

To promote timely closure of projects and the return of surplus funds, Staff conducted a status review of all open capital projects as of September 30, 2024.

A detailed list of projects to be closed and the funding amounts to be transferred are included in the following exhibits:

- Appendix 1 - Summary of surplus funds from projects recommended for closure and replenishment of contingency accounts
- Appendix 2a - Projects completed and recommended to be closed, with surplus funds over \$100,000 or with more than 50% of budget remaining
- Appendix 2b - Projects completed and recommended to be closed, without surplus funds or with surplus funds less than \$100,000 or with less than 50% of budget remaining
- Appendices 3a-f - Draws from capital contingencies

#### **SECTION I: PROJECTS COMPLETED WITH SURPLUS FUNDS OVER \$100,000 OR WITH MORE THAN 50% OF BUDGET REMAINING**

**Appendix 2a** provides details of the 14 capital projects completed with return of surplus funds of over \$100,000 or with more than 50% of the approved budget remaining. Surplus funds in the amount of \$5,744,765 will be returned to the applicable funding sources noted in the appendix. Reasons for project budget/funding favourability include:

- Scope of work was reduced upon completion of more detailed condition assessment
- Competitive procurement process resulted in lower-than-estimated budget requirements
- Upon further project planning, provisional items were deemed not to be required
- Efficiency achieved by combining certain project elements with other initiatives
- Grant funding became available to offset City costs
- Project was closed and not or only partially initiated

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**SECTION II: PROJECTS COMPLETED WITHOUT SURPLUS FUNDS OR WITH SURPLUS FUNDS LESS THAN \$100,000 OR WITH LESS THAN 50% OF BUDGET REMAINING**

97 capital projects were completed with budgets fully spent or with surplus funds less than \$100,000 or with less than 50% of the approved budget remaining. Refer to **Appendix 2b** for details on projects recommended for closure under this section.

**Return of Funds to the Life Cycle Replacement & Capital Reserve Fund**

In addition to projects noted in Sections I and II, surplus funding from contract awards greater than \$25,000 are returned to the original funding source(s) at time of award. Since the last Status of Capital Projects report tabled at General Committee in March 2024, \$987,051 has been returned to the Life Cycle Replacement & Capital Reserve Fund from such contract awards.

**SECTION III. DRAWS FROM CAPITAL CONTINGENCIES**

In accordance with the Capital Budget Control Policy, the capital contingency projects are topped up to the maximum approved funding amount through the semi-annual Status of Capital Projects Report to Council. Refer to **Appendices 3a-f** for a list of projects and further details on draws from contingency funds.

**Non-DC Capital Contingency (refer to Appendix 3a)**

The Non-DC Capital Contingency Project was approved to a maximum of \$250,000. Currently, the project has a negative balance of \$1,854,150. Therefore, a top-up of \$2,104,150 is required from the Life Cycle Replacement & Capital Reserve Fund, related to 38 projects.

Of the \$2,104,150 drawn from the Non-DC Capital Contingency Project:

- \$740,470 (35%) related to emergencies or unforeseen repair/replacements
- \$605,708 (29%) related to a combination of pricing and scope changes requiring additional consulting or work
- \$599,498 (28%) related to pricing
- \$158,474 (8%) related to scope changes requiring additional consulting or work

**Engineering DC Capital Contingency (refer to Appendix 3b)**

The Engineering DC Capital Contingency Project was approved to a maximum of \$100,000. It is currently at the maximum balance (no draws have been made since the last report) and as such, no top up is required at this time.

**Planning DC Capital Contingency (refer to Appendix 3c)**

The Planning DC Capital Contingency Project was approved to a maximum of \$50,000. It is currently at the maximum balance (no draws have been made since the last report) and as such, no top up is required at this time.

**Design DC Capital Contingency (refer to Appendix 3d)**

The Design DC Capital Contingency Project was approved to a maximum of \$100,000. The project currently has a negative balance of \$18,124 thereby requiring a top-up of \$118,124 from the Parks Development DC Reserve, related to one project.

**Waterworks Capital Contingency (refer to Appendix 3e)**

The Waterworks Capital Contingency Project was approved to a maximum of \$100,000. The project currently has a negative balance of \$12,004 thereby requiring a top-up of \$112,004 from the Parks Development DC Reserve, related to two projects.

**Draws from Other Reserves (refer to Appendix 3f)**

Since the last report, one draw totaling \$1,136,863 from Other Reserves was made to complete project funding.

**SECTION IV: STATUS OF OPEN PROJECTS**

The term “open” refers to approved projects that have not started or are at various stages of project completion. The term “in warranty” refers to projects that are substantially complete but kept open for a specified period of time to allow for the identification of any potential deficiencies requiring repair.

After the closure of 111 projects, there are 723 open capital projects consisting of 655 active projects and 68 projects in warranty, with a total budget of \$935.3M, as of September 30, 2024. In comparison, the September 2023 status update reported 700 open projects with a total budget of \$895.8M.

Of the 723 open capital projects as of September 30, 2024, 77% of the projects were approved in 2022, 2023 and 2024. (Refer to Table A).

**TABLE A**

| <b>Project approval year</b> | <b># of open projects</b> | <b>% of open projects</b> | <b>Unencumbered \$ in M</b> |
|------------------------------|---------------------------|---------------------------|-----------------------------|
| 2024                         | 293                       | 41%                       | \$102.5                     |
| 2023                         | 173                       | 24%                       | \$49.7                      |
| 2022                         | 87                        | 12%                       | \$27.6                      |
| 2021                         | 34                        | 5%                        | \$9.5                       |
| 2020 and prior               | 68                        | 9%                        | \$10.6                      |
| <b>Total Active</b>          | <b>655</b>                | <b>91%</b>                | <b>\$199.9</b>              |
| Warranty                     | 68                        | 9%                        | \$2.7                       |
| <b>Total Open</b>            | <b>723</b>                | <b>100%</b>               | <b>\$202.6</b>              |

**Table B** summarizes the status of open capital projects broken down by Encumbered/Committed and Unencumbered/Uncommitted funds:

**TABLE B**

| (in millions)            | Q3 2024  |     | Q3 2023  |     |
|--------------------------|----------|-----|----------|-----|
| Encumbered/Committed     | \$ 732.7 | 78% | \$ 585.6 | 65% |
| Unencumbered/Uncommitted | \$ 202.6 | 22% | \$ 314.4 | 35% |
| Total Open Capital       | \$ 935.3 |     | \$ 900.0 |     |

### **Unencumbered/Uncommitted**

The terms “unencumbered/uncommitted” refers to budgeted funds that have not yet been spent nor committed.

Major projects, defined as multi-year, one-time projects, account for \$129.2M (64% of \$202.6M) of the total unencumbered amount and include:

- Road Design and Construction, including Hwy 404 Midblock Crossing North of 16<sup>th</sup> Avenue, Hwy 404 Collector Road Design, and other Hwy 404 related improvements
- Parks and Trails Construction, including Markham Centre Parks and Trails
- Intersection, Streetlights and Illumination Design and Construction
- Secondary Plan and Engineering studies
- Victoria Square Boulevard Phase 1 Construction
- Stormwater Management, Sanitary Sewer System Projects and Downstream Improvements
- City-wide facility improvements
- Energy projects, including Near Net-Zero Retro-fit pilots at City facilities
- Corporate Wide ITS Initiatives
- Mount Joy Artificial Turf and Grade Beam Replacement
- Main Street Unionville Reconstruction
- Corporate Fleet Replacements

### **Encumbered/Committed**

The terms “encumbered/committed” refers to budgeted funds that have been spent or committed to a purchase/purchase order.

The total 2024 encumbered amount of \$732.7M includes expenditures of \$577.9M (79%) and commitments of \$154.8M (21%). Expenditures refer to payments issued for goods/services received and commitments refer to purchase orders on file with the Procurement Division.



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**FINANCIAL CONSIDERATIONS**

The net amount of \$3,610,349, as summarized in **Appendix 1**, will be transferred to Reserves and Reserve Funds after the recommended capital projects closures, return of surplus funds from open projects, top-ups of capital contingency projects and funding for existing projects. The returned funds help ensure availability of funding for planned future capital projects.

For closed projects included in this report, return of funds totaling \$7,081,490 represents 6.7 percent of the total budget of projects identified for closure. This is consistent with returned amounts reported in past Status of Capital reports. Return of funds as a result of project closures fluctuate due to a number of factors, including type of projects (e.g., more complex projects may result in greater budget variance). Over the past four years, reported returns have fluctuated anywhere between approximately 3 percent of the total project budget to 15 percent of the total project budget.

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Not applicable

**BUSINESS UNITS CONSULTED AND AFFECTED:**

All business units managing capital projects have been consulted in the development of this report.

**RECOMMENDED BY:**

Joseph Silva  
Treasurer

Trinela Cane  
Commissioner, Corporate Services

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**ATTACHMENTS:**

- Appendix 1 - Summary of surplus funds from projects recommended for closure and replenishment of contingency accounts
- Appendix 2a - Projects completed with surplus funds over \$100,000 or with more than 50% of budget remaining
- Appendix 2b - Projects completed without surplus funds or with surplus funds under \$100,000 or with less than 50% of budget remaining
- Appendix 3a - Draws from Capital Contingencies – Non-DC Capital Contingency
- Appendix 3b - Draws from Capital Contingencies – Engineering Capital Contingency
- Appendix 3c - Draws from Capital Contingencies – Planning Capital Contingency
- Appendix 3d - Draws from Capital Contingencies – Design Capital Contingency
- Appendix 3e - Draws from Capital Contingencies – Waterworks Capital Contingency
- Appendix 3f - Draws from Capital Contingencies – Contingency from Other Reserves

**Appendix 1: Summary of Surplus Funds from Projects Recommended for Closure and Replenishment of Contingency Accounts**

|  | <b>Funding Returns<br/>from Closed<br/>Projects<br/>(Appendix 2a-b)<br/>A</b> | <b>Contingency<br/>Projects Top Up<br/>from Reserves<br/>(Appendices 3a-f)<br/>B</b> | <b>Net Change to<br/>Reserves<br/>C = A + B</b> |
|--|---|--|---|
| <b>Life Cycle Replacement<br/>and Capital Reserve</b>    | 891,404   | (2,104,150)  | (1,212,746)                                     |
| <b>Development Charge<br/>Reserves</b>                   | 1,721,569   | (118,124)  | 1,603,445                                       |
| <b>Waterworks<br/>Stabilization/ Capital<br/>Reserve</b> | 1,245,440   | (112,004)  | 1,133,436                                       |
| <b>Other Reserves</b>                                    | 3,223,077   | (1,136,863)  | 2,086,214                                       |
| <b>Total</b>   | <b>7,081,490</b>  | <b>(3,471,141)</b>   | <b>3,610,349</b>                                |

Appendix 2a: Projects Completed with Surplus Funds over \$100,000 or with more than 50% of Budget Remaining

| Reason for Return  | Commission                | Department                                  | Project # | Project Name/Group  | Budget  | Actual            | Remaining        | Remaining as a % of Budget | Destination of Funds Returned |                     |                    |                  |   |
|--|---------------------------|---|-----------|---|---|-------------------|------------------|----------------------------|-------------------------------|---------------------|--------------------|------------------|---|
|  |                           |   |           |   |   |                   |                  |                            | Life Cycle                    | Development Charges | Waterworks Reserve | Other Reserves   |   |
| Closed and Not/Partially Initiated   | Community & Fire Services | Recreation Services                         | 23166     | Angus Glen C.C. & Pingle House Fire System Replacement        | 86,500  | 15,537            | 70,963           | 82.0%                      | 70,963                        | -                   | -                  | -                |   |
|  | Development Services      | Engineering                                 | 14056     | Rodick Extension - Phase 2 of 3 - Miller to 14th              | 1,951,833   | 1,313,535         | 638,298          | 32.7%                      | 14,060                        | 585,614             | -                  | 38,624           |   |
|  |                           |   |           | 20033   | Denison Street Extension Environmental Assessment | 560,700           | 197,590          | 363,110                    | 64.8%                         | -                   | 363,110            | -                | - |
| <b>Closed and Not/Partially Initiated Total</b>                                      |                           |   |           |   | <b>2,599,033</b>                                  | <b>1,526,662</b>  | <b>1,072,371</b> | <b>18.7%</b>               | <b>85,023</b>                 | <b>948,724</b>      | <b>-</b>           | <b>38,624</b>    |   |
| Contract award favorable than budgeted   | Development Services      | Design                                      | 17005     | Box Grove Community Park Bridge - Design                      | 50,000  | 15,477            | 34,523           | 69.0%                      | 3,452                         | 31,070              | -                  | -                |   |
|  |                           | Engineering                                 | 21182     | 2022 Development Charges Background Study Update              | 290,800   | 51,477            | 239,323          | 82.3%                      | -                             | 239,323             | -                  | -                |   |
| <b>Contract award favorable than budgeted Total</b>                                  |                           |   |           |   | <b>340,800</b>                                    | <b>66,954</b>     | <b>273,846</b>   | <b>4.8%</b>                | <b>3,452</b>                  | <b>270,394</b>      | <b>-</b>           | <b>-</b>         |   |
| Reduced Scope based on condition assessment  | Community & Fire Services | ES - Stormwater Operations - Roads & Survey | 23250     | Oil Grit Separators (OGS) - Inspection and Cleaning           | 133,300   | 13,077            | 120,223          | 90.2%                      | 120,223                       | -                   | -                  | -                |   |
|  |                           |   | 23209     | Don Mills Storm Channel                                       | 21,500  | 8,523             | 12,977           | 60.4%                      | 12,977                        | -                   | -                  | -                |   |
|  | Corporate Services        | SAM - Facility Assets                       | 23139     | 8100 Warden Facility Repair and/or Replacement Projects       | 191,200   | 62,774            | 128,426          | 67.2%                      | 128,426                       | -                   | -                  | -                |   |
| Reduced Scope based on condition assessment Total                                    | Development Services      | Planning                                    | 21010     | Designated Heritage Property Grant Program -2021              | 30,000  | 12,373            | 17,627           | 58.8%                      | -                             | -                   | -                  | 17,626           |   |
|  |                           |   |           |   | <b>376,000</b>                                    | <b>96,747</b>     | <b>279,253</b>   | <b>4.9%</b>                | <b>261,627</b>                | <b>-</b>            | <b>-</b>           | <b>17,626</b>    |   |
| The use of contingency and provisional items was lower than anticipated              | Community & Fire Services | ES - Waterworks                             |           | CI Watermain Rehabilitation / CIPP Lining - Construction & CA | 21168   | 6,571,078         | 6,329,405        | 241,673                    | 3.7%                          | -                   | -                  | 241,672          | - |
|  |                           |   |           | CI Watermain Replacement-West Thornhill Ph 3B                 | 21170   | 2,971,195         | 2,830,413        | 140,782                    | 4.7%                          | -                   | -                  | 140,782          | - |
|  |                           |   |           | CI Watermain Replacement - Construction & CA                  | 22202   | 6,076,835         | 5,288,573        | 788,262                    | 13.0%                         | -                   | -                  | 788,263          | - |
|  | Corporate Wide            | Corporate Wide                              | 15627     | Acquisition of SECC&L Option Lands                            | 3,000,000   | 161,788           | 2,838,212        | 94.6%                      | -                             | -                   | -                  | 2,838,212        |   |
| <b>The use of contingency and provisional items was lower than anticipated Total</b> |                           |   |           |   | <b>18,619,108</b>                                 | <b>14,610,179</b> | <b>4,008,929</b> | <b>69.8%</b>               | <b>-</b>                      | <b>-</b>            | <b>1,170,717</b>   | <b>2,838,212</b> |   |
| External funding received  | Corporate Services        | SAM - Sustainability Office                 | 22065     | Facility Energy Management Program                            | 324,900   | 214,534           | 110,366          | 34.0%                      | -                             | -                   | -                  | 110,366          |   |
| <b>External funding received Total</b>   |                           |   |           |   | <b>324,900</b>                                    | <b>214,534</b>    | <b>110,366</b>   | <b>1.9%</b>                | <b>-</b>                      | <b>-</b>            | <b>-</b>           | <b>110,366</b>   |   |
| <b>Total</b>   |                           |   |           |   | <b>22,259,841</b>                                 | <b>16,515,076</b> | <b>5,744,765</b> |                            | <b>350,102</b>                | <b>1,219,118</b>    | <b>1,170,717</b>   | <b>3,004,828</b> |   |

Appendix 2b: Projects Completed without Surplus Funds or with Surplus Funds less than \$100,000 or with less than 50% of Budget Remaining

| Commission                | Department                 | Project #             | Project Name/Group  | Budget  | Actual  | Remaining | Remaining as a % of Budget | Destination of Funds Returned |                     |                    |                |   |        |
|---------------------------|----------------------------|-----------------------|---|---|---|-----------|----------------------------|-------------------------------|---------------------|--------------------|----------------|---|--------|
|                           |                            |                       |   |   |   |           |                            | Life Cycle                    | Development Charges | Waterworks Reserve | Other Reserves |   |        |
| Community & Fire Services | Asset Management           | 23458                 | Angus Glen C.C. East Entrance Wall Repair - Consultant    | 40,000  | 27,312  | 12,688    | 31.7%                      | 12,688                        | -                   | -                  | -              |   |        |
|                           | ES - Infrastructure        | 22187                 | Storm Pumping Stations - Equipment Inspection             | 42,200  | 39,385  | 2,815     | 6.7%                       | 2,815                         | -                   | -                  | -              |   |        |
|                           |                            | 23027                 | Storm and Sanitary Sewer CCTV Inspection                  | 744,055   | 709,304   | 34,751    | 4.7%                       | 12,061                        | -                   | 22,690             | -              |   |        |
|                           |                            | 22196                 | SWM Pond Cleaning ID#47 & #119 - Construction             | 695,117   | 614,344   | 80,773    | 11.6%                      | 80,773                        | -                   | -                  | -              |   |        |
|                           | ES - Stormwater            | 22198                 | Water Quality Monitoring at Swan Lake                     | 28,700  | 22,422  | 6,278     | 21.9%                      | 6,278                         | -                   | -                  | -              |   |        |
|                           |                            | 24250                 | Stormwater Underground Tanks - Condition Inspection       | 70,020  | 63,655  | 6,365     | 9.1%                       | 6,365                         | -                   | -                  | -              |   |        |
|                           |                            | 19295                 | EAM Contract Co-ordinator                                 | 118,791   | 111,176   | 7,615     | 6.4%                       | 7,615                         | -                   | -                  | -              |   |        |
|                           | ES - Waterworks            | 20257                 | CI Watermain Replacement - Construction & CA              | 6,198,271                                       | 6,187,405   | 10,866    | 0.2%                       | -                             | -                   | 10,866             | -              |   |        |
|                           |                            | 22211                 | Wastewater Flow Monitoring                                | 173,356   | 160,810   | 12,546    | 7.2%                       | -                             | -                   | 12,546             | -              |   |        |
|                           |                            | 23268                 | Watermain Leak Detection Program                          | 35,600  | 28,684  | 6,916     | 19.4%                      | -                             | -                   | 6,916              | -              |   |        |
|                           |                            | 23127                 | Technical Rescue Program - Training                       | 29,900  | 27,150  | 2,750     | 9.2%                       | 2,750                         | -                   | -                  | -              |   |        |
|                           | Fire Operations - Fleet    | 20223                 | Corporate Fleet Replacement - Non-Fire                    | 730,101   | 675,538   | 54,563    | 7.5%                       | 54,563                        | -                   | -                  | -              |   |        |
|                           |                            | 21141                 | Corporate Fleet Replacement - Waterworks                  | 263,544   | 241,840   | 21,704    | 8.2%                       | -                             | -                   | 21,704             | -              |   |        |
|                           |                            | 23229                 | Corporate Fleet Refurbishing                              | 39,700  | 23,392  | 16,308    | 41.1%                      | 16,308                        | -                   | -                  | -              |   |        |
|                           |                            | 23231                 | Corporate Fleet Replacement - Ice Resurfacing Machine     | 170,015   | 168,153   | 1,862     | 1.1%                       | 1,862                         | -                   | -                  | -              |   |        |
|                           |                            | 23469                 | Corporate Fleet Replacement - Non-Fire                    | 392,826   | 390,168   | 2,658     | 0.7%                       | 2,658                         | -                   | -                  | -              |   |        |
|                           | Operations - Parks         | 23218                 | Fence Replacement (Wood Privacy and Decorative)           | 50,900  | 29,663  | 21,237    | 41.7%                      | 21,237                        | -                   | -                  | -              |   |        |
|                           | Operations - Utility & ROW | 23238                 | Survey Monument Replacement                               | 68,079  | 66,005  | 2,074     | 3.0%                       | 2,074                         | -                   | -                  | -              |   |        |
|                           | Recreation Services        | 20156                 | Recreation Building Automation System (BAS) Replacement   | 478,639   | 404,853   | 73,786    | 15.4%                      | 73,786                        | -                   | -                  | -              |   |        |
|                           |                            | 20169                 | Thornlea and Clatworthy Shower Replacement                | 25,900  | 17,709  | 8,191     | 31.6%                      | 8,191                         | -                   | -                  | -              |   |        |
|                           |                            | 21091                 | Recreation Lifeguard Chair Replacement                    | 34,800  | 26,264  | 8,536     | 24.5%                      | 8,536                         | -                   | -                  | -              |   |        |
|                           |                            | 23200                 | St. Roberts Soccer Clubhouse LED Lighting Upgrade         | 15,300  | 11,825  | 3,475     | 22.7%                      | 3,475                         | -                   | -                  | -              |   |        |
|                           |                            | 23201                 | Thornhill C.C. Rubber Floor Replacement                   | 166,496   | 153,046   | 13,450    | 8.1%                       | 13,450                        | -                   | -                  | -              |   |        |
|                           |                            | 24124                 | Armada C.C. Expansion Tank Replacement                    | 8,000   | 4,068   | 3,932     | 49.1%                      | 3,932                         | -                   | -                  | -              |   |        |
|                           |                            | 24125                 | Camp Chimo Flag Pole Replacement                          | 19,988  | 12,288  | 7,700     | 38.5%                      | 7,700                         | -                   | -                  | -              |   |        |
|                           |                            | 20083                 | Roofing Replacement Projects                              | 449,127   | 423,530   | 25,597    | 5.7%                       | 25,597                        | -                   | -                  | -              |   |        |
|                           |                            |                       |   |   | Implementation of Touchless Technology and Enhancing Indoor Air |           |                            |                               |                     |                    |                |   |        |
|                           |                            |                       |   | 21211   | Quality   | 2,271,290 | 2,261,172                  | 10,118                        | 0.4%                | -                  | -              | - | 10,118 |
|                           | Corporate Services         | SAM - Facility Assets | 22091   | Corporate Security Operations & System Upgrades | 341,149   | 303,655   | 37,494                     | 11.0%                         | 37,494              | -                  | -              | - |        |
|                           |                            |                       | 23141   | Bird Safe Film                                  | 155,552   | 143,216   | 12,336                     | 7.9%                          | 12,336              | -                  | -              | - |        |
|                           |                            |                       | 23149   | Designated Substances Management                | 53,000  | 38,246    | 14,754                     | 27.8%                         | 14,754              | -                  | -              | - |        |
|                           |                            |                       | 23161   | Roofing Maintenance and Repair                  | 126,100   | 87,855    | 38,245                     | 30.3%                         | 38,245              | -                  | -              | - |        |
| 22346                     |                            |                       | Property Acquisition - 7755 Bayview Ave                   | 300,000   | 254,096   | 45,904    | 15.3%                      | -                             | 45,904              | -                  | -              |   |        |
| Corporate Wide            | Corporate Wide             | 17324                 | Markham Centre Public Art                                 | 566,913   | 565,010   | 1,903     | 0.3%                       | -                             | -                   | -                  | 1,903          |   |        |
|                           |                            | 13012                 | Box Grove Community Park - Design                         | 540,610   | 534,118   | 6,492     | 1.2%                       | 3,334                         | 3,158               | -                  | -              |   |        |
|                           |                            | 15036                 | Wismer Hwy #48 Museum Park North - Construction           | 1,286,502                                       | 1,264,494   | 22,008    | 1.7%                       | -                             | 19,807              | -                  | 2,201          |   |        |
|                           |                            | 16031                 | Leitchcroft Community Park Phase 2 of 2 - Design          | 113,430   | 66,432  | 46,998    | 41.4%                      | 4,700                         | 42,298              | -                  | -              |   |        |
|                           |                            | 16033                 | Markham Centre Rouge Valley Drive West N. P. - Design     | 134,484   | 131,663   | 2,821     | 2.1%                       | 282                           | 2,539               | -                  | -              |   |        |
|                           |                            | 18033                 | Markham Centre Riverwalk Urban Park - Design & Const      | 1,341,365                                       | 1,308,546   | 32,819    | 2.4%                       | -                             | 29,537              | -                  | 3,282          |   |        |
|                           |                            | 19025                 | Box Grove Park Pavilion and Washrooms - Design            | 138,400   | 69,330  | 69,070    | 49.9%                      | -                             | 62,163              | -                  | 6,907          |   |        |
|                           |                            | 20024                 | Box Grove Community Park - Construction                   | 8,245,542                                       | 8,237,584   | 7,958     | 0.1%                       | 110                           | 7,161               | -                  | 687            |   |        |
|                           |                            | 20026                 | Cornell Parkette - Design & Construction                  | 348,009   | 301,193   | 46,816    | 13.5%                      | -                             | 42,134              | -                  | 4,682          |   |        |
|                           |                            | 20029                 | Wismer McCowan Woodlot Park - Design & Construction       | 962,279   | 917,387   | 44,892    | 4.7%                       | -                             | 40,403              | -                  | 4,489          |   |        |
|                           |                            | 21019                 | Berczy Beckett Park (Cherna Ave.) - Design & Construction | 386,301   | 370,860   | 15,441    | 4.0%                       | -                             | 13,897              | -                  | 1,544          |   |        |
|                           |                            | 21020                 | Blodwen Davies Park - Construction                        | 774,432   | 729,924   | 44,508    | 5.7%                       | -                             | 642                 | -                  | 43,866         |   |        |
|                           |                            | Engineering           |   | 21022   | Green Lane Park - Design and Construction                       | 584,900   | 553,824                    | 31,076                        | 5.3%                | -                  | 27,968         | - | 3,108  |
|                           |                            |                       |   | 9239  | Glynwood Surcharge Sewer Construction                           | 250,348   | 247,845                    | 2,503                         | 1.0%                | 2,503              | -              | - | -      |
|                           |                            |                       |   | 19036   | Intersection Improvements (Construction)                        | 2,079,712 | 2,053,462                  | 26,250                        | 1.3%                | -                  | 9,188          | - | 17,062 |
|                           |                            |                       |   | 20041   | Pedestrian Accessibility Improvements Program-Phase 6 of 7      | 382,232   | 327,417                    | 54,815                        | 14.3%               | -                  | 35,630         | - | 19,185 |
|                           |                            |                       |   | 20042   | Rouge Valley Trail (Kennedy Road North) - Design                | 138,584   | 120,183                    | 18,401                        | 13.3%               | 3,716              | 11,011         | - | 3,674  |
|                           |                            |                       |   | 21040   | Streetlight Program (Construction)                              | 270,803   | 172,975                    | 97,828                        | 36.1%               | -                  | 97,828         | - | -      |
|                           |                            |                       |   | 22045   | Copper Creek Drive Pedestrian Cross-Overs (PXO)                 | 317,289   | 309,197                    | 8,092                         | 2.6%                | -                  | 8,092          | - | -      |
|                           |                            |                       |   | 23094   | Cycling and Pedestrian Advisory Committee (CPAC)                | 28,000    | 25,245                     | 2,755                         | 9.8%                | -                  | 1,791          | - | 964    |
|                           |                            |                       |   | 24053   | Smart Commute Markham-Richmond Hill                             | 76,300    | 75,000                     | 1,300                         | 1.7%                | -                  | 1,300          | - | -      |
|                           |                            |                       |   | 20004   | Museum - Various Buildings                                      | 374,327   | 368,162                    | 6,165                         | 1.6%                | 6,165              | -              | - | -      |
|                           |                            | Museum Planning       |   | 16001   | Consolidated Zoning By-law Program - Phase 3 of 4               | 839,619   | 760,565                    | 79,054                        | 9.4%                | -                  | -              | - | 79,054 |
|                           |                            |                       |   | 17029   | Consolidated Zoning By-law Program - Year 4 of 4                | 238,000   | 222,476                    | 15,524                        | 6.5%                | -                  | -              | - | 15,524 |
|                           |                            |                       |   | 22016   | Natural Heritage System Study - Phase 2 of 2                    | 112,000   | 98,854                     | 13,146                        | 11.7%               | 13,146             | -              | - | -      |
|                           |                            |                       |   | 23047   | Theatre-Dressing Room Renovations                               | 441,721   | 428,577                    | 13,144                        | 3.0%                | 13,144             | -              | - | -      |
|                           |                            | Theatre               |   | 23055   | Theatre-Lighting & Video Equipment                              | 67,200    | 65,160                     | 2,040                         | 3.0%                | 2,040              | -              | - | -      |
|                           |                            |                       |   | 23056   | Theatre-Stage & Building Maintenance                            | 89,900    | 75,281                     | 14,619                        | 16.3%               | 14,619             | -              | - | -      |

Appendix 2b: Projects Completed without Surplus Funds or with Surplus Funds less than \$100,000 or with less than 50% of Budget Remaining

| Commission                | Department                                   | Project #  | Project Name/Group   | Budget                                      | Actual            | Remaining        | Remaining as a % of Budget | Destination of Funds Returned |                     |                    |                |
|---------------------------|--|--|--|---|-------------------|------------------|----------------------------|-------------------------------|---------------------|--------------------|----------------|
|                           |  |  |  |   |                   |                  |                            | Life Cycle                    | Development Charges | Waterworks Reserve | Other Reserves |
| Community & Fire Services | ES - Infrastructure                          | 21150  | Stormwater Sewer Pipes Emergency Repairs                   | 57,899                                      | 57,899            | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 22192  | Streetlights - Poles Replacement Program                   | 122,394                                     | 122,394           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           | ES - Stormwater                              | 21160  | SWM Pond Cleaning Design & CA - ID#47 & #119               | 112,602                                     | 112,602           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           | ES - Waste Management                        | 24257  | Incremental Growth Related Waste Management Vehicles       | 108,200                                     | 108,200           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           | ES - Waterworks                              | 24258  | Acoustic Equipment for Sewer Flushing Optimization         | 40,100                                      | 40,100            | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           | Fire   | 23118  | Bunker Gear Life Cycle Replacement                         | 256,052                                     | 256,052           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23120  | Firefighter Mental and Physical Health Program             | 53,400                                      | 53,400            | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23121  | Firefighting Tools & Equipment Replacement                 | 164,100                                     | 164,100           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 24060  | Fire Hose Replacement                                      | 29,361                                      | 29,361            | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 24065  | Rescue Equipment Replacement                               | 10,200                                      | 10,200            | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23204  | Library Furniture, Equipment & Shelving Replacement        | 187,300                                     | 187,300           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23017  | Pathways Resurfacing                                       | 151,300                                     | 151,300           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           | Operations - Parks                           | 21120  | Boulevard/Park Trees Replacement                           | 368,463                                     | 368,463           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 21128  | Markham Trees for Tomorrow                                 | 121,450                                     | 121,450           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 21215  | Tree Replacement Program Vacant Sites (Backlog)            | 811,368                                     | 811,368           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23019  | Sportsfield Maintenance & Reconstruction                   | 148,800                                     | 148,800           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23005  | Asphalt Resurfacing  | 3,225,777                                   | 3,225,777         | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           | Operations - Roads & Survey                  | 23406  | Asphalt Resurfacing - Material Testing (split from 23005)  | 76,282                                      | 76,282            | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | Operations - Utility & ROW                               | 20227  | German Mills Meadow - Equipment Maintenance | 110,100           | 110,100          | -                          | 0.0%                          | -                   | -                  | -              |
|                           | Recreation Services                          | 20154  | Recreation Aquatics Safety Audit                           | 20,400                                      | 20,400            | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23197  | Recreation Pool Grouting Replacement                       | 72,800                                      | 72,800            | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23198  | Recreation Program Equipment Replacement                   | 100,100                                     | 100,100           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 24147  | Milliken Mills C.C. Site Features Phase 1 of 2 - Design    | 24,600                                      | 24,600            | -                | 0.0%                       | -                             | -                   | -                  | -              |
| 24152                     |  | Pan Am Centre Aerial Platform Lift Replacement           | 20,000   | 20,000                                      | -                 | 0.0%             | -                          | -                             | -                   | -                  |                |
| 24167                     |  | Rouge River C.C. Outdoor Pool Interlock Deck Replacement | 51,287   | 51,287                                      | -                 | 0.0%             | -                          | -                             | -                   | -                  |                |
| 24083                     |  | Insurance Risk Management Software Implementation        | 42,564   | 42,564                                      | -                 | 0.0%             | -                          | -                             | -                   | -                  |                |
| Corporate Services        | Financial Services                           | 22342  | Land Acquisition - 14th Ave & Citizen Crt                  | 38,249,962                                  | 38,249,962        | -                | 0.0%                       | -                             | -                   | -                  |                |
| Corporate Wide            | 22342  | Land Acquisition - 14th Ave & Citizen Crt                | 38,249,962   | 38,249,962                                  | -                 | 0.0%             | -                          | -                             | -                   | -                  |                |
| Development Services      | Arts Centres                                 | 18018  | Gallery Varley and McKay House Signage                     | 20,100                                      | 20,100            | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           | Commissioner's Office - Development Services | 22311  | SDAF - Development Application Process review              | 266,898                                     | 266,898           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23080  | Public Realm - Median Streetscape Enhancement              | 10,200                                      | 10,200            | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           | Design                                       | 19039  | Sidewalk Program (Design)                                  | 409,034                                     | 409,034           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 20045  | Sidewalk Program (Design)                                  | 421,115                                     | 421,115           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23097  | Engineering Staff Salary Recovery                          | 433,700                                     | 433,700           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           | Engineering                                  | 24055  | Streetlighting Peer Review                                 | -   | -                 | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 22015  | Natural Assets Inventory                                   | 151,422                                     | 151,422           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23063  | Ecological Restoration of City-owned/Managed Natural Areas | 398,281                                     | 398,281           | -                | 0.0%                       | -                             | -                   | -                  | -              |
|                           |  | 23067  | Planning & Design Staff Salary Recovery                    | 866,400                                     | 866,400           | -                | 0.0%                       | -                             | -                   | -                  | -              |
| Planning                  | 23067  | Planning & Design Staff Salary Recovery                  | 866,400  | 866,400                                     | -                 | 0.0%             | -                          | -                             | -                   | -                  |                |
| <b>Total</b>              |  |  |  | <b>83,179,729</b>                           | <b>81,843,004</b> | <b>1,336,725</b> |                            | <b>541,302</b>                | <b>502,451</b>      | <b>74,723</b>      | <b>218,249</b> |

## Appendix 3a: Draws from Capital Contingency Projects - Non-DC Capital Contingency

Approved Contingency Amount: \$250,000

| Reason for Draw                        | Department                  | Project #  | Project Name/Group   | Approved Budget | Additional Funding Required<br>(Draw from Contingency) | Updated Project Cost | % of Additional Funding Required |
|--|-----------------------------|--|--|-----------------|--|----------------------|----------------------------------|
|  |                             |  |  | (A)             | (B)  | (C) = (A) + (B)      | (D) = (B)/(A)                    |
| Emergency                              | ES - Infrastructure         | 23092  | Birchmount Bridge over Rouge River- Bridge Repair          | 670,100         | 122,621  | 792,721              | 18.3%                            |
|  | ES - Waterworks             | 23252  | Storm Pumping Stations - Equipment Inspection              | 105,800         | 461,142  | 566,942              | 435.9%                           |
|  | ES Infrastructure           | 23092  | Birchmount Bridge over Rouge River- Bridge Repair          | 549,720         | 60,700   | 610,420              | 11.0%                            |
|  | Operations - Fleet          | 24230  | Corporate Fleet Replacement - Non-Fire                     | 2,879,800       | 12,564   | 2,892,364            | 0.4%                             |
|  |                             | 24232  | New Fleet - Parks  | 96,700          | 9,927  | 106,627              | 10.3%                            |
|  | Operations - Parks          | 24216  | Pathways Resurfacing                                       | 151,300         | 14,246   | 165,546              | 9.4%                             |
|  | Recreation Services         | 23180  | Crosby C.C. Facility Improvement                           | 24,130          | 26,835   | 50,965               | 111.2%                           |
|  |                             | 24125  | Camp Chimo Flag Pole Replacement                           | -               | 12,288   | 12,288               | N/A                              |
|  | SAM - Facility Assets       | 24101  | Fire Facilities Repair and/or Replacement Projects         | 304,063         | 20,148   | 324,211              | 6.6%                             |
| <b>Emergency Total</b>                 |                             |  |  |                 | <b>740,470</b>   |                      | <b>35.2%</b>                     |
| Pricing                                | Design                      | 22180  | Public Realm - Message Boards                              | 36,600          | 27,340   | 63,940               | 74.7%                            |
|  |                             | 24205  | Court Resurfacing/Reconstruction/Maintenance               | 355,094         | 176,548  | 531,642              | 49.7%                            |
|  | Operations - Fleet          | 22170  | Corporate Fleet Replacement - Non-Fire                     | 3,041,393       | 10,513   | 3,051,906            | 0.3%                             |
|  |                             | 22171  | Corporate Fleet Replacement - Waterworks                   | 664,500         | 3,724  | 668,224              | 0.6%                             |
|  |                             | 22172  | New Fleet - Asset Management                               | 52,569          | 10,513   | 63,082               | 20.0%                            |
|  |                             | 23232  | Corporate Fleet Replacement - Non-Fire                     | 1,957,945       | 55,886   | 2,013,831            | 2.9%                             |
|  |                             | 23233  | New Fleet - Community Parks                                | 199,400         | 1,452  | 200,852              | 0.7%                             |
|  |                             | 23234  | New Fleet - Parks  | 226,900         | 10,667   | 237,567              | 4.7%                             |
|  |                             | 24229  | Corporate Fleet Replacement - Ice Resurfacing Machine      | 108,600         | 2,357  | 110,957              | 2.2%                             |
|  |                             | 24230  | Corporate Fleet Replacement - Non-Fire                     | 2,789,800       | 20,012   | 2,809,812            | 0.7%                             |
|  | Recreation Services         | 24231  | Corporate Fleet Replacement - Waterworks                   | 126,600         | 745  | 127,345              | 0.6%                             |
|  |                             | 24232  | New Fleet - Parks  | 96,700          | 4,857  | 101,557              | 5.0%                             |
|  |                             | 23168  | Angus Glen C.C. Arena Rubber Flooring Replacement          | 310,200         | 41,885   | 352,085              | 13.5%                            |
|  |                             | 23187  | Milliken Mills C.C. Fire System Replacement (Phase 2 of 2) | 228,300         | 86,049   | 314,349              | 37.7%                            |
|  |                             | 24167  | Rouge River C.C. Outdoor Pool Interlock Deck Replacement   | 41,200          | 10,087   | 51,287               | 24.5%                            |
| SAM - Sustainability Office            | 24321                       | Cornell C.C Parking Garage Remote Monitoring and Maintenance | -  | 46,763          | 46,763   | N/A                  |                                  |
|  | 23142                       | Building Automation Systems Replacement Program              | 903,100  | 90,101          | 993,201  | 10.0%                |                                  |
| <b>Pricing Total</b>                   |                             |  |  |                 | <b>599,498</b>   |                      | <b>28.5%</b>                     |
| Scope Changes                          | Design                      | 15002  | Cornell Community Park - Design                            | 935,779         | 13,125   | 948,904              | 1.4%                             |
|  |                             | 19027  | Cornell Park Maintenance Building - Construction           |                 | 1,446  | 1,446                | N/A                              |
|  |                             | 20025  | Cornell Community Park - Construction                      |                 | 21,254   | 21,254               | N/A                              |
|  | ES - Infrastructure         | 21150  | Stormwater Sewer Pipes Emergency Repairs                   | 56,100          | 1,799  | 57,899               | 3.2%                             |
|  |                             | 23092  | Birchmount Bridge over Rouge River- Bridge Repair          | 549,720         | 24,422   | 574,142              | 4.4%                             |
|  | Operations - Fleet          | 24230  | Corporate Fleet Replacement - Non-Fire                     | 2,879,800       | 18,172   | 2,897,972            | 0.6%                             |
|  | Operations - Roads          | 24189  | Guiderail- Install/Upgrade                                 | 216,800         | 46,331   | 263,131              | 21.4%                            |
|  |                             | 24310  | Asphalt Resurfacing - Steel                                | 50,000          | 20,660   | 70,660               | 41.3%                            |
|  | Recreation Services         | 23192  | Recreation Aquatics Equipment Replacement                  | 87,600          | 10,608   | 98,208               | 12.1%                            |
|  | SAM - Facility Assets       | 23159  | Parking Lot Light Replacement                              | 83,800          | 656  | 84,456               | 0.8%                             |
|  | <b>Scope Changes Total</b>  |  |  |                 |  | <b>158,474</b>       |                                  |
| Pricing and Scope Changes              | SAM - Sustainability Office | 23145  | Clatworthy Near Net-Zero Emissions Retrofit Pilot          | 1,365,693       | 18,580   | 1,384,273            | 1.4%                             |
|  |                             | 23164  | Thornhill Near Net-Zero Emissions Retrofit Pilot           | 2,460,036       | 587,128  | 3,047,164            | 23.9%                            |
| <b>Pricing and Scope Changes Total</b> |                             |  |  |                 | <b>605,708</b>   |                      | <b>28.8%</b>                     |
| <b>Total</b>                           |                             |  |  |                 | <b>2,104,150</b>                                       |                      | <b>100.0%</b>                    |

## Appendix 3b: Draws from Capital Contingency Projects - Engineering Capital Contingency

Approved Contingency Amount: \$100,000

| Reason for Draw | Department | Project # | Project Name/Group | Approved Budget | Additional Funding Required<br>(Draw from Contingency) | Updated Project<br>Cost | % of Additional<br>Funding Required |
|-----------------|------------|-----------|--------------------|-----------------|--|-------------------------|-------------------------------------|
|                 |            |           |                    | (A)             | (B)  | (C) = (A) + (B)         | (D) = (B)/(A)                       |

No Draws

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 Total
 

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**Appendix 3c: Draws from Capital Contingency Projects - Planning Capital Contingency**

**Approved Contingency Amount: \$50,000**

| Reason for Draw | Department | Project # | Project Name/Group | Approved Budget<br><br>(A) | Additional Funding Required<br>(Draw from Contingency)<br><br>(B) | Updated Project<br>Cost<br><br>(C) = (A) + (B) | % of Additional<br>Funding Required<br><br>(D) = (B)/(A) |
|-----------------|------------|-----------|--------------------|----------------------------|---|--|--|
|-----------------|------------|-----------|--------------------|----------------------------|---|--|--|

No Draws

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Total

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## Appendix 3d: Draws from Capital Contingency Projects - Design Capital Contingency

*Approved Contingency Amount: \$100,000*

| Reason for Draw            | Department | Project # | Project Name/Group              | Approved Budget<br>(A) | Additional Funding Required<br>(Draw from Contingency)<br>(B) | Updated Project<br>Cost<br>(C) = (A) + (B) | % of Additional<br>Funding Required<br>(D) = (B)/(A) |
|----------------------------|------------|-----------|---------------------------------|------------------------|---|--|--|
| Scope Changes              | Design     | 15002     | Cornell Community Park - Design | 935,779                | 118,124   | 1,053,903                                  | 12.6%  |
| <b>Scope Changes Total</b> |            |           |                                 |                        | <b>118,124</b>  |  |  |
| <b>Total</b>               |            |           |                                 |                        | <b>118,124</b>  |  | <b>100.0%</b>  |

**Appendix 3e: Draws from Capital Contingency Projects - Waterworks Capital Contingency**  
**Approved Contingency Amount: \$100,000**

| Reason for Draw             | Department      | Project # | Project Name/Group                           | Approved Budget<br>(A) | Additional Funding Required<br>(Draw from Contingency)<br>(B) | Updated Project<br>Cost<br>(C) = (A) + (B) | % of Additional<br>Funding Required<br>(D) = (B)/(A) |
|-----------------------------|-----------------|-----------|--|------------------------|---|--|--|
| Legal expenses              | ES - Waterworks | 20257     | CI Watermain Replacement – Construction & CA | 6,108,662              | 89,609  | 6,198,271                                  | 1.5%   |
|                             |                 | 15292     | Sanitary Sewer Design                        | 78,400                 | 22,395  | 100,795                                    | 28.6%  |
| <b>Legal expenses Total</b> |                 |           |  |                        | <b>112,004</b>  |  |  |
| <b>Total</b>                |                 |           |  |                        | <b>112,004</b>  |  | <b>100.0%</b>  |

Appendix 3f: Draws from Capital Contingency Projects - Contingency from Other Reserves

| Reason for Draw            | Department  | Project # | Project Name/Group                                      | Approved Budget<br>(A) | Additional Funding Required<br>(B) | Updated Project Cost<br>(C) = (A) + (B) | % of Additional Funding Required<br>(D) = (B)/(A) | Contingency Reserve |
|----------------------------|-------------|-----------|---|------------------------|------------------------------------|---|---|---------------------|
| Pricing and Scope Changes  | Engineering | 21181     | Elgin Mills -Victoria Sq. Blvd to McCowan Road (Design) | 1,768,661              | 1,136,863                          | 2,905,524                               | 64.3%   | DC Reserve          |
| <b>Scope Changes Total</b> |             |           |   |                        | <b>1,136,863</b>                   |   |   |                     |
| <b>Total</b>               |             |           |   |                        | <b>1,136,863</b>                   |   | <b>100.0%</b>                                     |                     |



# 2025 COUNCIL & COMMITTEE MEETINGS

## JANUARY 2025

| SUN | MON   | TUE  | WED                        | THU   | FRI | SAT |
|-----|---|--|----------------------------|---|-----|-----|
|     |   |  | <b>1</b><br>New Year's Day | 2   | 3   | 4   |
| 5   | 6   | 7  | 8                          | 9   | 10  | 11  |
| 12  | 13  | 14   | 15                         | 16  | 17  | 18  |
| 19  | 20  | 21<br>General Committee<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting | 22                         | 23<br>*Special Council<br>(Official Plan Review)<br>7:00 pm – 9:00 pm | 24  | 25  |
| 26  | 27<br>Development Serv. Ctte<br>9:30 am – 4:30 pm | 28<br>Council<br>1:00 pm – 4:30 pm   | 29                         | 30  | 31  |     |

# FEBRUARY 2025

| SUN       | MON                                | TUE  | WED       | THU       | FRI       | SAT       |
|-----------|------------------------------------|--|-----------|-----------|-----------|-----------|
|           |                                    |  |           |           |           | <b>1</b>  |
| <b>2</b>  | <b>3</b>                           | <b>4</b><br>General Committee<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting | <b>5</b>  | <b>6</b>  | <b>7</b>  | <b>8</b>  |
| <b>9</b>  | <b>10</b>                          | <b>11</b><br><br>Development Svcs Cttee<br>9:30 am – 4:30 pm                                 | <b>12</b> | <b>13</b> | <b>14</b> | <b>15</b> |
| <b>16</b> | <b>17</b><br><br><i>Family Day</i> | <b>18</b><br><br>7:00 pm Planning<br>Public Meeting  | <b>19</b> | <b>20</b> | <b>21</b> | <b>22</b> |
| <b>23</b> | <b>24</b>                          | <b>25</b><br><br>Council<br>1:00 pm – 4:30 pm  | <b>26</b> | <b>27</b> | <b>28</b> |           |

# MARCH 2025

| SUN       | MON                      | TUE  | WED                      | THU                      | FRI                      | SAT       |
|-----------|--------------------------|--|--------------------------|--------------------------|--------------------------|-----------|
|           |                          |  |                          |                          |                          | <b>1</b>  |
| <b>2</b>  | <b>3</b>                 | <b>4</b><br>General Committee<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting       | <b>5</b>                 | <b>6</b>                 | <b>7</b>                 | <b>8</b>  |
| <b>9</b>  | <b>10</b><br>March Break | <b>11</b><br>March Break   | <b>12</b><br>March Break | <b>13</b><br>March Break | <b>14</b><br>March Break | <b>15</b> |
| <b>16</b> | <b>17</b>                | <b>18</b><br>Development Serv. Ctte<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting | <b>19</b>                | <b>20</b>                | <b>21</b>                | <b>22</b> |
| <b>23</b> | <b>24</b>                | <b>25</b><br>Council<br>1:00 pm – 4:30 pm  | <b>26</b>                | <b>27</b>                | <b>28</b>                | <b>29</b> |
| <b>30</b> | <b>31</b>                |  |                          |                          |                          |           |

# APRIL 2025

| SUN                            | MON                            | TUE  | WED       | THU       | FRI                          | SAT       |
|--------------------------------|--------------------------------|--|-----------|-----------|------------------------------|-----------|
|                                |                                | <b>1</b><br>General Committee<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting | <b>2</b>  | <b>3</b>  | <b>4</b>                     | <b>5</b>  |
| <b>6</b>                       | <b>7</b>                       | <b>8</b><br><br>Development Serv. Ctte<br>9:30 am – 4:30 pm                                  | <b>9</b>  | <b>10</b> | <b>11</b>                    | <b>12</b> |
| <b>13</b>                      | <b>14</b>                      | <b>15</b><br><br>7:00 pm Planning<br>Public Meeting  | <b>16</b> | <b>17</b> | <b>18</b><br><br>Good Friday | <b>19</b> |
| <b>20</b><br><br>Easter Sunday | <b>21</b><br><br>Easter Monday | <b>22</b><br><br>Council<br>1:00 pm – 4:30 pm  | <b>23</b> | <b>24</b> | <b>25</b>                    | <b>26</b> |
| <b>27</b>                      | <b>28</b>                      | <b>29</b>  | <b>30</b> |           |                              |           |



# MAY 2025

| SUN | MON                | TUE   | WED | THU                  | FRI                  | SAT                  |
|-----|--------------------|---|-----|----------------------|----------------------|----------------------|
|     |                    |   |     | 1                    | 2                    | 3                    |
| 4   | 5                  | 6<br>General Committee<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting | 7   | 8                    | 9                    | 10                   |
| 11  | 12                 | 13<br>Development Serv. Ctte<br>9:30 am – 4:30 pm                                     | 14  | 15                   | 16                   | 17                   |
| 18  | 19<br>Victoria Day | 20<br>7:00 pm Planning<br>Public Meeting  | 21  | 22                   | 23                   | 24                   |
| 25  | 26                 | 27<br>Council<br>1:00 pm – 4:30 pm  | 28  | 29<br>FCM Conference | 30<br>FCM Conference | 31<br>FCM Conference |

# JUNE 2025

| SUN                            | MON       | TUE  | WED       | THU       | FRI       | SAT       |
|--------------------------------|-----------|--|-----------|-----------|-----------|-----------|
| <b>1</b><br><br>FCM Conference | <b>2</b>  | <b>3</b><br><br>General Committee<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting | <b>4</b>  | <b>5</b>  | <b>6</b>  | <b>7</b>  |
| <b>8</b>                       | <b>9</b>  | <b>10</b><br><br>Development Serv. Ctte<br>9:30 am – 4:30 pm                                     | <b>11</b> | <b>12</b> | <b>13</b> | <b>14</b> |
| <b>15</b>                      | <b>16</b> | <b>17</b><br><br>7:00 pm Planning<br>Public Meeting  | <b>18</b> | <b>19</b> | <b>20</b> | <b>21</b> |
| <b>22</b>                      | <b>23</b> | <b>24</b><br><br>Council<br>1:00 pm – 4:30 pm  | <b>25</b> | <b>26</b> | <b>27</b> | <b>28</b> |
| <b>29</b>                      | <b>30</b> |  |           |           |           |           |

# JULY 2025

| SUN       | MON       | TUE   | WED       | THU       | FRI       | SAT       |
|-----------|-----------|---|-----------|-----------|-----------|-----------|
|           |           | <b>1</b><br><br>Canada Day  | <b>2</b>  | <b>3</b>  | <b>4</b>  | <b>5</b>  |
| <b>6</b>  | <b>7</b>  | <b>8</b> Meetings if required<br><br>Development Serv. Ctte<br>9:30 am – 12:00 pm<br><br>Council<br>1:00 pm – 4:30 pm | <b>9</b>  | <b>10</b> | <b>11</b> | <b>12</b> |
| <b>13</b> | <b>14</b> | <b>15</b>   | <b>16</b> | <b>17</b> | <b>18</b> | <b>19</b> |
| <b>20</b> | <b>21</b> | <b>22</b>   | <b>23</b> | <b>24</b> | <b>25</b> | <b>26</b> |
| <b>27</b> | <b>28</b> | <b>29</b>   | <b>30</b> | <b>31</b> |           |           |

# AUGUST 2025

| SUN | MON                       | TUE   | WED | THU | FRI | SAT |
|-----|---------------------------|---|-----|-----|-----|-----|
|     |                           |   |     |     | 1   | 2   |
| 3   | 4<br><i>Civic Holiday</i> | 5   | 6   | 7   | 8   | 9   |
| 10  | 11                        | 12 <b>Meetings if req'd</b><br>Development Serv. Ctte<br>9:30 am - 12:00 pm<br>Council<br>1:00 pm – 4:30 pm | 13  | 14  | 15  | 16  |
| 17  | 18                        | 19  | 20  | 21  | 22  | 23  |
| 24  | 25                        | 26  | 27  | 28  | 29  | 30  |
| 31  |                           |   |     |     |     |     |

# SEPTEMBER 2025

| SUN       | MON                        | TUE  | WED       | THU       | FRI       | SAT       |
|-----------|----------------------------|--|-----------|-----------|-----------|-----------|
|           | <b>1</b><br><br>Labour Day | <b>2</b>   | <b>3</b>  | <b>4</b>  | <b>5</b>  | <b>6</b>  |
| <b>7</b>  | <b>8</b>                   | <b>9</b><br><br>General Committee<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting     | <b>10</b> | <b>11</b> | <b>12</b> | <b>13</b> |
| <b>14</b> | <b>15</b>                  | <b>16</b><br><br>Development Serv. Ctte<br>9:30 am – 4:30 pm   | <b>17</b> | <b>18</b> | <b>19</b> | <b>20</b> |
| <b>21</b> | <b>22</b>                  | <b>23</b><br><br>7:00 pm Planning<br>Public Meeting  | <b>24</b> | <b>25</b> | <b>26</b> | <b>27</b> |
| <b>28</b> | <b>29</b>                  | <b>30</b><br><br>Council<br>1:00 pm – 4:30 pm<br><br>National Day for<br>Truth and<br>Reconciliation |           |           |           |           |

# OCTOBER 2025

| SUN         | MON                               | TUE  | WED       | THU       | FRI       | SAT       |
|-------------|-----------------------------------|--|-----------|-----------|-----------|-----------|
|             |                                   |  | <b>1</b>  | <b>2</b>  | <b>3</b>  | <b>4</b>  |
| <b>5</b>    | <b>6</b>                          | <b>7</b><br>General Committee<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting | <b>8</b>  | <b>9</b>  | <b>10</b> | <b>11</b> |
| <b>12</b> t | <b>13</b><br><br>Thanksgiving Day | <b>14</b><br><br>Development Serv. Ctte<br>9:30 am – 4:30 pm                                 | <b>15</b> | <b>16</b> | <b>17</b> | <b>18</b> |
| <b>19</b>   | <b>20</b>                         | <b>21</b><br><br>7:00 pm Planning<br>Public Meeting  | <b>22</b> | <b>23</b> | <b>24</b> | <b>25</b> |
| <b>26</b>   | <b>27</b>                         | <b>28</b><br><br>Council<br>1:00 pm – 4:30 pm  | <b>29</b> | <b>30</b> | <b>31</b> |           |

# NOVEMBER 2025

| SUN       | MON  | TUE  | WED       | THU       | FRI       | SAT       |
|-----------|--|--|-----------|-----------|-----------|-----------|
|           |  |  |           |           |           | <b>1</b>  |
| <b>2</b>  | <b>3</b>   | <b>4</b><br>General Committee<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting | <b>5</b>  | <b>6</b>  | <b>7</b>  | <b>8</b>  |
| <b>9</b>  | <b>10</b><br>Development Serv. Ctte<br>9:30 am – 4:30 pm | <b>11</b><br><br>Remembrance Day   | <b>12</b> | <b>13</b> | <b>14</b> | <b>15</b> |
| <b>16</b> | <b>17</b>  | <b>18</b><br><br>7:00 pm Planning<br>Public Meeting  | <b>19</b> | <b>20</b> | <b>21</b> | <b>22</b> |
| <b>23</b> | <b>24</b>  | <b>25</b><br><br>Council<br>1:00 pm – 4:30 pm  | <b>26</b> | <b>27</b> | <b>28</b> | <b>29</b> |
| <b>30</b> |  |  |           |           |           |           |

# DECEMBER 2025

| SUN       | MON       | TUE   | WED                             | THU                            | FRI                         | SAT       |
|-----------|-----------|---|---------------------------------|--------------------------------|-----------------------------|-----------|
|           | <b>1</b>  | <b>2</b><br>General Committee<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting      | <b>3</b>                        | <b>4</b>                       | <b>5</b>                    | <b>6</b>  |
| <b>7</b>  | <b>8</b>  | <b>9</b><br>Development Serv. Ctte<br>9:30 am – 4:30 pm<br><br>7:00 pm Planning<br>Public Meeting | <b>10</b>                       | <b>11</b>                      | <b>12</b>                   | <b>13</b> |
| <b>14</b> | <b>15</b> | <b>16</b><br><br>Council<br>1:00 pm – 4:30 pm   | <b>17</b>                       | <b>18</b>                      | <b>19</b>                   | <b>20</b> |
| <b>21</b> | <b>22</b> | <b>23</b>   | <b>24</b>                       | <b>25</b><br><br>Christmas Day | <b>26</b><br><br>Boxing Day | <b>27</b> |
| <b>28</b> | <b>29</b> | <b>30</b>   | <b>31</b><br><br>New Year's Eve |                                |                             |           |





Report to: General Committee

Meeting Date: December 3, 2024

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**SUBJECT:** Staff Awarded Contracts for the Months of July, August and September 2024

**PREPARED BY:** Alex Moore Ext. 4711

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**RECOMMENDATION:**

1. THAT the report entitled “Staff Awarded Contracts for the Months of July, August and September 2024” be received; and,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution

**PURPOSE:**

Pursuant to Part III section 15 of the Procurement Bylaw (No. 2017-8), a report shall be submitted to Council advising of awarded contracts greater than \$50,000. Under this report Staff are advising Council of the contracts awarded by Staff for the months of July, August and September 2024.

## Key Points:

- All purchases were in compliance with Procurement Bylaw 2017-8 and the City’s Expenditure Control Policy
- 30 contract awards totaling \$12,652,801.38 were approved during the months of July, August and September 2024.

**BACKGROUND:**

Procurement advises Council of all contracts awarded by the Chief Administrative Officer, Commissioners, or Directors with a total cost exceeding \$50,000.

The Procurement Bylaw delegates authority to staff to award contracts if the contract award meets specific criteria. The following chart outlines the award limits under the Procurement Bylaw:

| 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 is changed to either the Commissioner, CAO or Council.

- 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

The following table provides a synopsis of the procurement activities during the Months of July, August and September 2024.

| <b>Procurement Activity</b>       | <b>Number of Awards</b> | <b>Total Award Value July, August and September 2024</b> |
|-----------------------------------|-------------------------|--|
| Request for Tender (T)            | 15                      | \$9,354,097.99   |
| Request for Quotation (Q)         | 3                       | \$ 218,702.08  |
| Request for Proposal (R)          | 8                       | \$2,404,214.45   |
| Non-Competitive Procurement (S)   | 4                       | \$ 675,786.86  |
| <b>Total Procurement Activity</b> | <b>30</b>               | <b>\$12,652,801.38</b>                                   |

The following table provides a synopsis of the procurement award amounts by Commission during Months of July, August and September 2024.

| <b>Procurement by Commission</b>  | <b>Number of Awards</b> | <b>Total Award Value July, August and September 2024</b> |
|-----------------------------------|-------------------------|--|
| Development Services              | 12                      | \$9,170,074.28   |
| Corporate Services                | 6                       | \$1,083,739.76   |
| Community Services                | 11                      | \$2,249,831.60   |
| CAO Office                        | 1                       | \$ 149,155.74  |
| <b>Total Procurement Activity</b> | <b>30</b>               | <b>\$12,652,801.38</b>                                   |

**Request for Tender (T)** – is a method of procurement that is used when the exact specifications for the deliverables are known, there are two or more sources of supply, and the vendors are only required to submit pricing information. Requests for Tenders are awarded to the low bidder unless reference checks or past performance warrants rationale for not awarding the contract.

**Request for Quotation (Q)** – is a method of procurement similar to a request for tender except the procurement is of a low dollar value (less than \$100,000) and may be issued to a limited number of bidders who are invited to submit bids. Requests for Quotations are awarded to the low bidder unless reference checks or past performance warrants rationale for not awarding the contract.

**Request for Proposal (R)** – is a method of procurement that is used where the deliverables are not clearly specified, and it is anticipated that proponents may propose a variety of alternatives to fulfill the requirements. The evaluation of proposals includes both technical (70%) and financial (30%) evaluation and the award is made to the highest scoring proponent.

**Non-Competitive Procurement (S)** – is a method of procurement whereby the Treasurer and/or the Senior Manager, Procurement may in consultation with the applicable Director negotiate a contract for the supply of goods and services without a competitive process. These awards are generally required under circumstances where: there is only one source of supply; extension of existing contract would be beneficial to the City; specialized equipment or vehicles are being acquired; or it is deemed to be in the City's best interest to not to solicit a competitive bid.

| <b># 1 Development Services Commission</b>  |              |                                   |
|---|--------------|-----------------------------------|
| <b>Contract # 194-S-24 Contract Extension, commuter services for Smart Commute Markham</b>  | Department   | Engineering                       |
|   | No. of Bids  | Non-Competitive                   |
|   | Vendor       | Smart Commute                     |
|   | Award Amount | \$76,300.00                       |
| Term: 2024 annual program.  |              |                                   |
| <b># 2</b>  |              |                                   |
| <b>Contract # 187-T-24 Russell Carter Tefft Pedestrian Bridge and Connecting Trails - Construction</b>  | Department   | Planning & Urban Design           |
|   | No. of Bids  | 6                                 |
|   | Vendor       | Quality Property Services         |
|   | Award Amount | \$ 643,303.01                     |
| Term: The work will be completed by November 2024.  |              |                                   |
| <b>#3</b>   |              |                                   |
| <b>Contract # 154-T-24 Accessibility for Ontarians with Disabilities (AODA) Playground Refurbishments – GROUP A (Complete), Various Locations (8)</b> | Department   | Planning & Urban Design           |
|   | No. of Bids  | 11                                |
|   | Vendor       | Laycon Construction Services Inc. |
|   | Award Amount | \$609,534.73                      |
| Term: The work will be completed by December 2024.  |              |                                   |
| <b>#4</b>   |              |                                   |
| <b>Contract # 181-T-24 Accessibility for Ontarians with Disabilities (AODA) Playground Refurbishments – GROUP B (Complete), Various Locations (9)</b> | Department   | Planning & Urban Design           |
|   | No. of Bids  | 9                                 |
|   | Vendor       | Laycon Construction Services Inc. |
|   | Award Amount | \$675,146.42                      |
| Term: The work will be completed by December 2024.  |              |                                   |
| <b>#5</b>   |              |                                   |
| <b>Contract # 169-R-24 Event Management Services for Markham Milliken Children's Festival</b>   | Department   | Economic Development              |
|   | No. of Bids  | 3                                 |
|   | Vendor       | Superior Events Group Inc.        |
|   | Award Amount | \$260,000.00                      |
| Term: The contract and award amount is for four years.  |              |                                   |
| <b>#6</b>   |              |                                   |
| <b>Contract # 141-T-24 Sidewalk Construction Program - construction of 5350 m of new sidewalks</b>  | Department   | Engineering                       |
|   | No. of Bids  | 11                                |
|   | Vendor       | D. Crupi & Sons Limited           |
|   | Award Amount | \$4,337,235.14                    |
| Term: The work will be completed by December 2025.  |              |                                   |

| #7   |              |                                     |
|--|--------------|-------------------------------------|
| <b>Contract # 114-R-24 Consulting Engineering Services for a municipal Class Environmental Assessment Study for the Mount Joy Creek Flood</b>  | Department   | Engineering                         |
|  | No. of Bids  | 1                                   |
|  | Vendor       | Aquafor Beech Limited               |
|  | Award Amount | \$229,425.70                        |
| Term: The work will be completed by July 2025.   |              |                                     |
| #8   |              |                                     |
| <b>Contract # 099-R-24 Consulting Services for Pre-Design and Detailed Design for Markham Centre Trail (Phase 4)</b>   | Department   | Engineering                         |
|  | No. of Bids  | 3                                   |
|  | Vendor       | Aquafor Beech Limited               |
|  | Award Amount | \$549,001.31                        |
| Term: The work will be completed by August 2025.   |              |                                     |
| #9   |              |                                     |
| <b>Contract # 098-R-24 Consulting Services for Pre-Design and Detailed Design for the Restoration of the Eroded East Don River Tributary</b>   | Department   | Engineering                         |
|  | No. of Bids  | 3                                   |
|  | Vendor       | Aquafor Beech Limited               |
|  | Award Amount | \$ 642,255.19                       |
| Term: The work will be completed by August 2025.   |              |                                     |
| #10  |              |                                     |
| <b>Contract # 081-T-24 Construction for Markham Centre Trails (Phase 3) - Wardenview Park to Verclaire Gate</b>  | Department   | Engineering                         |
|  | No. of Bids  | 8                                   |
|  | Vendor       | Kon-Strutt Construction             |
|  | Award Amount | \$731,843.17                        |
| Term: The work will be completed by December 2024.   |              |                                     |
| #11  |              |                                     |
| <b>Contract # 080-R-24 Contract Administration Site Inspection and Post Construction Services for Markham Centre Trails (Phase 3) - Wardenview Park to Verclaire Gate</b> Term: The work will be completed by December 2024. | Department   | Engineering                         |
|  | No. of Bids  | 4                                   |
|  | Vendor       | Aquafor Beech Limited               |
|  | Award Amount | \$136,189.61                        |
| #12  |              |                                     |
| <b>Contract # 089-S-18 Contract Extension, Flato Markham Theatre Ticketing System</b>  | Department   | Culture and Economic Development    |
|  | No. of Bids  | Non-competitive Procurement         |
|  | Vendor       | Audience View Ticketing Corporation |
|  | Award Amount | \$279,840.00                        |
| Term: The contract and award amount is for five years.   |              |                                     |

| <b>#13 Corporate Services Commission</b>  |              |                                     |
|---|--------------|-------------------------------------|
| Contract # <b>208-T-24 – HPE Data Protection Hardware</b><br>Term: The work will be completed by December 2024.   | Department   | ITS                                 |
|   | No. of Bids  | 2                                   |
|   | Vendor       | Powerland Computers Ltd.            |
|   | Award Amount | \$351,961.27                        |
| <b>#14</b>  |              |                                     |
| Contract # <b>170-T-24 CCTV Security Camera Replacement &amp; Enhancements at Multiple Facilities</b><br>Term: The work will be completed by November 2024. | Department   | Sustainability & Asset Management   |
|   | No. of Bids  | 5                                   |
|   | Vendor       | Northern Alarm Protection           |
|   | Award Amount | \$158,349.32                        |
| <b>#15</b>  |              |                                     |
| Contract # <b>151-S-24 Municipal Risk Management and Claims Solution</b><br>Term: The contract and award amount is for four years.                          | Department   | Finance                             |
|   | No. of Bids  | Non-competitive Procurement         |
|   | Vendor       | ClearRisk                           |
|   | Award Amount | \$150,829.35                        |
| <b>#16</b>  |              |                                     |
| Contract # <b>109-T-24 Rouge River Community Centre Roof Replacement</b><br>Term: The work will be completed by June 2025.                                  | Department   | Sustainability & Asset Management   |
|   | No. of Bids  | 12                                  |
|   | Vendor       | T.P Crawford Limited                |
|   | Award Amount | \$292,233.56                        |
| <b>#17</b>  |              |                                     |
| Contract # <b>108-Q-24 Replacement of the Locust Hill and Hoover House Roofs</b><br>Term: The work will be completed by October 2024.                       | Department   | Sustainability & Asset Management   |
|   | No. of Bids  | 4                                   |
|   | Vendor       | Industrial Roofing Services Limited |
|   | Award Amount | \$62,700.95                         |
| <b>#18</b>  |              |                                     |
| Contract # <b>026-Q-24 Varley Art Gallery Masonry Restoration</b><br>Term: The work will be completed by November 2024.                                     | Department   | Sustainability & Asset Management   |
|   | No. of Bids  | 5                                   |
|   | Vendor       | Cypruss Contracting Inc.            |
|   | Award Amount | \$67,665.31                         |

**#19 Community Services Commission**

|  |              |                              |
|--|--------------|------------------------------|
| <b>Contract # 205-T-24 Supply &amp; Delivery of One Backhoe Loader</b> | Department   | Operations                   |
|  | No. of Bids  | 4                            |
|  | Vendor       | Strongco Limited Partnership |
|  | Award Amount | \$229,774.08                 |

Term: The unit will be delivered by March 2025.

**#20**

|  |              |                            |
|--|--------------|----------------------------|
| <b>Contract # 200-T-24 Oil-Grit Separator (OGS) Cleanout</b> | Department   | Environmental Services     |
|  | No. of Bids  | 8                          |
|  | Vendor       | Flow Kleen Technology Ltd. |
|  | Award Amount | \$81,041.66                |

Term: The work will be completed by December 2024.

**#21**

|   |              |                     |
|---|--------------|---------------------|
| <b>Contract # 198-T-24 Supply and Delivery of Winter Sand</b> | Department   | Operations          |
|   | No. of Bids  | 4                   |
|   | Vendor       | Dufferin Aggregates |
|   | Award Amount | \$170,956.80        |

Term: The contract and award amount is for a period of four winter seasons.

**#22**

|  |              |                              |
|--|--------------|------------------------------|
| <b>Contract # 191-T-24 Winter Loader Rentals</b> | Department   | Operations                   |
|  | No. of Bids  | 3                            |
|  | Vendor       | RTI Equipment Solutions Inc. |
|  | Award Amount | \$264,576.00                 |

Term: The contract and award amount is for a period of four winter seasons.

**#23**

|  |              |                        |
|--|--------------|------------------------|
| <b>Contract # 180-Q-24 Sewage Pump Replacement at Calvert Sewage Pumping Station</b> | Department   | Environmental Services |
|  | No. of Bids  | 3                      |
|  | Vendor       | Xylem Canada LP        |
|  | Award Amount | \$88,335.82            |

Term: The work will be completed by December 2024.

**#24**

|   |              |                                    |
|---|--------------|------------------------------------|
| <b>Contract # 168-T-24 Steel Beam Guide Rail Installation, Repairs and Upgrades</b> | Department   | Operations                         |
|   | No. of Bids  | 2                                  |
|   | Vendor       | Powell (Richmond Hill) Contracting |
|   | Award Amount | \$256,163.94                       |

Term: The work will be completed by December 2024.

| #25  |              |                              |
|--|--------------|------------------------------|
| <b>Contract # 165-S-24 Supply and Delivery of Two Autonomous Mowers</b><br><br>Term: The units will be delivered by August 2024.   | Department   | Operations                   |
|  | No. of Bids  | Non-competitive Procurement  |
|  | Vendor       | RC Mowers                    |
|  | Award Amount | \$168,817.51                 |
| #26  |              |                              |
| <b>Contract # 158-T-24 Supply and Delivery of Six Slide-In Spreader Attachments</b><br><br>Term: The units will be delivered by August 2024.   | Department   | Operations                   |
|  | No. of Bids  | 3                            |
|  | Vendor       | M&C Hydraulics Inc.          |
|  | Award Amount | \$88,989.12                  |
| #27  |              |                              |
| <b>Contract # 123-R-24 Consulting Engineering Services for Rehabilitation of four Structures (Design and Contract Administration)</b><br><br>Term: The work will be completed by September 2025. | Department   | Environmental Services       |
|  | No. of Bids  | 4                            |
|  | Vendor       | TSI Inc                      |
|  | Award Amount | \$355,430.38                 |
| #28  |              |                              |
| <b>Contract # 089-T-24 Milliken Mills Park Splash Pad Replacement</b><br><br>Term: The work will be completed by November 2024.  | Department   | Operations                   |
|  | No. of Bids  | 15                           |
|  | Vendor       | Pine Valley Corporation      |
|  | Award Amount | \$462,989.77                 |
| #29  |              |                              |
| <b>Contract # 064-R-24 Grass Cutting and Maintenance Services at Various Parks</b><br><br>Term: The contract and award amount is for four years.   | Department   | Operations                   |
|  | No. of Bids  | 15                           |
|  | Vendor       | Industrial Property Services |
|  | Award Amount | \$82,756.52                  |
| #30 CAO office   |              |                              |
| <b>Contract # 127-R-24 Supply, Measure &amp; Delivery of Dress Uniforms and Outerwear for Fire Department</b><br><br>Term: The contract and award amount is for five years.                      | Department   | Fire                         |
|  | No. of Bids  | 6                            |
|  | Vendor       | The Uniform Group Inc.       |
|  | Award Amount | \$149,155.74                 |

**RECOMMENDED BY:**

\_\_\_\_\_  
Joseph Silva  
Treasurer

\_\_\_\_\_  
Trinela Cane  
Commissioner, Corporate Services





Report to: General Committee

Report Date: December 3, 2024

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**SUBJECT:** 2024 Audit Planning Report  
**PREPARED BY:** Jay Pak, Senior Manager Financial Planning and Reporting  
Kishor Soneji, Manager Financial Reporting

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**RECOMMENDATION:**

- 1) That the report titled “2024 Audit Planning Report” be received; and,
- 2) That the 2024 Audit Planning Report for the year ending December 31, 2024, prepared by KPMG LLP, Chartered Accountants be received; and,
- 3) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**PURPOSE:**

The purpose of this report is to inform Council of KPMG’s approach and work plan to undertake the annual audit of the City’s financial statements for fiscal year ending December 31, 2024 (attached), as required under Canadian auditing standards.

**BACKGROUND:**

The responsibility for preparing the City’s consolidated financial statements, in compliance with the accounting standards for the public sector established by the Public Sector Accounting Board (PSAB), rests with the Management of the City of Markham. These statements are subject to independent audit and assurance.

Section 296 of the *Municipal Act, 2001* states that: “A municipality shall appoint an auditor licensed under the Public Accounting Act, 2004 who is responsible for, (a) annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements of these bodies based on the audit.”

Council appointed KPMG LLP as the external auditors for the Corporation of The City of Markham and its Local Boards at the meeting on June 9, 2020. The appointment was for a five-year term, covering the audits for fiscal years 2020 through 2024.

The role of the external auditors is to audit the consolidated financial statements for the Corporation of The City of Markham and express an independent opinion on those statements. The audit is conducted in accordance with Canadian Generally Accepted Auditing Standards (GAAS). These standards require the auditors to plan and perform the audit in such a way as to obtain reasonable assurance that the financial statements are free from material misstatements. The audit involves examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used, evaluating significant estimates made by City Staff, and reviewing the overall presentation of the financial statements.

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Additionally, the auditors are responsible for advising on any internal accounting practices, financial controls, or operational issues identified during the audit of the City and its Local Boards.

Each year, KPMG prepares and submits an Audit Planning Report to the City Treasurer and Financial Services staff, outlining the scope and methodology for the audit. City Staff review the plan and use it to inform staff activities to support the audit process. Starting with this year's audit, KPMG has requested that the annual audit plan be shared with Council as part of requirements to meet Canadian auditing standards.

### **DISCUSSION:**

KPMG's Audit Planning Report provides an overview of the audit process, including discussions on materiality, audit risks, fraud risks, key milestones, deliverables, and communication requirements. Specific areas of focus for the audit will include: cash and investments, revenue and deferred revenue recognition, tangible capital assets, employee future benefits and other estimates, and management override of controls. These are standard components of the audit process and are aligned to cover major City financial activities and accounting transactions.

The audit will be guided by Group Materiality, which, as per standard audit practice and aligned with the approach taken in previous audits, will be set at 2.5% of total estimated revenues, amounting to \$19.2 million (2023: \$17.4 million). Materiality will be used to evaluate the effects of any misstatements identified during the audit, guide discussions with Management, and inform the impact of any uncorrected misstatements on the formation of the auditor's opinion.

The Audit Planning Report includes information on new accounting standards that will be covered as part of this year's audit process. Three new standards must be adopted by the City this year and will be incorporated in the development of the financial statements.

The Audit Planning Report also includes considerations related to risks and controls. The City of Markham's financial management framework and system of internal controls involve a number of policies and procedures to manage (prevent, mitigate, detect and address) risks, including fraud risks. These policies and procedures cover the entire spectrum of resource management, including planning and allocation through the budget process, implementation guided by expenditure controls, and performance monitoring as part of financial reporting.

With oversight of Management—including the City Treasurer in their Management role as Director of Financial Services—programs, services and operations are delivered in accordance with these policies to meet Council's strategic objectives and direction in a manner that ensures financial prudence and accountability. Additionally, the City Treasurer—in their capacity as the Council-appointed statutory financial officer under Section 286 of the *Municipal Act, 2001*—supports Council in “handling all of the financial affairs of the municipality.”

**CONCLUSION:**

Staff have reviewed and support the Audit Planning Report, and do not see any issues to bring to Council's attention. Staff have developed an internal year-end close work plan and schedule to meet the external audit requirements, which will be communicated to all departments to ensure a timely year-end process. Once the 2024 records are closed, staff will prepare the consolidated financial statements and accompanying notes for the City, along with any required supporting documentation. KPMG's audit findings report will be presented to the General Committee in April 2025, along with the City's final consolidated financial statements.

**RECOMMENDED BY:**

Joseph Silva  
Treasurer

Trinela Cane  
Commissioner, Corporate Services

**ATTACHMENT:**

City of Markham\_2024 Audit Planning Report



# The Corporation of the City of Markham

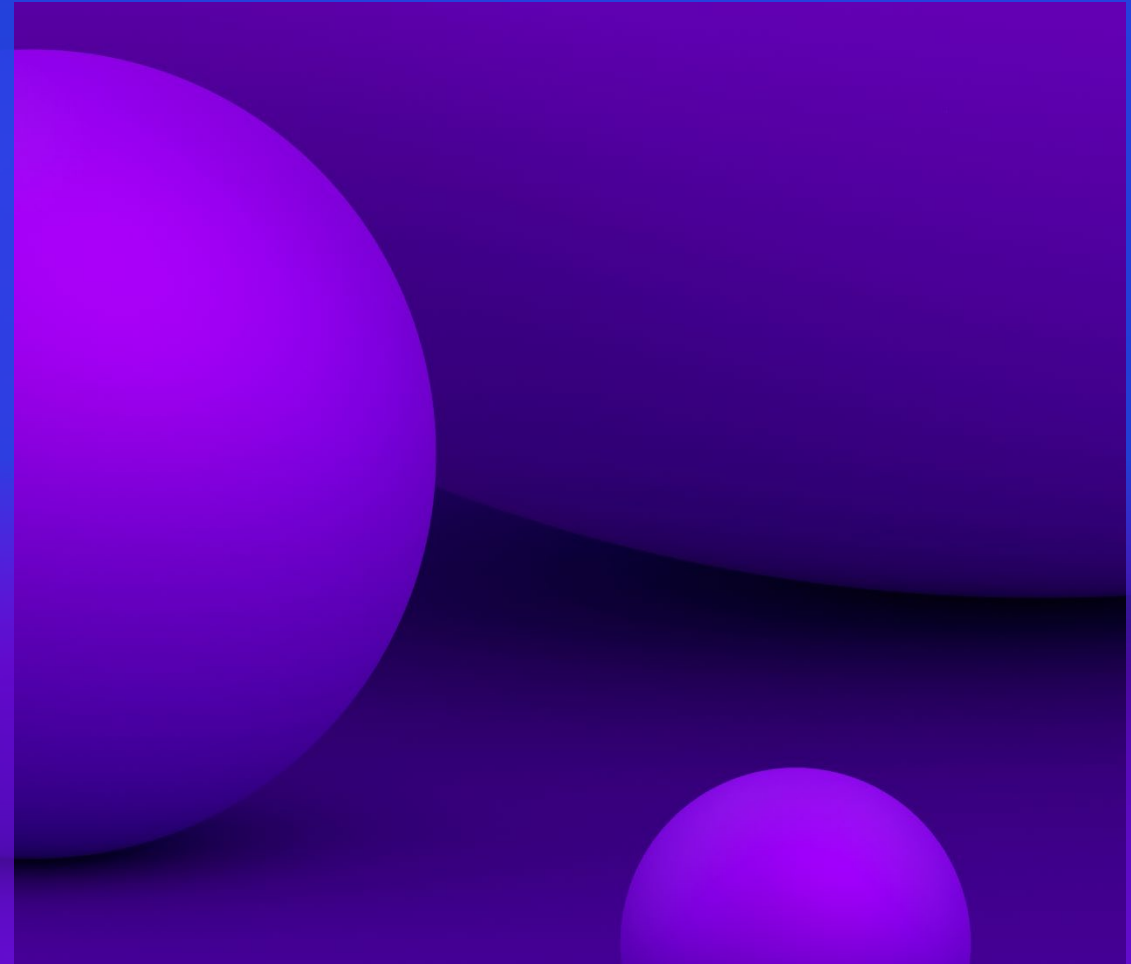
**Audit Planning Report  
for the year ending December 31, 2024**



Licensed Public Accountants

Prepared as of October 30, 2024

[kpmg.ca/audit](https://kpmg.ca/audit)



# KPMG contacts

## Key contacts in connection with this engagement



**Maria Khoushnood**

Lead Audit Engagement Partner

416-228-7082

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**Victoria Zolotko**

Audit Manager

416-228-4534

[vzolotko@kpmg.ca](mailto:vzolotko@kpmg.ca)



# Table of contents

## Digital use information

This Audit Planning Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.

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**Highlights**

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**Risk assessment**

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**Key milestones and  
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# Audit highlights

Matters to report – see link for details

**Scope**

Our audit of the consolidated financial statements (“financial statements”) of The Corporation of the City of Markham (“the City”) as of and for the year, ending December 31, 2024, will be performed in accordance with Canadian generally accepted auditing standards.

**Audit strategy**

**Materiality**  
 Group: \$19.2 million  
 City: \$17.3 million

Involvement of others

☞

Updates to our prior year audit plan

☞

**Required communications**

Required inquiries of General Committee of the Council Members

☞

**Risk assessment**

Risk of management override of controls

☞

Presumption of the risk of fraud involving improper revenue recognition

☞

Other areas of focus

☞

- Cash and investments
- Tangible capital assets
- Revenue and accounts receivable
- Deferred revenues – general and obligatory reserve funds
- Employee future benefits liabilities
- Expenses – salaries and benefits
- Accounts payable, accrued liabilities and expenses
- Contingencies



The purpose of this report is to assist you, as a member of the General Committee of Council Members, in your review of the plan for our audit of the financial statements. This report is intended solely for the information and use of Management, the General Committee of Council Members, and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the General Committee of Council Members has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

# Updates to our prior year audit plan

## New significant risks

No new significant financial reporting risks identified.

## Other significant changes



Newly effective and future accounting standards



Assess the impact to the financial statements and related disclosures for the changes to accounting standards effective 2024. Refer to Appendix B for new standards impacting the fiscal 2024 audit and for future changes in accounting standards.

Newly effective and future accounting standards



Newly effective auditing standards



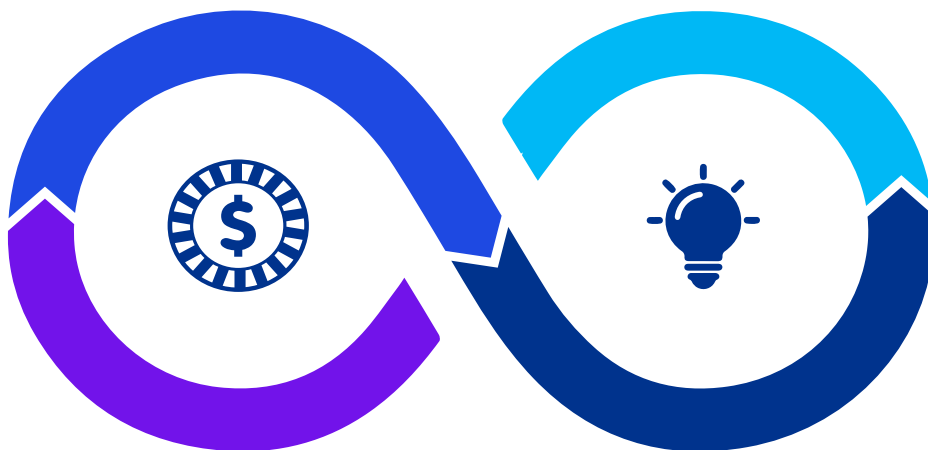
Refer to Appendix C for new standards impacting the fiscal 2024 audit.

Newly effective auditing standards





# Materiality



We **initially determine materiality** at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of **professional judgement**, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess materiality** throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

## Plan and perform the audit

We **initially determine materiality** to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

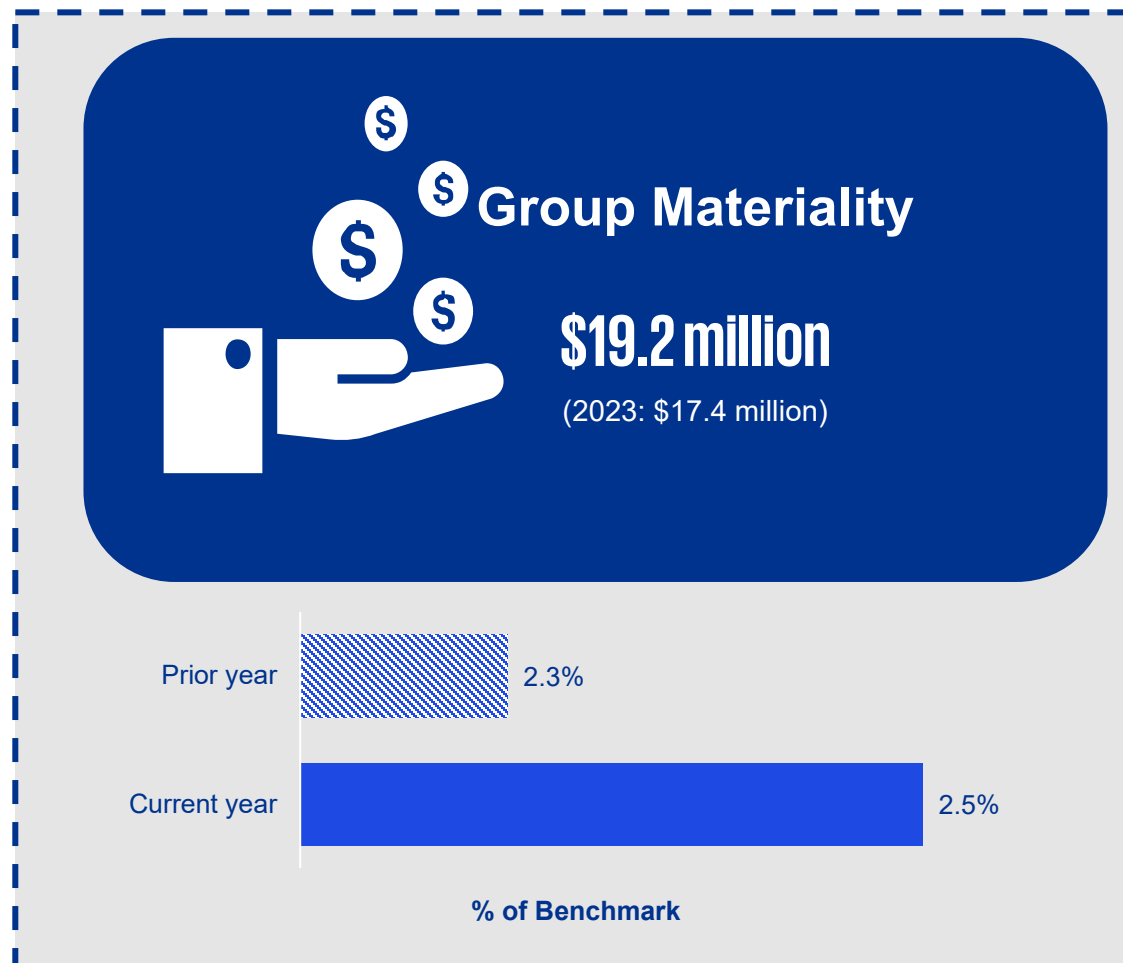
We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

## Evaluate the effect of misstatements

We also **use materiality** to evaluate the effect of:

- Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.

# Group materiality – Consolidated Entity



## Total Normalized Estimated Revenue

**\$769 million**

(2023: \$769 million)

## Total Estimated Assets

**\$6.2 billion**

(2023: \$6.2 billion)

## Group Performance Materiality

**\$16.3 million**

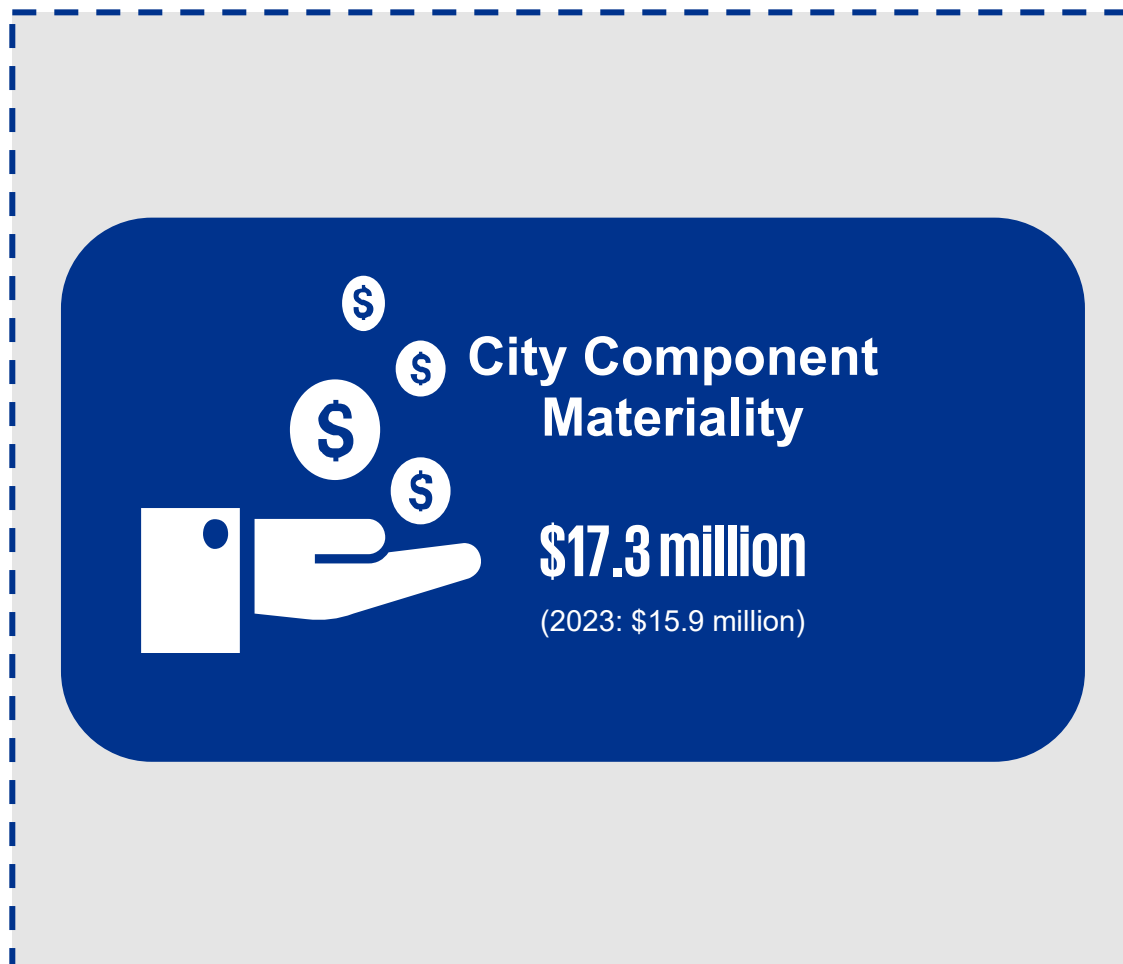
(2023: \$14.7 million)

## Group AMPT

**\$960,000**

(2023: \$870,000)

# Component materiality – Non-consolidated City



## City Component Performance Materiality

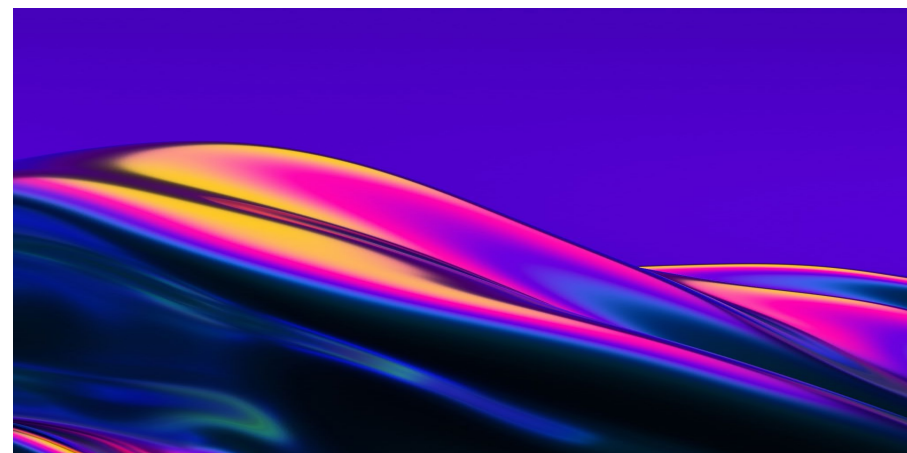
**\$14.7 million**

(2023: \$11.9 million)

## City Component AMPT

**\$865,000**

(2023: \$795,000)



# Involvement of others

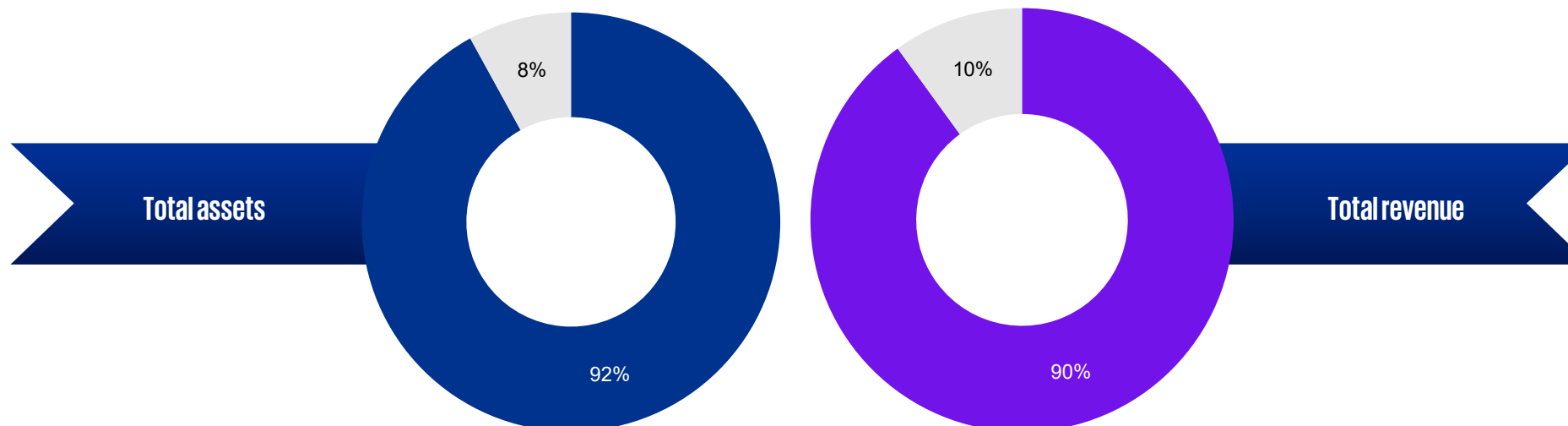
The following parties are involved in the audit of the financial statements:

| Involved party   | Nature and extent of planned involvement   |
|--|--|
| KPMG professionals with specialized skill or knowledge | <p><b>Actuarial Specialist – Employee Future Benefits:</b></p> <ul style="list-style-type: none"> <li>• Evaluation of valuation of the employee future benefits</li> </ul>   |
| <b>Involved party – Management Specialists</b>         | <b>Nature and extent of planned involvement</b>  |
| Management’s actuarial specialists                     | <p><b>Actuarial Specialist – Employee Future Benefits:</b></p> <ul style="list-style-type: none"> <li>• Employee Future Benefits Actuarial Specialist has been engaged by management to prepare actuarial valuations to determine the value of the employee future benefits obligation.</li> </ul> |

# Group audit – Scoping

We respond to identified and assessed risks of material misstatement to the group by performing further audit procedures.

| Work Performed:  | Total assets | Total revenue |
|--|--------------|---------------|
| Total full-scope audits  | 92%          | 90%           |
| <b>Total: Full-scope audit, audit of account balance(s) and/or disclosure(s), specified audit procedures</b> | <b>92%</b>   | <b>90%</b>    |
| Excluded from direct testing ( <b>Note 1</b> )   | 8%           | 10%           |
| <b>Total consolidated</b>  | <b>100%</b>  | <b>100%</b>   |



**Note 1:** The following components are not significant for the purpose of issuing the auditors' opinion on the group audit of the consolidated financial statements of The Corporation of the City of Markham. However, statutory audits are completed for these entities to meet local requirements.

- Markham Enterprises Corporation
- Old Markham Village Business Improvement Area
- Unionville Business Improvement Area
- Markham Public Library Board
- Destination Markham

# Risk assessment summary

Our planning begins with an assessment of risks of material misstatement in your financial statements.

We draw upon our understanding of the City and its environment (e.g. the industry, the wider economic environment in which the business operates, etc.), our understanding of the City's components of its system of internal control, including our business process understanding.

We use advanced technologies in performing our risk assessment procedures.

|   | Area of focus   | Risk of fraud | Risk of error |
|---|---|---------------|---------------|
| ● | Management override of controls   | ✓             |               |
| ● | Presumption of the risk of fraud involving improper revenue recognition | ✓             | ✓             |
| ● | Cash and investments  |               | ✓             |
| ● | Tangible capital assets   |               | ✓             |
| ● | Revenue and accounts receivable   |               | ✓             |
| ● | Deferred revenues – general and obligatory reserve funds                |               | ✓             |
| ● | Employee future benefits liabilities                                    |               | ✓             |
| ● | Expenses – salaries and benefits  |               | ✓             |
| ● | Accounts payable, accrued liabilities and expenses                      |               | ✓             |
| ● | Contingencies   |               | ✓             |

● PRESUMED RISK OF MATERIAL MISSTATEMENT ● OTHER AREAS OF FOCUS



# Significant risks



Management Override of Controls (non-rebuttable significant risk of material misstatement)

RISK OF



FRAUD

## Why is it significant?

**Presumption  
of the risk of fraud  
resulting from  
management  
override of  
controls**

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

## Our planned response

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.

# Significant risks



## Presumption of the risk of fraud involving improper revenue recognition

RISK OF



FRAUD

**Presumption  
of the risk of fraud  
resulting from  
fraudulent revenue  
recognition**

### Why is it significant?

This is a presumed risk of material misstatement due to fraud. This risk has not been rebutted. Audit standards require us to assume there are generally pressures/incentives on management to commit fraudulent financial reporting through inappropriate revenue recognition. This can be perpetrated through revenue cut-off or manual journal entries and other adjustments related to revenue recognition.

The primary risk of fraudulent revenue recognition is limited to revenue recognized from deferred revenue – obligatory reserve funds.

### Our planned response

Our audit methodology incorporates the required procedures in professional standards to address this risk.

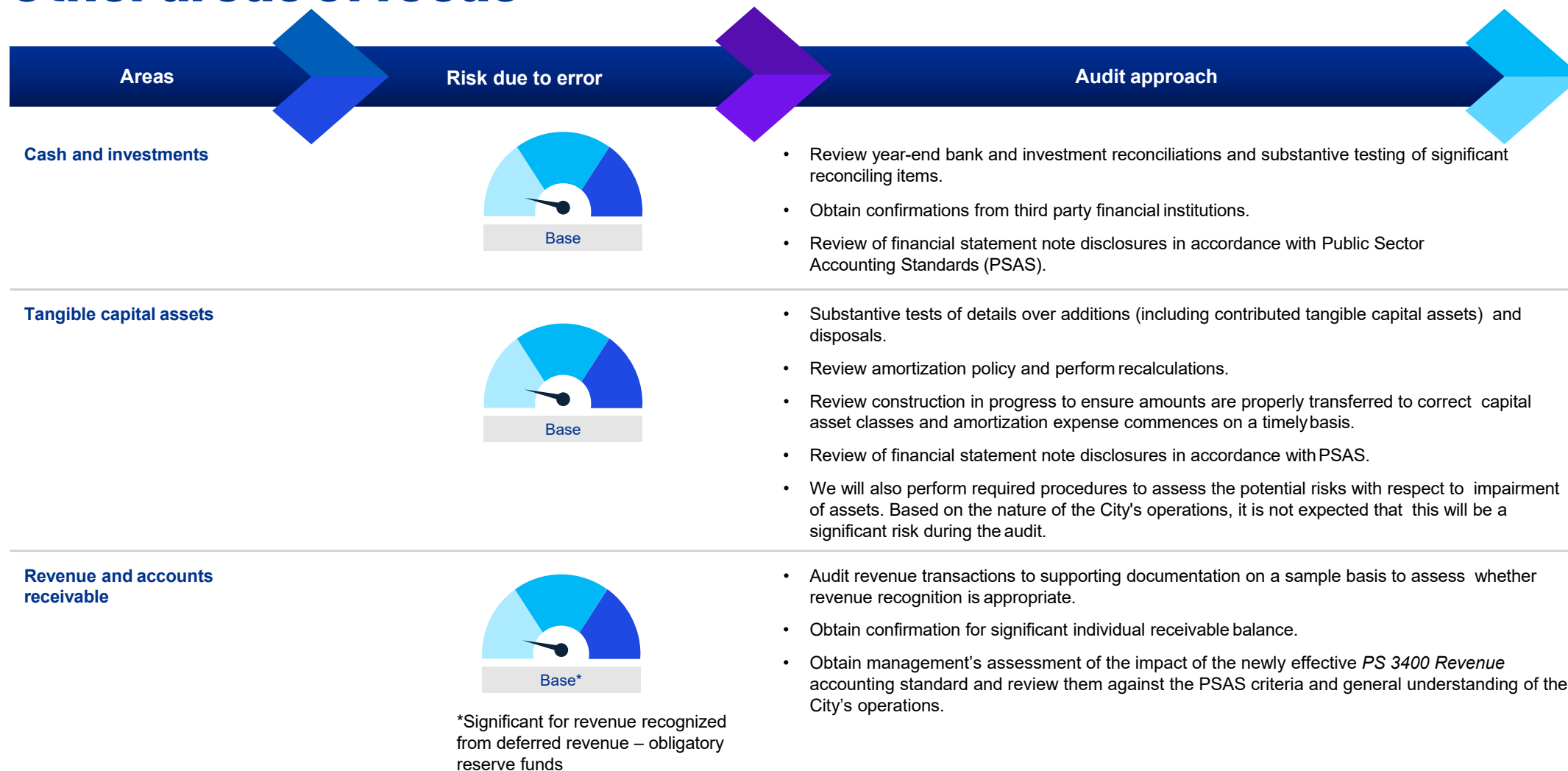
Our audit approach consists of evaluating the design and implementation of selected relevant controls.

We test journal entries that meet specific criteria. These criteria are designed during the planning phase of the audit and are based on areas and accounts that are susceptible to manipulation through management override and we design search filters that allow us to identify any unusual journal entries.

As part of our audit approach to address the inherent risk of error in revenue recognition, we substantively test revenues (both recognized and amounts held as deferred at year end) and recalculate management's calculation of deferred revenue – obligatory reserve funds through auditing management's methodology.



# Other areas of focus



# Other areas of focus

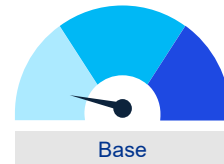


## Deferred revenues – general and obligatory reserve funds



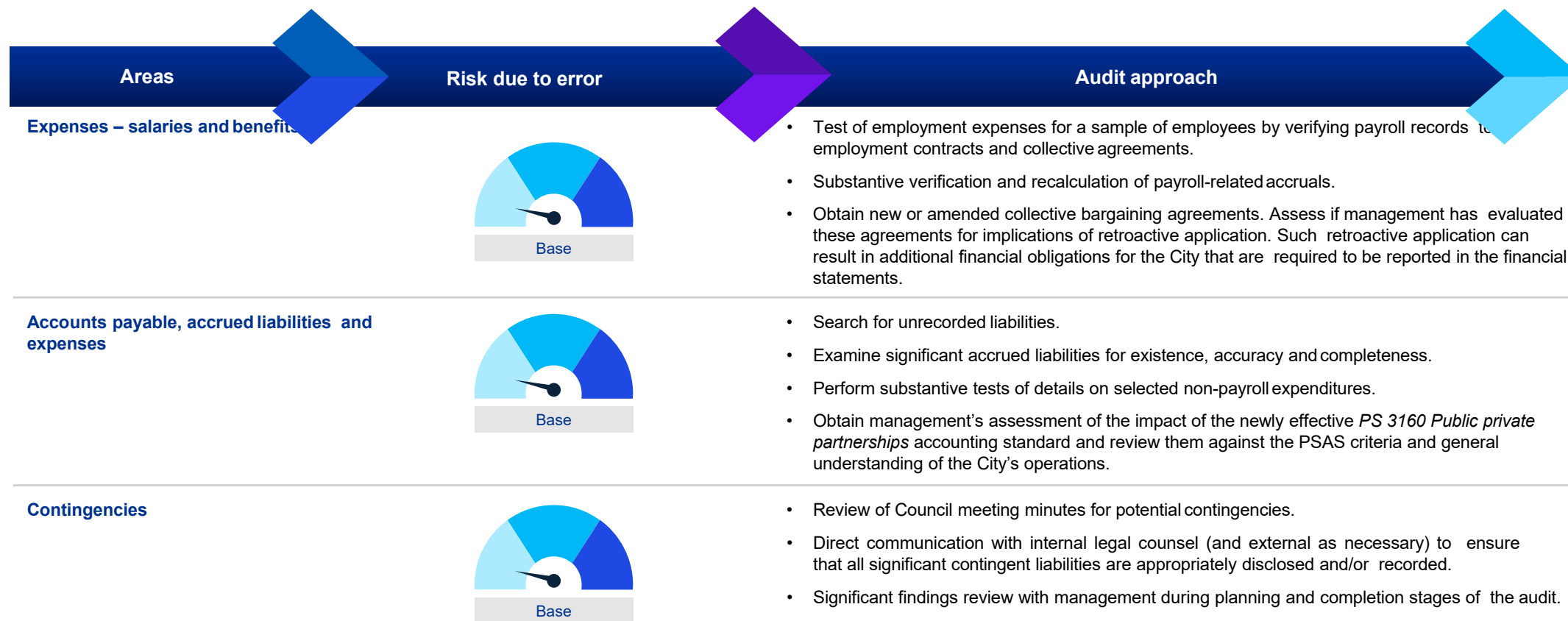
- Update our understanding of the activities over the initiation, authorization, processing, recording and reporting.
- Review the City-prepared calculation for the development charge balance and vouch receipts and expenditures on a sample basis. As part of our testing, we ensure recognition of revenue is based on project spending in accordance with the purpose of the obligatory reserve.
- Audit a sample of deferred capital grants and other deferred revenue by vouching to supporting documents.

## Employee future benefits liabilities



- Reliance on actuaries (management specialist) engaged by the City; update our understanding of the activities over the quality of information used, the assumptions made, the qualifications, competence and objectivity of the preparer of the estimate, and the historical accuracy of the estimates.
- Assess method, data, and assumptions used by the actuary and management in the calculation of the employee benefits and other liabilities for reasonableness.
- We will perform audit procedures in accordance with the relevant auditing standards and related disclosure requirements related to the estimates involved.
- Perform inquiries with management to determine if this is the year of full valuation whereby new participant/member data is provided to the actuaries. If applicable, we will communicate with actuaries and test employment data provided to the actuaries.
- Review financial statement disclosure in accordance with PSAS.

# Other areas of focus



# Required inquiries of the General Committee of Council Members



## Inquiries regarding risk assessment, including fraud risks

- What are the General Committee of Council Members' views about fraud risks, including management override of controls, in the City? And have you taken any actions to respond to any identified fraud risks?
- Is the General Committee of Council Members aware of, or has the General Committee of Council Members identified, any instances of actual, suspected, or alleged fraud, including misconduct or unethical behavior related to financial reporting or misappropriation of assets?
  - If so, have the instances been appropriately addressed and how have they been addressed?
- How does the General Committee of Council Members exercise oversight of the City's fraud risks and the establishment of controls to address fraud risks?



## Inquiries regarding company processes

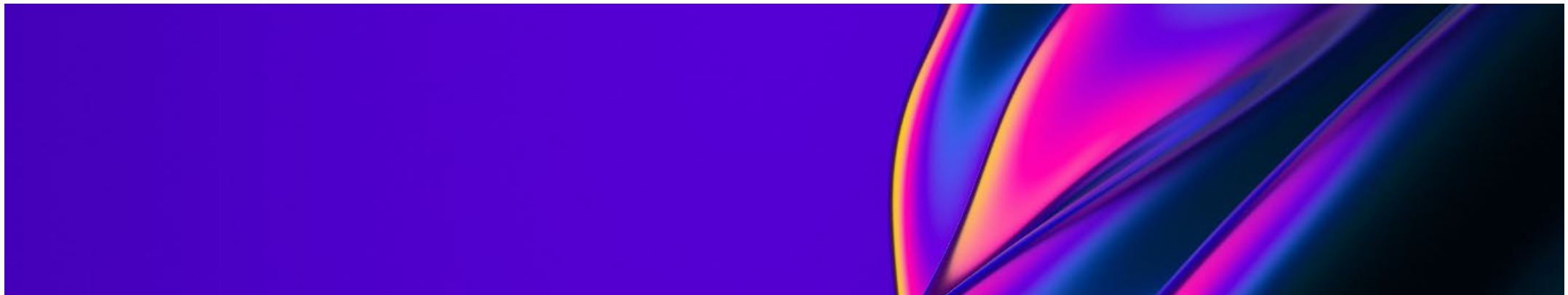
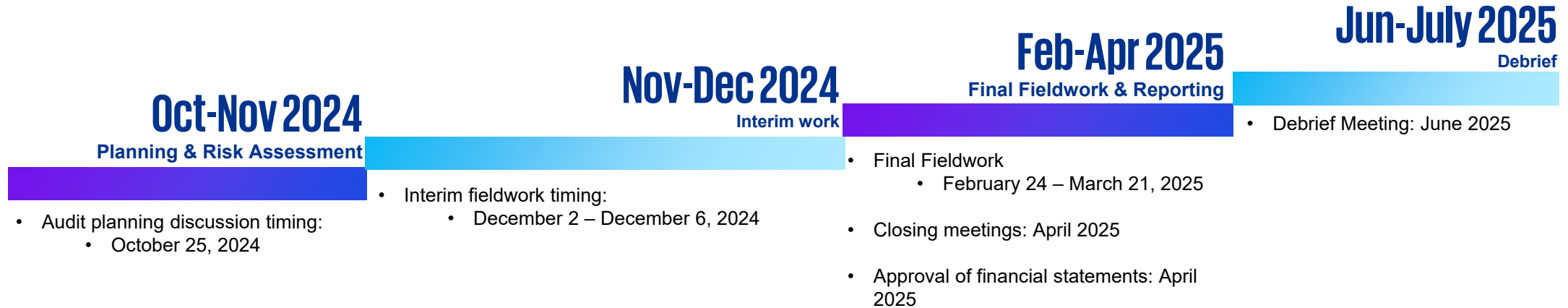
- Is the General Committee of Council Members aware of tips or complaints regarding the City's financial reporting (including those received through the General Committee of Council Members' internal whistleblower program, if such programs exist)? If so, the General Committee of Council Members' responses to such tips and complaints?



## Inquires regarding related parties and significant unusual transactions

- Is the General Committee of Council Members aware of any instances where the City entered into any significant unusual transactions?
- What is the General Committee of Council Members' understanding of the City's relationships and transactions with related parties that are significant to the City?
- Is the General Committee of Council Members concerned about those relationships or transactions with related parties? If so, the substance of those concerns?

# Key milestones and deliverables



# How do we deliver audit quality?

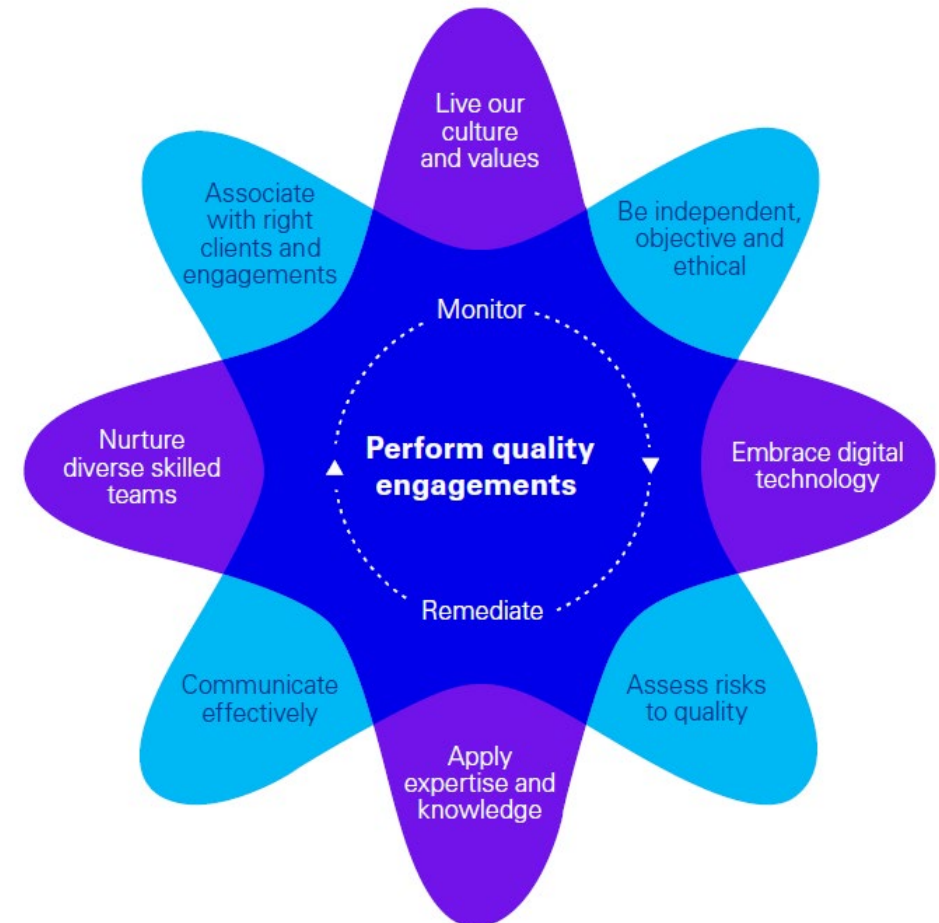
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Our Transparency Report includes our firm's Statement on the Effectiveness of our SoQM.

[▶ KPMG Canada Transparency Report](#)

We define 'audit quality' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality management**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



**Doing the right thing. Always.**

# Appendices

**A** Regulatory communications

**B** Newly effective and future accounting standards

**C** New auditing standards

**D** Insights

**E** Technology

**F** Anti-Greenwashing and ESG

**G** Cyber for Municipality

**H** Municipal Government Service Offerings

**I** Unleashing tomorrow – today with AI



# Appendix A: Regulatory communications



## CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform General Committee of Council Members and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Audit Quality Insights Report: 2022 Interim Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2023 Interim Inspections Results](#)
- [CPAB Regulatory Oversight Report: 2023 Annual Inspections Results](#)



# Appendix B: Current changes in accounting standards

| Standard                           | Summary and implications   |
|------------------------------------|--|
| <b>Revenue</b>                     | <ul style="list-style-type: none"> <li>The new standard PS 3400 <i>Revenue</i> is effective for fiscal years beginning on or after April 1, 2023 (the City's December 31, 2024 year-end).</li> <li>The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement.</li> <li>The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.</li> <li>The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.</li> </ul>   |
| <b>Purchased Intangibles</b>       | <ul style="list-style-type: none"> <li>The new Public Sector Guideline 8 Purchased intangibles is effective for fiscal years beginning on or after April 1, 2023 (the City's December 31, 2024 year-end) with earlier adoption permitted.</li> <li>The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles.</li> <li>Narrow scope amendments were made to PS 1000 Financial statement concepts to remove the prohibition to recognize purchased intangibles and to PS 1201 Financial statement presentation to remove the requirement to disclose purchased intangibles not recognized.</li> <li>The guideline can be applied retroactively or prospectively.</li> </ul>   |
| <b>Public Private Partnerships</b> | <ul style="list-style-type: none"> <li>The new standard PS 3160 Public private partnerships is effective for fiscal years beginning on or after April 1, 2023 (the City's December 31, 2024 year-end).</li> <li>The standard includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership.</li> <li>The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the public private partnership ends.</li> <li>The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure.</li> <li>The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.</li> <li>The standard can be applied retroactively or prospectively.</li> </ul> |

# Appendix B: Future changes in accounting standards

| Standard   | Summary and implications  |
|--|---|
| <b>Financial Statement Presentation</b>          | <ul style="list-style-type: none"> <li>The proposed section PS 1202 <i>Financial statement presentation</i> will replace the current section PS 1201 <i>Financial statement presentation</i>. PS 1202 <i>Financial statement presentation</i> will apply to fiscal years beginning on or after April 1, 2026 (<i>the City's December 31, 2027 year-end</i>) to coincide with the adoption of the revised conceptual framework. Early adoption will be permitted.</li> <li>The section includes the following: <ul style="list-style-type: none"> <li>Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained.</li> <li>Separating liabilities into financial liabilities and non-financial liabilities.</li> <li>Restructuring the statement of financial position to present total assets followed by total liabilities.</li> <li>Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities).</li> <li>Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called "accumulated other".</li> <li>A new provision whereby an entity can use an amended budget in certain circumstances.</li> <li>Inclusion of disclosures related to risks and uncertainties that could affect the entity's financial position.</li> </ul> </li> </ul> |
| <b>Concepts Underlying Financial Performance</b> | <ul style="list-style-type: none"> <li>The revised conceptual framework is effective for fiscal years beginning on or after April 1, 2026 (<i>the City's December 31, 2027 year-end</i>) with earlier adoption permitted.</li> <li>The framework provides the core concepts and objectives underlying Canadian public sector accounting standards.</li> <li>The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.</li> </ul>  |

# Appendix B: Future changes in accounting standards(continued)

| Standard                 | Summary and implications  |
|--------------------------|---|
| <b>Employee benefits</b> | <ul style="list-style-type: none"> <li>• The Public Sector Accounting Board has initiated a review of sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post- employment benefits, compensated absences and termination benefits</i>.</li> <li>• The intention is to use principles from International Public Sector Accounting Standard 39 <i>Employee benefits</i> as a starting point to develop the Canadian standard.</li> <li>• Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, the new standards will be implemented in a multi-release strategy. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues.</li> <li>• The proposed section PS 3251 <i>Employee benefits</i> will replace the current sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. It will apply to fiscal years beginning on or after April 1, 2026 (<i>the City's December 31, 2027 year-end</i>). Early adoption will be permitted and guidance applied retroactively.</li> <li>• This proposed section would result in public sector entities recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations.</li> <li>• The Public Sector Accounting Board is in the process of evaluating comments received from stakeholders on the exposure draft.</li> </ul> |



# Appendix C: Newly effective and upcoming changes to auditing standards

For more information on newly effective and upcoming changes to auditing standards - see Current Developments



## Effective for periods beginning on or after December 15, 2023

### ISA 600/CAS 600

.....

Revised special considerations – Audits of group financial statements

## Effective for periods beginning on or after December 15, 2024

### ISA 260/CAS 260

.....

Communications with those charged with governance

### ISA 700/CAS 700

.....

Forming an opinion and reporting on the financial statements

# Appendix D: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

## KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

## Accelerate 2024

The key issues driving the audit committee agenda in 2024.

## Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

## Sustainability Reporting

Resource centre on implementing the new Canadian reporting standards

## Current Developments

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Assurance & Related Services, Canadian Securities Matters, and US Outlook reports.

## IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on accounting, financial reporting and sustainability reporting.

## Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.



# Appendix E: Our technology story



## Streamlined client experience

And deeper insights into your business, translating to a better audit experience.



## Secure

A secure client portal provides centralized, efficient coordination with your audit team.



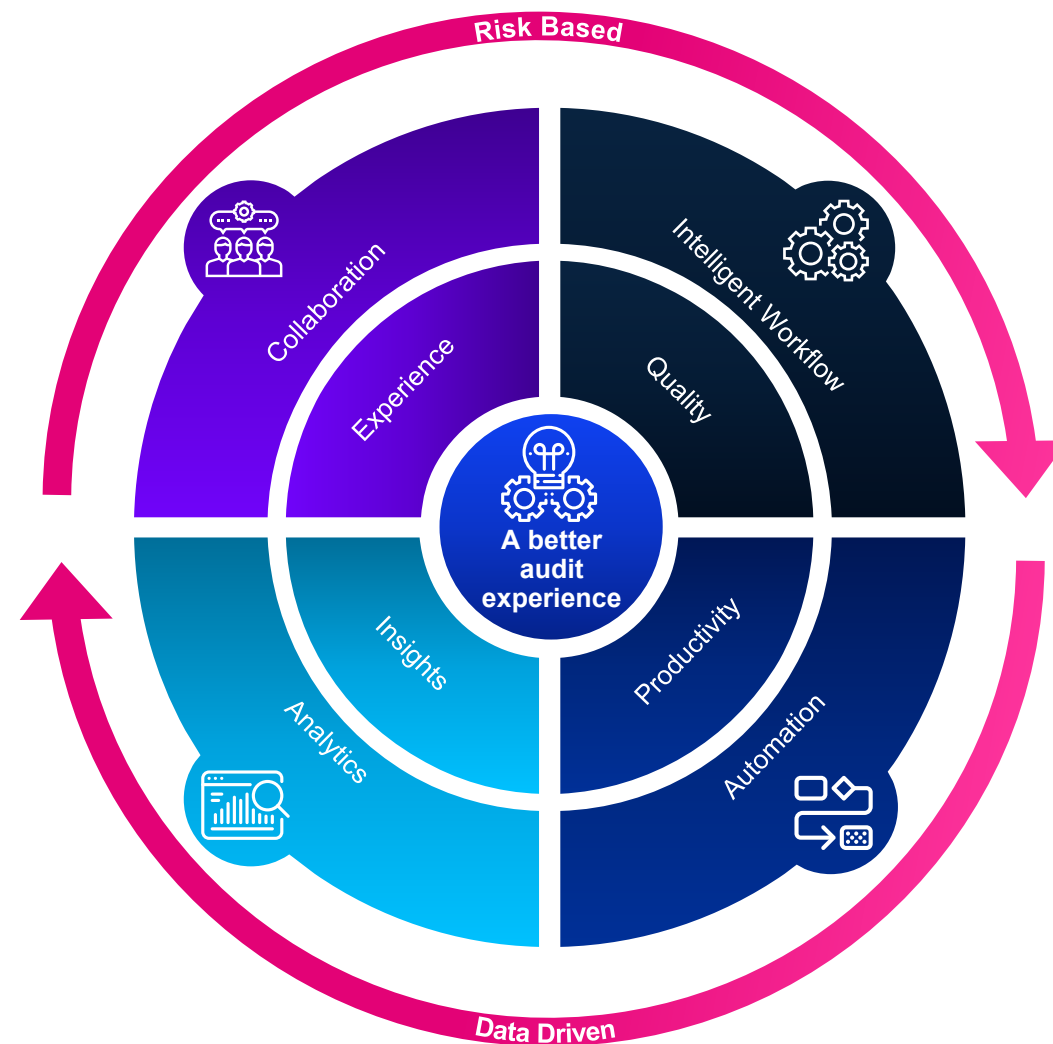
## Intelligent workflow

An intelligent workflow guides audit teams through the audit.



## Increased precision

Advanced data analytics and automation facilitate a risk-based audit approach, increasing precision and reducing your burden.



# Appendix F: Anti-Greenwashing and ESG

## Bill C-59: Key Facts & Considerations

### Key Facts



#### Competition Act

Bill C-59 came into force on June 20, 2024.



#### Penalties

Penalties can range up to three times the value of the benefit derived from the claim, or 3% of the company's global annual gross revenue, whichever is greater.

### Scope

Bill C-59 includes prohibitions relating to:

1. **Environmental claims re: products or services** *E.g. Low carbon fuels*
2. **Social claims re: products or services** *E.g. Indigenous Reconciliation; diversity, equity and inclusion (DEI); responsible supply chain / modern slavery*
3. **Environmental claims relating to a company** *E.g. Net-zero or Carbon-Neutral*
4. **Burden of proof on companies:**
  - Environmental / Social product or service claims: "adequate and proper test"
  - Company / Brand claims: in accordance with an "internationally recognized methodology"

### Key Considerations

Assess your ability to substantiate environmental or social claims about your products, services and business by considering:

- What claims do we make that are specific to the company, brand or its products and services?
- What *methodologies* do we use to calculate emissions or other environmental and social effects?
- Is our net-zero plan realistic, operationally feasible, and can it be validated or proven?
- Have we allocated appropriate resources and personnel to our ESG initiatives?

# Appendix F: Anti-Greenwashing and ESG (continued)

## Our service offerings to clients\*

### Assess

- Identify and review ESG communications (ESG report, website, social media, press releases etc.)
- Assess ESG communications (product, service and company claims) against legal requirements
- Develop recommendations and action plans to mitigate ESG legal risk

### Substantiate

- Analyze the feasibility of ESG targets and initiatives from technical, financial, commercial and regulatory perspectives
- Develop comprehensive plans to ensure effective implementation of ESG initiatives
- Establish metrics and manage ESG data to track performance and potential risks

### Implement

- Prepare for new and emerging risks and requirements
- Enhance ESG reporting governance, processes and controls
- Incorporate ESG legal risk considerations into enterprise risk management program

In case you missed our recent webinar on this topic:

- Webinar [recording](#) and [slides](#)

**\*All services can be provided on a legally privileged basis for non-audit clients**



# Appendix F: Anti-Greenwashing and ESG (continued)

## Frequently Asked Questions

### When is Bill C-59 in force?

The section specific to greenwashing (s. 236 of Bill C-59 and Subsection 74.01(1) of the Competition Act) came into force upon receiving Royal Assent on June 20, 2024. There is a one-year grace period against private rights of action with respect to s. 74.01(1). Although the Bureau has the authority to take enforcement action sooner, according to witness testimony, it is unlikely to do so prior to issuing guidelines following consultation. Some suggest this may occur in January 2026.

### Can the Bureau investigate complaints retroactively (claims made before the Amendment comes into force)?

Not easily. There is a safeguard in the proposed bill, called the public interest 'leave test' (103.1 of the Act). The Tribunal will have to decide whether the case has merit (is in the public's interest) and requires investigation retroactively.

### What does “adequate and proper test” and “internationally recognized methodologies” mean?

This is yet to be determined, and it is not defined in the Bill or the Act. This is something the Bureau has committed to define following consultation and further research. Importantly, the Senate Committee believes that the analysis should also include federal and other Canadian best practices, such as those set by Environment and Climate Change Canada.

### What corporate documents and communications does this affect?

The Act applies to performance claims about a service, product or business interest including “any form of statement, warranty or guarantee of a product’s performance, efficacy or length of life.” which make take the form of “messages, pictures, or verbal communications, including online and in-store advertisements, social media messages, promotional emails”. The Act does not apply in the case of collective bargaining, amateur sports, securities underwriting, or activities subject to other federal or provincial legislation. The Canadian Securities Administrators may provide guidance and national instruments related to greenwashing in securities disclosures.

# Are you on top of your municipal ESG reporting requirements?



Understand how ESG impacts municipalities, what the current requirements are, and how to communicate the value you deliver through ESG reporting.

## A coordinated ESG strategy is essential for municipalities

Stakeholders are increasingly putting pressure on municipalities to deliver services in a way that manages Environmental, Social and Governance (ESG) risks and opportunities, and discloses their ESG performance in alignment with global standards. A coordinated strategy is critical to enable ESG reporting, and to enhance service delivery to respond to this pressure. This will enable better informed budgeting and reporting decisions that proactively consider and account for emerging regulatory requirements, unlocking greater value for the municipal corporate entity and for stakeholders alike. Benefits of developing and implementing an ESG strategy in coordination with program and service delivery include:

- **Decreased operational costs:** Lowered costs through sustainable suppliers and other financial arrangements
- **Increased citizen engagement:** Improved reputation and engagement from citizens on ESG priorities and how you deliver on them.
- **Enhanced ability to communicate value creation through sustainability indicators** to key stakeholders

Reporting is just one step in the ESG journey. Ultimately, it begins with Discovery, and aligning your sustainability priorities with stakeholder needs.



## Contact us

Book a free exploratory call with our team to assess your next steps.



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**Mallory Curtis**  
Partner, Accounting  
Advisory Services  
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[mlcurtis@kpmg.ca](mailto:mlcurtis@kpmg.ca)

## How to start: ESG Discovery sessions



### OVERVIEW

- **Length:** 3 hours
- **Format:** Virtual, hybrid or in-person



### WHO CAN BE INVOLVED

- Leadership & management
- C-Suite (e.g., CAO; Treasurer)
- Program and service leaders
- Capital and asset managers



### DISCOVER

- Insights into market dynamics, future trends and why ESG is gaining in importance
- Industry and peer ESG performance
- How to effectively integrate ESG into your strategy and service delivery model



### SESSION OUTCOMES

- An **ESG trend diagnostic** highlighting the priority policies for the municipal sector
- Your **ESG maturity** across seven dimensions
- An **ESG roadmap** of your priorities

## Considerations for your leadership team

- Are you able to express the value you deliver in terms the business community your stakeholders expressed their expectations regarding ESG issues?
- What are your priority ESG issues? Which will have the most impact? In one year? In five years?
- Where do you have blind spots?
- Where can you proactively mitigate future concerns?
- Do you have a central ESG strategy and vision that connects your various initiatives?
- Are decarbonation efforts effectively tied to financial budgeting and reporting?

# Appendix G: Cyber for Municipality

(see attachment below)

# Municipalities in the news

## Town of Huntsville closes municipal office for 2nd day amid cybersecurity incident

Huntsville is the 2nd Ontario municipality to report hack in 3 weeks

Fakih Baig · The Canadian Press · Posted: Mar 12, 2024 11:05 AM EDT

## Town of Greater Napanee targeted by hackers, impact as yet unknown



By Shane Gibson · Global News  
Posted January 12, 2024 6:49 pm · 1 min read

## Second Ontario municipality reports cybersecurity incident within three weeks

By Fakih Baig · The Canadian Press  
Posted March 12, 2024 10:42 am · Updated March 12, 2024 11:43 am · 2 min read

## Hamilton cyberattack shows municipalities need to shore up digital defences: expert

TORONTO – A recent ransomware attack that knocked out several online services in one of Ontario's largest cities has brought into sharp focus the need for municipalities to have a plan to respond to what's become an unavoidable – and increasingly sophisticated – threat, a top cybersecurity expert said.

By Paola Loriggio The Canadian Press  
Monday, March 11, 2024 | 3 min to read  
Article was updated Mar 11, 2024

## 'It's really a coin flip': Experts weigh in on if Sudbury will recover \$1.5M lost to fraud

NORTHERN ONTARIO | News

## Cyberattack cost local town \$1.3M, including \$290k in Bitcoin ransom

A cyberattack on the Town of St. Marys that encrypted municipal systems and stole sensitive data cost the local government roughly \$1.3 million, including a \$290,000 Bitcoin ransom payment made to the hackers, officials have revealed.

Galen Simmons · Stratford Beacon Herald  
Published Apr 13, 2023 · Last updated Apr

## Hamilton cybersecurity breach continues to paralyze city services

Public, councillors left in the dark as to nature of incident that has hampered communications, transit and payment processing

## Email hack may have revealed personal information, B.C. city warns residents

WARD SOLOMON

JULY 11, 2023

Nova Scotia

## Personal information 'likely stolen' in Kings County cyberattack

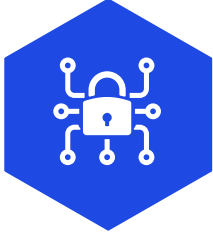
Councillors, staff and others impacted by July incident

Haley Ryan · CBC News · Posted: Aug 14, 2023 4:38 PM EDT | Last Updated: August 14, 2023

## Canadian city says timeline for recovery from ransomware attack 'unknown'

The city of Hamilton, Canada, is still recovering from a ransomware attack that has affected nearly every facet of government functions.

# How can a cyber attack impact you?



## Organizational Disruption

Technology is a main enablement tool used in our cities, many core services rely on technology to deliver services.

When access to technology is disrupted it can have severe impacts to public services, emergency services, infrastructure and sensitive information.



## Associated Costs

Cyber incidents have a variety of costs associated with recovery, which include:

- Ransom Payments
- System Restoration
- Security Upgrades
- Legal & Professional Services
- Follow-on Monitoring
- Loss of Revenue
- Financial Fraud/Theft

These costs start to balloon quickly and can have long lasting effects.



## Reputational Damage & Residents Impact

A cyber incident can cause significant reputational damage to a city, leading to a loss of trust among residents and potential investors, which can indirectly impact the city's financial health. For residents, the breach of their personal information can lead to a loss of confidence in the city's ability to protect their data, potentially resulting in decreased use of city services that require personal information.

# What is a cyber resilient organization?

## Preparation

This involves understanding your organization's risk profile, identifying business critical assets, and developing a comprehensive cybersecurity strategy. It includes training employees on cybersecurity best practices and implementing robust security measures where possible.

## Protection

This entails implementing measures to prevent cyber attacks. It includes maintaining up-to-date security software, regularly patching vulnerabilities, and controlling access to sensitive information. Protecting your organization requires cybersecurity to be a part of all business conversations.

## Detection

This includes continuously monitoring systems and networks for signs of a cyber attack. It calls for the use of security tools, conducting regular security audits and making consistent updates to improve detection capabilities.

## Response & Recovery

This consists of having a plan in place to respond to a cyber attack and recover from it. It is made up of incident response plans, disaster recovery plans, and business continuity plans. These plans should be regularly tested and improved upon.

# What is a cyber resilient municipality?

### 01

## Risk Prioritization

To be a cyber resilient municipality, you must be able to prioritize your resources to address the risks that threaten you. To prioritize risks, you must understand all the risks currently facing your organization.

### 02

## Implement the Basics

Implementing basic cyber security practices like training, maintaining security software, regularly patching and multifactor authentication can be cost effective ways to dramatically improve cybersecurity resilience.

### 03

## Defence in Depth

This is a crucial strategy for municipalities as it reduces the risk of a single point of failure, enhances efficiency in threat detection and response, increase resilience to attacks, and provide protection against advanced cyber threats.

# Steps to building cyber resilience

The following principles serve as the bedrock for establishing a continuous lifecycle that fosters cyber resilience. These principles provide a consistent framework of actions to progressively build and enhance cyber resilience.

## 1 – Understand Current State

To build a robust cyber resilience framework, it is imperative to start with a comprehensive understanding of your current cybersecurity status. This includes an evaluation of the protective measures already implemented, identification of critical assets, understanding the policies and procedures that regulate your operations, and an assessment of system vulnerabilities. By gaining these insights, you can make risk informed decisions that protect your organization and efficiently allocate the resources available.

## 4 – Increase Resilience

Increasing resilience and developing business continuity is an important part of building cyber resilience. It ensures uninterrupted business operations even in the face of cyber threats and allows organizations to quickly recover from cyber incidents, minimizing downtime and associated costs. Furthermore, a robust business continuity plan demonstrates an organization's commitment to security, which can enhance its reputation among stakeholders.



## 2 – Test your Technology

Testing technology is crucial for building cyber resilience as it helps identify potential vulnerabilities and weaknesses in the system that could be exploited by cyber threats. It also allows organizations to evaluate the effectiveness of their current security measures and protocols. By testing your technology, you can deepen the understanding of risks your organization faces and perform ongoing risk management. These tests allow for an unbiased look at your infrastructure and contribute to a proactive prevention of unauthorized users.

## 3 – Validate Response

Validating response efforts is a crucial part of building cyber resilience as it ensures that the organization's incident response plan is effective and efficient. It allows for the identification of any gaps or weaknesses in the response strategy, enabling improvements to be made. Furthermore, it provides an opportunity for staff to practice and refine their skills in a controlled environment, enhancing their readiness for real cyber incidents.

# Appendix H: Municipal Government Service Offerings

(see attachment below)





# Municipal Government Service Offerings

Governance, Risk and Compliance Services



## Overview

KPMG’s Governance, Risk and Compliance services team has vast experience working with clients across the municipal government sector, assessing organizations risk management, internal control and governance processes and providing value adding insight across our municipal government clients. KPMG has a successful track record and are the leading service provider of municipal government services across a variety of audit areas including operations, finance, service delivery reviews, cyber security and HR. KPMG also provides full outsourced and co-sourced audit services to a number of municipalities, helping clients to identify more efficient and effective ways of delivering their services and streamlining costs. Below we have provided further details of our service offerings to municipalities.

## Experience

KPMG brings a wealth of practical experience delivering services to municipal government clients. We have listed some example audited areas below.

|   |                       |                        |                             |
|---|-----------------------|------------------------|-----------------------------|
| • Absence Management                    | • Cyber Security      | • Insurance            | • Real Estate               |
| • Accounts Payable                      | • Enforcement         | • IT Governance        | • Reserves                  |
| • Accounts Receivable and Cash Handling | • Facility Management | • Overtime             | • Recruitment and Retention |
| • Asset Management                      | • Fleet Inventory     | • Parks and Recreation | • Remuneration              |
| • By-Law Compliance                     | • Fleet Management    | • Physical Security    | • Snow Clearing             |
| • Councillor Budgets                    | • Health and Safety   | • Procurement          | • Support Functions         |

## Client list

We are the leading municipal government advisor in Ontario in relation to internal audit, compliance, service delivery and process reviews. We have shown below a summary of the municipalities we have provided services to.

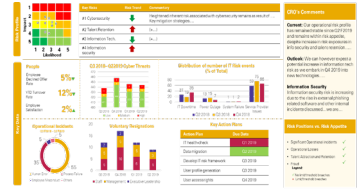


**Review areas**

Below we have shown an examples of the types of reviews we have conducted through our work with Ontario Municipalities

**Internal Audit reviews**

- Review of the design and operation of key business controls
- Identifying recommendations to improve and optimize the control environment
- Using data analytics and visualization to test large data sets
- Examples include AP, cash handling and Fleet Inventory



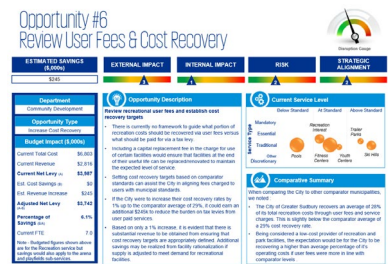
**Control Testing Analysis**



**Process Flow Charts**

**Service delivery/process reviews**

- Review of the operational efficiency and effectiveness of a service area
- Using lean methodologies to identify more efficient and effective ways of delivering services.
- Creation of process maps and identification of opportunities to streamline processes and create cost savings
- Examples include Snow Clearing, Parks & Recreation and Security



**Opportunity Scorecard**

**Specialist reviews**

- Using specialist KPMG resources to provide assurance and recommendations across specialist service areas
- Using best practice methodologies and frameworks to provide value adding insights and recommendations
- Examples include, Cyber Security, IT Risk Assessments, Facilities and Real Estate

**Additional Services**

### Service Profiles

**Service Profile: Roads – Operations and Maintenance**

**Organizational Unit:** Growth & Infrastructure

**Enterprise Program:** Transportation – Public Safety

**No. Sub-Services:** 7

**Service Type:** Maintenance

**Budget (\$,000):** Operating: \$ 2,737; Capital: \$ 4,964; Total Cost: \$ 9,602; Net Cost: \$ 2,921

**Staffing:** Full Time: 128; Part Time: 42,384 hrs

### Data Analytics

### Benchmarking

**KPMG: Ontario's Top Municipalities Weather Events**

How the Municipality Tracks Weather Events

**Security Coverage:** The graph on the left shows the number of municipalities surveyed who provide continuous, year round security coverage (24 hours/day, 365 days/year). Municipalities 2, 6 and 7 do not provide 24 hours/year, 365 days/year coverage.

**Provide Year Round Security Coverage?**

| Municipality | Designated Security Manager? | Support Staff? |
|--------------|------------------------------|----------------|
| 1            | Yes                          | Yes - 1        |
| 2            | Yes                          | Yes - 3        |
| 4            | Yes                          | NO             |
| 5            | Yes                          | Yes - 10       |
| 6            | Yes                          | Yes - 1        |

E.g. We use service profiles as part of our organizational service delivery reviews across areas such as roads, parks, IT and finance. These show the key staffing and budget requirements, service levels, activity, metrics and improvement opportunities.

E.g. We used data analytics to plot complaints received relating to snow clearing, showing the types of complaints received and their geographic locations. This enabled the organization to track complaints more proactively and follow up on any hotspot areas.

E.g. We used benchmarking to provide comparable analysis on how security services are provided, including costs to deliver services, types of services, staffing levels and service delivery models.

# Appendix I: Unleashing tomorrow – today with AI

(see attachment below)



# Unleashing tomorrow, today with AI

Business strategy with AI disruption



## Turn AI into a cornerstone of sustainable, competitive growth.

A comprehensive business strategy can seamlessly intertwine technology with your business's **goals, transform AI from a concept into a key driver of your objectives, strategy and ROI.**

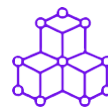
**It's not just about tech; it's about people,** striving to ensure smooth transitions and unlocking human potential alongside AI innovations.

This holistic approach can extend to governance, supply chain, data analytics, implementation and more, solidifying your operations against future challenges.



### Assessing opportunities

Seek to understand how AI can impact or disrupt your business and what the existing opportunities are.



### Scaling AI initiatives

Scaling up existing AI projects, aligned to the overall business strategy to help ensure success.



### Competitive edge

Staying competitive in a rapidly evolving market where AI is disrupting business operations is key.

## Brighter business intelligence, powered by AI

Your company's strategy and business intelligence are at the heart of your business decisions. It should be intimately linked to your artificial intelligence (AI) strategy, efforts, and goals.

Executive training

Explore and test

Evolving the operating model (Technology)

Implementing solutions

Business strategy - AI disruption

Optimizing data structure

Maximizing Microsoft Copilot integration

Governing and managing risk



# 4 key phases of a successful AI strategy



## Understand

01

### Hyper Diagnostic

Demonstrate the "art of the possible" and the current AI landscape, explore diverse use cases, and assess peer adoption.

### AI readiness assessment

Deploy AI readiness assessment to ensure the company is prepared from a tech, data, governance and people perspective.

### Perspective on AI strategy

Assess AI's disruptive potential across core and support functions, demonstrate its impact on operations and costs, and establish an initial AI strategy aligned with company priorities.



## Design

02

### Risk Assessment

Discuss the potential risks and opportunities associated with the key scenarios.

### Opportunity assessment

Pinpoint quick wins, evaluating their potential benefits, and conduct a high-level feasibility assessment.

**Present available subsidy and grant** options for relevant AI projects.



## Initiate

03

### Stakeholder involvement

Provide recommendations for engaging internal stakeholders and collect insights on AI adoption throughout the company's value chain.

### Financial implications and opportunity validation

Quantify the impact of various AI scenarios, calculating ROI. Identify and engage necessary people, processes, and technologies for execution.

### Strategic roadmap

Create a concise strategic plan, encompassing vision, values, competitive advantage, key initiatives, and a roadmap with resource allocation and KPIs.



## Operationalize

04

### Transform technology services with generative AI

Assessment of current IT capabilities and the foundations necessary for the implementation of the selected generative AI solutions

**Define the IT delivery model** for solutions.

### Enterprise architecture adapted to AI

Support for the integration of Gen AI into the enterprise architecture and into the organization's roadmap.

### Define a Target Operating Model

### Orchestrate business capabilities

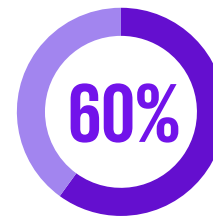
Orchestration of all business practices and underlying IT capabilities necessary for operationalization.

# AI Education and Training for executives and boards

Start your AI journey with confidence.



Embrace the future with AI, the driving force of the new economy, set to help transform your business model. This transformative power can drive your organization's position in the market. Consider the impending changes and strategize for the years ahead, helping to ensure a seamless and secure integration of this groundbreaking technology.



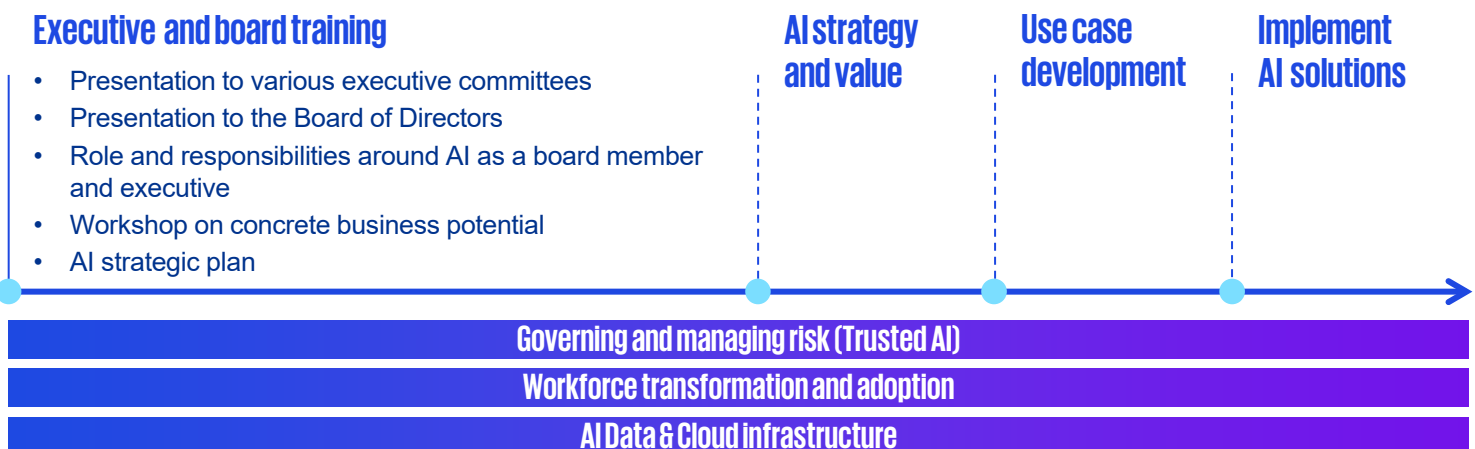
of organizations plan to adopt generative AI within 6 to 12 months\*.

## Change starts with you

|  |   |  |   |   |   |
|--|---|--|---|---|---|
| <p><b>01</b></p> <p>Understand the impact and trends of generative AI adoption in your organization and industry</p> | <p><b>02</b></p> <p>Foster a continuous learning culture and manage change for successful AI implementation</p> | <p><b>03</b></p> <p>Discover the commercial and competitive potential of working with AI</p> | <p><b>04</b></p> <p>Learn how to manage AI risk and governance as a business leader</p> | <p><b>05</b></p> <p>Identify your productivity and automation challenges and take corrective action</p> | <p><b>06</b></p> <p>Redefine your business model holistically</p> |
|--|---|--|---|---|---|

## A first step in the adoption of AI in your business

Implementing generative AI starts with your business priorities, supported by executive and board engagement to drive a transformation aligned with your corporate ambitions.



\*KPMG survey of 300 executives on generative AI, March 2023

## A three-part training program

Discover real-life uses of generative AI, tailored to your business sector



### Updated overview of this fast-paced technology

- Learn what is new in the world of AI
- Explore industry-specific use cases that could benefit your organization
- Manage AI risk and governance adequately



### Technology demonstrations

- See the impact of generative AI on the future of your organization through concrete, contextualized demonstrations
- Assess the potential benefits for your organization



### Brainstorming workshops

- Identify organizational priorities for AI adoption and how to prepare your teams for change upstream
- Educate and empower key stakeholders to drive AI strategy and the governance framework at the executive level

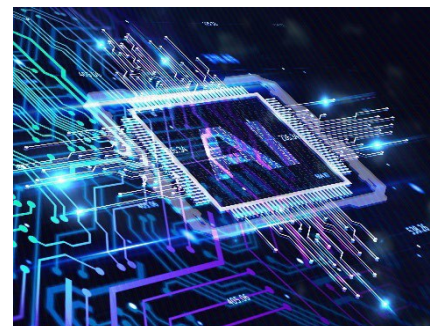
## KPMG, a leader in generative AI

# 200+

Professionals dedicated to generative AI recognized for their technical skills and innovative strategic vision.

# 800+

Tailor-made use cases for all business sectors.



# 50+

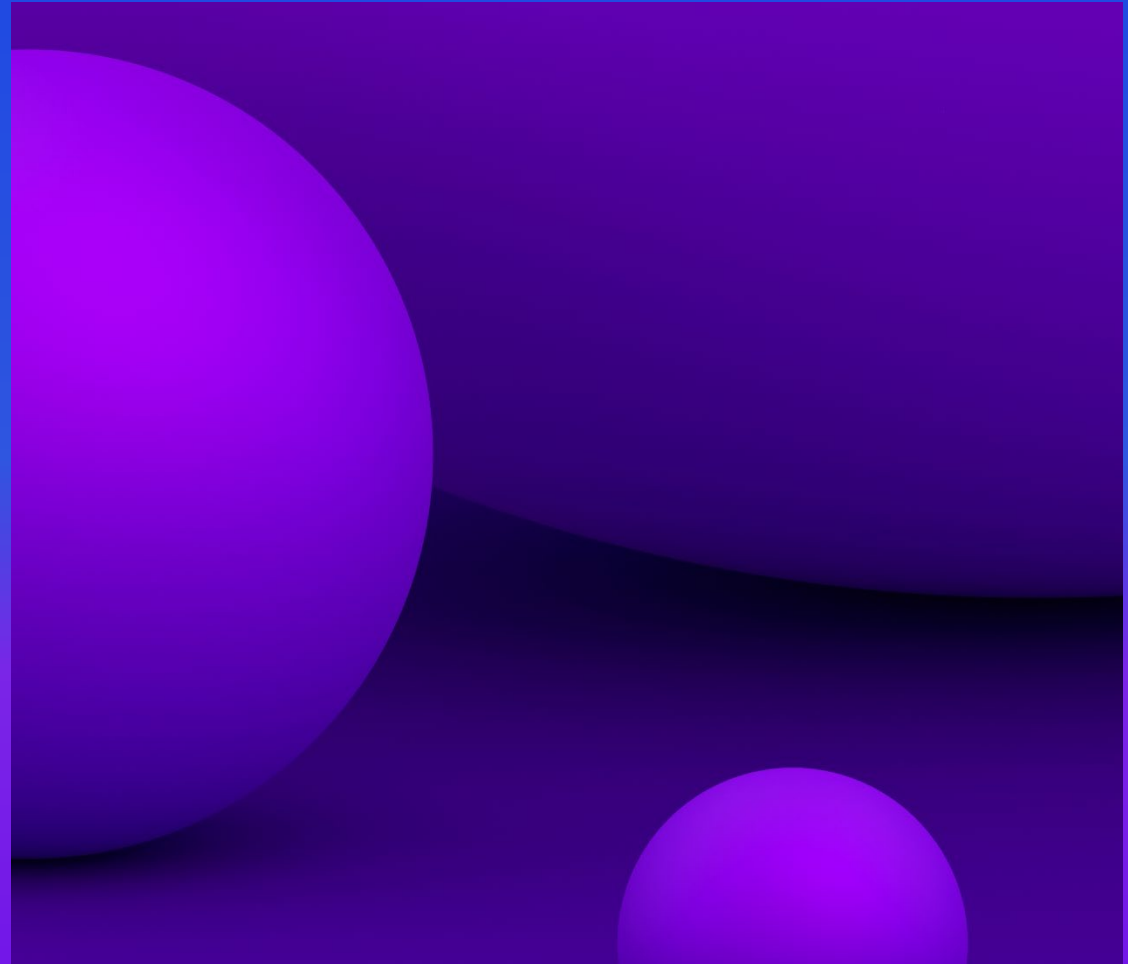
Board and executive education and training sessions delivered in the last year. Our team understands the challenges you face as an executive or board member and can help you build confidence and accelerate the value AI can bring to your business.





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Report to: General Committee

Meeting Date: December 3, 2024

**SUBJECT:** Award of Tender 060-T-24 (CRFT 2024-01) for the Supply and Delivery of Unleaded Fuel (E10), #1 Ultra Low Sulphur Diesel and Biodiesel Fuel (B20) for a Five Year Term (2025 – 2029)

**PREPARED BY:** Steven Dollmaier, Sr. Manager – Roads & Fleet, Operations, Ext. 2275  
Melita Lee, Senior Buyer, Ext. 2239

**RECOMMENDATION:**

- 1) That the report titled “Award of Tender 060-T-24 (CRFT 2024-01) for the Supply and Delivery of Unleaded Fuel (E10), #1 Ultra Low Sulphur Diesel Fuel and Biodiesel Fuel (B20) for a Five Year Term (2025 – 2029)” be received; and,
- 2) That the contract for Tender 060-T-24 (CRFT 2024-01) for the supply and delivery of unleaded fuel (E10) be awarded to the lowest priced bidder, Brown’s Fuels, in the estimated annual amount of \$839,887.40, inclusive of HST; and,
- 3) That the contract for Tender 060-T-24 (CRFT 2024-01) for the supply and delivery of #1 ultra low sulphur diesel fuel be awarded to the lowest priced bidder, Suncor Energy Products Partnership, in the estimated annual amount of \$259,778.40, inclusive of HST; and,
- 4) That the contract for Tender 060-T-24 (CRFT 2024-01) for the supply and delivery of biodiesel fuel (B20) be awarded to the lowest priced bidder, Brown’s Fuels, in the estimated annual amount of \$186,196.32, inclusive of HST; and,
- 5) That the term of the contract be five years (January 1, 2025 – December 31, 2029); and,
- 6) That the 2025 estimated costs of \$1,285,862.12 (\$839,887.40 + \$259,778.40 + \$186,196.32) be funded from accounts listed in the Financial Considerations section; and,
- 7) That the Purchase Order be adjusted in the future years up to the approved operating budget as adopted by Council; and further,
- 8) 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 award the contract for the supply and delivery of unleaded fuel (E10), #1 ultra low sulphur diesel fuel and biodiesel fuel (B20) for a term of five years (2025-2029).

**BACKGROUND:**

York Region, on behalf of the York Region Public Buyers Co-operative, issued a tender for the supply & delivery of gasoline and diesel fuels, which closed on October 25, 2024. The participating agencies were:

|                                   |                          |
|-----------------------------------|--------------------------|
| The Regional Municipality of York | City of Markham          |
| Town of Georgina                  | Town of East Gwillimbury |
| City of Richmond Hill             | City of Vaughan          |
| Town of Aurora                    | Town of Newmarket        |
| Town of Whitchurch-Stouffville    | York Regional Police     |

The tender requested pricing for the supply and delivery of the various fuel types, however, the City of Markham only utilizes unleaded fuel (E10), #1 ultra low sulphur diesel fuel and biodiesel fuel (B20) for City vehicles and equipment.

Additionally, the pricing for this tender was based on Petro-Canada's Terminal Rack Pricing on Gasoline and Distillates for Resellers and Wholesale Customers for Toronto, on Thursday, September 12, 2024. The daily rack rate is known as "daily posted rack" or "unbranded rack." The price is set each business day, effective the next day, for freight on board (FOB) or pick-up of product at terminals.

Bidders were requested to provide an adjustment (mark-up or discount) to the daily rack rate on September 12, 2024, which will remain the same throughout the term of the contract. However, the unit price of the fuel will fluctuate from day to day.

**OPTIONS/ DISCUSSION:****Tender Information (060-T-24 York Region Buyers Co-operative CRFT-2024-01)**

|                                |                  |
|--------------------------------|------------------|
| Bid closed on                  | October 25, 2024 |
| Number picking up bid document | 10               |
| Number responding to bid       | 7                |

## Pricing Summary

|   | <b>Unleaded Fuel<br/>(E10)</b>      | <b>#1 Ultra Low<br/>Sulphur Diesel<br/>Fuel</b>                  | <b>Biodiesel Fuel<br/>(B20)</b>     |
|---|-------------------------------------|--|-------------------------------------|
|   | <b>Awarded to<br/>Brown's Fuels</b> | <b>Awarded to<br/>Suncor Energy<br/>Products<br/>Partnership</b> | <b>Awarded to<br/>Brown's Fuels</b> |
| Daily Rack Rate (As of Sept 12/24)        | \$1.2071                            | \$1.3169   | \$1.2071                            |
| <b>Fixed Mark-Up or Discount</b>          | <b>-\$0.0820</b>                    | <b>-\$0.1011</b>   | <b>-\$0.0990</b>                    |
| Total Net Cost                            | \$1.1251                            | \$1.2158   | \$1.1081                            |
| Provincial Fuel Tax*                      | \$0.0900                            | \$0.0900   | \$0.0900                            |
| Federal Excise Tax**                      | \$0.1000                            | \$0.0400   | \$0.0400                            |
| Federal and Provincial Carbon<br>Taxes*** | \$0.1431                            | \$0.1738   | \$0.1738                            |
| Total Before HST                          | \$1.4582                            | \$1.5196   | \$1.4119                            |
| Total Incl. HST (1.0176%)                 | \$1.4839                            | \$1.5463   | \$1.4367                            |
| Estimated Annual Quantity (litres)        | 566,000                             | 168,000  | 129,600                             |
| <b>Bid Price</b>                          | <b>\$839,887.40</b>                 | <b>\$259,778.40</b>  | <b>\$186,196.32</b>                 |

\*For the provincial fuel taxes, effective July 1, 2022 until December 31, 2024, there are temporary tax cuts (with a proposed additional 6-month extension to June 30, 2025):

- the provincial gasoline tax rate for unleaded gasoline will be reduced from 14.7 cents per litre to 9.0 cents per litre, representing a cut of 5.7 cents per litre; and
- the provincial fuel tax rate for clear diesel (including blended) and biodiesel will be reduced from 14.3 cents per litre to 9.0 cents per litre, representing a cut of 5.3 cents per litre.

\*\*The Federal Excise Tax shown is applicable from April 1, 2024 to March 31, 2025, with future increases effective as of April each year to 2030.

\*\*\*As the City continues to electrify the City's fleet, carbon tax costs will be reduced further and the City may enroll in carbon credit trading to generate revenue to offset the cost of these fuel charges.

Under this contract, the City will receive a discount of \$0.0820 per litre for unleaded fuel (E10), \$0.1011 per litre for #1 ultra low sulphur diesel fuel and \$0.0990 for biodiesel fuel (B20) off the daily rack rate. Compared to the previous contract, the City's discount has increased by \$0.0481 per litre (\$0.0820 vs \$0.0339) for unleaded fuel (E10), and an increased discount of \$0.0481 per litre (\$0.0990 vs \$0.0509) for bio-diesel fuel (B20). #1 ultra low sulphur diesel fuel was not previously purchased through the York Region Co-op, therefore a comparison in discounts cannot be provided.

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**FINANCIAL CONSIDERATIONS**
**2025 Fuel Budget**

| <b>Account Name</b> | <b>GL Account #</b> | <b>Budgeted Unit price per litre (incl. HST impact)</b> | <b>Volume (litres)</b> | <b>Total Cost</b>   |
|---------------------|---------------------|---|------------------------|---------------------|
| Gasoline            | 750-752-4300        | \$ 1.269  | 594,244                | \$ 754,096          |
| Diesel              | 750-752-4302        | \$ 1.398  | 318,638                | \$ 445,456          |
| <b>Total</b>        |                     |   | <b>912,882</b>         | <b>\$ 1,199,552</b> |

The price per litre quoted through the tender process is based on fuel prices at the time of bid issuance and are used for comparison purposes only. As fuel prices fluctuate throughout the year, the 2025 budget requirements were developed based on 2024 fuel rates and projected usage. The projected budget shortfall from this award of \$86,310.12 (\$1,199,552 - \$1,285,862.12) is based on estimated usage. If the budget shortfall comes to fruition, it will be reported as such as part of the 2025 year-end results of operations.

Staff will continue to monitor fuel usage and rates on a monthly basis and report to Council through the year-to-date review of operations and year-end projection reports. Staff will provide recommendations for increases to the fuel budget as part of the 2026 operating budget process.

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

The use of Unleaded fuel (E10) and Biodiesel fuel (B20) is aligned with the City's environmental strategic priorities. E10 fuel is the designation for petrol fuel that can contain up to 10 per cent bioethanol. Bioethanol in E10 is a substitute for fossil fuel and is more environmentally friendly as it reduces the greenhouse gas emissions by more than 70 per cent. Ethanol has the added benefit of providing a cleaning effect for fuel systems, a more complete combustion cycle, and reducing the build up of carbon deposits on internal components – allowing vehicles to run cleaner overall.

Similarly, B20 is the designation for diesel fuel that can contain up to 20 per cent biodiesel by volume. Unlike fossil fuels, biodiesel is a renewable resource, made from animal and vegetable fat. Biodiesel is reported to reduce greenhouse gas emission by up to 78 per cent, produce less particulate matter, carbon monoxide, unburned hydrocarbons, and sulfur dioxide when used in place of diesel fuel. Biodiesel is not suitable for use in extremely cold temperatures as it will gel. For that reason, B20 is used throughout the year except during the cold temperature months, when #1 ultra low sulphur diesel is used.

Ultra-low sulfur diesel fuel enables the application of advanced technologies to eliminate harmful pollutants. Catalytic converters and particle filters can be used to reduce NOx and PM emissions to almost zero levels. By using the ultra-low sulfur diesel fuel, light duty diesel vehicles will be able to fulfill the same severe emission regulations as light duty gasoline vehicles. Diesel engines are 20-40% more efficient than gasoline vehicles when using reduced sulfur diesel fuel.

**BUSINESS UNITS CONSULTED AND AFFECTED:**

Financial Services Department have been consulted in the preparation of this report.

**RECOMMENDED BY:**

Alice Lam, Director  
Operations

Morgan Jones, Commissioner  
Community Services

**ATTACHMENTS:**

Not applicable



Report to: General Committee

Meeting Date: November 19, 2024

**SUBJECT:** Quality Management System - Management Review  
**PREPARED BY:** Danny Chan, Manager, Business Administration - ext. 2446  
 Vincent Feng, Supervisor, Continuous Improvement – ext. 2737

**RECOMMENDATION:**

- 1) That the report titled “Quality Management System – Management Review” be received; and
- 2) That Council, as the Owner of the City’s drinking water system, acknowledge and support the outcome and action items identified from the Management Review; and further,
- 3) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**EXECUTIVE SUMMARY:**

Not applicable.

**PURPOSE:**

To provide information outlining the results of the Management Review process. This report updates Council on the status of the drinking water Quality Management System (QMS). This report is required by the Ministry of the Environment, Conservation and Parks (MECP) Drinking Water Quality Management Standard (DWQMS).

**BACKGROUND:**

As per Element 20 of the DWQMS, under the Safe Drinking Water Act (SDWA), 2002, Top Management of the Operating Authority is required to report the results of the Management Review to the Owner on an annual basis. Top Management is defined as the highest level of management within the Operating Authority that makes decisions and recommendations regarding the QMS, and is comprised of the Chief Administrative Officer, the Commissioner of Community Services and the Director of Environmental Services. Starting October 10, 2024, Prathapan Kumar assumed the role of Acting Director of Environmental Services during Director Wu’s absence.

**OPTIONS/ DISCUSSION:**

An annual management review is required by the DWQMS. Top Management uses this management review as an opportunity to assess the QMS and to provide feedback to staff. The review focuses on a set of specific components identified in the DWQMS. This review process helps identify opportunities for continuous improvement of the QMS. Top Management met on October 8, 2024 to review system performance for the

time period of January 1 to June 30, 2024, and confirmed the adequacy, suitability and effectiveness of the QMS.

Outcome and action items identified during the review are indicated in the Report on Quality Management System to Council Management Review Outcome (October 8, 2024), Attachment “A”.

**FINANCIAL CONSIDERATIONS**

Not applicable.

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Safe, Sustainable & Complete Community – The QMS allows for the continual improvement of municipal service levels provided to City residents and businesses with regards to safe drinking water.

**BUSINESS UNITS CONSULTED AND AFFECTED:**

Not applicable.

*The undersigned represent the Top Management of the City of Markham’s Drinking Water System and by signing below; the Top Management of the Operating Authority has reviewed and approved the outcome of the Management Review meeting held on October 8, 2024.*

**RECOMMENDED BY:**

Prathapan Kumar, P. Eng.  
Acting Director, Environmental Services  
Sr. Manager, Infrastructure

Morgan Jones  
Commissioner, Community Services

Andy Taylor  
Chief Administrative Officer

**ATTACHMENTS:**

Attachment “A” – Report on Quality Management System to Council Management Review Outcome (October 8, 2024)

## Report on Quality Management System to Council Management Review Outcome

Meeting Date: October 8, 2024

Attendees: Andy Taylor, Morgan Jones, Eddy Wu, Danny Chan, Edgar Tovilla, Prathapan Kumar, Shumin Gao,  
Vincent Feng, Irene Weiss, Karen Wong, and Stephanie Yu

Regrets: N/A

| RESULTS OF MANAGEMENT REVIEW | REPORT  |
|------------------------------|---|
| Summary of Management Review | <ul style="list-style-type: none"> <li>• Presentation provided to Top Management covered all required items identified in the Operational Plan and Drinking Water Quality Management Standard v.2 (DWQMS v.2).</li> <li>• Top Management focused on the review of information from January 1 to June 30, 2024.</li> <li>• QMS performance was reviewed to confirm that the system continues to be suitable, adequate and effective.</li> </ul>          |
| Deficiencies Identified      | <ul style="list-style-type: none"> <li>• No deficiencies were identified at this meeting.</li> </ul>  |
| Decisions Made               | <ul style="list-style-type: none"> <li>• Top Management agreed to round measurements to one decimal place moving forward.</li> </ul>  |
| Action Items                 | <ol style="list-style-type: none"> <li>1. Identify how many issues are resolved over the phone compared to onsite investigation and resolution by staff, starting on April 1, 2025.</li> <li>2. Review the increase in traffic and streetlight locates as the phased-in inhouse model is implemented in 2024, in comparison with water &amp; wastewater tickets.</li> <li>3. Assess overtime demands at different locate performance levels.</li> </ol> |
| Other QMS Issues Identified  | <ul style="list-style-type: none"> <li>• Starting October 10, 2024, Prathapan Kumar will serve as the Acting Director of Environmental Services during Director Wu's absence.</li> </ul>  |

Management Review Meeting Minutes are available upon request from the Continuous Improvement Supervisor.





Report to: General Committee

Meeting Date: November 5, 2024

**SUBJECT:** Council-Staff Relations Policy  
**PREPARED BY:** Kimberley Kitteringham, City Clerk, ext. 4729  
 Martha Pettit, Deputy Clerk, ext. 8220  
 Jennifer Evans, Legislative Services Coordinator, ext. 3835

**RECOMMENDATION:**

- 1) That the report titled, “Council-Staff Relations Policy” be received; and,
- 2) That Markham City Council adopt the revised “Council-Staff Relations Policy” included as **Appendix “B”** to this report; and further,
- 3) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**PURPOSE:**

The Municipal Act requires every Ontario municipality to adopt a Policy on Council-Staff relations. The purpose of this report is to provide Markham City Council with a proposed Council-Staff Relations Policy for adoption.

**BACKGROUND:**

Sections 224 and 227 of the Municipal Act, 2001 (the Act) define the roles and responsibilities of Council and the municipal administration respectively. The City currently has the following policies in place governing the conduct of both Members of Markham City Council and City staff:

- City of Markham’s Council Code of Conduct - governs the behavior of Members of Council.
- The City’s Code of Ethics and Conduct: Applying to all Municipal Staff - governs the behavior of all City staff.

The Act mandates that all Ontario municipalities establish a policy governing the relationship between Members of Council and municipal officers and employees, yet it offers no specific guidance on its content. The City of Markham does not have a dedicated policy on Council-Staff relations and has instead incorporated relevant provisions into several existing policies to meet this legal requirement. This has periodically created confusion and as such, staff are recommending the adoption of a new stand-alone Council-Staff Relations Policy.

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In late 2023, the City engaged Strategy Corp (Sabine Matheson) to develop a Council-Staff Relations Policy for Markham. As part of this process, Ms. Matheson conducted a thorough review of best practices across Ontario and consulted with individual Members of Markham City Council as well as with City staff to address any specific concerns they wished to include in the development of Markham's policy.

On July 9<sup>th</sup>, 2024, Ms. Matheson and Ms. Mary-Ellen Bench, from Strategy Corp, presented the draft Council-Staff Relations to Markham's General Committee for the purposes of obtaining Committee feedback. A copy of the meeting minutes is attached as **Appendix "A"**. Members of General Committee asked a number of questions about the Policy, including the following:

- How the new Policy will impact existing practices in the City around customer service;
- The relationship between the Council Code of Conduct and the Council-Staff Relations Policy; and,
- How the Policy will be enforced, including an informal resolution process to resolve minor issues.

At the above-noted meeting, staff advised that in many respects, the proposed Council-Staff Relations Policy simply codifies many existing policies and processes. At the conclusion of the July 9<sup>th</sup> General Committee meeting, staff committed to further review Committee's feedback and return in the Fall with a proposed Council-Staff Relations Policy for Council's consideration.

The revised draft of the Council-Staff Relations Policy is attached as **Appendix "B"**. In response to the feedback from the July 9<sup>th</sup> General Committee meeting, the Policy has been updated to provide clearer guidelines on monitoring and compliance. Specifically, if it is believed that a Councillor or staff member has not followed the Policy, the involved parties are encouraged to attempt an informal resolution, when appropriate, before pursuing a formal complaint. If a Councillor is believed to be in violation of the Policy, any individual, including staff or fellow Councillors, may submit a complaint to the Integrity Commissioner under Markham's Council Code of Conduct. Concerns or complaints related to staff members will be addressed through the City's standard administrative procedures. Non-compliance by staff may lead to disciplinary action.

#### **OPTIONS/ DISCUSSION:**

The City has benefited from a healthy relationship between Members of Council and City staff. As the local government landscape grows increasingly complex with changing legislation and financial pressures, it's become crucial to avoid minor issues escalating into significant problems. To address this, clearer rules need to be established for how Members of Council and staff interact. The revised proposed Council-Staff Relations Policy aims to:

- Fulfill the requirements of the Municipal Act;
- Clearly define the roles and responsibilities of Members of Council and City Staff;
- Support a respectful, productive and harassment-free relationship between Councillors and their Offices and City staff; and,
- Ensure the efficient, accountable, equitable, and transparent conduct of business.

The Policy contains the following:

- an overview of the roles of Council, the CAO and the Administration as set out in the Act.
- a summary of expectations regarding the behaviour of Members of Council and staff.
- detailed guidelines for how Councillors may obtain information from staff to respond to community/resident matters or make requests for service (*see Attachment A of the Council-Staff Relations Policy*).

Staff are seeking Council's approval of the revised proposed Council-Staff Relations Policy. Upon Council adoption, this Policy will form part of a broader framework of policies that support productive working relationships between Members of Markham City Council and City Staff, including the:

- Accountability and Transparency Policy
- City of Markham Council Code of Conduct
- Code of Ethics and Conduct (City Staff)
- Council Procedural By-law
- Respect in the Workplace Policy
- Use of Corporate Resources in an Election Year Policy

Legislative Services staff will host a series of sessions to educate Members of Council and City staff on the Policy and will pursue additional training opportunities in the future. To aid in understanding of the policy, staff has prepared Frequently Asked Questions (FAQs) on the Policy – included as **Appendix "C"**.

**BUSINESS UNITS CONSULTED AND AFFECTED:**

The Executive Leadership Team (ELT) and Directors Forum were consulted in the preparation of the Council-Staff Relations Policy.

**RECOMMENDED BY:**

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Kimberley Kitteringham  
City Clerk

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Trinela Cane  
Commissioner, Corporate Services

**Appendix "A"** – General Committee Meeting Minutes – July 9, 2024

**Appendix "B"** – Council-Staff Relations Policy

**Appendix "C"** – Council-Staff Relations Policy Frequently Asked Questions (FAQs)



## General Committee Meeting Minutes

**Meeting Number: 11**

**July 9, 2024, 9:00 AM - 12:00 PM**

**Live streamed**

|           |   |   |
|-----------|---|---|
| Roll Call | Mayor Frank Scarpitti<br>Regional Councillor Jim Jones<br>Regional Councillor Joe Li<br>Regional Councillor Alan Ho<br>Councillor Keith Irish<br>Councillor Ritch Lau   | Councillor Reid McAlpine<br>Councillor Karen Rea<br>Councillor Andrew Keyes<br>Councillor Juanita Nathan<br>Councillor Isa Lee  |
| Regrets   | Deputy Mayor Michael Chan   | Councillor Amanda Collucci  |
| Staff     | Andy Taylor, Chief Administrative Officer<br>Trinela Cane, Commissioner, Corporate Services<br>Morgan Jones, Commissioner, Community Services<br>Arvin Prasad, Commissioner, Development Services<br>Claudia Storto, City Solicitor and Director of Human Resources<br>Chris Nearing, Fire Chief<br>Bryan Frois, Chief of Staff<br>Joseph Silva, Treasurer<br>Kimberley Kitteringham, City Clerk<br>Michael Toshakovski, Deputy City Solicitor<br>Frank Clarizio, Director, Engineering | Graham Seaman, Director, Sustainability & Asset Management<br>Darryl Lyons, Acting Director, Planning & Urban Design<br>Alex Moore, Manager of Purchasing & Accounts Payable<br>Giulio Cescato, Director of Planning & Urban Design<br>Mark Visser, Sr Manager Strategy Innovation & Investments<br>Hristina Giantsopoulos, Election/Council & Committee Coordinator<br>Alida Tari<br>Tharsikaa Irajewaran, Assistant to Council/Committee<br>Rajeeth Arulanantham, Election & Committee Coordinator<br>Jason Yang, Information Technology Services |

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### 1. CALL TO ORDER

## **INDIGENOUS LAND ACKNOWLEDGEMENT**

We begin today by acknowledging the traditional territories of Indigenous peoples and their commitment to stewardship of the land. We acknowledge the communities in circle. The North, West, South and Eastern directions, and Haudenosaunee, Huron- Wendat, Anishnabeg, Seneca, Chippewa, and the Mississaugas of the Credit peoples. We share the responsibility with the caretakers of this land to ensure the dish is never empty and to restore relationships that are based on peace, friendship, and trust. We are committed to reconciliation, partnership and enhanced understanding.

General Committee convened at 9:03 AM with Councillor Keith Irish presiding as Chair.

### **2. DISCLOSURE OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

### **3. APPROVAL OF PREVIOUS MINUTES**

#### **3.1 MINUTES OF THE JUNE 25, 2024 GENERAL COMMITTEE (16.0)**

Moved by Regional Councillor Alan Ho

Seconded by Regional Councillor Jim Jones

1. That the minutes of the June 25, 2024 General Committee meeting be confirmed.

**Carried**

### **4. DEPUTATIONS**

Douglas Hart appeared before General Committee to express concerns in relation to confidential agenda item 13.2. He indicated that he is not in support of urban sprawl and intensification on Greenbelt lands.

Moved by Regional Councillor Alan Ho

Seconded by Regional Councillor Jim Jones

That the deputation from Douglas Hart in relation to item 13.2 on the confidential agenda be received.

**Carried**

### **5. COMMUNICATIONS**

There were no communications.

### **6. PETITIONS**

There were no petitions.

## 7. CONSENT REPORTS - FINANCE & ADMINISTRATIVE MATTERS

### 7.1 PROCLAMATIONS POLICY UPDATE (16.23)

Moved by Councillor Reid McAlpine

Seconded by Councillor Karen Rea

1. That the Staff Report entitled Amendments to the City's Proclamations Policy dated July 9, 2024 be received; and,
2. That Council approve the *revised* Proclamations Policy attached as Appendix "B"; and further,
3. That staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

### 7.2 125-T-24 AND 126-T-24 THORNHILL AND CLATWORTHY ENERGY GHG RETROFIT GC REPORT (7.0)

Moved by Councillor Reid McAlpine

Seconded by Councillor Karen Rea

1. That the report entitled "125-T-24 and 126-T-24 Thornhill and Clatworthy Energy GHG Retrofit GC Report" be received; and,
2. That the contracts 125-T-24 and 126-T-24 be awarded to the lowest priced bidder for both projects, Modern Niagara Building Services, in the amount of \$4,028,579.69 inclusive of HST:
 

|                   |                         |
|-------------------|-------------------------|
| Thornhill         | - \$2,770,149.39        |
| <u>Clatworthy</u> | <u>- \$1,258,430.30</u> |
|                   | \$4,028,579.69; and,    |
3. That a 10% contingency in the amount of \$277,014.94 for Thornhill and \$125,843.03 for Clatworthy inclusive of HST, be established to cover any additional construction costs and that authorization to approve expending of the contingency amount up to the specified limit be in accordance with the Expenditure Control Policy; and,
4. That the award for Thornhill Community Centre Energy & GHG Retrofit in the total amount of \$3,047,164.33 (\$2,770,149.39 + \$277,014.94) be funded from the capital project account 043-5399-23164-005 "Thornhill Near Net-Zero Emissions Retrofit Pilot", which has an available budget of \$2,460,036.00; and,

5. That the award for Clatworthy Arena Energy & GHG Retrofit in the total amount of \$1,384,273.33 (\$1,258,430.30+ \$125,843.03) be funded from the capital project account 043-5399-23145-005 “Clatworthy Near Net-Zero Emissions Retrofit Pilot Project” which has an available budget of \$1,365,693.00; and,
6. That the budget shortfall for #125-T-24 Thornhill Community Centre Energy & GHG Retrofit in the amount of \$587,128.33 (\$3,047,164.33 - \$2,460,036.00) be funded from the Non-DC Capital Contingency account; and,
7. That the budget shortfall for #126-T-24 Clatworthy Arena & GHG Retrofit in the amount of \$18,580.33 (\$1,384,273.33 -\$1,365,693.00) be funded from the Non-DC Capital Contingency account; and further,
8. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

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

### **8.1 STAFF COUNCIL RELATIONS POLICY (16.23)**

Kimberley Kitteringham, City Clerk and Director of Legislative Services addressed the Committee to introduce the Draft Council-Staff Relations Policy (Policy) and indicated that the Municipal Act mandates that every Ontario municipality is required to adopt a policy on Council-staff relations. She noted that the City has the following policies in place to govern the conduct of Members of Markham City Council and City staff: Markham’s Council Code of Conduct, and the City’s Code of Ethics and Conduct, and that in order to provide clarity, in late 2023, the City engaged Strategy Corp for assistance in the development of the City's stand-alone Council-Staff Relations Policy. Ms. Kitteringham introduced Sabine Matheson, Principal Strategy Corp, and Mary-Ellen Bench, Senior Advisor, Strategy Corp, who presented the draft Council-Staff Relations Policy which was developed using their extensive expertise and industry best practices.

The Committee thanked Ms. Matheson and Ms. Bench for the presentation. The Committee discussed the draft Council-Staff Relations Policy and made the following inquiries:

- Whether there are protection mechanisms for politicians in relation to Freedom of Speech and misinterpretation of spoken words;
- The remuneration of Integrity Commissioners and how they decide if a complaint warrants an investigation;
- Whether there are policies regarding responding to customer complaints and Councillor accountability in a post-pandemic work environment;
- Whether there are policies for post-pandemic operations and staff working from home;
- The relationship between the Council Code of Conduct and this draft Council-Staff Relations Policy;
- That matters which do not fall under a Council-Staff Relations Policy have a less formal complaint process as not all matters need to be referred to an integrity commissioner, and,
- The process in which the Council-Staff Relations Policy will be enforced.

Ms. Bench noted that communication, discussions with the Chief Administrative Officer, or Mayor may resolve matters and where necessary, and that an integrity commissioner is the first line in the formal process.

Staff advised that there are policies in place regarding customer service and post-pandemic work environments and that this draft Council-Staff Relations Policy does not change existing policies and processes that are already in place. Staff also advised that the Council Code of Conduct can take precedence over the Council-Staff Relations Policy and that all complaints may be referred to the Chief Administrative Officer, or the Mayor before referral to the City's Integrity Commissioner for investigation and recommendations.

Staff noted that this item would return to General Committee in the fall of 2024 with a final proposed Council-Staff Relations Policy for Council adoption.

Moved by Mayor Frank Scarpitti

Seconded by Regional Councillor Alan Ho

1. That the report titled “Proposed Draft Council-Staff Relations Policy” be received; and,



2. That staff report back in the Fall, 2024 with a final proposed Council-Staff Relations Policy for Council's adoption; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**Carried**

## 9. MOTIONS

There were no motions.

## 10. NOTICES OF MOTION

### 10.1 REIMAGINE THE STOUFFVILLE GO TRANSIT CORRIDOR LINE

Developing a rail integrated affordable TOC corridor economy.

Regional Councillor Jim Jones introduced a notice of motion and requested that it be placed on the July 16th, 2024, Development Services Meeting Agenda for consideration.

Moved by Regional Councillor Jim Jones

Seconded by Regional Councillor Joe Li

**WHEREAS**, there is a need for the Stouffville GO Transit Corridor Line to be fast, frequent, more stations and reliable transit service to support growth within the City of Toronto, City of Markham, Town of Whitchurch Stouffville, York Region and the GTA, in order to fulfil the ambitious housing targets created by the province of Ontario and committed to by those same municipalities; and,

**WHEREAS**, Comprehensive land use plans and complete communities need to be created and coordinated at a supra-regional level with all affected municipalities within the 416 and 905 area code, spearheading a major transformation of the Stouffville GO Transit Line to unlock economic opportunity, job creation, increase ridership, and optimize investment in rail transit infrastructure; and

**WHEREAS**, New transit investments and infrastructure must be coordinated with existing and planned services such as the high speed Crosstown 407 Corridor; and,

**WHEREAS**, A holistic, comprehensive plan would produce a far more efficient and effective two-way all-day corridor of destinations surrounding GO "Transit-Oriented Development" Stations coupled with 24-hour land uses that focus on the public realm and community amenities to create a vibrant and liveable economic

corridor that is not premised on the current commuter model between the 905 and downtown Toronto areas; and,

**WHEREAS** Toronto, Markham and Stouffville Growth Strategy describes the goals, strategies, and actions agreed to by the municipal partnership to pursue sustainable growth and development to 2053 and beyond. It is based on containing growth inside the urban containment boundary, and focusing this growth on Toronto, Markham and Stouffville's Urban Growth Centres, Transit Oriented Communities and other areas well-served by frequent transit service. It aims to support sustainable transportation choices with an emphasis on Toronto/Markham/Stouffville land use patterns that promote walking, cycling, and transit; and,

**WHEREAS**, Corridor level planning can attract more economic development opportunities and substantial investment, facilitate the establishment facilitate the establishment of I get consistent design and development standards across the entire corridor, leading to a more cohesive, aesthetic and functional environment, avoiding abrupt transitions between different station areas, encouraging the creation of pedestrian friendly pathways, bike lanes, and other non-motorized transportation options that connect various stations and the surrounding area; and,

**WHEREAS**, Corridor-Level planning promotes active transportation and enhances overall liability of the community, allowing for more effective public engagement, while assessing how environmental impacts and considerations can be assessed, and on a broader scale, evaluating the overall ecological footprint, preserving an increasing green spaces and implementing sustainable practises that benefit the entire quarter; and,

**WHEREAS** Corridor-level planning allows for more effective public engagement to get the community buy-in. The stakeholders and Community can provide input on the overall vision and priorities for the entire corridor, fostering a sense of ownership and involvement in the planning process. Regular open Corridor Committee meetings with stakeholders and ratepayers will be engaged in the corridor planning process; and,

**WHEREAS**, Planning and urban design can, at the corridor level, facilitate the establishment of consistent design and development across the entire corridor. It can lead to a more cohesive, aesthetic and functional environment, avoiding abrupt transitions between different station areas; and,

**WHEREAS**, by planning at the corridor level, environmental impacts and considerations can be assessed and mitigated on a broader scale. This might include evaluating the overall ecological footprint, preserving and increasing

green spaces, and implementing sustainable practices that benefit the entire corridor, and,

**WHEREAS**, Conduct POC IoT Studies on solutions that will address society's corridor deficiency, reduce transit capital and operating costs, address society's high cost of living (Food) and also reduce the carbon footprint; and,

**WHEREAS**, Corridor-level planning allows for more effective public engagement to get their community buy in. The stakeholders and community can provide input on the overall vision and priorities for the entire corridor, fostering a sense of ownership and involvement in the planning process. Regular open corridor committee meetings with stakeholders and ratepayers will be engaged in the corridor planning process; and,

**WHEREAS**, Appendix to this outline's key consideration, precedents and best practices for this type of corridor-level planning.

**THEREFORE, BE IT RESOLVED:**

- **THAT THE PROVINCE OF ONTARIO BE REQUESTED** to form an inter-governmental, inter-municipal, stakeholders and agency steering committee and working group to undertake a comprehensive study, followed by development of a plan that will unlock the land use, economic and transit opportunity of the Stouffville GO Transit Line Corridor and its surrounding lands; and,
- **THAT A STEERING COMMITTEE MADE UP OF REPRESENTATIVES FROM THE FEDERAL, PROVINCIAL AND MUNICIPAL GOVERNMENTS AND A GOVERNMENT TECHNICAL WORKING GROUP** be supported by various experts, including urban planners, urban design architects, engineers, economists, environmental specialists, and community stakeholders. Collaboration between government agencies, transit authorities, and private entities would be essential to successfully realize the transformation of the Stouffville GO transit line Corridor and the evolution of Transit-Oriented Developments; and,
- **That This Resolution be Provided to the Following:**
  - The Right Honourable Justin Trudeau, Prime Minister of Canada
  - Chrystia Freeland, Deputy Prime Minister and Minister of Finance

- Dominic LeBlanc, Minister of Public Safety, Democratic Institutions, and Intergovernmental Affairs
- Lawrence MacAulay, Minister of Agriculture and Agri-Food
- Francois-Philippe Champagne, Minister of Innovation, Science, and Industry
- Sean Fraser, Minister of Housing, Infrastructure and Communities
- Mary Ng, Export Promotion, International Trade and Economic Development
- Steven Guilbeault, Minister of Environment and Climate Change
- Pablo Rodriguez, Minister of Transport and Quebec Lieutenant
- Soraya Martinez Ferrada, Minister of Tourism and Minister responsible for the Economic Development
- Agency of Canada for the Regions of Quebec
- Carla Qualtrough, Minister of Sport and Physical Activity
- Kamal Khera, Minister of Diversity, Inclusion and Persons with Disabilities
- Filomena Tassi, Minister responsible for Federal Economic Development Agency for Southern ON
- Rechie Valdez, Minister of Small Business
- Pierre Poilievre, Leader of the Official Opposition
- Jagmeet Singh, Leader of the New Democratic Party of Canada
- Doug Ford, Premier of Ontario
- Paul Calandra, Minister of Municipal Affairs and Housing
- Kinga Surma, Minister of Infrastructure
- Prabmeet Sarkaria, Minister of Transportation
- Vic Fedeli, Minister of Economic Development, Job Creation and Trade
- Peter Bethlenfalvy, Minister of Finance
- Lisa Thompson, Minister of Agriculture, Food and Rural Affairs

- Todd Smith, Minister of Energy
- Neil Lumsden, Minister of Tourism, Culture and Sport
- Phil Verster, President and Chief Executive Officer, Metrolinx
- Donald Wright, Chair of the Board of Directors, Metrolinx
- Michael Lindsay, President and Chief Executive Officer, Infrastructure Ontario
- Marit Stiles, Leader of the New Democratic Party of Ontario and Leader of the Official Opposition
- Bonnie Crombie, Leader of the Liberal Party of Ontario
- John Fraser, Interim Leader of the Liberal Party of Ontario
- Brian Bentz, President and CEO, Alectra Utilities
- Brian MacPherson, Executive Director, 2030 Commonwealth Games
- Debbie Low, President & CEO, Canadian Sports Institute of Ontario
- York Region Councillors
- Mayor and Councillors, Markham, Richmond Hill, Vaughan, Whitchurch Stouffville
- Mayor Olivia Chow and Councillors, City of Toronto
- CEOs and Commissioners of Planning, York Region, Markham, Richmond Hill, Vaughan
- City Clerks – Markham, Richmond Hill, Vaughan, Durham, Brampton, Mississauga, Toronto
- Local York Region MPPs and MPs
- A Better GTA – An Alliance of GTA Resident and Ratepayers Groups in the GTA, and,
- Media - CBC, CTV, City News, Toronto Star, Globe & Mail, York Region.com.

**THAT THE FOLLOWING MATTERS BE CONSIDERED AS PART OF THE CORRIDOR PLANNING PROCESS** (Appendices for details):

- Provide land use, typologies and communities that optimize the frequent rail transit investment where communities are seamlessly linked by high frequency public LRT
- Provide Complete Destinations (Retail, Office and Residential build over the TOD stations) Transit-Oriented Development Stations that are seamlessly linked with 24-hour uses that create two-way all-day traffic between Toronto's Union Station and Stouffville's Lincolnville Station. (Involve Pension Funds and other Capital Investors)
- Evaluate and implement autonomous vehicles in a geo-fenced environment and micro-mobility connections to support first-mile/last-mile solutions at rail TOC station areas
- Create a multi-modal corridor of transit supported neighborhoods (like a string of pearls along the corridor)
- Create complete communities and hierarchy of destinations, employment centres and amenities within the sub-centres that generate and attract two-way all-day traffic
- Examine opportunities for renewables, district energy generation, solar, wind, geo-thermal solutions within the Stouffville GO Transit corridor
- Provide a Range of Housing Choices and Affordability
- Balance City-Wide and Regional Goals with the Existing Communities and Its Context
- Ensure Job Space and Diversity through a Comprehensive Job Creation Strategy
- Create digital twins of the affected municipalities that utilize the internet of things to monitor utilities and the transportation grid in real time and improve analysis, projection and development review

**ESTABLISH A TOC CORRIDOR PLANNING STAKEHOLDER AND RATEPAYER COMMITTEE:**

This is essential for creating efficient, safe, and sustainable transportation systems that serve the community and the GTHA.

The Tri-Government Political Steering Committee Adopts a multi-disciplinary approach that includes:

|                                |   |
|--------------------------------|---|
| · Transportation,              | · Economic Development                                |
| · Land Use<br>Planning,        | · Job Creation – New Emerging<br>Technology Solutions |
| · Urban Design                 | · Community Engagement                                |
| · Conduct Proof<br>of Concepts | · Critical Review of Transit<br>Infrastructure        |
| · 3D Modelling to<br>Scale     | · Charette, Visual Preference<br>Survey               |
| · Electric or<br>Hydrogen      | · Building over Transit GO<br>Station and Platforms   |

**THAT THE FOLLOWING PROGRAMS BE CONSIDERED TO REIMAGINE THE STOUFFVILLE GO TRANSIT LINE AS A COMPREHENSIVE METRO TRANSIT CORRIDOR WITH INTEGRATED URBAN DEVELOPMENT AND SUSTAINABLE FEATURES:**

- **Conduct a Technical and Financial Feasibility Study:** To assess the technical, financial, and operational viability of the proposed transformation of the Stouffville GO transit line to Metro (Subway) type Service:
- **Transportation Demand Analysis:** Analyze the current and projected transportation demand along the corridor, considering population growth, employment distribution and other demographic factors.
- **Infrastructure and Engineering Study:** Conduct engineering study to determine whether to tunnel, or elevate, or grade separate, and other infrastructure upgrades along the corridor.
- **Environmental Impact Assessment:** Evaluate potential environmental impacts of transit line upgrades, new stations, increased urban development, density, and develop strategies to mitigate any negative effects.

- **Driverless Train with Automation Train Control Technology Study:** Explore the technical requirements, costs and benefits of implementing driverless LRT technology, and automatic train control.
- **Station Area Master Plans:** Develop station master plans for proposed TOCs. These plans should include mixed-use development concepts, urban design guidelines, land use strategies, and strategies for creating complete destination stations. Consider factors like job distribution, housing density, retail, entertainment facilities, creating great public realm, green spaces, and building on top of TOC stations.
- **Land Use and Zoning Studies:** Work with local municipalities to update zoning regulations and land use policies that encourage mixed-use development and don't encourage single-family houses and townhouses in TOCs.
- **Transit-Oriented Development (TOC) Strategy:** Establish design guidelines to ensure aesthetic coherence, functionality, and sustainability in the development of stations and surrounding areas. These guidelines would encompass building heights, aesthetics, green spaces, and public amenities.
- **3D Modelling Solutions:** Create 3D digital twins and printed models for each TOC station area.
- **Economic and Job Analysis:** Assess the potential for job creation along the transit corridor. Identify sectors that could thrive in proximity to transit stations, such as technology hubs, commercial centres, and research institutions. This study must consider how to attract businesses to establish their presence at each station.

Moved by Regional Councillor Jim Jones

Seconded by Regional Councillor Joe Li

That the notice of motion be forwarded to the Development Services Committee Meeting on July 16, 2024 for consideration.

**Carried by a Two Thirds Vote**

## 11. NEW/OTHER BUSINESS



**11.1 DEVELOPMENT CHARGE FEE DEFERRAL EXTENSION FOR ST. MARY & ST. SAMUEL, THE CONFESSOR COPTIC ORTHODOX CHURCH**

Mayor Scarpitti raised an item of new business in relation to the extension of the Development Charges deferral period for St. Mary & St. Samuel, The Confessor Coptic Orthodox Church.

Moved by Mayor Frank Scarpitti  
Seconded by Councillor Andrew Keyes

That this item of new business in relation to the extension of the deferral of Development Charges for St. Mary & St. Samuel, The Confessor Coptic Orthodox Church be added to today's agenda for consideration.

**Carried by a Two Thirds Vote**

Moved by Mayor Frank Scarpitti  
Seconded by Councillor Andrew Keyes

That the Development Charges deferral period for St. Mary & St. Samuel, The Confessor Coptic Orthodox Church be extended until the next update of the Development Charges By-law.

**Carried**

**12. ANNOUNCEMENTS**

There were no announcements.

**13. CONFIDENTIAL ITEMS**

General Committee convened into confidential session at 10:45 AM.

Moved by Councillor Ritch Lau  
Seconded by Councillor Juanita Nathan

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

**Carried**

**13.1 GENERAL COMMITTEE CONFIDENTIAL MINUTES - JUNE 25, 2024 (16.0) [Municipal Act, 2001, Section 239 (2) (a)(c)(k)]**

General Committee confirmed the confidential minutes of June 25, 2024.

**13.2 PROPOSED ACQUISITION OF LAND (WARD 6); A PROPOSED OR PENDING ACQUISITION OR DISPOSITION OF LAND BY THE MUNICIPALITY OR LOCAL BOARD**

[Municipal Act 2001, Section 239 (2)(c)]

The Committee consented to place this item on the July 17, 2024 Confidential Council Meeting Agenda for consideration.

**14. ADJOURNMENT**

Moved by Councillor Karen Rea

Seconded by Councillor Andrew Keyes

That General Committee adjourn from confidential session at 12:05 PM and not return to open session or report out on any matter.

**Carried**

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|    | <b>Council Staff Relations Policy</b>                       |                                    |
|  | <b>Policy No.:</b>  | <b>Implementing Procedure No.:</b> |
| <b>Approving Authority:</b><br>Council   | <b>Effective Date:</b><br>TBD                               |                                    |
| <b>Approved or Last Reviewed Date:</b><br>TBD  | <b>Next Review Year:</b><br>5 years from Last Reviewed Date |                                    |
| <b>Area(s) this Policy applies to:</b><br>City-wide  | <b>Owner Department(s):</b><br>Legislative Services         |                                    |
| <b>Related Policies:</b> <ul style="list-style-type: none"> <li>• <a href="#">Accountability &amp; Transparency Policy</a></li> <li>• <a href="#">Code of Ethics and Conduct: Applying to all Municipal Staff</a></li> <li>• <a href="#">Council Code of Conduct</a></li> <li>• <a href="#">Council Procedural By-law 2017-5</a></li> <li>• <a href="#">Ontario Municipal Act</a></li> <li>• <a href="#">Municipal Conflict of Interest Act</a></li> <li>• <a href="#">Ontario Municipal Elections Act</a></li> <li>• <a href="#">Municipal Freedom of Information and Protection of Privacy Act</a></li> <li>• <a href="#">Ontario Human Rights Code</a></li> <li>• <a href="#">Ontario Occupational Health and Safety Act</a></li> <li>• <a href="#">Respect in the Workplace Policy</a></li> <li>• <a href="#">Routine Disclosure Policy</a></li> </ul> |   |                                    |

**Note: Questions about this Policy should be directed to the Owner Department (see above).**

### 1. Purpose Statement


The Council Staff Relations Policy aims to serve the best interests of the City of Markham by clearly defining and recognizing the roles of both Councillors and staff, as well as establishing the rules and expectations for their interactions. The objective is to foster a respectful, tolerant, and harassment-free environment, promoting mutual respect and trust among all Councillors and staff in Markham.

### 2. Applicability and Scope Statement

This Policy shall apply to all Councillors and staff.

### 3. Background

Sections 224 and 227 of the Municipal Act, 2001 (the Act), outline the roles and responsibilities of Council, the CAO and the municipal administration, respectively. The Act requires all Ontario municipalities to establish a policy governing the relationship between Members of Council and municipal staff.

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|  | <b>Council Staff Relations Policy</b> |                                    |
|  | <b>Policy No.:</b>                    | <b>Implementing Procedure No.:</b> |

#### 4. Definitions

Unless otherwise specified, all definitions are as in the City of Markham Council Code of Conduct and the Municipal Act.

- **“Administration”** is the collective term that includes the CAO, Senior Executive and all other Staff.
- **“Chief Administrative Officer”** or CAO is as defined by the Municipal Act.
- **“City”** means The Corporation of the City of Markham.
- **“City Clerk”** means the Clerk and Returning Officer of the Corporation of the City of Markham.
- **“Council”** means Council of the City.
- **“Councillor”** means a Member of Council.
- **“Councillor Staff”** means a Member of Council’s Executive Assistant and any other member of their office staff. References to Councillor conduct in this Policy includes their Staff, with necessary modifications.
- **“Integrity Commissioner”** means the person appointed by Council pursuant to Section 223.3(1) of the Act.
- **“Senior Executive”** means any of the CAO, Commissioners, and Directors of the City.
- **“Staff”** includes anyone employed by the City including full-time, part-time, temporary or seasonal Staff, contract Staff, students and volunteers in accordance with the Municipal Act, but does not include Councillors, who are not employees of the City. Contractors doing work for the City are considered Staff for the purposes of this Policy.
- **“Strong Mayor Legislation”** means the Strong Mayor provisions set out in Sections 226.1 to 226.15 and Part VI.1 of the Municipal Act.

#### 5. Policy Statements


##### Recognition of the Roles of Council, CAO and Administration

##### 1. Role of Council:

1.1. The Municipal Act defines the responsibilities of Council. These primarily involve:

- 1.1.1. Representing the public and making collective decisions that prioritize the well-being and interests of both the City and its residents;
- 1.1.2. Developing and evaluating the policies and programs of the City;
- 1.1.3. Determining which services the City provides;
- 1.1.4. Ensuring that administrative policies, practices and controllership policies, practices and procedures are in place to implement Council decisions;
- 1.1.5. Ensuring the accountability and transparency of the operation of the City, including the activities of the Senior Executive; and,
- 1.1.6. Maintaining the financial integrity of the City.

1.2. Each Councillor is responsible for exercising their own judgement when considering the well-being and interests of the City and its residents. They should not solely depend on the viewpoints of other individual Councillors.

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## 2. **Role of the CAO:**

2.1. The Municipal Act defines the responsibilities of the CAO. These primarily involve:

- 2.1.1 Exercising general control and management of the affairs of the City for the purpose of ensuring the efficient and effective operation of the City; and,
- 2.1.2 Performing other duties assigned by the City through the appointment by-law and delegation of authority to the CAO.

2.2. On day-to-day matters, it is the role of the CAO and the Senior Executive to direct and manage the work of Staff. Staff time is a limited corporate resource and must be managed in a manner that respects its value as a public asset.

2.3. Members of the Administration shall not seek to improperly influence or interfere in the decision-making of Council.

## 3. **Role of Administration:**

3.1. The Municipal Act defines the responsibilities of Administration. These primarily involve:

- 3.1.1. Implementing Council's decisions and establishing administrative practices and procedures to carry out Council's decisions; and,
- 3.1.2. Undertaking research and providing advice to Council on the policies and programs of the City.

3.2. Markham's Administration includes professionals and experts in all aspects of the City's areas of service. It is expected that the Administration provides objective advice to Council based on professional knowledge and that Council will rely on the Administration as its primary source of expert opinion.


3.3. It is expected that the Administration will faithfully and impartially serve Council in a non-partisan fashion.

## 4. **Respect the Roles of Council and Administration:**

4.1. Councillors and members of the Administration must uphold their respective roles and show respect for the roles of others within the City.

4.2. For greater certainty, Councillors shall not seek to improperly influence or interfere in the operations of the City. Councillors may not on their own authority direct the conduct of Staff through:

- 4.2.1. Directing or influencing Staff other than by way of Council or Committee resolution;
- 4.2.2. Directing Staff to take on new assignments;
- 4.2.3. Directing Staff as to the pace, priority, or conduct of work;
- 4.2.4. Directing Staff to change the content of staff reports or recommendations;
- 4.2.5. Attending technical meetings between Staff and consultants, applicants, contractors, or legal advisors;
- 4.2.6. Seeking to alter normal administrative practices or policies of the City, except through Council decision.

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4.3. Councillors are not permitted to advocate for the private interests of any individual, Corporation, Corporate or business interest as to do so would be to use their influence for a purpose other than the exercise of their duties (see Role of Council Section 1.1) and which would contravene Section 3.2 (b) and Section 13.1 of the City of Markham Council Code of Conduct.

4.4. City Staff carry out and implement the laws and policies of the City as enacted by Council. For a Councillor to advocate on behalf of an individual challenging a position taken by staff on a matter, is to challenge the very direction staff have been given by Council.

4.5. For greater clarity, Councillors shall not formally or informally speak to members of a City's adjudicative tribunal (e.g. Committee of Adjustment) about matters before them.

4.6. For greater clarity, Councillors shall not formally or informally speak to members of a City's advisory committee or board (e.g. Heritage Committee) about matters before them. This does not apply to a Councillor appointed by Council to serve on the advisory committee or board.

5. **Respect the Chain of Command:** Having regard to the role of Council to set policy, and the role of the Administration set out in section 3, the normal chain of command shall be followed as set out below:

5.1. Normally, Staff are directed in their regular duties by the CAO, the Senior Executive, and their designates.

5.2. Staff may be directed by vote of Council.

5.3. Staff may be directed by the Mayor, as authorized by the Strong Mayor Legislation.

5.4. Individual Councillors are not authorized to direct the activities of Staff in the performance of their duties.

5.5. Specifics of the "chain of command" shall be defined from time to time by policies and delegations of authority, and communicated to Councillors and to the Administration.

5.6. Councillors are responsible for managing their office and the Councillor Staff, ensuring they are aware of and comply with this Policy

## 6. Roles and Responsibilities

6.1 The City Clerk is responsible for administering and interpreting this Policy and for receiving complaints and/or concerns relating to this Policy.

6.2 Councillors and Staff are responsible for understanding and adhering to this Policy.

6.3 The Mayor is responsible for reviewing and responding to concerns that the CAO is not adhering to this Policy, and may refer any such review and response to Council as a whole.

6.4 The CAO or a member of the Senior Executive (as determined by the CAO), is responsible for reviewing and responding to concerns that Staff are not adhering to this Policy.

6.5 The Integrity Commissioner (IC) is responsible for reviewing and responding, through the Council Code of Conduct complaint process, to complaints that a Councillor has not complied with this Policy.



## Council Staff Relations Policy

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### 7. Expectations of Councillors and Administration

7.1 **Seek to advance the common good** of the City and act in a manner that enhances public confidence in local government.

7.2 **Promote the flow of formal and informal communication among Councillors and Administration:** Open communication is essential to the proper functioning of the City. Council and Staff are encouraged to share information relevant to the effective operation of the City, on a timely basis, as it becomes available through formal, and informal communications channels as appropriate in the circumstance:

- 7.2.1 Formal communication channels, such as written reports and presentations exist to ensure transparency, consistency, and adherence to policy.
- 7.2.2 Informal communication channels, such as verbal reports, exist to facilitate timely or two-way communication, and are also encouraged to promote the flow and exchange of information within the organization.
- 7.2.3 The Contact Centre, and its contact management system, exist to promote good customer service by creating a centralized portal for all information relating to issues raised by Markham residents and customers to be coordinated by Staff.

7.3 **Promote orderly and effective conduct at City meetings:** Councillors and members of the Administration shall conduct themselves at Council and in City-related business meetings with decorum, and where applicable, in accordance with the City's Council Procedural By-law.

- 7.3.1 Councillors are expected to show respect for all participants by being courteous and not distracting from the business of the meeting during presentations and when other Councillors have the floor.
- 7.3.2 To avoid the risk of delay caused by incomplete information, whenever possible, Councillors and Staff shall discuss with the CAO and/or the Senior Executive issues or questions that may arise prior to Council (or Committee) meetings.
- 7.3.3 Councillors are expected to consult with the mover of a motion before meetings if the Councillor does not believe sufficient information has been provided to allow the Councillor to make an informed decision on the matter.
- 7.3.4 It is expected that all participants will be well prepared for meetings and will prioritize appropriately, according to direction given by Council or the Senior Executive.

7.4 **Ensure a safe and respectful workplace:** Markham is committed to a positive, healthy, and safe workplace in which every person is treated with respect and dignity. Our workplace shall:

- 7.4.1 Respect the diversity of Councillors and of the Administration and be free from discrimination;
- 7.4.2 Be free from harassment as defined by the Ontario Human Rights Code and the Ontario



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7.4.3 Occupational Health and Safety Act;

7.4.4 Be free from violence (as defined by the Ontario Occupational Health and Safety Act).

**7.5 Harassment of a Councillor, Staff or any member of the public:** is prohibited under the Ontario Human Rights Code. Harassment, whether it occurs inside or outside the workplace, or whether it is related to the work environment or other activities of a Councillor or a member of the Administration, is inappropriate behaviour for the purpose of this Policy.

**7.6 Not engage in public disparagement of a Councillor or of a member of the Administration:** Councillors and members of the Administration are expected to be respectful of each other and to encourage others to do the same. They shall refrain from publicly criticizing each other in a way that casts aspersions on or undermines their professional competence, ethics, or credibility.

**7.7 No Favouritism:** The Administration serves Council as a whole. All Councillors are equal and are to be treated as such, without favouritism, by the Administration.

7.7.1 To maintain the formal character of the relationship, when in public, Councillors and Staff shall refer to each other by their titles or formal names.

**7.7.1.1** For clarity, when the Administration responds to the Mayor exercising authority under Strong Mayor Legislation and City policy, the actions of the Administration do not demonstrate favouritism.

**7.8 Comply with the prevailing resident/customer service policy (see Attachment A – Councillor Request for Information or Service Policy) as it relates to:**

7.8.1 Proper intake of resident calls for service;

7.8.2 Triaging, assessing, and prioritizing calls for service, including routing as routine or requiring policy assessment and potential Council determination;

7.8.3 Assigning and undertaking necessary action;

7.8.4 Escalation protocols, if necessary;

7.8.5 Tracking, and reporting calls for service;

7.8.6 Reporting out to resident, relevant Councillor and the Administration;

7.8.7 Performance measurement and evaluation.

**7.9 Maintain confidentiality:** Act in a manner that complies with all applicable policies and legislation relating to confidentiality, including the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the City of Markham Council Code of Conduct and the City's Council Procedural By-law.


7.9.1 Understand that Councillor discussions with Staff may be communicated to others within the organization and that a Councillor cannot compel Staff to confidentiality.

### 8. Expectations Relating to Councillors

#### All Councillors Shall:

**8.1 Promote Public confidence:** Councillors shall act in a way that enhances public confidence in local government.



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|  | <b>Council Staff Relations Policy</b> |                                    |
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**8.2 Engage in respectful debate in the decision-making process:** It is acknowledged that the purpose of Council is to make decisions. Debate is part of the decision-making process, and it is expected that Councillors will engage in respectful debate as part of their collective task of decision-making.

**8.3 Respect the outcomes of the decision-making process:** All Councillors shall uphold the decisions of Council, regardless of personal opinion or belief, and commit to the implementation of those decisions, except in accordance with the reconsideration provisions of the City's Council Procedural By-law.

**8.4 Not exert undue influence in responding to constituent inquiries:** As described in s.1 of the City of Markham Council Code of Conduct, it is the obligation of a Councillor to serve their constituents and the public in an accountable and transparent manner.

8.4.1 It is expected that on all matters, Councillors will discharge this obligation in a manner consistent with the expectations described in this Policy.

8.4.2 It is expected that Councillors will seek advice from the Administration about all matters relating to constituent concerns to ensure accurate information regarding City policy, service levels, budget and work plans, is communicated by Councillors and Councillor Staff.

8.4.3 Councillors may not use their status as a Member of Council to improperly influence the actions or decisions of Staff or to secure preferential benefit or treatment for a constituent that would not normally be available for another member of the public.

**8.5 Demonstrate Respect for Staff.** Councillors will respect the role of Staff in the administration of the business affairs of the City. Councillors will direct any criticism of Staff to the Senior Executive and refrain from criticizing Staff in public and in the media.

**8.6 Demonstrate Respect for the political neutrality of Staff:** Councillors shall honour the requirement for Staff to remain neutral and objective. A Councillor shall not:

8.6.1 Compel Staff to engage in partisan political activities.

8.6.2 Subject Staff to threats or intimidation for refusing to engage in partisan political activities.

8.6.3 Impose a burden of confidentiality on a Staff member relating to a communication that the Councillor had with that member of Staff.

**8.7 Accept Accountability for the Actions of Councillor Staff.**


8.7.1 A Councillor's Staff has no authority other than that delegated by the Councillor.

8.7.2 A Councillor is accountable for the actions of their Councillor Staff member.

## **9. Expectations Relating to Administration**

**In fulfilling their responsibilities as set out in the Municipal Act, Administration shall:**

**9.1 Impartially provide professional advice:** the Administration acknowledges that its role is to provide impartial and objective advice to Council.

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|  | <b>Council Staff Relations Policy</b> |                                    |
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**9.2 Respect and acknowledge the role of Council:** The Administration acknowledges the role of Council as the policy setting and decision-making body of the City.

**9.3 Respect the outcomes of the decision-making process:** the Administration will faithfully implement the decisions of Council, regardless of personal opinion or belief, in accordance with administrative policies of the City.

**9.4 Adhere to Compliance requirements:** Staff will operate within the confines of their delegations of authority and:

- 9.4.1 Refrain from making corporate commitments to agencies, groups, citizens that may have financial, administrative, or corporate implications, unless approved by Council or the Senior Executive.
- 9.4.2 Comply with all relevant requirements to remain in good standing regarding their professional designation, at all times.
- 9.4.3 Exercise any statutory obligations independent of influence and in accordance with the provisions of the applicable legislation.

#### **10. Managing Interactions between the Administration and Council:**

**10.1 Responding to requests for information: Councillors and the Administration shall comply with the prevailing Resident/Customer Service Policy (see Appendix A – Councillor Request for Information or Service Policy) as it relates to obtaining information.**

- 10.1.1 The Administration shall provide a written response within the timelines set out in section 8.3 acknowledging the request and a timeline for delivering the requested information. Response times may vary depending on the scope of the material requested.
- 10.1.2 When delivering the requested information, it may be provided to all Councillors equally if the information would be of value to all Councillors.
- 10.1.3 Requests for information made during a Council or Committee meeting shall be answered and circulated in writing to all Councillors through the City Clerk.

**10.2 “Drop in” meetings are discouraged:** It is not appropriate for Councillors to convene spontaneous meetings with Staff.

- 10.2.1 It is expected that appointments will be made for meetings between the Senior Executive and Councillors to ensure that all parties are available and prepared for the discussion and that other priorities are not disrupted.
- 10.2.2 To ensure a transparent, accountable, and respectful workplace, staff participation in community information meetings must be authorized by Council. Staff participation in Councillor-constituent and/or ratepayer meetings will be determined by senior executives.



## Council Staff Relations Policy

Policy No.:

Implementing Procedure No.:

10.3 **Response time expectations:** For requests from Council to Staff, the City has a normal response time expectation as follows:

10.3.1 Emergency: Immediate or as soon as possible

10.3.2 Priority: as determined by the CAO

10.3.3 Regular: as determined by the CAO.

11 **Right to disconnect:** The City respects provincial legislation relating to the “right to disconnect.” It is understood that there is no obligation for any member of the Administration to respond to non-emergency texts, emails or calls outside of normal business hours.

12 **Monitoring and Compliance:** The City Clerk is responsible for receiving complaints regarding non-compliance with this Policy.

12.1 Where it is believed that a Councillor or Staff has not adhered to this Policy, Members of Council and/or Staff are encouraged to informally resolve the issue, where appropriate, before making any form of formal complaint.

12.2 Where it is believed that a Councillor has not adhered to this Policy, any person including any Staff or other Councillor, may file a complaint with the Integrity Commissioner pursuant to Markham’s Council Code of Conduct.

12.3 Where it is believed that the CAO has not adhered to this Policy, notify the Mayor.

12.4 Where it is believed that a member of the Administration has not adhered to this Policy, notify the CAO and the Director of People Services.

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|--|--|--|
|    | <b>Attachment A – Draft Councillor Request for Information or Service Policy</b> |  |
|  | <b>Policy Category: Governance</b>   |  |
| <b>Approving Authority:</b><br>Council   | <b>Effective Date:</b><br>TBD  |  |
| <b>Approved or Last Reviewed Date:</b><br>X, 2024  | <b>Next Review Year:</b><br>5 years from Last Reviewed Date                      |  |
| <b>Area(s) this Policy applies to:</b><br>City-wide  | <b>Owner Department(s):</b><br>Legislative Services                              |  |
| <b>Related Policies:</b> <ul style="list-style-type: none"> <li>• Accountability &amp; Transparency Policy</li> <li>• Code of Ethics and Conduct: Applying to all Municipal Staff</li> <li>• Council Code of Conduct</li> <li>• Municipal Act</li> <li>• Municipal Freedom of Information and Protection of Privacy Act</li> <li>• Respect in the Workplace Policy</li> <li>• Routine Disclosure Policy</li> <li>• Council Staff Relations Policy</li> </ul> |  |  |

**Note: Questions about this Policy should be directed to the Owner Departments (see above).**

## 1. Purpose Statement

The purpose of this Policy is to promote transparency, accountability, and a respectful workplace. It provides Staff with guidelines on how to effectively respond to Councillor Requests for Information and/or service. Additionally, this Policy offers Councillors clear instructions on how to obtain Information from Staff to address community or resident concerns and make service requests.

## 2. Applicability and Scope Statement

This Policy governs the interaction of Staff, Members of Council, and their Offices when requests for Information or service is received from Members of Council or their Offices by Staff.

## 3. Background

Pursuant to section 224 of the Municipal Act, it is the role of Council to:

- (a) represent the public and to consider the well-being and interests of the municipality;
- (b) develop and evaluate the policies and programs of the municipality;
- (c) determine which service the municipality provides;
- (d) ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;
  - (d.1) ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
- (e) maintain the financial integrity of the municipality; and,
- (f) carry out the duties of Council under this or any other Act.



# Council Request for Information or Service Policy

**Policy No.:**

**Implementing Procedure No.:**

In accordance with the provisions of the Act, Council determines the policies, programs, and service levels to be provided by the City. The CAO, Commissioners, and Directors are responsible for implementing Council directives through their Staff. Staff take direction from the CAO, Commissioners, and Directors. To ensure the City conducts business in an efficient, accountable, and transparent manner, all Requests for Information and service should be processed in accordance with the protocol outlined in this Policy.

Requests for Information and/or service from the City should be processed in a fair and consistent manner. To preserve prosecutorial independence, Council and individual Members of Council, may not direct prosecutions, litigation, insurance claim resolution, or enforcement.

All Requests for Information by a Councillor and their Offices should be directed to the appropriate Commissioner or Director to be processed in accordance with established routine disclosure practices, the Municipal Act, and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). In accordance with MFIPPA, Councillors are entitled to Information that is available to the public or routinely disclosed or Information that they require to carry out their legislated duties.

All Requests for service from a Councillor and their Office should be directed to and processed through the City's Contact Centre. The Contact Centre will direct the Request(s) to the appropriate department for response. Requests for service will be processed in priority sequence and will be tracked to ensure service levels are met.

## 4. Definitions

**"CAO"** means the Chief Administrative Officer of the City.

**"City"** means The Corporation of the City of Markham.

**"City Clerk"** means the City Clerk and Returning Officer of the City.

**"Commissioner"** means a Commissioner of the City.

**"Contact Centre"** means the business unit whose role is the first point of contact of all requests from Staff, Public, Councillors and their Offices.

**"Consultants/Contractors"** means companies who are hired by Staff to perform a particular duty, and for clarity, includes anyone in receipt of financial compensation for services rendered.

**"Council"** means Council of the Corporation of the City.

**"Councillor"** means a Member of Markham City Council.

**"Director"** means an individual with responsibilities for a departmental business unit.

**"Information"** includes facts about a situation, person, event, etc.; data, knowledge and intelligence.

**"Offices"** means any Staff working with, for, or on behalf of a Member of Council.



# Council Request for Information or Service Policy

Policy No.:

Implementing Procedure No.:

**“Request”** means an ask, via any means, for Information or service from a Councillor or their Office made to a Member of Staff.

**“Routinely Disclosed Information”** means the regular or automatic disclosure of certain types of administrative and operational records in response to informal rather than formal requests under MFIPPA.

**“Service”** means the various public services and functions that the City of Markham provides to its residents.

**“Staff”** means an individual who is hired on a temporary or permanent basis for part-time or full-time work, including on a contract basis and includes a member of the Contact Centre.

## 5. Policy Statements

### 5.1. GENERAL PROVISIONS

- 5.1.1 Staff will respond to Requests for Information and/or Service from Councillors in accordance with this Policy, including the City’s established routine disclosure practices and procedures and the Municipal Freedom of Information process.
- 5.1.2 All Staff will provide timely and accurate responses to Requests, subject to compliance with this Policy.
- 5.1.3 In accordance with the City’s governance structure, Council sets Policy objectives, and Staff implement the policies and establish procedures for the delivery of service.
- 5.1.4 All Requests for Routinely Disclosed Information by a Councillor and their Offices should be directed to the appropriate Supervisor or Manager to ensure they are processed in accordance with established routine disclosure practices and this Policy.
- 5.1.5 All requests for non-Routinely Disclosed Information by a Councillor or their Offices should be referred to the appropriate Director to be processed in accordance with the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and this Policy.
- 5.1.6 All Requests for Service will be sent to the Contact Centre to ensure that all Requests for Service are tracked and handled in priority sequence, which will ensure efficient customer service practices.

### 5.2. SPECIFIC PROVISIONS

Requests for Information will be processed as follows:

- 5.2.1 Councillors and their Offices are to direct Requests for Routinely Disclosed Information they have received from the public to the appropriate Supervisor or Manager for resolution after receiving the requestor’s consent.
- 5.2.2 If the Supervisor or Manager receiving the Request for Routinely Disclosed Information determines the information being requested is not Routinely Disclosed Information, the Supervisor or Manager will escalate the request to their Director.



## Council Request for Information or Service Policy

**Policy No.:**

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- 5.2.3 In the event that a Request for Information is not being resolved in an accurate or satisfactory manner, the Councillor and their Office may escalate the resolution of the Request for Routinely Disclosed Information to the appropriate Commissioner.
- 5.2.4 In accordance with the Municipal Freedom of Information and Protection of Privacy Act, Councillors and their Offices must file a Freedom of Information Request for information that would not be routinely disclosed to the public or is not required for a Councillor to perform their legislative duties.
- 5.2.5 The City Clerk, in consultation with the applicable Department(s), will make the final determination as to whether or not the requested Information is required by the Councillor to perform their legislative duties.

In accordance with this Policy, Requests for Service will be processed as follows:

- 5.2.6 Councillors and their Offices are to direct Requests for Service they have received from the public to the Contact Centre after receiving consent from the requestor. Councillors and their staff are not to send requests directly to staff. Councillors or their office staff are also not to copy staff when generating a work order through the Contact Centre.
- 5.2.7 The Contact Centre will send the Request for Service to the appropriate department for response.
- 5.2.8 Councillors and their Offices are to direct non-routine Requests for Service to the appropriate Director and/or Commissioner, depending on the nature of the matter.
- 5.2.9 If a Request for Services involves a significant change to a Council-approved program, it will require escalation to a Director or Commissioner, or require a Council resolution for amendment.
- 5.2.10 When a Request of substantive administrative change or action affects multiple departments or is corporate in nature, the Commissioner responsible for the issue will lead the review and address the matter accordingly.

## 6 Roles and Responsibilities

### 6. Contact Centre Responsibilities

- 6.1 The Contact Centre is responsible for processing Requests for Service from Councillors and their Offices in accordance with this Policy.
  - 6.1.1 When the Contact Centre receives a Request for Service from Councillors or their Offices, the Request will be logged and sent to the appropriate Staff to fulfill or respond to the Councillor.
  - 6.1.2 When the Contact Centre receives a Request for non-routine Service or action, requiring a substantive change in established procedures or Service levels from Councillors or their Offices, the Contact Centre will direct the Request to the appropriate Director for response.



## Council Request for Information or Service Policy

**Policy No.:**

**Implementing Procedure No.:**

### 7. Staff Responsibilities

- 7.1 All Staff shall comply with the City's Code of Ethics and Conduct: Applying to all Municipal Staff, the Municipal Act, and the Municipal Freedom of Information and Protection of Privacy Act at all times during their interactions with Staff, Councillors, and their Offices. Staff give professional advice and implement Council's direction.
- 7.2 Staff are responsible for delivering public service and responding to inquiries from the public, Staff, and under the conditions of this Policy, from Councillors and their Offices in a timely and accurate manner.
- 7.3 Requests for Information will be processed in accordance with this Policy.
- 7.3.1 Should Staff receive a Request for Routinely Disclosed Information, from Councillors or their Offices, Staff should refer the Request to their Supervisor or Manager in accordance with this Policy.
- 7.3.2 If Staff receive a Request for non-Routinely Disclosed Information – including information that is not generally available to members of the public, from Councillors or their Offices, Staff will direct the Request to their Director.
- 7.3.3 Should Staff receive a Request from Councillors of their Offices that should be addressed through a Freedom of Information request, Staff will advise the Councillor or their Offices to contact the City Clerk for assistance.
- 7.4 Requests for Service will be processed in accordance with this Policy.
- 7.4.1 When Staff receive a Request for non-routine Service or action, requiring a substantive change in established procedures or Service levels from Councillors or their Offices through the Contact Centre that is not routinely available to members of the public or legislatively required for the Member of Council to perform their duties, Staff will direct the request to their Director.
- 7.5 Managers and Supervisors are responsible for:
- 7.5.1 Following this Policy and responding to Requests for Service that may be referred to them by their Staff, the Director, or Commissioner.
- 7.5.2 Ensuring the Staff who report to them comply with this Policy, provide guidance and direction, as required, to their Staff and the Contact Centre, and provide or request access to training for their staff.
- 7.5.3 Communicating with their Director and/or Commissioner on the Requests for Service, as required.





## Council Request for Information or Service Policy

**Policy No.:**

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### 7.6 Directors are responsible for:

- 7.6.1 Disclosing information in accordance with the City's Routine Disclosure Policy.
- 7.6.2 Following this Policy and responding to Requests for Information and/or Service that may be escalated or delegated to them by the Contact Centre, Staff, or Commissioner. Responses to any Councillor or their Office on non-routine, substantive change/action, or administrative change/action Requests will be copied to the relevant Managers.
- 7.6.3 Advising all Councillors that any Request for Service that would require a substantive change/action, or administrative change/action requires a Council resolution.
- 7.6.4 Ensuring the Staff who report to them comply with this Policy, provide guidance and direction, as required, to their Staff and Contact Centre, and ensure appropriate training and communication are provided to their Staff within their department.
- 7.6.5 Communicating with their Commissioner, CAO, or ELT on the Requests for Information and/or Service, as required, including opportunities for the next update of this Policy.

### 7.7 Commissioners are responsible for:

- 7.7.1 Following this Policy and responding to Requests for Information and/or Service that may be escalated to them by their Staff, Councillors or their Offices. Responses to any Councillor or their Office on non-routine, substantive change/action, or administrative change/action Requests will be copied to the relevant Staff and to all Councillors to ensure the Information being circulated is made available to all Councillors.
- 7.7.2 Ensuring the Staff who report to them comply with this Policy, provide guidance and direction, as required, to their Staff, and ensure appropriate training and communication are provided to their Staff within their Commission and at a corporate level.
- 7.7.3 Addressing Requests of substantive change/action or administrative change/action that affect multiple departments or are corporate in nature through the CAO and ELT.
- 7.7.4 Advising all Councillors that any Request for Information and/or Service that would require a substantive change in established procedures or Service levels will require a Council resolution.
- 7.7.5 Managing a positive and healthy working relationship with Councillors and their Offices and providing appropriate feedback on their compliance to this Policy.

### 7.8 CAO is responsible for:

- 7.8.1 Following this Policy and responding to Requests for Information and/or Service that may be escalated to them by a Commissioner in cases where the Commissioner does not have the authority to issue a decision.
- 7.8.2 Advising all Councillors that any Request for Information and/or Service that would require a substantive change in established procedures or service levels will require a Council resolution.



## Council Request for Information or Service Policy

**Policy No.:**

**Implementing Procedure No.:**

7.8.3 Managing a positive and healthy working relationship with Councillors and their Offices and providing appropriate feedback on their compliance to this Policy.

### 8. Owner Department Responsibilities

8.1 Owner department is responsible for:

8.1.1 Creating, reviewing, and monitoring this Policy and making appropriate changes in future updates.

8.1.2 Executing training and preparation of a communication plan to educate Staff, Councillors, and their Offices on their roles, responsibilities, and compliance with this Policy.

### 9. Members of Council and their Offices' Responsibilities

9.1 Members of Council and their Offices are responsible for:

9.1.1 Following the procedures outlined within this Policy when making Requests for Information and/or Service from Staff.

9.1.2 Ensuring all Requests for Information and/or Service are made through the appropriate channels, including submitting Requests for Service through the Contact Centre to ensure proper tracking of all Requests received by Staff.

9.1.3 Making a Request for Information and/or Service that would require a substantive change in established procedures or service levels through a Council resolution.

9.1.4 Complying with the Municipal Act, and the Municipal Freedom of Information and Protection of Privacy Act, at all times during their interactions with Staff.

9.2 Members of Council are responsible for:

9.2.1 Complying with the Council Code of Conduct and the Municipal Conflict of Interest Act.



## **Council-Staff Relations Policy**

### **Frequently Asked Questions (FAQ's)**

#### **1. What is the purpose of the Council-Staff Relations Policy?**

The Municipal Act, 2001, requires that every municipality in Ontario adopt a policy governing the relationship between Members of Council and municipal officers and employees. The Policy is designed to provide clear guidelines for the interactions between Members of Markham City Council and City staff, ensuring a respectful, productive, and harassment-free working relationship.

#### **2. What are the key components of the proposed Council-Staff Relations Policy?**

The Policy includes:

- An overview of the roles of Council, the Chief Administrative Officer (CAO), and the administration as outlined in the Municipal Act.
- Clear guidelines on the expected behavior of Members of Council and City staff.
- Procedures for Councillors to obtain information from City staff about community or resident concerns.
- A formal process for addressing issues between Councillors and staff.

#### **3. How does this Policy affect existing policies like the Council Code of Conduct?**

This Policy complements other key policies, such as:

- Markham's Council Code of Conduct
- Code of Ethics and Conduct for City Staff
- Accountability and Transparency Policy
- Respect in the Workplace Policy

This Policy does not replace other policies but ensures a coordinated approach to governance and accountability. In cases of overlap, the Council Code of Conduct will take precedence. However, the proposed Policy ensures clarity in Council-staff interactions, which may not be fully addressed in existing policies.

#### **4. How will the Council-Staff Relations Policy be enforced?**

The City Clerk is responsible for administering and interpreting the Council-Staff Relations Policy and for receiving complaints and/or concerns relating to the Policy. If concerns arise regarding a Member of Council's compliance with the Policy, the City's Integrity Commissioner can investigate. Staff-related concerns will follow the City's administrative process, with possible disciplinary measures if the Policy is violated. In general, parties are encouraged to informally resolve the issue, where appropriate, before making any form of formal complaint.

## **5. What happens if a Member of Council or City staff violates the Policy?**

In general, parties are encouraged to informally resolve issues, where appropriate, before making any form of formal complaint. Violations of the Council-Staff Relations Policy by Members of Council may be referred to the City's Integrity Commissioner for investigation. For City staff, violations will follow the City's standard administrative procedures and could lead to disciplinary action, if necessary.

## **6. What is the role of the City's Integrity Commissioner under the Policy?**

The Integrity Commissioner provides guidance to Council Members on how to interpret and adhere to the Policy. They are also responsible for investigating formal complaints against Council Members concerning Policy compliance.

## **7. How does the Policy interact with customer complaints?**

The Council-Staff Relations Policy ensures Councillors can respond to community complaints effectively and in a fair and consistent manner. Existing policies regarding customer service remain in place, and this Policy complements them by setting clear guidelines for City staff and Council communication. To preserve prosecutorial independence, Council and individual Members of Council may not direct prosecution, litigation, insurance claim resolution or enforcement.

## **8. Where should Councillors and/or their Offices direct Requests for Information?**

Requests for information should be directed to the appropriate Commissioner or Director to be processed in accordance with the City's established routine disclosure practices, the Municipal Act, and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). In accordance with MFIPPA, Councillors are entitled to information that is available to the public or information that they require to carry out their legislated duties.

## **9. Where should Councillors and/or their Offices direct Requests for Service?**

Requests for service should be directed to and processed through the City's Contact Centre. The Centre will direct the request to the appropriate Department for response. Requests for service will be processed in priority sequence and will be tracked to ensure service levels are met. Councillors and their staff are not to send requests directly to staff, or copy staff when generating a work order through the Contact Centre.

## **10. Is it appropriate for Members of Council to convene spontaneous meetings with City staff?**

Drop-in meetings are discouraged. To ensure all parties are available and prepared for the discussion and that other priorities are not disrupted, appointments should be made for meetings between Staff and Councillors. Staff participation in community information meetings must be authorized by Markham City Council. Staff participation in Councillor-constituent and/or ratepayer meetings will be determined by senior executives.

## **11. Should Members of Council expect City staff to respond to Councillor Inquiries After Hours and on Weekends/Holidays?**

The City respects Provincial legislation relating to the “right to disconnect.” City staff are not obligated to respond to non-emergency texts, emails or calls outside of normal business hours.

## **12. What is the “Chain of Command” at the City?**

Staff are directed in their regular duties by the Senior Executive (CAO, Commissioners and Directors), and their designates. Staff may also be directed by a vote of Markham City Council. Individual Councillors are not authorized to direct the activities of Staff. For instance, Councillors may not direct staff to change the content of a staff report or recommendations.

A Councillor’s Staff has no authority other than that delegated by the Councillor. Councillors are responsible for managing their office and the Councillor Staff, ensuring they are aware of and comply with the Council-Staff Relations Policy.

Staff may be directed by the Mayor, as authorized by Ontario’s Strong Mayor legislation.

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## **Additional Responses to Questions from Members of Council**

### **1. Please Clarify Section 4.5 which states: “For greater clarity, Councillors shall not formally or informally speak to members of a City’s adjudicative tribunal (e.g. Committee of Adjustment) about matters before them.”**

Section 14.2 of the Markham Council Code of Conduct (the Code) specifies: “14.2 – Members are expected not to act as a paid agent before Council or Committee or any agency, board, or committee of the City, except in compliance with the Municipal Conflict of Interest Act (MCIA).” This provision implies that while Councillors should not serve as paid agents, there is no explicit ban on acting as unpaid agents. In this scenario, there would be no financial interest at stake, which aligns with the MCIA. However, it is important to also consider section 13.1 of the Code, which states: “13.1 Members will not use their influence for any purpose other than the exercise of their official duties.” (Refer also to section 3.2 (b) of the Code.) Advocating for constituents in pursuit of their private interests falls outside the official duties of a Member of Council. Such actions would constitute using a Councillor’s influence for purposes unrelated to their official responsibilities.

When a Councillor advocates on behalf of a constituent before a board or agency, they do so as a “Councillor,” and this connection cannot be ignored. The influence inherent in their position should not be employed for non-official purposes. City staff and officials are responsible for executing the laws and policies established by elected members. If a member advocates for an individual against a staff position, it undermines the directives given to staff by the elected body.

In summary, it is inappropriate for a Member of Council to advocate for a constituent’s private interests before a City committee or board. Such actions would misappropriate their influence for non-official purposes, violating the Code. If a Councillor were to advocate for someone and a related report came before Markham City Council, this would result in undue influence, in violation of section 3.2 (b) of the Code.

Please Note: Legislative Services staff sought and received an opinion from the City's Integrity Commissioner on this issue and the wording of Section 4.5 of the Council-Staff Relations Policy reflects this.

**2. Attachment A to the Council Staff Relations Policy states that Members of Council are to direct all requests to the Contact Centre. However, some Councillors (and/or their staff) currently enter requests for service, etc. from the public directly into the Contact Centre's CRM system. Is this no longer allowed?**

Council Members (and/or their staff) may continue to enter service requests into the CRM system as they currently do. However, if they have already submitted an ACR through the Contact Centre, they should not email staff about the same issue, as this leads to inefficiency and often results in duplicated efforts. All service requests received by the Contact Centre are prioritized and tracked.

In the future, a new Customer Relationship Management System will be implemented in the Contact Centre, providing an improved way for the public to submit service requests online and track their progress in real time. Council Members (and/or their staff) will also be able to submit and track requests in the same manner.

**3. Please clarify Section 5.2.6 of Attachment A to the Council Staff Relations Policy. What if urgent matters occur on the weekend or after hours? How does a Councillor get an immediate response if they are not permitted to contact/copy the staff directly? Ex. calls for a tree about to be cut down or a complaint about a fence obstructing a public walkway.**

Service requests will be handled according to established protocols. The Contact Centre's emergency line for City services (905-477-7000) is available 24/7. A live Customer Service Representative (CSR) answers calls Monday to Friday until midnight. After midnight on weekdays, as well as throughout weekends and holidays, the line is managed by the City's in-house security staff. All requests are evaluated for urgency - issues that pose an immediate threat to public health and safety are prioritized and addressed right away. City staff on standby for after-hours and weekend work are dispatched as needed. It is unnecessary and inefficient to copy other staff on these requests, as they will be notified appropriately through the case resolution process.

Please Note: The City respects provincial legislation relating to the "right to disconnect". There is no obligation for any member of the staff to respond to non-emergency texts, emails or calls outside of normal business hours. Existing after-hours protocols have been implemented in various areas of the City - such as in By-law Services and in Animal Services - and communicated to Members of Council. Nothing in the proposed Council Staff Relations Policy impacts these protocols.



4. **Please clarify the meaning of Section 10.2.2 – what is the difference between Community Information Meeting and the Councillor-Constituent/Ratepayers meeting?**

A Community Information Meeting typically involves a larger group of people from the community and is designed to provide information on specific topics, projects, or initiatives affecting the community. It often includes presentations, discussions, and opportunities for attendees to ask questions or give feedback. The goal is to engage a broad audience and gather input from various stakeholders.

**Please Note:** Attendance by staff at this type of meeting must be authorized by Council.

A Councillor-Constituent/Ratepayer Meeting usually involves a smaller, more focused group, typically consisting of a single Councillor and their constituents or ratepayers. It serves as a forum for constituents to discuss individual concerns, ask questions, and engage in direct dialogue with their Councillor. The emphasis is on addressing specific issues or needs relevant to that group rather than a broader community-wide topic.

**Please Note:** Attendance by staff at this type of meeting must be authorized by the Senior Executive of the City (CAO, Commissioners, Directors).



Report to: General Committee

Meeting Date: December 3, 2024

**SUBJECT:** Pay-on-Demand Surety Bonds Policy

**PREPARED BY:** Kevin Ross  
Manager, Development Finance & Payroll

**REVIEWED BY:** Mark Visser  
Senior Manager, Financial Strategy & Investments

**RECOMMENDATION:**

- 1) THAT the report entitled, “Pay-on-Demand Surety Bonds Policy” be received;
- 2) THAT the attached Pay-on-Demand Surety Bonds Policy be approved;
- 3) THAT the Treasurer be authorized to make any necessary amendments to the Policy to be consistent with the final Provincial Regulation, should there be changes prior to its adoption and enactment; and
- 4) THAT staff be authorized and directed to do all things necessary to give effect to this resolution.

**PURPOSE:**

This report seeks Council approval for the adoption of a Pay-on-Demand Surety Bonds Policy to permit infrastructure works required through development agreements (subdivision and site plans) to be secured by Pay-On-Demand Surety Bonds, as an alternative or in addition to the customary Letter of Credit.

**BACKGROUND:**

Landowners obtaining development approvals with the City, usually secure their obligations for engineering works, urban design, planning, waste and fire with Letters of Credit (LCs). LCs have traditionally been used by many municipalities to secure developers’ obligations, and in circumstances when funds have been required to rectify a delinquency, have proven to be dependable security instruments that the City can expeditiously rely on. The City is able to, on demand, draw on LCs to secure such funds.

Over the past few years, developers have been enquiring about the use of surety bonds to secure their obligations as an alternative to LCs. A surety bond is a promise to be liable for the debt, default, or failure of another. It is a three-party contract by which one party guarantees the performance or obligations of a second party to a third party. The development community has advised that unlike LCs, surety bonds will not encumber funds that they can otherwise utilize in their current and prospective developments.



Developers indicate that access to more funds will help them to invest in additional projects and assist the City in meeting the Provincial housing target.

The City had concerns about surety bonds from the standpoint of the ability to draw funds on demand, without the need to justify to the bond company the reason the funds are required or prove default under the secured agreement, before the demand for payment is accepted. There have been changes over the years to improve this aspect of bonds, particularly the introduction of pay-on-demand bonds, along with other characteristics in order to better align with LCs and provide the reliability required by municipalities.

Currently, surety bonds are issued by insurance companies to developers/landowners who qualify for the instruments, and there have been a number of municipalities that have adopted policies in recent years to accept pay-on-demand surety bonds as security for infrastructure required to facilitate approvals under subdivision and site plan agreements.

The City was aware that the Province had been reviewing the use of bonds with a view to introducing regulations for their use, and staff opted to await the proposal rather than proceed with a policy framework that could possibly be misaligned with the regulations.

#### **OPTIONS/ DISCUSSION:**

In September 2024 the Province proposed a regulatory framework under Section 70.3.1 of the *Planning Act* to guide the use of pay-on-demand surety bonds to include the following features, which are intended to help ensure these bonds are sufficiently secure and reliable to meet the purpose and needs of municipalities and serve as an appropriate alternative or supplement to LCs

| <b>Category</b>            | <b>Particulars</b>   | <b>Staff Comments</b>   |
|----------------------------|--|---|
| Licensing Requirement      | The pay-on-demand surety bond will be issued by an insurer licensed under the <i>Insurance Act</i> and overseen by the Financial Services Regulatory Authority of Ontario.   | Being regulated adds security to the instruments  |
| Credit Ratings Requirement | The insurer will be required to meet one of the following credit ratings: <ul style="list-style-type: none"> <li>• Dominion Bond Rating Service as “A” or higher;</li> <li>• Fitch Ratings as “A-” or higher;</li> <li>• Moody’s Investors Service Inc. as “A3” or higher;</li> <li>• by Standard and Poor’s as “A-” or higher;</li> </ul> | If a pay-on-demand surety bond is called on by a municipality, the surety bond issuer’s ability to pay the amount due and on time is supported by a third party (i.e., credit rating) assessment. |

|                    |   |   |
|--------------------|---|---|
|                    | <ul style="list-style-type: none"> <li>• A.M. Best Company, Inc. as “A” or higher.</li> </ul>   |   |
| Guaranteed Payment | The pay-on-demand surety bond issuer (insurer) guarantees payment to the municipality if the developer/homebuilder defaults in performing the obligation guaranteed by the bond.  | Requires the insurer to make payments to the municipality for amounts demanded in the municipality’s sole discretion in the event of a default by the developer.  |
| Timely Payment     | The insurer would be required to make payment to the municipality within 15 business days of being provided with a written notice of default.   | Ensures that the municipality will have timely access to funds to rectify a default.  |
| Partial Drawdowns  | The pay-on-demand bond instrument will provide for partial drawdowns.   | Similar to an LC, the municipality can release/reduce the amount of the security as, and when, conditions are satisfied by the developer.   |
| Cancellation       | <p>The insurer will be required to provide a written notice to the municipality and the developer at least 90 days in advance of its intention to terminate the pay-on-demand surety bond.</p> <p>The developer will be required to provide the municipality with a replacement security (e.g., LC or another equivalent pay-on-demand surety bond) within 60 days of receiving the notice, failing which, the existing pay-on-demand surety bond would remain in full force.</p> | <p>Similar to LCs, the municipality will be advised if the security will be discontinued.</p> <p>There are safeguards to ensure that the municipal obligation will always be secured as the existing bond will still be in force if no replacement is provided.</p> |

In an effort to help facilitate development and support achievement of the City’s housing objectives, City staff have prepared a Pay-on-Demand Surety Bonds Policy (see Appendix A) to enable the use of such bonds as an alternative or supplement to LCs where appropriate. The Policy utilizes the Province’s proposed regulation as the overarching framework to guide the use of the bonds, which will be used to secure the construction of on-site/municipal services required by subdivision and site plan approvals and agreements, is aligned with the general parameters used by the City for LCs where appropriate?, and is modeled after the policies used by other municipalities that have introduced such changes to their development finance framework. A draft template for the surety bonds instrument is also included with the policy as Attachment A to the Policy.

Surety bonds will not be used to secure development charge payments, and it is not anticipated that they will be used for smaller security obligations related to construction

such as in-fill housing and pool construction. LCs will continue to be used for these obligations.

**FINANCIAL CONSIDERATIONS**

There is no financial impact to the City, as pay-on-demand surety bonds will mirror the features and function of LCs with no anticipated increase in risk.

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

This is consistent with the City's goal of efficient service delivery and financial stewardship.

**BUSINESS UNITS CONSULTED AND AFFECTED:**

The Legal Department has been consulted in, and supported the formulation of this Policy. Their comments are incorporated.

**RECOMMENDED BY:**

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Joseph Silva  
Treasurer

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Trinela Cane  
Commissioner, Corporate Services

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Claudia Storto  
City Solicitor &  
Director of People Services

**ATTACHMENTS:**

Appendix A - Pay-on-Demand Surety Bonds Policy

- Attachment A – Pay-on-Demand Surety Bond Template

## APPENDIX A

|   |  |                             |
|---|--|-----------------------------|
|    | <i>Pay-on-Demand Surety Bonds Policy</i>                           |                             |
|   | Policy Category:   |                             |
|   | Policy No.:  | Implementing Procedure No.: |
| Approving Authority: Treasurer  | Effective Date: December 4, 2024                                   |                             |
| Approved or Last Reviewed Date:   | Next Review Year: 2030   |                             |
| Area(s) this policy applies to: Development Finance<br><i>Financial Services</i>  | Owner Department: Development Finance<br><i>Financial Services</i> |                             |
| <b>Related Policies:</b> <ul style="list-style-type: none"> <li>• <i>Expenditure Control Policy</i></li> <li>• <i>Letters of Credit Policy</i></li> </ul> |  |                             |

Note: Questions about this Policy should be directed to the Owner Department.

### 1. Purpose Statement *(Outline why the organization is issuing the policy and its desired effect or outcome of the policy)*

This document establishes a Policy to guide the operating practices with respect to the delivery and use of Pay-on-Demand Surety Bonds (“Surety Bonds”) and outlines the requirements for a Surety Bond to be an acceptable form of security for Development Agreements, as hereinafter defined. The Policy also establishes minimum standards and criteria to protect the financial interests of the City and ensure the equitable and transparent administration of the use of Surety Bonds for Development Agreements

This Policy will define requirements for the uses of Surety Bonds that includes:

- The terms and conditions (features) to be included for the instruments to be accepted
- Standard wording acceptable to the City of Markham
- Acceptable alternatives to Surety Bonds.
- Acceptable circumstances or agreements eligible for use of Surety Bonds

### 2. Applicability and Scope Statement

This Policy is applicable to all cases in which a Surety Bond is being offered as security for a Development Agreement.

Surety Bonds may be provided for any Development Agreement where financial security for installation of municipal services is required and may be for the full amount of security required, or for a portion if supplemented with a Letter of Credit or cash.

### 3. Background *(Indicate any reasons, history, and intent that led to the creation of the policy)*

The City requires developers/landowners to secure the performance of certain obligations by providing a financial security to be utilized if the developers/landowners fail to deliver on the requirements of their Development Agreement.



## Pay-on-Demand Surety Bonds Policy

Policy No.:

Implementing Procedure No.:

Financial security normally takes the form of Letters of Credit or cash, however the Province has proposed a Regulation under section 70.3.1 of the *Planning Act* that authorizes the use of Surety Bonds, with prescribed features, as an acceptable financial instrument to secure the construction of public infrastructure required through Development Agreements.

A Surety Bond is a three-party instrument that establishes the obligations and rights of the Principal (landowner/developer), the Obligee (the City) and the Surety Provider (i.e., the insurer). The bond represents a promise by the Surety Provider to pay the Obligee an agreed amount, on demand, if the Principal fails to satisfy the agreed upon development obligation.

All Surety Bonds must be prepared in City's standard form in accordance with Attachment A to this Policy.

#### 4. Definitions *(If applicable, define any terminology or interpret meanings of a general term)*

**Development Agreement:** Refers to an agreement entered into between the City of Markham and a landowner to regulate the provision of on-site and municipal works required to service land as a condition of land-use planning approvals. These agreements include Plans of Subdivision, Site Plans and any other agreements as may be approved by the Treasurer.

**Principal:** A party that has entered into a Development Agreement with the City and has tendered a Surety Bond to the City to secure the construction of on-site and/or municipal services.

**Security:** An amount required to be provided under a Development Agreement, to secure the construction of on-site or municipal services, which will ultimately be returned to the developer/landowner when the terms of the Development Agreement have been performed to the City's satisfaction. The Security can alternatively be drawn upon to rectify and/or complete on-site or municipal services not performed to the City's satisfaction.

**Surety Bond:** A bond which guarantees the payment of the amount of the security in the event of a default in a Development Agreement.

**Surety Provider (alternatively "Insurer"):** A company legally capable of acting as the surety in the Surety Bond agreement, that meets the criteria established in Provincial regulations.

**The City (alternatively "Obligee"):** The Corporation of the City of Markham (the "City")

**Treasurer:** The Treasurer of the City of Markham, their successor or delegate

**Written Notice:** Correspondence to the Principal and Surety Provider from the City Treasurer delivered by regular mail, certified mail or electronically.

#### 5. Policy Statements *(Detail the specific regulations, requirements, or modifications to organizational behaviour to be addressed by this policy)*

This Policy is applicable in all cases where a Surety Bond is being utilized as security for a Development Agreement.



## Pay-on-Demand Surety Bonds Policy

Policy No.:

Implementing Procedure No.:

Where financial security is required by the City as a term of any contract or as a condition of any planning approval, Surety Bonds are a satisfactory financial security provided they are issued to and received by the City in accordance with the following terms and conditions:

- 1) The Surety Bond shall be issued by a Canadian Surety Provider who is required to meet at least one of the following credit ratings:
  - a. "A" or higher as rated by Dominion Bond Rating Service;
  - b. "A-" or higher as rated by Fitch Ratings;
  - c. "A3" or higher as rated by Moody's Investors Services Inc.;
  - d. "A-" or higher as rated by Standard and Poor's; or
  - e. "A" or higher as rated by A.M. Best Company, Inc.
  
- 2) The Surety Provider shall be incorporated in Canada for no less than ten (10) years and issue Surety Bonds in Canadian dollars.
  
- 3) The Surety Provider must be licensed under the *Insurance Act (Ontario)* to write surety insurance in Ontario and be overseen by the Financial Services Regulatory Authority of Ontario.
  
- 4) The Surety Provider guarantees payment to the City in the event that the Principal (developer/landowner) defaults in the performance of the obligations secured by the bond. Default shall be determined at the sole discretion of the City Treasurer, in consultation with the relevant department personnel, and the Treasurer will also provide written notice of the default to the Surety Provider and Principal. The Surety Provider will make payment to the City within 15 business days of delivery of written notice of default, delivered in accordance with the provisions of the Surety Bond.
  
- 5) The Surety Bond will provide for a partial release or reduction of the Security when the City is satisfied that some obligations to install on-site and municipal infrastructure are complete and, the remaining Security will be sufficient to satisfy all other obligations, in accordance with the Development Agreement.
  
- 6) The Surety Provider is required to provide the City and Principal with at least 90 days written notice of its intention to terminate the Surety Bond. If a replacement security (another Surety Bond, cash or letter of credit) is not provided, the existing Surety Bond shall remain in place.
  - a) Where notice of intention to terminate the Surety Bond is received, the Principal will be required to provide the City with a replacement Surety Bond or equivalent security (letter of credit or cash) within 60 days of receipt of the notice of intention to terminate.
  - b) This provides the City with the assurance of continuity in the security and replicates the irrevocability feature of letters of credits.



## Pay-on-Demand Surety Bonds Policy

Policy No.:

Implementing Procedure No.:

- 7) If the City determines that an existing Surety Bond does not satisfy all or any of the requirements of this Policy, the Treasurer may, in their sole discretion, and subject to Section 9 of this Policy, require a new Security, satisfactory to the Treasurer in their sole discretion, to be provided to the City within thirty (30) days of demand for same, and upon receipt and acceptance of the new Security by the Treasurer, the original Surety Bond will be returned. In the event that a new Security is not received as required above, the City may draw upon the original Surety Bond.
- 8) Where there is doubt as to the credit rating or other qualification of a Surety Provider, the City's Treasurer shall make the determination on whether the Surety Provider satisfies the requirements of this Policy.
- 9) Notwithstanding anything in this Policy, the Treasurer may, in their sole discretion, decline a Surety Bond that does not align with the objectives of, and conform to the Policy and Attachment A.

Any deviations from the form in Attachment A shall be reviewed by and are subject to approval of the Treasurer and City Solicitor.

### Exchanges of Surety Bonds:

At any time, upon written request from the Principal, the City will exchange a Surety Bond for an alternate financial security, including cash, certified cheque or bank draft, provided the alternate financial security is acceptable to the City. The City may also exchange Surety Bonds from one Insurer to another, subject to the approval of the replacement Surety Bond by the Treasurer.

To effect such an exchange, the Principal must provide the City with the replacement Surety Bond or alternate financial security prior to the release of the previous Surety Bond. The City will review the replacement Surety Bond or alternate financial security and, if approved by the Treasurer, release the previous Surety Bond within 5 business days.

## 6. Roles & responsibilities

The Financial Services Department shall be responsible for:

- Future review of and updates to this policy
- Ensuring that all Departments accepting Surety Bonds conform to this policy
- Confirming that Surety Bonds conform to this policy after receipt by Financial Services

The Treasurer shall be responsible for:

- Accepting or rejecting Surety Bonds that do not conform to the standard format
- Accepting or rejecting replacement Surety Bonds
- Determining that Surety Bond Providers satisfy or do not satisfy the requirements of this Policy
- Determining default of the Principal's obligations in consultation with the relevant department personnel



*Pay-on-Demand Surety Bonds Policy*

**Policy No.:**

**Implementing Procedure No.:**

- Issuing notice of default to the Surety Provider

Authority to release, reduce or draw on a Surety Bond is governed by the Expenditure Control Policy.



**ATTACHMENT A****PAY-ON-DEMAND SURETY BOND TEMPLATE****BOND NO.:****AMOUNT: \$****KNOW ALL PERSONS BY THESE PRESENTS**, that\_\_\_\_\_  
**(Name of Corporation),**as Principal, hereinafter called the "**Principal**", and\_\_\_\_\_  
**(Name of Insurance Company),**

as Surety, hereinafter called the "**Surety**", are held and firmly bound unto The Corporation of the City of Markham, hereinafter called the "**Obligee**", in the amount of \_\_\_\_\_ Dollars (\$) lawful money of Canada, for the payment of which sum, well and truly to be made, the Principal and the Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

**WHEREAS** the Principal and Obligee have entered into an agreement dated \_\_\_\_\_ with respect to lands known as \_\_\_\_\_ in the City of Markham (said agreement is by reference made a part hereof and is hereinafter referred to as the "**Development Agreement**").

**NOW THEREFORE**, the condition of this obligation is such that if the Principal shall, in the opinion of the Obligee do and perform all of the stipulations, conditions, covenants and terms of the Development Agreement, then this obligation shall be void and of no effect; otherwise, it shall remain in full force and effect.

**PROVIDED**, however, the foregoing obligation is subject to the following terms and conditions:

1. Whenever the Principal shall be declared in writing by the Obligee to be in default under the Development Agreement, and the Obligee intends to make a claim under this bond, the Obligee shall promptly notify the Principal and the Surety in writing of such default in the form of a Demand, the form of which is attached to this Bond as Schedule "A".
2. On determination by the Obligee, in its sole and absolute discretion, that the Principal is in default of its obligations under the Development Agreement, the Surety and Principal agree that the Surety will make payments to the Obligee for amounts demanded by the Obligee, up to an aggregate of the Bond Amount, within fifteen (15) business days after the Surety's receipt of a Demand from the Obligee at the address noted herein by hand or courier.

3. Payment under this Bond will be made notwithstanding any objection by the Principal. Where a Demand in the prescribed form has been delivered to the Surety, it shall be accepted by the Surety as conclusive evidence of its obligation to make payment to the Obligee, and the Surety shall not assert any defence or grounds of any nature or description for not making payment to the Obligee, in whole or in part, pursuant to such Demand, including but not limited to any of the following reasons: that a Default has not occurred, that the Principal committed any fraud or misrepresentation in its application for the Bond, or that the amount set out in the Demand is not appropriate, warranted or otherwise not in accordance with the Development Agreement. The Surety's liability under this Bond is unconditional and shall not be discharged or released or affected by any arrangements made between the Obligee and the Principal or by any dispute between the Surety and Principal, or the taking or receiving of security by the Obligee from the Principal, or by any alteration, change, addition, modification, or variation in the Principal's obligation under the Development Agreement, or by the exercise of the Obligee or any of the rights or remedies reserved to it under the Development Agreement or by any forbearance to exercise any such rights or remedies whether as to payment, time, performance or otherwise (whether or not by any arrangement, alteration or forbearance is made without the Surety's knowledge or consent). All payments by the Surety shall be made free and clear without deduction, set-off or withholding.
4. The Obligee may make multiple Demands under this Bond.
5. The amount of the Bond may be reduced from time to time as advised by notice in writing by the Obligee to the Surety.
6. Each payment made by the Surety under this Bond shall reduce the amount of this Bond.
7. In no event shall the Surety be liable for a greater sum than the amount of this Bond.
8. No right of action shall accrue upon or by reason hereof to or for the use or benefit of any person other than the Obligee.
9. When the Principal has completed all works required by the Development Agreement to the Obligee's satisfaction, all maintenance and rectification periods contained within the Development Agreement have expired, and the Obligee has finally assumed all works in writing, the Obligee shall return this Bond to the Surety for termination or advise the Surety in writing that this Bond is terminated, in accordance with the terms of the Development Agreement.
10. If the Surety at any time delivers at least ninety (90) days prior written notice to the Obligee and to the Principal of its intention to terminate this obligation, the Principal shall deliver to the Obligee, not less than sixty (60) days prior to the termination of this Bond, financial security in the amount of this Bond in a form acceptable to the Obligee. If the replacement financial security is not provided by the Principal or is not accepted by the Obligee, this Bond shall remain in effect.
11. Nothing in this bond shall limit the Principal's liability to the Obligee under the Development Agreement.

12. This Bond shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable thereto and shall be treated, in all respects, as a contract entered into in the Province of Ontario without regard to conflict of laws principles. The Principal and Surety hereby irrevocably and unconditionally attorn to the jurisdiction of the courts of the Province of Ontario.
13. All Demands and notices under this Bond shall be delivered by hand, registered mail or courier to the Surety, with a copy to the Principal at the addresses set out below, subject to any change of address in accordance with this Section. All other correspondence may be delivered by regular mail, registered mail, courier, or email. A change of address for the Surety is publicly available on the Financial Services Regulatory Authority of Ontario website. The address for the Principal may be changed by giving notice to the other parties setting out the new address in accordance with this Section.

**The Surety:**

**Name**  
**Address**  
**Email**  
**Phone**

**The Principal:**

**Name**  
**Address**  
**Email**  
**Phone**

**The Oblige:**

**Name**  
**Address**  
**Email**  
**Phone**

**IN TESTIMONY WHEREOF**, the Principal has hereto set its hand and affixed its seal and the Surety has caused these presents to be sealed with its corporate seal duly attested by the signature of its authorized signing authority.

**SIGNED AND SEALED** this            day of            , **20**            , in the presence of:

Per: \_\_\_\_\_

Name:  
 Title:

Per: \_\_\_\_\_

Name:  
 Title:

I / We have the authority to bind the Corporation.

\_\_\_\_\_  
 , Attorney in Fact

**Schedule "A"**

**DEMAND – NOTICE OF DEFAULT**

Date:

Surety:

Address:

Attention:

Re: Development Agreement Bond No. (the "Bond")

Principal: (the "Principal")

Obligee: (the "Obligee")

Agreement: (the "Development Agreement")

Dear ,

Pursuant to the above referenced Bond, The Corporation of the City of Markham hereby declares a default under the Development Agreement.

We hereby demand that the Surety honour its fifteen (15) day payment obligation as per the terms of the Bond and we hereby certify that we are entitled to draw on the Bond pursuant to the terms of the Development Agreement and demand payment of \$ under the terms of the Bond.

Payment Instructions:

Yours truly,

**THE CORPORATION OF THE CITY OF MARKHAM**

Per: Treasurer



Report to: General Committee

Meeting Date: December 3, 2024

**SUBJECT:** Delegated Authority for signing Data Licensing Agreements, Data Sub-licensing Agreements, Data Sharing Agreements and Data Privacy Agreements

**PREPARED BY:** Matthew Miller, Manager, Data & GIS  
Information Technology Services, ext. 2036

**REVIEWED BY:** Sumon Acharjee, Chief Information Officer, Infrastructure and Information Technology Services Department, ext. 4733

**RECOMMENDATION:**

1. That the report titled “Delegated Authority for signing Data Licensing Agreements, Data Sub-Licensing Agreements, Data Sharing Agreements and Data Privacy Agreements” be received; and,
2. That Council authorize the Chief Information Officer to execute approved data licensing agreements, data sub-licensing agreements, data sharing agreements, data privacy agreements and other agreements and documents required to facilitate the sharing, licensing, sub-licensing and protection of data as between the City and other levels of government or government agencies, and as between the City and third party vendors in connection with City projects, in accordance with Ontario’s Municipal Freedom of Information and Protection of Privacy Act of Ontario (MFIPPA) and in a form approved by the City Solicitor; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**PURPOSE:**

The purpose of this report is to obtain delegated authority for the Chief Information Officer to execute data licensing agreements, data sub-licensing agreements, data sharing agreements, data privacy agreements and other agreements and documents required to facilitate the sharing, licensing, sub-licensing and protection of data as between the City and other levels of government or government agencies, and as between the City and third party vendors in connection with approved City projects and initiatives undertaken by the Information Technology Services Department.

**BACKGROUND:**

From time to time the Information Technology Services Department is asked to sign documents pertaining to data licensing, data sub-licensing, data sharing and data privacy as part of administrative requirements to implement various projects and initiatives. As data becomes increasingly central to municipal operations, enabling the Chief Information Officer to execute these types of agreements on behalf of the City is essential to ensure timely data access, compliance and security.

**OPTIONS/ DISCUSSION:**

The City's operations rely on a broad spectrum of data resources ranging from Geographic Information Systems (GIS) data, Orthophotography, LiDAR, tabular/statistical data and other third-party vendor or municipal datasets. These data resources are often governed by agreements outlining license and usage rights, security, distribution and privacy obligations – including those contained in MFIPPA. Given the timeliness often necessary to obtain these data resources and increased frequency in the request for these types of agreements to be executed, Staff recommend that the Chief Information Officer (CIO) be given delegated authority to sign these data agreements or documents on the City's behalf. These data agreements or documents will be prepared in a form satisfactory to the City Solicitor prior to execution by the CIO. Where applicable, the City Clerk will also be consulted on issues related to privacy.

Types of data agreements covered under this report would include:

**Data Licensing Agreements**

These agreements grant permission to use datasets usually in GIS, mapping, business intelligence or dashboards, and typically outline usage rights, restrictions and terms for third party data.

**Data Sub-licensing Agreements**

These agreements are created to extend data access to other approved parties while upholding the original licensing obligations.

**Data Sharing Agreements**

These agreements facilitate the exchange of data between external organizations, other municipalities or government agencies, and typically outline data handling, security, privacy and specific usage limits.

**Data Privacy Agreements**

These agreements are often part of compliance initiatives, particularly when handling personal or sensitive data. They ensure that both parties adhere to relevant privacy laws (including MFIPPA) and regulations.

Staff recommend that the Chief Information Officer (CIO) be delegated the authority to sign the above described data agreements and related documents on behalf of the City, provided such agreements are in a form approved by the City Solicitor.

Giving the CIO authority to execute these data agreements on behalf of the City centralizes the approval process for these data agreements while safeguarding the City's interests. It ensures that data transactions align with legal, operational and security standards and requirements, facilitating the responsible and efficient use of external data assets. This centralized approval process will provide the necessary agility for the City to respond to evolving data needs while maintaining appropriate oversight and accountability.

**FINANCIAL CONSIDERATIONS**

There are no financial impacts of adopting the recommendations of this report. The requested delegation is to help fulfil administrative requirements more expeditiously to advance projects that have already secured required approvals, including funding and procurement.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Adopting the recommendations of this report will streamline the process of approving and executing various data related agreements and is consistent with the Strategic Priorities of "Exceptional Services by Exceptional People" and "Stewardship of Money & Resources."

**BUSINESS UNITS CONSULTED AND AFFECTED:**

The Legal, Finance and Legislative Services Departments have been consulted in the preparation of this report.

**RECOMMENDED BY:**

Sumon Acharjee  
Chief Information Officer

Trinela Cane  
Commissioner, Corporate Services



Report to: General Committee

Meeting Date: December 3, 2024

**SUBJECT:** City of Markham Multi-Year Accessibility Plan 2025–2029

**PREPARED BY:** Dana Honsberger, Project Manager, Sustainability & Asset Management

Kinya Baker, Manager, Diversity, Equity, Inclusion and Accessibility, People Services

**RECOMMENDATION:**

1. That the report entitled “City of Markham Multi-Year Accessibility Plan 2025-2029” be received;
2. That Council approve the City of Markham Multi-Year Accessibility Plan 2025-2029; and
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**PURPOSE:**

The purpose of this report is to seek approval from Council for the City of Markham 2025–2029 Multi-Year Accessibility Plan. This Plan is part of our work to maintain compliance with the Accessibility for Ontarians with Disabilities Act and to demonstrate our continued commitment to accessibility.

**BACKGROUND:**

In 2005, Ontario became the first jurisdiction in Canada to pass a law establishing a goal and timeframe for accessibility. The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) sets out a process for developing, implementing and enforcing accessibility standards to make Ontario more accessible and inclusive. Under the Act’s Integrated Accessibility Standards Regulation (IASR), the City of Markham is required to develop and publish a multi-year accessibility plan (MYAP), update this Plan at least every five years and report on it annually. This plan outlines how the City will meet its policy commitments under the AODA obligations to identify, prevent and remove barriers for persons with disabilities over the next five years.

The City’s current MYAP expires at the end of 2024. The new MYAP must be published on the City’s website prior to this date to maintain compliance with the AODA.



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**OPTIONS/ DISCUSSION:**

The multi-year accessibility plan (MYAP) provides a strategic overview of the City's commitment to accessibility along with actions the City intends to take to proactively address accessibility within the organization and the community. The City has implemented accessibility improvements as opportunities arose or on an as needed basis to continue to maintain compliance. The intent of this MYAP is to reinforce accessibility thinking as a part of our culture and empower staff to deliver accessible programs, services, facilities, and public spaces to enable an inclusive community.

**Desired Outcomes of the Multi-Year Action Plan**

The following are the Plan's desired outcomes over the next five years:

**An inclusive and accessible Markham**

Markham will foster an inclusive culture where accessibility is embedded into all aspects of civic life, so that all residents, employees, and visitors feel valued, respected, and empowered to participate fully.

**Accessibility is everyone's responsibility**

We will continuously improve accessibility, set goals, monitor and report on our progress.

**Accessibility is part of our work**

Tapping into Markham's innovative culture, our staff understand what needs to be done and are supported and empowered to embed accessibility in the work we do every day.

The City wants to continue to foster an inclusive culture where accessibility is embedded into all aspects of civic life, ensuring that all residents, employees, and visitors feel valued, respected, and empowered to participate fully.

**Developing the Multi-Year Accessibility Plan**

The City hired BDO Canada LLP (consultant) to support the development of the new MYAP. During the development phase, the consultant was able to build an understanding of the current state of accessibility at the City through existing document reviews and the following interactions with employees, the Markham Accessibility Advisory Committee and the community:

- 28 key employee consultations
- 2 consultations with employee groups from ITS, Sustainability and Asset Management
- 3 focus group consultations with the Markham Accessibility Advisory Committee (MAAC)
- 1 presentation to the Directors' Forum
- 130 employee questionnaire respondents
- 435 respondents to the Community Accessibility Survey

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The consultant analyzed the information gathered and developed a comprehensive multi-year accessibility plan to meet AODA/IASR compliance, with relevant, meaningful and actionable plans and strategies. They found that while we are meeting minimum expectations, staff need a better understanding of what accessibility means and that there are opportunities to improve in all areas. A key improvement Markham can make is to work to build a culture of accessibility, where staff understand their role in providing accessible service and decisions to continuously improve accessibility in Markham are part of our everyday work. Markham should work to enable a leading organizational culture of accessibility that results in an Accessible Markham for all.

#### What is in the Multi-Year Accessibility Plan?

This Plan is intended to help prioritize what the City should do to close any gaps and provide excellent and accessible services to our community and employees.

This Plan outlines the accessibility standards and requirements from the Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards Regulation (IASR) that the City of Markham will follow over the next five years. The plan covers the following elements:

- Inclusive Culture\*
- General Requirements
- Information and Communication
- Employment
- Transportation
- Design of Public Spaces
- Customer Service

\* Inclusive Culture, which, while not an official standard or requirement, is included to reflect the feedback from our employees and community as well as best practices in accessibility and inclusion.

Each element is broken down into these sections:

- Our Recent Efforts: Highlights of our recent work to improve accessibility.
- Opportunities: Identifies barriers found during consultations with City staff, the community, and our Markham Accessibility Advisory Committee. These barriers highlight opportunities for improvement.
- Key Initiatives: Outlines our steps for achieving success in the next five years. These actions will guide our yearly status reports, which will be shared on our website.

The City of Markham is dedicated to promoting accessibility through the execution of the Multi-Year Accessibility Plan. The strategic actions outlined in this plan will enable the City to identify, remove, and prevent barriers, fostering improved access and opportunities for persons with disabilities.

Once approved by Council, the MYAP will be posted on the City's website. Staff will then prepare an implementation plan which will identify and prioritize key actions for the

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next 12 months and for the next two to five years. Status updates will be provided annually and posted on the City's website as well.

#### FINANCIAL CONSIDERATIONS

While it is intended that the strategic actions supporting the plan will be dispersed throughout the organization, it is important to ensure that appropriate resources are in place to support the priorities and recommendations arising from the Multi-Year Accessibility Plan. Examples of accessibility projects and initiatives may include recreation program resources, public spaces upgrades, and document remediation. It should also be mentioned that projects will be scaled appropriately and that staff will work towards unlocking innovation to seize on economical opportunities for improvement.

Budget 2025 includes funding and resources to support accessibility-related initiatives, including capital funding for playground refurbishments as part of a multi-year plan to meet AODA compliance and personnel funding for an Accessibility Specialist to help the City monitor and advance accessibility efforts and serve as a corporate resource for the organization. Budget 2025 also includes some provisioning for incremental funding to support various MYAP projects once an implementation plan is developed with key actions prioritized. This may include training and education for City staff on accessibility standards and best practices and AODA document remediation. A staff Identity and Inclusion Survey was completed in 2024 to better understand the demographic make-up of our employee population and identify staff sentiment related to inclusion. The results will assist in identifying priority areas for further exploration to champion diversity and foster belonging within the workplace. This funding may also support the next step of this project, including the development and implementation of priority corporate initiatives.

The need for any additional funding/resources for priority actions will be considered as part of future budget processes.

#### HUMAN RESOURCES CONSIDERATIONS

In recognition of the important role that ongoing training and education has in supporting staff in having the needed knowledge and skills to advance the Multi-Year Accessibility Plan, the City commits to enabling a culture of accessibility.

Mandatory AODA and the Ontario Human Rights Code training will continue. There is a real need for increased awareness and additional training, emphasizing that accessibility goes beyond physical barriers and includes a wide range of disabilities, both visible and non-visible. By providing this enhanced training, we can ensure that accessibility remains a priority for everyone, that our employee culture ensures that we are up to date on best practices and that we foster an inclusive environment where all employees feel involved and supported.

## ALIGNMENT WITH STRATEGIC PRIORITIES:

| <b>Goal</b>                                | <b>Examples – How the Solution can Help Achieve the Goal</b>  |
|--|---|
| Exceptional Services by Exceptional People | Ongoing training, policy updates, incorporating procedures on providing documents in alternative formats, are just a few examples of how we can eliminate barriers and build an inclusive culture. Customer service will improve, and employees will feel supported.    |
| Engaged, Diverse & Thriving City           | Supports accessible facilities and public spaces for staff and the community.   |
| Safe & Sustainable Community               | Continuous removal of barriers is imperative to operating safe and sustainable facilities for staff and the community. The City will lead initiatives to raise awareness and educate both employees and the community on accessibility to develop an inclusive culture. |
| Stewardship of Money & Resources           | Ongoing planning and budget review processes will ensure strategic actions demonstrate good value for the City.   |

## BUSINESS UNITS CONSULTED AND AFFECTED:

Staff and leadership teams across the organization have been consulted in the preparation of this plan.

There is a strong desire for Markham to commit to and support desired outcomes and actions recommended in the Multi-Year Accessibility Plan. Comments from Sustainability and Asset Management, People Services, Legal Services and Financial Services have been incorporated into this report.

RECOMMENDED BY:

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Graham Seaman  
Director, Sustainability and Asset Management

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Trinela Cane  
Commissioner, Corporate Services

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Joann Sotiropoulos  
Sr. Manager, Transformation Office,  
Learning, OD & Inclusion

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Claudia Storto  
City Solicitor & Director of People  
Services

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Joseph Silva  
Treasurer

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Chris Nearing  
Fire Chief

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Arvin Prasad  
Commissioner, Development Services

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Morgan Jones  
Commissioner, Community Services

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Bryan Frois  
Sr. Manager, Executive Operations,  
Strategic Initiatives & Communications

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Andy Taylor  
Chief Administrative Officer

ATTACHMENTS:

City of Markham Multi-Year Accessibility Plan 2025–2029  
Appendix: City of Markham Community Accessibility Survey Key Findings



# **City of Markham**

## **Multi-Year Accessibility Plan**

### **2025 - 2029**

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## Message from the Mayor

Markham is proud to be known as one of Canada's most diverse communities. That's why it's so imperative that we make every effort to ensure that all residents feel included. For this reason, accessibility is a top priority for us. Recently, we partnered with an external consulting firm to conduct an accessibility assessment. This involved extensive engagement with our employees and community members. We listened to all feedback received from our community and took it to heart. This Multi-Year Accessibility Plan (MYAP) reflects our community's efforts and desires to be fully inclusive of all people, especially persons with disabilities.

We are proud of our accomplishments so far. We have made extensive efforts in recent years to remove barriers to accessibility in areas such as our City facilities, parks and voting platforms. We have added thousands of automatic door openers to our buildings and have identified many other opportunities to remove known barriers. We have a team of employees and councillors who champion the importance of accessibility. We also are proud of the role the Markham Accessibility Advisory Committee plays in sharing their experiences and expertise to advance accessibility within the community.

While we are making progress in becoming more accessible, we know there is still work to be done. Our Multi-Year Accessibility Plan (MYAP) shares successes we have had in making the City of Markham more accessible for persons with disabilities. It also highlights opportunities to continue our progress on removing barriers to accessibility. It outlines the steps we plan to take to improve accessibility at the City of Markham. The MYAP aligns with our strategic plan [Building Markham's Future Together](#). Additionally, it expands on our goal of making our community the best place to live, invest, work and experience rich diversity.

We welcome feedback on this Plan. Together, we can continue to remove barriers to accessibility and create a community where everyone can thrive.

Sincerely,

[Insert Signature]

Frank Scarpitti  
Mayor of Markham







## Mayor & Members of Council

(Front Row L to R):

Ward 8 Councillor **Isa Lee**

Ward 6 Councillor **Amanda Yeung Collucci**

Ward 4 Councillor **Karen Rea**

Ward 7 Councillor **Juanita Nathan**

(Middle Row L to R):

Regional Councillor **Alan Ho**

Deputy Mayor **Michael Chan**

Mayor **Frank Scarpitti**

Regional Councillor **Jim Jones**

Regional Councillor **Joe Li**

(Back Row L to R):

Ward 1 Councillor **Keith Irish**

Ward 3 Councillor **Reid McAlpine**

Ward 5 Councillor **Andrew Keyes**

Ward 2 Councillor **Ritch Lau**

## Message from the Chief Administrative Officer (CAO)

As Chief Administrative Officer for the City of Markham, I am delighted to share our 2025-2029 Multi-Year Accessibility Plan (MYAP). This plan reflects our commitment to creating an inclusive community where everyone, regardless of ability, has the opportunity to thrive.

Accessibility is a fundamental aspect of our vision for a vibrant, diverse, and engaged community. It is not only about compliance with the Accessibility for Ontarians with Disabilities Act (AODA), but about going beyond to foster a truly barrier-free environment. We have made significant progress in recent years, but we recognize that there is more to do.

The MYAP outlines our strategic approach for the next five years. It is shaped by the insights and lived experiences of our residents and employees with disabilities, as well as by valuable input from the Markham Accessibility Advisory Committee.

Our plan focuses on key areas including culture, communication, employment, transportation, public spaces, and customer service. It is a testament to our ongoing dedication to enhancing accessibility in all aspects of our City services and facilities. We are committed to ensuring Markham is a welcoming and inclusive city for all.

Thank you for your support and commitment as we work together to build a more accessible community.

Sincerely,

[Insert Signature]

Andy Taylor  
Chief Administrative Officer

## Message from the Chair of the Markham Accessibility Advisory Committee

The Markham Accessibility Advisory Committee (MAAC) is made up of knowledgeable and passionate individuals dedicated to making a difference to persons with disabilities. We share a commitment to advancing accessibility in our community. Many Committee Members have lived experience of disabilities. They bring with them a wealth of knowledge on disability-related barriers faced in the community and ways we can work together to become more accessible.

We are proud of the commitment City of Markham employees and community members demonstrated towards the development of our new Multi-Year Accessibility Plan (MYAP). The phrase “nothing about us without us” is a cornerstone of the disability community. This principle underlies the work of the Markham Accessibility Advisory Committee and the creation of the MYAP. Employees and community members that identify as having disabilities were heavily involved in the creation of this Plan. The experiences and ideas of persons with disabilities are at the forefront of the MYAP.

Special recognition is given to the following committee members for contributing to the MYAP development process: Alan Ho (Regional Councillor, Markham), Christina Lee, Jewell Lofsky (MAAC Vice Chair), Kim Adeney, Michelle Del Carmen (MAAC Past Chair), Ritch Lau (Ward 2 Councillor, Markham), Satya Arora, Stephanie Mak and Yoyo Chen (MAAC Vice Chair). A sincere thank you to our amazing staff liaison team: Dana Honsberger, Kinya Baker and Laura Gold. Their dedication in supporting MAAC has a direct positive impact on our contribution to the development of the MYAP and our participation at other City-led accessibility conversations.

The MYAP is a testament to our shared goal of removing barriers and creating a fully inclusive environment for those who live in or visit our community. The Committee had multiple opportunities to provide our input and thoughts on the MYAP development process and on drafts of the MYAP. We are confident that the City completed a fulsome assessment of accessibility and is making every effort to remove barriers to accessibility. We are excited to be a part of a community where accessibility for persons with disabilities is a real priority.



We encourage you to read through this MYAP and share your feedback. Your input is invaluable as we work together to create a more inclusive community. We believe that, with your support, we can achieve our goal of making our community more inclusive and accessible for all.

Thank you for your continued support and engagement.

Sincerely,  
Edward Lau



## Introduction

### About the City of Markham

Markham is one of Canada's most diverse cities. We are proud of our rich history and our diversity. Diversity is our collective strength and drives our community's vibrancy, success, and innovation. We have a rich cultural heritage, outstanding community planning services, and a vibrant local environment. More than 357,000 people call Markham home. So do hundreds of corporate head offices and more than one thousand high tech and life science companies.

The City of Markham recognizes that diversity, equity, inclusion and accessibility are integral and valuable to the municipality's success and are key strategic priorities. These principles are embedded in our strategic plan [Building Markham's Future Together](#).

We understand that diversity, equity, inclusion, and accessibility look different for everyone. The City of Markham strives to create a workplace and community where everyone feels welcome, has a sense of belonging, and can live the best life possible.

### City of Markham Land Acknowledgement

We acknowledge the traditional territories of Indigenous peoples and their commitment to stewardship of the land. We acknowledge the communities in circle. The North, West, South and Eastern directions, and Haudenosaunee, Huron- Wendat, Anishnabeg, Seneca, Chippewa, and the Mississaugas of the Credit peoples. We share the responsibility with the caretakers of this land to ensure the dish is never empty and to restore relationships that are based on peace, friendship, and trust. We are committed to reconciliation, partnership and enhanced understanding.

### About the Accessibility for Ontarians with Disabilities Act (AODA)

The [Accessibility for Ontarians with Disabilities Act](#) (AODA) became law in 2005. The goal of the legislation is to make Ontario fully accessible for persons with disabilities by identifying, removing, and preventing barriers. This law applies to government, businesses, non-profit and public sector organizations in Ontario, with requirements varying based on the size and type of the organization. As a minimum, the City of Markham must comply with all applicable requirements in the AODA.

The [Integrated Accessibility Standards Regulation](#) (IASR) sets standards under the AODA, with requirements in key areas:



- **General Requirements:** Obligated organizations must create accessibility policies and multi-year plans, procure or acquire accessible goods, services, or facilities. They must provide training on the IASR and the Ontario Human Rights Code as it pertains to persons with disabilities. Organizations must also ensure self-service kiosks are accessible.
- **Information and Communication:** Organizations must make their information accessible to persons with disabilities. This includes providing accessible formats and communication supports upon request.
- **Employment:** Organizations are required to implement accessible hiring practices and workplace accommodations.
- **Transportation:** Public transportation services must be made accessible.
- **Design of Public Spaces:** New and redeveloped outdoor public spaces must be made accessible and maintained.
- **Customer Service:** This involves removing barriers for persons with disabilities so that they can access goods, services and facilities. This includes developing accessible customer service policies and training staff.

The City of Markham must have a Multi-Year Accessibility Plan (MYAP) outlining our strategy to meet these accessibility standards and requirements. We must identify, prevent, and remove barriers across our programs, services, and facilities. This plan must be updated at least once every five years. Additionally, organizations are required to prepare annual status reports to track their progress. The accessibility plan and the annual status reports must be posted publicly. Accessible formats must be made available upon request. You can find the City of Markham's Accessibility site at [Diversity, Equity, Inclusion and Accessibility](#).

Furthermore, organizations must have an accessibility policy and customer service policy in place. The accessibility policy must include the organization's commitment to accessibility. You can refer to the [City of Markham's Commitment to Accessibility](#).

This MYAP is designed to meet all compliance requirements related to the AODA. It reflects how the City is meeting the requirements for a barrier-free Markham and opportunities to go beyond the minimum standards.

## The Markham Accessibility Advisory Committee

The AODA requires municipalities in Ontario with 10,000 or more residents to form an Accessibility Advisory Committee. Our committee members are appointed by City Council. By law, the majority of members must be persons with disabilities. The goal of the committee is to advise Council about accessibility standards, accessibility reports, accessibility issues relating to site plans, and other matters as requested by Council. The Committee assists staff to identify and remove barriers to accessibility for persons with disabilities. They share their experiences, informed by lived experiences where possible, to help make things more accessible. This helps improve the social, cultural, and economic well-being of people with disabilities. The Committee also advocates for accessibility in the community and acts as a key link between the community and the City of Markham.



### Members of the Markham Accessibility Advisory Committee

Back (L to R): Stephanie Mak, Christina Lee, Kim Adeney, Councillor Ritch Lau

Front (L to R): Yoyo Chen, Ed Lau, Satya Arora

Not pictured: Jewell Lofsky, Regional Councillor Alan Ho

## The City of Markham's Statement of Commitment

Markham is committed to ensuring all residents have full and equal access to its programs, services, facilities and information. Accessibility makes it possible for people of all abilities to take advantage of everything Markham has to offer.

The City of Markham is committed to making its programs, services and facilities accessible to people with disabilities in compliance with the Accessibility for Ontarians with Disabilities Act (AODA), 2005 and the Ontarians with Disabilities Act, 2001.

The City takes its obligations under the AODA seriously and commits to meeting the requirements to ensure that City programs, services, and facilities are accessible to all.

## Accessibility Plan Development Process

The City of Markham partnered with a consultant in the creation of our multi-year accessibility plan (MYAP), which outlines the initiatives the City will take in the next five years to meet, and sometimes exceed, the requirements of the AODA.

Before creating the MYAP, we reached out to employees, community members, persons with disabilities, allies, and others at the City of Markham. We invited all employees to provide their thoughts on accessibility by completing an anonymous survey. We also reviewed feedback from community members gathered through a survey shared via various accessible methods, community survey results are included as Appendix A.

The draft initiatives in this MYAP were shared with our Markham Accessibility Advisory Committee and our Inclusion Survey Advisory Committee, who provided their thoughts and opinions. Their feedback, along with insights from persons with disabilities, was instrumental in shaping our Accessibility MYAP and guiding our key initiatives over the next five years.

The consultant has extensive knowledge of accessibility. Their team also has lived experience of disability. The consultant conducted a fulsome accessibility assessment of the City of Markham. This involved:

- Reviewing employee feedback related to accessibility.
- Thoroughly reviewing the City's strategic plans to assess the alignment with accessibility and ensure the meaningful inclusion of persons with disabilities.
- Interviewing key members of the teams responsible for the various sections within the AODA.
- Facilitating three focus group sessions with the Markham's Accessibility Advisory Committee, along with an interview with the Chair of the MAAC.



- Consulting with persons with disabilities and allies at the City of Markham through the use of an anonymous questionnaire to collect input.
- Consulting with members of the public through a community survey. The survey was posted on social media sites and the City of Markham website. Additionally, it was shared through newsletters and at City of Markham locations.

This accessibility assessment identified opportunities to remove barriers to accessibility at the City of Markham. It helped shape the initiatives outlined in this plan.

## **Achieve an Accessible Markham**

The City wants to continue to foster an inclusive culture where accessibility is embedded into all aspects of civic life, ensuring that all residents, employees, and visitors feel valued, respected, and empowered to participate fully.

To continue to achieve an accessible and inclusive Markham, the City wants to achieve the following objectives:

### **An inclusive and accessible Markham**

Markham will foster an inclusive culture where accessibility is embedded into all aspects of civic life, so that all residents, employees, and visitors feel valued, respected, and empowered to participate fully.

### **Accessibility is everyone's responsibility**

We will continuously improve accessibility, set goals, monitor and report on our progress.

### **Accessibility is part of our work**

Tapping into Markham's innovative culture, our staff understand what needs to be done and are supported and empowered to embed accessibility in the work we do every day.



## How this Plan is Organized

This plan outlines the accessibility standards and requirements from the AODA and the Integrated Accessibility Standards Regulation (IASR) that the City of Markham will follow over the next five years. We have also included a section on Inclusive Culture which, while not an official standard or requirement, is included to reflect the feedback we heard from our employees and community as well as best practices in accessibility and inclusion.

The plan covers the following:

1. Inclusive Culture
2. General
3. Information and Communication
4. Employment
5. Transportation
6. The Design of Public Spaces
7. Customer Service

Each section is broken down into these sections:

- **Our Recent Efforts:** Highlights of our recent work to improve accessibility.
- **Opportunities:** Identifies opportunities to remove barriers to improve accessibility found through consultations with City staff, the community, and our Markham Accessibility Advisory Committee.
- **Key Initiatives:** Outlines our planned steps to achieve success in the next five years. These actions will guide our yearly status reports, which will be shared on our website.

### 1. Creating an Inclusive Culture

The City of Markham is committed to building a strong foundation that ensures accessibility for all community members. While the AODA sets important standards, we believe that fostering an inclusive culture is crucial for truly embedding accessibility into our everyday work. Through various consultations, including one-on-one meetings, a staff questionnaire, community survey, and discussions with the Markham Accessibility Advisory Committee (MAAC), we've identified a gap in how accessibility is currently perceived and prioritized within the organization.

Employees and community members have shared that advancing accessibility at the City of Markham requires more than just compliance. It needs to be integrated into our daily practices and mindset. We heard that to make real progress, accessibility can't be treated as an 'extra' task. It requires dedicated resources, budget, and ongoing focus. Further, there is a real need for increased awareness and additional training. We need to emphasize that accessibility goes beyond physical barriers and includes a wide range of disabilities, both visible and non-visible.



By making an accessible and inclusive culture a priority in our Multi-Year Accessibility Plan (MYAP), we aim to cultivate an environment where inclusivity is a part of everything we do. This includes celebrating the diversity of our community, promoting continuous learning, and encouraging everyone to contribute to our accessibility initiatives. A strong, inclusive culture will ensure that our efforts to remove barriers are effective and sustainable. It will make accessibility an important part of our organization’s values and daily operations.

## Our Recent Efforts

- The City of Markham has added an Accessibility Specialist to our staff complement. This position is responsible for implementing, monitoring and reporting on this plan and to ensure we continue meeting all requirements of the AODA.
- Our Markham Accessibility Advisory Committee is composed of passionate and forward-thinking individuals. The Committee actively participated in the development and consultation of the 2025 -2029 Multi-Year Accessibility Plan.
- Accessibility and inclusivity are at the heart of our city’s vision for the future. This is reflected in our Strategic Plan “[Building Markham’s Future Together](#)” and the [Diversity Action Plan](#).

## Opportunities

- There is a growing recognition of the need to expand our focus beyond visible or physical disabilities to include a more comprehensive understanding of invisible or non-apparent disabilities. Additionally, there is an opportunity to enhance our efforts in mental health awareness, training, and support.
- The 2025 -2029 Multi-Year Accessibility Plan provides the opportunity to align the MAAC roles and responsibilities efforts with the City’s goals enhancing its impact within the framework set out by the AODA.
- There are opportunities for the City to increase public education and awareness regarding accessibility for persons with disabilities.
- The City recognizes the need to undertake a variety of accessibility initiatives to ensure sustained and impactful progress in this area.

## Key Initiatives

- We will evaluate and develop a plan for accessibility improvements and initiatives.

- The City and the Markham Accessibility Advisory Committee will work together to ensure they remain effective, well-coordinated, and continue to be in alignment with the AODA mandate and the Multi-Year Accessibility Plan.
- The City will support initiatives to raise awareness and educate both employees and the community on accessibility, including opportunities to recognize National Accessibility Awareness Week, International Day of Persons with Disabilities, and National Disability Employment Awareness Month. The City will also seek opportunities to collaborate with other municipalities and organizations when possible.

## 2. General Requirements

The general requirements of the AODA consist of the establishment of accessibility policies and plans, along with related training. It also includes direction for acquiring goods, services, or facilities as well as related mandatory training requirements.

### Our Recent Efforts

- We engaged an external consultancy firm to conduct a comprehensive assessment and update the MYAP by the end of 2024.
- We complete annual AODA status reports that are available on our website.
- We provide documents in alternative formats upon request.
- We provide mandatory AODA training to all new and existing employees and volunteers.
- We require contractors who provide goods, services, or facilities on behalf of the City to complete training on the AODA.
- We use an accessible e-procurement system that meets Web Content Accessibility Guidelines (WCAG) 2.0 AA.

### Opportunities

- There is an opportunity to review and update our policies that govern how the organization achieves or will achieve accessibility through meeting the AODA requirements.
- There is an opportunity to review and revise our procurement process to support staff with an accessibility procurement guideline document.

## Key Initiatives

- The City will continue to monitor its compliance with the AODA and post annual status reports publicly on our website.
- The City will regularly review our policies that govern how the organization achieves or will achieve accessibility through meeting the AODA requirements. We will ensure they are accurate and fully reflect the needs of our community members.
- We will review our current procurement processes to ensure that the City's programs, services, and facilities are accessible.

## 3. Information and Communication

Information and Communication relates to how we communicate with our employees and the public. This includes hardware, software, systems, assistive devices, and all other aspects of communication and technology. We have a process for receiving community feedback and for providing alternate communication formats, we continually review the external website for accessibility, and we also review emergency procedures on a regular basis. The City remains committed to ensuring all web content is accessible or available in alternate formats.

### Our Recent Efforts

- We have significantly updated our website and included accessible features like high contrast mode and a digital accessibility page.
- We are updating our brand and corporate style guidelines. We are creating new document templates to ensure all materials are accessible.
- Our Elections micro-website and online voting system are accessible, with free downloadable software available for additional assistance. The platforms were audited to ensure they meet accessibility standards.

### Opportunities

- Although the City provides various templates and resources to our employees for internal and external communication, we currently do not include guidance on creating accessible communications. There is an opportunity to review and enhance our public announcements to communicate emergency response procedures to community members with disabilities.

## Key Initiatives

- We will ensure employees have clear processes in place for when someone requests information in alternate formats.
- The City will develop a plan to ensure that all information from our website can be provided in alternate formats in a timely manner, as requested.
- The City will review and assess our internal and external communication procedures and develop a guideline for accessible communications.
- We will offer additional training and tools to our staff that develop communications.
- The City will continue to review and update our procedures for communicating emergency responses to reach the community members with disabilities.

## 4. Employment

Employment covers an employee's entire experience at the City of Markham. It starts from the recruitment and onboarding process and ends when the individual leaves the organization. It also includes accommodation planning for employees who have been absent from work due to a disability. We have established procedures for accessible recruitment, assessment, and selection processes. We offer and provide accommodation for job applicants when requested and notify successful job applicants of our policies for accommodating employees with disabilities. Employees are provided accessible formats and individual accommodation plans as needed. The City has emergency response protocols and return-to-work processes in place. Performance management, career development, and redeployment are supported by practices designed to ensure equal access and opportunities for all employees.

## Our Recent Efforts

- All employees complete the mandatory AODA training. Participation is tracked to ensure everyone completes the training.
- Candidates are offered accommodation options during recruitment, onboarding and are available if the need arises anytime during their employment with the City.
- Managers receive bias-free recruitment training.
- We have well-defined HR policies and procedures in place to support our employees throughout their time as an employee.
- A Staff identity and Inclusion Survey was completed in October 2024. The results of this survey will inform future changes to policies and procedures.

## Opportunities

- While we currently provide accessibility training that meets AODA requirements, there is an opportunity to expand AODA training and offering it more frequently to ensure accessibility remains a priority for everyone and our employees are always up to date on best practices.
- We recognize the need to collect more detailed and ongoing feedback from our employees about accessibility within the workplace. This will help us better understand the challenges they face and make informed decisions on how to improve our practices.
- We can review our recruitment programs to identify supports required in the workplace to support persons with disabilities to help us create a more inclusive workforce.

## Key Initiatives

- We will review the outcome of our Staff identity and Inclusion Survey and develop goals and strategies to ensure an inclusive environment.
- We will continue to update our accessibility training to ensure it is fully accessible and regularly provided to all employees.
- We will offer additional training for managers and senior managers. This will equip them with the skills to effectively support employees with various disabilities.
- We will review our recruitment programs to ensure they are accessible for persons with disabilities.
- We will continue to strive to develop an inclusive culture of accessibility within our employees.

## 5. Transportation

We are committed to ensuring that persons with disabilities have access to reliable and accessible taxicabs. The City of Markham's obligations under the AODA are limited to accessible taxi services.

### Our Recent Efforts

- The City has had an accessible taxi policy since 2016. This policy aligns with AODA requirements.
- Given the challenges the entire province is facing in obtaining accessible taxi services, the City has been actively monitoring solutions and best practices implemented by other municipalities.

## Opportunities

- There is an opportunity to continue to work with taxicab providers to address challenges such as long wait times, limited accessible stops, and complex routes that contribute to mobility barriers for persons with disabilities.

## Key Initiatives

- We will continue to receive and monitor feedback from persons with disabilities about accessible taxicabs.
- We will continue to work proactively with taxi companies, other municipalities, government agencies, and service providers to ensure compliance with AODA requirements of accessible taxicabs. We will collaborate, learn from best practices, and innovate to improve accessible services.
- During the pandemic, we observed a shift in how accessible services are provided. More people are opting for private arrangements to meet their specific needs. We plan to engage with the private providers to ensure they understand and comply with AODA regulations and know the necessary licensing requirements for operating within the City.

## 6. The Design of Public Spaces

The Design of Public Spaces refers to the requirements for making public spaces accessible for persons with disabilities. Some key areas covered under the design of public spaces include recreational trails, outdoor public use eating areas, outdoor play spaces, exterior paths of travel, and accessible off-street parking. It also includes service counters, fixed queuing guides, and waiting areas as well as the procedures for the maintenance and communicating disruptions to the accessible elements in public spaces.

## Our Recent Efforts

- We continually work to meet all accessibility requirements under the Building Code and the Integrated Accessibility Standards when building and improving our public spaces.
- City staff consult with the Markham Accessibility Advisory Committee for the review of site plans and drawings.

- Our Parks Team regularly holds public open houses to gather input on new park developments and consults with the Markham Accessibility Advisory Committee.
- Our Urban Design Team has developed age-friendly guidelines to support developers, designers and city staff in development application reviews.
- We are in the process of a four-year project to refurbish 105 existing playgrounds to include AODA requirements. Some improvements include the removal of sand, changes to curbing and the first wheelchair-accessible swing has been installed. All new parks are now designed to include AODA requirements.
- Approximately 6,000 touchless sensors have been installed on doors, faucets, soap dispensers, hand dryers, and toilets across City facilities since the COVID-19 pandemic, improving health & safety and accessibility.
- Our swimming centres have accessible change rooms and most have additional features such as pool ramps, water wheelchairs or pool lifts.
- The Civic Centre’s Council Chamber has recently been updated with accessible features that include the addition of new handrails and high contrast flooring on the stairs.
- We now have a Markham Accessibility Advisory Committee representative on the Cycling and Pedestrian Advisory Committee to offer an accessibility lens to their work.
- We routinely notify the public and prioritize repairs when city-owned accessible elements in public spaces are not in working order.

## Opportunities

- While the City meets required accessibility standards, there is an opportunity to strive for a higher level of accessibility in all projects.
- Auditing, upgrading, and constructing accessible spaces will be prioritized to maintain progress. It's important to ensure that accessibility is designed for from the start and prioritized to maintain progress.
- Opportunities identified through community feedback include increasing accessibility across the city’s sidewalks, trails and parks, including ramps, parking spots and increased maintenance of automated door openers.

## Key Initiatives

- We will develop a plan to review opportunities for accessibility audits of our public spaces to identify areas for improvement and to enhance the accessibility and inclusiveness. Return audit intervals will be considered where applicable.
- We will apply our accessibility design guidelines to applicable new projects and will engage the Markham Accessibility Advisory Committee early in planning large projects to ensure their input shapes the project from the outset.



- We will provide universal design training to key staff throughout the organization.

## 7. Customer Service

This requirement ensures that the City of Markham serves everyone's needs with dignity and independence. It includes proactively considering accessibility while programs, services, and facilities are being designed. It also holds us accountable for reviewing and updating our programs and services. It helps us make changes based on feedback from persons with disabilities. We have well-established policies that align with AODA standards, including the use of service animals and support persons, temporary disruption notices, and providing alternate document formats. Additionally, we have a feedback process in place to support our commitment to accessibility in customer service.

### Our Recent Efforts

- The public can access our services via chat, social media, phone, email, or in-person. Online options help to reduce barriers to information and services.
- Our City Council meetings are held in hybrid format with closed captioning provided.
- We have hired a corporate Accessibility Specialist to support our accessibility work.
- Our recreation staff work with families to provide necessary supports for children participating in recreational activities. Accommodations are provided to children as needed.
- Our Integrated Leisure Master Plan (ILMP) includes provisions for persons with disabilities.
- Our adaptive swimming program offers one-on-one support with an instructor.
- For residents with mobility issues, our [Assisted Collection Service](#) allows waste to be collected from the front door of residents' homes once they have enrolled in the service.
- In 2003, we became the first city in Canada to offer remote online voting. We offer multiple voting methods and provide free assistive technology on our election website.
- The Fire Services team works with the community to ensure safe evacuation plans for people with disabilities and provides staff training for emergency support.

### Opportunities

- There is a need to enhance training about disability and accessibility for our staff and service providers.

- There is an opportunity to review the provision of recreational programs for people with disabilities with intent to increase dedicated resources, reduce waitlists and increase the variety of options.
- An opportunity exists to increase accessibility supports and awareness at City-run outdoor events and festivals such as accessible parking, ease of travel, ASL interpreters, and accessible washroom locations.

## Key Initiatives

- We will develop clear protocols for handling feedback related to accessibility issues at privately owned facilities and spaces not operated by the City of Markham. This will enable the Customer Service Team to provide appropriate guidance and support.
- We will incorporate scenario-based training into our accessibility training to help employees practice and understand how to manage various accessibility related customer experiences and feedback effectively.
- The City will determine the best approaches to offer additional accessible programs and services for persons with disabilities.
- We will learn about how other cities and spaces are making outdoor events and festivals more accessible for persons with disabilities. We will consider how to improve our services to ensure that everyone is included.

## Conclusion

We are excited to introduce our Multi-Year Accessibility Plan, built on feedback from our community, people with disabilities, Markham Accessibility Advisory Committee and employees to ensure their voices are heard. We acknowledge the work ahead and are fully committed to making progress. We will develop a detailed implementation plan to achieve the key initiatives to meet the desired outcomes.

The City of Markham is committed to advancing accessibility through the implementation of this Multi-Year Accessibility Plan. We will continually track our progress on meeting the commitments in this plan and report regularly to the Markham Accessibility Advisory Committee and through the posting of the Annual Status report.

## Feedback

The City of Markham welcomes feedback on accessibility, especially from persons with disabilities. Your feedback will help inform our actions taken to create an inclusive community where everyone, regardless of ability, has the opportunity to thrive at the City of Markham.

To request a copy of this multi-year accessibility plan in another format or to send us your comments or questions, please contact us at the City of Markham:

Email: [customerservice@markham.ca](mailto:customerservice@markham.ca)

Mail: Contact Centre  
Markham Civic Centre  
101 Town Centre Boulevard  
Markham, Ontario, L3R 9W3

Phone: 905-477-5530



## Definitions

### Accessibility

Accessibility refers to how services, technology, locations, devices, environments, and products are designed to accommodate persons with disabilities. Accessibility means giving people of all abilities equal opportunities to take part in life activities. According to the Ontario Human Rights Commission, the term implies conscious planning, design, and/or effort to make sure something is barrier-free to persons with disabilities. Accessibility also benefits the general population by making everything more usable and practical for all people.

### Alternative Formats

Alternative formats refer to print, audio, or video materials that have been modified from their original format. Alternative formats present information in other ways so that everyone has equal access to the information. This can be very beneficial to persons with disabilities. Some common types of alternative formats are audio recordings, captions, braille, descriptive video, and large print. Alternative formats are sometimes referred to as accessible formats.

### Assistive Technologies/Devices

Assistive technology/devices include products, equipment and systems have been developed with features specifically helpful for people with disabilities.

### Barrier

According to the *Accessibility for Ontarians with Disabilities Act (2005)*, a barrier “means anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including a physical barrier, an architectural barrier, an information or communications barrier, an attitudinal barrier, a technological barrier, a policy or a practice; (“obstacle”).”

### Disability

According to the *Accessibility for Ontarians with Disabilities Act (2005)*, disability is defined as:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis,

amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device

- a condition of mental impairment or a developmental disability
- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language
- a mental disorder, or
- an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997 (“handicap”).

### **Diversity**

The Government of Canada defines Diversity as “the variety of identities found within an organization, group, or society. Diversity is expressed through factors such as culture, ethnicity, religion, sex, gender, sexual orientation, age, language, education, ability, family status, or socioeconomic status”.

### **Equity**

The Government of Canada defines Equity as “the principle of considering people’s unique experiences and differing situations and ensuring that they have access to the resources and opportunities that are necessary for them to attain just outcomes. Equity aims to eliminate disparities and disproportions that are rooted in historical and contemporary injustices and oppression”.

### **Inclusion**

The Government of Canada defines Inclusion as “the practice of using proactive measures to create an environment where people feel welcomed, respected, and valued, and to foster a sense of belonging and engagement. This practice involves changing the environment by removing barriers so that each person has equal access to opportunities and resources and can achieve their full potential”.

### **Statement of Commitment**

According to the Government of Ontario, a statement of commitment “establishes your organization’s vision and intention to achieve accessibility. It is an important first step in the



development of accessibility policies and plans.”

### **Web Content Accessibility Guidelines (WCAG)**

The Web Content Accessibility Guidelines or WCAG are technical standards on web accessibility. WCAG covers a wide range of recommendations to make websites fully accessible.

## Appendix: City of Markham Community Accessibility Survey Key Findings

The City of Markham recognizes the critical importance of engaging with the community to identify barriers to accessibility and assess the City's performance in addressing them. To this end, a comprehensive survey was conducted from July 8 to August 9, 2024, utilizing multiple platforms including social media, newsletters, street signs, posting in public spaces. The survey period provided respondents with ample time to participate and share their feedback. This report presents a synthesis of the data collected through Microsoft Forms and Survey Monkey.

**Completion Numbers:** 435 responses

Microsoft Forms – 21 responses

Survey Monkey – 414 responses

### Q1: Which of these statements describes you? Please select all that apply

Total Respondents: 487 responses (Respondents had the ability to choose more than one response)

| Answer Choice   | Responses (count) |
|---|-------------------|
| I am a person with a disability   | 194               |
| I am a loved one or a support person to someone with a disability           | 189               |
| I represent a community organization that supports people with disabilities | 33                |
| None of these statements describe me  | 71                |

### Q2: How would you describe the disability either you or the people you support experience? Please select all that apply.

| Answer Choice  | Responses (count) |
|--|-------------------|
| Vision (blindness, low vision, partially sighted)  | 51                |
| Hearing (deafness, hard of hearing)  | 73                |
| Mobility, flexibility, or dexterity (amputations or limb differences, multiple sclerosis, Parkinson's disease) | 218               |
| Pain-related (Arthritis, back pain, migraines)   | 157               |
| Learning (attention deficit/hyperactivity disorder (ADHD), dyslexia)   | 106               |
| Developmental (autism spectrum disorder, Down syndrome, epilepsy)  | 106               |
| Mental health-related (anxiety disorders, depression, post-traumatic stress disorder)                          | 129               |
| Memory (dementia, stroke)  | 38                |
| None of the above  | 16                |
| Prefer not to answer   | 9                 |

|                          |    |
|--------------------------|----|
| Not applicable           | 23 |
| Other (please specify) * | 33 |

**\*Responses to “other” include:**

- Breathing, idiopathic anaphylaxis, lymphedema, all the above, acquired brain injury, cancer, senior persons, cerebral palsy, spondylitis, mother with a stroller, osteopenia, chronic GI illness, immunocompromised, obesity, epilepsy, sensory processing, aphasia, IBS, balance, fibromyalgia

**Q3: Overall, how would you rate the accessibility of programs, services and spaces provided by the City of Markham?**

| Answer Choice | Responses (%) |
|---------------|---------------|
| Exceptional   | 3.0%          |
| Very good     | 20.3%         |
| Average       | 47.9%         |
| Poor          | 16.1%         |
| Very Poor     | 6.8%          |
| No opinion    | 5.9%          |

**Q4: How welcoming and inclusive of persons with disabilities are the programs, services and spaces provided by the City of Markham?**

| Answer Choice                      | Responses (%) |
|------------------------------------|---------------|
| Extremely welcoming and inclusive  | 5.1%          |
| Very welcoming and inclusive       | 12.8%         |
| Moderately welcoming and inclusive | 46.0%         |
| Slightly welcoming and inclusive   | 15.7%         |
| Not at all welcoming and inclusive | 8.1%          |
| No opinion                         | 12.34%        |

**Q5: How would you rate the accessibility of programs, services and spaces provided by the City of Markham compared to five years ago?**

| Answer Choice | Responses (%) |
|---------------|---------------|
| Much better   | 13.1%         |



|                 |       |
|-----------------|-------|
| Slightly better | 28.8% |
| The same        | 32.2% |
| Slightly worse  | 1.3%  |
| Much worse      | 5.5%  |
| No opinion      | 19.1% |

**Q6: How would you rate the accessibility of the following programs, services and spaces provided by the City of Markham?**

|   | Exceptional | Very good | Average | Poor  | Very poor | No opinion |
|---|-------------|-----------|---------|-------|-----------|------------|
| <b>Buildings and Facilities</b>   | 4.7%        | 27.7%     | 50.0%   | 8.5%  | 6.0%      | 7.2%       |
| <b>Information on programs and services for persons with disabilities</b> | 3.8%        | 10.6%     | 38.5%   | 23.0% | 12.8%     | 10.7%      |
| <b>On-street accessible parking</b>                                       | 3.0%        | 14.6%     | 35.2%   | 22.3% | 13.7%     | 10.7%      |
| <b>In-person services</b>   | 5.6%        | 13.7%     | 41.2%   | 15.0% | 9.0%      | 15.5%      |
| <b>Online services</b>  | 5.2%        | 12.6%     | 39.6%   | 16.1% | 7.4%      | 19.1%      |
| <b>City-run festivals and events</b>                                      | 3.4%        | 15.0%     | 37.3%   | 21.5% | 8.6%      | 14.2%      |
| <b>Outdoor recreation areas</b>   | 4.3%        | 15.5%     | 37.8%   | 21.5% | 9.0%      | 12.4%      |
| <b>City job opportunities</b>   | 3.0%        | 5.2%      | 19.7%   | 14.2% | 12.0%     | 50.0%      |
| <b>City of Markham website</b>  | 4.3%        | 13.3%     | 36.9%   | 15.5% | 6.4%      | 22.3%      |

**Q7: What barriers to accessibility have you noticed in the past two years in the City of Markham's programs, services and spaces?**

Below are the responses to question 7, synthesized and organized by priority area.

**Culture**

- **Events and Festivals:**



- Outdoor events and festivals often lack accessibility, with inadequate parking, challenging travel routes, and insufficient seating along pathways.
- There is also a lack of inclusive amenities, such as ASL interpreters and accessible washrooms at events.
- **Community Inclusion:**
  - There is a general lack of public education and awareness regarding the needs of people with disabilities.
  - Issues like the misuse of accessible parking and the absence of inclusive practices in community programs were common responses.

### Information and Communication Technologies

- **Website Accessibility:**
  - The City of Markham's website is difficult to navigate, especially for those with disabilities.
  - It lacks support for assistive technologies like screen readers
  - Information is often outdated or hard to find.
  - There is also an over-reliance on online communication and registration, which excludes individuals with limited technological access or skills.
- **Public Communication:**
  - Accessible information about city programs and services is lacking, particularly for older adults and those with disabilities.
  - Information is often not available in accessible formats
  - Limited use of alternative communication channels like social media.

### Employment

- **Workplace Support:**
  - There is limited support for people with disabilities in the workplace, including inadequate staff training and a lack of accessible facilities. This creates barriers to employment for individuals with disabilities.

### Transportation

- **Public Transit:**
  - Public transportation is unreliable and expensive, with long wait times that pose challenges for those with disabilities.
  - Many transit stops and routes are not accessible, creating barriers for those relying on public transport.

## Design of Public Spaces

- **Sidewalks:**
  - Many sidewalks are poorly maintained, uneven, or completely missing, making them difficult for people using mobility devices.
  - Sidewalks are often not cleared of snow, and curb cuts are inadequate for crossing streets.
  
- **Public Spaces:**
  - Parks and playgrounds also lack proper accessibility features, such as paved trails and ramps, with surfaces like sand and woodchips being particularly problematic for wheelchair users.
  
- **Building Accessibility:**
  - Many buildings lack ramps and automatic door openers.
  - Even when these features are present, they are often poorly maintained or broken.
  - Older buildings, in particular, do not meet accessibility standards, with narrow doorways and inadequate facilities.
  
- **Inconsistent Maintenance:**
  - Accessibility features, such as automatic door openers and accessible washrooms, are not regularly maintained, leading to frequent breakdowns and further limiting access for people with disabilities.
  
- **Parking:**
  - There is a shortage of accessible parking spaces, especially in high-demand areas like community centers and Main Street Markham.
  - These spots are often misused or inadequately maintained, and the size of parking spaces is frequently insufficient for wheelchair vans.

## Customer Services

- **Staff Training:**
  - Many city staff members, especially those in recreational programs, lack training on how to interact with people with disabilities, leading to unintentional exclusion or disrespectful treatment.

- **Program Availability and Inclusivity:**
  - There is a shortage of recreational programs for people with disabilities, with long waitlists and limited variety.
  - Programs often do not cater to specific needs, such as those of children with autism or ADHD.

## **Q8: What changes would you like the City of Markham to make to improve experiences for persons with disabilities?**

Below are the responses to question 8, synthesized and organized by priority area.

### Culture

- **Awareness and Education:**
  - Increase public education and awareness about disabilities, including invisible disabilities, to foster greater understanding and inclusivity.
  - This could include more information posters, seminars, and public awareness campaigns.
- **Inclusive Events:**
  - Improve inclusivity at public events by providing accessible seating, quiet spaces, sensory-friendly options, and ensuring the accessibility of venues.
  - Events should accommodate people with various disabilities, including the need for interpreters, assistants, and other helpers.
- **Community Engagement:**
  - Engage directly with people with disabilities in planning and executing programs and events to ensure their needs are met.
  - Regular town meetings or focus groups could be used to gather feedback and discuss accessibility concerns.

### Information and Communication Technologies

- **Website Accessibility:**
  - Make the City of Markham's website more accessible by supporting assistive technologies and ensuring information is easy to find and navigate.
  - Provide alternative methods for accessing city services, such as phone or in-person options for those who have difficulty with online registration.

- **Public Communication:**
  - Improve communication about available services and programs for people with disabilities.
  - Information should be prominently displayed and easily accessible, with multiple channels used to reach a diverse audience.

### Employment

- **Job Opportunities:**
  - Increase employment opportunities for people with disabilities by ensuring that job listings are accessible and providing accommodations in the workplace.
  - Employment programs and supports should be tailored to meet the needs of individuals with disabilities.
- **Hiring Practices:**
  - Encourage or mandate the hiring of individuals with disabilities in community centers and municipal jobs to promote inclusivity and provide role models within the community.

### Transportation

- **Public Transit:**
  - Improve access to public transportation for people with disabilities, including better services for wheelchair users and more accessible transit stops.
  - Consider the addition of more accessible bus services and the reduction of transit costs for people with disabilities.

### Design of Public Spaces

- **Accessible Parking:**
  - Increase the number of accessible parking spots throughout the city, especially in high-demand areas like malls, community centers, and Main Street Markham.
  - Parking enforcement should be stricter to prevent misuse of accessible spots.
- **Road and Sidewalk Maintenance:**
  - Prioritize snow removal and maintenance of roads and sidewalks to ensure they are safe and accessible for people with disabilities, particularly during the winter months.
- **Sidewalks and Crosswalks:**

- Repair and maintain sidewalks to ensure they are smooth and accessible, with properly designed curb cuts and crosswalks that are easy to navigate for people using mobility devices.
- **Parks and Playgrounds:**
  - Upgrade parks and playgrounds to meet AODA standards, including adding accessible pathways, ramps, and surfaces that are safe for wheelchair users.
- **Building Accessibility:**
  - Improve accessibility in public and private buildings by ensuring that doorways are wide enough for various mobility devices
  - installing and maintaining automatic door openers and providing accessible washrooms.
  - Encourage or mandate accessibility upgrades during renovations or new constructions.
- **Maintenance and Upkeep:**
  - Ensure that accessibility features, such as automatic door openers, elevators, and ramps, are regularly maintained and repaired promptly when broken.
  - This also includes keeping public spaces like pool change rooms clean and dry to prevent accidents.
- **Funding for Accessibility Improvements:**
  - Provide financial support or grants for businesses to make accessibility upgrades, such as installing ramps or automatic doors. The city should also prioritize funding for accessibility improvements in public spaces and buildings.

### Customer Services

- **Staff Training:**
  - Provide more training for city staff on how to interact with people with disabilities, including those with invisible disabilities.
  - Staff should be aware of how to support participants in programs and events, and how to prevent ableism.
- **Program Availability and Inclusivity:**
  - Offer more programs specifically designed for people with disabilities, including adaptive recreational programs and one-on-one support.

- Programs should be available year-round and across multiple locations to ensure accessibility for all residents.

## **Q9: What products or services might the City of Markham add to better meet the needs of persons with disabilities**

Below are the responses to question 9, synthesized and organized by priority area.

### **Culture**

- **Inclusive Programs and Events:**
  - Ensure that events have dedicated times for people with disabilities, reduced sensory stimuli, and adequate accessibility options.
- **Public Awareness and Education:**
  - Increase awareness about disabilities through social media, banners, and public campaigns.
  - Provide workshops and seminars to educate the community about disabilities and available services.

### **Information and Communication Technologies**

- **Digital Accessibility:**
  - Improve the City of Markham's website to make it more accessible and user-friendly.
  - Introduce a text or WhatsApp number monitored by city staff to provide quick support for issues related to accessibility.
  - Offer webinars and an online platform for reporting disability-related issues and learning about available services.

### **Employment**

- **Job Opportunities for People with Disabilities:**
  - Create more job opportunities specifically for people with disabilities within the city.
  - Encourage the hiring of individuals with disabilities in various roles, including advisory positions to guide the city's accessibility initiatives.

### **Transportation**

- **Improve public transportation services for people with disabilities:**
  - Include better access to transit

- Reduce wait times
- Provide more affordable options.
- Implement specialized transportation services, such as direct shuttle services for people with disabilities to events and programs
- Improve accessibility to buses and trains.

### Design of Public Spaces

- **Accessible Infrastructure:**
  - Improve the accessibility of public spaces by widening doorways, installing brighter signage, and adding ramps and automated doors to buildings.
  - Ensure playgrounds and parks are wheelchair accessible by replacing sand with rubber turf and adding accessible play equipment.
  - Enhance sidewalks by adding more entry points, leveling walking paths, and ensuring they are cleared of snow during winter.
- **Accessible Parking:**
  - Increase the availability of accessible parking spaces across the city, particularly in high-demand areas like malls and community centers.
  - Ensure that these spots are kept clear of snow and other obstructions during the winter months.
- **Regular Maintenance and Upgrades:**
  - Ensure that all accessibility features, such as elevators, ramps, and door openers, are regularly maintained and promptly repaired.
  - Mark designated washrooms and parking spots clearly
  - Enforce laws against improper use of accessible parking.

### Customer Services

- **Increased Staff Support:**
  - Provide more in-person staff and improve the response time for phone and email inquiries.
  - Ensure that staff are knowledgeable about disabilities and trained to provide appropriate support, including understanding neurodiversity and hidden disabilities.
  - Consider creating a separate 1-800 number for people with disabilities to address specific needs without language barriers.
- **Enhanced Program Availability:**



- Expand the availability of adaptive and inclusive programs, including sports, recreational activities, sensory-friendly activities, and social events for children and adults with disabilities.
  - Increase staff-to-participant ratios in programs that include individuals with disabilities to ensure they receive adequate support.
  - Create programs that cater specifically to neurodiverse individuals, such as those with autism or ADHD.
  - Offer programs that help newly disabled individuals learn about available resources and support.
  - Additionally, provide training to private academies on how to support children with disabilities, particularly those with invisible disabilities.
- **Affordable Services and Equipment:**
    - Offer more affordable therapy and rehabilitation services, including accessible gym memberships and physiotherapy programs.
    - Provide financial assistance for home accessibility modifications, such as installing accessible showers.
    - Consider implementing a mobile shower service for seniors and individuals with disabilities who lack accessible bathing facilities at home.

### **Q10: Is there anything else about accessibility that you would like to share with the City?**

Below are the responses to question 10, synthesized and condensed:

- **Ongoing Improvement:** Continue prioritizing accessibility and involve people with disabilities directly in decision-making rather than relying solely on experts.
- **Inclusive Programs and Facilities:** Expand adaptive programs and improve public facilities with features like paved paths, more benches, and better-designed accessible washrooms.
- **Awareness and Training:** Enhance disability awareness and training for City staff, including police, and promote employment opportunities for people with disabilities.
- **Better Communication:** Establish dedicated channels for reporting accessibility issues and ensure that the voices of people with disabilities are heard and acted upon.
- **Improved Public Spaces:** Maintain sidewalks better, especially in winter, increase accessible parking at events, and ensure portable toilets are accessible.
- **Community Involvement:** Engage young people with disabilities in accessibility initiatives and host workshops and events tailored to their needs.

- Support for Caregivers: Provide more support and respite care for those caring for people with disabilities.

**Q11: What is your age group?**

| Answer Choice        | Responses (%) |
|----------------------|---------------|
| Under 16 years old   | 1.8%          |
| 16-24 years          | 7.9%          |
| 25-34 years          | 11.8%         |
| 35-44 years          | 14.9%         |
| 45-54 years          | 21.9%         |
| 55-64 years          | 16.2%         |
| 65-74 years          | 12.3%         |
| 75 years or older    | 10.5%         |
| Prefer not to answer | 2.6%          |

**Q12: Do you identify as Indigenous to Canada?**

| Answer Choice        | Responses (%) |
|----------------------|---------------|
| Yes                  | 3.1%          |
| No                   | 90.7%         |
| Prefer not to answer | 6.1%          |

**Q13: People often describe themselves by their race or racial background. For example, some people consider themselves “Black”, “White” or “East Asian.” Which race category best describes you? Please select one response.**

| Answer Choice                             | Responses (%) |
|---|---------------|
| Arab, Middle Eastern or White Asian       | 3.1%          |
| Black                                     | 3.1%          |
| East Asian                                | 16.7%         |
| First Nations                             | 0.04%         |
| Latin American                            | 1.3%          |
| South Asian or Indo-Caribbean             | 8.4%          |
| Southeast Asian                           | 4.8%          |
| White                                     | 3.8%          |
| More than one race category or mixed race | 4.0%          |

|                          |       |
|--------------------------|-------|
| Not listed               | 0.04% |
| Prefer not to answer     | 11.0% |
| Other (please specify) * | 8.4%  |

**\*Responses to other included:**

- West Indian, Canadian, White Anglo Protestant, South African Canadian, Jewish

**Q14: Gender identity is the gender that people identify with or how they perceive themselves, which may be different from their sex assigned at birth. What best describes your gender? Please select one response.**

| Answer Choice            | Responses (%) |
|--------------------------|---------------|
| Female                   | 61.8%         |
| Male                     | 16.4%         |
| Non-binary               | 0.04%         |
| Genderqueer              | 0.04%         |
| Transgender              | 0%            |
| Two-spirit               | 0%            |
| Genderfluid              | 0.04%         |
| Agender                  | 0.04%         |
| Prefer not to answer     | 6.7%          |
| Other (please specify) * | 4.6%          |

**Q15: Please provide the first 3 digits for your postal code (for example, L3R)**

| Answer Choice        | Responses (%) |
|----------------------|---------------|
| L3P                  | 19.6%         |
| L3R                  | 19.2%         |
| L3S                  | 12.1%         |
| L6B                  | 13.6%         |
| L6C                  | 7.0%          |
| L6E                  | 11.2%         |
| L6G                  | 2.8%          |
| No fixed address     | 1.4%          |
| I don't know         | 1.9%          |
| Prefer not to answer | 11.2%         |

\*There were multiple responses in the “other” section from Q13 and Q14 indicating their postal code was not listed in Q15.