

Revised General Committee Meeting Agenda

Revised items are indicated by an asterisk (*)

Meeting No. 4 | April 1, 2025| 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:

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2. EMAILING A WRITTEN SUBMISSION:

Members of the public may submit written deputations by email to 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 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.

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.

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
Revised Agenda
Revised items are identified by an asterisk (*)

Meeting Number: 4
April 1, 2025, 9:30 AM - 4:30 PM
Live streamed

Please bring this General Committee Agenda to the Council meeting on April 22, 2025

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 MARCH 4, 2025 GENERAL COMMITTEE (16.0) *11*

   1. That the minutes of the March 4, 2025 General Committee meeting be confirmed.

4. PRESENTATIONS

   *4.1 AUDITOR GENERAL - UPDATE (7.0) *26*

   Note: Please refer to item 11.2 for the Auditor General's Reports

   1. That the following presentations from the Auditor General be received:

1. Fleet Operations Audit - Presentation;

2. Cornell Community Park - Lessons Learned Review - Presentation;

3. Auditor General - Follow Up Procedure Report - Presentation;

4. Contact Centre Review - Presentation; and further,

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

5. DEPUTATIONS

6. COMMUNICATIONS

6.1 YORK REGION COMMUNICATIONS (13.4)

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 communication dated February 13, 2025 from York Region be received for information purposes:
1. 2022 Water and Wastewater Master Plan Amendment;
2. Township of King Resolution - Strengthening Enforcement Against Illegal Land Use.

7. PETITIONS

8. CONSENT REPORTS - FINANCE & ADMINISTRATIVE MATTERS

8.1 177-R-24 ELECTRICAL SERVICES FOR VARIOUS CITY FACILITIES (7.12) 71

D. Chung, ext. 2025 / D. McDowell, ext. 3526 / J. Chan, ext. 2073

1. That the report entitled “177-R-24 Electrical Services for Various City Facilities” be received; and,

2. That the contract be awarded to the highest ranked / Lowest Priced bidder, Igman Electric Ltd., for a term of four years in the estimated amount of $1,594,160.00 inclusive of HST as per the following;

Year 1 - April 1, 2025 - March 31, 2026 - $ 398,540.00

Year 2 - April 1, 2026 - March 31, 2027 - $ 398,540.00

Year 3 - April 1, 2027 - March 31, 2028 - $ 398,540.00

Year 4 - April 1, 2028 - March 31, 2029 - $ 398,540.00

Total: $ 1,594,160; and,

Pricing will be firm for the initial two years of the contract ending March 31, 2027 and year 3 commencing April 1, 2027 will be subject to Consumer Price Index (CPI) increase to a maximum of 3%; and,

3. That the contract includes an option for the City (in its sole discretion) to extend the contract for up to four additional years to be exercised in two (2) year periods. Pricing will be subject to CPI increase to a maximum of 3% if the extension is exercised on April 1, 2029 and again on April 1, 2031; and,

4. That the Director of Sustainability & Asset Management and Senior Manager of Procurement & Accounts Payable be authorized to extend the contract for an additional four years, in two (2) year periods, subject to adoption of the annual operating budget and satisfactory performance; and,

5. That the estimated annual amount of $398,540.00 (inclusive of HST) be funded from various operating accounts; and,

6. That the annual operating shortfall in 2025 in the amount of $103,290 (budget of $295,250 – cost of award of $398,540) be absorbed as part of the 2025 results of operations and that the incremental operating budget impact as a result of the shortfall be adjusted as part of the 2026-2033 operating budgets subject to adoption; and,

7. That the award amounts in 2026 to 2033 be subject to Council adoption of the respective annual operating budgets; and further,

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

8.2 138-R-24 - CONSULTING SERVICES FOR PRE-DESIGN, DETAILED DESIGN AND TENDER PREPARATION FOR THE GLYNNWOOD TRIBUTARY AREA SURCHARGE FLOOD REMEDIATION (7.12)

76

N. Azmy, ext. 2197 / T. Casale. ext. 3190

1. That the report entitled “138-R-24 - Consulting Services for Pre-Design, Detailed Design and Tender Preparation for the Glynnwood Tributary Area Surcharge Flood Remediation” be received; and,

2. That the contract for 138-R-24 - Consulting Services for Pre-Design, Detailed Design and Tender Preparation for the Glynnwood Tributary Area Surcharge Flood Remediation be awarded to the highest ranked, lowest priced Bidder, AECOM Canada Ltd. in the amount of $970,536.97 inclusive of HST; and,

3. That provisional allowances in the amount of $396,864.00, inclusive of HST, be established for subsurface utility engineering (SUE) Level A, permit to take water, utility relocation inspection, excess soil management, additional boreholes and monitoring wells, additional legal survey, additional analysis to identify new solutions as a result of the pond modelling, design support during construction and for an annual external financial audit which may be required; and,

4. That a 10% contingency in the amount of $136,740.10 inclusive of HST, be established to cover any additional design costs and that authorization to approve expenditures of the contingency amount up to the specified limit be in accordance with the Expenditure Control Policy; and,

5. That the Engineering Department Capital Administration fee in the amount of $135,372.70 be transferred to revenue account 640-998-8871 (Capital Administration Fee); and,

6. That the cost in the amount of $1,639,513.77 ($970,536.97 + $396,864.00 + $136,740.10 + $135,372.70) be funded from capital account 083-5350-24408-005 with available budget of $1,299,900; and,

7. That the budget shortfall in the amount of $339,613.77 be funded from Stormwater Fee Reserve; and further,

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

8.3 AWARD OF CONTRACT #012-R-24 JANITORIAL AND CARPET CLEANING SERVICES FOR VARIOUS CITY LOCATIONS (7.0)

83

D. Chung, ext. 2025 / J. Ramsaran, ext. 3526 / J. Chan, ext. 2073

1. That the report entitled “Award of Contract #012-R-24 Janitorial and Carpet Cleaning Services for Various City Locations” be received; and,

2. That the contract be awarded to the highest ranked / lowest priced bidder, Kleenway Building Maintenance, for a term of four years in the total amount of $3,153,233.44 inclusive of HST as per the following;

   Year 1 - June 1, 2025 - May 31, 2026 - $ 788,308.36

   Year 2 - June 1, 2026 - May 31, 2027 - $ 788,308.36

   Year 3 - June 1, 2027 - May 31, 2028 - $ 788,308.36

   Year 4 - June 1, 2028 - May 31, 2029 - $ 788,308.36

   Total: $ 3,153,233.44; and,

   Pricing will be firm for the initial two years of the contract ending May

31, 2027 and year 3 commencing June 1, 2027 will be subject to Consumer Price Index (CPI) increase to a maximum of 3%; and,

3. That the contract includes an option for the City (in its sole discretion) to extend the contract for up to four additional years to be exercised in two (2) year periods. Pricing will be subject to CPI increase to a maximum of 3% if the extension is exercised on June 1, 2029 and again on June 1, 2031 for a total maximum increase of 9% over 8 years if extension years are exercised; and,

4. That the Director of Sustainability & Asset Management and Senior Manager of Procurement & Accounts Payable be authorized to extend the contract for an additional four years, in two (2) year periods, subject to adoption of the annual operating budget, vendor performance; and,

5. That the annual amount of $788,308.36 (inclusive of HST) be funded from various operating accounts; and,

6. That the award amounts in 2026 to 2033 be subject to Council adoption of the respective annual operating budgets; and,

7. The 2025 annual budget shortfall of $125,465.36 be reported as part of the year end results of operations and that the future departmental operating budgets be adjusted accordingly, subject to approval of the 2026-2033 operating budgets; and further,

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

8.4 AWARD OF CONTRACT #164-R-24 SUPPLY AND DELIVERY OF BRANDED MERCHANDISE AND WORKPLACE APPAREL (7.12)

88

D. Chung, ext. 2025 / J. Chan, ext. 2073

1. That the report entitled “Award of Contract #163-R-24 Supply and Delivery of Branded Merchandise and Workplace Apparel” be received; and,

2. That the contract be awarded to the lowest priced, highest ranked bidder, Five Star Enterprise, for a term of two years in the total amount of $410,686 inclusive of HST as per the following;

   April 1, 2025 - March 31, 2026 - $ 205,343.00

   April 1, 2026 - March 31, 2027 - $ 205,343.00

   Total: $ 410,686; and,

3. That the contract includes an option for the City (in its sole discretion)

to extend the contract for up to two additional years. Pricing will be firm for the initial term of the contract (April 1, 2025 to March 31, 2027), and options to extend in years 3-4 (April 1, 2025 to March 31, 2027) will be subject to Consumer Price Index (CPI) increase to a maximum of 2%; and,

4. That the Director of Recreation and Senior Manager of Procurement & Accounts Payable be authorized to extend the contract for an additional two years subject to adoption of the annual operating budget, vendor performance, and an increase based on the CPI to a maximum of 2%; and,

5. That the annual amount of $205,343.00 (inclusive of HST) be funded from various operating accounts as illustrated in the financial considerations section; and,

6. That the award amounts in 2026 to 2029 be subject to Council adoption of the respective annual operating budgets; and further,

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

8.5 MINUTES OF THE SEPTEMBER 9 AND DECEMBER 2, 2024 RACE RELATIONS COMMITTEE (16.0) 93

1. That the minutes and notes of the September 9 and December 2, 2024 Race Relations Committee be received for information purposes.

8.6 MINUTES OF THE NOVEMBER 6, 2024 SANTA CLAUS PARADE ORGANIZING COMMITEE (16.0) 99

1. That the minutes and notes of the November 6, 2024 Santa Claus Parade Organizing Committee be received for information purposes.

8.7 MINUTES OF THE NOVEMBER 28, 2024 MARKHAM ENVIRONMENTAL ADVISORY COMMITTEE (16.0) 101

1. That the minutes and notes of the November 28, 2024 Markham Environmental Advisory Committee be received for information purposes.

8.8 MINUTES OF THE JANUARY 20 AND FEBRUARY 24, 2025 ADVISORY COMMITTEE ON ACCESSIBILITY (16.0) 106

1. That the minutes and notes of the January 20 and February 24, 2025 Advisory Committee on Accessibility be received for information purposes.

*8.9 MINUTES OF THE JANUARY 27, 2025 MARKHAM PUBLIC LIBRARY BOARD (16.0) *117*

1. That the minutes and notes of the January 25, 2025, Markham Public Library Board be received for information purposes.

9. CONSENT REPORTS - ENVIRONMENT & SUSTAINABILITY MATTERS

9.1 THE MECP - MARKHAM DISTRIBUTION SYSTEM - DRINKING WATER INSPECTION REPORT, JANUARY 30, 2025 (5.3) 126

C. Ching, ext. 2035

1. That the report entitled "The MECP – Markham Distribution System – Drinking Water Inspection Report, January 30, 2025" be received; and further,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

10. PRESENTATIONS - COMMUNITY SERVICES MATTERS

10.1 CITY PARKS AND PUBLIC PROPERTIES BY-LAW (5.0) 158

D. Plant, ext. 4893

1. That the report entitled "City Parks and Public Properties Bylaw" be received; and further,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

10.2 PARTNERSHIP IN EDUCATION (3.0) 195

C. Nearing, ext. 5960

1. That the Chief Administrative Officer be authorized to execute this, and any future Donation Agreement, between the City of Markham and Seneca College, or other entity, and any and all associated documents, upon satisfactory review by the City Solicitor.

11. REGULAR REPORTS - FINANCE & ADMINISTRATIVE MATTERS

11.1 BUILDING MARKHAM'S FUTURE TOGETHER (BMFT) 2020 - 2026 STRATEGIC PLAN UPDATE (16.23) 203

B. Frois, ext. 3792 / C. Jeyanathan, ext. 2322

Note: Attachments have been updated

1. That the report entitled Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan Update be received; and further,

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

*11.2 AUDITOR GENERAL - UPDATE (7.0) *284*

1. That the following updates from the Auditor General be received:

   1. Fleet Operations Audit;

   2. Cornell Community Park - Lessons Learned Review;

   3. Auditor General - Follow Up Report;

   4. Contact Centre Review - Final Report be received; and further,

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

*11.3 "BUY CANADIAN" PROCUREMENT STRATEGIES (7.0) *376*

A. Moore, ext. 4711

1. That the report "Buy Canadian" Procurement Strategies be received; and,

2. That Council approve in principle, a "Buy Canadian" approach in the City's procurement of goods and services, where feasible and in the best interest of the City, and in compliance with applicable trade agreements and legislation; and,

3. That the Senior Manager, Procurement, as approved by the City Treasurer and in consultation with the City Solicitor or their designate, be authorized to implement (as a temporary measure in response to U.S. tariffs) amendments to the City's Procurement By-law and associated policies and procedures to give effect to the "Buy Canadian" approach noted under Recommendation #2, including, but not limited to:

   a. Amendment of Part II - Methods of Procurement, Sections 5.1, 6.1 and 8.1 and Appendix A of Procurement By-Law 2017-8 to increase the open procurement dollar thresholds to match the dollar thresholds applicable to municipalities under the Canadian Free Trade Agreement (CFTA), to enable Staff to procure goods and services directly from Canadian vendors below the thresholds;

   b. Inclusion of the requirement or preference, where feasible, in the best interests of the City and in compliance with the City's trade

agreement obligations, for the procurement of Canadian goods and services; and,

4. That the Senior Manager, Procurement and the applicable Director, with approval from the City Solicitor and City Treasurer (or their designates), be authorized to amend or establish contracts for goods and services, as required, to manage the impacts of tariffs on costs and supply chains and ensure continuity of business operations in compliance with the City's Expenditure Control Policy; and further,

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

12. MOTIONS

12.1 AMENDMENTS TO BYLAW 77-93 (8.0) (11.0)

Note: The notice of this motion was given to the General Committee at its meeting held on March 4, 2025.

1. That By-law 77-93 Section 11, Subsection 8 be deleted; and further,

2. That this amendment not be applied retroactively.

13. NOTICES OF MOTION

14. NEW/OTHER BUSINESS

As per Section 2 of the Council Procedural By-Law, "New/Other Business would generally apply to an item that is to be added to the Agenda due to an urgent statutory time requirement, or an emergency, or time sensitivity".

15. ANNOUNCEMENTS

*16. CONFIDENTIAL ITEMS

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

16.1 FINANCE & ADMINISTRATION MATTERS

16.1.1 GENERAL COMMITTEE CONFIDENTIAL MINUTES - MARCH 4, 2025 [Municipal Act, 2001, Section 239 (2) (c)]

16.1.2 INFORMATION EXPLICITLY SUPPLIED IN CONFIDENCE TO THE MUNICIPALITY OR LOCAL BOARD BY CANADA, A PROVINCE OR TERRITORY OR A CROWN AGENCY OF ANY OF THEM; CYBER SECURITY REPORT BY THE AUDITOR

GENERAL (7.0) [SECTION 239 (2)(h)]

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

17. ADJOURNMENT

General Committee Meeting Minutes

Meeting Number: 3
March 4, 2025, 9:30 AM - 4:30 PM
Live streamed

Roll Call	Deputy Mayor Michael Chan Regional Councillor Jim Jones Regional Councillor Joe Li Regional Councillor Alan Ho Councillor Keith Irish Councillor Ritch Lau	Councillor Reid McAlpine Councillor Karen Rea Councillor Andrew Keyes Councillor Juanita Nathan Councillor Isa Lee
Regrets	Mayor Frank Scarpitti	Councillor Amanda Collucci
Staff	Andy Taylor, Chief Administrative Officer Trinela Cane, Commissioner, Corporate Services Morgan Jones, Commissioner, Community Services Arvin Prasad, Commissioner, Development Services Claudia Storto, City Solicitor and Director of Human Resources Chris Nearing, Fire Chief Joseph Silva, Treasurer Sumon Acharjee, Chief Information Officer Stephanie DiPerna, Director, Building Standards	Frank Clarizio, Director, Engineering Mark Visser, Senior Manager Strategy Innovation & Investments Eddy Wu, Director, Environmental Services Jay Pak, Senior Manager, Financial Planning & Reporting Terence Tang, Technology Support Specialist II Anushrut Bharadwaj, Assistant to Council/Committee Iyana Mundo, Assistant to Council/Committee 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 9:31 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 FEBRUARY 11, 2025 GENERAL COMMITTEE (16.0)

Moved by Councillor Juanita Nathan
Seconded by Councillor Andrew Keyes

1. That the minutes of the February 11, 2025 General Committee meeting be confirmed.

Carried

4. PRESENTATIONS

There were no presentations.

5. DEPUTATIONS

Gabe DiMartino and Victoria Mortelliti from BILD (The Building Industry and Land Development Association) appeared before the General Committee to speak on item 10.1, the Deferral of Development Charges for High-Rise Residential Buildings report. Mr. DiMartino and Ms. Mortelliti, on behalf of the BILD York Forum members, expressed BILD's recommendations to extend the deferral for high-rise development to 48 months or until condo registration (whichever comes later), to extend the deferral policy to all housing types, and to convene a working group with City staff to explore additional incentives and policy options.

Mr. DiMartino thanked the City for offering this initiative and stated that their recommendation to extend the deferral better aligns the timing of development charge payments with cash flows shortly after condo registration, helps secure financing from banks, and provides savings from increases in construction costs due to tariffs and interest charges.

The Committee had the following questions and comments for the deputants:

- Requested clarification on the estimated increase in construction costs due to tariffs on goods imported into Canada.
- Expressed concerns about potential revenue loss for the City due to the deferrals and the risks associated with granting a four-year deferral, which may ultimately be covered by property taxpayers.
- Noted that while BILD has been advocating for relief from development charges (DCs), they may be addressing the wrong level of government, as deferring DCs directly impacts the City's revenue.
- Requested clarification on why the deferral should be applied at registration rather than occupancy.
- Sought clarification on the use of Letters of Credit or Surety Bonds and whether these are 100% cash collateralized.
- Inquired whether there had been any response from the province regarding providing developers with relief from DCs.
- Requested clarification on how a 48-month deferral would contribute to increased sales.
- Asked for insight into how long the deferral of DCs should be maintained.

Moved by Councillor Isa Lee
Seconded by Councillor Ritch Lau

1. That the deputation from Gabe Vincent and Victoria DiMartino from BILD, in relation to item 10.1 be received.

Carried

6. COMMUNICATIONS

6.1 YORK REGION COMMUNICATIONS (13.4)

Moved by Regional Councillor Jim Jones
Seconded by Regional Councillor Alan Ho

1. That the communication dated January 16, 2025 from York Region be received for information purposes:

   1. 2025 Ontario Budget Consultation

Carried

6.2 COMMUNICATIONS - DEFERRAL OF DEVELOPMENT CHARGES FOR HIGH-RISE RESIDENTIAL BUILDINGS (7.11)

Note: Please refer to item 10.1 for staff report.

Moved by Councillor Reid McAlpine
Seconded by Deputy Mayor Michael Chan

1. That the written submissions from Joran Weiner of Treasure Hill, James Stevenson of HBNG Holborn Group, and Victoria Mortelliti of BILD, be received.

Carried

7. PETITIONS

There were no petitions.

8. CONSENT REPORTS - FINANCE & ADMINISTRATIVE MATTERS

8.1 2024 SUMMARY OF REMUNERATION AND EXPENSES FOR COUNCILLORS AND APPOINTEES TO BOARDS (7.0)

Moved by Regional Councillor Joe Li
Seconded by Councillor Juanita Nathan

1. That the report entitled “2024 Summary of Remuneration and Expenses for Councilors and Appointees to Boards” be received; and further,
2. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

8.2 030-S-25 SUPPLY & DELIVERY OF ONE BUCKET TRUCK (7.12)

Moved by Regional Councillor Joe Li
Seconded by Councillor Juanita Nathan

1. That the report entitled “030-S-25 Supply & Delivery of One Bucket Truck” be received; and,

2. That the contract 030-S-25 for the supply and delivery of one bucket truck be awarded to Allan Fyfe Equipment Ltd. in the total amount of $393,645.33, inclusive of HST; and,

3. That the award amount of $393,645.33 be funded from project #24418 Corporate Fleet Replacement – Non-Fire (account 057-6150-24418-005) with a budget available of $405,306.00; and,

4. That the budget remaining in the amount of $11,660.67 ($405,306.00 - $393,645.33) be returned to the original funding source; and,

5. That the tendering process be waived in accordance with Purchasing By-Law 2017-18, Part II, Section 11.1: (e) where the City is acquiring specialized vehicles or equipment…in which case the sources of supply may be identified based on technical specifications prepared by the User Department…; and,(g) where it is in the City's best interest not to solicit a competitive Bid; and further,

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

Carried

8.3 051-S-25 SUPPLY AND DELIVERY OF ONE SINGLE AXLE AND ONE TANDEM AXLE TRUCK COMPLETE WITH WINTER CONTROL EQUIPMENT (7.12)

Moved by Regional Councillor Joe Li
Seconded by Councillor Juanita Nathan

1. That the report entitled "051-S-25 Supply & Delivery of One Single Axle Truck and One Tandem Axle Truck" be received; and,

2. That the contracts for the supply and delivery of one single axle truck be awarded as follows:a) Supply and delivery of one truck and chassis be awarded to Premier Truck Group in the amount of $171,045.85 inclusive of HST; and,b) Supply, installation, delivery and upfit of the winter control equipment on this one truck and chassis be awarded to Viking Cives in the amount of $214,159.01 inclusive of HST; and,c) That the total award amount for one single axle truck of $385,204.86 ($171,045.85 + $214,159.01) inclusive of HST be funded from capital project #25192 (057-5350-25192-005 New Fleet - Main Street Unionville) with available budget of $420,900.00; and,

That the budget remaining for the one single axle truck (project #25192) in the amount of $35,695.14 ($420,900.00 - $385,204.86) be retained in the project for any future unforeseen related expenditure, with any remaining surplus budget being returned to the original funding source at the time of project closure; and,

3. That the contracts for the supply and delivery of one tandem axle truck be awarded as follows: a) Supply and delivery of one truck and chassis be awarded to Premier Truck Group in the amount of $220,063.64 inclusive of HST; and,b) Installation and upfitting of the winter control equipment on this truck and chassis be awarded to Viking Cives in the amount of $220,920.96, inclusive of HST; and,c) That the total award amount of $440,984.60 ($220,063.64 + $220,920.96) inclusive of HST be funded from capital project #24418 (057-6150-24418-005 Corporate Fleet Replacement – Non-Fire) with available budget of $494,739.00; and,

4. That the budget remaining for the tandem axle truck (project #24418) in the amount of $53,754.40 ($494,739.00 - $440,984.60) retained in the project for any future unforeseen related expenditure, with any remaining surplus budget being returned to the original funding source at the time of project closure; and,

5. That the tendering process be waived in accordance with Purchasing By-Law 2017-18, Part II, Section 11.1 (e) where the City is acquiring specialized vehicles or equipment…in which case the sources of supply may be identified based on technical specifications prepared by the User Department…; and,(g) where it is in the City's best interest not to solicit a competitive Bid; and further,

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

Carried

8.4 2024 YEAR END RESULTS OF OPERATIONS (7.0)

The Committee had the following questions regarding the expenditures for the 2024 winter maintenance and the surplus for the 2024 year end result of operations:

- Requested clarification on the $3.51M favorable variance for the 2024 winter maintenance expenditures and whether this surplus can be used to offset the costs of the significant winter activity experienced in 2025.

- Asked whether an overbudget expenditure for 2025 winter maintenance would require a tax increase to cover the unfavorable variance.
- Inquired whether the net surplus of $10.2M can be used to repay the reserve funds.

Joseph Silva, Treasurer, responded to the Committee's questions regarding the winter maintenance budget, the policy for transferring year-end surpluses, the mechanisms for offsetting over-expenditures in operations such as winter maintenance, and the ongoing process of repaying reserves.

Moved by Councillor Karen Rea
Seconded by Councillor Andrew Keyes

1. That the report titled "2024 Year-End Results of Operations" be received; and,
2. That the City's 2024 operations net favourable variance of $10.20M be transferred to the Life Cycle Capital Replacement and Capital Reserve Fund, as per the approved Financial Planning and Budgeting Policy; and further,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

8.5 300-T-24 MARKHAM VILLAGE PHASE 1B STORM SEWERS AND WATERMAIN UPGRADES (7.12)

Moved by Regional Councillor Joe Li
Seconded by Councillor Juanita Nathan

1. That the report entitled "300-T-24 Markham Village Phase 1B - Storm Sewers and Watermain Upgrades" be received; and,
2. That the contract for 300-T-24 Markham Village Phase 1B - Storm Sewers and Watermain Upgrades be awarded to the lowest priced Bidder, Green Infrastructure Partners Inc. in the amount of $14,500,886.94 inclusive of HST; and,
3. That a 10% contingency in the amount of $1,450,088.69 inclusive of HST, be established to cover any additional construction costs and that authorization to approve expenditures of the contingency amount up to the specified limit be in accordance with the Expenditure Control Policy; and,

4. That the construction award in the amount of $15,950,975.64 ($14,500,886.95 + $1,450,088.69) be funded from the account 058-6150-25198-005 “Markham Village Flood Control Phase 1B – Construction with an available budget of $20,708,160.00; and,

5. That funding in the amount of $100,000.00 be retained in the account for other services as described under Financial Considerations Section; and,

6. That the remaining funds in the amount $4,657,184.36 ($20,708,160.00 - $15,950,975.64 - $100,000.00) be returned to the Stormwater Fee Reserve; and,

7. That a 5-year moratorium be placed on any major servicing and utility installation along restored areas of the following streets:• Wootten Way North: (from Church Street to Ramona Blvd);• Sir Lancelot Drive: (from Church Street to Sir Gawaine Pl);• Sir Kay Drive: from Sir Lancelot Drive to Sir Gareth Court;• Sir Gawaine: (Place: from Sir Lancelot Drive to end of curve); • Sir Gareth Court; and• Sir Tristram Place; and further,

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

Carried

9. CONSENT REPORTS - ENVIRONMENT & SUSTAINABILITY MATTERS

9.1 ANNUAL WATER QUALITY REPORT (JANUARY - DECEMBER 2024) (5.3)

The Committee requested clarification on how the total number of AWQIs (Adverse Water Quality Incidents) compares to the previous year's results, the testing methods used, and the direct impact on homeowners.

Eddy Wu, Director of Environmental Services, clarified that the AWQI results for 2024 are similar to those from 2023. Mr. Wu explained the testing and flushing methods used to remove potential contaminants and noted that the chances of contaminated water entering private systems are minimal.

Moved by Regional Councillor Jim Jones
Seconded by Regional Councillor Alan Ho

1. That the report titled “Annual Water Quality Report (January-December 2024)” as required by Schedule 22 of Ontario Regulation 170/03, under the Safe Drinking Water Act, 2002, enclosed herein be received; and,

2. That the Annual 2024 Regulatory Water Quality Report (Attachment "A"), containing information for the Ministry of the Environment, Conservation and Parks (MECP) on water supply and quality as required by Section 11 of Ontario Regulation 170/03, under the Safe Drinking Water Act, 2002, be received; and,

3. That Council acknowledge that staff posted the Annual 2024 Detailed Regulatory Water Quality Report on the City's website and that it has been made available electronically and in hard copy version by February 28, 2025 as per regulations; and further,

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

Carried

10. REGULAR REPORTS - FINANCE & ADMINISTRATIVE MATTERS

10.1 DEFERRAL OF DEVELOPMENT CHARGES FOR HIGH-RISE RESIDENTIAL BUILDINGS (7.11)

Mark Visser, Senior Manager of Strategy & Investments, introduced the item as a replacement for the current deferral policy on development charges (DCs) for high-rise residential buildings. Mr. Visser explained that due to changes in the Planning Act (Bill 109) and the discontinuation of phased building permits, the previous deferral mechanism is no longer applicable as of January 1st. Mr. Visser advised that staff are open to engaging with BILD to refine the policy.

Kevin Ross, Manager of Development Finance & Payroll, provided a presentation on the proposed policy for deferring development charges for high-rise construction. The presentation outlined changes to the Planning Act under Bill 109, which expedited site plan approvals for high density development and now requires a single building permit for the entire structure. Mr. Ross outlined the recommended proposal on DC deferrals for high rise developments, financial considerations, and plans for a comprehensive review of the current DC (Development Charge) Deferral Policy. Mr. Ross advised that Staff will collaborate with BILD and development partners as part of the review, assess deferral programs and best practices from other municipalities and the region and a report back later this year on any proposed policy changes.

The Committee thanked staff for the presentation and provided the following comments and questions on the proposed policy:

- Requested confirmation on any perceived risks associated with deferring DCs, given that the physical structure already exists.
- Expressed that an interest-free deferral should not be an option and suggested that an interest rate lower than that of banks would be beneficial to developers facing cash flow challenges.
- Requested clarification on why the current DC deferral policy is tied to underground structures rather than a percentage of the building's completion.
- Asked for clarification on the timing of DC payments under Bill 109, given that the City can issue only one building permit.
- Expressed concerns about the economy and the need for all levels of government to implement economic stimulus measures, highlighting the importance of municipalities engaging provincial support to achieve municipal housing targets and advance affordable housing initiatives.
- Requested a comparison between the proposed DC deferral policy for high-rise residential developments and the City of Vaughan’s DC deferral policy, including the financial implications of Vaughan’s policy.
- Sought clarification on where the lost interest from deferred DCs is allocated, the impact of deferrals on total DC reserves, and whether the loss of revenue would be recoverable.
- Suggested including mid-rise buildings in the deferral policy to support the "missing middle" of housing and incentivize developers to build more of this type.
- Requested clarification on the current development charges policy for purpose-built rentals, affordable housing, and attainable housing, and expressed preference for incentivizing purpose-built rental developments over condominiums to address housing affordability.
- Asked whether deferred DC rates would be adjusted based on market conditions.
- Suggested that DC deferrals should apply only to the approved 20-story height limit and not to any additional height increases.
- Expressed that DC deferrals should not be granted for development applications that have been appealed to the Ontario Land Tribunal.

- Recommended that the Policy Subcommittee convene to review deferral incentives and include stakeholder input.
- Asked why the 18-month deferral period was chosen instead of BILD's recommended deferral length and whether it aligns with construction timelines.
- Suggested that built forms with underground components or longer construction timelines should qualify for deferrals and supported expanding eligibility to other developments, such as stacked townhomes.
- Questioned the level of Canadian content in condo, townhouse, and apartment construction and suggested that deferrals should be provided only to developments using Canadian materials.
- Expressed concerns that the motion may be premature and suggested deferring a decision until a comprehensive review of deferrals for all building types is conducted, with a report brought forward by the end of May or early June.
- Asked what financial protections are in place if a developer goes bankrupt and whether Letters of Credit or Surety Bonds would secure the City's funds.

Staff responded to the Committee's comments and questions, clarifying that the 18-month deferral period was chosen to align with the Region's current approach. Staff noted that delaying the decision until June would leave no incentive in place for 2025, whereas the proposed deferral policy provides a temporary measure while allowing for a more comprehensive review. Staff also confirmed that they will continue to assess the Region's direction and consult with BILD, and that the interim policy offers some level of incentive as they await further regional developments. Once the Region finalizes its changes, staff will bring forward a report aligning with these updates.

Andy Taylor, Chief Administrative Officer, advised that he will follow up with the Mayor on the status of the Policy Subcommittee. He noted that under Strong Mayor Powers, the Mayor has authority over appointment of Councillors to various committees and stated that he will discuss the next steps for the Policy Subcommittee.

The Committee consented to add the following amendment to the motion:

"That Staff report back with a comprehensive report on the deferral of Development Charges across all building types be presented no later than the end of June."

Moved by Councillor Reid McAlpine
Seconded by Councillor Andrew Keyes

1. That the report entitled, “Deferral of Development Charges for High-Rise Residential Buildings” be received; and,
2. **That the deputations from Gabe Vincent and Victoria DiMartino from BILD, be received; and,**
3. **That the written submissions from Joran Weiner of Treasure Hill, James Stevenson of HBNG Holborn Group, and Victoria Mortelliti of BILD, be received; and,**
4. That the attached Development Charge Deferral Policy - High-Rise Residential Buildings be approved; and,
5. That the Treasurer be authorized to modify the Policy to make any administrative changes deemed necessary for the implementation of the deferrals; and,
6. That the Treasurer be authorized to execute Development Charge deferral agreements, in a form satisfactory to the City Solicitor; and,
7. **That Staff report back with a comprehensive report on the deferral of Development Charges across all building types no later than the end of June; and further,**
8. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

11. MOTIONS

11.1 MOTION - "BUY CANADIAN" PROCUREMENT POLICY (7.9)

Councillor Karen Rea introduced a motion for consideration at today's meeting, requesting that staff examine the City's procurement practices and prepare a report on a "Buy Canadian" policy.

The Committee made the following comments:

- A "Made in Canada" procurement policy is part of the City's efforts to respond to the United States' threats of tariffs on Canadian goods.
- Consideration be given to potential provincial policies and its’ implications to the City.

- The City of Brampton and the City of Toronto have established a committee of Councillors and business representatives to address this issue.
- Input from the local business community is important, as they may be experiencing similar pressures while continuing to serve Canadian markets and reducing reliance on American inputs.
- All levels of government play a role in demonstrating unity to our counterparts, ensuring we are taken seriously.
- The purchasing policy should consider legal fairness, best value and quality for taxpayers, potential unintended consequences, and impacts on the business community.
- Several municipalities in Ontario and across Canada, such as Kitchener, Waterloo, Guelph, and Surrey, have implemented similar policies. It would be beneficial to review what other jurisdictions have done in response.
- That staff report back at the next General Committee meeting on April 1st, 2025.

1. The Committee consented to waive Section 5.4(c) of the City's Procedural By-law 2017-5 to allow for a motion on the "Buy Canadian Procurement Policy" to be considered at today's meeting.

Carried by a Two Thirds Vote

Moved by Councillor Karen Rea
Seconded by Councillor Juanita Nathan

1. That staff be directed to examine the City's procurement practices and prepare a report on a "Buy Canadian" procurement policy; and further,
2. That staff report back at the next General Committee meeting on April 1st, 2025.

Carried

12. NOTICES OF MOTION

12.1 AMENDMENTS TO BYLAW 77-93 (8.0)(11.0)

Regional Councillor Joe Li introduced a notice of motion on amendments to Bylaw 77-93. The motion will be discussed at the next General Committee meeting on April 1st, 2025.

Moved by Regional Councillor Joe Li
Seconded by Regional Councillor Jim Jones

1. That By-law 77-93 Section 11, Subsection 8 be deleted; and further,
2. That this amendment not be applied retroactively;

Carried

13. NEW/OTHER BUSINESS

There were no new or other business.

14. ANNOUNCEMENTS

There were no announcements.

15. CONFIDENTIAL ITEMS

General Committee convened into confidential session at 11:07 AM.

Moved by Councillor Karen Rea
Seconded by Councillor Reid McAlpine

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

Carried

15.1 FINANCE & ADMINISTRATIVE MATTERS

15.1.1 PROPOSED OR PENDING DISPOSITION OF LAND BY CITY OR LOCAL BOARD (WARD 5); A PROPOSED OR PENDING ACQUISITION OR DISPOSITION OF LAND BY THE MUNICIPALITY OR LOCAL BOARD

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

The Committee consented to place this item on the March 25, 2025 Confidential Council Meeting Agenda for consideration.

15.1.2 PROPOSED OR PENDING DISPOSITION OF LAND BY CITY OR LOCAL BOARD (WARD 1); A PROPOSED OR PENDING

ACQUISITION OR DISPOSITION OF LAND BY THE MUNICIPALITY OR LOCAL BOARD

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

The Committee consented to place this item on the March 25, 2025 Confidential Council Meeting Agenda for consideration.

16. ADJOURNMENT

Moved by Councillor Isa Lee
Seconded by Councillor Juanita Nathan

That General Committee adjourn from confidential session at 11:44 AM and not report out on any matter.

Carried

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City of Markham

Fleet Operations Audit

April 1, 2025



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Introduction - Background

Background

- The City's Operations Department – Fleet Division (referred to as "Fleet Operations"), supports cross-functional operations within the City with a fleet of vehicles and equipment, currently operating 283 licensed vehicles and 717 non-licensed equipment across 15 divisions.

- Fleet Operations functions include fleet tracking and monitoring, asset maintenance, asset acquisition, and safety and compliance. Fleet Operations makes use of various fleet management tools to assist in the optimization of fleet lifecycle costs, facilitate a safe operating environment and support Markham's sustainability goals.

- Most recently, the City has implemented an Enterprise Asset Management system (called "Lucity") which Fleet Operations is able to utilize to manage its asset inventory, assess the condition of assets, and log, track and determine maintenance needs, and record fuel usage.

- The City undertook this audit in order to evaluate the efficacy of fleet management and identify potential opportunities for improvement to return enhanced value to the City.

Introduction – Objective and Scope

Objective

To assess the effective and efficient management and operation of the departmental vehicle and equipment fleet throughout its life cycle. Specifically, this audit assessed whether:

1. Fleet Operations services and functions are well governed and managed;

2. Fleet Operations expenditures (and recoveries) are made with due regard for economy and efficiency, providing good value for the City's taxpayers; and,

3. Appropriate procedures are in place to measure and report on the effectiveness of Fleet Operations services and functions.

Scope

The scope of the audit focused on:

1. **Governance & Structure Review** – including governance structure, organization structure (e.g., centralization of the fleet management function), management structure, performance/results management and decision-making, reporting and monitoring, and policy existence.

2. **Financial & Operational Results of Fleet Operations** – including key performance indicators and analysis of common standard performance measures for Fleet Operations and including the quality of and access to relevant data.

3. **Business Case Review** - including those developed for innovation initiatives, capital replacement and acquisition vs. rental decisions. Review will include business case structure, data, evaluation and decision criteria (objective and subjective), efficacy of calculations and analysis, review and approval protocols, and justification narrative.

Summary of Strengths

Area	Strengths
Governance & Management Structure	Fleet Operations has a strong leadership structure with personnel at various hierarchy levels. The meeting cadence is also strong, allowing for appropriate levels of review and approval among various levels of management, up to the Commissioner, Community Services and the Chief Administrative Officer. The leadership structure in place and meeting cadence observed allows for effective management review, feedback and decision-making through Fleet Operations budgeting and day-to-day functions.
Operational Reporting	Fleet Operations maintains a set of operational reporting that guides day-to-day management activities. There are also other reports that are generated and reviewed for Fleet Operations management. All of these reports provide useful inputs for day-to-day management and ultimately for analysis and decision-making purposes to evaluate the composition of the fleet itself, efficient stockroom inventory levels, work order management, and vendor management.
Ability to Start to Access Systems and Data	Although Lucity is a relatively new system utilized by Fleet Operations, this Enterprise Asset Management system offers Fleet Operations with the opportunity to start to leverage data, develop performance measures and monitor performance over time.
Business Cases for New Fleet Purchases	Fleet Operations assesses options to justify fleet purchases and procurement of vehicles, equipment and related services. While the City has general policies that govern asset replacements, Fleet Operations takes a prudent approach by evaluating, through a business case, the specific asset that may be subject to replacement by determining an optimal course of action by balancing maintenance costs, remaining life and salvage value against the cost of replacement. The framework for business case evaluation is evident, with strong policies, developed templates and robust review and approval procedures.
Foundation for the Development of a Low-Carbon Municipal Fleet Strategy	In July 2023, the City engaged Dunsky Energy + Climate Advisors (“Dunsky”) to produce a “Low-Carbon Municipal Fleet Strategy”. The Dunsky report, delivered at the end of September 2024, was to “recommend a comprehensive municipal low-carbon fleet strategy that is effective, realistic, and informative, while meeting all federal and municipal emission targets in the next few decades”. The Dunsky report is a thoughtful and comprehensive report and provides the foundational information and low-carbon considerations for the City to develop and implement its own Municipal Fleet Strategy. We understand that the report and the City’s strategy and plan will be presented to Council in the upcoming months.

Summary of Observations, Recommendations and Management Responses

#	Observations	Rating	Recommendations	Management Responses
1	<u>Fleet Operations and the Fire Department</u> During the audit, it was noted that there is a current lack of clarity with regards to roles and responsibilities between Fleet Operations and the fleet function within the Fire Department (referred to as Fire Fleet in this observation). There are different sets of perceived requirements between the two units and outstanding questions about the optimal degree to which Fire should operate independently versus adhering to a more centralized Fleet Operations structure. Central to the lack of clarity is the application of centralized Fleet Operations' policies and procedures to Fire Fleet operations, and the level of collaboration to facilitate efficient and effective fleet operation services. The lack of clarity between Fleet Operations and Fire Fleet may impact the overall effective and efficient management of fleet operations, especially any efficiencies that can be gained through a centralized fleet model, as well as consistency in policy, procedures and processes, and financial accountability.	M	A centralized fleet operations structure and governance model should be maintained, however, the roles, responsibilities and approval processes between Fire Fleet and Fleet Operations should be reviewed and clarified for optimal performance. This should include policies and processes, consideration of a simple service level agreement, and enhanced collaboration.	City staff agree that the centralized fleet operations structure and governance model should be maintained. Where resources permit, we will review and document the roles, responsibilities, and approval processes as part of ongoing continuous improvement efforts.

Summary of Observations, Recommendations and Management Responses

#	Observations	Rating	Recommendations	Management Responses
2	<u>Financial Reporting – Cost Allocations and Credits</u> During the audit, we identified that the Fleet Operations monthly internal financial report does not represent a full costing of Fleet Operations, as it does not include all costs and credits for Fleet Operations functions. By not allocating all costs and credits for Fleet functions, the City will not have a true picture or full costing of all Fleet Operations costs which may impact decision-making, as well as not knowing the full extent of expenditures, variances to budgets, and other financial implications.	M	Conduct a review of the Fleet Operations' monthly internal financial report with the view to ensure that all costs, credits and allocations of all Fleet-attributable functions are appropriately reflected. This will allow Fleet Operations to standardize reporting that better reflects Fleet Operations' functions and enable performance comparisons/benchmarking to other Fleet management entities.	City staff recognize the importance of regularly reviewing and analyzing financial information. As part of ongoing continuous improvement efforts, we will consider any necessary updates to tools and templates to ensure that adequate and relevant information is captured.

Summary of Observations, Recommendations and Management Responses

#	Observations	Rating	Recommendations	Management Responses
3	<u>Fleet Operations' Strategy, Business Plans, Goals and Performance Measures</u> While business planning is conducted at the Fleet Operations level with support from the Operations Department, strategic planning is conducted only at the Operations Department level, with no strategic or detailed plans, goals and performance measures at the sub-division (i.e., Fleet Operations) level. By not having a Fleet Operations strategic plan, and business plan with specific and actionable goals, objectives and performance measures, there may be a lack of clear direction in what Fleet Operations should prioritize, resulting in less than optimal performance, inefficient and/or ineffective use of resources and time management.	L	A Fleet Operations strategy and business plan should be augmented within the *Operations Departmental Business Plan*, incorporating the priorities, goals and objectives of the City and the Operations Department, as well as corresponding actions and performance measures of Fleet Operations for regular monitoring and reporting, working within and following the City's standard planning processes and timelines. In developing the Fleet Operations strategic and business plans, existing documents could be built-upon by adding specific Fleet Operations strategy, plans, goals, and performance measures.	City staff acknowledge the benefits for an expanded strategy, business plan, and performance measures for Fleet Operations. As part of ongoing continuous improvement efforts, we will evaluate the best available information and integrate it into the Departmental Business Plan to provide clear goals and objectives.

Summary of Observations, Recommendations and Management Responses

#	Observations	Rating	Recommendations	Management Responses
4	<u>Data and Performance Measure Reporting</u> Standard City practice includes management reporting on an annual basis of the performance measures set in *the Operations Departmental Business Plan*, however, there are no active reports throughout the fiscal year that provide regular monitoring, tracking or reporting against other performance measures or key performance indicators (KPIs). We note that the City has either recently implemented (or is in the process of implementing) a number of systems that are starting to gather data that will assist Fleet Operations management. Without detailed data, Fleet Operations will not be able to set standard performance measures or targets, track or monitor KPIs, conduct trend analysis to assist with assessing fleet operations performance to make informed operational and managerial decisions, or continuously improve. Implementing data analysis activities will allow Fleet Operations to identify opportunities for improvement, and consequently develop and implement efficiency and effectiveness initiatives for improved service and performance.	L	Continue to assess the data captured by the various systems used by the City and determine ways this data can be further developed, analyzed and incorporated for optimized performance, as well as presented regularly to senior leadership and Council. The data and reports developed should integrate into the performance measures that are set as per Fleet Operations strategic and business plans (refer to **Recommendation #3** above).	City staff acknowledge the need to assess and analyze the new and current data generated from the newly implemented Asset Management System (EAM) system. As part of ongoing continuous improvement efforts, we will evaluate the best available performance measures for Fleet Operations and integrate to the annual business plan reporting.

Summary of Observations, Recommendations and Management Responses

#	Observations	Rating	Recommendations	Management Responses
5	<u>Capital Budget Contingency</u> During the audit, it was noted that Fleet Operations included a $250,000 contingency allowance in their 2024 fiscal year budget to be used for capital budget overruns. While the City uses the contingency limit as a conditioning exercise to encourage a focus on the impact of budgeting and project overruns, it appears that the contingency allowance threshold of $250,000 was put in place many years ago and may not be adequate for the size and scale of the City's portfolio. If this limit is too low, the City may not achieve the right balance of project control (through discussion/review when limits are exceeded) and administrative efficiency, whereby projects are permitted to proceed without the need for incremental review.	L	While the specific threshold limit of the contingency amount is not an overly restrictive constraint given overrun accounting and the replenishment process, a detailed root cause analysis of project overruns should be conducted, and where overruns are deemed excessive, the City should implement solutions to improve accuracy and accountability for the capital budgeting and project management processes. Solutions could include the application of contingencies for specific categories of capital, incremental training, and revised review procedures. Consider also developing a more appropriate contingency level based on accepted industry thresholds to help streamline project review and decision-making.	City staff recognize the importance of developing cost estimates that are as accurate as possible, based on the best available information, and integrating this data into the budget process. Updated cost information is consistently considered and utilized to guide planning and budgeting for future projects. Where necessary and appropriate, City staff will incorporate contingencies based on standardized corporate guidelines. Additionally, mechanisms are in place throughout the year to secure additional funding, as needed, to support the timely and successful delivery of projects.

Summary of Observations, Recommendations and Management Responses

#	Observations	Rating	Recommendations	Management Responses
6	<u>Business Case Financial Analysis Templates</u> Upon review of the financial analysis template that accompanies business cases, and the completion of two different business cases (i.e., Vehicle Electrification and Rent vs Buy of Seasonal Vehicles), we noted that the template and analysis, which uses Excel, was conducted on an ad-hoc basis, with no clear instructions or explanations of embedded methodology or calculation inputs or results, rendering the financial analysis difficult to understand. Without the standardization of processes and procedures in place, there may be a reduction in the effective and efficient use of business cases, calculations, and other similar analyses when conducting assessments of new initiatives, capital replacements, and other business decisions. Standard financial analysis templates, with guidance around inputs, assumptions, methods of analysis, decision criteria and expected financial results are useful to evaluate the economy of various fleet strategies, options, procurements and expenditures.	L	Financial analysis templates should be developed and implemented in MS Excel for Departments to use for common (and unique when needed) procurements and expenditures.	Corporate templates designed to capture critical information and considerations for decision-making are utilized in key business processes, including the annual budget process and procurement approvals. City staff recognize the importance of regularly reviewing these documents to ensure their continued effectiveness and will incorporate this assessment into ongoing continuous improvement efforts.

Summary of Observations, Recommendations and Management Responses

#	Observations	Rating	Recommendations	Management Responses
7	<u>Reporting Improvement Opportunities</u> During review of certain management reports, we noted that improvement opportunities could be made to enhance certain reports' frequency and their contents to assist with efficient and effective review and monitoring of Fleet Operations.	L	Improvements could be made for continuous maturity of the Fleet Operations set of reports, including the: • Fleet Financial Statement • Fleet Forecast • Capital Project Status Update • Capital Status Department Review • EV Operating Costs	City staff recognize the importance of regularly reviewing and analyzing financial information. As part of ongoing continuous improvement efforts, we will consider necessary updates to tools and templates to ensure that sufficient and relevant information is captured.

Recommendation

The Auditor General recommends that:

- The Fleet Operations Audit Presentation be received.

Q&A



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Cornell Community Park – Lessons Learned Review

April 1, 2025



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Introduction - Background & Objective

Background

- Cornell Community Park is a 13.67 hectare (33.78 acre) parcel of land located north-east of Highway 7 and 9th Line at the north-east corner of Riverlands Ave. and Cornell Centre Blvd.
- The Park Project was a major undertaking spanning over a decade to complete, with initial planning started in 2014 leading to the Park's opening in 2023, later than its original October 2021 planned opening.
- During the early stages of planning, the Project experienced challenges and encountered considerable delays.
- Consequently, the City undertook this lessons-learned review in order to understand root causes for budget and cost changes, schedule delays and to mitigate the effects of these challenges today and across future projects.

Objective

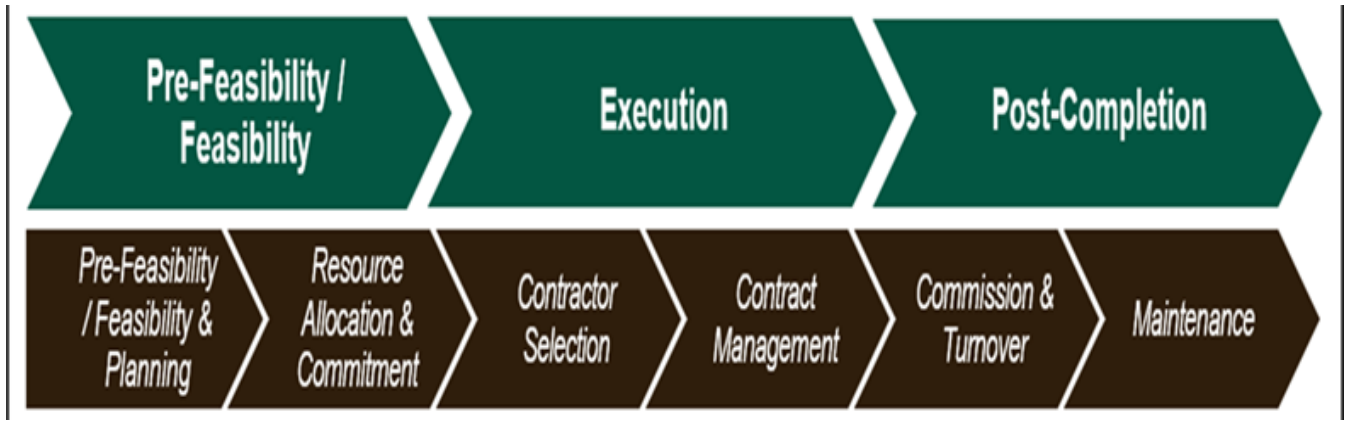
- The objective of this review was to evaluate project management processes utilized on the Project to identify root cause factors associated with efficiency and effectiveness of end-to-end Project delivery, and ongoing Park maintenance and renewal, and to provide recommendations for planning and management of projects in the future, including opportunities to achieve better value for money outcomes.

Introduction - Scope

Scope

The engagement focused on reviewing the following areas:

1. **Pre-Feasibility/Feasibility and Concept Planning**
2. **Resource Allocation and Commitment**
3. **Procurement and Contractor Selection**
4. **Contract Management**
5. **Commission and Turnover**
6. **Maintenance**



Summary of Strengths

Area	Strengths
On Budget Project Delivery	Despite a decade of planning, design, and construction, the Project was completed within the original budget of $12.5 million identified in November 2014. As of late 2024, the total project cost, including additional closeout payments to the design and construction firms, was approximately $11.6 million – 7% less than the budget estimated over a decade ago.
Coordination between Design, Construction and Operations	Parks Operations staff were involved at all stages of the Project planning, conceptual design, construction and ultimately assumption of the Park's operation. This ensured that operational considerations were appropriately reflected in design decisions to ensure an optimal balance between capital and operating cost.
Well Documented Decisions and Project Records	There were detailed and extensive volumes of project documentation that covered the entire Project lifecycle from original planning, design, construction, occupancy and operations. These comprehensive Project records provided transparency of decision making, use of funds, procurement, rationale for changes and appropriate use of delegation of authority.
Effective Oversight during Warranty Period	The construction contract for the Project includes a two-year warranty on all Park elements. During this warranty period, a decision was made for the City's Planning and Urban Design Department to administer the warranty (identify deficiencies, ensure repairs and replacement), rather than immediately transferring this role to Operations. This ensured that the Project Team who tendered and managed construction (i.e., those most familiar with the Park) continued their oversight relationship with the contractor throughout the warranty period. This approach ensured effective oversight and maximized contractor performance and accountability.
Effective Project Management during Construction Phase	There is evidence that the City applied strong project management tools and processes during the construction phase of the Project, including the following leading practices: 1) Work plans broken into detailed phases with clearly defined tasks, deliverables, and milestones; 2) Phased design iterations (30%, 75%, and 90%) to ensure progressive refinement and stakeholder involvement; 3) Clear scheduling of milestones (e.g., substantial completion, total completion, and warranty periods) allowing for structured progress tracking and accountability; 4) Comprehensive scheduling and quality oversight; 5) Regular progress updates, and site inspection; and, 6)Clear documentation of decisions, approvals and any Project changes.

Summary of Observations, Recommendations and Management Responses

Note: The Project was a major undertaking spanning over a decade to complete. Some of the observations listed below occurred many years ago, and since that time staff have implemented improvements to processes and procedures, based on lessons learned from these early setbacks. Accordingly, **all of the observations are rated as "low" priority**, because in most cases, management has already taken sufficient action to address the concerns that were identified during the course of this review.

#	Observations	Recommendations	Management Responses
1	<u>Soil Quality and Illegal Dumping Concerns</u> The Park property was acquired during the development of the Cornell Community. However, prior to development, the City needed to address significant concerns about the condition of the property which delayed the start of construction. The Developer's failure to deliver an adequately prepared flat surface of land, with good quality topsoil, compounded by subsequent illegal dumping, led to significant Project delays and additional costs.	Any park land transferred to the City should be in an appropriate condition to facilitate development, including a flat surface and suitable soil quality. Steps should be taken to ensure that land being held for future parks development is monitored to prevent illegal dumping or trespassing. We note that staff are well-aware of these concerns and now use legal developer agreements to ensure that any parkland transferred to the City is in "development ready" condition.	Parks Development ("PD") Staff agree with this observation and recommendation. Our current park development processes and standard agreement clauses, in combination with the application of new provincial legislation (O. Reg. 406/19 "On-Site and Excess Soil Management) significantly mitigate the risk of a similar issue with soil quality and illegal dumping occurring. PD Staff are of the opinion that this item has been addressed and do not anticipate further challenges of this nature with future capital park planning.

Summary of Observations, Recommendations and Management Responses

#	Observations	Recommendations	Management Responses
2	<u>Approval of Minor Cost Increases that are within Originally Approved Capital Budget</u> The Park's 2020 total cost of award (tender price, plus contingency, internal fee, and HST) of $10.35 million was significantly lower than the approved budget of $13.56 million. Budget Policy required that the remaining unspent budget ($3.21 million) be returned to the original funding source. In the event that additional expenses are required beyond the $10.35 million cost, a purchase order adjustment form is utilized to facilitate approvals from the Director, CAO or Council, depending on the dollar value. This approval process applies, even if the additional amount requested increases total cost to an amount that is still less than the originally approved budget. This process can be lengthy and administratively cumbersome to approve additional funding requests that are well within the originally approved budget.	Investigate opportunities to simplify and streamline the approval of funding adjustments in cases where changes are small, and if approved, the cost is still within the originally approved budget. Streamlining this process by establishing pre-approved conditions or expedited protocols for additional funding would prevent delays and ensure timely access to resources when needed for unforeseen, but justifiable cost increases.	PD Staff agree with this observation and recommendation. In November 2024, the Finance Department made changes to the Expenditure Control Policy to greatly mitigate this observation. The changes are aligned with the recommendation to streamline and delegate the decision-making authority to those staff closest to the pertinent information while balancing the changes with appropriate financial management measures. PD Staff are of the opinion that this item has been largely addressed with the November 2024 revisions to the Expenditure Control Policy and look forward to participating in future reviews for opportunities to streamline.

Summary of Observations, Recommendations and Management Responses

#	Observations	Recommendations	Management Responses
3	<u>Difficulty Understanding Project Budgets Over Time</u> The Project's lifecycle spanned a full decade and included numerous reports on status, and anticipated project costs. When these reports were chronically sequenced there were variations in how costs were reported making it challenging to understand and track project budgets over time.	Guidelines should be developed to standardize the preparation and presentation of capital project budgets to ensure comparability of capital budget and expenditure reporting over time, and consistency in how contingencies, internal fees and additional costs are reported.	PD Staff agree with this observation and recommendation. Since 2019, PD Staff have worked closely with our Finance Department, seeking consistency and accuracy in our communications and reporting. PD Staff are of the opinion that this item has been largely addressed through our strong working relationship with the Finance Department and our consistent participation in and application of their standard communication and reporting processes.

Summary of Observations, Recommendations and Management Responses

#	Observations	Recommendations	Management Responses
4	<u>Lack of an Overall Project Charter</u> No Project Charter was prepared at the beginning of the Project. Workplans (tasks and schedule) were prepared by the design and construction contractors, but these were missing elements of a broader Project Charter. It is noted that, despite not having a Project Charter, the City applied strong project management tools and processes. To a significant extent, these project management activities helped to mitigate the risks of not having a Project Charter.	During the start-up phase of significant new parks development projects, a Project Charter should be prepared to clearly define, at a minimum, the scope, objectives, roles, authorities, budget parameters, communications, risk and change management protocols.	PD Staff agree with this observation and recommendation. PD Staff will develop Project Charters for significant new park development projects going forward. This will formally summarize the range of project management tools currently utilized. Project Charters will be developed on significant new park development projects approved as part of the 2026 Capital Budget.

Summary of Observations, Recommendations and Management Responses

#	Observations	Recommendations	Management Responses
5	<u>Accessibility Requirements Not Reflected in Original Design</u> In the initial 2016 design for the Park, it is noted that accessibility requirements of the Province's AODA Design of Public Spaces standards were not accounted for. The Design of Public Spaces regulation (approved on January 1, 2013) includes requirements for accessible playground surfaces, ramps and slopes, and accessible trails, parking and seating. Incorporating these requirements in subsequent designs for the Park resulted in design revisions and increases to the Project's budget.	When preparing initial designs and cost estimates for new community parks, current standards and regulatory requirements should be understood and complied with. We note that staff have developed a strong knowledge of AODA regulations for Public Spaces, and these requirements are routinely reflected in the planning, design and construction of new park facilities.	PD Staff agree with this observation and recommendation. Accessibility, and all related regulatory requirements and standards are one of the few primary considerations (public safety being the other) for our staff when designing parks. In 2019, PD staff had initiated a strong working relationship with the Accessibility Advisory Committee prior to Covid 19 and continue this relationship today with the Accessibility Advisory Committee through a strong collaboration with the City's new Accessibility Consultant. PD Staff are of the opinion that this item has been addressed and are committed to staying up to date with and applying standards and regulatory requirements related to Accessibility.

Summary of Observations, Recommendations and Management Responses

#	Observations	Recommendations	Management Responses
6	<u>Misleading Operating Cost Estimates</u> The initial operating cost estimate for the Park was based on an area-based funding model, calculated at $8,584 per hectare in 2017, resulting in an annual operating cost estimate of $117,343. By 2021, this estimate was revised to $9,174 per hectare or $125,409 annually. This estimation methodology is misleading as it assumes an "average" cost across all City parks, and fails to recognize that for a community park, such as Cornell Community Park, there is a more enhanced (and expensive) range and concentration of recreational amenities. In 2023, staff prepared a revised calculation using an amenity-based funding model which estimated the park's annual operating cost to be $252,318 – double the original estimates – reflecting the Park's distinct features and higher maintenance demands.	When estimating operating costs for community parks, an amenity-based costing model should be used instead of an area-wide average costing model. We note that staff are well aware of this concern and have already increased the use of amenity-based costing models for non-typical park facilities.	PD Staff agree with this observation and recommendation. PD Staff will continue to engage with the Finance and Park Operations Teams to further formalize procedures for the application of amenity-based operating estimates for application to non-typical park facilities. This item is ongoing, and PD staff are committed to developing a consensus approach with the Finance and Park Operations teams for application to projects included in the 2026 Capital Budget Process.

Summary of Observations, Recommendations and Management Responses

#	Observations	Recommendations	Management Responses
7	<u>Absence of Park Development Team between 2014 to 2019</u> When the Project was initially kicked off (in 2014), the City did not have a dedicated organizational unit that specialized in park planning, design and construction. As a result, staff overseeing the Project lacked some of the specialized knowledge and experience needed to effectively plan and manage a complex Project, explaining some of the challenges and delays encountered during the Park's first few years of planning. In 2019, specialized expertise in parks planning, design and construction was added to the Project Team which helped bring the Project back on track, finalize the design, and complete a successful construction tender in 2020.	When commencing complex development projects, identification and acquiring of any specialized knowledge and expertise should be completed early to successfully plan and implement the project. It is recognized that the City now has in-house capabilities in parks planning, design and construction.	PD Staff agree with this observation and recommendation. Since that time, the City has established the PD Team comprised of staff with a range of roles, skillsets and expertise that is generally organized to meet the range of demands and challenges required to successfully deliver a predictable Parks Development Portfolio. PD Staff are of the opinion that this item has been mostly addressed and will continue to monitor and communicate resource requirements to ensure effective delivery of the Parks Development Portfolio.

Recommendation

The Auditor General recommends that:

- The Cornell Park Lessons Learned Review Presentation be received.

Q&A



MNP

City of Markham

Follow Up Procedures Report

April 1, 2025



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Follow Up Procedures Report

As part of the Auditor General's mandate, MNP followed up on open and outstanding recommendations from the following three Audits:

1. Asset Management – completed in 2019
2. Information and Records Management – completed in 2020
3. Accessibility – completed in 2021

Follow up procedures were conducted between July to October 2024, on the following number of observations, per audit:

No.	Audit	High Risk Observations (#)	Medium Risk Observations (#)	Low Risk Observations (#)	Total Observations (#)
1	Asset Management Audit (2019)	0	2	1	3
2	Information and Records Management Audit (2020)	0	4	1	5
3	Accessibility Audit (2021)	1	4	3	8

Summary of Remaining Open Items (as of October 31, 2024)

The following provides a summary of the activity completed by the City:

1. **Asset Management Audit (2019):** Two of the three observations have been remediated. The last medium rated observation has been re-targeted to Q4 2025 for completion.

2. **Information and Records Management Audit (2020):** Two of the observations from this audit are currently in progress of completion, with remediation of three observations not yet started due to their dependency on the implementation of various IT systems. These three not yet started observations have been re-targeted to 2026 for completion.

3. **Accessibility Audit (2021):** Six of the observations have been remediated. One medium rated observation is currently in progress of completion, with one low rated observation not yet started due to the delay in the hiring of a dedicated Accessibility Specialist.

Audit	Previously Completed	Completed as of October 31, 2024	Retargeted	New Due Date in Q4 2024 (i.e., Dec 31, 2024)	New Due Date in 2025 and 2026	Total Remaining Open Items
Asset Management (2019)	n/a	2	1	0	1	**1**
Information and Records Management (2020)	n/a	0	5	0	5	**5**
Accessibility Audit (2021)	n/a	6	2	0	2	**2**

Legend

Completed as of October 31, 2024: Remediation activities that have been completed by management as of October 31, 2024 which were reviewed by MNP and assessed as adequate to close the audit finding.

Retargeted: Management action plans that have been retargeted for completion.

New Due Date in Q4 2024: Management action plans due to be implemented by December 31, 2024.

New Due Date in 2025 and 2026: Management action plans that are planned for completion in 2025 and 2026.

Total Remaining Open Items: Management action plans that remain open that are due in the last two months of 2024 and in 2025 and 2026 (which include retargeted ones from this period).

Summary of Remaining Open Items (as of October 31, 2024)

Below is a table representing the length of time the open/re-targeted management action items (as of October 31, 2024) have been outstanding, and the risk rating attached to the open items:

Risk Rating	Ageing in Months					Total
	0-3	4-6	7-9	10-12	12+	
High					0	**0**
Medium					6	**6**
Low					2	**2**

Details of each followed up item, including status (i.e., closed, not yet started, or in progress) and an updated target date is contained in the attached detailed report.

Recommendation

The Auditor General recommends that:

- The Follow Up Presentation be received.

Q&A



MNP

City of Markham

Contact Centre Review

April 1, 2025



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Introduction - Background & Objective

Background

- Established in 2003, Markham's Contact Centre ("Centre") facilitates direct communication between the local government and the community, improving transparency, accessibility, and responsiveness in municipal services and programs. It serves as the primary point of contact for documenting and communicating the status of active citizen requests ("ACRs") and supports the delivery of various programs.
- As the central hub for interaction, the Centre connects residents with Markham's 22 departments and supports recreational programs. It handles calls, emails, chats, and social network queries on behalf of the departments and triages service requests through the ACR system to the appropriate department for resolution. The Centre also tracks the status of ACRs and communicates with residents as needed.

Objective

- The objective of this engagement was to review the current processes, procedures, workforce design, governance model, and tools employed by the Centre to identify opportunities for improvement.

Introduction - Scope

Scope

The engagement focused on reviewing the following areas:

1. **Roles & Responsibilities:** Review of the practices, skills, and tools used by resources supporting Centre operations and identify improvement opportunities.

2. **Staffing Model:** Review of the staffing model and work with key stakeholders to identify how call volumes, nature, utilization, effectiveness, and wait times impact the Centre's utilization. Define opportunities that may enable the Centre to provide increased call volumes and a broader scope of services.

3. **Scalability of Operations:** Review of the Centre's management systems and tools to evaluate requirements for scalability, adoption of process automation, resident complaint management, and coordination with other internal specialist groups.

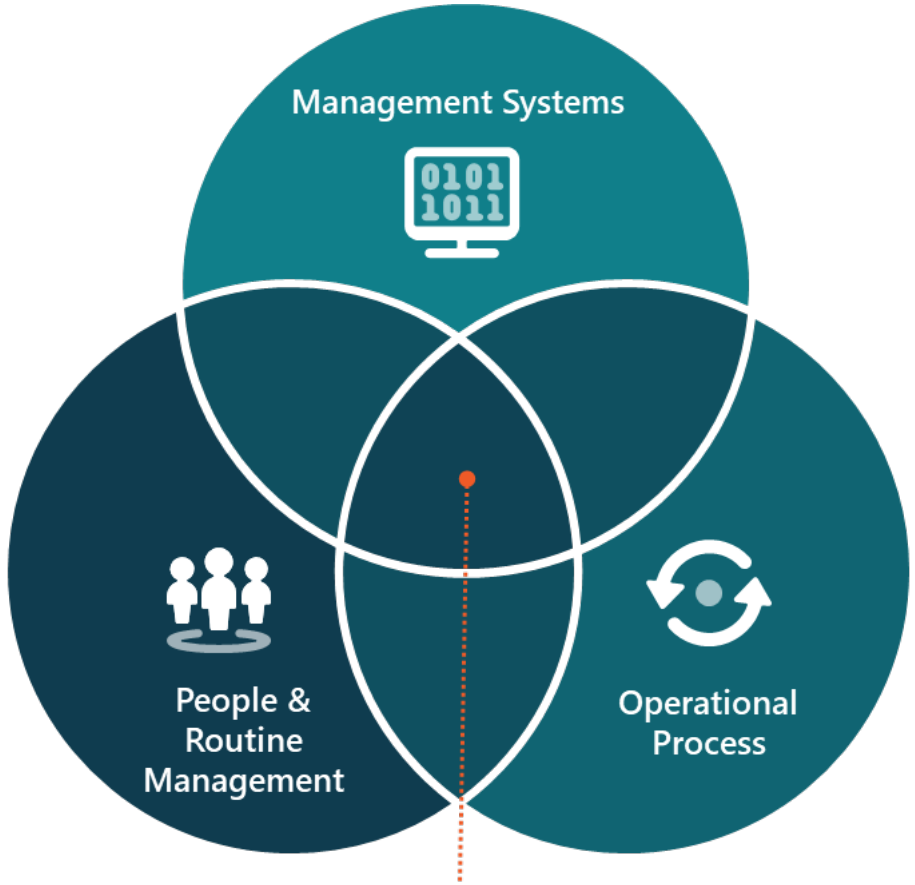
4. **Benchmarking:** A high-level benchmarking exercise of the City's key performance indicators against those from comparable cities to recommend opportunities for improvement.

5. **Service Levels:** Review of the service levels (including processes, volume of data, technology, and tools used by the Centre) to determine the Centre's ability to maintain current service level and/or provide additional work capacity.

The Review was undertaken between July and August 2023, prior to the launch of the Xplor system.

Introduction - Approach and Framework

- In order to conduct the review, MNP used the framework shown here, which assesses People, Process, and Technology.
- This framework has been successfully used to assess how these three elements work together to enable organizational success and outcomes.
- MNP's detailed report provides an analysis of the frameworks' three elements - People, Process, and Technology.
- This following presentation provides a summary of the identified **Key Opportunities, Recommendations, and Management Responses**.



MNP's Business Review Framework

Summary of Key Opportunities for Improvement and Recommendations

Implementing improvements across People, Processes, and Technology will assist the Centre in addressing many challenges in capacity planning, improving service levels, and driving productivity improvements, enhancing the Centre's strong service levels and drive greater value in the scalability of existing resources.

#	Opportunities and Recommendations for Improvement	Management Responses
1	**Introduce a Team Leads Organizational Structure** The introduction of a formal team lead structure will drive the business to deliver: Immediate Supervision: Team leads on the floor can provide immediate supervision, guidance, and support to the CSRs when handling inquiries or complex issues. Resource Management: Team leads can be responsible for managing resource allocation, including assigning tasks, distributing workloads, and optimizing staff schedules. Coaching and Training: Team leads can provide real-time coaching and training to CSRs. They can offer guidance on handling challenging situations, improving communication skills, and staying updated on government policies and procedures. Quality Assurance: Team leads can be instrumental in monitoring and maintaining the quality of services provided by CSR. They can conduct regular evaluations, provide feedback, and ensure that CSR adheres to service standards. Escalation Handling: A team lead can step in to address more complex matters and serve as a point of escalation for agents and liaise with other departments when necessary. Drive Greater Active Management: Alleviate the workload of the Manager role to focus on addressing bottlenecks in overdue ACRs, focus on strategic initiatives, and use data to drive active management decision-making.	As part of the 2024 Budget process, approval was granted for a new Supervisor for the Contact Centre, who began work on July 22, 2024. The new Supervisor oversees the part-time CSRs and supports the Manager with case management, escalations, scheduling and other responsibilities. The addition of the Supervisor reduces the workload of the existing Manager, allowing them more time to address several concerns noted in this Contact Centre Review. Other staffing strategies will be assessed to determine optimal deployment of resources to address current pressures and gaps in the Contact Centre.

Summary of Key Opportunities for Improvement and Recommendations

#	Opportunities and Recommendations for Improvement	Management Responses
2	**New Data Management Systems** A data management system can be an indispensable tool for managing Centre operations effectively. By harnessing the power of data, the Centre can enhance customer service, optimize performance, ensure compliance, and drive continuous improvement in operations. An effective data management system plays a key role in optimizing workforce management and ensuring smooth operations. It can also drive cost efficiency, reduce burnout and turnover, and enhance forecast accuracy and data-driven decision-making in workforce performance. Potential systems the Centre could explore include: • CRM system enabling CSRs to access customer profiles, history, and preferences, facilitating personalized service, creating and managing case file ticketing, and efficient issue resolution. The new CRM should serve as a centralized database for storing comprehensive customer information, including details of calls, which would improve customer satisfaction. A CRM system would allow for quick retrieval of resident profiles, past ACRs, and updated records in real-time, minimizing call handling time and enhancing productivity. The CRM platform should also integrate with call routing software to intelligently route incoming calls based on predefined criteria. • Workforce Management (WFM) System that provides tools for forecasting Centre volumes, scheduling agents, and optimizing workforce productivity to ensure adequate staffing levels meet service level targets and minimize wait times. • BI platform can aggregate and visualize data from various sources, including the Centre's non-call-related operations, to create interactive dashboards, reports, and visualizations. BI tools can enable the Centre to track KPIs, identify trends, and make data-driven decisions for planning and management in real time.	The Contact Centre recently secured approval for a new CRM system and is currently in procurement for a System Implementer to assist with implementation. It is expected that the new system would be set to launch in the fourth quarter of 2025. The new CRM will be compatible and fully integrated with many of the applications the City currently uses. In addition, it will work with the existing phone system and with any potential future phone system. In the absence of a suitable WFM system, the Contact Centre (like many other Municipal Contact Centres) has recently developed a new spreadsheet that utilizes macros and advanced formulas to optimize staff scheduling. This tool leverages historical call volume data to predict service levels based on daily staff schedules and accounts for various tasks beyond phone calls, including front counter duties, administrative work, and training. The Contact Centre is currently working with ITS to automate data feeds to provide real time dashboard data on service metrics and KPIs using Microsoft PowerBI.

Summary of Key Opportunities for Improvement and Recommendations

#	Opportunities and Recommendations for Improvement	Management Responses
3	**Performance Dashboards** A dashboard that integrates across the various data management routines of the Centre's various systems, including a CRM and live scheduling, should be implemented. The visualization of KPI results and other key monitoring aspects of operations, would enable management to monitor performance and drive improvements in service level on a real-time basis. The performance insights should be tracked, monitored and regularly reported internally at the Centre, to Markham's senior leadership, and to Council. The performance dashboard should seamlessly combine data from the Centre's system (e.g., CRM platform, workforce management system/scheduling tool, etc.), enabling the Centre to monitor ongoing activities against its established service levels and KPIs, identify deviations from the baseline, and drive improvements. The Centre could also leverage the dashboard to: • Create a feedback loop to communicate performance. • Rollout and track new KPIs to improve performance, utilization, and quality of resident service. • Manage performance by exceptions and leverage the tool to escalate significant deviations in results. With a real-time performance dashboard, the Centre could monitor call volumes, CSR availability, service levels, and other relevant metrics. By having the dashboard display information in real-time, this would provide accurate and timely information to make updates in scheduling and resource allocation and be flexible to address volumes and other situations as they occur.	The City supports the need for enhanced reporting and data mining to facilitate decision making. The new CRM system (i.e., Microsoft Dynamics) is expected to meet these requirements.

Summary of Key Opportunities for Improvement and Recommendations

#	Opportunities and Recommendations for Improvement	Management Responses
4	**Scheduling Software** The use of scheduling software will allow the Centre to proactively assign small windows for resources to complete non-phone-related activities. Tracking all activities, such as call, after-call, and non-call activities, will drive greater data-driven management. The deployment of an integrated CRM and Scheduling platform with other corporate and Centre systems will ensure the use of data analytics and live data sets to drive decision-making. The development or implementation of an integrated scheduling tool for resource management and workflow allocation will contribute to the overall efficiency, effectiveness, cost control and success of the Centre's operations. The tool would enable the following: • Optimized Workforce Allocation with expected call volumes and other operational demands. The tool would ensure that staffing levels match the workload by analyzing historical data and forecasting future needs. • Cost Control to efficiently schedule and minimize cost overruns from overstaffing during low-demand periods and prevent poor performance due to understaffing during peak times. • Real-time Monitoring and Adjustment capabilities, allowing the Centre to track performance and adjust schedules dynamically. This will ensure quick responses to unexpected changes in call volume or resource availability, maintaining optimal resource allocation across the various call and non-call related work.	The City has long recognized the benefits of an effective scheduling tool. Unfortunately, there does not appear to be scheduling software options that fully address operational needs of the City's business environment. In the meantime, a new spreadsheet has been developed for use in the Contact Centre. It utilizes macros and advanced formulas to optimize Contact Centre staff scheduling.

Summary of Key Opportunities for Improvement and Recommendations

#	Opportunities and Recommendations for Improvement	Management Responses
5	**Phone System with Interactive Voice Response (IVR)** An IVR will allow residents to receive greetings and welcome prompts upon dialling in. A pre-set list of menu options, usually numbered, facilitates the caller's self-navigation of the nature of the request via pre-set options. This also allows for the determination of specialists in select departments and services and provides self-service options for residents to obtain information quickly without speaking to a live CSR. Such an approach can free up time for the CSRs as some calls or requests can be addressed from standardized messaging. Additionally, creating a general enquiry option may allow specialists to address more complex requests. This can also gradually reduce the time new part-time CSRs take to be trained on select skills while alleviating the specialists' workload. The data from an IVR system would also allow the Centre to evaluate and monitor many analytical features - for example, call volumes, complexity, length of calls - and allocate resources and training by respective services. Additionally, if the wrong IVR code is selected, a dynamic system would allow the CSR to redirect the call to the correct specialist as required. Other items to consider include: • Creation of Service Specialists within the CSR Team - with the use of an IVR system, CSRs could specialize in certain requests, while some could be trained as generalists. • Use of Auto Responder Rule - Auto-Response Rules can further empower the Centre to automate responses to select questions or requests that specific pre-recorded responses can address. • Adoption of one of the following Call Back Features: a) Queue call-back feature - where residents are provided the option to have an CSR return their call – in the order it was received – rather than wait on hold on the phone. b) Scheduled call-back feature - This approach sets a CSR to return a call within 24 hours, usually outside of peak hours. This ensures better resource management during peak call/request volumes. By offering residents the option to request a call-back, the Centre can increase satisfaction, retention, and efficiency, ultimately leading to higher-performing operations.	As the Contact Centre acts as a 'one-stop shop' for Markham's residents and customers, implementing an IVR system would be unnecessary. Since the Contact Centre manages all incoming calls, providing IVR options would only add frustration to the caller experience. The Contact Centre has tested the automated call-back feature of the existing phone system. Unfortunately, it did not function as expected. We will continue to monitor the marketplace for a suitable tool that meets all of the Contact Centre's needs. The Contact Centre operates a multi-channel environment with opportunities for self-service through the City's website, and chatbot. With the pending deployment of the new CRM, customers will have greater opportunity to use self-service with more guidance and user experience. The Contact Centre staff continue to look for opportunities to enhance service with the tools available. The new CRM will help the Centre develop stronger reporting tools as the expectation is that it will be integrated with the current or future phone system.

Summary of Key Opportunities for Improvement and Recommendations

#	Opportunities and Recommendations for Improvement	Management Responses
6	**Automated Open Ticket Management Process** An automated process (i.e., within a CRM system) to track the status of overdue ACRs should be developed. Such a process could greatly assist in addressing many current issues around ACR ticket management which have become very onerous for the Centre, as it constantly struggles to get internal departments to close the loop on overdue ACRs. A supporting feature of an open ticket management process and system could include self-help options for residents to track the status of their ACR based on a unique case ID #, which could be entered and tracked via a web portal or entered as an alphanumeric entry on an IVR system. The Centre should also develop a formal process for reviewing ACR status. This could include a regular meeting with departments to discuss overdue ACRs and to update next steps, expected resolution date, and relevant information. Alternatively, a weekly or bi-weekly report from each department could be provided to the Centre that provides status on each open and overdue ACR, with expected closure date.	Open ticket management is a business requirement for the new CRM. With the new CRM, overdue or out-of-service-level cases can be flagged within a department for immediate attention, eliminating the need for the Contact Centre to follow up on outstanding cases. The intent and expectation is for customers to have a more consistent update on their case submission identifying service levels and expected turn around for completion. The new CRM system will significantly enhance the Contact Centre's formal review process by generating daily or weekly reports of outstanding cases for each of the Centre's client departments. Reports can be generated to allow departments to assess their internal service level turnarounds and staffing levels. Based on this analysis, they can determine whether adjustments are needed to service levels, whether issues were caused by rare occurrences like weather events, or if additional staffing is required due to an increasing trend.

Summary of Key Opportunities for Improvement and Recommendations

#	Opportunities and Recommendations for Improvement	Management Responses
7	**Training** Developing online training and onboarding programs with specialized training for each service will significantly alleviate time-consuming in-person training. The Centre could also develop a testing module to adjudicate the readiness of a new CSR after they receive their training. The creation of a repository of training videos for in-person sessions held by SMEs from the various departments can also serve as future reference guides for all CSRs. Training programs that facilitate the creation of specialist teams within the CSR pool will ensure a quicker onboarding of new part-time resources and facilitate greater facilitation between the Centre and the respective departments through these teams.	The Contact Centre frequently reviews opportunities to improve and streamline training for new and existing Centre staff. By exploring ways to enhance effectiveness and increase efficiencies, we can ensure our team is ready to provide exceptional service to residents and customers. While online resources like tutorials and videos can support training, they cannot fully replace the essential engagement and interaction with trainers and department staff. As such, the Centre is exploring the development of various online training modules to complement hands-on training experiences for CSRs. All Contact Centre staff are fully trained to handle a wide range of inquiries. Specializing staff in specific areas is not the most efficient use of resources. Focusing only a few team members on a particular subject, may create unnecessary service delays and backlogs when call volumes are high.

Recommendation

The Auditor General recommends that:

- The Contact Centre Review Presentation be received.

Q&A



Report to: General Committee Meeting Date: April 1, 2025

SUBJECT: 177-R-24 Electrical Services for Various City Facilities

PREPARED BY: Darius Chung, Senior Buyer, Ext. 2025
David McDowell, Facility Asset Coordinator, Ext. 3526
Joanna Chan, Senior Financial Analyst, Ext. 2073

RECOMMENDATION:

1) That the report entitled "177-R-24 Electrical Services for Various City Facilities" be received; and,

2) That the contract be awarded to the highest ranked / Lowest Priced bidder, Igman Electric Ltd., for a term of four years in the estimated amount of $1,594,160.00 inclusive of HST as per the following;
Year 1 - April 1, 2025 - March 31, 2026 - $ 398,540.00
Year 2 - April 1, 2026 - March 31, 2027 - $ 398,540.00
Year 3 - April 1, 2027 - March 31, 2028 - $ 398,540.00
Year 4 - April 1, 2028 - March 31, 2029 - $ 398,540.00
Total: $ 1,594,160**;** and,

   Pricing will be firm for the initial two years of the contract ending March 31, 2027 and year 3 commencing April 1, 2027 will be subject to Consumer Price Index (CPI) increase to a maximum of 3%; and,

3) That the contract includes an option for the City (in its sole discretion) to extend the contract for up to four additional years to be exercised in two (2) year periods. Pricing will be subject to CPI increase to a maximum of 3% if the extension is exercised on April 1, 2029 and again on April 1, 2031; and,

4) That the Director of Sustainability & Asset Management and Senior Manager of Procurement & Accounts Payable be authorized to extend the contract for an additional four years, in two (2) year periods, subject to adoption of the annual operating budget and satisfactory performance; and,

5) That the estimated annual amount of $398,540.00 (inclusive of HST) be funded from various operating accounts; and,

6) That the annual operating shortfall in 2025 in the amount of $103,290 (budget of $295,250 – cost of award of $398,540) be absorbed as part of the 2025 results of operations and that the incremental operating budget impact as a result of the shortfall be adjusted as part of the 2026-2033 operating budgets subject to adoption; and,

7) That the award amounts in 2026 to 2033 be subject to Council adoption of the respective annual operating budgets; and,

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 obtain approval to award the contract for city-wide electrical service and maintenance work at various City facilities on an as-required basis.

BACKGROUND:
On demand and emergency electrical services for all City facilities is needed on a 24 hour, 7-day-per-week basis to ensure safe operation of City assets. This contract is for 24/7 electrical services on an as-required basis for day-to-day repairs not to exceed a value of $5,000.00, pre-tax, per repair. For any job in excess of $5,000.00, pre-tax, the City reserves the right to competitively price the work. The contract also includes priority response time within one hour for emergency services.

The work includes all materials, certified electrical labour and equipment necessary to provide Electrical Safety Authority (ESA) compliant electrical services to various locations within the City, including recreation centres, cultural facilities, fire stations, and administrative buildings. The work includes, but is not limited to the following:

- Cleaning and re-lamping;
- Replacement of faulty or broken luminaire components;
- Repairs to fusible or breaker-type disconnects, contactors, time switches, and similar type of work;
- Repairs to underground and overhead wiring;
- Sports field lighting;
- Alarm systems;
- Fire safety equipment;
- Irrigation electrical components;
- Underground locates;
- High voltage circuits;
- HVAC systems;
- Electrical inspection of facilities.

All electrical work in City facilities will be performed or supervised by a certified / licensed trade personnel, with a minimum of 5 years of relevant experience, who holds a valid Ontario Provincial Journeyman Electrician License #309A issued by the Ontario Ministry of Training, Colleges and Universities Contractor and will comply with the journeyperson to apprentice ratio requirements under the Ontario College of Trades, regulation O.Reg.104/14.

This work cannot be undertaken by City employees due to a variety of reasons including liability, sheer volume of service calls (approximately 400 service calls per year), availability of electrical components/materials and specialized equipment such as scissor lifts/aerial platforms, articulating booms, and service vehicles.

PROPOSAL INFORMATION:

Bid closed on	January 20, 2025
Number picking up bid document	28
Number responding to bid	19

PROPOSAL EVALUATION:

The evaluation team was comprised of staff from Recreation and Asset Management and staff from the Procurement Department acted as the evaluation facilitator.

The evaluation was based on pre-established evaluation criteria as outlined in the Request for Proposal: Company Profiles & Resources 10%, Relevant Experience 20%, Qualification of Staff 15%, Service Delivery, Methodology and Response Time 20%, Health and Safety 5%, and price 30%, for a total of 100% with the resulting score as noted below.

Bidder	**Total Score (100 points)**
Igman Electric Ltd.	86

Igman Electric Ltd. is one of the three rostered incumbents and has been the citywide electrical service contractor since 2020. Since then, they have proven to be reliable and staff are pleased with their performance and workmanship. This contract is awarded in whole to one electrical service provider to reduce contract administration and streamline services.

FINANCIAL CONSIDERATIONS:

Recommended bidder	Igman Electric Ltd. (lowest priced / highest ranked bidder)	
Current budget available	$ 295,250.00	Various Accounts
Less cost of award	$ 398,540.00	April 1, 2025 – March 31, 2026
	$ 398,540.00	April 1, 2026 – March 31, 2027
	$ 398,540.00	April 1, 2027 – March 31, 2028*
	$ 398,540.00	April 1, 2028 – March 31, 2029
	$ 398,540.00	April 1, 2029 – March 31, 2030*
	$ 398,540.00	April 1, 2030 – March 31, 2031
	$ 398,540.00	April 1, 2031 – March 31, 2032*
	$ 398,540.00	April 1, 2032 – March 31, 2033
	$ 3,188,320.00	Total cost of award (Incl. of HST)
Budget shortfall	($103,290.00)	

*Subject to CPI increase (February- February) to a maximum of 3%. The annual cost of award is an estimated amount based on a 3-year historical average and should not exceed $398,540. Actual cost may vary year to year based on volume of service calls.

The term of the Contract is for four (4) years commencing on April 1, 2025 and ending on March 31, 2029 with the option of the City (in its sole discretion) to renew for an additional four (4) additional years to be exercised in two (2) year periods at the same pricing, terms and conditions set out in the Contract. Pricing will be firm fixed for the first two years of the Contract and first two years of the extension if exercised. Extension years are subject to CPI increase to a maximum of 3%.

The potential shortfall of $103,290 in the upset budget provided for in this contract (which was estimated based on the 3-year historical average spend) is reflective of as-required electrical services (volume) having increased in the last 4 years with more electrical hours performed in 2023 vs. 2021. This increase is primarily due to facility growth and aging facility equipment as hourly rates have remained the same since 2021. Staff will continue to monitor electrical service hours utilized in future years.

Under this new contract, the hourly rate has remained consistent or has been reduced for each service type categorized as follows:

1. Licensed Journeyperson / Electrician (Regular Hours) - $61/hour (Increased from $60.18/hour)
2. Electrical Apprentice (Regular Hours) - $32/hour (Increased from $31.62/hour)
3. Licensed Journeyperson / Electrician (After Hours) – $88/hour (Reduced from $90.27/ hour)
4. Electrical Apprentice (After Hours) $32/hours (Reduced from $47.43/hour)

OPTIONS/DISCUSSION:

The number of electrical services calls each year varies and the budget available is based on the average cost for the last three years (2022, 2023,2024). Annual costs will fluctuate from year to year based on equipment lifecycle.

By awarding this contract, the City will be able to maintain service levels and fixed pricing from 2025-2027 and avoid any potential for large market increases from 2027-2033 seeing a maximum of 3% if each optional extension period is exercised for a maximum of 9% over the entire life of the contract.

The applicable department staff oversees all electrical service requisitions for their facility and utilized operating accounts to fund service repairs which are verified and authorized by the department manager.

OPERATING BUDGET AND LIFE CYLE IMPACT:

The annual operating shortfall in 2025 will be absorbed as part of the 2025 results of operations. The incremental operating budget impact (35% increase from current budget) as a result of the shortfall will be adjusted as part of the 2026-2033 operating budgets subject to adoption. There is no incremental Life Cycle impact.

ENVIRONMENTAL CONSIDERATIONS:

All waste will be disposed of at an authorized dump, waste treatment site or recycling facility by the Contractor, and will be disposed of in accordance with applicable by-laws and regulations.

PEOPLE SERVICES CONSIDERATIONS:

Not Applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Goal	**Examples – How the Solution can Help Achieve the Goal**
Exceptional Services by Exceptional People	Igman Electric Ltd. has been providing excellent and reliable electrical service for the last 5 years.
Engaged, Diverse & Thriving City	Ensures assets are kept operational, safe, and reliable for staff and users.
Safe & Sustainable Community	Ensures safe operation of City assets for both staff and users.
Stewardship of Money & Resources	This competitive procurement received 19 proposals from local electrical service providers and demonstrates good value for the City.

BUSINESS UNITS CONSULTED AND AFFECTED:
Comments from Recreation and Sustainability & Asset Management departments have been incorporated into this report and are supportive of the recommendation.

RECOMMENDED BY:

Graham Seaman,
Director, Sustainability & Asset Management

Trinela Cane, Commissioner,
Corporate Services

ATTACHMENTS:
Not Applicable

Report to: General Commit Meeting Date: April 1, 2025

SUBJECT: 138-R-24 – Consulting Services for Pre-Design, Detailed Design and Tender Preparation for the Glynnwood Tributary Area Surcharge Flood Remediation

PREPARED BY: Nehal Azmy, Capital Works Engineer, Ext. 2197
Salia Kalali, Senior Manager, Infrastructure & Capital Projects, Ext. 2360
Tony Casale, Senior Construction Buyer, Ext. 3190

RECOMMENDATION:

1. That the report entitled "138-R-24 - Consulting Services for Pre-Design, Detailed Design and Tender Preparation for the Glynnwood Tributary Area Surcharge Flood Remediation" be received;

2. That the contract for 138-R-24 - Consulting Services for Pre-Design, Detailed Design and Tender Preparation for the Glynnwood Tributary Area Surcharge Flood Remediation be awarded to the highest ranked, lowest priced Bidder, AECOM Canada Ltd. in the amount of $970,536.97 inclusive of HST;

3. That provisional allowances in the amount of $396,864.00, inclusive of HST, be established for subsurface utility engineering (SUE) Level A, permit to take water, utility relocation inspection, excess soil management, additional boreholes and monitoring wells, additional legal survey, additional analysis to identify new solutions as a result of the pond modelling, design support during construction and for an annual external financial audit which may be required;

4. That a 10% contingency in the amount of $136,740.10 inclusive of HST, be established to cover any additional design costs and that authorization to approve expenditures of the contingency amount up to the specified limit be in accordance with the Expenditure Control Policy;

5. That the Engineering Department Capital Administration fee in the amount of $135,372.70 be transferred to revenue account 640-998-8871 (Capital Administration Fee);

6. That the cost in the amount of $1,639,513.77 ($970,536.97 + $396,864.00 + $136,740.10 + $135,372.70) be funded from capital account 083-5350-24408-005 with available budget of $1,299,900;

7. That the budget shortfall in the amount of $339,613.77 be funded from Stormwater Fee Reserve; and,

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 obtain Council approval to award the contract for consulting services for pre-design, detailed design and tender preparation for the Glynnwood Tributary Area Surcharge Flood Remediation.

BACKGROUND:

Historically, flooding has occurred during intense storms in the vicinity of Thornhill Community Centre on Bayview Avenue, between John Street and Green Lane. This has resulted in flooding of nearby facilities including the Thornhill Community Centre, the Glynnwood Retirement Residence and Shouldice Hospital.

Environmental Assessment Study

A Class Environmental Assessment (EA) Study of the Glynnwood Tributary Area Storm Sewer System was completed in August 2023. The purpose of the EA study is to address existing flooding issues in the vicinity of Bayview Avenue between John Street and Green Lane (refer to Attachment 'A' for study area location).

The preferred alternative for new storm sewers and a channel from the Thornhill Community Centre to the Glynnwood pond, designed to alleviate flooding in the area as set out in the Environmental Study Report, was endorsed by Council on June 7, 2021 (refer to Attachment 'B').

Request for Proposal (138-R-24)

The Request for Proposal for Consulting Services for Pre-Design, Detailed Design and Tender Preparation for the Glynnwood Tributary Area Surcharge Flood Remediation was released on November 19, 2024.

Bid Information (138-R-24):

Bids closed on	January 10, 2025
Number picked up the Bid document	7
Number responded to the Bid	4

Proposal Evaluation:

The evaluation team was comprised of staff from the Engineering Department and facilitated by staff from the Procurement Division. The city released this RFP utilizing a two-stage evaluation process.

Stage 1 – Mandatory and Technical Evaluation

Under Stage One, proponents were required to demonstrate their experience based on the following mandatory requirements:

- Provide 3 complex urban roadway and storm sewer projects (≥$3.5M each);
- Management of a minimum of 2 multi-year projects with multiple design components;
- Minimum 1 project that required structural design;

- The Design Lead must have a minimum of 10 years experience in the design of municipal linear infrastructure projects of a similar size and complexity; and
- The Modeling / Hydraulics Specialist must have a minimum of 7 years experience in stormwater/CSO management with proven experience in hydrologic and hydraulic modeling;
- The Structural Specialist must have a minimum of 7 years experience in stormwater/CSO management with proven experience in structural engineering.

The mandatory evaluation criteria ensured that proponents had the relevant experience to carry out the assignment. One out of four proponents met the mandatory evaluation criteria and was further evaluated under the Technical Evaluation. The three proponents that did not meet the mandatory evaluation criteria failed to provide projects similar to urban roadway/sewer design projects to support flood remediation.

Under the Technical Evaluation, proponents were assessed based on pre-established evaluation criteria as outlined in the Request for Proposal (RFP): 25% for corporate experience, project team and structure; 30% for project understanding and approach; 15% for project resources and workplan, and 5% for proposal structure and quality. Proponents who did not achieve a technical score of 56.25 out of 75.0 points (75%) would not proceed further, and their financial proposals would remain sealed in the bidding system. The proponent who met the mandatory evaluation criteria achieved the minimum technical score to proceed to Stage 2 – Financial Evaluation.

Stage 2 – Financial Evaluation

Under Stage 2 – Financial Evaluation, the proponent was assessed based on its bid price exclusive of HST. The sole bidder who passed the Stage 1 Technical Evaluation received the full financial score.

Bidder	**Technical Score**	**Financial Score**	**Total Score (out of 100)**
AECOM Canada Ltd.	64.39	25.00	89.39

OPTIONS/ DISCUSSION:

AECOM Canada Ltd. has the required experience, qualifications and capability to undertake a study of this size and scope and has demonstrated a comprehensive understanding of the project requirements as reflected in the proposed detailed methodology and work plan.

FINANCIAL CONSIDERATIONS:

Recommended bidder	**AECOM Canada Ltd. (Highest ranked / lowest priced bidder)**	
Current budget available	$ 1,299,900.00	083-5350-24408-005
Less cost of award	$ 970,536.97 $ 396,864.00 $ 136,740.10 $1,504,141.07 $ 135,372.70 $ 1,639,513.77	Consulting Services (Incl. of HST) Provisional Allowances (Incl. of HST) * Contingency @ 10% Cost of award (Incl. of HST) Internal Management Fees Total Cost
Budget remaining after this award	($339,613.77)	**

*The provisional allowances are for subsurface utility engineering (SUE) Level A, permit to take water, utility relocation inspection, excess soil management, additional boreholes and monitoring wells, additional legal survey, additional analysis to identify new solutions as a result of the pond modelling, design support during construction and for an annual external financial audit which may be required. Any unused provisional allowance will be returned to the Stormwater Fee Reserve.

**The budget shortfall of $339,613.77 will be funded from the Stormwater Fee Reserve.

Flood Control Program - Disaster Mitigation and Adaptation Fund (DMAF):

The Disaster Mitigation & Adaptation Fund (DMAF) is a national, competitive, merit-based contribution program that will invest $2 billion over 10 years to help communities build the infrastructure they need to better withstand natural hazards such as floods, wildfires, earthquakes and droughts.

On March 11, 2019, the City was informed by Infrastructure Canada that three Flood Control projects have been approved for $48.64M of funding from the Disaster Mitigation & Adaptation Fund. Subject to the terms and conditions of the agreement, the federal government will provide up to a maximum of 40% toward the total eligible costs of the projects, while the City is required to contribute the remaining 60%.

On April 8, 2019, Council approved the shared funding allocation between the Government of Canada and the City of Markham. The contribution agreement was amended in 2024 to extend the agreement end date from March 31, 2028 to March 31, 2033, to accommodate longer project schedules where required.

One of the three Flood Control Projects approved by Infrastructure Canada for funding is the Thornhill Community Centre storm sewer system, with the design and implementation project cost to be shared on a basis of 40% with the Government of Canada and 60% by the City of Markham.

The city regularly submits claims to be reimbursed by the Government of Canada for its 40% cost share of ongoing projects. Funds received from the Disaster Mitigation and Adaptation Fund will be remitted to the Stormwater Fee Reserve.

OPERATING BUDGET AND LIFE CYCLE RESERVE IMPACT
The requested award has no financial impact to the Operating Budget or Life Cycle Reserve Study. This contract is funded by project 24408, which is funded by the Stormwater Fee Reserve.

HUMAN RESOURCES CONSIDERATIONS
Not Applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:
The proposed work is required to continue to accommodate growth and improve safety in the City of Markham. The program aligns with the City's Strategic Plan goals of "Safe & Sustainable Community."

BUSINESS UNITS CONSULTED AND AFFECTED:
The Procurement, Finance and Environmental Services departments have reviewed and approved the report, and their comments have been incorporated.

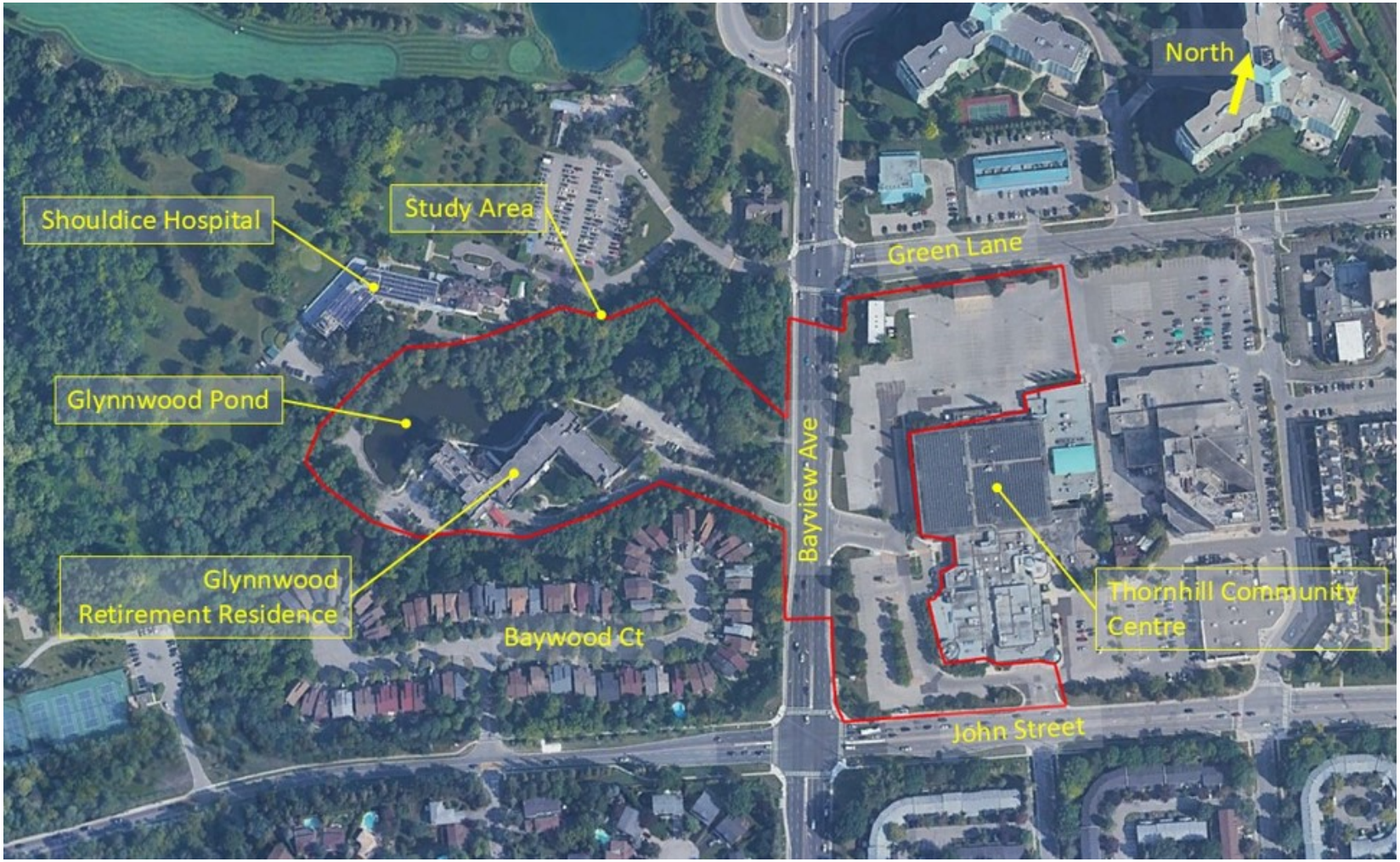
RECOMMENDED BY:

Frank Clarizio
Director, Engineering

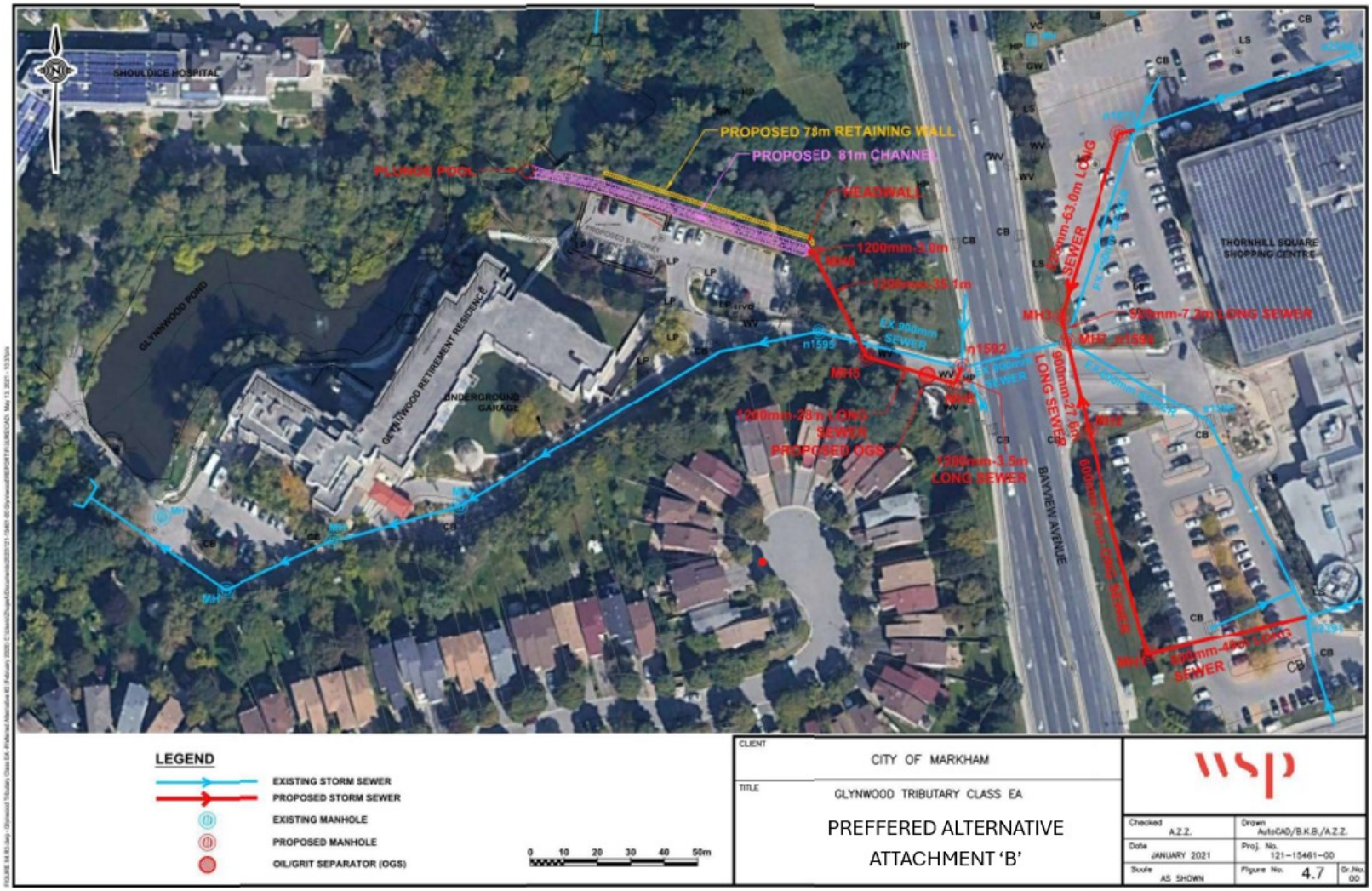
Arvin Prasad, MPA, RPP, MCIP
Commissioner, Development Services

ATTACHMENTS:
Attachment A - Study Area Location
Attachment B - Preferred Design Alternative

Attachment ‘A’ Study Area Location



Attachment ‘B’ Preferred Design Alternative



Report to: General Committee Meeting Date: April 1, 2025

SUBJECT: Award of Contract #012-R-24 Janitorial and Carpet Cleaning Services for Various City Locations

PREPARED BY: Darius Chung, Senior Buyer, Ext. 2025
Jason Ramsaran, Facility Assets Coordinator, Ext. 3526
Joanna Chan, Senior Financial Analyst, Ext. 2073

RECOMMENDATION:

1) That the report entitled "Award of Contract #012-R-24 Janitorial and Carpet Cleaning Services for Various City Locations" be received; and,

2) That the contract be awarded to the highest ranked / lowest priced bidder, Kleenway Building Maintenance, for a term of four years in the total amount of $3,153,233.44 inclusive of HST as per the following;
Year 1 - June 1, 2025 - May 31, 2026 - $ 788,308.36
Year 2 - June 1, 2026 - May 31, 2027 - $ 788,308.36
Year 3 - June 1, 2027 - May 31, 2028 - $ 788,308.36
Year 4 - June 1, 2028 - May 31, 2029 - $ 788,308.36
Total: $ 3,153,233.44**;** and,

Pricing will be firm for the initial two years of the contract ending May 31, 2027 and year 3 commencing June 1, 2027 will be subject to Consumer Price Index (CPI) increase to a maximum of 3%; and,

3) That the contract includes an option for the City (in its sole discretion) to extend the contract for up to four additional years to be exercised in two (2) year periods. Pricing will be subject to CPI increase to a maximum of 3% if the extension is exercised on June 1, 2029 and again on June 1, 2031 for a total maximum increase of 9% over 8 years if extension years are exercised; and,

4) That the Director of Sustainability & Asset Management and Senior Manager of Procurement & Accounts Payable be authorized to extend the contract for an additional four years, in two (2) year periods, subject to adoption of the annual operating budget, vendor performance; and,

5) That the annual amount of $788,308.36 (inclusive of HST) be funded from various operating accounts; and,

6) That the award amounts in 2026 to 2033 be subject to Council adoption of the respective annual operating budgets; and,

7) The 2025 annual budget shortfall of $125,465.36 be reported as part of the year end results of operations and that the future departmental operating budgets be adjusted accordingly, subject to approval of the 2026-2033 operating budgets: and,

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 routine and as-required cleaning services for various City locations.

BACKGROUND:
Routine janitorial services are essential for maintaining a clean and safe environment in all City facilities. A clean and well-maintained facility is not just visually appealing, it promotes a healthier, more productive environment for staff and leaves a positive lasting impression on clients and visitors.

The City currently has a total of 38 locations requiring daily janitorial services on an ongoing basis. The administrative buildings are cleaned throughout the day with the larger high-traffic buildings such as the Civic Centre, the 8100 Warden Ave. site, and the Markham Village Library also have night cleaning crews. Park washroom locations are cleaned twice a day, once before opening to the public, and again in the afternoon. Community centres, aside from Victoria Square Community Centre, are cleaned and maintained by staff and are excluded from this contract.

Administrative Building Locations:

1. Markham Civic Centre	11. Markham Village Library
2. Markham Flato Theatre	12. Thornhill Village Library
3. Operations Yard	13. Unionville Library
4.Old Unionville Library	14. Angus Glen Tennis Centre
5. Stiver Mill	15. East Works Yard
6. Unionville Train Station	16. Varley Art Gallery
7. Central Parks Operations Building	17. McKay Art Centre
8. West Parks Operations Building	18. Markham Museum
9. Markham Train Station	29. Victoria Square Community Centre
10. 8100 Warden Ave.	20. 160 Dudley Avenue

Park Washroom Locations:

1. Berczy North Park Washrooms	10. Celebration Park Washrooms
2. Morgan Park Washrooms	11. Wismer Park Washrooms
3. Grandview Park Washrooms	12. Riseborough Park Washrooms
4. Milne Dam Washrooms	13. Milliken Mills Park Washrooms
5. St Roberts Dome Washrooms	14. Gordon Stollery Park Washrooms
6. Bill Crothers Park Washrooms	15. Too Good Pond Park Washrooms
7. Victoria Square Park Washrooms	16. Yaris Cedarwood Washrooms
8. Mint Leaf Park Washrooms	17. Box Grove Community Park Washrooms
9. Millenium Park Washrooms	18. Cornell Community Park Washrooms

The work includes all materials, labour, and supplies to perform janitorial services for the 38 locations in a cost effective, operationally satisfactory, safe, and environmentally friendly manner in order to maintain optimum conditions of cleanliness. This includes all the necessary supplies (e.g., paper towels, toilet paper), heavy duty equipment (e.g,. floor scrubbers, floor sealers), and lightweight equipment (e.g., mops and dustpans) for cleaning the various facilities on a continuous basis to ensure a hygienic and safe environment for occupants.

At a high level, the contractor is responsible for a top-to-bottom comprehensive cleaning solution at all 38 locations in accordance with defined cleaning routines and regimes. In addition, 500 hours are allocated annually to accommodate special events.

PROPOSAL INFORMATION:

Bid closed on	February 4, 2025
Number picking up bid document	30
Number responding to bid	18

PROPOSAL EVALUATION:

The evaluation team was comprised of staff from Operations and Asset Management and staff from the Procurement Department acted as the evaluation facilitator.

The evaluation was based on pre-established evaluation criteria as outlined in the Request for Proposal: Qualifications and Experience of the Company 15%, Experience and Qualification of Personnel 15%, Resource Management 15%, Contract Monitoring/Administration and Quality Control 20%, Health and Safety 5%, and price 30%, for a total of 100% with the resulting score as noted below.

Bidder	**Total Score (100 points)**
Kleenway Building Maintenance	93

Kleenway Building Maintenance is a local and national facility maintenance company with its head office in Richmond Hill. The company has the following accreditations: ISSA (Worldwide Cleaning Industry Association), CIMS (Cleaning Industry Management Standard) “Green Building Certified” with Honours and ISO 9001:2015.

The company has long-term cleaning contracts with City of Toronto, York Region, York Regional Police, Enbridge, City of Hamilton and many others.

FINANCIAL CONSIDERATIONS:

Recommended bidder	Kleenway Building Maintenance (lowest priced / highest ranked bidder)	
Current budget available	$ 662,843.00	Various Accounts
Less cost of award	$ 788,308.36	June 1, 2025 – May 31, 2026
	$ 788,308.36	June 1, 2026 – May 31, 2027
	$ 788,308.36	June 1, 2027 – May 31, 2028
	$ 788,308.36	June 1, 2028 – May 31, 2029
	$ 788,308.36	June 1, 2029 – May 31, 2030
	$ 788,308.36	June 1, 2030 – May 31, 2031
	$ 788,308.36	June 1, 2031 – May 31, 2032
	$ 788,308.36	June 1, 2032 – May 31, 2033
	$ 7,883,083.64	Total cost of award (Incl. of HST)
Budget shortfall	($125,465.36)	

The term of the Contract is for four (4) years commencing on June 1, 2025 and ending on May 31, 2029 with the option of the City (in its sole discretion) to renew for an additional four (4) additional years to be exercised in two (2) year periods at the same pricing, terms and conditions set out in the Contract. Pricing will be firm fixed for the first two years of the Contract and first two years of the extension if exercised. Extension years are subject to CPI increase to a maximum of 3%.

By awarding this contract, the City will be able to maintain service levels and fixed pricing from 2025-2027 and avoid any potential for large market increases from 2027-2033 seeing a maximum of 3% if each optional extension period is exercised for a maximum of 9% over the entire life of the contract.

OPTIONS/DISCUSSION:

This contract has an annual increase of $125,465.36 or 18% from the 2024 budget. The scope of work has remained consistent from the previous contract and the increase can be attributed to the following reasons:

	Contract changes from previous contract
1	Performance expectations have been strengthened to clearly define the number of people assigned to the Civic Centre and to address cleaning quality issues.
2	Addition of 4 new sites: Varley Art Gallery, McKay Art Centre, Markham Museum, Victoria Square Community Centre.
3	Incorporation of digital cleaning management software (“Wanda Next”) to track cleaning tasks, patterns, and assess problems. To verify cleaning and hygiene tasks are completed via live reports, and validate cleaning has been completed in line with protocols.
4	An additional 500 hours allocated annually for on-demand cleaning including: celebrations, special events, Great Hall gatherings, etc.
5	Introduction of new legislative requirements in 2026 under Bill 190 which establish an industry standard for workplace health and safety. Under this legislation, the employer must ensure that washroom facilities provided by the employer for the use of workers are maintained in a clean and sanitary condition.
6	Anticipated minimum wage increases and inflation within the next 2 years.
7	Increased cost of supplies.

Staff believe that the cost increase for this contract is justified and shows value-for-money based on the changes from the previous contract.

OPERATING BUDGET AND LIFE CYLE IMPACT:
The $125,465.36 shortfall will be reported as part of the year end results of operations and future departmental operating budgets will be adjusted accordingly, subject to approval of the 2026-2033 operating budgets. There is no impact to the Life Cycle Reserve Study.

ENVIRONMENTAL CONSIDERATIONS:
All waste will be disposed of at an authorized dump, waste treatment site or recycling facility by the Contractor, and will be disposed of in accordance with applicable by-laws and regulations.

PEOPLE SERVICES CONSIDERATIONS:
Not Applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Goal	**Examples – How the Solution can Help Achieve the Goal**
Exceptional Services by Exceptional People	Kleenway Building Maintenance has is an ISO certified company with a strong history of cleaning large public spaces.
Engaged, Diverse & Thriving City	Local cleaning company familiar with the region. Ensures assets are kept operational, safe, and reliable for staff and users.
Safe & Sustainable Community	Ensures clean and safe operation of City assets for both staff and users.
Stewardship of Money & Resources	This competitive procurement received 18 proposals from local janitorial service providers and demonstrates good value for the City.

BUSINESS UNITS CONSULTED AND AFFECTED:
Comments from Operations and Sustainability & Asset Management departments have been incorporated into this report and the departments are supportive of the recommendation.

RECOMMENDED BY:

Graham Seaman,
Director, Sustainability & Asset Management

Trinela Cane, Commissioner,
Corporate Services

ATTACHMENTS:
Not Applicable

Report to: General Committee Meeting Date: April 1, 2025

SUBJECT: Award of Contract #163-R-24 Supply and Delivery of Branded Merchandise and Workplace Apparel

PREPARED BY: Darius Chung, Senior Buyer, Ext. 2025
Joanna Chan, Senior Financial Analyst, Ext. 2073

RECOMMENDATION:

1) That the report entitled "Award of Contract #163-R-24 Supply and Delivery of Branded Merchandise and Workplace Apparel" be received; and,

2) That the contract be awarded to the lowest priced, highest ranked bidder, Five Star Enterprise, for a term of two years in the total amount of $384,686.00 inclusive of HST as per the following;
April 1, 2025 - March 31, 2026 - $ 192,343.00
April 1, 2026 - March 31, 2027 - $ 192,343.00
Total: $ 384,686.00 and,

3) That the contract includes an option for the City (in its sole discretion) to extend the contract for up to two additional years. Pricing will be firm for the initial term of the contract (April 1, 2025 to March 31, 2027), and options to extend in years 3-4 (April 1, 2025 to March 31, 2027) will be subject to Consumer Price Index (CPI) increase to a maximum of 2%; and,

4) That the Director of Recreation and Senior Manager of Procurement & Accounts Payable be authorized to extend the contract for an additional two years subject to adoption of the annual operating budget, vendor performance, and an increase based on the CPI to a maximum of 2%; and,

5) That the annual amount of $192,343.00 (inclusive of HST) be funded from various operating accounts as illustrated in the financial considerations section; and,

6) That the award amounts in 2026 to 2029 be subject to Council adoption of the respective annual operating budgets; and,

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

PURPOSE:
The purpose of this report is to obtain approval to award the contract for the supply and delivery of "Markham" branded workplace apparel and merchandise. The types of apparel and merchandise vary from a department to department depending on the level of visibility to the public and the type of work being performed.

The full catalogue of branded merchandise and sizes related to workplace apparel will include but is not limited to:

Markham Branded Workplace Apparel
- Shirts/polos;
- Sweaters;
- Aquatic gear;
- Pants/shorts;
- Jackets;
- Baseball caps;
- Winter toques;
- Golf shirts/seasonal wear.

Markham Branded Merchandise
- Flashlights;
- Bottles and openers;
- Lanyards;
- USB keys;
- Phone stands;
- Duffle bags;
- Pens;
- Lapel pins.

BACKGROUND:
Workplace Uniforms
Workplace apparel/uniforms are utilized by various departments (identified within the Financial Considerations section) as a visual identifier when interacting with the public as part of day-to-day performance of duties. They ensure that all staff members are clearly identifiable as Markham employees while in our facilities, or out in the community.

Standardized uniforms ensure staff have a professional and consistent appearance and perform a safety function for both our employees and residents. Children that participate in programs can easily identify staff for assistance and in addition, parents can identify whom to approach if in need of help or information.

City volunteers supporting City events (for example: The annual Children's Festival) also wear Markham uniforms procured through this contract.

Markham-Branded Products
Promotional materials are used to market City of Markham programs, services, and events through various City corporate partners, businesses, and international business development missions. Branded products include but are not limited to: pens, expandable drinking bottles, flash drives, button pins, lanyards, and tumblers.

PROPOSAL INFORMATION:

Bid closed on	December 4, 2024
Number picking up bid document	13
Number responding to bid	11

PROPOSAL EVALUATION:

The evaluation team was comprised of staff from Recreation, Operations, and People Services and staff from the Procurement Department acted as the evaluation facilitator.

The evaluation was based on pre-established evaluation criteria as outlined in the Request for Proposal: Qualifications and Experience of the Bidder 15%, Experience of the Project Team and Account Manager 15%, Website Design and Online Ordering System 10%, Project Delivery and Performance Measures 30%, and price 30%, for a total of 100% with the resulting score as noted below.

Bidder	**Total Score (100 points)**
Five Star Enterprise	91

Five Star Enterprise is a local company operating out of Markham providing branded merchandise and workplace apparel to City of Barrie, Toronto, and Ottawa. Samples of high-volume items were received have been validated to be satisfactory and at fair prices.

OPTIONS/DISCUSSION:

It is critical that clients and residents can clearly recognize a staff member both in day-to-day operations and in the event of an emergency by their apparel.

Regulation 565 of the Ontario Pools Regulation requires identification of lifeguards in any pool setting. All staff responsible for care and supervision should also be identifiable for the safety of those participating.

Additionally, the current CUPE collective agreement requires the employer to provide some types of workplace apparel for selected outside workers.

The applicable department Director oversees all staff requests through an established internal review procedure and tracking process to approve all orders and ensure proper frequency of replacement.

Workplace apparel/uniforms for Staff & Markham-branded products are funded through multiple accounts across all departments as illustrated in the financial considerations table below. This however excludes Markham Fire & Emergency Services Department and By-law Enforcement Officer Uniforms are covered under separate contracts and are excluded from this contract.

FINANCIAL CONSIDERATIONS:

Recommended bidder	Five Star Enterprise (lowest priced / highest ranked bidder)	
Current budget available	$ 192,343.00	Various Accounts (See Financial Considerations)
Less cost of award	$ 192,343.00	April 1, 2025 – March 31, 2026
	$ 192,343.00	April 1, 2026 – March 31, 2027
	$ 192,343.00	April 1, 2027 – March 31, 2028
	$ 192,343.00	April 1, 2028 – March 31, 2029
	$ 769,372.00	Total cost of award (Incl. of HST)
Budget shortfall	0.00	

The term of the Contract is for two (2) years commencing April 1, 2025 and ending on March 31, 2027 with an option to extend for two (2) additional years at the same pricing, terms and conditions set out in the Contract. Pricing will be firm fixed for the first two years of the Contract. Two-year extension option is subject to CPI increase to a maximum of 2%.

The cost of award reflects the budget allocated as an annual upset spend limit for all City departments.

In comparison to the 2019-2025 contract and based on the top 50 products procured, cost for branded merchandise has stayed relatively the same however cost for apparel has increased by approximately 20% on select items (comparable to CPI over the same period). Staff will monitor the ongoing expenditures and ensure department spending is within their allocated budget.

FINANCIAL CONSIDERATIONS BY DEPARTMENT:

Department	Account Number	Budget	Cost of Award
Recreation	515-198-4260	$131,930.00	$131,930.00
Operations	700-998-4260	$5,150.00	$5,150.00
Asset Management & Sustainability	270-998-4260	$1,156.00	$1,156.00
Planning and Urban Design	620-998-4260	$457.00	$457.00
Waste & Environmental Services	770-998-4238	$2,000.00	$2,000.00
Waterworks	760-998-4290	$9,000.00	$9,000.00
Flato Markham Theatre	530-534-5661	$360.00	$360.00
Varley Art Gallery	540-548-4210	$460.00	$460.00
Museum	520-521-4260	$2,980.00	$2,980.00
Building Standards	600-998-4260	$16,000.00	$16,000.00
Engineering	640-998-4260	$11,600.00	$11,600.00
By-laws (Not Including Officers)	310-323-4260	$1,050.00	$1,050.00
Economic Development	610-998-5808	$10,000.00	$10,000.00
Event - United Way Annual Fundraising	795-796-5685	$200.00	$200.00
Total inclusive of HST Impact		$192,343.00	$192,343.00

- Recreation’s budget accommodates for annual programs, aquatics staff, new hires, seasonal staff, and events.
- Operation’s budget accommodates for temporary/seasonal staff and outside weather conditions and safety apparel.

- Environmental Services' budget accommodates for regular full-time, temporary, and seasonal staff for outside weather conditions.
- Economic Development uses the promotional materials to market City of Markham through various City corporate partners, businesses, and international business development missions.
- People Services use branded products through the City's employee recognition program that helps support a culture that appreciates and recognizes the efforts and contributions of staff. This program is called Recognizing Incredible Staff Endeavors (RISE).
- By-law uses branded products to identify field staff excluding officers.

PEOPLE SERVICES CONSIDERATIONS:
Not Applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Goal	**Examples – How the Solution can Help Achieve the Goal**
Exceptional Services by Exceptional People	Required for staff engaging with clients and residents throughout the community.
Engaged, Diverse & Thriving City	The Five Star Enterprise is a local company supporting local businesses.
Safe & Sustainable Community	Apparel/uniforms are imperative to operating safe and sustainable facilities for users and staff.
Stewardship of Money & Resources	This competitive procurement demonstrates good value for the City.

BUSINESS UNITS CONSULTED AND AFFECTED:
Comments from Recreation Services, Operations, and People Services have been incorporated into these operations and are supportive of the recommendation. This contract affects all departments across the City.

RECOMMENDED BY:

Mary Creighton,
Director, Recreation Services

Trinela Cane,
Commissioner, Corporate Services

Morgan Jones,
Commissioner, Community Services

ATTACHMENTS:
Not Applicable

RACE RELATIONS COMMITTEE
Minutes
Teams Meeting
September 9, 2024

Roll Call

P	Danielle Russell, Chair	P	Councillor Juanita Nathan
A	Jas Atwal, Vice-Chair	P	Braman Thillainathan
P	Satya Arora	P	Claudette Rutherford
P	Edward Choi	A	Stephen Yan
P	Madge Logan	P	Joanne Kinya Baker, Manager, Diversity, Equity & Inclusion
A	Ali Mtairek	P	Hristina Giantsopoulos, Committee Coordinator
A	Nayani Nandakumar		
P	Rochele Padiachy		

P=Present, A=Absent, L=Late, TD: Technical Difficulties

Agenda Item
1. Call To Order The meeting convened at 6:05 PM with the Chair, Danielle Russell reading the Land Ackowledgement. **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. Adoption of the Agenda Moved by: Satya Arora Second by:Braman Thillainathan That the September 9, 2024, Race Relations Committee Meeting Agenda be adopted. Carried
3. Approval of the Previous Minutes

Moved by: Satya Arora
Second by: Braman Thillainathan

That the June 3, 2023, Race Relations Committee Meeting Minutes be adopted.

Carried

4. Business Related to the Previous Minutes

5. Chair's Remarks

Danielle Russell, Chair, advised that Jas Atwal has reisnged from the committee and thanked her for her work and contributions.

6. Update from Diversity Office on Diversity Action Plan and Anti-Black Racism Plan

Kinya Baker, Manager, Diversity, Equity, and Inclusion noted that there has been some organizational restructuring at the City within the Diversity Equity and Inclusion department to continue the meaningful work and continued progress on these initiatives and that it is now under People Services.

Ms. Baker also noted that the Terms of Reference document was submitted for review and will be on the September 24, 2024, General Committee Agenda for endorsement by Members of Council.

There was a discussion on the impacts that the organizational change may have on the Diversity Action Plan and the Anti-Black Racism Plan. Staff advised that there would not be any impact and that there will be more support moving forward on these initiatives.

7. Many Faces of Markham

Theme for 2025
(Previous themes: Everyone Welcome: Empowering Markham students as emerging champions in Equity, Eliminating Exclusion, Working Together To Confront Anti-Black Racism,Your Markham: Allyship in the Fight Against Racism)

There was a brainstorm of ideas and themes:

- Belonging;
- Everyone is welcome;
- You belong -belonging and enforcement of what this means;
- Equity and Social Justice -reinforce that belonging validates identity;
- Everyone belongs, everyone exists;
- Reach out to members of the community that may not feel that they belong;
- Invite educators to work with young people and learn about the William's Treaty and how it can be incorporated into the Land Acknowledgment;
- Make a list of 'isms' and include their definitions to use as education tool;

The committee discussed increasing the reach of this initiative, that it can be a task for all students from kindergarten to grade 12, and that it is not limited to art.

Rochelle Rochele Padiachy and Satya Arora volunteered for this sub-committee.

8. Nominations and Election for Chair and Vice-Chair

There were no nominations made at this meeting. There will be an election of a chair and vice-chair at the next meeting on December 2, 2024.

9. New/Other Business

1. The Committee discussed the recent Islamophobic graffiti incident in Unionville and the Mayor's social media post condemning it. The committee decided not to make a resolution to condemn the incident as the investigation was ongoing. Staff indicated that they would circulate some resources that can offer support to those who have been impacted by this or other types of racism.
2. The City's Truth and Reconciliation flag raising will take place on September 30, 2024. All members were encouraged to attend.
3. The following suggestions were made in relation to committee member administration:
    a. That exit interviews with past members be conducted to inquire about their experience; and,
    b. That there be succession planning throughout committee member terms to maintain participation momentum.

10. Next Official Meeting Date:

- Monday, December 2, 2024, at 6:00 PM.

11. Adjournment

Moved by: Edward Choi
Seconded by: Satya Arora

That the Race Relations Committee meeting be adjourned at 7:11 PM.

Carried

RACE RELATIONS COMMITTEE
Minutes
Teams Meeting
December 2, 2024
6:00 p.m.

Roll Call

P	Danielle Russell, Chair	R	Councillor Juanita Nathan
R	Jas Atwal, Vice-Chair	R	Braman Thillainathan
P	Satya Arora	P	Claudette Rutherford
P	Edward Choi	P	Stephen Yan
P	Madge Logan	P	Joanne Kinya Baker, Manager, Diversity, Equity & Inclusion
P	Ali Mtairek	P	Laura, Committee Coordinator
R	Nayani Nandakumar		
R	Rochele Padiachy		

P=Present, A=Absent, L=Late, TD: Technical Difficulties

Agenda Item
1. Call To Order The Race Relations Committee convened at 6:24 PM with Danielle Russell in the Chair. Daneille Russell read the Land Acknowledgement, as follows: 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. Adoption of the Agenda Moved by: Satya Arora Second by: Edward Choi That the December 2, 2024, Race Relations Committee Meeting Agenda be adopted.

3. Approval of the Previous Minutes

Moved by: Satya Arora
Second by: Madge Logan

That the September 9, 2024, Race Relations Committee Meeting Minutes be adopted.

Carried

4. Business Related to the Previous Minutes

The Committee reviewed the previous meeting minutes.

5. Chair's Remarks

Daniel Russell, Chair, advised that this will be her last meeting on the Race Relations Committee, noting that she will be joining the Destination Markham Board of Directors.

The Committee thanked Ms. Russell for her leadership, hard work and dedication while serving on the Committee.

Edward Choi advised that his term on the Committee may also be coming to an end.

6. Update from the Diversity Office on Diversity Action Plan and Anti-Black Racism Plan

Joanne Kinya Baker, Manager, Diversity, Equity & Inclusion, provided update from the Diversity Office, including the following:

- That the Multi Year Accessibility Plan will be brought forward to the Council for approval, speaking to how accessibility relates to inclusivity and diversity.

7. Nominations and Election for Chair and Vice-Chair

Claudette Rutherford was nominated for the position of Chair. Claudette Rutherford accepted the nomination and was acclaimed the new Chair as there were no other nominations.

Moved by: Madge Logan
Seconded by: Satya Arora

That Claudette Rutherford be appointed as Chair of the Race Relations Committee.

Carried

Claudette Rutherford briefly introduced herself as the new Chair of the Committee

The appointment of the Vice-Chair will be addressed at the next Race Relations Committee meeting. Members were asked to think about their interest in serving as Vice-Chair prior to the next meeting

8. Many Faces of Markham
8.1 Update and Next Steps

Joanne Kinya Baker, Manager, Diversity, Equity & Inclusion, advised that Satya Arora and Rochele Padiachy have agreed to Co-Chair the 2025 Many Faces of Markham event. Satya Arora advised that the Sub-Committee is currently working on brainstorming ideas for the theme of the event.

Laura Gold, Council/Committee Coordinator, advised that she could provide past documentation on the event to the Co-Chairs.

9. New/Other Business

There was no new business.

10. Next Steps – Advice Provided to the City of Markham Council/Staff

This item was not discussed.

11. Next Official Meeting Date:

- Monday, March 3, 2025

12. Adjournment

Moved by: Edward Choi
Seconded by: Satya Arora

The Race Relations Committee meeting be adjourned at 6:54 PM.

Carried

ROTARY CLUBS OF MARKHAM

MARKHAM SANTA CLAUS PARADE COMMITTEE

November 6, 2024, at 3:30 pm
Electronic Meeting via Microsoft Teams

Minutes

Attendance

Cheryl Petruk, Markham Sunrise Rotary Club – Co-Chair
Jim Sandiford, Markham Sunrise Rotary Club
Susan Peterson, Markham Sunrise Rotary Club
Warren Owen, York Region Police
David Flood, York Region Police
Alex Moore, Senior Manager, Procurement
Eric Lizotte, Manager, Corporate Security
Renee Zhang, Manager, Corporate Communications
David Shum, Sr. Manager, Corporate Communications
Jon Angrove, Supervisor, Road Operations
Julian Harjono, Coordinator, Corporate Communications
Ryan McCluskey, Corporate Communications & Community Engagement
Hristina Giantsopoulos, Elections and Committee Coordinator

Regrets

Heather Cook – Markham Village Business Improvement Area
Vance Kornobis, Business Development & Event Coordinator
Steven Dollmaier, Operations
Tina Martin, Markham Sunrise Rotary Club - Co-Chair

1. **CALL TO ORDER**
   The meeting was called to order at 3:33 pm.

2. **MINUTES OF THE October 17, 2024, MEETING**

   Moved By: Eric Lizotte
   Seconded By: Jim Sandiford

   That the Santa Claus Parade Committee meeting minutes of October 17, 2024, be adopted.

3. **50th ANNIVERSARY OF THE MARKHAM SANTA CLAUS PARADE – The Magic of Christmas**

   DECISIONS FOR 2024

   i. **Judges –** recruitment filled
   ii. **Volunteers-** recruitment filled
   iii. **VIP Breakfast and invitations –** will be sent this week. Renee, Cheryl and Chuong will coordinate email invitations
   iv. **Community notices about road closures –** the Corp Comm team is working on the draft and will send to impacted residents and businesses
   v. **VIP transportation to and along the parade route -** BMW will provide vehicles and the 12 golf carts will be used as required.
   vi. **Additional VIPs -** Paul Calandra confirmed his attendance.
   vii. **New theme/sponsors banner –** the banners are in production.

4. **SPONSORSHIP –** sponsorship funds have been collected, new banner should reflect the sponsors for this year's parade, Long and McQuade will provide the use of their speakers and microphones, Crupi & Sons will provide a flatbed truck to help transport the float and Santa sleigh

5. **ADVERTISING & SOCIAL MEDIA**

   The Rotary Club and the City advertised the parade on their websites.

6. **GRAND MARSHALL FOR 2024**

   Cheryl and Renee are confirming Lloyd Robertson's availability. The committee will reach out to Jordan Romano as Plan B.

7. **NEW BUSINESS**

   The museum will open at 7 am on parade day to allow volunteers and participants to enter and prepare.

   Santa float will be decorated on Friday at Crupi and will be moved closer to the parade route starting location on Friday afternoon.

   Road closures will begin on Saturday morning.

8. **ADJOURNMENT**

   The meeting adjourned at 4:20 PM.

MARKHAM ENVIRONMENTAL ADVISORY COMMITTEE
CANADA ROOM MARKHAM CIVIC CENTRE
November 28, 2024
7:00 PM
Minutes

Present Stuart Cumner, Chair Paddy Wong, Vice-Chair Councillor Ritch Lau Robert Willats Jack Heath Sarena Karpouzis Christina Wong Victoria Choy	**Staff** Graham Seaman, Director of Asset Management & Sustainability Laura Gold, Committee Clerk **Regrets** Councillor Amanda Collucci Cliff Chan Catherine Jeffrey Yash Kapur Frank Vignando Karl Lyew

1. CALL TO ORDER

The Markham Environmental Advisory Committee convened at 7:08 PM with Stuart Cumner in the Chair.

2. CHANGES OR ADDITIONS TO THE AGENDA

The following changes were made to the agenda:

Addition to the agenda – 5. B. Blue Community

3. ADOPTION OF SEPTEMBER 26, 2024, MARKHAM ENVIRONMENTAL ADVISORY COMMITTEE

The approval of the Minutes was deferred to the next meeting as there was no quorum.

4. MATTERS ARISING FROM THE MINUTES

The Committee briefly reviewed the action items from the previous meeting.

5. CERTIFICATIONS UPDATE

A. BIRD FRIENDLY CITY CERTIFICATION

Victoria Choy advised that Markham has made a lot of progress in its bird-friendly practices and spoke of what would be required of the City to obtain formal certification. The first step would be to form a bird team.

Ms. Choy advised that most of the bird accidents happen during migration due to light pollution and an increase in high-rise buildings. To help prevent bird accidents, Texas turns

off its lights during bird migration. The Committee discussed engaging the community on the issue of bird mortality and the important role birds play in the environment, expressing concern that there has been a significant decrease in the bird population from 10 -20 years ago. The Committee recognized that as a society we must change our ways with respect to night lights and the use of glass on balconies and other structures to protect birds.

Graham Seaman, Director of Asset Management & Sustainability, advised that Markham has adopted most of Flapp's recommendations regarding protecting birds and that all of the City's major facilities are compliant with Flapp's Bird Friendly Guidelines. Mr. Seaman explained that the City does not like pursuing certifications due to the cost and work associated with maintaining the certification. However, the City does implement the best practices of these organizations. The Committee was welcome to review Flapp's Bird Friendly Guidelines and to advise the City of any gaps in its policies with respect to protecting birds.

The Committee suggested that the City should promote or communicate what it has done to protect birds and it discussed how the private sector could be encourage to follow the Bird Friendly Guidelines. The Committee thanked Ms. Choy for her update on the Bird Friendly Guidelines and questioned how they could support the City's work on protecting birds during migration. Jack Heath and Sarena Karpouzis were interested in joining a bird team if one was formed. Jack Health also recommended reaching out to Past Councillor Valerie Burke on this subject matter.

B. BLUE COMMUNITYCERTIFICATION

Victoria Choy reviewed what it means to be a Blue Community and questioned if this was something Markham would want to pursue.

Graham Seaman, Director of Asset Management & Sustainability, advised that the City is interested in meeting the intent of this types of certification, but does not want to formally pursue the certification due to the cost and the work required to maintain the certification. Mr. Seaman welcomed any feedback on the gaps in the City's programing in this regard.

5. BICYCLING AS PART OF MARKHAM'S OVERALL TRANSIT PLAN

Vicky Choy provided an overview of an email from Peter Miasek, Chair of the Cycling and Pedestrian Advisory Committee, on bike lanes. The email reported that bike lanes are part of Markham's transit strategy as they support a healthy lifestyle and less parking. Additionally, it explained that the City is working on improving the connectivity and safety of its bike lanes so that cycling is an option for more people not just the seasoned cyclist. The email noted that this is being done as part of a broader transportation and micromobility study.

6. CFUW RESOLUTION

Victoria Choy presented a resolution that the Canadian Federation of University Women (CFUW) passed requesting the Federal Government to extend the short-term prohibition of

deep-sea mining due to little information available on the damage it will cause to the ocean's ecosystem. Industry wants to pursue deep ocean mining as the minerals required to make EV batteries can be found in the rocks at bottom of the ocean. Ms. Choy advised that she will circulate a video on this matter to the Committee. Ms. Choy questioned what the Committee could do to help prevent dee-sea mining, such as engaging the community on the topic or writing a letter to the Federal Government.

7. FOOD WASTE AND FOOD INSECURITY SUB-COMMITTEE UPDATE

Christina Wong provided the following update from the Food Waste and Food Insecurity Sub-Committee:

- The Sub-Committee continues to work with the York University students on food food waste and insecurity.
- To date there have been two meetings with the students which were held at York University.
- The students working on the project are in fourth- or fifth-year of university and are pursuing different degrees, including engineering, kinesiology, and computer science.
- The students met with York Region Staff to learn about what is currently being done to address food security and where there are their gaps in solving the problem.
- Noted that York Region is mainly focused on why low-income residents cannot access the food they need.
- Areas in York Region that struggle with food security include Southeast Markham and Georgina.
- An upcoming meeting with the students will focus on selecting an issue that they want to work on.
- The students are discussing how to get their message out to the right people.
- Discussed a social media campaign run by various organizations on environmental matters.
- Discussed how Markham could support and promote the student's message if there was a trustworthy resource that residents could be led to, such as a York Region webpage.

Graham Seaman suggested separating the issue of food waste and food security and letting the students determine which topic they want to address, as the issue becomes too complex if tackled as one issue.

8. NEW BUSINESS

Curbside Giveaway

Led by Paddy Wong, the Committee briefly discussed Markham's Curbside Giveaway Day. The Committee thanked Kimberley Dunsmoor for listening to their recommendation to proceed with the day. The Committee suggested the following for future Curbside Giveaway

Days: holding two days per year: one in the fall and one in the spring, communicating the day more broadly, and that the weekend of Markham Fair be avoided when choosing a date for the day.

Net Zero Retrofits
Graham Seaman, Director of Asset Management & Sustainability, provided an update on the City's net zero retrofits. Currently the City is retrofitting the Mount Joy Community Centre, the Thornhill Community Centre, and the Clatworthy Community Centre. These types of retrofits depend on approval of a business case and receiving grants or other incentives from other levels of government. Funding for other similar projects was not successful at this time.

There is now a stronger business case for converting the City's fleet to EVs, except for larger vehicles due to the EV market for this type of fleet still being in the development phase. At this time, the City is focusing on ensuring that it has the charging infrastructure in place so that it can convert the City's fleet to EVs. A report to Council will be brought forward to Council on this matter in the next few months.

JOLT Canada – Electronic Vehicle Charging Stations
Graham Seaman, Director of Asset Management & Sustainability, advised that a proposal from JOLT Canada has been received for free charging stations for EVs for up to 30 minutes on high volume streets. The stations would bring a revenue stream for the municipality as the stations would have an advertising board. The charging station would require a dedicated parking space to operate. The Committee was asked for its feedback on the proposal.

The Committee expressed some concern regarding placing these stations in residential areas and where parking is already problematic but was interested in learning more about the proposal. Members were encouraged to visit the JOLT Canada website to learn more about their products.

Earth Month
Graham Seaman, Director of Asset Management & Sustainability, advised they are looking to try something new this year for Earth Month with the objective of attracting a broader audience and to make it simpler to organize. The plan is to hold a series of smaller events throughout the month of April that focus on five or six environmental issues that the City would like to engage residents on. The example of having a tree planting event at Milne Park was provided as one of the smaller events that may be held.

2025 Sustainability Work Plan
Graham Seaman, Director of Asset Management & Sustainability, inquired if the Committee would like his staff to provide presentations on some of the projects they are working on in 2025, which includes updates on projects that were presented in 2024.

The Committee was interested in staff providing these presentations at upcoming meetings.

Deconstruction of Buildings
The Committee briefly discussed the deconstruction of buildings. Markham has done this in the past. An example of deconstruction of a large metal warehouse on the Pan Am Centre site was provided.

Get Your Lawn off Gas
The Committee asked for an update on the "Getting Your Lawn of Gas" initiative and on the Sustainability Offices plans 2025. Graham Seaman agreed to provide an update on this at the next meeting.

Changeover of the Chair and Vice Chair
The Committee discussed possibly holding an election for the role of Chair in February as it is the best practice to have turnover in the role of Chair to promote new ideas. The Committee's tradition has been for the Vice-Chair to take over the role of Chair after a one- or two-year term, but due to personal reasons this is not possible. Members were encouraged to think about who may be interested in serving the roles of Chair and Vice-Chair in preparation for the next meeting.

9. NEXT MEETING

The next Markham Environmental Advisory Committee Meeting will be held on February 27, 2025, at 7:00 PM.

10. ADJOURNMENT

The Environmental Advisory Committee adjourned at 9:04 PM.

Markham Accessibility Advisory Committee
Minutes
January 20, 2025
Ontario Room

5:00 PM

Attendance:

Members present	**Regrets:**
Yoyo Chen (Chair) Jewell Lofsky (Vice-Chair) Kim Adeney Satya Arora Stephanie Mak **Staff:** Lois Davies, Accessibility Consultant Laura Gold, Council/Committee Coordinator	Kinya Baker, Manager, Diversity, Equity, and Inclusion Joann Sotiropoulos, Senior Manager, Transformation Office, Learning, Organizational Development and Inclusion Regional Councillor Alan Ho Councillor Ritch Lau Stephanie Mak Christina Lee

1. CALL TO ORDER

The Markham Accessibility Advisory Committee convened at 5:08 PM with Yoyo Chen in the Chair.

2. LAND ACKNOWLEDGEMENT

Yoyo Chen, Chair, read the Indigenous Land Acknowledgment:

We are members of the City of Markham's Accessibility Advisory Committee. Our role is to provide advice to the municipal government on a wide range of municipal processes to help ensure public services and facilities are accessible to everyone. 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 current treaty holders 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.

3. DISCLOSURE OF INTEREST

There were no disclosures of pecuniary interests.

4. APPROVAL OF ADVISORY COMMITTEE ON ACCESSIBILITY MINUTES & REVIEW OF ACTION ITEMS

Moved by Satya Arora
Seconded by Jewell Lofsky

That the Minutes from November 18, and December 16, Markham Advisory Committee on Accessibility be approved as presented.

Carried

5. PRESENTATIONS

Lois Davies, Accessibility Specialist, provided a presentation titled “All Things Accessibility – 2025”. The presentation provided a high-level overview of the Legislative foundation with respect to accessibility in Ontario. Some of the key legislations discussed included: the *Ontario Human Rights Code, 2016, Accessibility for Ontarians with Disabilities Act, 2005, Integrated Accessibility Standards Regulation,* and the *Accessibility Canada Act 2019.*The presentation also introduced actions identified in the Markham’s Multi Year Accessibility Plan.

Ms. Davies is seeking the Committee’s input for which projects they would like to advise on at Markham Accessibility Advisory Committee meetings.

The Committee discussed the following in relation to the presentation:

- Requested the Clerk re-circulate the notable calendar dates for Accessibility to the Committee and remind Members to list their top 5 dates that they think should be proclaimed.
- Discussed the inclusion survey and possibly having the results presented to the Committee more comprehensively, noting high level information about the survey was presented as part of the Multi Year Accessibility Update.
- Suggested having an update from staff on the status of updating older Markham’s parks to meet AODA requirements.
- Suggested that the Committee should keep track of the staff presentations made at meetings so that they can follow-up or ask for status updates on projects.

- Discussed possibly conducting an audit on a City facility or creating guidelines that can be used to conduct an accessibility audit of a City facility.

6. ACCESSIBILTY UPDATES

- **Multi Year Accessibility Update**

The update on the Multi Year Accessibility Plan was provided as part of Item No. 5. Presentations – “All Things Accessibility - 2025”.

- **2025 Accessibility Award**

The Committee briefly discussed the 2025 Accessibility Award. Members suggested promoting nominations at the Committee’s National Accessibility Week event and reviewing the award criteria and form at the next meeting.

- **2025 Business Planning**

Members were asked to submit their 2025 Business Plan project ideas to Lois Davies.

7. DEPUTATIONS

There were no deputations.

8. COMMUNICATIONS

There were no communications.

9. OTHER BUSINESS

City of Markham Vision Zero Road Safety Plan

Satya Arora advised that she attended a focus group/information session on the City’s Vision Zero Road Safety Plan. Ms. Arora will send information to the Clerk to share with the Committee. This item was requested and added to the next meeting agenda.

Cycling and Pedestrian Advisory Committee Update

Kim Adeney advised that she will be presenting a CPAC Accessibility Checklist/ report at CPAC’s next formal meeting. She also requested that this be added to the next agenda.

Markham Accessibility Advisory Committee Work Plan

Members collectively agreed to focus on the following initiatives for the 2025 work plan:

1) NAAW and IDPD celebrations

2) Accessibility Award

No further initiatives have been raised at this time.

Agenda Items for Next Meeting

- National AccessAbility Week (NAAW) Planning
- Accessibility Award – review of application form and award criteria
- CPAC Accessibility Checklist and Representative
- City of Markham Vision Zero Road Safety Plan

Suggested Future Agenda Items

- Update on Markham Parks and Accessibility conversions
- Inclusion Survey Results
- Marketing Materials Project Wrap Up

10. NEXT MEETING DATE

The next meeting of the Markham Accessibility Advisory Committee will be held on February 24, 2024, at 5:00 PM.

Future Meeting Dates of the Committee will be held on:

March 17, 2025
April 28, 2025
May 26, 2025
June 16, 2025
September 15, 2025
October 20, 2025
November 17, 2025
December 15, 2025

11. ADJOURNMENT

The Markham Accessibility Advisory Committee adjourned at 7:00 PM.

Markham Accessibility Action Items

Meeting Date	Action	Member Responsible for Action	Action
January 20, 2025	Re-circulate the Accessibility Dates to the Committee and remind Members to list their top 5 dates that they think should be proclaimed.	Laura Gold	
January 20, 2025	Add the following items to the next agenda: • Markham Accessibility Advisory Committee Work Plan • Accessibility Award – review of application form and award criteria • CPAC Accessibility Checklist and Representative • City of Markham Vision Zero Road Safety Plan	Laura Gold	

Markham Accessibility Advisory Committee
Minutes
February 24, 2025
Council Chambers

5:00 PM

Attendance:

Members present	**Regrets:**
Regional Councillor Alan Ho Yoyo Chen (Chair) Jewell Lofsky (Vice-Chair) Kim Adeney Satya Arora Stephanie Mak **Staff:** Lois Davies, Accessibility Consultant Laura Gold, Council/Committee Coordinator Laura Chong, Project Manager, Transportation Policy & Strategy (Guest) **Guests:** Nancy Mitchell and Staff, Diversity Institute	Kinya Baker, Manager, Diversity, Equity, and Inclusion Joann Sotiropoulos, Senior Manager, Transformation Office, Learning, Organizational Development and Inclusion Councillor Ritch Lau

1. CALL TO ORDER

The Markham Accessibility Advisory Committee convened at 5:00 PM.

2. LAND ACKNOWLEDGEMENT

INDIGENOUS LAND ACKNOWLEDGEMENT
We are members of the City of Markham's Accessibility Advisory Committee. Our role is to provide advice to the municipal government on a wide range of municipal processes to help ensure public services and facilities are accessible to everyone. 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 current treaty holders 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

3. DISCLOSURE OF INTEREST

There were no disclosures of pecuniary interest.

4. APPROVAL OF THE MARKHAM ACCESSIBILITY ADVISORY COMMITTEE AND REVIEW OF ACTION ITEMS

Moved by Satya Arora
Seconded by Kim Adeney

That the Minutes of February 24, 2024, Markham Accessibility Advisory Committee be approved as presented.

Carried

5. PRESENTATIONS

A. Mobility for All, Markham Transportation Master Plan

Laura Chong, Project Manager, Transportation Policy & Strategy, provided a presentation titled “Markham Transportation Plan, Markham Accessibility Advisory Committee, Meeting #1”. Throughout the presentation she asked the Committee to provide insights. The Transportation Master Plan will plan Markham’s transportation network until 2051 and beyond.

The Committee provided the following feedback to the questions on Mobility for All:

What should be the priority for Markham’s Transportation Master Plan?

- Moving people quickly, safely and comfortably, especially those with disabilities.
- Focusing on transit and active transportation.
- Focusing on increasing transit use and reducing the number of vehicles on the road.
- Focusing on accessible transit.
- Focusing on building connected cycling pathways.
- Ensuring snow is removed from bus pads and that transit is still available during and immediately following a snowstorm (staff will take this comment back to York Region for their consideration).

What are your top 3 concerns for Markham’s transportation system today and in the future

- Having safe pathways for people to walk on as some streets do not have sidewalks.
- Ensuring bus stops are close to people’s homes so they do not have to walk too far.

- That the transportation system is getting too congested and that this stresses some users out more as they feel less comfortable.
- Lack of coordination between transportation systems.
- Conflict between electric bicycles and vehicles on the roadway.
- Lack of parking for electric bicycles and scooters.
- That walkways will not be wide enough to accommodate pedestrians, bikes, and electric bikes.
- That there will not be clear guidelines on where electric bicycles can be used and parked.

What types of changes do you think would be required to address those concerns?

Note: This question was skipped in the interest of time.

What would encourage you to use active transportation?

- Having services closer together and near transit.

What challenges have you encountered when travelling in Markham?

- Signage is too small and difficult to read when driving. Would like to know what street is coming up sooner, rather than when already at the intersection.
- Buses lanes and bus stops in the middle of Hwy 7 are very visibly distracting, making driving along Hwy difficult.

How can the City of Markham make it easier for residents to travel within the City?

- Limiting traffic congestion so that seniors can get to medical appointments possibly through better synchronization of traffic signals.
- Keeping reasonable parking standards, noting people need places to park their cars.
- Ensuring there is adequate parking in Markham Centre and at the Viva terminals.
- Making sure infrastructure is adapted to accommodate micromobility devices.

What are you top 3 concerns when it comes to micromobility and how can the City of Markham address those concerns?

- People using micromobility devices need to follow the rules of the road, noting the issue is worse amongst young people due to them wanting to get around quickly and not always being considerate of others.
- Worried there will be injuries due to micromobility conflicts with vehicles or pedestrians because of people not following the rules of the road or people falling off their micromobility device.

What actions would you like to see the City take to improve road safety?

- Have more road safety signs and make sure they are enforced. Noting that many by-laws exist, but people are not aware of them.
- Have signs with larger fonts.

Ms. Chong advised the Committee that an information package will be shared shortly after the meeting and the committee can provide additional feedback by March 10th, 2025.

B. Diversity Institute

Nancy Mitchell, Diversity Institute, advised that the Diversity Institute is collecting information from key stakeholder groups to prepare a report on establishing an equity process for the York Region Police.

The Committee provided the following feedback on the York Region Police through an accessibility lens:

Positive Experience with Police

- Had a positive experience with the police after being robbed.

Police engagement with people with a disability

- Suggested that the police avoid using their sirens/lights whenever possible as it can cause distress to a person in crisis and their family.
- Noted the police should participate in more community outreach targeting residents with disabilities and seniors, suggesting this could be done through the municipality or local politicians as residents may be more receptive or trusting of this type of engagement.
- Suggested more should be done to help residents in a trauma situation.
- Provide more education on how people of various disabilities can access police services when required.
- Suggested that the police should have a specialist that works with persons with developmental disabilities.
- Suggested that the police should be able to communicate with residents in different languages and that they should have diverse employment practices.
- Should be proactively educating seniors and people with a disability on protecting themselves from fraud.

Improvement Areas

- Need to communicate in a variety of ways – too much communication is being done via social media and other electronic channels.

- Suggested more communications should be sent out by mail.
- Better management of crowds at events to ensure residents stay calm and safe.
- Provide 911 operators with more training on dealing with people with disabilities.

Trust and Building Relationships

- Suggested should attend more community events and do more community outreach.
- Noted the need to build trust with new immigrants.

Mental Health Support

- Need more community care access centres to help residents.

6. Accessibility Updates

A. National AccessAbilty Week

Yoyo Chen, Chair, presented three options the Committee could focus on for National AccessAbilty Week. Ms. Chen explained that the goal of the week is to celebrate Canadians with disabilities and to raise awareness of the critical need for accessibility and inclusion in our communities and workplaces. Ms. Chen suggested that the Members should evaluate the options based on the cost of the event, the outreach impact (who is the target audience and how diverse is the audience), activity (the level of awareness the Committee will generate), autonomy (is the event fully hosted by the Committee), and resource conservation (the time, money, and planning it takes to run the event).

After some discussion, most members supported working with Corporate Communication to do a social media campaign promoting accessibility awareness.

B. 2025 Accessibility Award Review of Application and Award Criteria

This item was deferred to the next meeting.

C. City of Markham Vision Zero Road Safety Plan Stakeholder

This item was deferred to the next meeting.

7. Deputations

There were no deputations.

8. Communications

There were no communications.

9. Other Business

There was no Other Business.

10. Adjournment

The Markham Accessibility Committee adjourned at 7:00 PM.

AGENDA 1.1

MARKHAM PUBLIC LIBRARY BOARD

First Meeting

Minutes of First Meeting held on Monday, January 27,2025, 7:00 p.m. Virtual by ZOOM

Present from Board:	Ms. Margaret McGrory, Chair Mr. Edward Choi, Vice Chair Deputy Mayor Michael Chan Mr. Raymond Chan Mr. Robin Choy Councillor Ritch Lau (from 3.1) Mr. Harout Manougian Ms. Winnie Phung Ms. Jenny Tung (from 1.6) Ms. Gail Vlahopoulos Mr. Kenneth Wightman Mr. Jay Xie
Present from Staff:	Mrs. Catherine Biss, CEO & Secretary-Treasurer Ms. Andrea Cecchetto, Director Service Excellence Mrs. Diane Macklin, Director, Community Engagement Ms. Debbie Walker, Director, Library Strategy & Planning Ms. Megan Garza, Senior Manager, Organizational Transformation Mrs. Anthea Baillie, Manager, Collections & Technical Services Mrs. Jenny North, Manager, Cornell Library Mr. Ken Cheung, Manager, Angus Glen Library Mrs. Susan Price, Board Secretary
Guest:	Mr. Morgan Jones, Commissioner, Community Services, City of Markham

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

Mrs. Catherine Biss, CEO called the meeting to order at 7:00 p.m.

Moved by Ms. Gail Vlahopoulos
Seconded by Mr. Edward Choi

Resolved that the agenda be approved.

Carried.

AGENDA 1.1

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

The CEO invited nominations for the position of Chair.
Mr. Edward Choi nominated Ms. Margaret McGrory for the position of Chair.
Ms. McGrory accepted the nomination.
Ms. Gail Vlahopoulos seconded the nomination.

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

Moved by: Mr. Edward Choi
Seconded by: Mr. Jay Xie

Resolved that the nominations for the position of Chair be closed and that Ms. Margaret McGrory is hereby elected to the position of Chair for the term ending January 2026.

Carried.

The CEO invited nominations for the position of Vice Chair.
Mr. Raymond Chan nominated Mr. Edward Choi for the position of Vice Chair.
Mr. Choi accepted the nomination.
Ms. Margaret McGrory seconded the nomination.

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

Moved by: Ms. Gail Vlahopoulos
Seconded by: Mr. Jay Xie

Resolved that the nominations for the position of Vice Chair be closed and that Mr. Edward Choi is hereby elected to the position of Vice Chair for the term ending January 2026.

Carried.

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

Moved by Ms. Gail Vlahopoulos
Seconded by Ms. Winnie Phung

Resolved that the election of Ms. Margaret McGrory to the position of Chair held at the First Meeting January 27, 2025, be confirmed and that Ms. Margaret McGrory be appointed as Chair for the term ending January 2026.
And that the election of Mr. Edward Choi to the position of Vice Chair held at the First Meeting January 27, 2025, be confirmed and that Mr.

Edward Choi be appointed as Vice Chair for the term ending January 2026.

Carried.

The Chair, Ms. Margaret McGrory presided over the remainder of the meeting starting at 7:07 p.m.

1.3 **Adoption of Minutes:**
Library Board Minutes November 25, 2024

Moved by Mr. Raymond Chan
Seconded by Ms. Gail Vlahopoulos

Resolved that the minutes of November 25, 2024, Library Board Meeting be confirmed.

Carried.

1.4 **Declaration of Conflict of Interest**
None.

1.5 **Delegations**
None.

1.6 **Chair's Remarks:**

CHAIR'S INDIGENOUS LAND ACKNOWLEDGMENT

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, the Haudenosaunee, Huron-Wendat, Anishnabeg, Seneca, Chippewa and the current treaty holders 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.

Ms. McGrory asked the Directors to introduce any guest staff members present.

The Chair reminded the Board that we need to count votes at virtual meetings and to keep hands raised until tallied.

Something new: MPL will host its first Black Owned Markham Market providing exposure to local Black owned businesses and inspiring others in their entrepreneurial journey. The event will take place at Milliken Mills Library, Saturday, February 22 10:30 am to 3:00 pm.

The Chair advised the Board and congratulated Andrea Cecchetto on her OPLA Lifetime Achievement Award. “The Ontario Public Library Association’s Award is presented each year to a library staff member who has given lifelong service to the profession and has contributed significantly to the growth and innovation of public libraries in Ontario. Recipients of the OPLA Lifetime achievement award must clear a very high bar” and Andrea has demonstrated a lifetime of services to public libraries at every level.
Ms. Cecchetto thanked the Board and the CEO, Mrs. Biss for their support and encouragement.

2.0 **Ownership Linkage:**

2.1 Reports from Board Members

The Chair mentioned the Events Q1 2025 attachment in the Board package and suggested that if convenient, Board members might like to attend one or more of them.

On January 23, 2025, the Chair, attended the Special Council Meeting on the Markham Official Plan Review. Stakeholders were given the opportunity to provide input on the new plan. Her brief presentation on behalf of the Board focused on the positive and essential contributions that public libraries make to a community.

2.2 Markham Public Library Board 2025 Annual Agenda

Moved by Mr. Raymond Chan
Seconded by Mr. Edward Choi

Resolved that the report “Markham Public Library Board 2025 Annual Agenda” be received.

Carried.

3.0 **Board Education:**

3.1 Strategic Planning: The Director of Strategy and Planning gave a synopsis of the comprehensive Strategic Planning report included in the Board package. The presentation highlighted trend focus areas, project timelines and the role of staff and the Board in developing the plan.

There was a lot of discussion. Board suggestions included an Economic Impact Study update to show ROI, and a review of emerging and rapidly changing technologies such as AI. The Board noted political and economic uncertainty, school funding, social isolation, homelessness, the reading crisis and unemployment as important considerations for the Strategic Plan.

It was stated that the 2025 Strategic Plan will be a "living" document, subject to regular review and flexibility to respond to shifts in the operating environment.

Moved by Mr. Edward Choi
Seconded by Deputy Mayor Michael Chan

Resolved that the Board receives the Board Education Report and Presentation entitled "Strategic Planning: Preparing for the Strategic Planning Process."

Carried.

4.0 **Information Requested by the Board:**

4.1 CEO's Highlights, January 2025.
The CEO noted the following item in the report:

Girls in STEAM (Science, **T**echnology, **E**ngineering, **A**rts, **M**athematics)

- MPL launched the first annual *Girls in STEAM* program in the fall. The initiative, part of MPL's Digital Literacy Strategy, is a mentorship program to encourage young women's interest in and confidence with science and technology. The project also originated as a means of addressing gender inequities in the STEAM sector. Over a six weeks period, twelve girls participated in workshops including training in MPL's makerspace technologies.
  MPL evaluated participants' level of confidence and interest in STEAM before and after the program and logged an over 30% increase in confidence. One program mentor noted, "As the weeks progressed, the participants became more involved, more social, more confident. MPL created a unique platform that was inclusive, supportive, and safe, that allowed the girls to grow and display their STEAM skills with confidence and creativity."
  A Graduation Ceremony at City Hall offered participants the opportunity to showcase their finished projects to family, friends and senior staff from the City of Markham, including the Mayor.

Moved by Ms. Gail Vlahopoulos

Seconded by Mr. Edward Choi

Resolved that the report entitled "CEO's Highlights, January 2025" be received.

Carried.

5.0 **Items for Decision**

5.1 Board-CEO Linkage BCL Policy: Chief Executive Officer Performance Review

The Chair reviewed the annual Performance Review (PR) process with the Board. She will prepare a DRAFT PR report and distribute to the Members for discussion at the March in Camera meeting.

Moved by Mr. Edward Choi
Seconded by Mr. Raymond Chan

Resolved that the Board receives the "BCL Chief Executive Officer Performance Review Policy" documentation in preparation for the March In camera Performance Review meeting.

Carried.

5.2 Board Meeting Attendance Records, 2024

Moved by Ms. Gail Vlahopoulos
Seconded by Mr. Edward Choi

Resolved that "Board Meeting Attendance record, January to November 2024" be received.

Carried.

5.3 Policy Governance Wording Review

There were several amendments made to the policies that will be presented and approved by the Board at the March meeting.

Moved by Ms. Gail Vlahopoulos
Seconded by Ms. Jeny Tung

Resolved that the Board has reviewed the policies under Policy Governance: Governance Process GP-1 to GP-2k, Board-CEO Linkages BCL-1 to BCL-2e and Executive Limitations EL-2a to EL-2j and accepts

the amendments proposed and discussed. The updated Policy to be approved at the March Board Meeting.

Carried.

6.0 **Monitoring Performance**

6.1 **Ends:**

6.1.1 Global Ends Report Level 1 and Level 2 (2024)

The Chair advised Members that the report was self-explanatory and followed the format that had been approved by the Board. All strategies towards the Ends are rated by their compliance status at year end in one of three categories: Compliant, Partially Compliant, Non-Compliant. Most strategies have met their targets and those that were in the yellow category were items that were ongoing, delayed with cause or due to circumstances beyond MPL control.

Moved by Ms. Winnie Phung
Seconded by Mr. Raymond Chan

Resolved that the Board receives the "Global Ends Report Level 1 and Level 2 (2024)

Carried.

6.2 **Executive Limitations:**

6.2.1 Executive Limitations; Internal Monitoring Reports

The Chair asked members to review the schedule and to let the Board Secretary know if they have any issues with the timing of assignments.

Moved by Ms. Gail Vlahopoulos
Seconded by Ms. Winnie Phung

Resolved that the "Executive Limitations: Internal Monitoring Report Schedule 2025" be received.

Carried.

6.2.2 **Internal Monitoring Report: Executive Limitation, EL-f, Protection of Services** (assigned to Ms. Winnie Phung)

Ms. Phung reviewed the report and did not have any questions; however, one Member expressed concern about the repeated flooding in the children's area of the Thornhill Community Centre Library. There was a lot of discussion as to

the reasons for the flooding and possible solutions. Staff to continue follow up on resolving the issue.

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

Moved by Ms. Winnie Phung
Seconded by Ms. Jenny Tung

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

Carried.

7.0 **Consent Agenda:**

Moved by Ms. Gail Vlahopoulos
Seconded by Ms. Winnie Phung

Resolved that the Consent Agenda comprising Agenda items 7.0 to 7.3 and the same are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:
CONSENT AGENDA:

7.1 Declaration of Due Diligence by the CEO

7.2 Communication and Correspondence:

7.2.1 YorkRegion.com: A customer with dementia struggles in a grocery store . Now what? Vince's Market staff trained to help customers with dementia

7.3 Board Statistics-Detail

Carried.

8.0 **Board Performance and Self-Evaluation:**

8.1 Questionnaire: The Board and the CEO
The Chair asked Members to complete the questionnaire and return to the Board Secretary as requested.

9.0 **New Business**

(none)

10.0 **In Camera**
(none)

11.0 **Adjournment**

Moved by Mr. Edward Choi that the meeting be adjourned at 8:57 p.m.

….

Report to: General Committee Meeting Date: April 1, 2025

SUBJECT: The MECP – Markham Distribution System – Drinking Water Inspection Report, January 30, 2025

PREPARED BY: Catalina Ching, Ext. 2035
Water Quality Coordinator, Environmental Services

RECOMMENDATION:

1. That the report entitled "The MECP – Markham Distribution System – Drinking Water Inspection Report, January 30, 2025" be received;
2. And that Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:
Not Applicable

PURPOSE:
The purpose of this report is to provide Council with an update on the findings of the Ontario Ministry of Environment, Conservation and Parks (MECP)'s Inspection of Markham's Water Distribution System undertaken on January 30, 2025. This MECP inspection covered regulatory compliance since our last inspection conducted, from January 23, 2024 to January 17, 2025.

BACKGROUND:
The objective of the MECP Inspection is to provide a rigorous and comprehensive inspection program for municipal residential drinking water systems to determine if the systems are in compliance with the Safe Drinking Water Act, 2002 (SDWA) and associated Regulations as well as evaluating conformance with ministry drinking water policies and guidelines during the inspection period. The Safe Drinking Water Act, 2002 (SDWA) states that a provincial officer may at any reasonable time conduct an inspection for the purpose of determining compliance with regulatory requirements contained within the Act, or any of the associated Regulations. Traditionally, the MECP has conducted an annual inspection of Markham's Water Distribution System.

On January 30, 2025 the MECP conducted an announced annual inspection of Markham's Drinking Water Distribution System. Since the last inspection date held last year on January 30, 2024, the MECP Inspector reviewed Waterworks procedures, policies and records covered within the inspection period between January 23, 2024 to January 17, 2025.

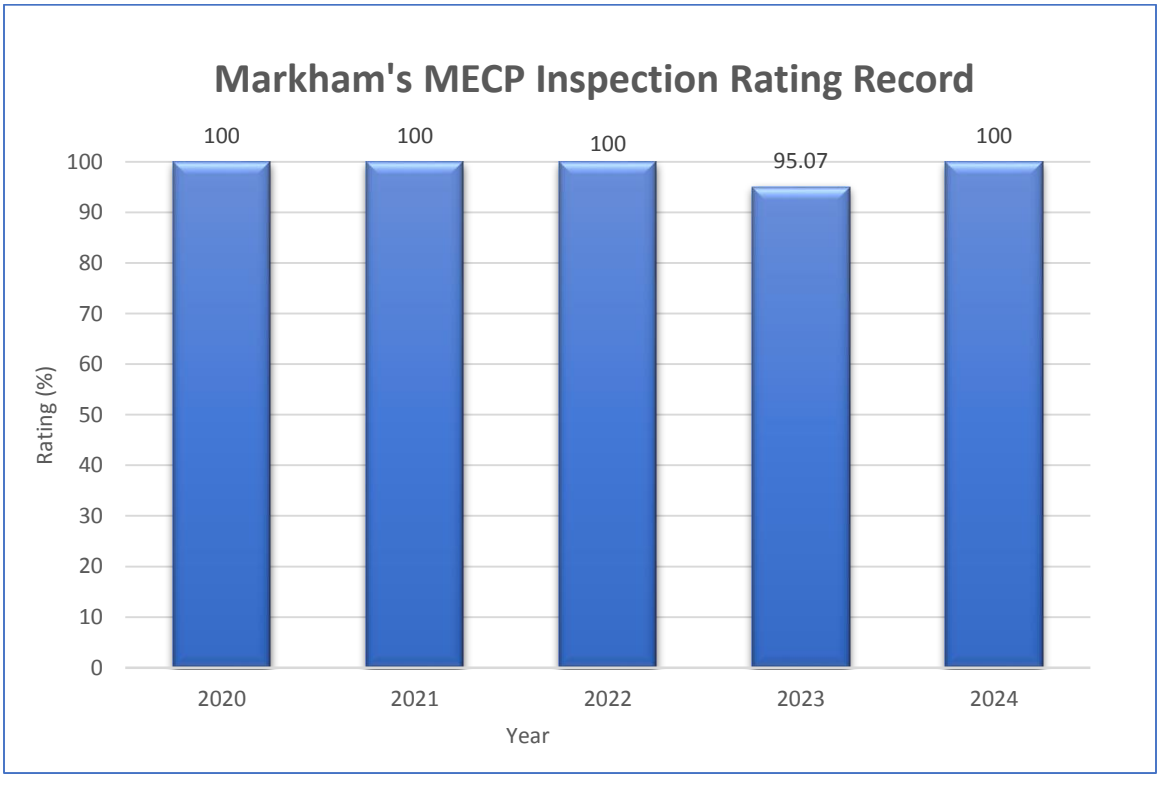
The final MECP inspection report was received on February 12, 2025, (see attachment "A").

OPTIONS/ DISCUSSION:

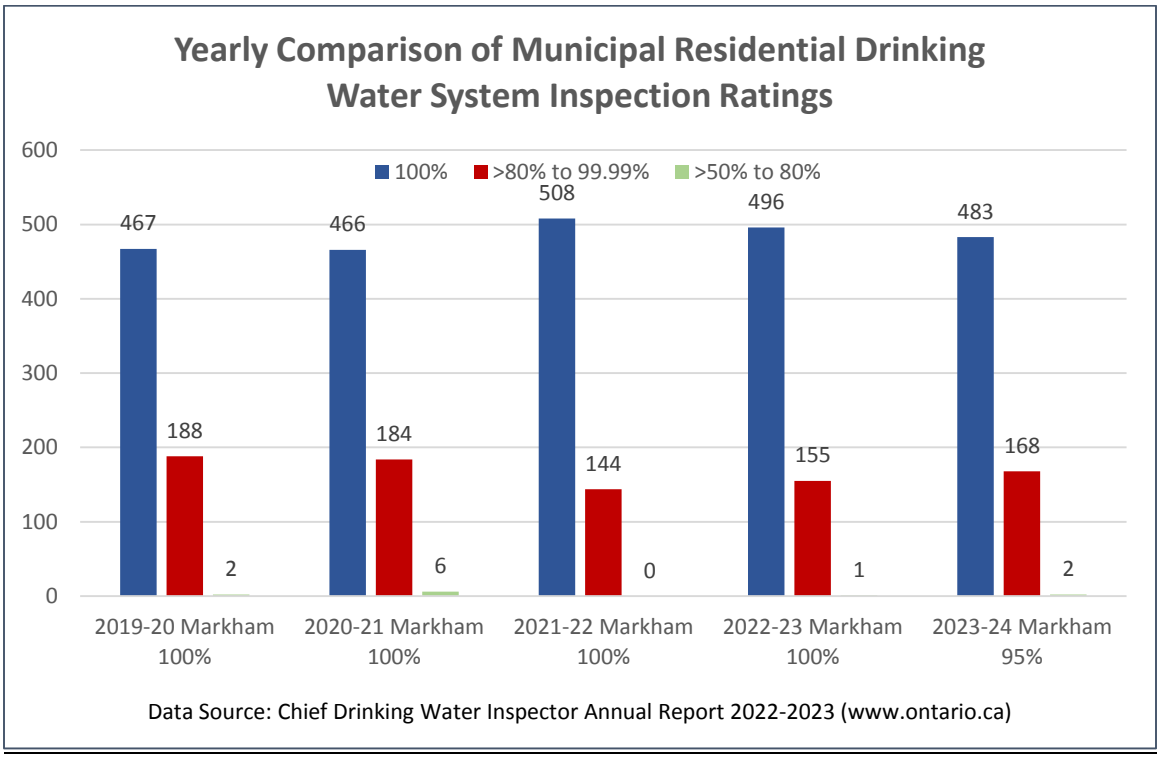
On January 30, 2025 the MECP Inspector conducted an announced inspection on site with staff which included a detailed discussion with regard to Markham Waterwork's existing procedures, reviewed operational logbooks. Prior to the on-site inspection the MECP Inspector provided a detailed list requesting data and documents which were all provided by staff in a timely manner. Following the on-site inspection, the MECP Inspector requested additional documentation which was also promptly provided by staff.

During the inspection time period, between January 23, 2024 to January 17, 2025, there was no incident of regulatory non-compliance identified. As a result, the City of Markham received an Inspection Summary Rating Record (IRR) of 100% for meeting full compliance with the MECP's Drinking Water Systems Regulation 170/03 during the period covered. This IRR is a quantitative measure of the Municipal Residential Drinking Water System's annual inspection and regulated water quality testing performance. The MECP's inspection program is an important aspect of the MECP's drinking water safety net and the primary goal is to encourage ongoing improvement of drinking water systems and to work toward the goal of 100% regulatory compliance.

Below is a summary of Markham's MECP Inspection Summary Rating Records over the past five years:



Below is a comparison of Markham's MECP Inspection Rating Records to other municipalities over the last five years. The 2024-2025 Municipal Inspection Ratings will be published by December 2025 by the MECP that will capture our latest rating.



MECP BEST PRACTICE ISSUES AND RECOMMENDATIONS

Recommendations are suggestions that the owner or operating authority should consider implementing in order to advance efforts already in place.

There was no best practice issue or recommendation identified during this inspection period.

FINANCIAL CONSIDERATIONS
Not Applicable

HUMAN RESOURCES CONSIDERATIONS
Not Applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:
The MECP – Markham Distribution System Drinking Water Inspection Report, January 30, 2025 meets legislative requirements and is consistent with the Building Markham's Future Together; specifically, a Safe, Sustainable & Complete Community through achieving sustainable Infrastructure Management and Quality Services.

BUSINESS UNITS CONSULTED AND AFFECTED:

Not Applicable

The report presented herein, communicates the results of the annual MECP Inspection conducted on January 30, 2025.

The undersigned represent the Top Management of the City of Markham's Drinking Water Distribution system and by signing below the Top management of the Operating Authority have reviewed the MECP Inspection Report.

RECOMMENDED BY:

Eddy Wu, P. Eng.
Director, Environmental Services

Morgan Jones
Commissioner, Community Services

Andy Taylor
CAO, City of Markham

ATTACHMENTS:
Attachment "A" – The MECP - Markham Distribution System – Drinking Water Inspection Report, January 30, 2025.

Ministry of Environment, Conservation and Parks
Drinking Water and Environmental Compliance Division

Central Region

York Durham District Office
230 Westney Road South, 5th Floor
Ajax ON L1S 7J5
Telephone.: 905-427-5600
Toll-Free : 1-800-376-4547

Ministère de l'Environnement, de la Protection de la nature et des Parcs
Division de la conformité en matière d'eau potable et d'environnement

Région du Centrel

Bureau de district de York Durham
230 route Westney sud, 5e étage
Ajax ON L1S 7J5
Téléphone : 905 427-5600
Sans frais : 1-800-376-4547

Ontario

February 12, 2025

City of Markham
101 Town Centre Blvd
Markham, On
L3R 9W3

Attention: Eddy Wu, Director of Environmental Services

RE: January 30, 2025 Inspection – Markham Distribution System Inspection Report, DWS # 220004162

Please find enclosed the Ministry of the Environment, Conservation and Parks Inspection Report for the Markham Distribution System (Drinking Water System # 220004162) inspection. The compliance assessment took place on January 30, 2025.

The primary focus of this inspection was to confirm compliance with Ministry of the Environment, Conservation and Parks legislation and control documents, as well as conformance with Ministry drinking water related policies for the inspection period. The Ministry is implementing a rigorous and comprehensive approach in the inspection of water systems that focuses on the source, treatment, and distribution components as well as water system management practices.

Section 19 of the Safe Drinking Water Act (Standard of Care) creates a number of obligations for individuals who exercise decision-making authority over municipal drinking water systems. Please be aware that the Ministry has encouraged such individuals, particularly municipal councilors, to take steps to be better informed about the drinking water systems over which they have decision-making authority. These steps could include asking for a copy of this inspection report and a review of its findings. Further information about Section 19 can be found in "Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils" found under "Resources" on the Drinking Water Ontario website at www.ontario.ca/drinkingwater.

The IRR is a summarized quantitative measure of the drinking water system's annual inspection and is published in the Ministry's Chief Drinking Water Inspector's Annual Report. The Risk Methodology document describes the risk rating methodology which has been applied to the findings of the Ministry's municipal residential drinking water system inspection results.

I would like to thank the Region of York staff for the assistance afforded to me during this compliance assessment. If you have any questions or concerns, please contact me or Donna Staniscia, Water Compliance Supervisor, Central Region at (705) 220-1773.

Yours truly,



Vlastimil Packa, PhD.
Water Compliance Officer | Provincial Officer Badge # 1507
Toronto, York/Durham, Halton/Peel
Drinking Water and Environmental Compliance Division
Ministry of the Environment, Conservation and Parks
Tel: (647) 534-0394

ec:

Catalina Ching, Water Quality Coordinator, City of Markham
Shumin Gao, Manager, System Engineering, City of Markham
Bill Toleck, Waterworks Supervisor, City of Markham
Donna Staniscia, Water Compliance Supervisor (A), Ministry of the Environment Conservation and Parks
York Public Health Inspectors

Ontario

Ministry of the Environment, Conservation and Parks
Drinking Water Inspection

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1. Drinking Water System Owners Inspection

Appendix:

A. Stakeholders Appendix
B. Inspection Rating Record

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APPENDIX A
STAKEHOLDER APPENDIX

Ontario

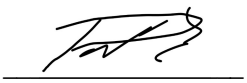
APPENDIX B
INSPECTION RATING RECORD

Ontario

MARKHAM DISTRIBUTION SYSTEM
Physical Address: 101 TOWN CENTRE BLVD N, ,
MARKHAM, ON L3R 9W3

INSPECTION REPORT

System Number:	220004162
Entity:	THE CORPORATION OF THE CITY OF MARKHAM
Inspection Start Date:	January 30, 2025
Site Inspection Date:	January 30, 2025
Inspection End Date:	February 05, 2025
Inspected By:	Vlastimil Packa
Badge #:	1507



(signature)

INTRODUCTION

Purpose

This announced, focused inspection was conducted to confirm compliance with Ministry of the Environment, Conservation and Parks' (MECP) legislation and conformance with ministry drinking water policies and guidelines.

Scope

The ministry utilizes a comprehensive, multi-barrier approach in the inspection of water systems that focuses on the source, treatment, and distribution components as well as management and the operation of the system.
The inspection of the drinking water system included both the physical inspection of the component parts of the system listed in section 4 "Systems Components" of the report and the review of data and documents associated with the operation of the drinking water system during the review period.
This drinking water system is subject to the legislative requirements of the Safe Drinking Water Act, 2002 (SDWA) and regulations made therein, including Ontario Regulation 170/03, "Drinking Water Systems" (O. Reg. 170/03). This inspection has been conducted pursuant to Section 81 of the SDWA.
The inspection report does not suggest that all applicable legislation and regulations were evaluated. It remains the responsibility of the owner to ensure compliance with all applicable legislative and regulatory requirements.

Facility Contacts and Dates

The drinking water system is owned and operated by the Corporation of the City of Markham. The system serves an estimated population of 362,445 and is categorized as a Large Municipal Residential System. Information reviewed for this inspection covered the time period of January 23, 2024, to January 17, 2025.

Systems/Components

The following sites were visited as part of the inspection of the drinking water system:

Markham Operation Office

Permissions/Approvals

This drinking water system was subject to specific conditions contained within the following permissions and/or approvals (please note this list is not exhaustive) at the time of the inspection in addition to the requirements of the SDWA and its regulations:

1. Ministry of the Environment, Conservation and Parks Municipal Drinking Water License (MDWL) Number 021-101, issue 11, dated October 16, 2023 (revoked); and issue 12, dated June 13, 2024 (current).
2. Ministry of the Environment, Conservation and Parks Drinking Water Works Permit (DWWP) Number 021-201, issue 4, dated July 19, 2019 (revoked); and issue 5, dated June 13, 2024 (current).

NON-COMPLIANCE

This should not be construed as a confirmation of full compliance with all potential applicable legal requirements. These inspection findings are limited to the components and/or activities that were assessed, and the legislative framework(s) that were applied. It remains the responsibility of the owner to ensure compliance with all applicable legislative and regulatory requirements.

If you have any questions related to this inspection, please contact the signed Provincial Officer.

RECOMMENDATIONS

This should not be construed as a confirmation of full conformance with all potential applicable BMPs. These inspection findings are limited to the components and/or activities that were assessed, and the legislative framework(s) that were applied. It remains the responsibility of the owner to ensure compliance with all applicable legislative and regulatory requirements.

If you have any questions related to this inspection, please contact the signed Provincial Officer.

INSPECTION DETAILS

This section includes all questions that were assessed during the inspection.

Ministry Program: DRINKING WATER | **Regulated Activity:** DW Municipal Residential

Question ID	DWMR1018001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | 31 | (1);

Question:
Did the owner ensure that equipment was installed in accordance with Schedule A and Schedule C of the Drinking Water Works Permit?

Compliance Response(s)/Corrective Action(s)/Observation(s):
The owner ensured that equipment was installed as required.

The System description contained within Schedule A of the Drinking Water Works Permit (DWWP) indicates that the system consists of three primary pressure districts and approximately 1081 kilometers of watermains and transmission mains. Minor modifications to the System have been documented on "Record of Watermains Authorized as a Future Alteration Form 1" form that were available for review at the time of the inspection.

Question ID	DWMR1020001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | 31 | (1);

Question:
Were Form 1 documents prepared as required?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Form 1 documents were prepared as required.

Eight (8) Forms 1 were required for the drinking water system (DWS) during the review period. All the forms were reviewed, and they were in compliance with the requirements prescribed in Schedule B, Condition 3.0 of the current DWWP issued for the system. All forms were signed by a Licensed Engineer Practitioner.

Question ID	DWMR1025001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | 31 | (1);

Question:
Were all parts of the drinking water system that came in contact with drinking water disinfected in accordance with a procedure listed in Schedule B of the Drinking Water Works

Permit?

Compliance Response(s)/Corrective Action(s)/Observation(s):
All parts of the drinking water system were disinfected as required.

The Watermain Break Procedure was reviewed. The Procedure appears to be in accordance with the requirements stipulated in the Ontario Watermain Disinfection Procedure, listed in Schedule B, Condition 2.3 of the DWWP.

Question ID	DWMR1033001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 7-2 | (3); SDWA | O. Reg. 170/03 | 7-2 | (4);

Question:
Was secondary disinfectant residual tested as required for the large municipal residential distribution system?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Secondary disinfectant residual was tested as required.

Distribution chlorine residuals are measured by two (2) continuous on-line analyzers. Additionally, operations staff collect grab samples using a hand-held unit when conducting microbiological sampling, weekly dead-end hydrant flushing, and when there are watermain breaks.

Question ID	DWMR1035001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 6-5 | (1)1-4;

Question:
Were operators examining continuous monitoring test results and did they examine the results within 72 hours of the test?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Operators were examining continuous monitoring test results as required.

The City has a procedure in its operations manual "Continuous Chlorine Analyzer monitoring' which indicates that the data results from the analyzer must be reviewed within 72 hour period after the previous review by the operator.
The SCADA generates chlorine residual records and sends them to the ORO (Overall Responsible Operator) for the day, on daily basis, for review. The ORO enters any concern regarding the records in their "Supervisor's logbook" after reviewing the records. The documentation provided, indicated that test results are examined and reviewed every 72 hours.

Question ID	DWMR1038001	Question Type	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 6-5 | (1)1-4;

Question:
Was continuous monitoring equipment that was being utilized to fulfill O. Reg. 170/03 requirements performing tests for the parameters with at least the minimum frequency and recording data with the prescribed format?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Continuous monitoring equipment that was being utilized to fulfill O. Reg. 170/03 requirements was performing tests for the parameters with at least the minimum frequency and recording data with the prescribed format.

All continuous monitoring equipment are equipped with high- and low-level alarms and are performing tests at a frequency that exceeds the set points specified in the Table in Schedule 6 of Ontario Regulation 170/03.

Question ID	DWMR1037001	Question Type	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 6-5 | (1)5-10; SDWA | O. Reg. 170/03 | 6-5 | (1.1);

Question:
Were all continuous monitoring equipment utilized for sampling and testing required by O. Reg. 170/03, or Municipal Drinking Water Licence or Drinking Water Works Permit or order, equipped with alarms or shut-off mechanisms that satisfied the standards described in Schedule 6?

Compliance Response(s)/Corrective Action(s)/Observation(s):
All required continuous monitoring equipment utilized for sampling and testing were equipped with alarms or shut-off mechanisms that satisfied the standards

All continuous monitoring equipment are equipped with high- and low-level alarms and are performing tests at a frequency that exceeds the set points specified in the Table in Schedule 6 of Ontario Regulation 170/03. Online chlorine analyzers are required to record total and free chlorine residual values at least every hour (60 minutes) with a minimum alarm standard of 0.25 mg/L. The two chlorine online analyzers currently operating at the DWS record values every 2.5 minutes with minimum alarms standards set at equal or less than 0.40 mg/L.

Question ID	DWMR1040001	Question Type	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 6-5 | (1)1-4; SDWA | O. Reg. 170/03 | 6-5 | (1)5-10;

Question:
Were all continuous analysers calibrated, maintained, and operated, in accordance with the manufacturer's instructions or the regulation?

Compliance Response(s)/Corrective Action(s)/Observation(s):
All continuous analysers were calibrated, maintained, and operated as required.

Cleartech certificates of instrument performance were provided for review as part of the inspection. Continuous analyzers for chlorine were last serviced and calibrated on July 9, 2024.

Question ID	DWMR1108001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 6-5 | (1)5-10; SDWA | O. Reg. 170/03 | 6-5 | (1.1);

Question:
Where continuous monitoring equipment used for the monitoring of free chlorine residual, total chlorine residual, combined chlorine residual or turbidity, required by O. Reg. 170/03, Municipal Drinking Water Licence, Drinking Water Works Permit, or order triggered an alarm or an automatic shut-off, did a qualified person respond as required and take appropriate actions?

Compliance Response(s)/Corrective Action(s)/Observation(s):
A qualified person responded as required and took appropriate actions.

A review of continuous monitoring records and logbooks suggest that when an alarm or automatic shut-off devices was triggered that a certified operator responded and took appropriate actions.

Question ID	DWMR1099001	**Question Type**	Information

Legislative Requirement(s):
Not Applicable

Question:
Do records show that water provided by the drinking water system met the Ontario Drinking Water Quality Standards?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Records showed that not all water sample results met the Ontario Drinking Water Quality Standards.

On fourteen (14) occasions, samples exceeded the Ontario Drinking Water Quality Standards during the inspection review period. On three (3) occasions samples exceeded both EC and TC, on eleven (11) occasions samples exceeded TC limits. All corrective actions, including resampling and reporting was complied with as required

Question ID	DWMR1081001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 10-2 | (1); SDWA | O. Reg. 170/03 | 10-2 | (2); SDWA | O. Reg. 170/03 | 10-2 | (3);

Question:
Were distribution microbiological sampling requirements prescribed by Schedule 10-2 of O. Reg. 170/03 for large municipal residential systems met?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Distribution microbiological sampling requirements were met.

Schedule 10-2 of O. Reg. 170/03 requires the System to collect at least 100 distribution samples, plus one additional sample for every 10,000 people served by the system, every month with at least three samples taken each week. The distribution samples are to be tested for E. Coli and total coliforms. Additionally, 25% of the samples collected are required to be tested heterotrophic plate count.

The DWS reported a population of 362,445 persons. A review of data shows that more than 136 distribution samples were collected each month, with a minimum of three samples collected each week. The samples were submitted for E. coli and Total Coliform testing with more than minimum required HPC number of tests. The sample locations were evenly rotated amongst the dedicated sample stations, hydrants and auto flushers. The locations of the sampling stations cover the entirety of the distribution system.

Question ID	DWMR1096001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 6-3 | (1);

Question:
Did records confirm that chlorine residual tests were conducted at the same time and location as microbiological samples?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Records confirmed that chlorine residual tests were conducted as required.

A review of the chain of custody forms for samples collected during the inspection review period indicate that chlorine residual tests are being conducted at the same time and location that microbiological samples are taken

Question ID	DWMR1086001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 13-6.1 | (1); SDWA | O. Reg. 170/03 | 13-6.1 | (2); SDWA | O. Reg. 170/03 | 13-6.1 | (3); SDWA | O. Reg. 170/03 | 13-6.1 | (4); SDWA | O. Reg. 170/03 | 13-6.1 | (5); SDWA | O. Reg. 170/03 | 13-6.1 | (6);

Question:
Were haloacetic acid sampling requirements prescribed by Schedule 13-6 of O. Reg. 170/03 met?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Haloacetic acid sampling requirements were met.

During the inspection review period, samples were collected and tested for HAA during the following months:
- February 2024
- May 2024
- August 2024
- November 2024

Question ID	DWMR1087001	Question Type	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 13-6 | (1); SDWA | O. Reg. 170/03 | 13-6 | (2); SDWA | O. Reg. 170/03 | 13-6 | (3); SDWA | O. Reg. 170/03 | 13-6 | (4); SDWA | O. Reg. 170/03 | 13-6 | (5); SDWA | O. Reg. 170/03 | 13-6 | (6);

Question:
Were trihalomethane sampling requirements prescribed by Schedule 13-6 of O. Reg. 170/03 met?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Trihalomethane sampling requirements were met.

During the inspection review period, samples were collected and tested for THM during the following months:
- February 2024
- May 2024
- August 2024
- November 2024

Question ID	DWMR1094001	Question Type	Legislative

Legislative Requirement(s):
SDWA | 31 | (1);

Question:
Were water quality sampling requirements imposed by the Municipal Drinking Water Licence and Drinking Water Works Permit met?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Water quality sampling requirements were met.

The MDWL requires that the samples be collected quarterly for Nitrosodimethylamines (NDMA) at the farthest point in the distribution system. During the inspection review period, samples were collected and tested for NDMA during the
following months:
- February 2024
- May 2024
- August 2024
- November 2024

Question ID	DWMR1104001	Question Type	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 16-6 | (1); SDWA | O. Reg. 170/03 | 16-6 | (2); SDWA | O. Reg. 170/03 | 16-6 | (3); SDWA | O. Reg. 170/03 | 16-6 | (3.1); SDWA | O. Reg. 170/03 | 16-6 | (3.2); SDWA | O. Reg. 170/03 | 16-6 | (4); SDWA | O. Reg. 170/03 | 16-6 | (5); SDWA | O. Reg. 170/03 | 16-6 | (6);

Question:
Were immediate verbal notification requirements for adverse water quality incidents met?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Immediate verbal notification requirements for adverse water quality incidents were met.

Schedule 16-6 of O.Reg. 170/03 requires immediate reporting of Schedule 16-4 observations to be given by speaking in person or by telephone. The immediate report must be given to the medical officer of health, and to the Ministry. Schedule 16-4 of O.Reg.170/03 requires the system to report other observations if they believe water directed to users has not been disinfected in accordance with the Procedure for Disinfection of Drinking Water in Ontario. The City of Markham provided written notices of adverse water quality within 24 hours of the verbal notifications, as required.

Question ID	DWMR1101001	Question Type	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 17-1; SDWA | O. Reg. 170/03 | 17-10 | (1); SDWA | O. Reg. 170/03 | 17-11; SDWA | O. Reg. 170/03 | 17-12; SDWA | O. Reg. 170/03 | 17-13; SDWA | O. Reg. 170/03 | 17-14; SDWA | O. Reg. 170/03 | 17-2; SDWA | O. Reg. 170/03 | 17-3; SDWA | O. Reg. 170/03 | 17-4; SDWA | O. Reg. 170/03 | 17-5; SDWA | O. Reg. 170/03 | 17-6; SDWA | O. Reg. 170/03 | 17-9;

Question:
For large municipal residential systems, were corrective actions, including any steps directed by the Medical Officer of Health, taken to address adverse conditions?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Corrective actions were taken to address adverse conditions.

A review of Section 2A - Written Notice by Drinking Water System and Section 2B - Notice of Issue Resolution paperwork submitted by the System to the Ministry indicates that corrective actions were taken as per Schedule 17 of O.Reg. 170/03, and as directed by the Medical Officer of Health.

Question ID	DWMR1060001	Question Type	Legislative

Legislative Requirement(s):
SDWA | 31 | (1);

Question:
Did the operations and maintenance manual(s) meet the requirements of the Municipal

Drinking Water Licence?

Compliance Response(s)/Corrective Action(s)/Observation(s):
The operations and maintenance manual(s) met the requirements of the Municipal Drinking Water Licence.

The operations and maintenance manual were reviewed as part of this inspection and it meets the requirements of the MDWL, as listed in Condition 16 of Schedule B of the MDWL.

Question ID	DWMR1062001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 7-5;

Question:
Did records or other record keeping mechanisms confirm that operational testing not performed by continuous monitoring equipment was done by a certified operator, water quality analyst, or person who met the requirements of Schedule 7-5 of O. Reg. 170/03?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Records or other record keeping mechanisms confirmed that operational testing not performed by continuous monitoring equipment was done by a certified operator, water quality analyst, or person who met the requirements of Schedule 7-5 of O. Reg. 170/03.

Chain of Custody (COC) forms were reviewed, and all chlorine residual testing is done by a certified operator.

Question ID	DWMR1071001	**Question Type**	BMP

Legislative Requirement(s):
Not Applicable

Question:
Did the owner provide security measures to protect components of the drinking water system?

Compliance Response(s)/Corrective Action(s)/Observation(s):
The owner provided security measures to protect components of the drinking water system.

Equipment and vehicles are secure at the City's operation center where there is a security system and cameras. The city has Backflow Prevention Bylaw 2012-27 in place, which reduces the chance of water contamination through backflow incidents at cross connections. By-law #2019-53, Water Use was also provided for review, which limits access to hydrants.

Question ID	DWMR1073001	**Question Type**	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 128/04 | 23 | (1);

Question:
Was an overall responsible operator designated for all subsystems which comprise the drinking water system?

Compliance Response(s)/Corrective Action(s)/Observation(s):
An overall responsible operator was designated for all subsystem.

System Level Document 11— Personal Coverage, Revision 8.0, was provided for review as part of the inspection. This procedure details that the Overall Responsible Operator (ORO) is designated to be the Operation & Maintenance Manager, or the Waterworks Supervisors who are assigned as stand-by ORO on a rotational basis.

Question ID	DWMR1074001	Question Type	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 128/04 | 25 | (1);

Question:
Were operators-in-charge designated for all subsystems which comprise the drinking water system?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Operators-in-charge were designated for all subsystems.

System Level Document 11— Personal Coverage, Revision 8.0, was provided for review as part of the inspection. This procedure details that all operators who possess a certification of Class 1 or higher are designated as operators-in-charge for the system.

Question ID	DWMR1075001	Question Type	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 128/04 | 22;

Question:
Were all operators certified as required?

Compliance Response(s)/Corrective Action(s)/Observation(s):
All operators were certified as required.

Licenses were reviewed at the OWWCO website

Question ID	DWMR1076001	Question Type	Legislative

Legislative Requirement(s):
SDWA | O. Reg. 170/03 | 1-2 | (2);

Question:
Were adjustments to the treatment equipment only made by certified operators?

Compliance Response(s)/Corrective Action(s)/Observation(s):
Adjustments to the treatment equipment were only made by certified operators.

Logbooks were reviewed and all of the entries were completed by certified operators.

February 2, 2023

Key Reference and Guidance Material for Municipal Residential Drinking Water Systems

Many useful materials are available to help you operate your drinking water system. Below is a list of key materials owners and operators of municipal residential drinking water systems frequently use.

To access these materials online click on their titles below or use your web browser to search for their titles. Contact the Ministry if you need assistance or have questions at 1-866-793-2588 or waterforms@ontario.ca.
For more information on Ontario's drinking water visit www.ontario.ca/page/drinking-water



Click on the publication below to access it

- Drinking Water System Profile Information Form - 012-2149E
- Laboratory Services Notification Form – 012-2148E
- Adverse Test Result Notification Form – 012-4444E
- Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils
- Procedure for Disinfection of Drinking Water in Ontario
- Strategies for Minimizing the Disinfection Products Trihalomethanes and Haloacetic Acids
- Filtration Processes Technical Bulletin
- Ultraviolet Disinfection Technical Bulletin
- Guide for Applying for Drinking Water Works Permit Amendments, & License Amendments
- Certification Guide for Operators and Water Quality Analysts
- Training Requirements for Drinking Water Operator
- Community Sampling and Testing for Lead: Standard and Reduced Sampling and Eligibility for Exemption
- Drinking Water System Contact List – 7128E01
- Ontario's Drinking Water Quality Management Standard - Pocket Guide
- 2020 Watermain Disinfection Procedure
- List of Licensed Laboratories

Ministry of the Environment, Conservation and Parks - Inspection Summary Rating Record (Reporting Year - 2024-25)

DWS Name:	MARKHAM DISTRIBUTION SYSTEM
DWS Number:	220004162
DWS Owner:	THE CORPORATION OF THE CITY OF MARKHAM
Municipal Location:	MARKHAM
Regulation:	O.REG. 170/03
DWS Category:	DW Municipal Residential
Type of Inspection:	Focused
Compliance Assessment Start Date:	Jan-30-2025
Ministry Office:	York Durham District Office

Maximum Risk Rating: 317

Inspection Module	Non Compliance Risk (X out of Y)
Certification and Training	0/42
Logbooks	0/14
Operations Manuals	0/14
Reporting & Corrective Actions	0/66
Treatment Processes	0/130
Water Quality Monitoring	0/51
Overall - Calculated	**0/317**

Inspection Risk Rating:	**0.00%**

Final Inspection Rating:	**100.00%**

Ministry of the Environment, Conservation and Parks - Detailed Inspection Rating Record (Reporting Year - 2024-25)

DWS Name:	MARKHAM DISTRIBUTION SYSTEM
DWS Number:	220004162
DWS Owner Name:	THE CORPORATION OF THE CITY OF MARKHAM
Municipal Location:	MARKHAM
Regulation:	O.REG. 170/03
DWS Category:	DW Municipal Residential
Type of Inspection:	Focused
Compliance Assessment Start Date:	Jan-30-2025
Ministry Office:	York Durham District Office

All legislative requirements were met. No detailed rating scores.

Maximum Question Rating: 317

Inspection Risk Rating:	**0.00%**

FINAL INSPECTION RATING:	**100.00%**

APPLICATION OF THE RISK METHODOLOGY USED FOR MEASURING MUNICIPAL RESIDENTIAL DRINKING WATER SYSTEM INSPECTION RESULTS



The Ministry of the Environment (MOE) has a rigorous and comprehensive inspection program for municipal residential drinking water systems (MRDWS). Its objective is to determine the compliance of MRDWS with requirements under the Safe Drinking Water Act and associated regulations. It is the responsibility of the municipal residential drinking water system owner to ensure their drinking water systems are in compliance with all applicable legal requirements.

This document describes the risk rating methodology, which has been applied to the findings of the Ministry's MRDWS inspection results since fiscal year 2008-09. The primary goals of this assessment are to encourage ongoing improvement of these systems and to establish a way to measure this progress.

MOE reviews the risk rating methodology every three years.

The Ministry's Municipal Residential Drinking Water Inspection Protocol contains 15 inspection modules consisting of approximately 100 regulatory questions. Those protocol questions are also linked to definitive guidance that ministry inspectors use when conducting MRDWS inspections.

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Ontario

The questions address a wide range of regulatory issues, from administrative procedures to drinking water quality monitoring. The inspection protocol also contains a number of non-regulatory questions.

A team of drinking water specialists in the ministry assessed each of the inspection protocol regulatory questions to determine the risk (not complying with the regulation) to the delivery of safe drinking water. This assessment was based on established provincial risk assessment principles, with each question receiving a risk rating referred to as the Question Risk Rating. Based on the number of areas where a system is deemed to be non-compliant during the inspection, and the significance of these areas to administrative, environmental, and health consequences, a risk-based inspection rating is calculated by the ministry for each drinking water system.

It is important to be aware that an inspection rating less than 100 per cent does not mean the drinking water from the system is unsafe. It shows areas where a system's operation can improve. The ministry works with owners and operators of systems to make sure they know what they need to do to achieve full compliance.

The inspection rating reflects the inspection results of the specific drinking water system for the reporting year. Since the methodology is applied consistently over a period of years, it serves as a comparative measure both provincially and in relation to the individual system. Both the drinking water system and the public are able to track the performance over time, which encourages continuous improvement and allows systems to identify specific areas requiring attention.

The ministry's annual inspection program is an important aspect of our drinking water safety net. The ministry and its partners share a common commitment to excellence and we continue to work toward the goal of 100 per cent regulatory compliance.

Determining Potential to Compromise the Delivery of Safe Water

The risk management approach used for MRDWS is aligned with the Government of Ontario's Risk Management Framework. Risk management is a systematic approach to identifying potential hazards, understanding the likelihood and consequences of the hazards, and taking steps to reduce their risk if necessary and as appropriate.

The Risk Management Framework provides a formula to be used in the determination of risk:

RISK = LIKELIHOOD × CONSEQUENCE
(of the consequence)

Every regulatory question in the inspection protocol possesses a likelihood value (L) for an assigned consequence value (C) as described in **Table 1** and **Table 2**.

TABLE 1:

Likelihood of Consequence Occurring	Likelihood Value
0% - 0.99% (Possible but Highly Unlikely)	L = 0
1 – 10% (Unlikely)	L = 1
11 – 49% (Possible)	L = 2
50 – 89% (Likely)	L = 3
90 – 100% (Almost Certain)	L = 4

TABLE 2:

Consequence	Consequence Value
Medium Administrative Consequence	C = 1
Major Administrative Consequence	C = 2
Minor Environmental Consequence	C = 3
Minor Health Consequence	C = 4
Medium Environmental Consequence	C = 5
Major Environmental Consequence	C = 6
Medium Health Consequence	C = 7
Major Health Consequence	C = 8

The consequence values (0 through 8) are selected to align with other risk-based programs and projects currently under development or in use within the ministry as outlined in **Table 2**.

The Question Risk Rating for each regulatory inspection question is derived from an evaluation of every identified consequence and its corresponding likelihood of occurrence:

- All levels of consequence are evaluated for their potential to occur
- Greatest of all the combinations is selected.

The Question Risk Rating quantifies the risk of non-compliance of each question relative to the others. Questions with higher values are those with a potentially more significant impact on drinking water safety and a higher likelihood of occurrence. The highest possible value would be 32 (4×8) and the lowest would be 0 (0×1).

Table 3 presents a sample question showing the risk rating determination process.

TABLE 3:

Does the Operator in Charge ensure that the equipment and processes are monitored, inspected and evaluated?

Risk = Likelihood × Consequence							
C=1	C=2	C=3	C=4	C=5	C=6	C=7	C=8
Medium Administrative Consequence	**Major** Administrative Consequence	**Minor** Environmental Consequence	**Minor** Health Consequence	**Medium** Environmental Consequence	**Major** Environmental Consequence	**Medium** Health Consequence	**Major** Health Consequence
L=4 (Almost Certain)	L=1 (Unlikely	L=2 (Possible)	L=3 (Likely)	L=3 (Likely)	L=1 (Unlikely	L=3 (Likely)	L=2 (Possible)
R=4	**R=2**	**R=6**	**R=12**	**R=15**	**R=6**	**R=21**	**R=16**

Application of the Methodology to Inspection Results

Based on the results of a MRDWS inspection, an overall inspection risk rating is calculated. During an inspection, inspectors answer the questions related to regulatory compliance and input their "yes", "no" or "not applicable" responses into the Ministry's Laboratory and Waterworks Inspection System (LWIS) database. A "no" response indicates non-compliance. The maximum number of regulatory questions asked by an inspector varies by: system (i.e., distribution, stand-alone); type of inspection (i.e., focused, detailed); and source type (i.e., groundwater, surface water).

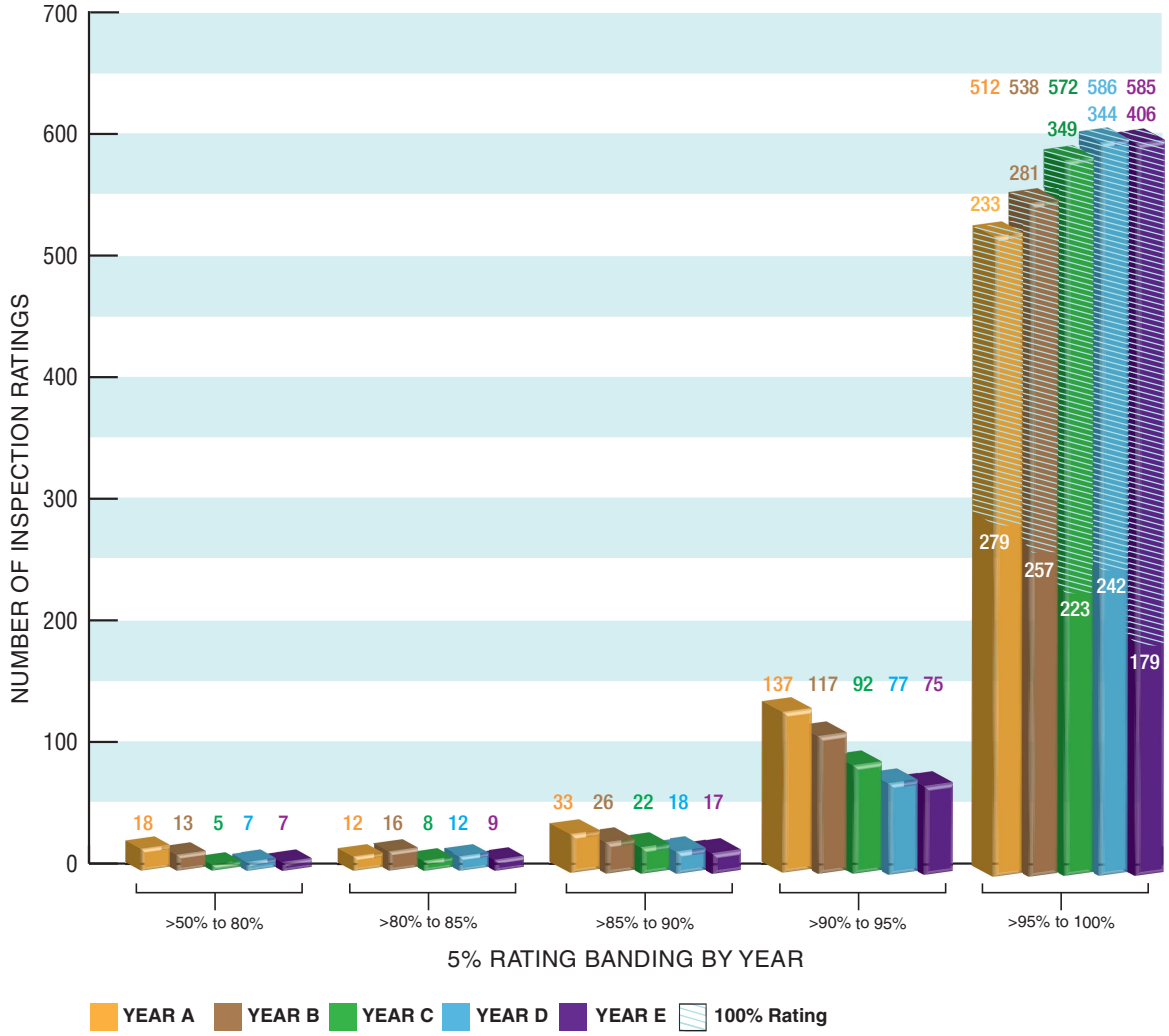
The risk ratings of all non-compliant answers are summed and divided by the sum of the risk ratings of all questions asked (maximum question rating). The resulting inspection risk rating (as a percentage) is subtracted from 100 per cent to arrive at the final inspection rating.

Application of the Methodology for Public Reporting

The individual MRDWS Total Inspection Ratings are published with the ministry's Chief Drinking Water Inspector's Annual Report.

Figure 1 presents the distribution of MRDWS ratings for a sample of annual inspections. Individual drinking water systems can compare against all the other inspected facilities over a period of inspection years.

Figure 1: Year Over Year Distribution of MRDWS Ratings



Reporting Results to MRDWS Owners/Operators

A summary of inspection findings for each system is generated in the form of an Inspection Rating Record (IRR). The findings are grouped into the 15 possible modules of the inspection protocol, which would provide the system owner/operator with information on the areas where they need to improve. The 15 modules are:

1. Source
2. Permit to Take Water
3. Capacity Assessment
4. Treatment Processes
5. Treatment Process Monitoring
6. Process Wastewater
7. Distribution System
8. Operations Manuals
9. Logbooks
10. Contingency and Emergency Planning
11. Consumer Relations
12. Certification and Training
13. Water Quality Monitoring
14. Reporting, Notification and Corrective Actions
15. Other Inspection Findings

For further information, please visit **www.ontario.ca/drinkingwater**

Report to: General Committee Meeting Date: April 1, 2025

SUBJECT: City Parks and Public Properties Bylaw
PREPARED BY: David Plant – Sr. Manager – Operations – Parks, Horticulture and Forestry, Ext 4893

RECOMMENDATION:

1) That the report entitled "City Parks and Public Properties Bylaw" be received: and,

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

PURPOSE:

The purpose of this report is to obtain Council approval of a new City Parks and Public Properties Bylaw to replace the Parks By-Law #167-92 last revised on June 26, 2007 and the Town Owned Property By-Law #279-96 with one comprehensive By-Law.

BACKGROUND:

The current Parks By-Law #167-92 and Town Owned Property By-Law #279-96 are limited in scope and do not address current and emerging issues and concerns within City parks and public properties. Without an updated and current By-Law to reference, the City's ability to properly and adequately address issues and when required, enforce penalties for those responsible, is limited.

OPTIONS/ DISCUSSION:

To ensure a fulsome review of current and emerging issues, an extensive benchmarking exercise was undertaken with relevant municipalities inclusive of discussion with staff of those municipalities to identify gaps in their current By-Law. Information was gathered from the Parks By-Laws of the Cities of Brampton, Mississauga, Toronto, Hamilton, Vaughan and Ottawa and then shared with the applicable departments within the City of Markham to seek feedback and any additionally required content to ensure that the new By-Law addressed our collective needs. Utilizing the feedback from departments within the City, a City Parks and Public Properties By-Law was drafted and circulated for final review. This robust process included the addition of updated language, definitions, and content applicable to current legislation as well as content and references to other applicable City of Markham By-laws.

Noting the similarities between the current Parks By-Law #167-92 and Town Owned Property By-Law #279-96, the exercise also combined the two bylaws into one.

The table below presents a high-level overview of the existing Parks By-Law and the proposed By-Law as it relates to content.

	EXISTING Parks By-Law #167-92 last updated July 5, 2007	(NEW)City Parks and Public Properties By-Law
Number of pages	8	33
Definitions	3	82
Table of contents	No	Yes
List of exemptions	No	Yes
Administration roles	No	Yes
General Conditions	Limited	Comprehensive
Damage to property	No	Comprehensive
Encroachments	Limited	Comprehensive
Fines and penalties	No	Comprehensive
AMPS	No	Comprehensive
Specified Park use	No	Yes
Commercial vehicles	No	Yes
Animals	No	Comprehensive
Vehicles	No	Yes
Enforcement	No	Yes
Permits	Limited	Yes
Events/Special Events	No	Yes

The Draft Bylaw is intended to address issues related to all City owned outdoor spaces of public parks, green spaces, and all public properties within the City inclusive of the Civic Centre. The facilities located on public property will continue to be the responsibility of the user department while the outdoor space and its use will be supported through this new By-Law.

The Proposed City Parks and Public Properties By-Law provides the following:

1. Clear direction on the respectful use of City parks and City owned/operated Public Properties inclusive of the Civic Centre;
2. Comprehensive and structured content easily referenced, understood, and applied by City staff and residents;
3. A practical balanced approach to protect City assets and members of our community as well as being enforceable when appropriate and necessary; and
4. Up-to-date terminology and legislative requirements addressing issues and technology for the current environment.

FINANCIAL CONSIDERATIONS

Parks signage requires updating, which involves partial refacing at an estimated cost of approximately $3,300.00 for staff time and materials.

HUMAN RESOURCES CONSIDERATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

A new and updated City Parks and Public Properties Bylaw will provide the necessary tools to address issues related to parks growth, public safety and stewardship of City resources.

BUSINESS UNITS CONSULTED AND AFFECTED:
By-law and Enforcement Services, Animal Services, Legislative Services, Engineering Transportation, Fire and Emergency Services, Sustainability and Asset Management, Parks Urban Design, Legal Services, Recreation, Finance, Operations, Culture.

RECOMMENDED BY:

Alice Lam – Director of Operations

Morgan Jones – Commissioner
Community Services

ATTACHMENTS:
DRAFT City Parks and Public Properties Bylaw

City Parks and Public Properties Bylaw 2025 -

Overview of new By-Law

General Committee – April 1, 2025

Alice Lam - Director of Operations
David Plant - Sr Manager Parks, Horticulture and Forestry

Purpose For A New Comprehensive By-Law

- The City's parks, and how our residents use them, has changed. A comprehensive updated By-Law is required to ensure respectful use of City parks and public properties by all residents, permit holders, and user groups
- As the City grows and legislation changes, we are building different types of parks with the same or even greater resident expectations. Having the tools to equitably manage current and emerging issues is essential
- The By-Law:
  - Consolidates two dated existing bylaws into one fulsome and updated bylaw
  - Provides a practical balanced approach to protect City assets and members of our community and is enforceable when necessary
  - Contains up-to-date terminology and legislative requirements addressing issues and technology
  - Ensures relevant and transparent application inclusive of references to all other applicable By-laws
  - Provides comprehensive and structured content easily referenced, understood, and applied by City staff and residents
  - Contains content benchmarked with 7 relevant municipalities, content was then reviewed and approved by 12 City departments to provide a comprehensive approach in addressing various issues

Current and Proposed Bylaw Comparison

Current Parks Bylaw 167-92 Current City Owned Property Bylaw 279-96	Proposed Parks and Facility Bylaw
NO - Encroachments on public land: both planting and construction/penalties	YES – comprehensive content and applicable penalties if required
NO - Dumping/household waste/damage/cost recovery	YES – detailed content and applicable penalties if required
NO - Offences/penalties/enforcement defined	YES – in detail by offence
NO - Specific uses defined inclusive of gatherings and events without permits - Limited	YES – comprehensive with defined use
NO - Animals/off leash defined	YES – comprehensive animal/wildlife content
Limited -Vehicles/exemptions defined	YES – follows definitions of the Highway Traffic Act and Active Transportation Master Plan
NO -Smoking/cannabis/use of propane BBQ	YES - comprehensive

Questions?



BY-LAW 2025-XX(TBA)

CITY PARKS AND PUBLIC PROPERTIES BY-LAW

A By-law to regulate the use of City Parks and Public Properties within the City of Markham.

WHEREAS section 8(1) of the *Municipal Act*, 2001, S.O. 2001, c.25, as amended, ("the Municipal Act") provides that the powers of a municipality under any Act shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate, and to enhance their ability to respond to municipal issues; and;

WHEREAS section 9 of the *Municipal Act* provides that a municipality has the capacity, rights, powers and privileges of a natural Person for the purpose of exercising its authority under the *Municipal Act*, 2001; and;

WHEREAS subsection 11(2) 6. of the *Municipal Act* provides that a municipality may pass By-laws respecting the health, safety and well-being of persons; and;

WHEREAS subsection 11(3) 5. of the *Municipal Act* provides that a municipality may pass By-laws respecting culture, parks, recreation and heritage; and;

WHEREAS section 391(1) of the *Municipal Act* provides that a municipality may pass By-laws imposing fees or charges on any person for services or activities provided by the municipality or done on behalf of it; and;

WHEREAS subsection 398(1) of the *Municipal Act* states that fees and charges imposed by a municipality on a person constitute a debt of the person to the municipality; and;

WHEREAS subsection 398(2) of the *Municipal Act* states that a municipality may add fees and charges to the tax roll of the property to which the public utility is supplied and collect them in the same manner as municipal taxes; and;

WHEREAS section 429 (1) of the *Municipal Act* provides that a municipality may establish a system of fines for a By-law passed under the Act; and;

WHEREAS section 425 of the *Municipal Act* provides that a municipality may pass By-laws providing that a person who contravenes any By-law of the municipality is guilty of an offence; and,

WHEREAS subsection 429(1) of the *Municipal Act* provides that a municipality may establish a system of fines for offences under a By-law of the municipality passed under the *Municipal Act*; and,

WHEREAS section 434.1 of the *Municipal Act* provides that a municipality may require a person to pay an administrative penalty if the municipality is satisfied that a person has failed to comply with a B

y-law of the municipality passed under the *Municipal Act*; and,

WHEREAS 432.2(1) of the *Municipal Act* provides that administrative penalty that is imposed by the City on a person constitutes a debt of that person to the City; and;

WHEREAS section 436 (1) of the *Municipal Act* provides that a municipality may pass By-laws providing for the entry onto land at any reasonable time for the purpose of carrying out an inspection to determine compliance with a By-law; and;

WHEREAS section 444 of the *Municipal Act* provides that a municipality may make an order to require a person to discontinue contravening a By-law and to do the work required to correct the contravention; and;

WHEREAS section 446 of the *Municipal Act* provides that a municipality may proceed to do things at a person's expense which that person is otherwise required to do under a By-law but has failed to do and the costs incurred by a municipality may be recovered by adding the costs to the tax roll and collecting them in the same manner as taxes; and;

WHEREAS The Council of the Corporation of the City of Markham desires to repeal and replace By-laws 167-92 (Parks) and 279-96 (City Owned Property) as amended, with an updated Use of City Parks and Public Facilities By-law;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF MARKHAM ENACTS AS FOLLOWS:

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SECTION 1 – SHORT TITLE

1. This By-law shall be known as the “City Parks and Public Properties By-law”.

SECTION II – DEFINITIONS

2. In this By-law:

Administrative Monetary Penalty means an administrative penalty established by the City By-law No. 2024-137, as amended;

Alter means to change in any manner and includes to restore, renovate, repair or disturb and “alteration” has a corresponding meaning;

AMPS By-law-means the City By-law No. 2024-137, a By-law to establish an Administrative Monetary Penalty System (AMPS) for Contraventions of Designated By-laws in the City of Markham, as amended;

Animal means any member of the animal kingdom, other than human;

At Large means being off leash and not under the control of a person and found on any other property than that of the owner of the animal, except where the owner of the property permits the animal to be on his or her property, or in a pubic park designated by the City to be an off leash park;

Authorized Agent means a person designated or assigned by the City, including a legal representative, empowered to act on the City’s behalf;

Authorized Sign means any sign, notice or other device placed or erected in or upon a park under the authority of this By-law;

Barbeque means a cooking device using charcoal, wood, compressed gas or other fuel source intended for the cooking and preparation of cooked food;

Bicycle includes a tricycle, a unicycle and a power assisted bicycle but does not include a motor assisted bicycle;

Bicycle Trail means a pathway, whether paved or unpaved, that is designed and posted to permit the use of bicycles, and does not include a roadway or highway;

Boulevard means the portion of the highway between a street line and the edge of the curb, or where there is no curb, that portion of the highway which is travelled or designed to be travelled by vehicles;

Bow means a long bow, compound bow, re-curve bow, cross bow, or any class thereof, from which any arrow or any other projectile can be discharged and that is capable of causing bodily injury or death to any person;

Camps means a place with accommodations of huts, tents, or other structures;

Cannabis means the dried leaves and flowering tops of the Cannabis sativa, Cannabis indica, or Cannabis ruderalis plants. Cannabis contains active chemicals called cannabinoids that cause drug-like effects all through the body, including the central nervous system and the immune system;

City means the Corporation of the City of Markham;

Civic Centre means the building and premises located at 101 Town Centre Boulevard which is the current seat of the municipal government for the City of Markham;

Commissioner means the Commissioner of Community Services or his or her designate;

Construction Material shall include gravel, soil, sod, bricks, paving stones, landscaping rocks, wooden planks or boards;

Construction means anything done with the erection, installation, placement, extension or material alteration, demolition, or repairs of a building or structure, utility or surface, grading of property and includes the installation of building units fabricated or moved from elsewhere and installation of an in-ground/on-ground swimming pool including the installation of a hot tub, above ground-pool or landscaping;

Contractor means any person alone or with others undertaking construction on a property;

Control includes care and custody;

Cooking Vessel means any propane powered device used for cooking or heating of food including Barbecues, stoves, fryers or burners;

Council means the Council for The Corporation of the City of Markham;

Designated Area an area that is designated for a specific purpose, use or restriction, and may be identified by signage;

Director means the Director of Operations or the Director of Recreation for the City or his or her designate;

Donation Bin means any receptacle used for the purpose of collecting donated items, including but not limited to clothing, appliances, and toys;

Domestic Animal means an animal kept by or living with human beings;

Drone means navigable aircraft, other than a balloon, rocket or kite, that is operated by a pilot who is not on board (defined as a “remotely piloted aircraft” in the Canadian Aviation Regulations (CARs). Part IX – Remotely Piloted Aircraft Systems in effect upon the passage of this By-law);

Encroachment means anything placed or secured within a park (either fixed to the ground or another structure) without permission and includes, but is not limited to the following:

i. any type of vegetation or plant;

ii. any type of man-made object or structure including a garden, retaining wall, compost bin, deck, fence, gate, shed, walkway or driveway;
iii. any type of personal property or property controlled by the property owner including sports equipment, patio furniture or storage of material;

Emergency Maintenance Vehicle means any City of Markham, Police, Fire, EMS or Utility vehicle required for emergency response in a City park or facility;

Electric Kick-Scooter means a vehicle that meets the requirements set out in the *Highway Traffic Act* and Ontario Regulation 389/19, as amended, including that it has:

i. two wheels placed along the same longitudinal axis, one place at the front of the kick-scooter and one at the rear,
ii. a platform for standing between the two wheels,
iii. a steering handlebar that acts directly on the steerable wheel,
iv. an electric motor not exceeding 500 watts that provides a maximum speed of 24 kilometers per hour, and;
v. a maximum weight of 45 kilograms (kg) and wheels with a diameter of not more than 430 millimeters (mm);

Facility means any property owned by the City of Markham inclusive of all structures and amenities and inclusive of the grounds of that facility;

Fence includes a railing, wall, line of posts, wire, gate, boards, pickets, or other similar material, used to enclose or divide in whole or in part a yard or other land, or to establish a property boundary, and or to provide privacy;

Firearm means any weapon from which any shot, bullet or other missile can be discharged and that is capable of causing bodily injury or death to any Person and includes a sling shot, air gun, paint ball gun, and spring gun;

Fireworks means devices containing combustible chemicals that cause explosions or spectacular effects;

i. Any fireworks that are not included on the most recent list of authorized fireworks as published from time to time by the Explosives Regulatory Division of Natural Resources Canada, or their successors, and includes, aerial shells, cakes, roman candles, waterfalls, lances and wheels, sparklers, cigarette loads or pings, exploding matches, sparkling matches, ammunition for miniature tie clip, cufflink or key chain pistols, auto alarms or jokers, cherry bombs, M-80 and silver salutes and flash crackers; throw down and step on torpedoes, and crackling balls; exploding golf balls, stink bombs and smoke bombs, tear gas pens and launchers, party peppers and table bombs, table rockets and battle sky rockets, fake firecrackers and other trick devices or practical jokes.

Firecracker - A pyrotechnic device that explodes when ignited and does not make any subsequent display or visible effect after the explosion but does not include paper caps containing not more than 0.25 of a grain of explosive on average per cap, devices for use with such caps, safety flare or marine rockets;

Gathering means a group of 25 or more persons in general proximity to each other who have assembled for a common purpose or reason;

Green Bin means the municipal bin used for the collection of compostable materials collected curbside as part of the municipal waste collection system;

Handbill shall include any printed or written matter, sample or device, and includes a circular, leaflet, pamphlet, paper, booklet, newspaper, magazine, or any other printed or otherwise reproduced original and copies of any matter of literature primarily advertising for sale or information of any merchandise, product, commodity, or thing;

Hazardous Materials means materials made of metal, wire, piano wire, fishing line or any type of nylon that can be or is chemically treated or contains glass fragments and shall include any substance, including petroleum or derivatives thereof, or combination of substances which because of their quantity, concentration, physical, chemical, infectious, flammable, combustible, radioactive, genetic or toxic characteristics, may cause or significantly contribute to a present or potential risk to health, safety, or welfare of human, animal or environment;

Highway includes a common and public highway, street, avenue, parkway, driveway, square, place, bridge, viaduct or trestle, including the area between the lateral property lines thereof and includes unopened and unassured road allowances, and ‘highway’ as defined in the *Municipal Act*, 2001;

Household Waste means litter, debris and waste generated at a place of residence or household which is to be disposed of as part of the municipal curbside collection system.

Inflatable Amusement Device means an air filled structures designed to allow users to bounce, slide or climb on them and are made from flexible fabric, kept inflated by one or more blowers and rely on air pressure to keep their shape;

Landscape means portion of a lot comprised of any combination of flowers, grass, shrubs, sod, trees or other horticultural elements that is not covered by architectural elements including but not limited to asphalt, buildings, brickwork, concrete, stonework, rocks, lawn furniture or structures;

Liquor/Alcoholic Beverages shall have the same meaning as defined in the *Liquor License Act*, R.S.O. 1990, c. L-19 as amended;

Manager means the Senior Manager of By-law Enforcement and Regulatory Services Division or his or her designate;

Motor Assisted Bicycle means a bicycle as defined in the *Highway Traffic Act*, including,

i. that is fitted with pedals that are operable at all times to propel the bicycle,
ii. that weighs not more than fifty-five kilograms,
iii. that has no hand or foot operated clutch or gearbox driven by the motor and transferring power to the driven wheel,
iv. that has an attached motor driven by electricity or having a piston displacement of not more than fifty cubic centimeters, and

v. that does not have sufficient power to enable the bicycle to attain a speed greater than 50 kilometers per hour on level ground within a distance of 2 kilometers from a standing start;

Motorized Recreational Vehicle means a wheeled or tracked conveyance meant to transport individuals as a non-primary mode of transportation and includes but is not limited to motorized bikes, scooters, motorcycles, ATV, side by side, snowmobile or similar winter transportation;

Motor Vehicle includes an automobile, motorcycle, motor-assisted bicycle and any other vehicle propelled or driven otherwise than by muscular power, but does not include a power assisted bicycle as defined in the *Highway Traffic Act* or an electric kick-scooter;

Notice of Encroachment shall mean an order issued under this By-law to the owner of a property requiring the owner who contravened the by-law or who caused or permitted the contravention or the owner of the land on which the contravention occurred to do work to correct the contravention;

Obstruct (or Obstruction) includes any activity that encumbers, damages, fouls, or causes alteration;

Occupant means a lessee, tenant, mortgagee in possession or any other person who appears to have care and control of any property;

Officer means:

(a) A Municipal Law Enforcement Officer of the City or other person(s) appointed by or under the authority of a City By-law to enforce City By-laws;
(b) or (b) A Municipal Police Officer (York Regional Police), Ontario Provincial Police or the Royal Canadian Mounted Police;

Off Leash Dog Area means an area of enclosed or defined land designated by Council and for which signs are posted indicating that dogs are permitted to run at large

Order includes a Notice, Work Order, Order to Comply, Order to Discontinue, or Notice of Encroachment;

Organized Sport or Activity a sport, game or activity pre-planned by a group or organization whether or not formally constituted and whether or not the players or members wear uniforms;

Open Air Burning includes bonfires, fire pits, sky lanterns and the use of various types of outdoor fireplaces (also known as a “Chiminea”). Open air burning is not permitted. Exceptions to open air burning require a permit through Markham Fire and Emergency Services;

Owner shall mean the registered owner, owner in trust, a mortgagee in possession, a person who is managing or receiving the rent of the property a lessee or a person who is control of the property and includes a person, firm, partnership, corporation, company, association, or organization of any kind and its principal(s);

Park means the land, including any body of water, buildings or structures located therein, that is owned by or made available to the City by lease, agreement, or otherwise, and that is or may be established, dedicated, set apart or made available for use as public open space. For the purposes of this By-law, Park includes any and all park buildings, park trail and pathway systems, squares, plazas, gardens, woodlots, wetlands, playgrounds, playing fields, ball diamonds, sports fields, splash pads, tennis courts, basketball courts, fitness stations, storm water management ponds, naturalized areas, Parkettes, cemeteries, skate board parks, golf courses, walkways, shade structures, gazebos, public parking areas and other amenities located in or on the land;

Permit means a City-issued permit, parks access agreement, lease, license, letter of authorization, parking permit or any other written authorization issued by the City to engage in an activity in a park or public facility;

Person means an individual, association, organization, partnership, corporation, and includes an Owner;

Public Property includes the grounds of all buildings and surrounding areas owned, leased, operated or controlled by the City and includes the grounds of library, outdoor pool, arena, hall, skating rink, fire station, work yard, Civic Centre, publicly owned property and administrative buildings;

Power-Assisted Bicycle means a bicycle as defined in the *Highway Traffic Act*, including that it,

(a) is a power-assisted bicycle as defined in subsection 2 (1) of the Motor Vehicle Safety Regulations made under the *Motor Vehicle Safety Act (Canada)*,
(b) bears a label affixed by the manufacturer in compliance with the definition referred to in clause (a),
(c) is fitted at all times with pedals that are operable to propel the bicycle, and
(d) is capable at all times of being propelled on level ground solely by using muscular power to operate the pedals;

Prohibited Areas means:

i. Natural or environmentally sensitive areas (including designated ravines, wooded or savannah areas, sites of natural or scientific interest, areas which have undergone significant habitat restoration, wetlands or their buffer zones);
ii. Horticultural display areas or ornamental gardens;
iii. Natural ice rinks or toboggan hills;

Roller Blades means inline skates, roller skates or roller skis or variations of any;

Scooter means a wheeled device intended to propel the user by means of self-propulsion or power assist and includes hover boards;

Second-Hand Smoke means:

i. Exhaled smoke.

ii. Smoke from an idling cigarette or cigar, or pipe, or any other tobacco using or constructed device, but does not include smoke into a place or area in which smoking is prohibited from a place or area in which smoking is not prohibited;

Sell means to sell for retail, offer for retail sale, display, and place or expose any products for retail sale;

Sign means any sign, notice, or other device placed or erected in or upon a park or public facility by the City;

Skateboard means a narrow board with wheels affixed to the bottom which someone can ride on either while suing self-propulsion or with power assist;

Smoke (or Smoking) includes the inhaling, exhaling, holding or carrying of any lighted tobacco or cannabis or any heated or otherwise activated smoking equipment used to smoke or consume tobacco or cannabis;

Special Event includes a walkathon, fundraiser or gathering over 25 persons or any event that requires staff support, specific permissions or the provision of materials or equipment such as, but not limited to, the use of sound amplification, acceptance of donations, installation of tents, vehicle access, electrical access or requests to borrow equipment, beyond that typically provided at the subject location;

Sports Field includes any area, whether or not delineated by lines, that is designated and being used as a sports field or playing surface, under a program run by the City or by any other person or group under a permit, and includes, without limitation, a soccer field, football field, baseball diamond, basketball court, tennis court, volleyball court, cricket pitch, lawn bowling area, bocce court, outdoor artificial ice rink pad at all times of the year, and track and adjacent seating areas and stands;

Tobacco Product means tobacco in any processed or unprocessed form that may be smoked, inhaled or chewed, including snuff, but does not apply to products intended for use in nicotine replacement therapy;

Tree means any species of woody perennial plant including its root system, which has reached or can reach a height of at least 4.5 meters at maturity, provided that where multiple stems grow from the same root system, the number of trees shall be the number of stems that can be counted at a point of measurement 1.37 meters from the ground;

Tree Injury means lasting damage to a tree which has or is likely to have the effect of inhibiting or terminating its growth;

Tree Destruction means the removal, ruin or harm of a tree by cutting, burning, girding of the tree or roots, interfering with roots or uprooting, interfering with water supply, chemical application, compaction or re-grading within the drip line of a tree, or by other means including irreversible injury to a tree, which may result from accident or design, but does not include the pruning or removal of branches for maintenance purposes provided any such pruning is limited to the appropriate removal of no more than one-third of the live branches or limbs of a tree, and “destroy”, “destroyed”, “destroying” and similar words have the same meaning;

Unmanned Air Vehicle means a power-driven aircraft, other than a model aircraft, that is designed to fly without a human operator on board;

Vape or Vaporizing means to inhale and exhale the vapor produced by an electronic cigarette or similar device containing nicotine or cannabis or holding or otherwise having control of an electronic smoking device that is producing vapor, emissions or aerosol from the cartridge or cannabis;

Waste Material shall mean any garbage, refuse, debris, litter and yard waste and without limiting the generality of the foregoing, shall include garbage, junk, tin cans, old or decayed lumber, discarded or inoperable machinery including automobiles and parts, furniture, household fixtures, household waste, pet waste and construction materials;

Watercraft means any device for conveyance in or on water, including but is not limited to boats, row boats, sailboards, canoes, kayaks, and dinghies;

Woodland means land at least 1 hectare in area and with at least:

i. 1000 trees, of any size, per hectare;
ii. 750 trees measuring over five (5) centimeters DBH per hectare;
iii. 500 trees measuring over twelve (12) centimeters DBH per hectare; or
iv. 250 trees measuring over twenty (20) centimeters DBH per hectare; but does not include a nursery, a cultivated fruit or nut orchard, or a plantation established for the purpose of producing Christmas trees or nursery stock;

Woodlot means land at least 0.2 hectares up to 1 hectare in area and with at least:

i. 200 trees, of any size, per 0.2 to 0.99 hectares;
ii. 150 trees, measuring over five (5) centimeters DBH, per 0.2 to 0.99 hectares;
iii. 100 trees, measuring over twelve (12) centimeters DBH, per 0.2 to 0.99 hectares; or
iv. 50 trees, measuring over twenty (20) centimeters DBH, per 0.2 to 0.99 hectares;
v. This does not include a nursery, a cultivated fruit or nut orchard, or a plantation established for the purpose of producing Christmas trees or nursery stock.

SECTION III: ADMINISTRATION

3. **This By-law applies to:**
    1. All parks, recreation areas, public properties and any premises located therein which are under the control or joint management of the City together with roads, highways, drives, streets, pathways, trails, boulevards and approaches connecting the same;
    2. The Manager of Bylaw & Regulatory Services shall be responsible for the enforcement of this By-law. Unless the context otherwise requires, words importing the singular shall include the plural, and words importing the masculine gender shall include the feminine;
    3. The headings inserted in this By-law are for convenience only;

SECTION IV: EXEMPTIONS

4. **This By-law shall not apply to:**
    1. Emergency maintenance vehicles including but not limited to City of Markham Operations, Waterworks, Environmental Services, Bylaws, Animal Services, Corporate Security, Police, Fire, EMS, Enbridge, Alectra are excepted in this By-law;
    2. Employees or agents of EMS, Fire, or Police Services acting in the scope of their duties to provide emergency services or enforcement;
    3. City staff or agents working on the City's behalf acting in the scope of their duties to provide services or enforcement;
    4. The Director may exempt people from all or part of the requirements and prohibitions of this By-law from time to time if such exemption is required for the beneficial administration of a park or public facility;

SECTION V: PERMITS

5. **General Conditions**
    1. A person may apply for a permit under this By-law if the person:
        a. Completes an application for the permit on the forms as provided by the Director;
        b. Submits the application along with the applicable fees and charges; and
        c. Provides any documentation, deposit, security or insurance certificates, as required by the Director as prerequisites and requirements for the issuance of the permit;
    2. The issuance of a permit under this By-law does not relieve any person from the necessity of acquiring any other license or permit or complying with any other applicable laws, By-laws, regulations and requirements of other governmental authority;
    3. A permit is the property of the City and is not transferable unless otherwise authorized by the Director;
    4. A permit holder shall comply or ensure compliance with all provisions and conditions of the permit and this By-law;
    5. A permit holder shall provide and maintain a contact phone number that the Director or an Officer may reach the permit holder at all times;
    6. Failure to comply with any provision or condition of a permit or this By-law may result in the revocation of the permit by the Director, in addition to any other enforcement proceedings against the permit holder as permitted By-law;
    7. The permit holder of a revoked permit shall immediately cease or ensure the immediate cessation of all the activities for which a permit has been issued upon revocation of the permit under PART V.

6. **Special Events:**

    While in a park or on the grounds of a public property or facility no person shall:
    1. Unless authorized by permit, hold an organized gathering, special event, festival, or picnic for more than ten (10) persons with the exception of Milne Dam Park which is designated as a site for larger permitted gatherings;
    2. Interfere with an organized gathering, special event, festival, or picnic authorized by permit;

3. Move any furniture or equipment from an area to another area to accommodate their organized gathering, special event, festival, or picnic; or
4. Remove any furniture, equipment, signs or other property of the City without a permit;

7. Use Of Athletic Fields and Courts:

While in a park or on the grounds of a public property or facility no person shall:

1. Arrange or engage in an organized sport or activity on City owned athletic fields or parklands unless authorized by permit; or
2. Interfere with an organized sport or activity authorized by permit;
3. Paint or install lines on any field for the purpose of using an athletic field for another use;
4. Arrange, engage or conduct an organized sport, activity or event in a public park, on the grounds of public property or a facility or on a public pathway or trail including but not limited to cycling, rollerblading, running, golfing which interferes with or limits the use by the general public without having a permit for this explicit use;

SECTION VI: HOURS

8. Parks and grounds of public properties close at 11:00PM where lit, and at dusk when unlit, and shall remain closed until dawn the following day, unless otherwise posted or specified in this By-law;

1. Lighted pathways and security lighting at structures does not remove or alter the conditions set out in PART VI SECTION 8.1, and are meant to assist residents in safely exiting the park or public facility;

2. All lighted sports amenities shall close no later than 11:00pm and remain closed until 7:00am the following day unless otherwise posted or specified in this By-law;

9. Notwithstanding PART VI SECTION 8, the Director of Operations or his/her designate may close a park or portion of a park for a period of time where it is determined necessary:

i. To maintain the safety and security of the public;
ii. To conduct an investigation;
iii. To allow the director or operations to adequately administer this By-law;

10. The Director of operations shall not close a park or portion of a park as provided in PART VI SECTION 10 for more than six (6) consecutive months without council approval;

SECTION VII: GENERAL PROHIBITION

A. PARK AND PUBLIC PROPERTY ENTRY

11. No person shall:

1. Enter or remain in a park or public property after it has been closed unless by permit;

2. Enter or remain in an area of a park or public property where admission is prohibited or restricted without a permit; or
3. Enter or access through a park or public property for the purpose of conducting any work on private property or Park property without a Permit; or
4. Enter or access through a Woodland between dusk and dawn; or
5. Loiter anywhere within a park or public property from 11:01PM to dawn;
    i. for the purpose of this subsection only, the word “loiter” shall mean the act of staying at or near a particular place for more than twenty (20) minutes; and
    ii. every person who, without lawful excuse, the proof of which lies upon them, loiters within the meaning of this subsection, shall be guilty of an offence;
6. In addition to general prohibition provisions in PART VII SECTION 11 of this By-law, while on the grounds of the Civic Centre no person shall:
    i. climb, break, deface or alter any structure, fountain, peace flame, equipment or growing plants of any kind or mark or write upon any building, structure or equipment;
    ii. enter or be in the lake or fountains;
    iii. hold any function or assembly on the grounds without a Permit;
    iv. throw any objects or use the water surface for any activity;
    v. tamper in any way with the fountains or peace flame;
    vi. erect or place a platform, dais or similar structure or device;
    vii. take part in a demonstration or act in such a manner as to yell, fight or otherwise disturb in any way or intimidate passers-by or cause damage to any City property;
    viii. light or carry fires or torches, signs or placards;
    ix. engage in playing any games that involves the projecting of any object through the air unless permitted by the City;

B. GENERAL CONDUCT

12. While in a park or public property no person shall:

1. Being the owner or tenant of land abutting a park or valley land, cause or permit the planting of any hedge, tree, shrub, garden, or construction of any fence, storage shed, swimming pool, retaining wall or structure of any kind, the keeping of any compost heap or the placing of any string, wire, chain, concrete of any kind, rope or any other material on park property;
2. Being the owner or tenant of land abutting a park or valley land climb commemorate, prune, affix, hand or otherwise damage or destroy any tree, shrub, bush, flowers, plant, roots or rock, cut, mow, burn or remove any grass tree or plantings in a park or public facility;
3. Where a person is in contravention of this section, the City shall send a notice to discontinue/work order by regular mail to the owner at his/her address according to the last revised assessment;
4. Climb, remove, break, deface, or otherwise damage any statute, monument, artwork, public art installation, park building or structure, display, cage, pen, gate, seat, bench, picnic table, fence, posted sign, lock, barrier or any other equipment of the City located therein;

5. Discharge or permit the discharge of any water from private properties, including pool water and water from a roof drainage system, onto, into or over any park, park pathway, or public facility with the exception of natural over land flow from adjacent yards;
    i. Dump, place, deposit or permit to be dumped, placed or deposited any waste material or household waste;
    ii. Throw, dispose of, or abandon any garbage, construction materials or debris from a household;
    iii. Throw, bury, dispose or place any waste, yard or household waste, fill, ashes or any other material in any part of a park;
    iv. Abandon, dispose or bury any animal (dead or alive) in any part of the park;
    v. Discharge water or wastewater from sewage, any roof drainage system, hot tub, swimming pool, or pond into or onto a park;
    vi. Pump, collect, or remove water from a park pond or watercourse unless for the purpose of extinguishing a fire;
6. Post, nail, attach or otherwise fasten any poster, sign, banner notice, placard, circular, bill, handbill, advertisement or paper in or upon any part of a park or public facility, except with the written authorization of the City;
7. Skate, play hockey or walk on any natural ice surface on a pond or watercourse inclusive of locations which are unposted to prohibit these activities.
8. Place or deposit any handbill in or upon any sign, structure, vehicle or;
9. Stand, sit, climb or jump on containers for plants, shrubs and trees, signs, poles or other receptacles;
10. Engage in riotous, boisterous, violent, threatening, or illegal activity; or use abusive, threatening or profane language;
11. Engage in any activity that creates a nuisance or that interferes with the use and enjoyment of the park or public facility;
12. Mark, write or vandalize any building, equipment or structure;
13. Place donation or collection bins, except with the written authorization of the City;
14. Utilize a designated area without a permit where it is posted to prohibit or restrict such use;
15. Release any balloons unless authorized by permit;
16. Fail to comply with the restrictions of any sign;
17. Take part in any demonstration;
18. Solicit or engage in any trade, occupation, business, lessons or calling, unless authorized by permit;
19. Charge admission to any event, unless authorized by permit;
20. Present or take part in any drama, musical, artistic or other performance, unless authorized by permit;
21. Engage in playing any organized/league games such as baseball, cricket, croquet, football, rugby, soccer, nor any game that involves the projecting of any object through the air, nor any foot races or horse race; unless activity authorized by a sign or permit in a designated area;
22. Operate any remote-controlled or powered devices, including but not limited to, model versions of aircrafts, rockets, watercraft, and vehicles, in a manner which interferes with other park visitors or any animals.;

23. Operate a drone for any purpose;
24. Erect, place or install any tent or similar temporary or permanent structure;
25. Erect, place or install any inflatable amusement, toy, climber, slide or objects
26. Urinate or defecate except in a designated washroom;
27. No person shall enter or access through a park at any time for the purpose of conducting any work on private property unless authorized by permit;
28. No person shall use stakes, net anchors, or any object that punctures the ground in a park;
29. No person shall smoke, vape, or burn tobacco or cannabis products of any kind regardless of their intention;
30. Notwithstanding any provision of this By-law, where access to a park or public facility may constitute an immediate hazard to a person, animal or property an officer, fire chief, director or manager may temporarily close a park or public facility or an area thereof, by erecting or displaying signs at the entrances or near the temporarily closed area;
31. No person shall, unless authorized by permit remain, enter or be in any area in a park or public facility where a sign prohibiting admittance or trespassing is displayed or where admission is otherwise prohibited or restricted;
32. Bury/inter scatter, or otherwise dispose of any biological or cremated remains of any kind unless within the grounds of a recognized cemetery;
33. Cause to take place or participate in a funeral service except in a recognized cemetery;

C. DAMAGE TO PROPERTY

13. While in a park or public property no person shall:

1. Plant, prune, remove or damage any tree, shrub, plant, flower, flowerbed, bush, sod, grass, or any other vegetation unless otherwise authorized by the Director; or
2. Plant, prune, climb, remove, damage, or deface any tree, tree roots or parts of a tree; or
3. Remove, damage, disturb or deface any park amenity; or
4. Climb any park amenity, unless the amenity is designated for climbing; or
5. Remove any soil, sand, gravel, stone, rocks, wood, or any other material located in the park;
6. Dump, place, deposit or permit to be dumped, placed or deposited any waste material or non-native soil or fill;

D. SMOKING, VAPING, CANNABIS

14. While in a park or public property no person shall:

1. Smoke, vape, hold lighted tobacco, cannabis or use any tobacco or vaping product on or in any park or public facility regardless of whether or not a "No Smoking" sign is posted in compliance with *Smoke-Free Ontario Act*, 2017, S.O. 2017, c. 26, Sched. 3;
2. Notwithstanding subsection 1 above, such prohibition shall not apply to a highway and to those areas designated by the Director or designate as Designated Smoking Areas;

E. ENCROACHMENTS

15. Unless authorized by permit, no person, being the owner or tenant of land adjacent to a park or public facility, shall encroach upon or take possession of a park or public property by any means whatsoever, cause or permit;

1. Planting of any hedge, tree, flower, shrub, garden or vegetable garden in a park or public facility or part thereof;
2. Construction of any fence, gate, storage shed, retaining wall, stairs, swimming pool play apparatus or other structure of any kind in a park or public facility or part thereof;
3. Keeping or dumping of any composting receptacle or pile in a park or public facility or part thereof;
4. Placing of any string, wire, chain, rope, post or similar material in or on park or public facility or part thereof; or
5. Placing or installing any landscape or construction material in a park or public facility or part thereof;
6. Place, throw, cast or otherwise deposit snow;
7. No person, being the owner or tenant of land adjacent to a park or public facility, shall cause or permit to be caused vehicular access for any purpose, through a park or public facility, unless authorized by a permit.

F. NOTICE OF ENCROACHMENTS

16. If an Officer determines that an encroachment of a park or public facility exists, the Officer may issue a Notice of Encroachment requiring the owner, occupant and/or contractor of the property from which the encroachment comes from, relates to, or was created for, to discontinue causing the encroachment and to remove the encroachment and repair, as necessary, at the expense of the owner, occupant and/or contractor so that the park or public facility is brought back to its former condition prior to the encroachment within the time period specified therein;

17. Where the Notice of Encroachment described in PART VII section 16 is not complied with within the time period specified therein, the City may remove the encroachment and repair, as necessary, the park or public facility and all the costs incurred by the City in undertaking this work shall be expenses owed to the City by the owner, occupant and/or contractor of property from which the encroachment comes from, relates to, or was created for. Any costs incurred by the City pursuant to PART VII section 16 may be added to the tax roll and collected in the same manner as property taxes;

G. NOTICE OF ENCROACHMENT– DELIVERY- WHEN DEEMED SERVED

18. The Notice of Encroachment from the City may be:

1. Served personally upon the owner, contractor, or permit holder;
2. Posted on site; or
3. Mailed by regular mail to the last known address of the owner, contractor, or permit holder according to the current assessment rolls;
4. If served by regular mail, a notice of encroachment under part vii section 18 shall be deemed to have been served on the fifth (5) day after mailing;

H. REMOVAL OF HAZARDOUS CONDITION

19. Where an Officer determines that an obstruction or encroachment of a park or public facility is, or may create, a hazardous condition to the safety of any person using the park or public facility, the Officer may take any action necessary to have the obstruction or encroachment immediately removed and the park or public facility repaired or restored, if necessary, and all the costs incurred by the City in undertaking this work shall be expenses owed to the City by the owner, occupant and/or contractor of the property from which the obstruction or encroachment comes from, relates to, or was created for;

I. DISPOSING OF MATERIAL AND EQUIPMENT

20. Any obstruction, encroachment, landscape or construction material removed by the City from a park or public facility under this By-law may be directly deposited onto the property from which the obstruction, encroachment, landscape or construction material comes from, relates to, or was created for, or the material may be treated as refuse by the City or become property of the City which can be disposed of in any manner or used for any City purpose at the sole discretion of the City;

1. Any motorized equipment, containers, trailers, or motorized tools removed by the City may, at the discretion of the Officer, be deposited at the property from which the obstruction, encroachment, landscape or construction material comes from, relates to, or was created for, or be stored at a City facility for sixty (60) days at the owner's expense;
2. Any item in PART VII subsection 20(1) shall only be released to its owner after the owner has paid the City any applicable expense for the removal and storage of the item;
3. Any item in PART VII subsection 20(1) that is stored at a City facility for more than sixty (60) days and for which an owner has not been identified may be disposed of by the City in any manner that it deems appropriate;
4. Any item in PART VII subsection 20(1) that is stored at a City facility for more than sixty (60) days and for which the owner, having been notified, has failed to pay the applicable expenses and claim the item, may be disposed of pursuant to the provisions of the *Repair Storage and Liens Act*, R.S.O. 1990, c.R.25, as amended;

J. ORDER TO DISCONTINUE ACTIVITY

21. An Officer may issue an Order requiring any person to discontinue the activity:

1. An Order under this section shall identify:
    a. the location of the Property on which the contravention occurred;
    b. the reasonable particulars of the contravention of the By-law; and,
    c. the date and time by which there must be compliance with the Order.
2. An Order under this section may be given orally or in writing, and if in writing, may be served personally on the person to whom it is directed or sent by regular mail to the last known address of that person. Service on a corporation can also be effected by regular mail to the corporate mailing address as shown on the Corporation Profile Report filed with the Ontario Ministry of Government Services for a Provincial Corporation, or on a Federal Corporate Search for a Federal Corporation, or on the assessment roll records of the City. If the Order is

delivered by regular mail to the last known address of that person, it shall be deemed to have been received on the third day after it is mailed. An Affidavit of Service shall be admissible in evidence in any proceeding as proof of service of mailing of the Order;

K. WORK ORDERS

22. Where a person contravenes this By-law, an Officer may issue a Work Order to the person of the property where the contravention occurred, directing them to do the work set out in the Work Order to correct the contravention. The person shall repair, remove or clean up all contraventions identified in the Work Order within the time specified in the Work Order, failing which the City may do so at the person's expense and may enter upon the property at any reasonable time for such purpose.

1. Any costs incurred by the City pursuant to PART VII subsection 30 may be added to the tax roll and collected in the same manner as property taxes.
2. A Work Order shall set out:
    a. the reasonable particulars of the contravention adequate to identify the contravention and the location of the property on which the contravention occurred; and
    b. the work to be done and the date by which the work must be done;
3. A Work Order may be served personally on the person to whom it is directed or sent by regular mail to the last known address of that person. Service on a corporation can also be effected by regular mail to the corporate mailing address as shown on the Corporation Profile Report filed with the Ministry of Government Services for a Provincial Corporation, or on a Federal Corporate Search for a Federal Corporation, or on the assessment roll records of the City. If the Order is delivered by regular mail to the last known address of that Person, it shall be deemed to have been received on the third day after it is mailed. An Affidavit of Service shall be admissible in evidence in any proceeding as proof of service of mailing of the Order;

L. REBUTTABLE PRESUMPTION

23. Where dumping, alteration or encroachment to a park or public facility of land adjacent to a property is found in contravention of the By-law, the owner of abutting the park will have presumed to have dumped, encroached, altered, placed, deposited or permitted to be dumped, encroached, altered, placed deposited on any park or public facility in the City which presumption may be rebutted by evidence to the contrary, on a balance of probabilities;

M. SERVICE FEES

24. The municipal service fees for the administration and enforcement of this By-law shall be in accordance with the fees established by the City and any revisions thereto;

1. The amount of said fee or charge shall be the amount of administrative costs, costs of enforcement and all other costs incurred by the City in accordance with City By-law 2012-137, as amended, in responding to and addressing violations of this By-law;

2. Fees and charges imposed on a person pursuant to this By-law constitute a debt of the person to the City and can be collected in a like manner as municipal taxes;
3. Service fees for the administration and enforcement of this By-law may be applied when a contravention has been confirmed by an Officer;

N. RECOVERY OF COSTS

25. Where the City, its employees or authorized agents have performed the work required to bring the park or public facility into compliance with this By-law, all expenses incurred by the City in doing the work as well as any related fees, shall be deemed to be a debt to the City and may be collected by action or the costs may be added to the tax roll for the property and collected in the same manner as taxes;

O. OFFENCES AND PENALTIES

26. Any person who contravenes or fails to comply with any provision of this By-law, an Order, a Work Order, or any other Order issued pursuant this By-law is guilty of an offence;

1. No person shall fail to comply with any condition or term of any Order, Work Order, or any other Order issued under this By-law. If there is a contravention of any provision of this By-law, and the contravention has not been corrected, the contravention of the provision shall be deemed to be a continuing offence for each day or part of a day that the contravention remains uncorrected;
2. Every person who contravenes any provision of this By-law is guilty of an offence and upon conviction is liable to a fine as provided for by the *Provincial Offences Act*, R.S.O. 1990, Chapter P.33, as amended;

P. ADMINISTRATIVE PENALTIES

27. Instead of laying a charge under the *Provincial Offences Act*, R.S.O. 1990, c. P. 33, as amended, for a breach of any provision of this By-law, an Order, a Work Order, or any other Order issued pursuant this By-law, an Officer may issue an administrative penalty to the person who has contravened this By-law;

1. The Officer has the discretion to either proceed by way of an administrative penalty or a charge laid under the *Provincial Offences Act*. If an administrative penalty is issued to a person for the breach, no charge shall be laid against that same person for the same breach;
2. The amount of the administrative penalty for a breach of a provision of this By-law, a Work Order or Order issued under this By-law is fixed as set out in AMPS By-Law No. 2024-137;
3. A person who is issued an administrative penalty shall be subject to the procedures as provided for in AMPS By-Law No: 2024-137;
4. An administrative penalty imposed on a person pursuant to this By-law that is not paid within 15 days after the day it becomes due and payable, constitutes a debt of the person to the City and may be added to the tax roll and collected in the same manner as municipal taxes.
5.

Q. PENALTIES

28. Every person who is guilty of an offence under this By-law, and upon conviction shall be subject to the following penalties as established pursuant to the *Municipal Act*:

1. Upon first conviction, to a fine of not less than Three Hundred Dollars ($300.00) and not more than Fifty Thousand Dollars ($50,000.00);
2. Upon a second or subsequent conviction for the same offence, to a fine of not less than Four Hundred Dollars ($400.00) and not more than One Hundred Thousand ($100,000.00);
3. Upon conviction for a continuing offence, to a fine of not less than One Hundred Dollars ($100.00) and not more than Ten Thousand Dollars ($10,000.00) for each day or part of the day that the offence continues. The total of the daily fines may exceed One Hundred Thousand Dollars ($100,000.00);
4. Where a person convicted of an offence is a corporation, the corporation is liable to a fine not less than $500 and not more than $100,000;

R. COLLECTION OF UNPAID FINES

29. Pursuant to Subsection 441.1 of the *Municipal Act*, 2001, S.O. 2001. C25, the Treasurer of a municipality may add any part of a fine for a commission of a provincial offence that is in default under Section 69 of the *Provincial Offences Act* to the tax roll for any property in the local municipality of which all of the owners are responsible for paying the fine and collecting it in the same manner as municipal taxes.

SECTION VIII: SPECIFIC PARK USES

A. OPEN AIR BURNING AND BARBEQUES

30. While in a park or public facility and related grounds, no person shall:

1. Light, build or stoke an open fire or bonfire unless in a designated area and authorized by permit from Markham Fire & Emergency Services Department;
2. Use portable barbecues, or any other cooking equipment unless authorized by permit or where posted to allow the use;
3. Leave a barbecue unattended without extinguishing the fire and ensuring that the embers are cold;
4. Dispose embers or ashes anywhere other than a designated disposal location or container;
5. Leave or dispose of empty gas cylinders (propane, butane) in any park or park waste receptacle unless in a designated area;

B. AMPLIFIERS, SPEAKERS, NOISE

36. While in a park or public facility no person shall:

1. Except in accordance with the By-law to regulate Noise in the City of Markham No 2017-74, as amended and unless authorized by permit, no person shall in a park or public facility operate or use any sound amplifying or equipment, including but not limited to a radio, tape player, compact disc player, and car radio in a manner that, in the opinion of a park staff or an Officer, disturbs or interferes with other persons;

C. FIREWORKS

37. While in a park or public facility, no person shall ignite, discharge or set off firecrackers, rockets or other family fireworks except as a fireworks display authorized by permit and Markham Fire and Emergency Services; No person shall:

1. Store for sale, display, sell or discharge fireworks within a park or public facility in a manner contrary to the Criminal Code, R.S., 1985, c.C-46, as amended, the *Explosives Act*, the *Fire Protection and Prevention Act*, 1997 or any other applicable laws; if any provision in this chapter conflicts with the *Explosives Act*, the more stringent requirements will prevail;
2. Possess any fireworks in a public park except for fireworks to be discharged in a public park by persons in accordance with a valid authorized fireworks discharge permit;

D. WATERCRAFT

38. While in a park or public facility no person shall:

1. Launch any watercraft into a stream or watercourse by any means which results in damage to property;
2. Enter a park, leaving the road or parking lot in a vehicle to launch any watercraft;
3. Operate any watercraft in close proximity to dangerous structures such as dams;
4. Operate a watercraft in any way which interferes with the natural habitat of the pond or watercourse or interferes with any animal;
5. Operate any watercraft unless in accordance with Transport Canada and the *Canada Shipping Act*, 2001, S,C. 2001, c.26;

E. BATHING, SWIMMING, SPLASH PADS

39. No person shall in a park or public facility:

1. Enter any public swimming pool or splash pad except at times designated for swimming;
2. Disobey posted sign or instructions of any lifeguard or officer in or adjacent to any swimming pool;
3. Swim, bathe or wade in any fountain, pond, lake, stream, or any body of water signed to prohibit it;
4. Take any inflatable device, swimming assist, snorkel, or other underwater breathing device into any body of water unless otherwise permitted; or
5. Misuse, damage, make inoperable or remove the City's lifesaving equipment;
6. Use or operate or turn on any photographic devices, including cameras, video equipment, and cellular phones with video or photographic functions, in or around a splash pad, indoor or outdoor swimming pool;

F. WASHROOMS AND CHANGEROOMS

40. While in a park or public facility no person shall:

1. Enter or use gender segregated facilities that do not correspond to their lived gender identity, in any park or facility, set apart for the opposite gender. This shall not apply to children who are 10 years of age or younger and who are, at the time accompanied by a parent, guardian, caregiver or caretaker;

2. Use or operate or turn on any photographic devices, including cameras, video equipment, and cellular phones with video or photographic functions, in a washroom, bathhouse, or change-room located in a park or public facility;
3. Loiter in any washroom or change room or engage in conduct that could reasonably be considered to be offensive;

G. CAMPING AND TENTS

41. While in a park or public facility, unless authorized by permit, no person shall:

1. Dwell, camp or lodge in a park or public facility;
2. Despite the requirements of subsection g 40 (1) temporary erection of a tent or structure may be permitted provided that:
    i. Tent or structure is erected solely for the purpose of shade during an organized gathering, special event, festival, or picnic; and
    ii. Tent or structure is not regulated under the *Ontario Building Code Act*, 1992, S.O. 1992, c.23;
    iii. Per 1.3.1.1. (5) of the Building Code A tent or group of tents is exempt from the requirement to obtain a permit under section 8 of the Act and is exempt from compliance with the Code provided that the tent or group of tents are,
        1. Not more than 60 m2 in aggregate ground area;
        2. Not attached to a building; and
        3. Constructed more than 3 m from other structures;

H. STRUCTURES AND INFLATABLE AMUSEMENTS

42. While in a park or public facility, unless authorized by permit, no person shall:

1. Place, install, attach or erect a temporary or permanent structure or inflatable amusement device in or to a park or public facility;

I. WEAPONS

43. While in a park or public facility no person shall:

1. Be in possession of or use a firearm, air gun, cross bow, bow and arrow, axe, paint guns or offensive or dangerous weapon of any kind unless authorized by permit;
2. Engage in archery, unless authorized by a permit and advance approval from the Manager;
3. In the event of any conflict between this By-law and the City of Markham Discharge of Firearms and Bows By-law 2012-233, as amended, the Discharge of Firearms and Bows By-law 2012-233, as amended shall prevail;

J. LIQUOR/ALCOHOLIC BEVERAGES

44. No person shall in a park or public facility no person shall:

1. Have in their possession an open container of any liquor or alcoholic beverages unless in a designated area, authorized by permit and with the approval of the Alcohol and Gaming Commission of Ontario;
2. Consume, serve or sell liquor or alcoholic beverages unless in a designated area, authorized by permit and with the approval of the Alcohol and Gaming Commission of Ontario;

K. KITES

45. While in a park or public facility, no person shall:

1. Fly a kite with a string made of hazardous materials;
2. Fly a kite within twenty-five (25) meters of any tree, building, light pole or hydro or other utility pole;
3. Fly a kite in parking lots, highways or pathways;
4. Fly a kite for the purpose of competitive flying unless authorized by permit;
5. Fly a kite were posted to prohibit kite flying; or
6. Leave any part of the kite, including the string or other type of tethering material, except in a waste disposal container;

L. ROLLER BLADES, SKATEBOARDS, SCOOTERS

46. While in a park or public facility, no person shall:

1. Operate or utilize roller blades, skateboards, scooters, linear skates or similar conveyances unless in a designated skate board park; or
2. Obstruct, inconvenience or endanger other users while operating or utilizing roller blades, skateboards, linear skates, scooters or similar conveyances or;
3. Fail to share the trail or pathway equally with pedestrians;

M. BICYCLES, ~~PEDAL~~ POWER ASSIST BICYCLES, MOTOR-ASSISTED BICYCLE, ELECTRIC KICK-SCOOTERS

47. While in a park or public facility no person shall:

1. Operate a power-assisted bicycle, motor-assisted bicycle or electric kick-scooter;
2. Obstruct, inconvenience or endanger other users while operating or utilizing power-assisted bicycle, motor-assisted bicycle or electric kick-scooter;
3. Fail to share the trail or pathway equally with pedestrians;

N. SKIING, TOBOGANNING AND SLEDDING

48. While in a park or public facility, no person shall:

1. Ski, toboggan, snowboard, skibob or sled in an area where it is posted to prohibit it; or
2. Fasten or attach a ski, toboggan, snowboard, skibob or sled to any vehicle or motorized recreational vehicle for the purpose of being towed, dragged or otherwise pulled;

O. SKATING

49. On City maintained natural ice surfaces posted and designated for skating, or an artificial ice surface located in a park or public facility, no person shall:

1. Skate or act in a manner as to interfere with or endanger any other person using the surface;
2. Use a stick of any kind except in accordance with posted conditions; or use hockey pucks or other objects as to endanger or interfere with any other person unless during posted times for such use;
3. Disregard the instructions or information provided by a Bylaw officer, City employee, designated ice patrollers, rink guards or supervisors;
4. No person shall access or skate on a natural ice surface on a pond or watercourse at any time.

5. No person shall access a City maintained natural ice surface or artificial ice surface in a park or public facility where it is posted to prohibit it;

P. GLIDERS AND HOT AIR BALLOONS

50. While in a park or public facility, no person shall:

1. Tether, launch or land a hot air balloon, hang glider, ultra-light aircraft or similar conveyance, unless authorized by permit;

Q. MODEL AIRCRAFT, ROCKETS, WATERCRAFT AND UNMANNED AIR VEHILCES INCLUDING DRONES

51. While in a park or public facility, no person shall:

1. Operate powered models of aircraft, rockets or watercraft , in a manner which interferes with other park visitors or any animals. ;
2. Land or take-off unmanned air vehicle unless authorized by permit;
3. Operate unmanned air vehicle unless in compliance with aeronautics act and its regulations as amended;
4. Operate a drone for any purpose;

R. GOLF

52. While in a park or public facility, no person shall:

1. Play or practice golf or strike a golf ball except on a golf course or in a designated area;
2. No person shall on a golf course owned or operated by the City:
    i. Play or practice golf unless registered on that day as a player;
    ii. Hunt for or pick up any lost, misplaced or abandoned golf balls, except a person registered as a player or the player's caddy who is retrieving or attempting to retrieve golf balls lost by the registered player; or
    iii. Enter in or upon the playing area when the golf course is open unless the person is registered on that day as a player, or accompanying a player as a caddy, and in accordance with any golf course rules;

SECTION IX: COMMERCIAL ACTIVITIES

A. GENERAL

53. While in a park or public facility, no person shall:

1. conduct any business, trade or sale of merchandize, goods, or services unless authorized by permit

B. FOOD AND BEVERAGES, SOUVENIRS AND NOVELTIES

54. While in a park or public facility, no person shall:

1. Sell or offer display for sale any food, drink or refreshment; or
2. Any goods, wares, merchandise or articles, including promotional material, souvenirs and novelties;
3. Park or set-up any vehicle, trailer or stand for the purposes of conducting business without a permit;

C. INSTRUCTIONAL CLASSES AND LESSONS

55. While in a park or public facility, no person shall:

1. Conduct a fitness or instructional class or lesson without a permit
2. Collect fees for instructional classes, lessons or memberships unless authorized through a partnership agreement with the City;

D. COMMERCIAL PHOTOGRAPHY AND VIDEOGRAPHY

56. While in a park or public facility, no person shall:

1. Take or permit to be taken any film, photograph, videotape or television broadcast for commercial, financial or personal gain, unless authorized by permit;
2. Make a television or social media broadcast except if the broadcast is made by the news media;
3. Photograph or video any person within a park or facility without their express permission to do so;
4. Photograph or video any person within a washroom or change room;

SECTION X: ANIMALS

A. DEFINITIONS

"**Animal**" means any member of the animal kingdom, other than human

"**At Large**" means not being under care and control of its owner or handler and in the case of dogs including not being put on a leash;

"**Leash**" means a chain or other material or device used by a person to restrain a dog, which may not exceed 2.0 meters (6 feet) in length and excludes an electronic leash

"**Off Leash Area**" means a Designated Area officially recognized by the City for the purpose of permitting a Dog to be at Large;

"**Owner**" means a person who keeps, harbors, have temporary or permanent possession of an animal, and, in the case of a minor, "Owner" means the person responsible for the custody of the minor; and

"**Wildlife**" means any animal that is indigenous to North America, wild by nature or disposition (ferae natural);

B. ANIMALS AND WILDLIFE IN PARKS

57. While in a park or public facility no person shall:

1. Take an animal into a park or public facility, or any part thereof that is designated by signage as an area where animals are prohibited either at any time, or during specific designated times, or in specific designated areas in a park or public facility areas;
2. Permit an animal to be at large, unrestrained or unleashed in a park or public facility;
3. Permit an animal to enter any beach, pond, swimming area, splash pad, garden, landscaped area, playground or sports field, or any other area posted to prohibit the animal;

4. Permit an animal to disturb or harm whether with or without intent any wildlife in a park or public facility; or
5. Bring any animal other than a domestic animal into a park or public facility
6. Ride, lead or drive a single or group of horse, pony, donkey or mule in any park or on any pathway or trail with or without a wagon or sleigh;
7. Remove any wildlife from City property at any time unless authorized to do so by a manager or designate and the removal is done so in a humane way and in accordance with all legislation;
8. Section 2 does not apply to a person who has control of a guide dog or service animal within the meaning of the *Accessibility for Ontarians with Disabilities Act*, 2005, S.O. 2005, c.11 and its regulations, which is being used to aid a person with a disability;

58. While in a public park or public facility no person shall:

1. Kill, attempt to kill, hunt, trap, or otherwise pursue an animal in any manner so as to disturb its presence, unless in a designated area;
2. Feed or attempt to feed or deposit food for consumption by wildlife; or
3. Release pets, animals, fish or any other domesticated species;
4. Disturb any nests, dens or other sort of animal shelter;
5. Remove, harvest, injure, climb, destroy or burn any tree, flower, shrub, or other plant without a permit;
6. In the event of any conflict between this By-law and the City of Markham Animal Protection and Services By-law 2018-92, as amended, the Animal Protection and Services By-law 2018-92 shall prevail;

59. While in a park or public facility, no person as owner or person having control of a dog shall:

1. Permit the dog to run at large, except in a posted designated off-leash area, excluding a working dog providing a service to the City;
2. Permit the dog to enter a prohibited area, excluding a person with a disability accompanied by a service animal, or a working dog providing a service to the City,
3. Install or construct any type of dog control fence or barrier;
4. Use a stun gun or similar electronic or battery-operated device to harm or control the dog;
5. Keep a dog on a leash not exceeding 2.0 meters in length when not running at large in a posted designated off-leash area;
6. Leave excrement left by the dog without disposing of it in a sanitary manner in a Green Bin receptacle only. If there is no Green Bin pet waste is to be taken and placed in the resident's Green Bin for curbside municipal collection;
7. Leave the dog unattended in a park or designated off-leash area and keep the dog in sight and under care and control at all times;

C. OFF LEASH DOG AREAS

60. An owner of a dog is not required to keep a dog leashed within an enclosed, fenced area, designated as an Off Leash Dog Area, but must adhere to the following regulations while utilizing the area:

1. All persons using the dog park do so at their own risk;

2. All dog owners are subject to *Dog Owner's Liability* Act and the City of Markham Animal Protection and Services By-law 2018-91 as amended. Limit of 3 dogs per person; unless employed as a dog walker and therefore have no more than 6 dogs in their care at any time;
3. Dogs must be accompanied by a person at least 16 years of age or older;
4. Handlers must be inside fenced area with their dogs at all times and not leave dogs unattended or unsupervised at any time;
5. Handlers must "stoop and scoop" and dispose of excrements in the containers provided;
6. Children under the age of 12 must be always supervised by an adult;
7. The following dogs are not permitted within the off-leash area:
    i. Unlicensed dogs;
    ii. Dogs that are required to be muzzled pursuant to *Dog Owners' Liability Act or the City of Markham's Animal Protection and Services By-law 2018-91 as amended*;
    iii. Dogs 6 months and younger;
8. Dogs must be leashed when entering and exiting the off-leash area;
9. No dog treats are allowed in the park;
10. Aggressive dogs exhibiting aggressive/bullying like behaviors are not to be in the off-leash area and must be removed if behavior is displayed;
11. Designated small dog area is reserved for dogs 20lbs or less with a maximum height of 12 inches at the shoulder;
12. All dogs must have valid vaccinations (ex. rabies);
13. All dogs are subject to health and tag inspections by the City of Markham; and
14. No glass containers or food are permitted in the off-leash areas;

D. FISHING

61. While in a park or public facility no person shall:

1. Fish in any area signed as No Fishing Allowed;
2. Deliberately snag turtles;
3. Store or leave any lures, bait, hooks, lines, poles or other equipment in a location or manner that may injure other persons or wildlife; and
4. Violate any legislation, rules and regulations under the Ontario Ministry of North Development, Mines, Natural Resources and Forestry while fishing in designated permitted areas;

SECTION XI: VEHICLES

A. EXEMPTIONS

62. Emergency maintenance vehicles including but not limited to City of Markham Operations, Waterworks, Environmental Services, Bylaws, Police, Fire, EMS, Enbridge, Alectra are accepted in this By-law;

B. GENERAL PROHIBITION

63. While in a park or public facility no person shall drive, operate, pull, move or ride:

1. Unless otherwise permitted under this By-law, no person shall drive, operate, pull, or ride any vehicle in a park except on a roadway or parking area;

2. Unless otherwise permitted under this By-law, no person shall allow another person to drive, operate, pull, or ride any vehicle that is in their care or possession in a park except on a roadway or parking area;
3. In addition to Part XI section 63.1, no person shall drive or operate or park:
    i. Any heavy machinery or equipment of whatever mode of power; or
    ii. Any truck or trailer except for the purpose of making a delivery to a point within the limits of the park; or
    iii. Any recreational vehicles commonly known as "RV"s which may provide living accommodations for persons; or i.e. any motorized recreational vehicles;
4. Subsection Part XI section 63.2 does not apply to an owner of a Park Vendor Vehicle, or their designated operator, who holds a valid Park Vendor Permit issued under this By-law for the purpose of operating a Park Vendor Vehicle in the park;
5. No person shall use a roadway or parking area in a park for:
    i. Washing, cleaning, servicing, maintaining or the repair of a vehicle; or
    ii. Instructing, teaching, or coaching any person in the driving or operation of a vehicle, except for a bicycle; or
    iii. Games or sport activities;

C. PARKING

64. No person shall in a park or public facility park or leave a vehicle:
1. In a park or public facility between the hours of 11:00 p.m. And 6:00 a.m., except in a designated area allowing for such overnight parking, or where authorized by permit;
2. Where a sign is displayed, between the times prohibited by such sign, in a park or public facility; or
3. In a park or public facility, where parking spaces are designated, except within a designated parking space;

65. No person shall use any part of a park or public facility for the purpose of:
1. Emergency maintenance vehicles including but not limited to City of Markham Operations, Waterworks, Environmental Services, Bylaws, Police, Fire, EMS, Enbridge, Alectra are excepted in this By-law;

D. COMMERCIAL VEHCILES

66. In addition Part XI Section 63 no person shall drive, operate, pull, ride, or park any commercial vehicles in a park unless the person and/or the owner of the vehicle:
1. Has a valid permit issued by the Director to conduct commercial activities using the vehicle in the park; and
2. Satisfies all licensing requirements as provided in other applicable City By-laws for the operation of such commercial Vehicle in the City; and
3. Complies with all the provisions in the Permit as issued by the Director;

E. SPEED

67. No person shall operate a vehicle on a roadway in excess of the posted limit;

68. All roadways in a park shall have a maximum speed limit of 25 kilometers per hour for all vehicles, unless otherwise posted;

SECTION XII: ENFORCEMENT

69. Officers are hereby authorized and empowered to enforce the provisions of this By-law;

70. No person shall hinder or obstruct, or attempt to hinder or obstruct, any person who is exercising a power or performing a duty under this By-law;

71. Officers and persons under their direction may at any reasonable time enter onto any lands within the City to determine if the provisions of this By-law are being complied with or may enter onto to any lands within the City to carry out the remedial actions required to bring the property into conformity with the By-law.

72. Officers are empowered for the purposes of inspection to determine compliance with the By-law to:

1. Require the production for inspection of documents or things relevant to the inspection, including the removal of the documents for the purposes of making copies or extracts;
2. Alone or in conjunction with a person possessing special or expert knowledge, make examinations or take tests, samples or photographs necessary for the purposes of inspection; and
3. Require information from any person concerning a matter related to the inspection;

73. Notwithstanding that any section or sections of this By-law, or any part, or any part thereof, may be found by any court of law to be invalid or beyond the power of the Council to enact, such clause, Schedule or parts thereof shall be deemed to be severable, and all other clauses and Schedules of this By-law or parts thereof, are separate and independent therefrom and enacted as such;

74. The court in which the conviction has been entered, and any court of competent jurisdiction, thereafter, may make an order prohibiting the continuation or repetition of the offence by the Person convicted, and such order shall be in addition to any other penalty imposed on the Person convicted;

75. By-laws 167-92 (Parks) and 279-96 (City Owned Property), as amended, are hereby repealed;

76. The provisions of Part VI of the Legislation Act, 2006, S.O. 2006, c. 21, Schedule F shall apply to this By-law. The provisions of the *Legislation Act*, 2006, S.O. 2006, c. 21, Sched. F, shall apply to this By-law;

77. This By-law shall come into force and effect on the date of enactment and passage.

SECTION XIII: VALIDITY

78. If a court of competent jurisdiction declares any section or part of the By-law invalid, it is the intention of Council that the remainder of the By-law shall continue to be in force.

READ A FIRST, SECOND, AND THIRD TIME AND PASSED THIS xxxx DAY OF xxxx, 2025.

KIMBERLEY KITTERINGHAM
CITY CLERK

FRANK SCARPITTI
MAYOR

Partnership in Education

City of Markham Scholarship

April 1, 2025

Partnership in Education

City of Markham Scholarship

April 1, 2025



Markham Fire Vision Statement



Markham Fire & Emergency Services will be a pro-active leader in modernizing all aspects of Fire Protection & Service Delivery

City of Markham Scholarship

City of Markham Donation





2 - Pumper Rescue Fire Apparatus – End of Life

City of Markham Scholarship

Donation: The City will donate 2 fire apparatus that are at the end of their useful life to the Seneca College Firefighter, Pre-Service Education and Training Program

Scholarship: Seneca College will create a scholarship in the name of The City of Markham. The City will receive donor recognition by Seneca College

Education: Eight (8), 1-year Firefighter, Pre-Service Education and Training scholarships over 4 years. (2025-2028)

City of Markham Scholarship

Eligibility: Residents of Markham or York Region, facing challenges obtaining the education and certifications required to become a firefighter in Ontario.

Student Fees: Seneca College will provide 8 students with full financial scholarships for the Firefighter, Pre-Service Education and Training Program, over the next 4 years (2025-2028).

Career: Successful completion of the Firefighter, Pre-Service Education and Training Program equips scholarship candidates with the necessary training and certifications to be eligible to apply for Firefighter positions in the Ontario Fire Service.

City of Markham Scholarship

A press conference will be arranged at Seneca College to highlight the program and the great work the City of Markham, in partnership with Seneca College, is doing to address systemic barriers.

Recommendation: That the Chief Administrative Officer be authorized to execute this, and any future Donation Agreement, between the City of Markham and Seneca College, or other entity, and any and all associated documents, upon satisfactory review by the City Solicitor.

Questions?

Report to: General Committee Meeting Date: April 1, 2025

SUBJECT: Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan Update

PREPARED BY: Bryan Frois ext. 3792
Cajaanan Jeyanathan ext. 2322

RECOMMENDATION:

1. THAT the report entitled Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan Update be received; and

2. THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

In 2024, the City of Markham made significant progress on achieving key actions identified in the 2020-2026 Strategic Plan, while also beginning the process of extending the current strategic plan by holding consultations with Members of Council, City Staff and the public. Through the efforts of staff and Members of Council, the City of Markham is well underway in accomplishing most of its key actions in the current strategic plan. This document is intended to provide a summary of the previous years accomplishments, while aligning those accomplishments within the current strategic plan. The update provided in this report is reflective of the fifth year of the current strategic plan, *Building Markham's Future Together* (BMFT) 2020-2026.

In April 2023, Markham staff recommended that the current strategic plan be extended by three years owing to an unexpected pandemic response that shifted council and staff priorities in 2020-2022, addition of new BMFT-aligned policy documents, as well as uncertainty in relation to provincial decisions on local and regional governance. Members of Council endorsed an extension and staff began planning a consultation period to commend in Fall 2023. Workshops with Members of Council and City staff were conducted at the end of 2023, as well as a public information meeting and launch of the public survey. The revised strategic plan was adopted by Markham Council in May 2024.

PURPOSE:

The purpose of this report is to provide the 2024 progress update on Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan.

BACKGROUND:

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

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

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

On January 28, 2020, Council approved its 2020—2023 Council Strategic Plan (Appendix A). The revised 2020-2026 Strategic Plan was approved on May 1, 2024. The following four goals are contained in the strategic plan to guide decision-making for this term of Council:

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

OPTIONS/ DISCUSSION:

The City of Markham made good progress in 2024 by accomplishing key actions outlined in the 2020-2026 Building Markham's Future Together strategic plan. Related metrics are included in Appendix C.

Listed below are the four BMFT goals. Accomplishments from the year 2024 are indicated within their respective BMFT goal. Additional accomplishments are listed in Appendix B. The list is developed with input from all commissions at the City of Markham.

Goal 1: Exceptional Services by Exceptional People
Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective:	Key Actions:	2024 Accomplishments
1.1. Deepen our understanding of what our community and stakeholder's value and need to inform municipal leadership and continuous improvement of our services.	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) 1.1.2. Leverage technology and non-digital methods for direct two-way communications to effectively gather feedback on services and push information out to stakeholders.	• Undertook eleven (11) Customer Service surveys. • Completed Building Markham's Future Together Strategic Plan update. • Implemented new/revised features and processes in support of the new online Registration and Facility Booking system. • Added 10 new digital information screens in community centres • 125,000 visits to YourVoiceMarkham and 16 new projects featured • 21 million views on social media and 10 million website visits.
1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.	1.2.1 Implement new technology to enhance business operations. 1.2.2 Streamline the development process to support the creation of complete communities and the building of more housing. 1.2.3 Advance Digital Markham: • Pilot test digital city technology • Expand digital access and literacy programs • Continue to embrace innovation and relevant technologies in delivery of service • Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies • Accelerate City's web portal modernization to create a better user experience.	• Awarded a platinum certification from World Council on City Data (WCCD) for the fifth consecutive year. • Established a new process for Major Heritage Permit applications using EPLAN and PDox, along with the completion of detailed Standard Operating Procedures for both Major and Minor Heritage Permit applications. • Received and circulated a total of 303 development applications, approved 236 development applications. • Implemented Cashiering (POS) System Replacement initiative, a significant corporate-wide enhancement aimed at modernizing and securing payment processing systems. • Received CIO award for IT Innovation and Business Value. • Economic Developer Council of Ontario Award for OVIN Demonstration Zone. • Project of the Year from Ontario Public Works Association for Enterprise Asset Management – Data Model. • Launch of user-friendly MappIT application for information on development activity. • Successful launch of City's new website with improved services & focus on accessibility. • MPL new accessibility page on website highlighting and promoting accessibility services available.

1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1 Empower employees to continue to take risks and pursue innovation • Reduce barriers / bureaucracy • Clarify roles, accountabilities (including for Centres of Expertise) and authorities 1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities) 1.3.3 Provide staff access to technologies to improve service delivery 1.3.4 Continue to invest in staff training	• Markham recognized as one of Canada's best employers by Forbes for fourth consecutive year. • MMAH approval of the City of Markham's Building Official Intern Program. Program will assist with attracting and training new building official talent. Program underway with 4 interns for 2025. • 15 new Suppression Firefighter recruits trained and implemented, 2 new Fire Prevention Officers trained and implemented. • Promotion of 8 Firefighters to the rank of Designate Captain. • Delivered internal new Consolidated Zoning By-law training to Building Standards and By-law enforcement departments. • Delivered 70 hours internal training to Building Standards and Fire Department for the new Building Code. • Hosted two Public Safety Forms for enforcement staff to promote consistency and best practice. • Bylaw and Regulatory Services continued quarterly newsletter in partnership with other departments to disseminate information to Council members, ratepayer groups, and residents on bylaw issues, and requirements. • Increased utilization of curbex street signage to share multi-departmental information. • Finance launched a new CPA internship program, one of the initiatives from Budget 2024 to help attract talent, build capacity, and support succession-planning; successfully onboarded a new CPA Associate to be hosted by units across the department.

Goal 2: Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*
We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objectives:	Key Actions:	2024 Accomplishments
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Explore opportunities to support community and neighbourhood initiatives 2.1.2 Expand community hub concept (currently at Aaniin CC) across the City 2.1.3 Celebrate and explore Markham's past and diverse communities 2.1.4 Support the growth and sustainability of community events across the city to bring residents and visitors together. 2.1.5 Plan for a major civic square with cultural amenities 2.1.6 Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission.	• Completion and launch of City of Markham Good Neighbour • Markham Public Library introduced Newcomer Study Squad, a homework help and ESL support program for teens. • Supported and delivered 151 community events in the city, including City-delivered events such as Canada Day, Applefest, Scaryfest, and the Children's Festival. • 35,000+ attendees at annual Canada Day and Markham-Milliken Children's Festival events • Delivered 80 City-organized community events • Completed Phase 1 of Civic Square Vision undertaking comprehensive study of best practices, precedents and examples of renowned civic squares locally, regionally and internationally. • Markham Museum Standing in the Doorway: Lives Histories and Experiences of the Chinese Community won 5 national and provincial prestigious awards. • Varley Art Gallery recipient of two provincial awards. • Attendees and program participants at the Markham Museum, Markham Flato Theatre and Varley Art Gallery reached more then 190,000 people, with Varley Garley seeing highest record attendance in its history • Continued to maintain strong partnership between the City of Markham and Eabametoong First Nation. Collaborated with Eabametoong on the third application intake for the federal

		government's Green and Inclusive Community Buildings (GICB) program. Supported Eabametoong during early 2024 school fire with advocacy efforts to senior levels of government and making connections with modular construction manufacturers and sport field turf manufacturers to rebuild recreation facilities. Organized a local sports equipment donation drive in February 2024 to support youth activities in Eabametoong. • Celebrate Markham 2024-2025 Annual Program awarded $276,000 to 57 applicants. Completed Phase 1 of Civic Square Vision undertaking comprehensive study of best practices, precedents and examples of renowned civic squares locally, regionally and internationally.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.1 Implement Public Arts Master Plan 2.2.2 Continue to implement the Public Realm strategy across all parts of the City 2.2.3 Enhance the Volunteer program and opportunities across the City 2.2.4 Implement Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and accessibility initiatives.	• Completed 4 new Parks totalling approximately 28 acres of new public parkland. • Replaced or refurbished 11 playgrounds, 12 shade structures,1 backstop/outfield fence and 11 tennis/ basketball locations in existing parks to ensure public safety and optimal value of the assets within our existing parks. • Completed the planning, procurement and construction of AODA compliant playground refurbishments at 17 existing parks. This is the second year of the four year AODA refurbishment program. • Approval of the City's Language and Translation Policy. Policy establishes the languages of communications as well as other considerations and accommodations for accessibility. • Completion of the City of Markham Multi-Year Accessibility Plan 2025-2029. • Completed new Terms of Reference for Race Relations Advisory Committee and

		Markham Accessibility Advisory Committee. • Public Art completed the two-stage competition, commissioning and approvals process for each of two components of the Main Street Unionville Public Art Program to be executed in alignment with the Main Street Unionville Restoration Project.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.3.1 Strengthen the City's brand strategy with a strong value proposition 2.3.2 Implement the Economic Development and Culture Strategy 2.3.3 Implement the Destination Markham Tourism Master Plan	• Engaged with several employers and associations and their programming in Markham to facilitate support and retain their presence in Markham. • Launched new brand guidelines including City's secondary logo and slogan "Markham is More" including new street banner program celebrating iconic people and places. • Completed 1,400 engagements with clients, business and industry partners to support queries related to business growth and expansion. • Developed 5 local business area profiles for website to support business research. • Supporting applications to bring 1.7 million square feet of employment space to construction. • Markham Pan Am Centre hosted 80 international, national, provincial & invitational events. • Hosted the 50th anniversary Little Native Hockey League tournament in partnership with Destination Markham.

Goal 3: Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective:	**Key Actions:**	**2024 Accomplishments**
3.1 Accelerate delivery of an	3.1.1 Support implementation of the Yonge North Subway Extension and	• Worked collaboratively with York Region to successfully

enhanced comprehensive transportation network in partnership with other levels of government / private sector.	advocate for improved higher order transit such as BRT along Highway 7, GO Train improvements and 407 Transitway, while also planning for integrated comprehensive transit solutions with improved service levels. 3.1.2 Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit. 3.1.3 Identify and develop a plan to eliminate gaps in transportation network and leverage technology. 3.1.4 Finalize and implement Active Transportation Master Plan and first/last mile solutions. 3.1.5 Prepare a road safety plan and establish an annual program that includes road and trail safety education. 3.1.6 Revise Markham Transportation Master Plan, including • Citywide Complete Street Design Guidelines and Strategy • Micro-Mobility Strategy (eBikes, Scooters)	complete York Region's Vision Zero Traveller Safety Plan which provided the basis for initiating and complimented the effort required for the City's Road Safety Plan Development work. • Obtained a $326,024 grant for the Road Safety Plan Development project from the Federal Enhanced Road Safety Transfer Payment Program. • MPS Safety Stick pilot project implemented through the OVIN Demonstration Zone to utilize technology to identify key areas for strategic parking enforcement in Downtown Markham Centre and York University. • Fifth annual report of performance indicators that measure and track the progress of the Official Plan's policy objectives, provides input to further policy review and development, and assists in monitoring growth targets. • Expanded the Active School Travel program to three additional elementary schools in partnership with the York Region District School Board. • Completed a strategic business case for a potential Markham station for the Federal High Frequency Rail program. • Continued working with Metrolinx and York Region on the implementation for the YNSE project and protect Markham's interests. • Initiated the Markham Transportation Master Plan study, with key deliverables that will include a micro-mobility strategy, complete street design guidelines, and a 5- to 10-year transportation capital program. • Updated development-related transportation demand

		management (TDM) guidelines and strategies to address transportation gaps that resulted from new provincial legislation and changing market demands. • Completed the transportation study component of the Markham Rd-Mount Joy and Milliken Centre Secondary Plans. • Micromobility solutions piloted in Markham Centres as part of Ontario Vehicle Innovaton Network Demonstration Zone.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	3.2.1 Prioritize the implementation of the Affordable and Rental Housing Strategy. 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan 3.2.3 Continue to advance planning for major transit station areas and plan for infrastructure and development of employment zones (along 400 series highways), in particular for the Markham Innovation Exchange (MiX). 3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries and new communities. 3.2.5 Establish a City-wide parking strategy. 3.2.6 Continue to implement the priority cultural heritage designation program.	• Developed and adopted a new Parks & Open Space Agreement process to contribute to meeting aggressive Bill 109 approval timelines. New process brought other important roles to the foreground that will assist with more complete Parks and Open Space planning during development. • Initiated Parking and TDM Standards Update study to define updated parking rates for development as part of the Housing Accelerator Fund program. • Issued building permits for 4,216 new residential dwelling units. Issued occupancy permits for 1,667 new residential dwelling units. • Initiated City-wide Urban Design Guidelines to provide direction and guidance on various urban design topics and built form matters that focus on intensification areas. • 7.32 ha (18.09 acres) of future parkland conveyed through Planning Act provisions and negotiations. • Obtained approval and began first year action items of Markham's application to the CMHC Housing Accelerator

		Fund, designed to accelerate and increase the supply of housing. $58.8 million in funding has been secured to support the delivery of 1,641 residential units across 7 initiatives, to be completed by the end of 2026. • Passing of the Comprehensive Zoning By-law 2024-19 and launching of the online interactive zoning by-law. • The Master Plan was completed in 2024 in preparation of various project areas for future Trail EAs, design and construction activities. • Established a new process for Major Heritage Permit applications using EPLAN and PDox. • Implemented a comprehensive two-year work strategy for a Priority Designation Program to address provincial legislation affecting our Heritage Register.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1 Develop a Citwide system to communicate directly to residents during emergency (alert system). 3.3.2 Continue to implement the Flood Control Program. 3.3.3 Continue to implement strategies to address impacts of extreme weather.	• Continued to implement Flood Control Remediation program in West Thornhill and initiated Markham Village Flood Control Remediation. • Completed 78 km of storm sewers and 74 km of sanitary sewers as part of annual CCTV inspection, plus new SL-RAT acoustic inspections of 25 km of sanitary sewer inspections. • Initated process to streamline the review and approval process for underground SWM facilities and developing policies, design criteria, and engineering specifications. • Completed 100% of the transfer of streetlights and traffic signals into the In-House Locate model, achieving 100% compliance.

3.3 Protect and enhance our natural environment and built form.	3.4.1 Develop a wildlife and biodiversity strategy. 3.4.2 Increase our tree canopy to mitigate climate change and add resiliency that support net-zero initiatives. 3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our target of Net Zero Emissions by 2050. 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2) 3.4.5 Complete the Markham Centre Rouge River trail system 3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy and look for new opportunities to offset the lack of parkland as prescribed by provincial legislation.	• Amended Tree Preservation Bylaw, with new fee structure approved to regulate the destruction and injury of private and City's tree in line with sustaining Markham's urban forest for a greener community. • Parks Forestry completed Year 5 of 8 Block Tree Pruning. • Removed 0.8 hectares of invasive species and planted over 8,500 trees and shrubs to create 4.0 ha of forested area, supporting the City's objective to increase the size of our woodland and urban tree canopy cover. • Created 0.42 hectares of new wetland habitat in Berczy Village including planting 1,250 wetland trees and shrubs. The project provides wildlife habitat, local erosion control and water quality benefits. • The Natural Assets Study was completed, providing information to integrate City-owned natural features (woodlands, wetlands, and meadow habitat) into the City's Corporate Asset Management Plan and Framework. • Markham Centre Trail Phase 3 includes a 3.0m wide paved multi-use Pathway and is located south of the Rouge River and extends for approximately 350m from Wardenview Park to the Verclaire Gate. • Completed framework and guiding principles for forestry management and funding for the next 10 years. • Achieved 80% gross waste diversion rate from Markham households and municipal recycling depots.

Goal 4: Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective:	Key Actions:	2024 Accomplishments
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	4.1.1 Funding Strategy: Support development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions. 4.1.2 Revenue strategy: • Advocate to other levels of government for enhanced revenue tools • Consider alternate sources of revenue	• In 2024, Procurement achieved $728k in negotiated savings on projects prior to contract award and $537K in negotiated cost avoidance. • Implemented a new policy to accept pay on-demand equity bonds in lieu of Letters of Credit to allow developers greater financial flexibility in support of new development in the City. • Implemented the new Low-Income Seniors Property Tax Assistance Program to provide relief to eligible low-income seniors by providing flexible, interest-free repayment plan option for their property tax arrears. • Mobile DMA/ watermain leak detection/ high water consumption investigations achieved cost savings of $192,000 per year, and new procedures for installation of Anti-Tempering Device to reduce likelihood of water theft from hydrants. • $36.8M cumulative savings and revenue enhancements through Excellence Through Efficiency and Effectiveness (E3) with property tax avoidance of 29%. • Procurement achieved $728,000 in negotiated savings and $537,000 in negotiated cost avoidance. • Achieved 13% increase in City's advertising revenue and sponsorship portfolio.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	4.2.1 Continue to implement Asset Management Plan and ensure climate adaptation is integrated while also achieving Net Zero strategies for the City's own assets. 4.2.2 Develop a comprehensive risk management framework 4.2.3 Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle	• Published 5-year Corporate Energy Management Plan (CEMP) per O.Reg 25/23.5-year plan that provides an overview of total City energy consumption, highlights performance achievements, and sets out potential energy reduction goals and pathways to achieve them. The City exceeded its targets by reducing facility energy intensity by 12% and municipal GHG emissions intensity by 15%. • Development of the Low-Carbon Fleet Strategy, which addresses governance, technology, electrical and charging infrastructure, and staff engagement to substantially reduce GHG emissions from the City's 225 municipal vehicles.

	and improve efficiencies	• Continued Operations Roads AI Pavement Assessment Pilot: Better Road Infrastructure Engineering Practices again in piloting a new tool to conduct pavement assessment and showcase the City of Markham leadership role in innovation in public municipality forum. o The City's assets have a combined current replacement value of $17.5B o City's asset portfolio is relatively young (average age 33 years and average service life 81 years) o City's assets are in a GOOD state of performance (nearly 90 per cent) o Additional funding will be required for asset repair and replacement, as well as asset acquisition to support growth (610,500 residents and 301,600 jobs by 2051) • Developed Flow Data/Rain Data analyzing tool that can automate flow data and rain data analysis. • New energy efficient LED auditorium house lighting system at Markham Theatre, increasing visibility and creating a more accessible and safe space for patrons. • Improved the corporate CVOR from a Satisfactory Safety Rating to an Excellent Safety Rating, with Markham ranked number 1 within York Region and all-time best rating in the City's history.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	4.3.1 Establish public reporting aligned to BMFT, including key metrics 4.3.2 Implement a plan to communicate and make key City policies available and up to date on City website.	• Prepared and delivered annual progress report update on BMFT for General Committee, reporting on progress on BMFT goals, objectives and key actions. • Continued plan to remediate online City documents to meet accessibility requirements. • Update 200+ external code interpretation and training documents to the new building code for customers and the general public. • A- rating (highest ranked municipality in Ontario) for municipal fiscal transparency from C.D. Howe Institute.

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

High-level strategic metrics were identified for each of the four Goal areas. Please see Appendix C for detailed measures of success. The City of Markham has earned platinum status from the World Council on City Data (WCCD) for five consecutive years and Appendix C includes 2024 associated metrics relating to BMFT goals and actions. Appendix C also includes additional metrics collected from the Citizen Satisfaction Survey conducted at the end of 2024.

Engaging our Customers

The City of Markham is known as a municipal leader in providing high quality services. Service is a core value for staff and at the heart of the work we do within our own departments and for the community. Markham's quest for organizational excellence formally began in the late 1990's to ensure service excellence across the organization. Using Excellence Canada's excellence framework as a guide, a strong focus on customer/client satisfaction has been the cornerstone of our efforts and success to date.

Engagement & Evaluation Tools used by City Staff to interact and gather feedback from customers

- **Annual Customer Satisfaction Surveys:** every year each department identifies services to measuring using the corporate survey process. The overall satisfaction rate for services surveyed in 2024 was 71.4%. In 2020, the overall satisfaction rate for the services surveyed was 76.3%. However, In the 2024 Citizen Satisfaction Survey, 80% agreed that the City is good at delivering services to residents and 88% agree that the City is a great place for both residents and businesses.
- **Post-Program/Project Evaluation:** these assessments are completed by clients following programs or upon completion of projects in the community.
- **Data Analysis:** Library and Recreation use tools such as *Environics* to gain a better understanding of market data about the Markham community. Research, benchmarking trends and other data is used to inform decision making and strategy development.
- **Surveys & Polls:** surveys are used throughout the City to collect data about resident experiences, preferences, needs and opinions. *e.g.. in-person survey conducted onsite at recycling depots.* Markham conducted a Citizen Satisfaction Survey of residents in 2024. Results of the 2024 Citizen Satisfaction Survey are available in Appendix E.
- **Public Meetings & Open Houses:** Markham hosts regular public meetings on a variety of topics from planning and development, sustainability, economic growth and entrepreneurship, public art, transportation and important capital projects such as flood protection. Open Houses are also hosted by departments to seek resident and customer feedback while also showcasing designs and concepts.
- **Interviews**: individual, intensive, structured - designed to probe deeply into stakeholder needs and opinions. *e..g. Aaniin Library Post- Occupancy Evaluation to determine how customers are using library space.*

- **Focus Groups & Consultations:** facilitated discussion to collect data from a group of individuals on a specific topic *e.g. Smart City Focus Groups to collect input on community issues that could be addressed through AI-enabled technology.*
- **Community Conversations:** used at MPL as part of their unique Community Development framework, this facilitated discussion focuses on understanding the broad goals and challenges of the community.
- **Online Engagement**: the City of Markham maintains online engagement tools to provide residents with a platform for ongoing input into issues that matter. *E.g,. Your Voice Markham, used for service planning.*

FINANCIAL CONSIDERATIONS

Funding for Building Markham's Future Together 2020 – 2026 Strategic Plan priorities are identified and approved as part of the annual budget process.

HUMAN RESOURCES CONSIDERATIONS

Many of the Building Markham's Future Together 2020 – 2026 Strategic Plan priorities focus on supporting our staff and recognizing their contributions as detailed in this report.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Building Markham's Future Together 2020 – 2026 Strategic Plan sets the direction for the Council term.

BUSINESS UNITS CONSULTED AND AFFECTED:

All three Commissions, as well as the Office of the CAO have contributed to the accomplishments of Building Markham's Future Together 2020 – 2026 Strategic Plan.

RECOMMENDED BY:

Andy E. Taylor
Chief Administrative Officer

Trinela Cane
Commissioner, Corporate Services

Arvin Prasad
Commissioner, Development Services

Morgan Jones
Commissioner, Community Services

Claudia Storto City Solicitor and Director of People Services	Chris Nearing Fire Chief, Markham Fire & Emergency Services

ATTACHMENTS:

Appendix A	Building Markham's Future Together 2020-2026 Strategic Plan
Appendix B	Building Markham's Future Together 2020-2026 Strategic Plan – Additional 2024 Accomplishments
Appendix C	Building Markham's Future Together 2020-2024 Strategic Plan – Measures of Success
Appendix D	Building Markham's Future Together – 2024 Highlights
Appendix E	2024 Citizen Satisfaction Survey Results

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

2020-2026 STRATEGIC PLAN SUMMARY

GOAL 1 - Exceptional Services by Exceptional People

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

Strategic Objectives	Strategic Actions	Goal Metrics
1.1. Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) 1.1.2. Leverage technology and non-digital methods for direct two-way communications to effectively gather feedback on services and push information out to stakeholders.	Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years) % of transactional services that are provided and received on-line Overall customer satisfaction (Internal and External Services) from Department Surveys completed each year (annual) Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year)
1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.	1.2.1 Implement new technology to enhance business operations. 1.2.2 Streamline the development process to support the creation of complete communities and the building of more housing. 1.2.3 Advance Digital Markham: • Pilot test digital city technology • Expand digital access and literacy programs • Continue to embrace innovation and relevant technologies in delivery of service • Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies • Accelerate City's web portal modernization to create a better user experience.	
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1 Empower employees to continue to take risks and pursue innovation • Reduce barriers / bureaucracy • Clarify roles, accountabilities (including for Centres of Expertise) and authorities 1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities) 1.3.3 Provide staff access to technologies to improve service delivery 1.3.4 Continue to invest in staff training	

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statements: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*

We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objectives	Strategic Actions	Goal Metrics
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Explore opportunities to support community and neighbourhood initiatives 2.1.2 Expand community hub concept (currently at Aaniin CC) across the City 2.1.3 Celebrate and explore Markham's past and diverse communities 2.1.4 Support the growth and sustainability of community events across the city to bring residents and visitors together. 2.1.5 Plan for a major civic square with cultural amenities 2.1.6 Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission.	Overall quality of life in Markham (every 2 years) City services are accessible (every 2 years) City supports, celebrates and promotes diversity, equity & inclusion (every 2 years) # of visits to our municipal arts, recreation, library, sporting venues Number of cultural institutions and sporting facilities per 100K population (ISO data - annual) Gross sq. ft. of office space constructed in Centres, Corridors and Business Parks (annual) Total Employment in Markham (every 2 years) Number of businesses per 100K population (ISO data – annual)
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.1 Implement Public Arts Master Plan 2.2.2 Continue to implement the Public Realm strategy across all parts of the City 2.2.3 Enhance the Volunteer program and opportunities across the City 2.2.4 Implement Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and accessibility initiatives.	
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.3.1 Strengthen the City's brand strategy with a strong value proposition 2.3.2 Implement the Economic Development and Culture Strategy 2.3.3 Implement the Destination Markham Tourism Master Plan	

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services*.

Strategic Objectives	Strategic Actions	Goal Metrics
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	3.1.1 Support implementation of the Yonge North Subway Extension and advocate for improved higher order transit such as BRT along Highway 7, GO Train improvements and 407 Transitway, while also planning for integrated comprehensive transit solutions with improved service levels. 3.1.2 Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit. 3.1.3 Identify and develop a plan to eliminate gaps in transportation network and leverage technology. 3.1.4 Finalize and implement Active Transportation Master Plan and first/last mile solutions. 3.1.5 Prepare a road safety plan and establish an annual program that includes road and trail safety education. 3.1.6 Revise Markham Transportation Master Plan, including • Citywide Complete Street Design Guidelines and Strategy • Micro-Mobility Strategy (eBikes, Scooters)	Maintain or Increase % of residents that rate Markham as a safe place to live (every 2 years) % of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk and cycle, other (every 5 years) Waste Diversion Rate (curbside and depots) (annual) Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual) % reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years) % of residents in agreement that Markham is a safe city (every 2 years) Average number of public transport trips per capita (ISO data – annual) KM of bicycle paths and lanes per 100K population (ISO data – annual) Transportation deaths per 100K population (ISO data – annual)
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	3.2.1 Prioritize the implementation of the Affordable and Rental Housing Strategy. 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan 3.2.3 Continue to advance planning for major transit station areas and plan for infrastructure and development of employment zones (along 400 series highways), in particular for the Markham Innovation Exchange (MiX). 3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries and new communities. 3.2.5 Establish a City-wide parking strategy. 3.2.6 Continue to implement the priority cultural heritage designation program.	
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system) 3.3.2 Continue to implement the Flood Control Program 3.3.3 Continue to implement strategies to address impacts of extreme weather • Emergency preparedness • Proactive infrastructure protection	
3.4 Protect and enhance our natural environment and built form.	3.4.1 Develop a wildlife and biodiversity strategy. 3.4.2 Increase our tree canopy to mitigate climate change and add resiliency that support net-zero initiatives.	

	3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our target of Net Zero Emissions by 2050. 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2) 3.4.5 Complete the Markham Centre Rouge River trail system 3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy and look for new opportunities to offset the lack of parkland as prescribed by provincial legislation.	% of population living within 0.5 KM of public transit running at least every 20 minutes during park periods (ISO data – annual) % of area designated for natural protection (ISO data – annual) Green area (hectares) per 100K population (ISO data – annual)

GOAL 4 - Stewardship of Money and Resources

Goal Statements: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objectives	Strategic Actions	Goal Metrics
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	4.1.1 Funding Strategy: Support development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions. 4.1.2 Revenue strategy: • Advocate to other levels of government for enhanced revenue tools • Consider alternate sources of revenue	% residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years) Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual) Net City of Markham Operating Cost per Household (annual) Non-Residential Property taxes (as a % of total property taxes levied)
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	4.2.1 Continue to implement Asset Management Plan and ensure climate adaptation is integrated while also achieving Net Zero strategies for the City's own assets. 4.2.2 Develop a comprehensive risk management framework 4.2.3 Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	4.3.1 Establish public reporting aligned to BMFT, including key metrics 4.3.2 Implement a plan to communicate and make key City policies available and up to date on City website.	

APPENDIX B
BUILDING MARKHAM'S FUTURE TOGETHER 2020-2026 STRATEGIC PLAN
ADDITIONAL 2024 ACCOMPLISHMENTS

Goal 1: Exceptional Services by Exceptional People
Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Additional 2024 Accomplishments:

- Completed bi-annual Citizen Satisfaction Survey in Summer/Fall 2024. Metrics assisted in the planning of the 2025 Municipal Budget. Results to be shared with Strategic Plan Yearly Update in April 2025. Metrics to be linked to Strategic Plan.
- In coordination with the Mayor's Office, Markham hosted the Fall 2024 meeting of the Ontario Big City Mayors (OBCM) caucus.
- Coordinated advocacy efforts on recent provincial legislation impacting City planning and finances (Bill 183, Bill 23). Supported the Mayor's Office in preparing briefing material for Ontario Big City Mayors' Caucus and Canada's Big City Mayors' Caucus meetings. Provided requested information including housing data to FCM to support federal advocacy campaigns.
- Worked collaboratively with York University to execute the opening of the Markham campus. Supported the University in opening efforts, including events logistics and building-related requests. Successfully coordinated opening of the parking lot supporting the campus in collaboration with Remington Group and York University.
- Led the partnership efforts between the City of Markham and Eabametoong First Nation. Collaborated with Eabametoong on the third application intake for the federal government's Green and Inclusive Community Buildings (GICB) program. Supported Eabametoong during early 2024 school fire with advocacy efforts to senior levels of government and making connections with modular construction manufacturers and sport field turf manufacturers to rebuild recreation facilities. Organized a local sports equipment donation drive in February 2024 to support youth activities in Eabametoong.
- Completed 11 customer surveys ranging from recreation to information technology and environmental services.
- Promotion of 8 Firefighters to the rank of Designate Captain.
- MFES Phase 2 – Training Structure Completed (2nd floor, Standpipe system, internal/external staircase).
- Corporate Communications supported the Mayor's Office and Finance Department in the roll out of two budgets. Led the communications efforts to inform the community of the budget process which included YourVoiceMarkham, social media, digital and in-community advertising. Produced two budget books (2024, 2025), one of which received recognition for design excellence.
- City's organic social media reach increased year-over year. Impressions were up by 10.4% and reach increased by 24% over 2023. 9,139 posts were shared. Effectiveness of paid campaigns also increased in all measurable areas, despite a decrease of 8.3% in spend.
- City saw robust coverage from media in 2024. Asian media saw the most notable increase of 15% more coverage over 2023. A series of staff interviews were conducted in Chinese from MFES, Operations and the Theatre. Top news mentions of the year are the York University Markham campus (Total reach 18.2M), Markham Olympic Parade (total reach 70.3M), and Budget 2024 and 2025 (1.26M combined).
- Legal Services drafted staff reports and updated policies and agreements in response to changes in land use planning legislation – Bill 185, Bill 23, PPS 2024, OLT rules.

- Resolved OLT appeals of development applications, heritage designation by-laws, City initiated Official Plan Amendments, Comprehensive Zoning By-law, development fees complaints. Notable settlements include appeals in respect of developments at:
    - 9331-9399 Markham Rd.
    - 17, 19, 21, 23 Morgan Ave.
    - 8200 Warden Ave.
    - 8500 Warden Ave.
- Legal Services, Real Estate and Strategic Initiatives supported the development of York University in Markham by completing various agreements, including lease amendments with York University and an agreement on the development and operation of a parking lot with Remington to provide parking to the York campus.
- Legal Services resolved litigation claims related to the Angus Glen Secondary Plan and related Environmental Assessment. Resolved litigation arising from issuance of City parking tickets (summary judgment obtained in January 2025). Substantively advanced other litigation claims related to developer receiverships and municipal servicing infrastructure.
- People Services introduced dedicated Organizational Development function within organization to provide increased strategic support, updated new employee orientation process, commenced Culture and Business Transformation initiative, undertook an organization wide values survey, and hosted multiple staff focus groups.
- People Services revamped and delivered a variety of health and safety training programs, including those for Markham Fire Captains, Aquatics, Seasonal Operations, and Camp Directors and Supervisors, successfully engaging 300+ staff across 35 training sessions
- People Services delivered 52 consecutive weeks of wellbeing topics and 12 monthly "Lunch and Learn" sessions to promote continuous personal development.
- People Services, in collaboration with Sustainability and Asset Management, completed the Multi-Year Accessibility Plan 2025-2029.
- People Services DEI function supported Diversity Special Events, incl. Black History Month, National Indigenous Peoples Day, Pride Day, Truth and Reconciliation Day.
- Introduced new Terms of Reference for Race Relations Advisory Committee and Markham Accessibility Advisory Committee.
- Launched new Indigenous educational learning program.
- Supported Mayor’s Black Youth Liaison (MBYL) Committee
- People Services supported introduction of corporate internship program for Finance, Legal, Engineering, and Planning & Urban Design Departments with a focus on inclusion.
- ITS Re-Launch of the City’s portal on a new more robust and secure infrastructure allowing improved services and search capabilities while continuing to focus on AODA compliance.
- ITS replacement of solution to provide library users an easier, more reliable and safer manner to book and use public access computers.
- ITS upgrade of EAM software version and completion and inclusion of work flows, work order management and inventory management capabilities within our enterprise tool for the Operations Teams (Fleet, Roads, Forestry and Parks). This allowed the retirement of two legacy applications.
- ITS development and launch of the MappIT Development application viewer allowing the public access to a visual representation of status and location on a City map that can be filtered by various attributes (ie. Timeline, Ward, type, status, application number).
- Improved use of M365 suite of tools including ability to leverage One drive for secure storage and sharing of files, booking of meeting rooms, Teams communication.
- ITS upgrade and replacement of all city staff computer hardware and peripherals to provide enhanced and more secure computing speed and capabilities for City staff.

- ITS contracted and facilitated to a move to a new ISP provider and provisioned/deployed the hardware needed to support it. The change improves connectivity speeds from 500MB to 10GB allowing the City to continue it's digital strategy path and move towards more cloud computing solutions.
- Legislative Services led Adoption of the City's Council Staff Relations Policy. The Policy sets clear guidelines for interactions between Councillors and staff. It aims to foster a respectful and professional environment by defining roles, responsibilities, and communication protocols. The policy promotes mutual respect and trust, ensuring effective and consistent responses to community concerns.
- Legislative Services conducted 6 appeal hearings virtually in 2024. Under the new appeal process under the Tree By-law allows property owners to appeal a denied tree permit. If a tree permit is denied, the property owner can submit a written appeal request within 10 days of receiving the denial notice. Appeals are heard by an independent Hearing Officer who reviews the case and makes a final, binding decision. The Hearing Officer considers the unique characteristics of each case, ensuring a fair and transparent process. This process aims to ensure fairness and consistency in the application of the Tree By-law.
- Animal Services performed an audit of all outstanding animal licences for the past 5 years. Contacted all lapsed license holders to determine if animal still resides with the resident, collected fees for all outstanding years.
- Expanded the Markham Cat Adoption and Education Centre to include all stray animals and not just cats. Rebranded the facility to host large scale monthly events.
- Exceeded previous positive outcome rates for domestic dogs and cats. Cat positive outcomes are 94% while dogs is 98%. Maintained excellent service levels despite an increase in call volumes by approximately 15%.
- Implemented a mapping database to outline all calls, licences, and animals retrieved by animal services throughout the year. Use this data for resource allocation, community engagement opportunities, and public safety.
- Bylaw and Regulatory Services coordinated strategy with Fire and Building Standards for homeless encampments in York Region (Markham) – 4 Educational Seminars for 2024, with our partners York Region Outreach, YRP, and People Services.
- Conducted a Special General Committee Bylaw Services Workshop to receive Council feedback on enforcement priorities to inform Bylaw Strategy.
- Bylaw and Regulatory Services continued quarterly newsletter in partnership with other departments to disseminate information to Council members, ratepayer groups, and residents on bylaw issues, and requirements. Partnered with YRP and the City of Vaughan to share knowledge and develop strategies to address the rise of unsanctioned car rallies in the City of Markham and York Region
- Assigned By-law officer to signs – to enhance our commitment to Keep Markham Beautiful. Four (4) summer students hired to assist with various education and enforcement blitz.
- Removed 12,400 illegal signs from May to August 2024.
- Finance lunched a new CPA internship program, one of the initiatives from Budget 2024 to help attract talent, build capacity, and support succession-planning; successfully onboarded a new CPA Associate to be hosted by units across the department.
- Finance and ITS implemented Cashiering (POS) System Replacement initiative, a significant corporate-wide enhancement aimed at modernizing and securing payment processing systems. In collaboration with the ITS department, implemented a new Point of Sale (POS) software to fully replace the existing cashiering system, ensuring seamless functionality across all departments while achieving PCI (Payment Card Industry) compliance. This modernization enhances the security and reliability of financial transactions, safeguarding sensitive customer data.
- Environmental Services completing Phase II and III for the SCADA system upgrade and adding Enterprise Stormwater pumping station into SCADA.

- Through collaborative work with Operations and Engineering, Environmental Services advocated and convinced the Provincial Government to change direction on the Dedicated Locator (DL) policy to exempt the City to engage into DL Agreements, ensuring a more efficient and cost-effective process.
- Operations improved the corporate CVOR from a Satisfactory Safety Rating to an Excellent Safety Rating. After comparing to other municipalities in York Region – Markham is ranked number 1 within York Region for its current CVOR safety rating and all-time best rating in the City's history.
- Recreation launched a successful program with a ReFocus on providing high quality client services. The Program included surveying frontline staff and community centre users, development of a training manual and training sessions for frontline staff. As well there was a revision to Facility maintenance checklists. Results of surveys conducted with our sport user groups and our drop in users showed a high satisfaction of the services we provide at our centres. Department will continue with regular surveying to ensure we continue to meet the needs of our clients.
- Recreation continued to support recovery from covid which included ensuring we provided training opportunities for Part time staff to ensure that we had enough certified to support programs, ongoing monitoring of our registration numbers to adjust as required and marketing of our programs. By fall of 2024 we had reached pre-covid numbers.
- Recreation, ITS and Corporate Communications Implemented new/revised features and processes in support of the new online Registration and Facility Booking system. Successfully transitioned in-person drop in registration to online. This process included hosting 15 various meetings with drop in users to get their feedback on the transition and educate on the change. During the transitional time we did provide additional support for those who were not familiar with online registration to help them get their account set up and learn how to use the system. We also had a partnership with MOTM (Milliken on the Move Older Adult Club) to provide assistance at Milliken to support Older Adults with language barriers to learn how to use the system.
- Staff completed Phase 1 of project to inventory and assess Planning and Urban Design documents on the City's website and develop a remediation strategy.
- Launched the new Planning Social Committee in Q1 and successfully hosted two major events: summer picnic and holiday celebration. These events were speckled with other activities throughout the year. The purpose is to bring people together in a social setting, particularly during hybrid work, to encourage camaraderie and understanding.
- Successfully hosted the 2024 World Town Planning Day event in November that encouraged staff to participate together in online education sessions.
- City of Markham winning the prestigious Municipality of the Year Award with a population of more than 150,000 by Festivals & Events Ontario (FEO). This is the first time Markham putting in an application for this award.
- Canada Day & Markham-Milliken Children's Festival winning both 2024 Top 100 & 2025 Top 100 Festivals and Events in Ontario
- Supported 3,525 small businesses by organizing 57 training sessions and events, as well as providing consultations and responding to inquiries.
- Provided 14 small businesses with Starter Company Plus grants and offered 13 summer students Summer Company grants, totaling $109,000.
- Markham Museum - Standing in the Doorway: Lived Histories and Experiences of the Chinese Community exhibition earned recognition for its impactful community-drive approach and programming by being honoured with the following awards:
    - 2024 Governor General's History Award for Excellence in Community Programming.
    - 2024 Canadian Musuem Associations Outstanding Achievement Audience Outreach Award
    - Ontario Museum Associations Award of Excellence in Programs
    - Archives Association of Ontario Institutional Award of excellence

- Received two GOG (Galleries Ontario –Ontario Galleries) Awards at the 47th annual ceremony
- Varley Gallery received Ontario Arts Council annual operating grant and received CSJ and YCW support for staff positions. Received an Ontario Seniors Community Grant to develop and implement a series of free workshops for older citizens, 2023-2024 and received annual support from the Varley-McKay Art Foundation
- Received and circulated a total of 303 development applications (pre-consultation, official plan amendment, zoning amendment, plan of subdivision, site plan control, plan of condominium, minor variance, consent).
- Approved a total of 236 development applications (pre-consultation, plan of subdivision, site plan control, plan of condominium, minor variance, consent).
- Approved a total of 3,202 residential units and 101,740.57 m2 of non-residential development (site plan control).
- Approved a total of 344 residential units (subdivision).
- Support OMLCBO (Ontario Municipal Large Chief Building Official Association) with Building Official training of the new Building Code.
- Provide comments on proposed EMTC (Encapsulated Mass timber Construction) Code Consultation
- Code Consultation- Public review of proposed changes to the 2020 National Model Codes
- Ministry of Municipal Affairs and Housing approval of the department's Building Official Intern Program. Program will assist with attracting training new building official talent. Program underway with 4 interns for 2025.
- Building Standards Department provided the following monthly building statistical reports to other City internal departments and external agencies
- Building department maintained all regulated timeframes for building code review. This accommodation in capacity is directly related to efficiencies gained by ePlan and the departments investment in technology.
- Initiated the first draft of the updated Department's Standard Operating Procedural manual for Site Plan Review in Q4 that will ensure predictability in the review process following the legislative changes to the Planning Act.
- Initiated the review and integration of the new Minister's Zoning Order Framework with the City's processes in Q4 that will provide assurance and direction for staff when future MZOs are requested, which will ensure consistency in the process.
- Implementation of the updated Telecommunication Protocol in Q4 that will see an updated process that reflects the legislative responsibilities of the City as a commenting agent on new and updates to existing telecommunication proposals.
- Implementation of the Updated Planning District Maps in Q4 that will right-size roles and responsibilities of each district and reflect the equal distribution of workloads to encourage work-life balance and encourage succession planning and knowledge transfer.
- Implementation of the Department's File Closure Protocol in Q4 that will see improvements to the Departments data metrics on the review of all applications. This protocol will require accountability by the applicant to respond to staff's comments on a timely basis and by Staff with updating the info code information in AMANDA.
- Established a new process for Major Heritage Permit applications using EPLAN and PDox in Q4, along with the completion of detailed Standard Operating Procedures for both Major and Minor HP applications. Updated the website to comprehensively explain all aspects of these processes.
- Secured additional Heritage Markham Committee delegation of review to Heritage Staff - certain Minor Variance Applications, Specific Consent Applications and review of development applications adjacent to individual and district heritage properties, which will ensure efficiency in the review process.
- Amendments were made to the Committee of Adjustment workflow to incorporate variances to CZBL/Former by-laws, including educating members of the public and providing training to Committee members on implementation and consideration of variances to By-law 2024-19.
- Coordinating with Staff and Applicants on moving priority applications through Committee of Adjustments, including the 120 South Town Centre Blvd where 340 new daycare spaces were delivered; the approval of the Microsoft Data Centre; the approval of the Kings Square Mall Consent and Variance; and the issuance of over 20 Consent Certificates of Official for various residential and ICI sites.

- Staff participated in various Ontario Land Tribunal negotiations that have resulted in settlements including, but not limited to, the 44 storey residential high rise development at 17-23 Morgan Avenue (which secured 1.5% affordable housing component and acquisition of off-site parkland); Leitchcroft 6 residential high rise towers, including at grade commercial uses (which secured a grocery store); and the redevelopment of the Hilton site in Markham Centre.
- Staff, through the review of applications, also endorsed the first site plan-like application in the Langstaff TOC area (49 storeys); approved applications in the Markham Road Mount Joy area; and completed other development projects during economic uncertainty, including 8350 Kennedy Road, and 35-51 Old Kennedy Road in Central District. These approvals would segway into construction and the contribution of housing units in the near future.
- Implemented a comprehensive two-year work strategy for a Priority Designation Program to address provincial legislation affecting our Heritage Register (removal of all listed properties after Dec 31/24) Completed 151 Research Reports, 121 Statements of Significance, secured approval of 94 designation
- Session Speaker at the provincial conference on Markham's priority designation program and how to encourage designation.

Goal 2: Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*
We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Additional 2024 Accomplishments:

- Approval of the City's Language and Translation Policy, an action item identified in the 2020-2026 City of Markham Strategic Plan. Policy establishes the languages of communications as well as other considerations and accommodations for accessibility.
- Launched corporate rebranding strategy with over 60 new administrative templates, secondary logo, design guidelines, stationary, social media graphics refresh. Unveiled "Markham is More" corporate slogan, including social media campaign.
- Launched new street banner program celebrating new corporate brand "Markham is More." New corporate style, secondary logo included in banner program.
- Partnered with Unionville High School for second year to provide information technology students an opportunity to engage with local government and create public information videos for the City of Markham. Videos were amongst the most viewed and interacted with for the City on social media accounts, reflecting the success of the program.
- Soft launched Millie as the official corporate mascot in the Good Neighbour Handbook, as well as the City's new street banner program.
- Incorporated AODA compliance into new website software training, ensuring that the approximately 200 Content Authors, responsible for all updates to the markham.ca website, have a thorough understanding of AODA expectation in writing and website formatting.
- Supported Special Events team with the planning, execution, fundraising and marketing of corporate events such as Canada Day, Markham-Milliken Children's Festival, Mayor's Business Luncheon and Santa Claus Parade.
- Digital communications messaging across all community centres, libraries, Civic Centre and theatre remains robust with 123 unique messages in MP4 format being uploaded in 2024.
- Maximized use of the two 407 digital signs in Markham and the seven digital signs at railway crossings in Wards 1, 7 and 8.
- Corporate Communications collaborated closely with Recreation to execute the physical design of the Good Neighbour Handbook, and worked closely with departments across the City to compile, verify and edit content. The Handbook is an important action item identified in the City's Strategic Plan. Corporate Communications also ensured AODA compliance of the document and launched a high-profile advertising campaign to promote the Handbook, including a social media contest to help increase open rates and readership.

- Corporate Communications worked collaboratively with ITS throughout the migration process, including, consulting on design, AODA adherence and structure upgrade opportunities and accuracy. Developed two rounds of city-wide training of over 200 Content Authors - First to conduct User Acceptance Testing, and the second to fully teach the website content management system. Developed user-friendly training documents and videos to support training efforts.
- Finance, ITS and Recreation Services introduced the Markham E-Gift Card initiative, providing residents and visitors with a convenient way to access a wide range of recreational, educational, and cultural activities, including swimming, arts, coding, sports, camp registrations, and fitness programs. The initiative includes the development and implementation of a new policy, reflecting the growing significance of gift cards as tools for engagement and promotion. This policy establishes a standardized approach to gift card management, ensuring compliance with legal requirements while minimizing risks.
- Sustainability and Asset Management led the completion of Markham's Multi-Year Accessibility Plan which outlines how the City will comply with the Accessibility for Ontarians with Disabilities Act. Development included robust consultation process with community and staff surveys, interviews, analysis, drafting and discussion and feedback on the proposed initiatives with the Markham Accessibility Advisory Committee, staff representatives and ELT. The plan was endorsed by Council on December 4, 2024 and posted on the City's website.
- Operations – Roads improved 3rd party special events traffic closure safety within the City right of way and implementation of a traffic safety procedure to guide external event organizers.
- Markham Public Library: Over 4.5 million library items borrowed by Markham readers – 12.4 items per capita. A first: Over 1,000,000 ebooks borrowed. Achieved a 9.2% year-over-year increase in active library users: 100,402 (median).
- Expanded library career programs including our first Skills and Trades Fair and a Business Expo networking program for local business owners and entrepreneurs.
- Markham Public Library collaborated with ITS to upgrade public computers, self-service technology, digital media labs and public printing services (new feature: online printing), creating a modern, connected and sustainable tech environment, ensuring: Convenient and efficient digital services for residents, with 84.8% of library materials borrowed through self-service, and inclusive public access to modern innovative digital equipment.
- Markham Public Library expanded digital literacy programs including innovative new programs and services, such as:
    - Girls in STEM mentorship program to address gender inclusion in STEM related careers.
    - STEM Community Club with York U Engineering students leading activities related to engineering, robotics and coding.
    - Smart Life, in partnership with CNIB, exploring technology supporting the visually impaired. Device lending and digital literacy program for Newcomer Older Adults, funded by an Ontario Seniors Community Grant.
- Markham Public Library advanced new innovative library services to inclusively serve Markham's neurodiverse community, including:
    - In collaboration with Children's Treatment Network: STEAM programming to children and youth with disabilities and development needs.
    - First Neurodiversity Resource Fair providing information about available community and library resources
    - Incorporated sensory kits into camp programs to support participants with ASD (Autism Spectrum Disorder).
- Advanced inclusive literacy services through new supports, including:
    - Supported by ITS, deployment of assistive software on all public computers for those with print disabilities.
    - Expanded dyslexia-friendly reading material to support dyslexic readers.
    - Improved functional reading material for adults struggling with functional literacy.
- Markham Public Library introduced Newcomer Study Squad, a homework help and ESL support program for teens.
- Markham Public Library supported understanding of Indigenous History through:
    - Improved library webpage content related to Indigenous history, including Treaty information specific to Markham and booklists connecting readers to relevant library materials.

    - New program building awareness of colonialism and its impact on Indigenous people through the Truth & Reconciliation board game.
- Connected the library and its materials to local history through:
    - Creation of new local history webpage. Procurement of a new microfilm reader/printer improving public access to historical newspaper content on microfilm.
- Recreation led a multi-departmental effort to host the 50th Anniversary of the Little Native Hockey League (LNHL) tournament, gala and opening ceremony. Markham opened its doors for a 4-day hockey tournament for Indigenous Youth of Ontario. Successes included:
    - Largest LNHL tournament with a record 245 teams
    - Over 10,000 players and families visited Markham (4000 players)
    - 500 games on 12 rinks in Markham, Stouffville and Richmond Hill
    - 1700 hotel rooms in Markham & an additional 500 rooms in York Region with additional Airbnb and hotel rooms booked outside of LNHL reservation system
    - $7.9 million in economic impact for Markham in initial survey results through hotel, dining and shopping locally – Destination Markham
    - Significant media coverage for Markham with mainstream broadcasters, print and digital and Indigenous websites and publications
    - Based on the success of the tournament a 3-year deal (2025 – 2027) was signed with the LNHL
- Recreation Successfully hosted 4 International events, 8 National events, 8 Provincial events and 59 Invitation events at the Markham Pan Am Centre. This significantly contributes to the Economic Impact through sport tourism. Our ability to successful hosts sport events has attracted new events to Markham Pan Am Centre for 2025 which include: Yonex Canadian Open International, Kendu Provincial Championship and Ontario University Athletics Swim Championship. As well we will be hosting the Canadian Robotics Championship at Aaniin and the OMHA AAA U14 Championship at Thornhill Arena.
- Urban Design Staff hosted the 34th session of the Municipal Urban Design Roundtable: *"Emerging Downtowns in the GTA, Where Are they Now?" in Q4/2024*, with 20 municipalities from across the province attending. The event showcased Markham Centre with presentations on other emerging downtowns in the GTA.
- Worked closely with Legal department to execute the very first agreements with First Nations communities using new City Guidelines. These agreements are for the communities engagement and participation during the Archeological field work.
- Attendees and program participants at the Markham Museum, Markham Flato Theatre and Varley Art Gallery reached more then 190,000 people.
- Celebrate Markham 2024-2025 Annual Program awarded $276,000 to 57 applicants.
- Delivered 80 city-organized events and activities, including park openings, flag raisings, media events, business address & luncheon & Santa Claus Parade
- Delivered Canada Day Celebrations attracting over 28,000 attendees.
- Delivered Children's Festival attracting over 7,000 attendees.
- Delivered Olympic & Paralympic Parade & Celebrations
- Supported the delivery of 71 community festivals and third-party events, including Taste of Asia, Unionville Festival, Shoppers Run for Women, Markham Village Music Festival and TD Markham Jazz Festival
- Engaged alongside York Region, the province and independently across avenues like Site Selector Guild Conference, MedTech Conference, Collision, CIX, Elevate, DiscoveryX, Startupfest, Afri-Future Tech Conference and Toronto Tech Fest to facilitate dialogue with companies towards expanding into Markham and place Markham on the map across various avenues.
- Engaged with several employers and associations and their programming in Markham – including York University, Markham Board of Trade, TechConnex, ACCE, CPBC, MRVCBA and others - to facilitate support and retain their presence in Markham.
- Created 5 Local Business Area Profiles on the Markham Business website to facilitate data driven support for companies in Markham towards their Marketing and Sales efforts.
- Through exhibitions and major events including Lunar Nights, Applefest, Scaryfest, Night at the Museum, and the Markham Community Makers exhibition the Markham Museum positioned itself as a cornerstone of the city's cultural economy, driving tourism, commerce, and artistic engagement. These events celebrated local talent and expertise through impactful partnerships with artists, organizations, and

businesses, including Rouge River Brewing Company. Foundations for continued partnerships and new community connections have already been laid for 2025 securing new events including Barkham 3.0!

- The 2024 annual attendance is the highest on record since the Varley gallery opened in 1997: 55,409 by the end of October 2024
- Mounted 6 exhibitions:
    - *Lost and Found: A Public Art Project with Holly Ward and Kevin Schmidt*
    - *Subject: Landscape*
    - *To go boldly*
    - *Summer Solstice*
    - *Meera Sethi a Brief History of Wear*
    - *Tracing Patterns.*
- Mounted three rotations (Winter, Spring, Summer) of children's and adult art classes, and workshops, March Break, Winter Break and 8 weeks of Summer Camps
- Maintained rentals at the Varley and Exhibition Rentals at the McKay.
- Mounted numerous free public drop-in events for LunarFest, Black History Month, Unionville Festival, Doors Open Markham, Culture Days and Old Tyme Christmas and three exhibition launches (winter-Spring, Summer and Fall)
- Successfully organized and conducted the 2024 Markham Cycling Day event that attracted over 800 participants with the support of over 80 community volunteers on June 9, 2024.
- Public Art completed the two-stage competition, commissioning and approvals process for each of two components of the Main Street Unionville Public Art Program to be executed in alignment with the Main Street Unionville Restoration Project.
- Developed a 10-year agreement with Quadreal/Steelcase West Holdings for an art wall located at Woodbine and Steelcase, approved by Council in September.
- Completed first draft of a multi-year York Downs Public Art Program Plan
- Flato Markham Theatre's creation of new Broadway Performance Workshops – thus offering training programs throughout the year. Sensory Friendly performances returned this in November – this creates a safe space for people on the spectrum or have other sensory issues to enjoy shows in a judgement free atmosphere. Theatre camps reached capacity limits in 2024. Outreach activities restated this fall with a great response from the public.
- Completed 4 new Parks totalling approximately 28 acres of new public parkland.
- Replacing or Refurbishing 11 playgrounds, 12 shade structures,1 backstop/outfield fence and 11 tennis/ basketball locations in existing parks to ensure public safety and optimal value of the assets within our existing parks.
- Working with the Doors Open Markham Committee and Corp Communication, planned and executed a successful Doors Open Event in June.
- Co-hosted with Oakville and Waterloo a heritage designation workshop with approximately 20 other municipalities in attendance.
- Heritage Week Display and presentation to Council on our heritage conservation program over the last 49 years (Feb); presentation on the history of Markham to Unionville residents (Nov); presentation on the origin of Markham and the importance of William Berczy's to 80 visiting Germans from our sister city, Nordlingen (August).
- Undertook a Main Street Unionville Wayfinding Project to develop the appropriate infrastructure for directional signage and worked with Public Art staff on the Rouge Connection pathway Art Project, the Staircase Fencing Art Project and the Decorative Tree Guard/Grates Art Project for Main Street.
- Regularly updated the YourVoiceMarkham platform with Main Street Unionville project milestones, timelines, and notifications, ensuring the public and stakeholders were informed throughout the project.
- Facilitated a Public Information Centre, Public Survey, Stakeholder Advisory Meeting and Special DSC workshop, to obtain feedback and guidance on the Road Safety Plan Development.
- 2-Year Provincially funded program to support SMEs pilot transportation/automobility technology in a real-world environment- Downtown Markham Zone.
    - **1st Round Applications:** Received 41 applications; shortlisted 8 for Markham. Completed 1 project (Scooty); 1 project (MPS) currently live in Markham.

  - **Awards:** Won the Community Economic Development Award (EDCO). Received Gold in Regional or Cross-Border Partnership category (IEDC).
  - **Showcase Events:** Held the first showcase event in December 2024. Second showcase planned for March 2025 in Markham.
  - **2nd Round Applications:** Received 24 applications; review process to begin.
- Collaborated with industry/ecosystem partners (including York Region, Toronto Global, Ontario Province, ventureLAB, YSpace) to delivered/anticipated in 13 innovation and industry programs: The Site Selectors Guild Conference, MedTech Conference, Collision Conference, CIX, Elevate, DiscoveryX, Startup Festival, Afri-Future Tech Conference, HardTech Conference, Elevate, and Toronto Tech Fest to promote Markham and attract investments to Markham's key industry sectors.
- Partnered with local stakeholders/business associations including MBT, TechConnex, ACCE, MRHBA, CPBA to support 15 local business events/programs.
- Completed 1400 engagements with clients, business and industry partners to support queries related to business growth and expansion
- Supporting Development Facilitation Office (DFO) with 14 prioritized/ critical industrial/commercial development applications transitioned from site plan to construction as part of economic development's ongoing expansion efforts in collaboration with Planning.
- Developed 5 local business areas profiles for website to support business research.
- Over 19 earned media pieces that featured tech stories featured in established media outlets (CTV, Toronto Star, BNN Bloomberg, CBC, etc.) based on work with Mars PR.
- Featured 28 company stories on Department website/social channels to promote industry businesses as part of marketing / business retention efforts.

Goal 3: Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Additional 2024 Accomplishments:

- 6 New Fire apparatus were purchased, inspected, delivered and deployed in 2024 (3 Engines, 1 Air-Light, 2 Auxiliary/Dragos)
- 15 new Suppression Firefighter recruits trained and implemented, 2 new Fire Prevention Officers trained and implemented.
- Received $74,000 from the Provincial Government for Cancer prevention for firefighters
- MFES continued to partner/collaborate with Building and By-Law to refine joint file process and delivery of excellent customer service (quarterly forums).
- Legal Services engaged in legislation mandated consultation with First Nations representatives regarding the following projects:
  - Rouge Valley trails
  - Elgin Mills road widening
  - East Don Tributary restoration project
  - Markham Centre trails
  - Highway 404 Ramp extension
  - Langstaff MZO development
- Animal Services hosted the first annual Animal Services Roundtable to provide a public overview of animal services and solicit public feedback on our service delivery. Expand a little on the format of the roundtable and the post-event survey.

- Animal Services continued to promote a harmonious approach to coyote management by providing education to residents through the Coyote Response and Co-existence Strategy. Reviewed the strategy document to ensure it is up to date on current standard practices.
- Bylaw and Regulatory Services worked alongside Economic Development on MPS Safety Stick pilot project implemented through the OVIN Demonstration Zone to utilize technology to identify key areas for strategic parking enforcement in Downtown Markham Centre and York University
- Amended Tree Preservation Bylaw, in partnership with Urban Design and the Forestry Department, with new fee structure was approved by Council to regulate the destruction and injury of private and City's tree in line with sustaining Markham's urban forest for a greener community.
- Sustainability and Asset Management completed and published 5-year Corporate Energy Management Plan (CEMP) per O.Reg 25/23.The CEMP is a 5-year plan that provides an overview of total City energy consumption, highlights performance achievements, and sets out potential energy reduction goals and pathways to achieve them. Through the 2019 CEMP, the City set targets to reduce facility energy intensity by 5% and municipal GHG emissions intensity by 5%. The City exceeded its targets by reducing facility energy intensity by 12% and municipal GHG emissions intensity by 15%.
- Sustainability and Operations completed development of the Low-Carbon Fleet Strategy, which addresses governance, technology, electrical and charging infrastructure, and staff engagement to substantially reduce GHG emissions from the City's 225 municipal vehicles. The Strategy aligns with the Government of Canada's zero-emission vehicle targets, the City of Markham's targets, and the GMF program. The project was supported by a $95k grant from the Federation of Canadian Municipalities (FCM) and the Government of Canada. The Low Carbon Fleet plan will be brought forward for approval in 2025.
- Sustainability and Asset Management hosted the community for our annual Earth Day event at the Remington Centre in Downtown Markham. Approximately 500 attendees, 34 Vendors, 245 Passport activities completed. Paid social media engagement (clicks, shares, likes, comments): approx. 2,500 (compared 427 in 2023). Organic (not paid) social media engagement (clicks, shares, likes, comments): 1,825 (compared to 874 in 2023). Webpage visits on Markham.ca: 6,224 (compared to 3,641 in 2023). Electric vehicle test drives during event: approx. 100 (compared to 57 in 2023)
- Environmental Services continued to implement Flood Control Remediation program in West Thornhill by completing Phase 4B construction by Q2, 2024. Initiated Markham Village Flood Control Remediation Phase 1A construction by Q2, 2024. Continued with Don Mills Channel SWM Pond and Culverts #1 & #2 Designs.
- Environmental Services completed 78 km of storm sewers and 74 km of sanitary sewers as part of annual CCTV inspection, plus new SL-RAT acoustic inspections of 25 km of sanitary sewer inspections.
- Achieved 80% gross waste diversion rate from Markham households and municipal recycling depots.
- Collaborative review and acknowledgment of acceptable conditions with Ministry under new requirements for pre-authorization and operating conditions for Sanitary and Stormwater systems.
- Environmental Services completed 100% the transfer of streetlights and traffic signals into the In-House Locate model, achieving 100% compliance.
- Operations Parks Forestry completed Year 5 of 8 Block Tree Pruning. Mature trees in entire City blocks elevated for both roadside and sidewalk clearance to provide safe passage for vehicles and pedestrians.
- Operations Parks Forestry completed framework and guiding principles for forestry management and funding for the next 10 years. Completed public engagement phase.
- Operations Parks Replaced out of date by-laws with one comprehensive By-Law to provide oversight for all public properties to obtain Council approval in 2025.
- 8500+ trees and shrubs planted to provide new habitat and move closer to our 30% canopy goal.
- – Winter Maintenance implementation of a new long term winter maintenance contract along with an enhanced level of service on Senior's Windrow program reducing completion time from 8 hours to 4 hours.
- Operations Roads Permanent Restoration Best Practices Within a Public Right-Of-Way Guideline: The creation and implementation of this document is to outline situational examples of restoration best practices to set a precedent for all internal departments and their contractors to follow. This document provides help in mitigating any issues related to current restoration practices where a company or contractor has excavated, broken up or otherwise disturbed the surface or structural integrity of a right-of-way for the purpose of any type of utility or infrastructure works.

- Continuation of Operations Roads AI Pavement Assessment Pilot: Better Road Infrastructure Engineering Practices again in piloting a new tool to conduct pavement assessment and showcase the City of Markham leadership role in innovation in public municipality forum.
- Operations Utility & ROW Executed Funding Agreement in support of Broadband Construction: One Funding Agreement were negotiated and executed with Telecommunication companies to support construction of Broadband Construction in Markham by expediting Municipal Consent (MC) permit process by hiring additional contract dedicated staff. Successfully processed high volume of complex MC permits and exceeded the agreed to KPIs under Funding Agreement.
- Utility & ROW German Mills – Blower House Upgrade: Successfully completed the noise mitigation project and installed a new silencer and modified the acoustic barrier at German Mills-Blower House to ensure the noise level is compliant to the governing Acts and MECP regulations and guidelines. Continuous improvement of the header system through the design and construction of the eastern header.
- Completed the planning, procurement and construction of AODA playground refurbishments at 17 existing parks. This is the second year of the four year AODA refurbishment program.
- Fifth annual report of performance indicators that measure and track the progress of the Official Plan's policy objectives, provides input to further policy review and development, and assists in monitoring growth targets.
- Approved a total of 344 residential units (subdivision).
- Removed 0.8 hectares of invasive species and planted over 8,500 trees and shrubs to create 4.0 ha of forested area. Received $92,000 from York Region in grant funding to support the restoration projects. The initiative supports the City's objective to increase the size of our woodland and urban tree canopy cover.
- Created 0.42 hectares of new wetland habitat in Berczy Village (Robinson Creek Valley) including planting 1,250 wetland trees and shrubs. The project provides wildlife habitat, local erosion control and water quality benefits.
- Completed the Natural Heritage Management Study to serve as a guiding framework for the stewardship and improvement of natural areas owned by the City of Markham and inform updates to the City's Asset Management Plan and Official Plan.
- The Natural Assets Study was completed and endorsed for implementation by Council in May 2024. Building on the Natural Heritage Management Study, the Natural Assets Study provides information to integrate City-owned natural features (woodlands, wetlands, and meadow habitat) into the City's Corporate Asset Management Plan and Framework. The information and integration with Corporate asset management planning improves business processes and capacity for managing the City's natural assets more effectively.
- Working with other departments to streamline process for MECP (CLI-ECA). This will result in quicker approval for ECA, as it will be delegated to the City for sanitary and stormwater
- Retained external consultant to work on streamlining the review and approval process for underground SWM facilities and developing policies, design criteria, and engineering specifications
- Completion of the updated Policy and Procedures for Conveyance of Lands to the City.
- Completion of the new Policy and Procedures for Managing Excess Soils.
- Completed an In-service Road Safety Review, that includes a series of short- and long-term recommendations to improve road safety on 19th Avenue between Warden Avenue and Kennedy Road.
- Completed safety improvements to existing bicycle lanes on South Unionville Avenue by leveraging Operations Department's contractor to reduce cost.
- Completed a strategic business case for a potential Markham station for the Federal High Frequency Rail program.
- Completed the Traffic Calming of Carlton Rd and Main Street Markham project that included public consultations and detailed design, and successfully obtained Council approval for the recommended design for Carlton Rd.
- Expanded the Active School Travel program to three additional elementary schools in partnership with the York Region District School Board.
- Continued working with Metrolinx and York Region on the implementation for the Yonge North Subway Extension (YNSE) project and protect Markham's interests.
- Initiated Parking and TDM Standards Update study to define updated parking rates for development as part of the Housing Accelerator Fund program.

- Initiated the Development of a School Zone Safety Guide to streamline school zone safety measures, crossing guard program and other school-based programming.
- Initiated the Markham Transportation Master Plan study that will develop policies to support growth to 2051 and beyond, feeding into the Official Plan Review, with key deliverables that will include a micro-mobility strategy, complete street design guidelines, and a 5- to 10-year transportation capital program.
- Continued to provide critical oversight of transportation needs for development applications to ensure alignment with Markham's transportation vision, policies and interests, which included:
    - Updated development-related transportation demand management (TDM) guidelines and strategies to address transportation gaps that resulted from new provincial legislation and changing market demands.
- In conjunction with the completion of the overall secondary planning exercises, completed the transportation study component of the Markham Rd-Mount Joy and Milliken Centre Secondary Plans, which have been endorsed by Council.
- Issued building permits for 4216 new residential dwelling units. Issued occupancy permits for 1667 new residential dwelling units.
- Delivered outward customer facing public education training session on accessory apartment
- Update 200+ external code interpretation and training documents to the new building code for customers and the general public.
- Delivered internal new Consolidated Zoning By-law training to Building Standards and By-law enforcement departments.
- Delivered 70 hours internal training to Building Standards and Fire Department for the new Building Code.
- Host two Public Safety Forms for enforcement staff to promote consistency and best practice.
- Issued 2.19 billion dollars of construction value.
- 194,024 m2 of ICI building area issued.
- Continue to liaison with City of Vaughan and City of Richmond Hill and Toronto Building Standards to develop points of consistency for transit stations.
- Proactive inspections to follow up and review inactive issued permits. This reduces the department liability associated with carrying inactive permits and increases public safety in the built environment. Closed 3841 dormant inactive permits.
- Conducted 1023 building investigations in response to citizen initiated complaints. Investigations resulted in the issuance of 321 Building Violations.
- Issuance of 47 unsafe orders.
- Joint Enforcement Initiative created to tackle high priority case files/large-scale concerns involving different City departments and external enforcement agencies in order to apply a unified and focused approach to enforcing violations and obtaining compliance in accordance with relevant legislation.
- Initiated City-wide Urban Design Guidelines to provide direction and guidance on various urban design topics and built form matters that focus on intensification areas. Completed several key milestones, including project launch presentation to DSC in Q2, developed project website in Q3, and completed Mayor/Councillor interviews in Q4.
- Completed Phase 1 of Civic Square Vision undertaking comprehensive study of best practices, precedents and examples of renowned civic squares locally, regionally and internationally.
- Removed the Townhouse Siting Approval application process to align with updated Provincial legislation and to streamline the overall development application process including consideration for Architectural Design Control.
- Developed and adopted a new Parks & Open Space Agreement process to contribute to meeting aggressive Bill 109 approval timelines. In addition to accomplishing reduced timeframes, the new process brought other important roles to the foreground that will assist with more complete Parks and Open Space planning during development.

- 7.32 ha (18.09 acres) of future parkland conveyed through Planning Act provisions and negotiations.
- Markville Secondary Plan – Hosted stakeholder and community engagement events and a third Community Information Meeting to inform refinements to the emerging concept plan.
- Yonge Corridor Secondary Plan – Publicly launched the Secondary Plan and hosted several community and stakeholder events to inform the development of a vision and interim report (emerging concept and policy directions).
- Cornell Centre Secondary Plan – Re-launched the Cornell Centre Secondary Plan and prepared an updated draft Secondary Plan that was presented to DSC with direction to undertake community consultation.
- Markham Centre Secondary Plan - Presentation to Council in Q3 on the draft policies. Q4 involved Staff's edits to the draft policies in response to stakeholder engagements conducted in Q3 and Q4 that streamlines the draft policies to ensure successful implementation.
- Led the co-ordination and preparation of City of Markham comments on proposed and new provincial plans and legislation that impact land use planning: of staff reports and letters to the Province City of Markham comments on new provincial legislation.
- Initiated the implementation of Housing Strategy Actions 3, 4, 8, 10, 12, 14, 16, 17 and 30 through the Housing Accelerator Fund and new provincial legislation.
- Obtained approval of Markham's application to the CMHC Housing Accelerator Fund, designed to accelerate and increase the supply of housing. $58.8 million in funding has been secured to support the delivery of 1,641 residential units across 7 initiatives, to be completed by the end of 2026.
- Presented a workplan report for the Official Plan Review to Council and prepared and sent out statutory notices to publicly launch the Official Plan Review through a Special Meeting of Council to be held January 2025.
- Fifth annual report of performance indicators that measure and track the progress of the Official Plan's policy objectives, provides input to further policy review and development, and assists in monitoring growth targets.
- Passing of the Comprehensive Zoning By-law 2024-19, along with scoping of appeals to bring by-law into force on most lands in the City. launching of the online interactive zoning by-law.
- Supporting applications to bring 1.7 million square feet of employment space to construction.
- Development application fees updated with new by-law in effect on January 1, 2025. Main changes to the by-law include permitting payment at each phase of a subdivision, moving telecommunication fee to the Municipal Fee By-law, and clarify language on additional conditions for fee payment adjustment at each payment stage.
- Procured design consultant for the Phase 4 of the Markham Centre Trails Phase 4 (From Apple Creek to Highway 7) and initiated the detailed design process.
- Markham Centre Trail Phase 3 includes a 3.0m wide paved multi-use Pathway and is located south of the Rouge River and extends for approximately 350m from Wardenview Park to the Verclaire Gate. Construction was substantially completed in 2024 with paving in early spring 2025.
- Completion of Design and commencement of construction for Main Street Unionville Restoration Project.
- Capital Projects implement the warranted traffic signal and PXO crossings from design to construction.
- Commenced and advanced design for 7 locations of the ATMP considering timing restrictions of the grant funding from Infrastructure Canada.
- Advanced tree removal for all sidewalk locations and completion of the sidewalk construction at Carlton and Heritage.
- Worked closely with York Region and City of Richmond Hill to start construction and reach major milestones for the 404 Mid-Block Crossing. Advanced the tri-party agreement.
- The EA for Elgin Mills Road widening from Woodbine Ave to McCowan was approved in 2024 and detailed design RFP was issued and awarded.
- The Master Plan was completed in 2024 in preparation of various project areas for future Trail EAs, design and construction activities.

- Successful in obtaining a $326,024 grant for the Road Safety Plan Development project from the Federal Enhanced Road Safety Transfer Payment Program.
- Worked collaboratively with York Region to successfully complete York Region's Vision Zero Traveller Safety Plan which provided the basis for initiating and complimented the effort required for the City's Road Safety Plan Development work.

Goal 4: Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Additional 2024 Accomplishments:

- Completed a refresh to Markham's Strategic Plan, Building Markham's Future Together 2020-2026. Hosted community information session, consulted with council & staff and provided recommended Strategic Plan 2020-2026 to committee for approval in April 2024. Year long process culminated in unanimous consent from Council to approval the City's action plan for the remaining years to 2026.
- Presented to council the yearly status of the Strategic Plan including accomplishments from the previous year. Provided key metrics linking to strategic plan.
- Celebrated the fifth year of World Council on City Data Platinum Certification for the City of Markham including extending the agreement for an additional three years. Included WCCD Markham-specific data in yearly accomplishments and mapped out relevant metrics to new strategic plan.
- MFES 4 Major Multi-Year Contracts awarded over the course of 2024: Station wear, Dress Uniforms, Structural Firefighting Boots, Daily Safety Footwear.
- Corporate Communications added 10 new digital screens to City community centres at no cost and are generating new revenue for the City. Advertising revenue at $82,250, 48% increase over 2023. 27% of advertising revenue was generated by the new digital screens. Entered into partnership with Sports Digital Network (SDN). 27% digital revenue increase is self-generated.
- Corporate Communications sponsorship revenue for 2024 was $248,500, up 13% over 2023 ($219,000). Substantial sponsorship increases for Markham-Milliken Children's Festival, Applefest, Scaryfest and Night at the Museum.
- Legal Services and Real Estate negotiated the acquisition or disposition of the following key properties to advance City strategic priorities:
    - Highway 404 and Elgin Mills
    - 66 and 68 Morgan Avenue
    - 9 Clegg Road (strata park)
    - 10 strata permanent easements to Metrolinx in support of the underground tunnelling required for the Yonge North Subway extension
    - 16 Permission to Enter Agreements obtained for work on private properties to address ponding, flooding, road closures, secondary access, public parking needs, deliveries and general street aesthetics
- Legal Services drafted consolidated administrative penalty by-law, assisted with the establishment of internal processes related to enforcement, and providing ongoing advice to client departments with respect to operational issues.
- Legal Services finalized settlements to successfully resolve development charge appeals in respect of 10 Grenfell Crescent, 29 Carolwood Crescent, and 7570 Ninth Line, including obtaining delegated authority from Council to be able to resolve similar future appeals at the staff level.
- Legal Services provided legal advice and support in connection with six funding agreements, resulting in the City receiving over $2M in grant funds in 2024.

- ITS further integration and implementation of enhance cyber monitoring tools and applications as well as continued and more comprehensive cyber awareness training for City staff.
- Legislative Services eLearning module on the City's Records Classification and Retention By-law provides a comprehensive overview that is both informative and easy to follow. It is an excellent resource for all staff, offering a clear guidance on the by-law's key principles and how it ensures proper management of records throughout their lifecycle. This module will help staff gain a solid understanding of the retention requirements and how to comply with the by-law, ensuring that all records created are handled efficiently and in accordance with the retention schedule.
- Administrative Monetary System (AMPS) Development and Implementation:
    - Onboarded Manager, Business Analyst positions and transitioned administrative functions (staff) related to screening and hearing reviews from By-law Services.
    - Recruitment of 2 additional Screening Officers to meet operational goals as it relates to screening reviews.
    - Set up general AMPS email account to assist with triaging inquiries related to AMPS processes
    - Established internal working group consisting of Legal, as well as compliance unit's which will be impacted by the next phase of AMPS expansion.
    - By-law passed in June which included 18 additional non-parking By-laws for AMPS use.
    - Conduct reviews of existing policies, processes and SOP's for Business Licensing, Animal Services, By-law Services and Fire Prevention to maximize efficiency and effectiveness of services and improve regulatory performance.
    - Worked with GTECHNA to enable online screening tool (which allows residents to simply submit a screening review via email as opposed to having to come in-person).
    - Collaborated with ITS and software vendors (GTECHNA) to create reports, dashboards, and key performance indicators (KPIs) for the AMPS implementation and ongoing analysis.
    - Established an annual performance report.
    - Developed, monitored, and disseminated performance metrics to evaluate the progress and return on investment of the AMPS implementation and other process improvements.
- For the past twenty-three years, the City has received the Government Finance Officers Association (GFOA) 'Canadian Award for Financial Reporting.' The award provides recognition for excellence in governmental accounting and financial reporting. The receipt of this award signifies that Markham delivered a comprehensive annual financial report that demonstrates full transparency and disclosure over and above the minimum requirements of Generally Accepted Accounting Principles.
- For the past twenty-four years, the City has received the Government Finance Officers Association (GFOA) 'Distinguished Budget Presentation Award.' In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.
- In 2024, for the first time, the City won 2023 Financial Information Return (FIR) Recognition Award for our due financial due diligence and timely submission of the City's FIR to the Province.
- In 2024, Procurement achieved $728k in negotiated savings on projects prior to contract award and $537K in negotiated cost avoidance.
- Finance implemented a new policy to accept pay-on-demand equity bonds in lieu of Letters of Credit to allow developers greater financial flexibility in support of new development in the City.
- Finance implemented the new Low-Income Seniors Property Tax Assistance Program to provide relief to eligible low-income seniors by providing flexible, interest-free repayment plan option for their property tax arrears. Once arrears are addressed, seniors will have the option to be enrolled into the City Tax Deferral Program, which will freeze property tax increases until their property is sold.
- For 2024, Ontario Regulation 588/17 requires an update to the city's asset management plan which includes an assessment of all city assets based upon current service levels, and to provide financial

projections (minimum of 10 years) for major operating and capital expenditures. The findings are summarized as follows:

  - The city's assets have a combined current replacement value of $17.5B
  - City's asset portfolio is relatively young (average age 33 years and average service life 81 years)
  - City's assets are in a GOOD state of performance (nearly 90 per cent)
  - Additional funding will be required for asset repair and replacement, as well as asset acquisition to support growth (610,500 residents and 301,600 jobs by 2051)
  - The city is applying and should continue to improve its asset management practices, including governance, standards, data management, and resource planning.

- Environmental Services Mobile DMA/ watermain leak detection/ high water consumption investigations achieved cost savings of $192,000 per year, and new procedures for installation of Anti-Tempering Device to reduce likelihood of water theft from hydrants.
- Environmental Services developed Flow Data/Rain Data analyzing tool that can automate flow data and rain data analysis.
- Operations completed tendering and award of the new Corporate AVL program with ITS and Procurement including a number of improvement initiatives.
- Streamlined various maintenance projects through the work order/ asset management system in Fleet, Parks, Roads, and Survey. Completed Phase 2 implementation (Operations) of the EAM.
- Operations and Sustainability and Asset Management completed the extensive 2025 Asset Management Plan review and exercise on all Operations assets, provincial surveys within tight timeline and existing resource to meet legislated requirement.
- Revisions to Engineering Fee and the Fee By-law to including Phasing options
- In the summer of 2024, a pilot program was launch with the Sustainability & Asset Management Department as they took over the facility management of Markham Museum. With this new level of support and expertise substantial improvements to Markham Museums buildings and grounds have been achieved and recognised by the many members of the public and long-standing supports of the Markham Museum. As part of this pilot, additional support has also been provided by the Operations Department to support the 25 acres of parkland and roadways which make up the Museum property.
- Flato Markham Theatre replaced original incandescing system with a new LED auditorium house lighting system. This increases visibility and creates a more accessible and safe space for our patrons. Additionally LED lighting systems are more energy efficient and better for the environment and require less bulb replacements.
- Flato Markham Theatre implemented new strategies to increase audiences, utilizing different marketing approaches. Results - Subscription and Ticket sales at highest levels since the pandemic. Started new initiative for audience growth, analyzing our current and past audiences to create a picture of who our ticket buyers are, and which markets are untapped.
- Major process improvements were completed in Capital Projects office in 2024 including development of two manuals (Contract Delivery and Field Services) and update of all the procurement documents (RFP, RFT, GC and agreements).

APPENDIX C
BUILDING MARKHAM'S FUTURE TOGETHER 2020-2026 STRATEGIC PLAN
MEASURES OF SUCCESS - 2024

	Measure of Success	2024	2023	2022
GOAL 1 **Exceptional Services by Exceptional People** **Goal Statement:** *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment*	Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders - % of residents in agreement (2024).	88%	92%	92%
	Community facilities are in good condition - % of residents in agreement (2024).	93%	91%	91%
	Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)	11 surveys 71.4%	7 Surveys 83.6%	8 Surveys 83.2%
	% of transactional services that are provided and received on-line	110	80+	80+
	Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year – Conducted Spring 2021)	N/A	65.2%	65.2%
GOAL 2 **Engaged, Diverse, Thriving and Vibrant City of Markham** **Goal Statement:** *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*	Overall quality of life in Markham (2024) - % of residents in agreement.	93%	90%	90%
	City Services are accessible - % of residents in agreement (2024).	92%	89%	89%
	City supports, celebrates and promotes diversity, equity and inclusion - % of residents in agreement (2024).	90%	90%	90%
	# of visits to our municipal arts, recreation, library, sporting venues			
	Community Centres Libraries	9,200,000 2,400,000 (Digital: 4,500 000)	7,700,000 2,108,066 (Digital: 3,720,798)	3,853,938 1,073,938
	Cultural Venues	207,143	197,828	94,566
	Number of cultural institutions and sporting facilities per 100k population (ISO data 2023)	134.09	131	122.3

	Gross sq. ft. of office space constructed in: - Centres, Corridors, - Business Parks (annual)	0 sq. ft. 0 sq. ft.	0 sq. ft. 0 sq. ft	0 sq. ft. 0 sq. ft.
	Total Employment in Markham (biennial)	184,645	177,440	177,440
	Number of businesses per 100k population (ISO data 2023)	2,855	2,855	3,062.3
GOAL 3- **Safe, Sustainable and Complete Community** **Goal Statement:** *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*	% of trips by mode of transportation for morning peak period to and from Markham: - Transit - Auto - walk and cycle, - other (2022 Transportation Tomorrow Survey, data released in 2024)	 6% 78% 11% 4%	 Not Available Not Available Not Available	 Not Available Not Available Not Available
	% of residents in agreement that Markham is a safe city (2024).	87%	90%	90%
	Annual number of public transport trips per capita (ISO data 2023)	24.8	16.82	24.6
	KM of bicycle paths and lanes per 100k population (ISO data 2023)	71.49	56.06	55.5
	Transportation deaths per 100k population (ISO data 2023)	1.38	1.4	1.1
	% of population living within 0.5km of public transit running at least every 20 min during peak periods	70%	76.8%	76.9%
	Amount and % of new affordable ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (Annual)	2023 Data: 0% (0 Units)	2022 Data: 0% (0 Units)	2021 Data: 0% (0 Units)
	Amount and % of new affordable rental housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)	2023 Data: 100% (293 Units)	2022 Data: 100% (9 second units)	2021 Data: 100% (16 second units)
	Waste Diversion Rate (curbside and depots)	80%	79.7%	79.9%

	% of area designated for natural protection (ISO data 2023) Green area (hectares) per 100k population (ISO data 2023) % reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years). Markham staff expect to be able to report on results regularly starting in 2025.	32.2%\ 1,448.77 0.76% decrease (2020-2023) mainly due to a reduction in natural gas emissions	32.2% 1,456.77 Data available starting 2025	32.2% 1462.01 Data available starting 2025
GOAL 4 **Stewardship of Money and Resources** **Goal Statements:** *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*	Net City of Markham Operating Cost per Household (annual) Non-Residential Property taxes (as a % of total property taxes levied) Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual) % of agreement that City services represent good value for tax dollar (2024).	$1,428.79 16.4% 25 years 71%	$1,378.60 16.5% 25 years 79%	$1,327.33 16.8% 25 years 79%

Results of 2024 Citizen Survey

General Committee – April 1st, 2025

Methodology

- Telephone survey.
- Random sample of 300 residents, weighted to ensure representation.
- Current survey results update 2022 results
- Identical questionnaire used in 2022 and 2024
- Survey conducted July 30 to August 22, 2024.
- Margin of error +/- 5.7%, 19 times out of 20.
- Survey conducted in English.

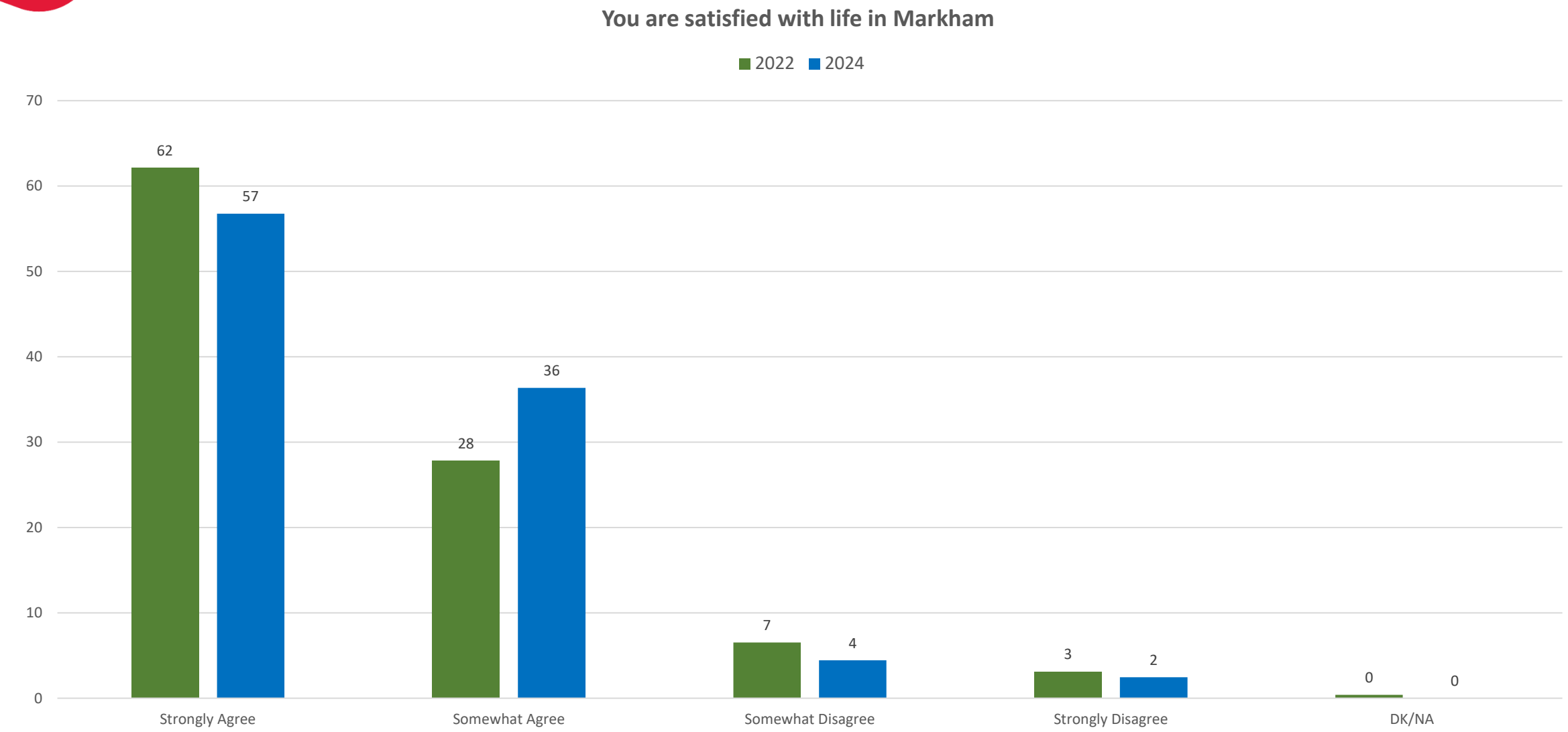
Overview of Results

- Satisfaction with life in Markham is high, both generally and with specific services and programs
- Attitudes are mostly stable since 2022
- A small number of areas are concerning due to higher dissatisfaction and/or significant declines in satisfaction levels

Detailed Results

- Overall, satisfaction with life in Markham is high
  - Nine in ten strongly (57%) or somewhat (36%) agree that they are satisfied with life in Markham.
- Satisfaction levels have not changed significantly since 2022

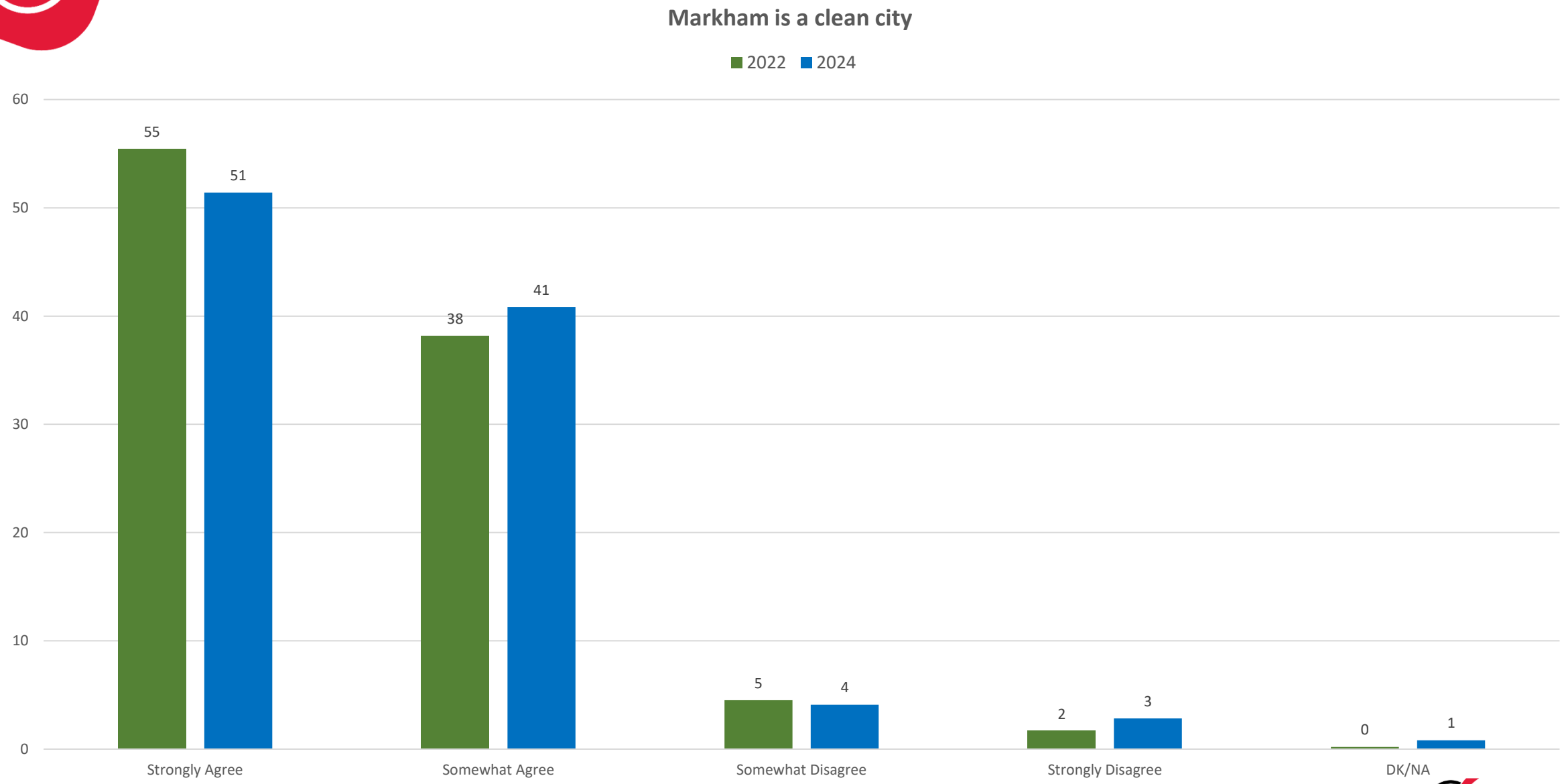
Satisfaction with Life in Markham



Detailed Results (cont'd)

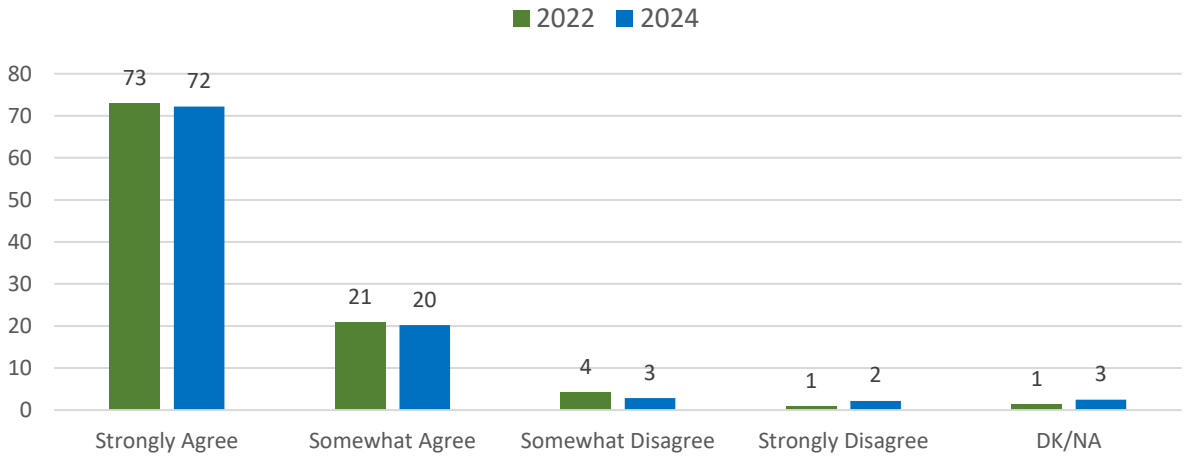
- Large proportions give great marks to many specific aspects of life in Markham.
- Results have not changed significantly since 2022
- The City gets high marks on:
  - Cleanliness
  - Accessibility and Diversity
  - Culture, library and recreation
  - Parks and green spaces
  - Protecting heritage

Cleanliness

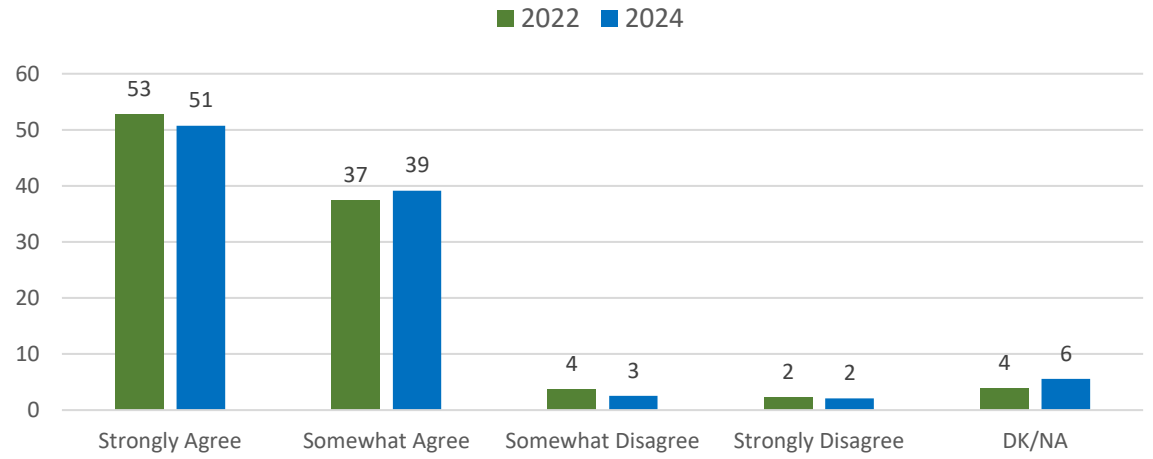


Accessibility and Diversity

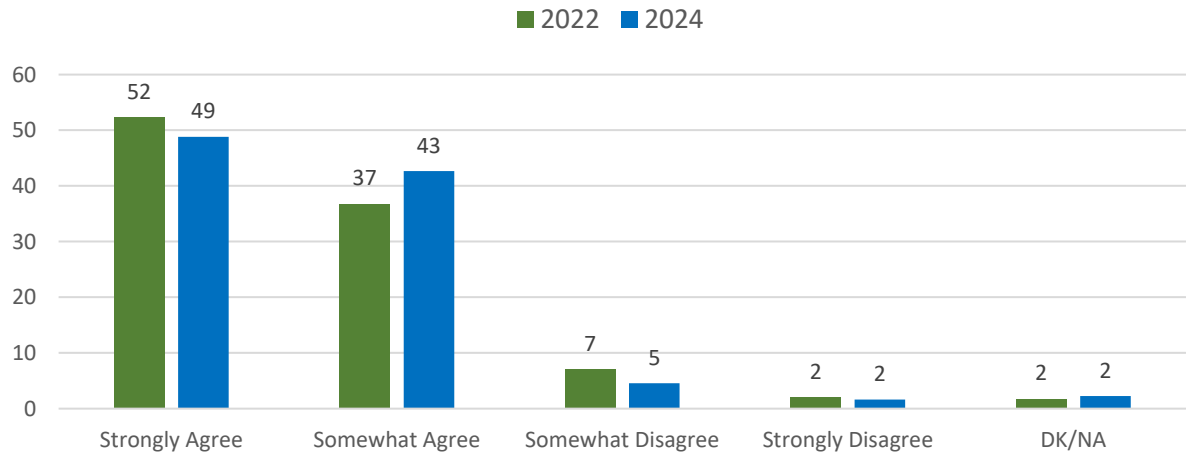
The City communicates with you in a language that you understand



The City supports, celebrates and promotes diversity, equity and inclusion

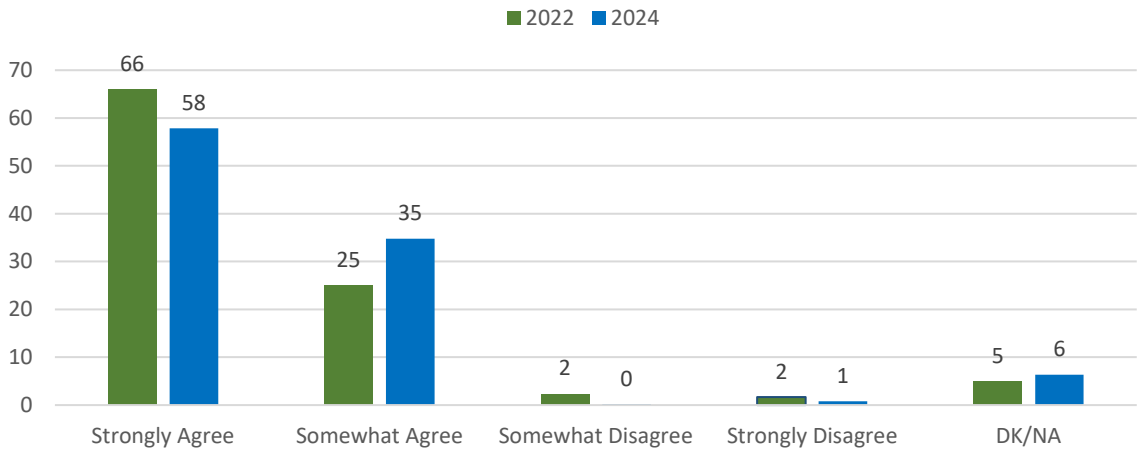


Markham services and facilities are accessible

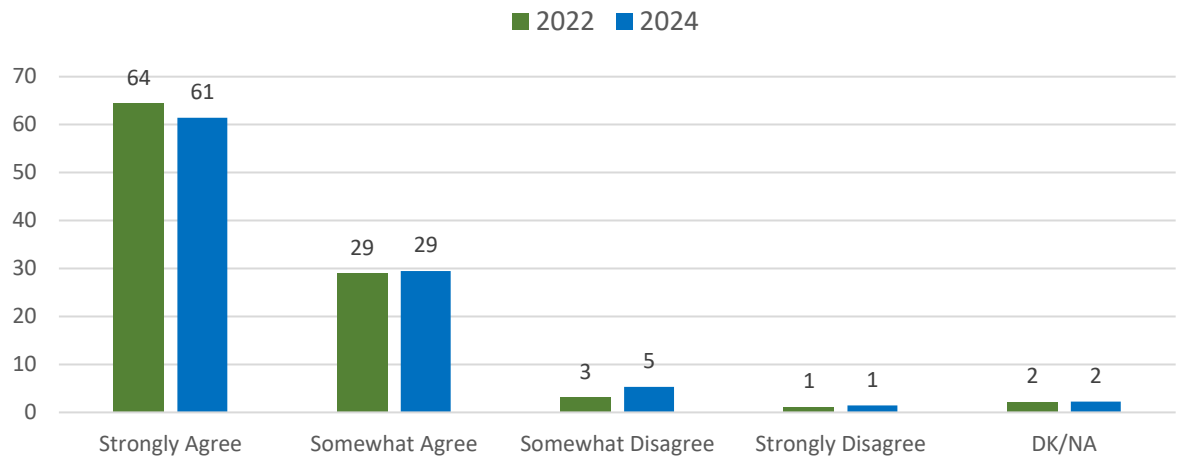


Culture, Libraries and Recreation

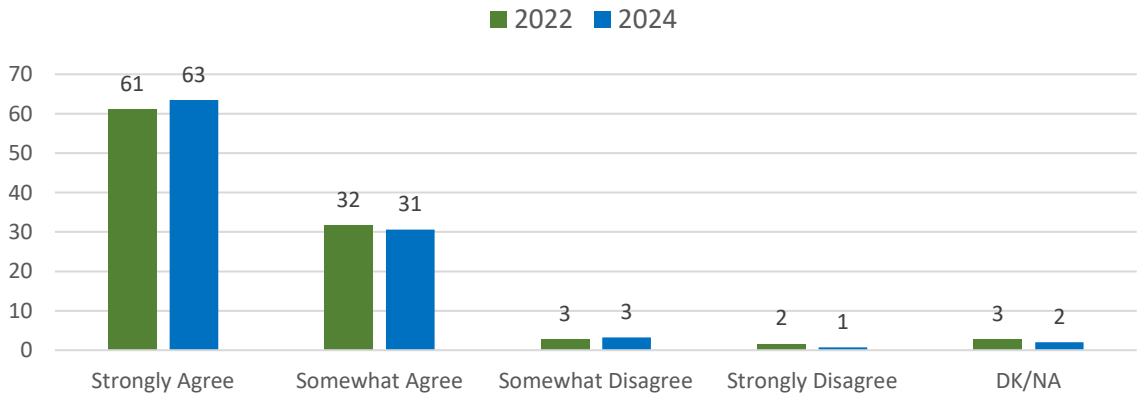
City's libraries and community centres are in good condition



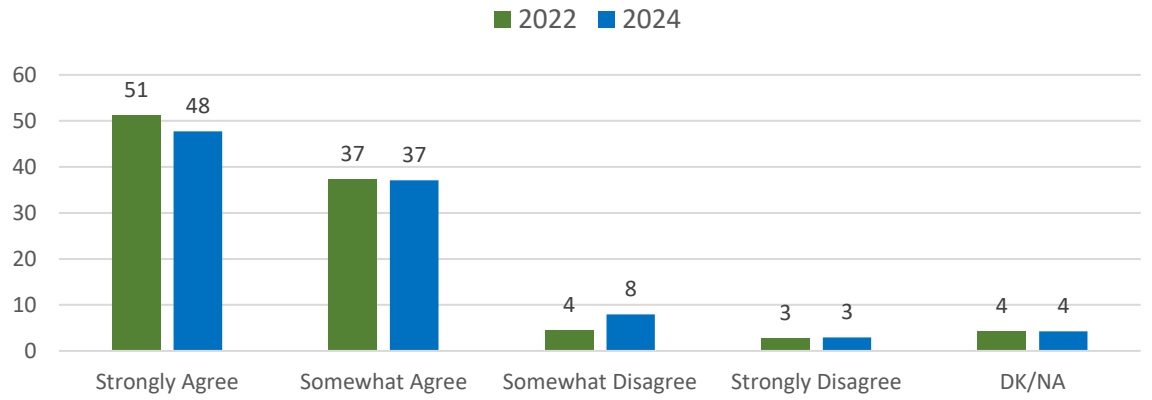
It is important to you that the City of Markham has events such as Canada Day and the Children's Festival



Community is enriched by its recreation facilities and programs, including sports fields and community centres

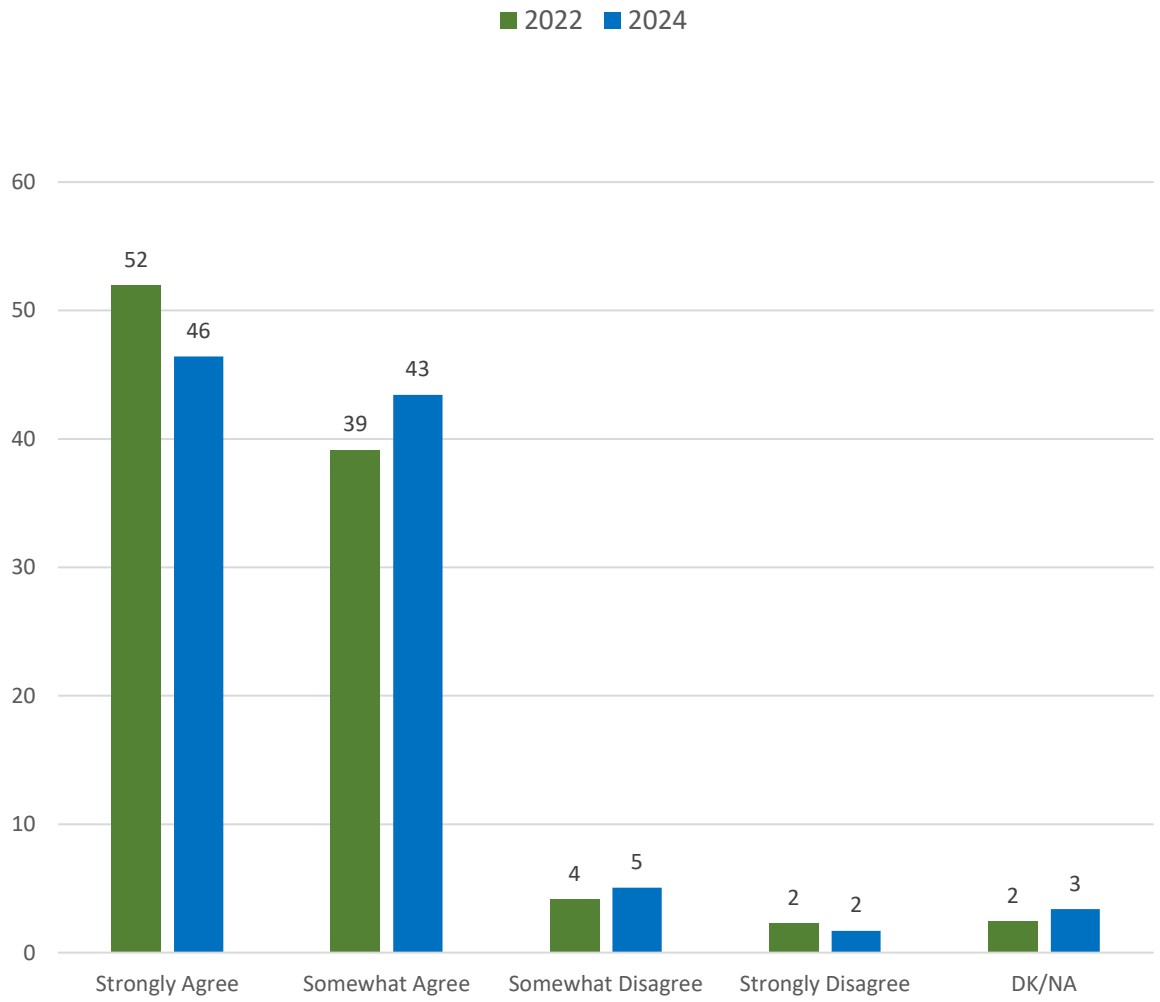


Community is enriched by its libraries, local arts and culture institutions, including museums and art galleries

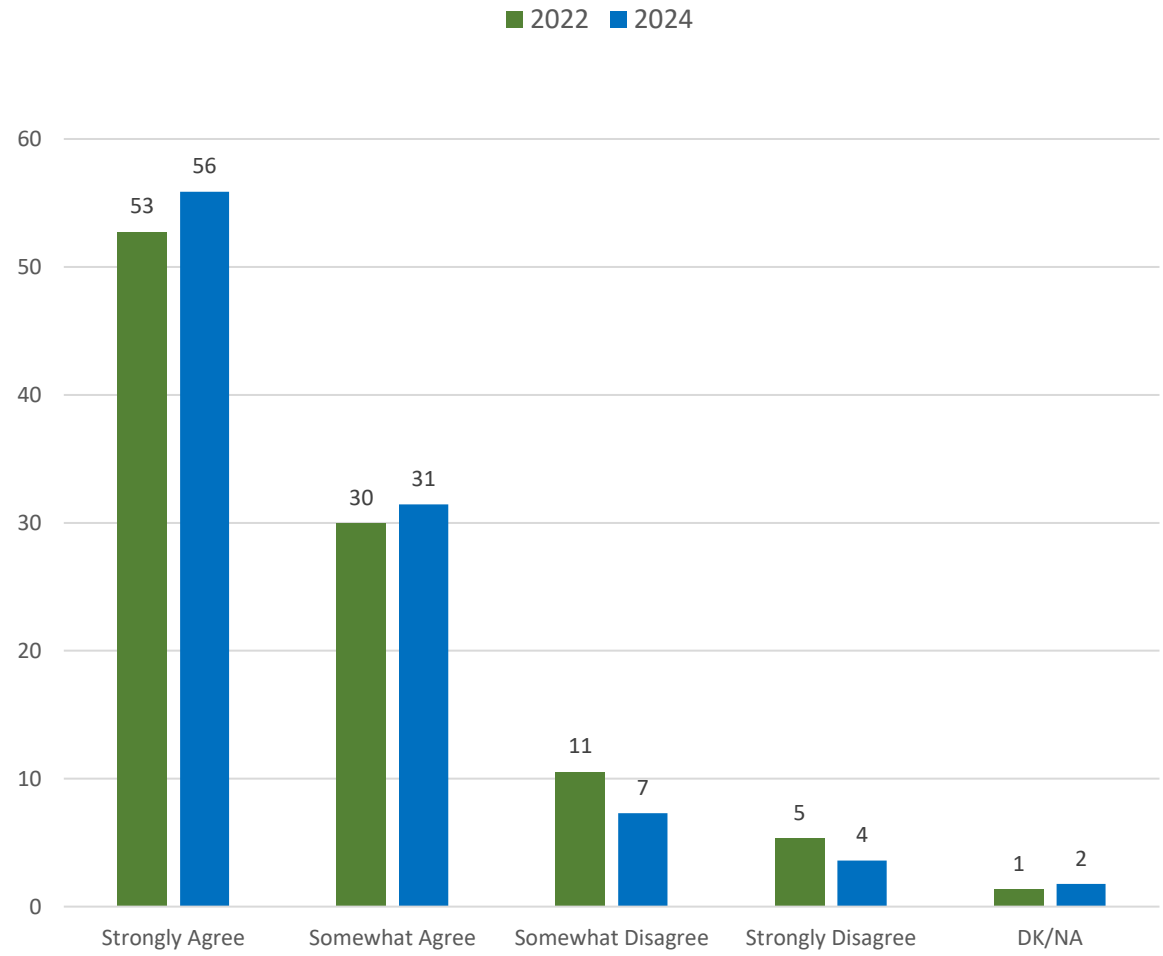


Parks and Green Spaces

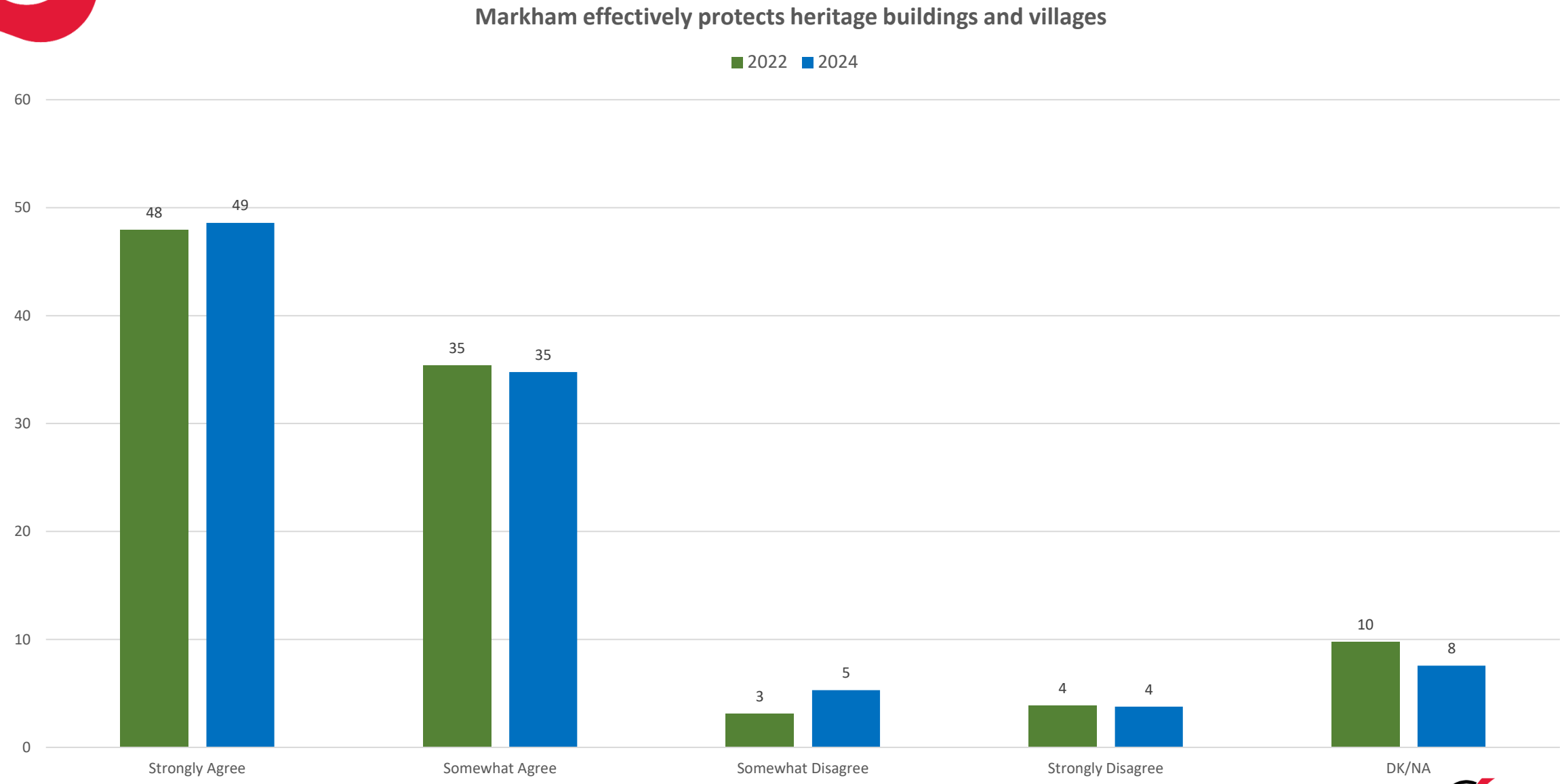
City of Markham parks are well designed and maintained



Markham has enough greenspaces, including parks, trails and open areas



Protects Heritage Buildings/Villages

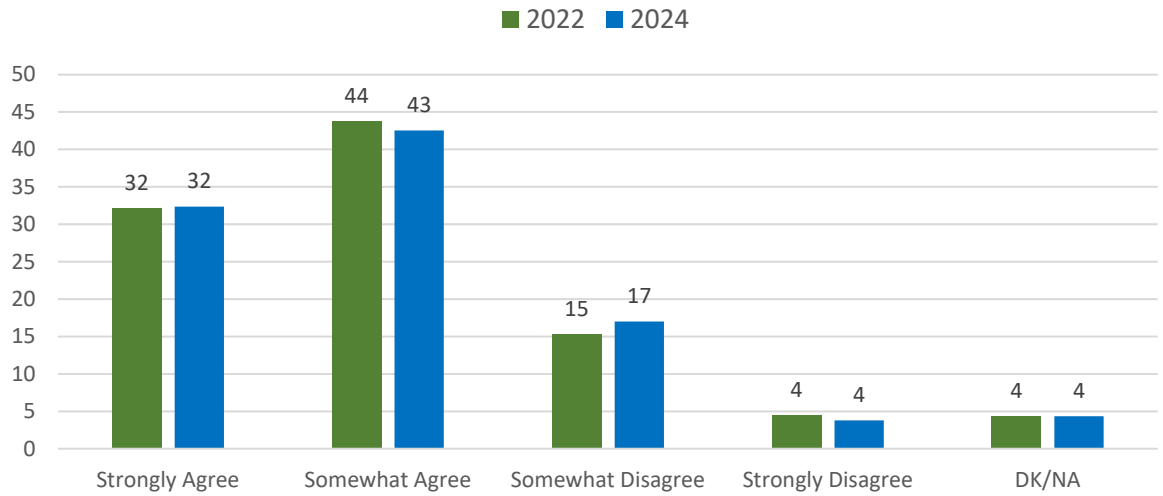


Detailed Results (cont'd)

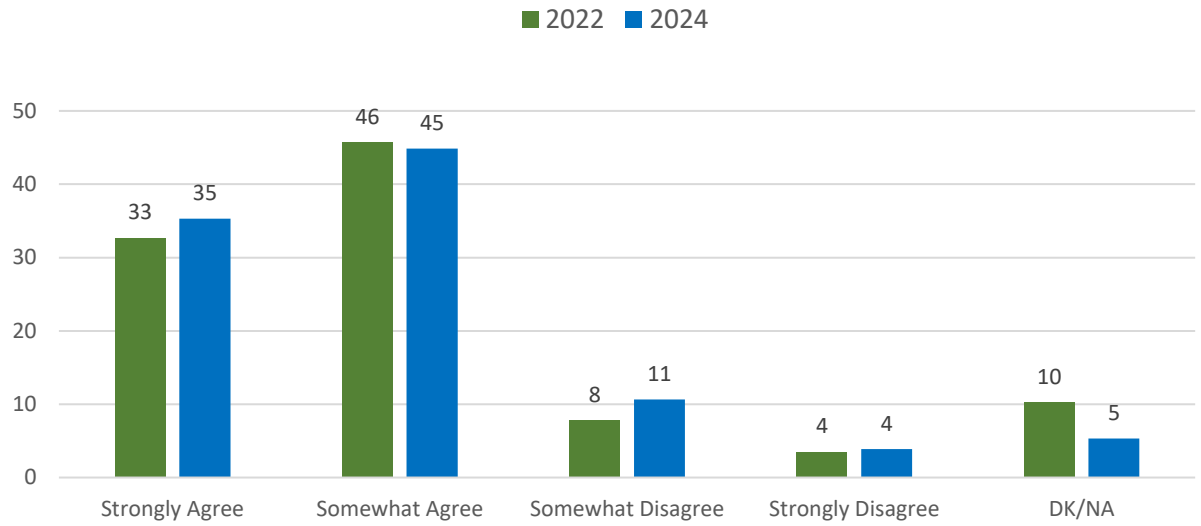
- As in 2022, there are some areas where majorities are still satisfied but with less enthusiasm (lower strongly held positivity):
  - Services: delivering and representing good value
  - Planning development of livable communities
  - Tackling climate change
  - Interacting with the City of Markham

Markham Services

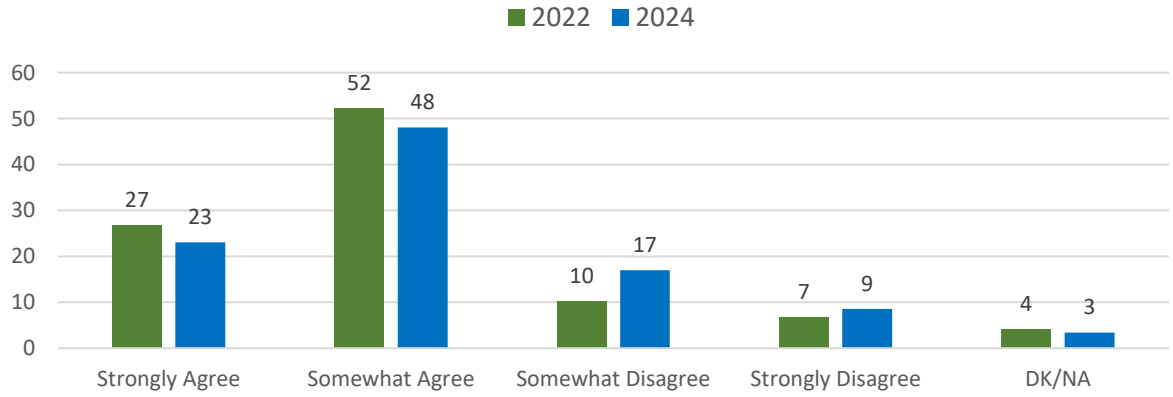
Markham is good at communicating to the public about its services



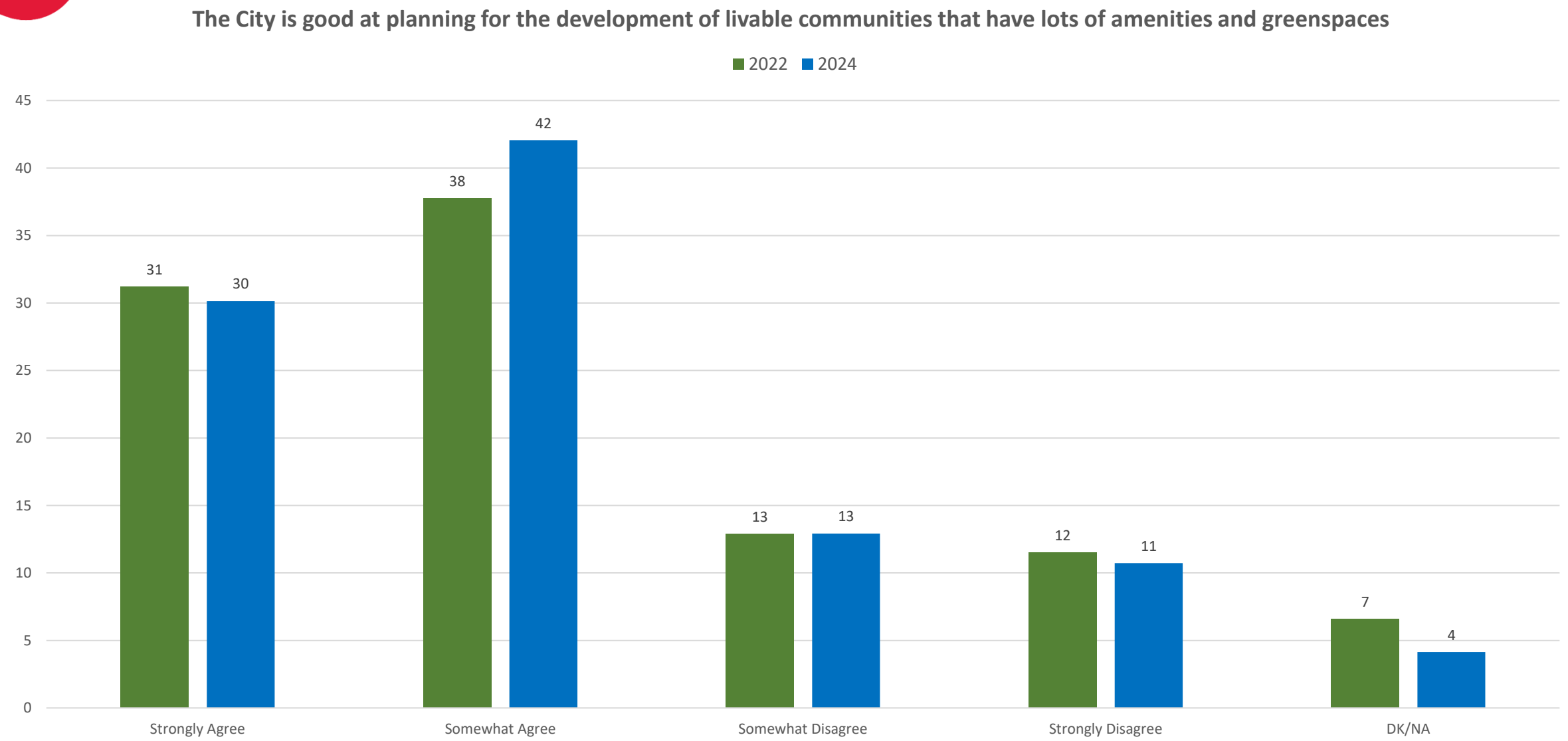
City employees are good at delivering services to residents



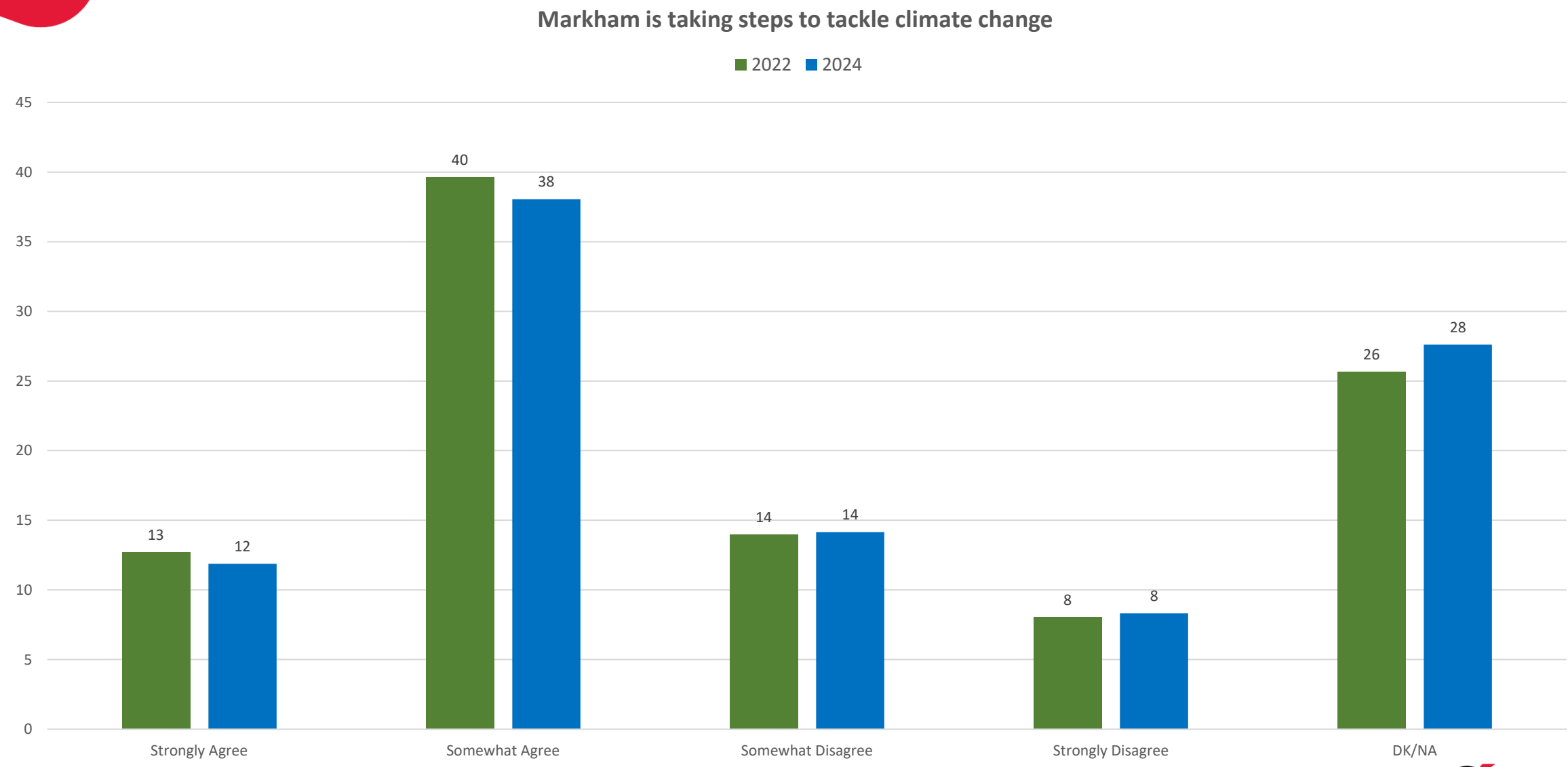
City of Markham services represent good value for your tax dollar



Developing livable communities with amenities/greenspaces

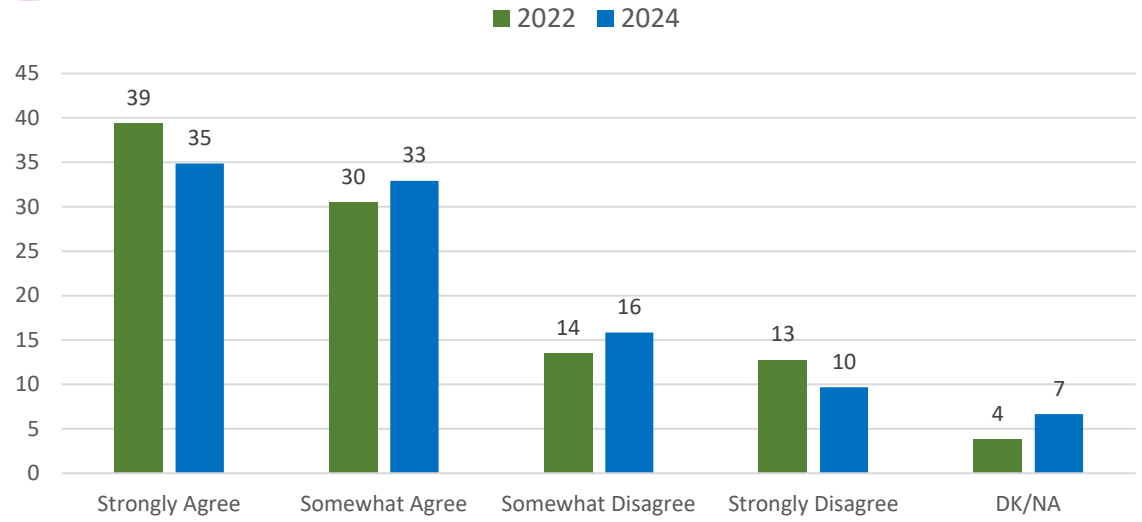


Tackling Climate Change

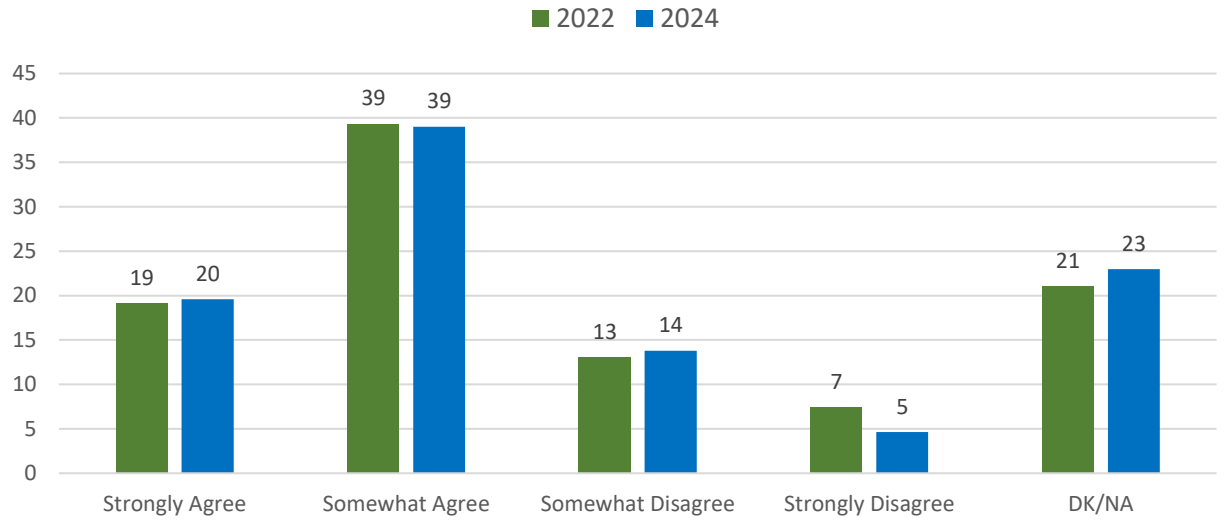


Interacting with the City of Markham

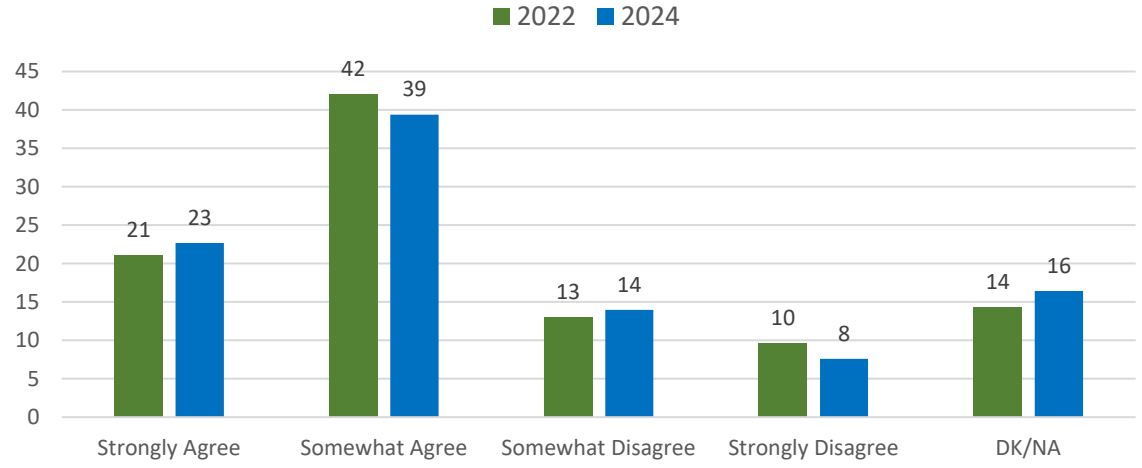
You know whom to contact at the City if you have an issue



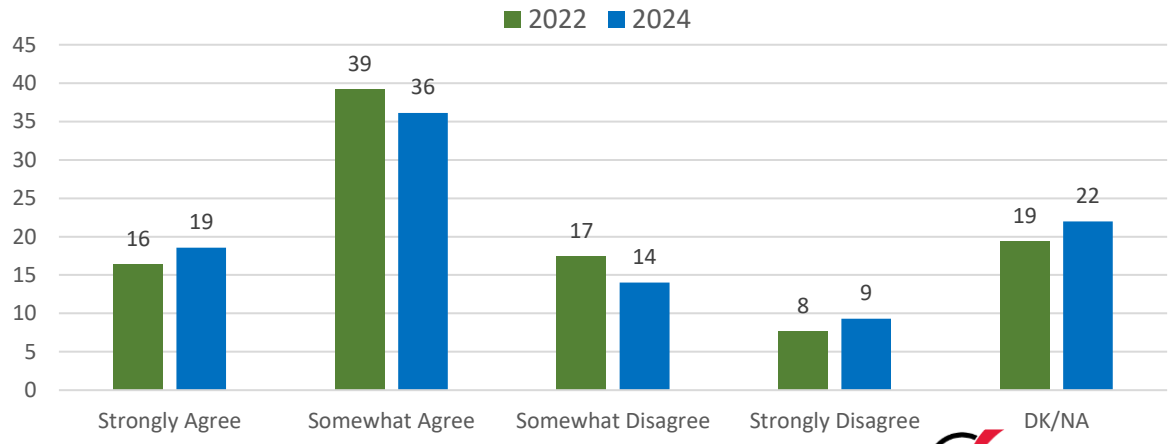
The City is responsive to bylaw complaints



Elected officials are approachable and easy to connect with



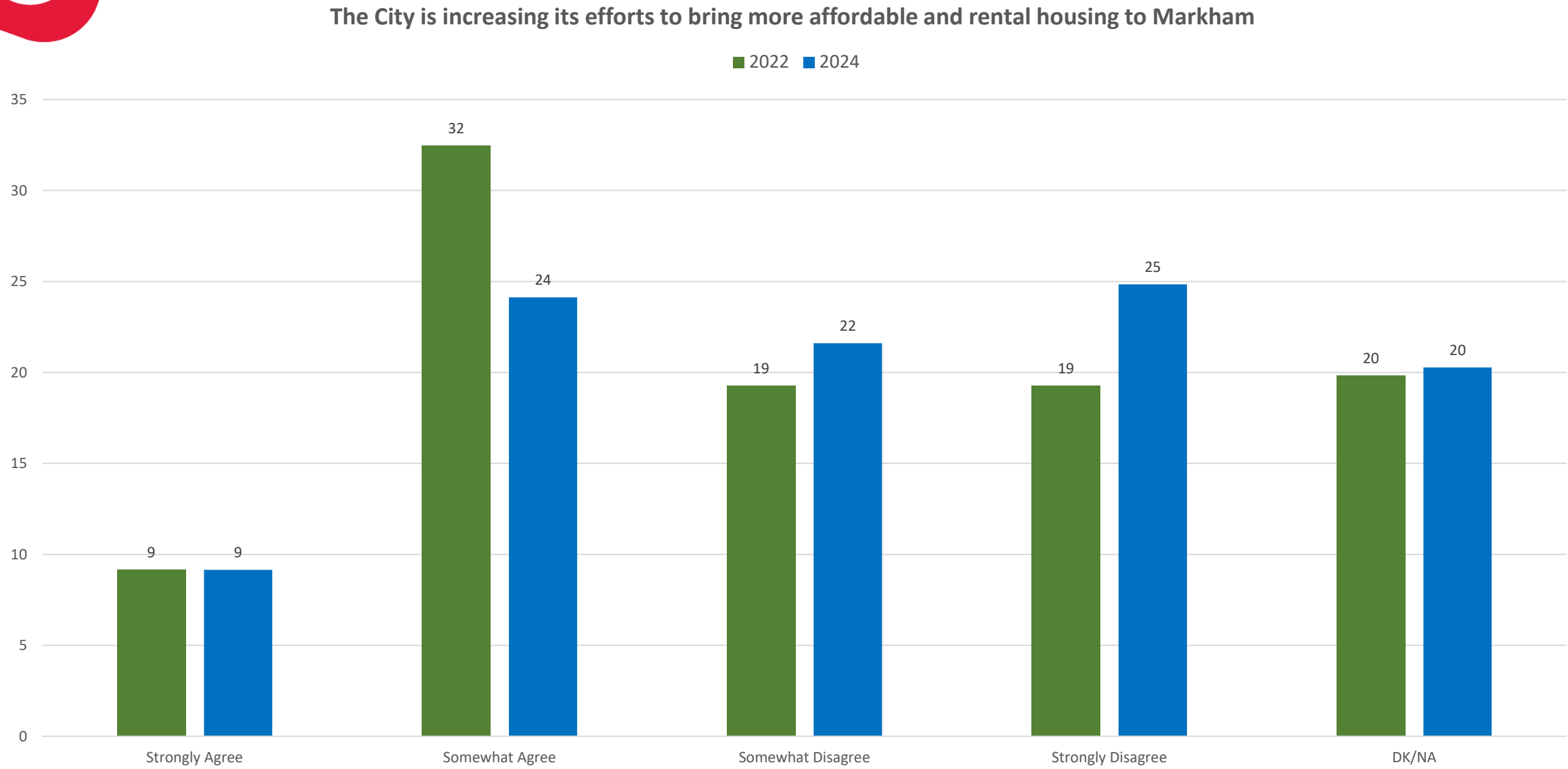
The City deals with citizen complaints and/or concerns in a timely manner



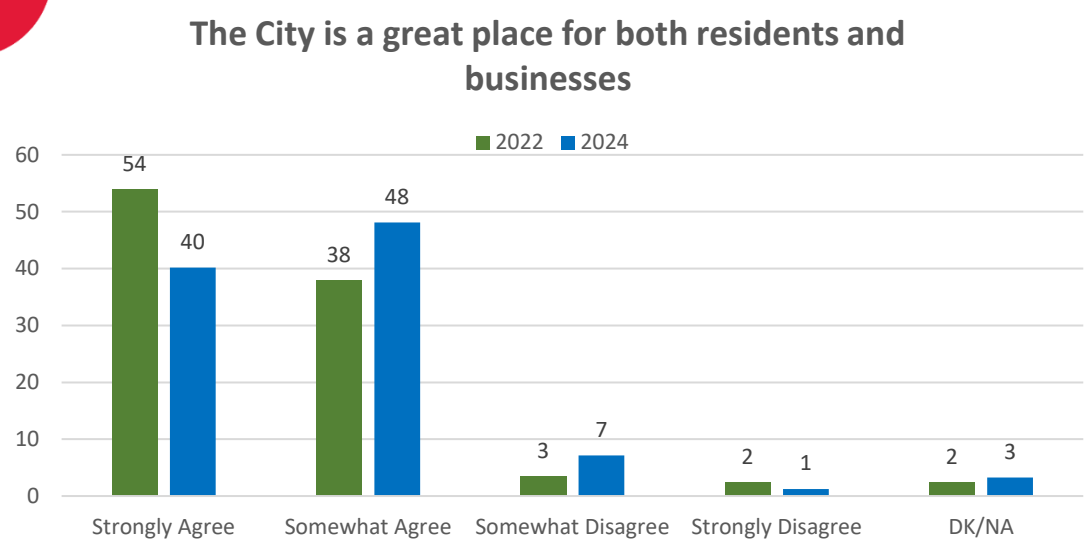
Detailed Results (cont'd)

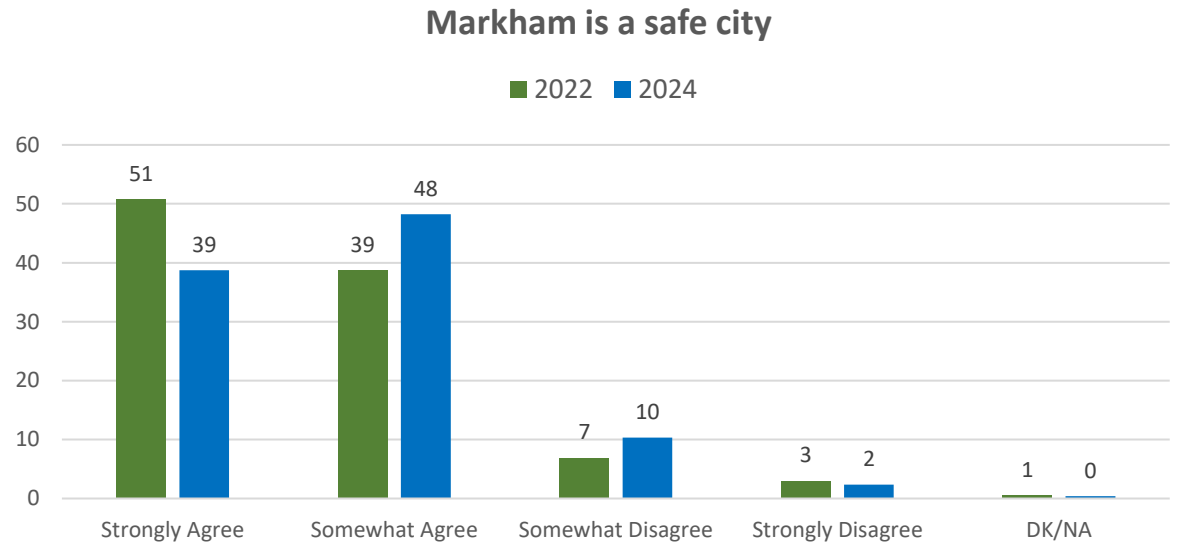
- Areas worth monitoring where results are more concerning:
  - Markham's efforts to bring affordable and rental housing to the City
  - Great place for both residents and businesses (down 14 points)
  - Markham is a safe city (down 12 points)
  - Roads in good condition (down 10 points)

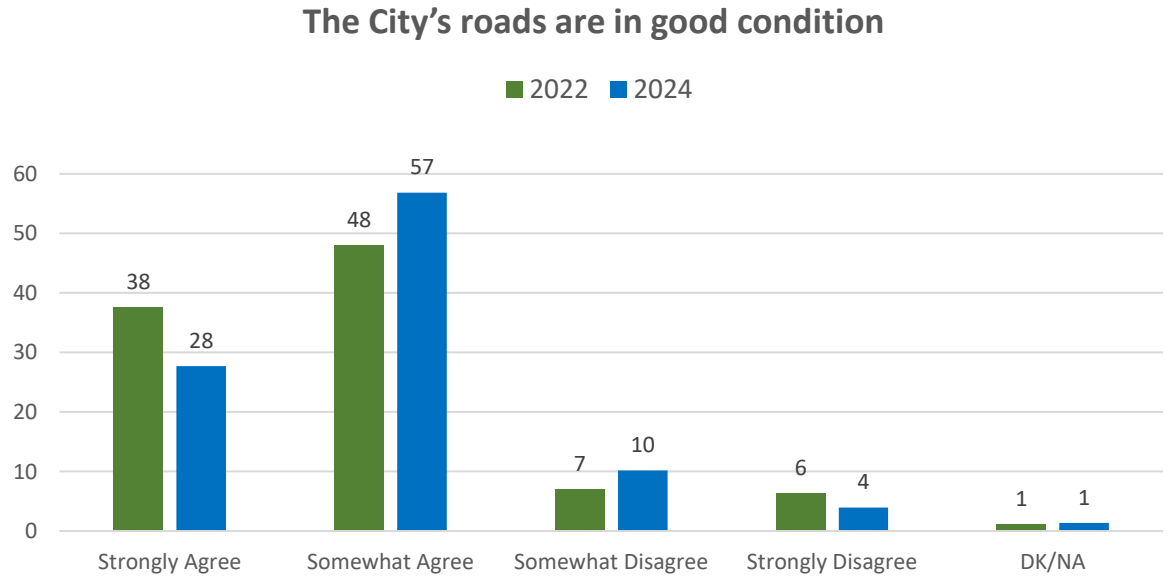
Increasing efforts for affordable/rental housing



Significant Declines since 2022







Summary of Results

- There is enthusiasm about life in Markham
- Attitudes are generally positive with respect to many services and programs
- Attitudes are relatively stable between 2022 and 2024
- There are a few concerning results which may bear watching and/or addressing
  - Efforts to bring affordable housing to Markham
  - Good place for both residents and businesses
  - Safe city
  - Roads in good condition

Thank you!



City of Markham

2024 Highlights

MARKHAM
IS MORE

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.

Our Mission Statement

Working with the community to provide high-quality municipal services that meet, if not exceed, the expectations of residents and businesses.

Our Vision

Markham, the leading Canadian municipality – embracing technological innovation, celebrating diversity, characterized by vibrant and healthy communities – preserving the past and building the future.

Building Markham's Future Together 2020-2026

Four goals serve as the pillars of the City of Markham's strategic plan, Building Markham's Future Together 2020-2026.

Exceptional Services by Exceptional People	Engaged, Diverse, Thriving & Vibrant Community	Safe, Sustainable & Complete Community	Stewardship of Money & Resources



National Public Works Week celebration at Miller Yard.

Markham City Council (2022–2026)

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**



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Message from the Mayor



Markham is More, and in 2024, we showcased how much more we have to offer. Home to leading-edge innovation, thriving communities, and a diversity of people and places, Markham led the way once again in reaffirming itself as one of Canada's premier municipalities. The City of Markham continues to be resilient, innovative, and a fiscally prudent municipality. The achievements of the City of Markham in 2024 are a reflection of our commitment to delivering exceptional services. One of the highlights was the opening of York University's Markham Campus, it was a pleasure to welcome the first cohort of students to this iconic landmark.

We are proud to be Canada's most diverse city and to be home to residents representing a vast array of cultures and ethnicities from all over the world. Showcasing the history of the Chinese-Canadian community, Markham Museum's *Standing in the Doorway* exhibit, in partnership with York Region District School Board, has received numerous accolades and recognitions, including the Governor General's History Award for Excellence in Community Programming.

We are committed to our Truth and Reconciliation journey at the City of Markham and maintain our strong partnership with Eabametoong First Nation. In 2024, the City hosted the 50th Little Native Hockey League Tournament (LNHL), which saw over 5,000 young Indigenous athletes participate. The tournament also had an $8 million positive impact on Markham's economy. After such a resoundingly successful event, the City signed an agreement with LNHL to host the tournament in for the next three years.

Markham is committed to working alongside our federal and provincial partners, as well as the development industry, to streamline the review and approval process to build more homes. In 2024, we issued a record 4,216 building permits. We remain steadfast in our efforts to support our Housing Pledge in line the targets set for Markham by the Province of Ontario. As a City, we are committed to delivering a range of housing types to ensure everyone has a place to live.

Following the success of our flood control and stormwater enhancement program in Thornhill we have expanded the program to Markham Village. Developing complete communities with parks and trails remains a priority. In 2024, we completed the Markham Centre Trail, from Warden Avenue and Enterprise Boulevard to Verclaire Gate, with the next phase now in the design stage, running from Highway 7, north to Apple Creek Boulevard and west to McIntosh Drive.

As Mayor I have been a strong advocate for changes to recent Provincial legislation that had a significant financial impact to municipalities. After months of engagement with the Provincial government, in June of 2024 the Province reversed key aspects of legislation which reduced the potential financial impact to Markham's budget by $56 million.

2024 marked the 230th anniversary of our community—for 230 years we have lived up to our City's motto *leading while remembering*. Markham is undoubtedly a great place to live, work, and raise a family. Every week I witness how proud people are to call Markham their home. Markham is more, thanks to each and every one of you for making it so.

Frank Scarpitti

Frank Scarpitti
Mayor

Message from the CAO

The City of Markham is an award-winning municipality committed to delivering high-quality programs and services. We are a City focused on fostering a culture of innovation and modernization, delivering exceptional services by exceptional people, while providing good value for the tax dollar. I am delighted to present you with a report showcasing our accomplishments from 2024.

The City is well on its way to accomplishing the goals and actions identified in our Strategic Plan. In 2024, we approved our updated strategic plan, which features several new actions. Thank you to Members of Council and the public for their valuable feedback during our consultation process.

In 2024, the City launched the Good Neighbour Guide, providing important information on City services and programs, along with beneficial community living tips, in an all in one easy to access document. Through Celebrate Markham, we provided $276,000 in funding to 57 applicants, supporting community events and festivals that bring our residents together and create a sense of belonging in our City.

We received $58.8 million from the Housing Accelerator Fund to support the delivery of 1,641 residential units in Markham. Last year, we also had a record-breaking year in issuing building permits, reflecting our commitment to supporting the development of homes and infrastructure. We also launched our Transportation Master Plan Study, which will help us create new policies and strategies that support growth while ensuring that our transportation network is sustainable, accessible, and effective.

Our Excellence through Efficiency and Effectiveness (E3) program saved over $700,000 in negotiated savings during procurement processes and had $36.2 million in cumulative savings and revenue enhancements, allowing us to reinvest in the services and programs that matter most to our residents. We launched the 2025-2029 Markham Multi-Year Accessibility Plan, highlighting our commitment to a barrier free Markham.

Here at the City of Markham, we have a passionate and hardworking group of city builders who prioritize the interests of our residents and businesses. In 2024, we were proud to once again be recognized as one of Canada's top employers on Forbes' annual list. The City of Markham also received the Canadian Award for Financial Reporting for the 23rd consecutive year and was also awarded Platinum certification from the World Council on City Data. In 2024, we also received a number of awards and accolades for many of our programs, services, and initiatives, including Project of the Year from the Ontario Public Works Association for our Enterprise Asset Management Data Model.

I am proud of the extraordinary progress in achieving the goals established in our strategic plan. I look forward to sharing more of our progress in 2026.



Andy Taylor
Chief Administrative Officer

Building Markham's Future Together

At the start of each new Council term, Markham Council and staff revisit the Strategic Plan to confirm the City's goals and objectives and identify key priorities for the term. *Building Markham's Future Together* (BMFT) establishes the City's vision, mission and values as the framework for both Council decision-making and day-to-day employee focus and ensures that resources are allocated to support the strategies and initiatives that help the City achieve its desired outcomes.





Exceptional Services by Exceptional People

We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.



Leveraging Technology

Successful launch of
City's new website
with improved services & focus on accessibility

21.1 million
views on social media

Launch of user-friendly
MappIT application
for information on development activity

Gift Cards that can be used for the purchase of **Recreation, Culture and Library Services**

11 citizen satisfaction service surveys
were undertaken

9.7 million
website visits

125,000
visits to YourVoiceMarkham and **16** new projects featured

5.5 million
average monthly views of City advertising on railway and highway digital screens

10 new digital information screens
in community centres

Modernized customer payment system
to enhance security and reliability of transactions



Service Excellence

Finance delivered **two municipal budgets** (2024, 2025) within calendar year

236
development applications approved

12,400
illegal signs removed by **By-Law and Regulatory Services**

9,501
emergencies and fires responded to by **Markham Fire and Emergency Services**

18 acres
of new parkland acquisition negotiated

Expanded **Active School Travel Program** and launched the development of a **School Zone Safety Guide**

94% positive outcome for lost cats, **98%** positive for lost dogs

Completion and launch of **Markham Multi-Year Accessibility Plan 2025-2029**

80% of residents agree that the City delivers quality services to residents

Recognitions



Platinum Level

Certification awarded to the City by WCCD for a **fifth consecutive year**

Project of the Year

from Ontario Public Works Association for Enterprise Asset Management – Data Model

Technology Showcase Award

from Ontario Public Works Association for Cityrover AI in road maintenance

Economic Developer Council of Ontario Award

for OVIN Demonstration Zone

CIO Award

for IT Innovation and Business Value

Markham Museum Standing in the Doorway:

Lived Histories and Experiences of the Chinese Community:

2024 Governor General's History Award for Excellence in Community Programming

2024 Canadian Museum Associations Outstanding Achievement in Audience Outreach Award

Ontario Museum Associations Award of Excellence in Programs

Archives Association of Ontario Institutional Award

Varley Art Gallery and Markham Public Art

win two Galleries Ontario awards for **Woodland Boogie Woogie 6** and **Lost and Found**

Municipality of the Year by Festivals & Events Ontario

Top Municipality 2024

Canada Day

Markham-Milliken Children's Festival

AppleFest



Engaged, Diverse, Thriving and Vibrant City

We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.

Engaged

Good Neighbour Guide
launched with helpful community living tips and information on City services & programs

80
City-organized community events

4.5 million items
borrowed and **1 million ebooks** borrowed at **Markham Public Library**

190,000
attendees and program participants to **Markham Museum, Markham Flato Theatre** and **Varley Art Gallery**

9.2 million visitors
to community centres, a 20% increase since 2023

35,000+
attendees at annual **Canada Day** celebration and **Markham-Milliken Children's Festival** events

6 unique exhibitions
hosted in 2024 at **Varley Art Gallery** with record attendance

Organized a Sports Equipment Drive
to support youth programming in Eabametoong First Nation

4 permanent and 8 pop-up
off-leash dog parks with **$2.8 million** allocated to date






Left to right: Markham-Milliken Children's Festival, "Markham is More" banners, LNHL tournament and Every Child Matters Flag raising.

Diverse

60 Proclamations
and community flag raisings commemorating dates of significance

$109,000
in **Starter Company** and **Student Summer Company** grants to 27 recipients

Girls in STEM
mentorship program at Markham Public Library & STEM Community Club partnership with York University Engineering

Launch of City's
'Markham is More'
banner program celebrating local heroes and places of attraction

Free seniors art workshop series offered by Varley Art Gallery

Hosted 50th anniversary of
Little Native Hockey League tournament
with record number of participants - $8 million positive economic impact to Markham

Celebrate Markham provided over
$276,000 in grant funding to 57 Applicants

Markham Museum & First Peoples Group completed phase one of
Markham Indigenous Histories Research Project

Newcomer Study Squad
at Markham Public Library to support newcomers to Canada





Premier Doug Ford, York University President and Vice-Chancellor Rhonda Lenton and Mayor Frank Scarpitti cut the ribbon to open York University Markham Campus (left), Olympics & Paralympics Celebration (middle), Roy Ramer Park (right).

Thriving

80
international, national, provincial & invitational events hosted at **Markham Pan Am Centre**

Officially opened York Region's first public university, **York University Markham Campus**

Supported the development of **1.7 million square feet** of employment space

4 new parks
totaling 28 acres

Hosted **Ontario Big City Mayors Fall Meeting** at Markham Civic Centre

Hosted an Olympics & Paralympics Celebration
featuring Canada's most-decorated male Olympian **Andre De Grasse**

Markham Centre Trail Phase 3
from Wardenview Park to Verclaire Gate completed

Launched new brand guidelines including City's secondary logo and slogan **"Markham is More"**

5 Local Business Area Profiles
created on the Markham Business website to facilitate data driven support for companies

Expanded Markham Park and Play Fun Tour bringing free activities and games to neigbourhood parks during the summer months



Safe, Sustainable and Complete Community

We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.

Safe

100% for Annual Drinking Water System Inspection
conducted by the Province

57 KM
of **Road Rehabilitation** completed

Maintained 100%
of all regulated timeframes for building code review

1,023 building investigations conducted and **321** violations issued

17 park playgrounds
refurbished to enhance accessibility

Completed consultations and design for traffic calming measures for **Carlton Road and Main Street Markham**

17,892 m²
of **Asphalt Maintenance** completed across 491 locations

31,392 KM
of **salting/plowing** completed over **32** events using **30** snow plows, **126** road plows and driveway machines.

6
new fire trucks and apparatus deployed

200+ Ontario Building Code training documents
updated for customers and the general public

87% of residents agree
that Markham is a safe city





Markham Cycling Day (left), Markham By-law Enforcement Officer (middle), and newly constructed wetland at Robinson Creek (right).

Sustainable

$6.4 million
in federal funding for green retrofits to Mount Joy Community Centre, Thornhill Community Centre and RJ Clatworthy Arena

800+
attendees at annual **Cycling Day**

80%
Waste Diversion Rate

8,500+ Trees and Shrubs
planted to create 4 hectares of forest

5-Year Corporate Energy Plan
that sets out energy reduction goals and pathways

$112.8 Million
invested to date in **flood control remediation** across Markham

Completed the Natural Heritage Management Study
that sets out to improve City-owned woodlands, wetlands and meadows.

City's first fully-electric Zamboni deployed
to Milliken Mills Community Centre

Launch of Ontario Vehicle Innovation Network Demonstration Zone
including introduction of eScooters and eBikes in Markham Centre







Scooty Demo Event (left), high-rise building under construction (middle, file photo), resident dropping off Styrofoam at Markham Recycling Depot (right).

Complete Community

4,216
new housing units building permits issued – **a new record for Markham!**

New 404 Mid-Block Crossing Construction
launched between Major Mackenzie & 16th Avenue

Completed transportation component **of Markham Road-Mount Joy and Milliken Centre Secondary Plans**

Completed business case for a **potential Markham station for the Federal High Frequency Rail program.**

Completion and council approval of **the Comprehensive Zoning By-law**

1,667
housing units occupancy permits issued

Launched Transportation Master Plan
study to develop policies to support growth including a micro-mobility strategy and complete street design guidelines

Initiated implementation of
$58.8 million Housing Accelerator Funding
designed to increase the supply and deliver 1,641 residential units across 7 initiatives.

Construction Launch of
Main Street Unionville Restoration

85% of residents agree
that Markham's roads are in good condition

Stewardship of Money and Resources



We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.

$36.8 Million
cumulative savings and revenue enhancements through **E3 Program,** a tax rate increase avoidance of 29%

31% Residents
enrolled in **eProperty Tax Online Billing**

A- rating
(highest ranked municipality in Ontario) for **municipal fiscal transparency from C.D. Howe Institute**

1,800+ water meters
repaired and replaced

13% increase
in City's advertising revenue and sponsorship portfolio

Procurement achieved **$728,000 in negotiated savings** and **$537,000 in negotiated cost avoidance**

$2.19 billion
of construction value reviewed & approved

Canadian Award for Financial Reporting
– 23rd Consecutive Year

Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
– 24th Consecutive Year

Hermes Creative Platinum Award
for 2024 Budget Book: A Strong Markham

Financial Information Return Recognition Award
from the **Government of Ontario**

71% of residents agree
that City services provide good value for their tax dollar

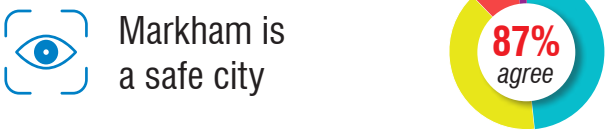


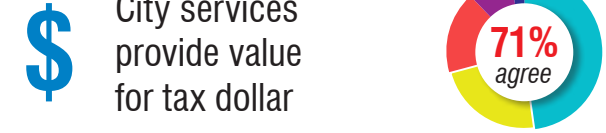
2024 Citizen Satisfaction Survey

93% residents
are satisfied with quality of life in Markham

We scored an "A" on:

Parks Design & Maintenance
State of our facilities
Diversity, Equity & Inclusion
Supporting Businesses
Services & facilities are accessible





We hear you...

Areas for further review:

- Responsiveness to resident complaints
- City's efforts to bring more affordable & rental housing
- Communicating Markham's sustainability efforts

Results are from a 2024 citizen satisfaction telephone survey of 300 residents, conducted by Armstrong Consulting on behalf of the City of Markham from July 30 to August 22, 2024. Margin of error +/- 5.7 percentage points, 19 times out of 20. Survey included additional questions. Full results available upon request.



















Key Services

- Animal Services
- Building Permits and Inspections
- Bylaw Enforcement
- Culture and Events
- Economic Development
- Fire Services
- Local Road Maintenance
- Markham Public Library
- Organic, Garbage and Recycling Collections
- Parks and Forestry
- Planning and Development
- Property Tax
- Recreation and Community Centres
- Waterworks Services

Learn more about the different roles of each tier of government at *markham.ca/About*



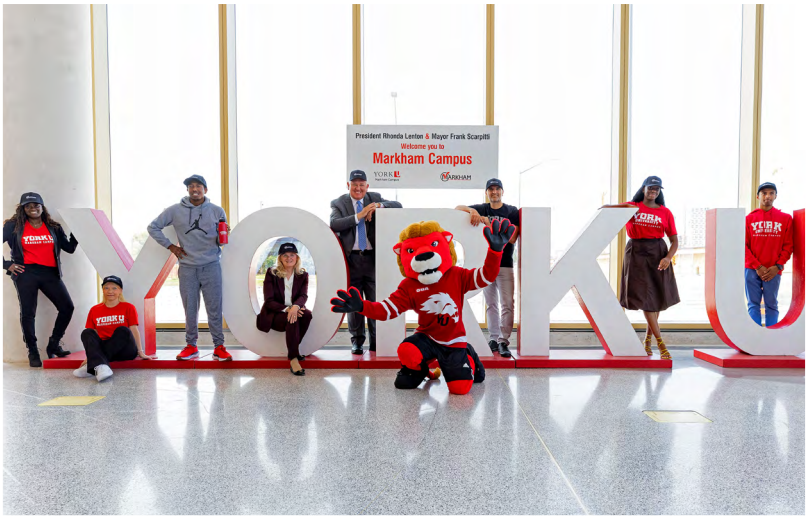











President Rhonda Lenton & Mayor Frank Scarpitti
Welcome you to
Markham Campus
YORK U
MARKHAM
YORK U








MAYOR'S
COFFEE
CART
United Way
Raffle & 50/50



Bird's-eye view of Celebration Park.

Markham Civic Centre
Anthony Roman Centre
101 Town Centre Blvd., Markham, ON, L3R 9W3
905.477.5530 | customerservice@markham.ca
markham.ca/StrategicPlan

MARKHAM



City of Markham

Fleet Operations Audit

March 14, 2025

MNP.ca

March 14, 2025

Mayor and Members of Council,

Pursuant to MNP LLP's ("MNP") appointment to provide Auditor General Services, I am pleased to present the Fleet Operations Audit report ("report") of the Auditor General for the City of Markham ("City"). To ensure the results of our review are balanced, we have provided in this report a summary of identified strengths, as well as observations and recommendations for improvement.

The audit work was substantially completed on October 30, 2024. The report was discussed with the City's Management, who have reviewed the report and provided their responses within. This report is provided to you for information and approval of the City's proposed action plans.

Based on the results of the audit, MNP found that there is a strong leadership structure and meeting cadence, established operational reporting that guides day-to-day management of activities, and the implementation of a new Enterprise Asset Management system that will provide the opportunity for management to leverage more fleet data. The City also has foundational information and analysis for the development of a low-carbon municipal fleet strategy. There are however a number of opportunities for improvement to enhance the efficiency and effectiveness of fleet operations.

MNP has identified continued improvement areas, including obtaining clarity with regards to roles and responsibilities between Fleet Operations and the fleet function within the Fire Department for optimal performance; conducting a review of financial reporting with the view to ensure that all costs, credits and allocations of all Fleet-attributable functions are appropriately reflected; augmenting strategy and business plans to incorporate more robust priorities, goals, objectives, corresponding actions and performance measures of Fleet Operations for regular monitoring and reporting; continuing to develop, identify and assess the data captured by various systems used by Fleet Operations and determine ways this data can be used to optimize performance; and enhancing certain templates and reports to assist with efficient and effective review and monitoring of Fleet Operations.

The report will be posted on the City's website and made available to the public after tabling to Council.

Sincerely,

Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP
Auditor General, City of Markham

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MNP

BACKGROUND

The City of Markham ("City") is a municipality with a population of approximately 369,000 residents, offering various services to its residents, including support programs, infrastructure, recreation, and cultural facilities. Markham strives to improve its transparency, efficiency, and effectiveness for the benefit of its residents.

The City's Operations Department – Fleet Division (referred to as "Fleet Operations" within this report), supports cross-functional operations within the City with a fleet of vehicles and equipment, currently operating 283 licensed vehicles and 717 non-licensed equipment across 15 divisions. These fleet assets have a life expectancy of five to ten years.

Fleet Operations functions include fleet tracking and monitoring, asset maintenance, vehicle remarketing, asset acquisition, and safety and compliance. Fleet Operations makes use of various fleet management tools to assist in the optimization of fleet lifecycle costs, facilitate a safe operating environment and support Markham's sustainability goals. Most recently, the City has implemented an Enterprise Asset Management system (called "Lucity") which Fleet Operations is able to utilize to manage its asset inventory, assess the condition of assets, and log, track and determine maintenance needs, and record fuel usage.

The City undertook this audit in order to evaluate the efficacy of fleet management, and identify potential opportunities for improvement to return enhanced value to the City.

OBJECTIVE

To assess the effective and efficient management and operation of the departmental vehicle and equipment fleet throughout its life cycle. Specifically, this audit assessed whether:

1. Fleet Operations services and functions are well governed and managed;
2. Fleet Operations expenditures (and recoveries) are made with due regard for economy and efficiency, providing good value for the City's taxpayers; and,
3. Appropriate procedures are in place to measure and report on the effectiveness of Fleet Operations services and functions.

SCOPE

The scope of this audit focused on:

1. **Governance and Structure Review** – including governance structure, organization structure (e.g., centralization of the fleet management function), management structure, performance/results management and decision-making, reporting and monitoring, and policy existence.
2. **Financial and Operational Results of Fleet Operations** – including key performance indicators and analysis of common standard performance measures for Fleet Operations and including the quality of and access to relevant data.
3. **Business Case Review** – including those developed for innovation initiatives, capital replacement and acquisition vs. rental decisions. Review will include business case structure, data, evaluation and decision criteria (objective and subjective), efficacy of calculations and analysis, review and approval protocols, and justification narrative.

Elements of Fleet Operations that are out of scope for this audit include detailed assessment of inventory, utilization of property, standard operating procedures, policy content, staffing assessments/compensation, insurance and licensing/regulatory.

RISKS

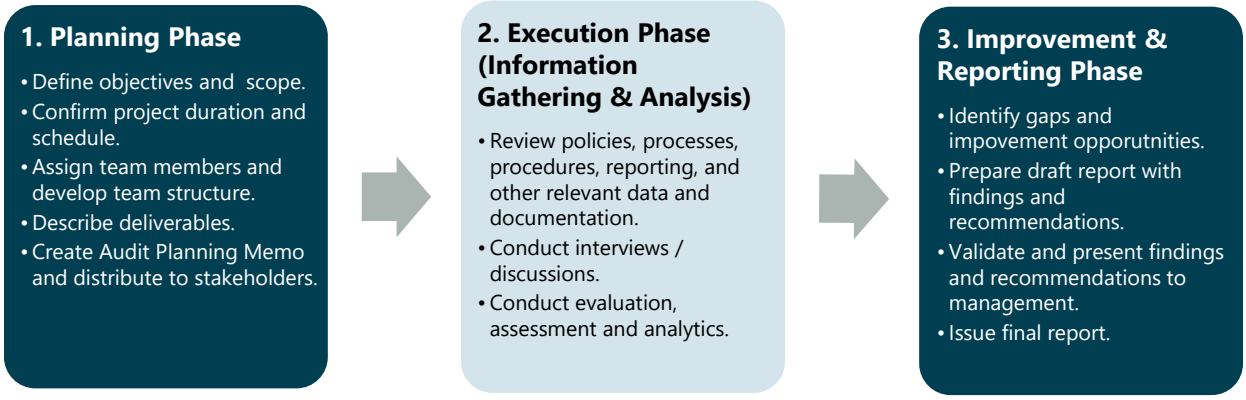
Given the stated objective, the following inherent risks[1] (i.e., potential risks) were identified and were considered which are typical for an audit of this nature.

- Fleet services and functions may not be well governed and/or managed resulting in inefficiencies or ineffectiveness in decision-making, reporting and monitoring, and policy development.
- Decentralization of the governance structure and/or organization structure may not align for effective or efficient management of the fleet operations and management function.
- Fleet expenditures are made without due regard for economy and efficiency and may are provide value for money.
- Uneconomic allocation of funds dedicated to procuring and maintaining fleet assets (total cost of ownership) may result in higher costs than necessary and budget overruns.
- Standard performance measures, targets or key performance indicators may not be set, tracked or monitored or trend analysis conducted to assist with assessing fleet performance or for continuous improvement.
- Limited access to relevant and/or quality data or the tools/systems required in order to conduct trend analysis, assess performance or make informed operational and managerial decisions.
- Procedures or processes may not be in place to assist in the measurement and reporting on the effectiveness of Fleet services and functions.
- Standard processes and procedures may not be in place, or quality data not available, to enable the effective and efficient use of business cases, calculations, and other similar analyses when conducting assessments of new initiatives, capital replacements, and other business decisions.

[1] *The risk derived from the environment without the mitigating effects of internal controls - **Institute of Internal Auditors**. For clarity, this is a list of typical potential risks that were identified at the outset of the audit.*

Approach

In accordance with MNP's audit methodology, the high-level work plan included the following phases:



Audit Team

The audit was carried out by the following MNP team:

Geoff Rodrigues, Auditor General	Provided expertise in assessment methodology, directed the MNP team in all stages of the audit, and ensured that firm and professional quality assurance standards were maintained.
Veronica Bila, Engagement Delivery Partner	Oversaw all aspects of the engagement and reviewed results.
Jason Hails, Subject Matter Expert	Provided expert knowledge on fleet management, governance, and business case analysis.

Strengths

In conducting the audit, MNP noted the following strengths with respect to the City's fleet management practices and activities:

Governance and Management Structure	Fleet Operations has a strong leadership structure with personnel at the Manager, Senior Manager and Director, Operations hierarchy levels. The meeting cadence is also strong, allowing for appropriate levels of review and approval among various staff and levels of management, up to the Commissioner, Community Services and the Chief Administrative Officer. The leadership structure in place and meeting cadence observed allows for effective management review, feedback and decision-making through Fleet Operations budgeting and day-to-day functions.

Operational Reporting	Fleet Operations maintains a set of financial and operational reporting that guides budget variance monitoring and day-to-day management activities. There are also other reports that are generated and reviewed for Fleet Operations management. All of these reports provide useful inputs for day-to-day management and ultimately for analysis and decision-making purposes to evaluate the composition of the fleet itself, efficient stockroom inventory levels, work order management, and vendor management.
Ability to Start to Access Systems and Data	Although Lucity is a relatively new system utilized by Fleet Operations, this Enterprise Asset Management system offers Fleet Operations with the opportunity to start to leverage data, develop performance measures and monitor performance over time.
Business Cases for New Fleet Purchases	Fleet Operations conducts evaluative exercises and maintains standard administrative procedures to assess options and justify fleet purchases and procurement of vehicles, equipment and related services. While the City has general policies that govern asset replacements, Fleet Operations takes a prudent approach by evaluating, through a business case, the specific asset that may be subject to replacement by determining an optimal course of action by balancing maintenance costs, remaining life and salvage value against the cost of replacement. The framework for business case evaluation is evident, with strong policies, developed templates and robust review and approval procedures.
Foundation for the Development of a Low-Carbon Municipal Fleet Strategy	In July 2023, the City engaged Dunsky Energy + Climate Advisors ("Dunsky") to produce a "Low-Carbon Municipal Fleet Strategy". The scope of Dunsky's report, delivered at the end of September 2024, was to "recommend a comprehensive municipal low-carbon fleet strategy that is effective, realistic, and informative, while meeting all federal and municipal emission targets in the next few decades". The Dunsky report is a thoughtful and comprehensive report and provides the foundational information and low-carbon considerations for the City to develop and implement its own Municipal Fleet Strategy. We understand that the report and the City's strategy and plan will be presented to Council in the upcoming months.

MNP

SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

To enable the City to set priorities in their action plans, we have reported our observations in one of three categories, "Low", "Medium" or "High" based on our assessment of the significance (i.e., impact and likelihood of occurrence) of each observation, as follows:

Rating	Description
Low	The observation is not critical but should be addressed in the longer term to improve economy, efficiency or effectiveness of the function (i.e., 6 to 12 months).
Medium	The observation represents a weakness in economy, efficiency or effectiveness, which could have or is having an adverse effect on the ability to achieve service or performance objectives. The observation requires management action within the short-to-intermediate term (i.e., 3 to 6 months).
High	The observation represents a weakness in economy, efficiency of effectiveness, which could have or is having a major adverse effect on the ability to achieve service or performance objectives. The observation requires immediate management action (i.e., 0 to 3 months).

A high-level summary of our observations and recommendations can be found in the table provided below with detailed observations and recommendations found in **Appendix A**.

Ref	Summary Observations and Recommendations	Priority		
		H	M	L
1	**Fleet Operations and the Fire Department** During the audit, it was noted that there is a current lack of clarity with regards to roles and responsibilities between Fleet Operations and the fleet function within the Fire Department (referred to as Fire Fleet in this observation). There are different sets of perceived requirements between the two units and outstanding questions about the optimal degree to which Fire should operate independently versus adhering to a more centralized Fleet Operations structure. Central to the lack of clarity is the application of centralized Fleet Operations' policies and procedures to Fire Fleet operations, and the level of collaboration to facilitate efficient and effective fleet operation services. A centralized fleet operations structure and governance model should be maintained, however, the roles, responsibilities and approval processes between Fire Fleet and Fleet Operations should be reviewed and clarified for optimal performance. This should include policies and processes, consideration of a simple service level agreement, and enhanced collaboration.			

MNP

Ref	Summary Observations and Recommendations	Priority		
		H	M	L
2	**Financial Reporting - Cost Allocations and Credits** During the audit, we identified that the Fleet Operations monthly internal financial report does not represent a full costing of Fleet Operations, as it does not include all costs and credits for Fleet Operations functions. Conduct a review of the Fleet Operations' monthly internal financial report with the view to ensure that all costs, credits and allocations of all Fleet-attributable functions are appropriately reflected.			
3	**Fleet Operations' Strategy, Business Plans, Goals and Performance Measures** While business planning is conducted at the Fleet Operations level with support from the Operations Department, strategic planning is conducted only at the Operations Department level, with no strategic or detailed plans, goals and performance measures at the sub-division (i.e., Fleet Operations) level. A Fleet Operations strategy and business plan should be augmented within the Operations Departmental Business Plan, incorporating the priorities, goals and objectives of the City and the Operations Department, as well as corresponding actions and performance measures of Fleet Operations for regular monitoring and reporting, working within and following the City's standard planning processes and timelines. In developing the Fleet Operations strategic and business plans, existing documents could be built-upon by adding specific Fleet Operations strategy, plans, goals, and performance measures.			
4	**Data and Performance Measure Reporting** Standard City practice includes management reporting on an annual basis of the performance measures set in the Operations Departmental Business Plan, however, there are no active reports throughout the fiscal year that provide regular monitoring, tracking or reporting against other performance measures or key performance indicators (KPIs). Continue to assess the data captured by the various systems used by the City and determine ways this data can be further developed, analyzed, and incorporated for optimized performance, as well as presented regularly to senior leadership and Council. The data and reports developed should integrate into the performance measures that are set as per Fleet Operations strategic and business plans.			
5	**Capital Budget Contingency** While the City uses the contingency limit as a conditioning exercise to encourage a focus on the impact of budgeting and project overruns, it appears that the contingency allowance threshold of $250,000 was put in place many years ago and may not be adequate for the size and scale of the City's portfolio. If this limit is too low, the City may not achieve the right balance of project control (through discussion/review when			

Ref	Summary Observations and Recommendations	Priority		
		H	M	L
	limits are exceeded) and administrative efficiency, whereby projects are permitted to proceed without the need for incremental review. While the specific threshold limit of the Contingency amount is not an overly restrictive constraint given overrun accounting and the replenishment process, a detailed root cause analysis of project overruns should be conducted, and where overruns are deemed excessive, the City should implement solutions to improve accuracy and accountability for the capital budgeting and project management processes. Solutions could include the application of contingencies for specific categories of capital, incremental training, and revised review procedures. Consider also developing a more appropriate contingency level based on accepted industry thresholds to help streamline project review and decision-making.			
6	**Business Case Financial Analysis Templates** Upon review of the financial analysis template that accompanies business cases, and the completion of two different business cases (i.e., Vehicle Electrification and Rent vs Buy of Seasonal Vehicles), we noted that the template and analysis, which uses Excel, was conducted on an ad-hoc basis, with no clear instructions or explanations of embedded methodology or calculation inputs or results, rendering the financial analysis difficult to understand. Financial analysis templates should be developed and implemented in MS Excel for Departments to use for common (and unique when needed) procurements and expenditures.			
7	**Reporting Improvement Opportunities** During review of certain management reports, we noted that improvement opportunities could be made to enhance certain reports' frequency and their contents to assist with efficient and effective review and monitoring of Fleet Operations.			

RECOMMENDATIONS

The Auditor General recommends that:

1. The Fleet Operations Audit Report be received; and,
2. That staff be authorized and directed to do all things necessary to give effect to this resolution.

ACKNOWLEDGEMENT

We would like to express our appreciation for the collaboration and efforts made by City personnel, as their contributions assisted in ensuring a successful audit engagement. City staff provided the Auditor General with unrestricted access to all activities, records, systems, and staff necessary to conduct this review freely and objectively.

APPENDIX A – DETAILED OBSERVATIONS AND RECOMMENDATIONS

#	Observation	Rating	Recommendation	Management Response
1	**Fleet Operations and the Fire Department** During the audit, it was noted that there is a current lack of clarity with regards to roles and responsibilities between Fleet Operations and the fleet function within the Fire Department (referred to as Fire Fleet in this observation). There are different sets of perceived requirements between the two units and outstanding questions about the optimal degree to which Fire should operate independently versus adhering to a more centralized Fleet Operations structure. Central to the lack of clarity is the application of centralized Fleet Operations' policies and procedures to Fire Fleet operations, and the level of collaboration to facilitate efficient and effective fleet operation services. For example: 1. The Fire Department maintains a separate budget from Fleet Operations, however, the Fleet Operations' internal financial reports include fire fleet costs for almost all line items but excluding Oil & Lubricants (account #4310), Vehicle Parts (account #4320) and External Vehicle Maintenance (account #5420). This separation of budgets and co-mingling of some financial cost reporting can cause confusion on accountability for budget variances and cost overruns and lack of clarity on responsibilities. 2. Fire Fleet purchases are made both independently and sometimes with support from Fleet Operations. This could cause inconsistent application of policies and processes (i.e., procurement policies, approvals, business cases for new purchases, etc.). In addition, capital expenditure approval requirements among Fire and Fleet staff/leadership have been noted to cause confusion and subsequent questioning of the appropriateness of the approval authority. The lack of clarity between Fleet Operations and Fire Fleet may impact the overall effective and efficient management of fleet	**Medium**	A centralized fleet operations structure and governance model should be maintained, however, the roles, responsibilities and approval processes between Fire Fleet and Fleet Operations should be reviewed and clarified for optimal performance. This should include the following areas: **Policies and Processes:** • Review and complete a rationalization of policies, processes and procedures that govern Fleet Operations and determine application to Fire Fleet functions. Document which policies apply to Fire Fleet, and what are allowable exceptions based on Fire Fleet's unique needs. • To avoid decision-making conflicts, ensure consistency, and for right-sized applicability, review and refine procurement, business case, decision-making policies, and spending authorities based on an appropriate balance of the needs of each the Fire Fleet and Fleet Operations. • Rationalization and clarification of staff roles and responsibilities for all Fleet Operations and Fire Fleet staff that work together (i.e., who does what, when and why). • Validation and potential adjustment to budgeting and reporting structures that overlap Fire Fleet and Fleet Operations, with the objective of leveraging the expertise of Fire Fleet staff, Fleet Operations, Procurement and Finance to best provide budget and cost accountability between the two units.	City staff agree that the centralized fleet operations structure and governance model should be maintained. Where resources permit, we will review and document the roles, responsibilities, and approval processes as part of ongoing continuous improvement efforts. **Policies and Processes:** The Corporate Fleet policies were last updated in 2022 with Fire Services included in the policy working group and subsequently signed off. The current policies and processes are applied across the City and currently allow exceptions for specific stakeholders, provided they remain in compliance. All policies and processes are subject to regular reviews, during which stakeholder feedback will be considered for further customization. **Service Level Agreement:** Fleet Operations will seek opportunities to establish a Service Level Agreement with Fire Services including clarification on roles and responsibilities for all Fleet Operations and Fire Fleet Staff.

#	Observation	Rating	Recommendation	Management Response
	operations, especially any efficiencies that can be gained through a centralized fleet model, as well as consistency in policy, procedures and processes, and financial accountability.		**Service Level Agreement:** • Where practical, consider the establishment of a simple service level agreement (SLA) between Fleet Operations and Fire Fleet, where Fire Fleet is an internal client of Fleet Operations. • The SLA should include performance expectations and accountabilities for each group. Formalize a simple process to manage and monitor SLA for performance and potential fine-tuning of scope and performance measures. **Collaboration:** • Enhance collaborative and open Communication channels between the groups to foster collaboration and efficiency. • Augment the current monthly Fleet/Fire meetings with agenda items (at least temporarily) that address progress of the above implementation initiatives.	**Collaboration:** Fleet Operations will maintain ongoing collaboration with Fire Services moving forward and will seek improvement opportunities to foster collaboration and accountability.
2	**Financial Reporting - Cost Allocations and Credits** During the audit, we identified that the Fleet Operations monthly internal financial report does not represent a full costing of Fleet Operations, as it does not include all costs and credits for Fleet Operations functions. Anomalies are noted as follows: • The Water Department pays for its own fuel, while Fleet Operations incurs and reports the fuel expense for all other departments in its monthly financial report. • Fire Fleet fuel is not always incurred by Fleet Operations, as sometimes the Fire Fleet will refuel at stations external to the City. • As mentioned in **Observation #1** above, certain Fire Fleet costs are included in the Fleet Operations monthly financial report, whereas others are not.	**Medium**	Conduct a review of the Fleet Operations' monthly internal financial report with the view to ensure that all costs, credits and allocations of all Fleet-attributable functions are appropriately reflected. This will allow Fleet Operations to standardize reporting that better reflects Fleet Operations' functions and enable performance comparisons/benchmarking to other Fleet management entities.	City staff recognize the importance of regularly reviewing and analyzing financial information. As part of ongoing continuous improvement efforts, we will consider any necessary updates to tools and templates to ensure that adequate and relevant information is captured.

<table>
<tr><th>#</th><th>Observation</th><th>Rating</th><th>Recommendation</th><th>Management Response</th></tr>
<tr><td></td><td>

Charger Operating & Maintenance costs from the Civic Centre are not included in the Fleet Operations monthly financial report, while other Charger costs are.
The Fleet Operations monthly financial report is not allocated insurance costs related to the fleet it manages.

By not allocating all costs and credits for Fleet functions, the City will not have a true picture or full costing of all Fleet Operations costs which may impact decision-making, as well as not knowing the full extent of expenditures, variances to budgets, and other financial implications.
</td><td></td><td></td><td></td></tr>
<tr><td>3</td><td>
<u>Fleet Operations' Strategy, Business Plans, Goals and Performance Measures</u>

While business planning is conducted at the Fleet Operations level with support from the Operations Department, strategic planning is conducted only at the Operations Department level, with no strategic or detailed plans, goals and performance measures at the sub-division (i.e., Fleet Operations) level.

Upon review of the 2024 Operations Departmental Business Plan, we noted the following:

The 2024 plan includes a cascading set of goals, objectives, actions and performance measures as follows:
<table>
<tr><th>Goals/Objectives/Actions/ Measures</th><th># of Goals/Objectives/Actions/ Measures</th></tr>
<tr><td>Goals</td><td>4</td></tr>
<tr><td>Strategic Objectives</td><td>13</td></tr>
<tr><td>Departmental Objectives</td><td>12</td></tr>
<tr><td>Departmental Action</td><td>47</td></tr>
<tr><td>Performance Measures</td><td>22</td></tr>
</table>
Fleet Operations is only noted in a limited fashion in this Departmental business plan. The discreet references to Fleet Operations in the 2024 Operations Plan are as follows:

</td><td>Low</td><td>
A Fleet Operations strategy and business plan should be augmented within the Operations Departmental Business Plan, incorporating the priorities, goals and objectives of the City and the Operations Department, as well as corresponding actions and performance measures of Fleet Operations for regular monitoring and reporting, working within and following the City's standard planning processes and timelines.

In developing the Fleet Operations strategic and business plans, existing documents (i.e., the Operations Departmental Business Plan) could be built-upon by adding an appendix with specific Fleet Operations strategy, plans, goals, and performance measures, and considering the following items listed below:

Strategic Planning:

Incorporate a multi-year approach in alignment with broader City plans and articulate clear medium to longer term strategy and objectives for Fleet Operations.

</td><td>
City staff acknowledge the benefits for an expanded strategy, business plan, and performance measures for Fleet Operations. As part of ongoing continuous improvement efforts, we will evaluate the best available information and integrate it into the Departmental Business Plan to provide clear goals and objectives.

Strategic Planning:
Although Fleet Operations does not have a distinct strategic plan, the key principles underpinning fleet operations, including replacement, and redeployment of fleet vehicles are covered under our Corporate Fleet Management & Maintenance Policy. Furthermore, any decisions with financial implications are supported by a multi-year approach (Lifecycle Planning) and ongoing conditional assessment.
</td></tr>
</table>

<table>
<tr><th>#</th><th>Observation</th><th>Rating</th><th>Recommendation</th><th>Management Response</th></tr>
<tr>
<td></td>
<td>

Goal 3 - Safe, Sustainable and Complete Community – while there is no narrative of objectives or actions specifically for Fleet Operations, there are two performance measures related to Fleet, as follows. We are not aware of regular reporting of these two performance measures.

<table>
<tr><th>Departmental Performance Measures in Support of Goal</th><th>2019</th><th>2020</th><th>2021</th><th>2022</th><th>2024 Target</th><th>Long-term Target</th><th>LT Target Year</th></tr>
<tr><td>% of fleet utilizing hybrid technology (light duty vehicles under 10,000 lb GVW)</td><td>16%</td><td>16%</td><td>16%</td><td>10%</td><td>15%</td><td>15%</td><td>2024</td></tr>
<tr><td>Licensed fleet availability (in service rate in %)</td><td>95%</td><td>95%</td><td>95%</td><td>95%</td><td>95%</td><td>95%</td><td>2024</td></tr>
</table>

Goal 4 - Stewardship of Money and Resources – Fleet Operations is noted in one goal/objective/action, with one performance measure associated with the action, as follows. We are not aware of regular reporting of this performance measure.

<table>
<tr><th>Goal</th><th>Departmental Objective</th><th>Departmental Action</th></tr>
<tr><td>2. Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.</td><td>Address impacts of growth on programs, services, and the bottom line.</td><td>Continue to implement effective fleet life cycle strategies, including optimal replacement interval review.</td></tr>
</table>
<table>
<tr><th>Departmental Performance Measures in Support of Goal</th><th>2019</th><th>2020</th><th>2021</th><th>2022</th><th>2024 Target</th><th>Long-term Target</th><th>LT Target Year</th></tr>
<tr><td>Average annual operating cost per licensed unit in Fleet under 10,000 lb GVW</td><td>$5,800</td><td>$5,800</td><td>$4,751</td><td>$4,751</td><td><$6,000</td><td><$5,000</td><td>2024</td></tr>
</table>
Further, upon review of the Draft 2025-2027 Operations Departmental Business Plan, we noted that the 2025-2027 plan, as currently drafted, contains no performance measures, and only one reference to Fleet Operations, as follows:
</td>
<td></td>
<td>
Business Planning:

Either include detailed Fleet Operations objectives and actions in the Operations Departmental Business Plan to drive accountability and expected results or develop a discrete Fleet Operations Business Plan that aligns with the higher level Operations plan.

Economy and Efficiency Objectives:

Include economy and efficiency objectives for Fleet Operations in Operations business plans, with corresponding actions and performance measures. Incorporate SMART principles into the performance measures (specific, measurable, achievable, relevant, timely).

Green Fleet/Vehicle Electrification Strategy and Objectives:

Include the City’s strategy, objectives, actions and performance measures related to vehicle electrification and green fleet initiatives.

Performance Measures:

Develop and implement a rationalized suite of Fleet Operations performance measures.
Examples of common Fleet Operations performance measures that could be developed as part of the City’s strategic and business planning are:

Fleet Utilization

Up/downtime
Hours in service

Total cost per kilometer

</td>
<td>
Business Planning:
The City currently consolidates division business planning into the Departmental Business Plan with alignment to the Corporate Strategic Plan. Fleet Operations is part of the Operations department, with business planning managed within the same hierarchy. In the 2026 Operations business plan update, City Staff will consider opportunities to enhance specific focus on Fleet Operations.

Economy and Efficiency Objectives:
Fleet Operations will explore the potential of utilizing the Asset Management System (EAM) to develop performance measures and incorporate SMART principles.

Green Fleet/Vehicle Electrification Strategy and Objectives:
Fleet Operations will continue in exploring market opportunities for Green Fleet initiatives in collaboration with the Sustainability and Asset Management Department and will incorporate the future Council-approved City Green Fleet strategy deliverables into department business plans.
</td>
</tr>
</table>

#	Observation	Rating	Recommendation	Management Response
	• **Goal 3 – Safe, Sustainable and Complete Community** **Goal**: 4. Protect and enhance our natural environment and built form. **Departmental Objective**: Protect natural and built infrastructure and enhance their resilience. **Departmental Action**: Participate in the development of a Green Fleet Strategy on City owned licensed vehicles. Note: at the time of conducting this report, the final version of the 2025-2027 Operations Departmental Business Plan had not yet been approved. During the audit, we also noted that Management conducted two reviews of Fleet Operations, dated 2015 and 2017 respectively. Upon review of each report, MNP observed similar themes (as contained within this report) with potentially beneficial options and recommendations for Fleet Operations to pursue in its pursuit of continuous improvement of economy, efficiency and effectiveness in management. By not having a Fleet Operations strategic plan, and business plan with specific and actionable goals, objectives and performance measures, there may be a lack of clear direction in what Fleet Operations should prioritize, resulting in less than optimal performance, inefficient and/or ineffective use of resources and time management. This could also lead to Fleet Operations not being able to identify and accurately report on their value to the City. In addition, not having clear strategic and business goals and objective may lead to inefficiencies or ineffectiveness in decision-making, reporting and monitoring and policy development. Setting of, tracking and reporting on performance measures will provide an opportunity for Fleet Operations to better understand its performance over time and benchmark against peer organizations.		o Fuel cost per kilometer or fuel efficiency o Emissions generated o Total cost of ownership o Preventative maintenance on-time completion rate o Work order time to repair o Utilization of mechanics o Repair costs per vehicle o Number of safety incidents o Safety incident rate per kilometer o Compliance with regulations (e.g. inspections, licensing, etc.) o Fleet inventory turnover o Customer satisfaction • Among the measures selected, with Fleet servicing a number of Markham departments, MNP recommends that Fleet Operations implement a customer satisfaction metric based on internal customer surveys. • Consider incorporating data that Fleet Operations already obtains from various existing reports into the development of key performance measures, such as EV costs, charger use and fueling reports. **Previous Fleet Operations Reviews:** • Fleet Operations should review the prior management-conducted review reports and re-assess the options and recommendations included therein (i.e., related to upgrades to systems, processes and the structure of Fleet Operations) which could be built into future strategic and business plans.	**Performance Measures:** Fleet Operations will continue to explore the opportunity to leverage the EAM System to develop and report on performance measures. **Previous Fleet Operations Reviews:** City staff will continue to take options and recommendations into consideration when establishing future strategy and business goals.

#	Observation	Rating	Recommendation	Management Response
4	**Data and Performance Measure Reporting** Standard City practice includes management reporting on an annual basis of the performance measures set in the Operations Departmental Business Plan, however, there are no active reports throughout the fiscal year that provide regular monitoring, tracking or reporting against other performance measures or key performance indicators (KPIs). We do note that the City has either recently implemented (or is in the process of implementing) a number of systems that are starting to gather data that will assist Fleet Operations in managing its business, including the following: • An Enterprise Asset Management system ("Lucity") has been recently implemented, which includes the fleet database, and which is capable of geographic information system (GIS) technology integration for detailed mapping and special analysis of assets. Fleet Operations plans to implement integrated GIS with Lucity to enhance potential functionality in the areas of real-time tracking, geofencing, route optimization and compliance/reporting. • An Automatic Vehicle Location ("AVL") system is in the process of being implemented. The AVL is planned to include a data layer that can be pulled into Lucity, which has Fleet Operations thinking about enhanced data and analysis capabilities for vehicle tracking. • "MyTankInfo" which is a mobile-friendly dashboard that provides Fleet Operations with access to fuel level data, tank alarm information, and compliance reporting tools. Without clean and detailed data, Fleet Operations will not be able to set standard performance measures or targets, track or monitor KPIs, conduct trend analysis to assist with assessing fleet operations performance to make informed operational and managerial decisions,	**Low**	Continue to assess the data captured by the various systems used by the City and determine ways this data can be further developed, analyzed, and incorporated for optimized performance, as well as presented regularly to senior leadership and Council. The data and reports developed should integrate into the performance measures that are set as per Fleet Operations strategic and business plans (refer to **Recommendation #3** above). The following should also be considered: • Once performance measures have been established, develop fit-for-purpose automated reports directly generated from the various systems so that data does not need to be manipulated into other formats (i.e., excel) which can increase the risk of error and inaccuracies. • Data analysis, tracking, monitoring and reporting should be done on at least a quarterly basis, and in alignment with other monthly or quarterly reports. Performance measurement reporting should be refined by reviewing the comprehensive hierarchical portfolio of reports, focusing not just on variance and status reporting, but also allowing for management variance and status explanations that will help direct the ongoing strategy and performance of Fleet Operations.	City staff acknowledge the need to assess and analyze the new and current data generated from the newly implemented EAM system. As part of ongoing continuous improvement efforts, we will evaluate the best available performance measures for Fleet Operations and integrate to the annual business plan reporting. **Performance Measures:** Fleet Operations will continue to explore the opportunity to leverage the EAM system in developing performance measures.

#	Observation	Rating	Recommendation	Management Response
	or continuously improve. Implementing data analysis activities will allow Fleet Operations to identify opportunities for improvement, and consequently develop and implement efficiency and effectiveness initiatives for improved service and performance.			
5	**Capital Budget Contingency** During the audit, it was noted that Fleet Operations included a $250,000 contingency allowance in their 2024 fiscal year budget to be used for capital budget overruns. At the time of our audit fieldwork (October 2024), the allowance was overdrawn by over approximately $2 million, with potential increase by the end of the year. With a capital budget reported in the Capital Status Departmental Review report of approximately $25 million in 'open' projects, the budgeted contingency of $250,000 represents 1% of total open capital projects, and the overdraw represents approximately 8% of open projects. The contingency is often fully subscribed, overages are recorded in capital overrun accounts, and the contingency is replenished twice per year through reserve funding. Based on our review, while the City uses the contingency limit as a conditioning exercise to encourage a focus on the impact of budgeting and project overruns, it appears that the contingency allowance threshold of $250,000 was put in place many years ago, and may not be adequate for the size and scale of the City's portfolio. If this limit is too low, the City may not achieve the right balance of project control (through discussion/review when limits are exceeded) and administrative efficiency, whereby projects are permitted to proceed without the need for incremental review.	**Low**	While the specific threshold limit of the contingency amount is not an overly restrictive constraint given overrun accounting and the replenishment process, a detailed root cause analysis of project overruns should be conducted, and where overruns are deemed excessive, the City should implement solutions to improve accuracy and accountability for the capital budgeting and project management processes. Solutions could include the application of contingencies for specific categories of capital, incremental training, and revised review procedures. Consider also developing a more appropriate contingency level based on accepted industry thresholds to help streamline project review and decision-making.	City staff recognize the importance of developing cost estimates that are as accurate as possible, based on the best available information, and integrating this data into the budget process. Updated cost information is consistently considered and utilized to guide planning and budgeting for future projects. Where necessary and appropriate, City staff will incorporate contingencies based on standardized corporate guidelines. Additionally, mechanisms are in place throughout the year to secure additional funding, as needed, to support the timely and successful delivery of projects. The effectiveness of financial policies, processes, and procedures is continuously monitored and assessed, with any required improvements being considered as part of ongoing continuous improvement efforts.
6	**Business Case Financial Analysis Templates** Fleet Operations requests Departments to prepare and submit business cases, including financial analysis, to assess options and justify fleet purchases and procurement of vehicles, equipment and related services. Upon review of the financial analysis template that	**Low**	Financial analysis templates should be developed and implemented in MS Excel for Departments to use for common (and unique when needed) procurements and expenditures. These templates should provide: o Purpose of the template	Corporate templates designed to capture critical information and considerations for decision-making are utilized in key business processes, including the annual

<table>
<tr><th>#</th><th>Observation</th><th>Rating</th><th>Recommendation</th><th>Management Response</th></tr>
<tr><td></td><td>accompanies business cases, and the completion of two different business cases (i.e., Vehicle Electrification and Rent vs Buy of Seasonal Vehicles), we noted that the template and analysis, which uses Excel, was conducted on an ad-hoc basis, with no clear instructions or explanations of embedded methodology or calculation inputs or results, rendering the financial analysis difficult to understand.

Without the standardization of processes and procedures in place, there may be a reduction in the effective and efficient use of business cases, calculations, and other similar analyses when conducting assessments of new initiatives, capital replacements, and other business decisions. Standard financial analysis templates, with guidance around inputs, assumptions, methods of analysis, decision criteria and expected financial results are useful to evaluate the economy of various fleet strategies, options, procurements and expenditures.</td><td></td><td>o Instructions
o Guidance for:
▪ Inputs and assumptions
▪ Methods of analysis (individual and comparative)
▪ Decision criteria
▪ Form of presentation
▪ Interpretation of results</td><td>budget process and procurement approvals.

City staff recognize the importance of regularly reviewing these documents to ensure their continued effectiveness and will incorporate this assessment into ongoing continuous improvement efforts.</td></tr>
<tr><td>7</td><td><u>Reporting Improvement Opportunities</u>

Fleet Operations maintains a set of financial and operational reporting that guides day-to-day management activities. The following table identifies certain of these reports, a brief description of their purpose and the reports' frequency:

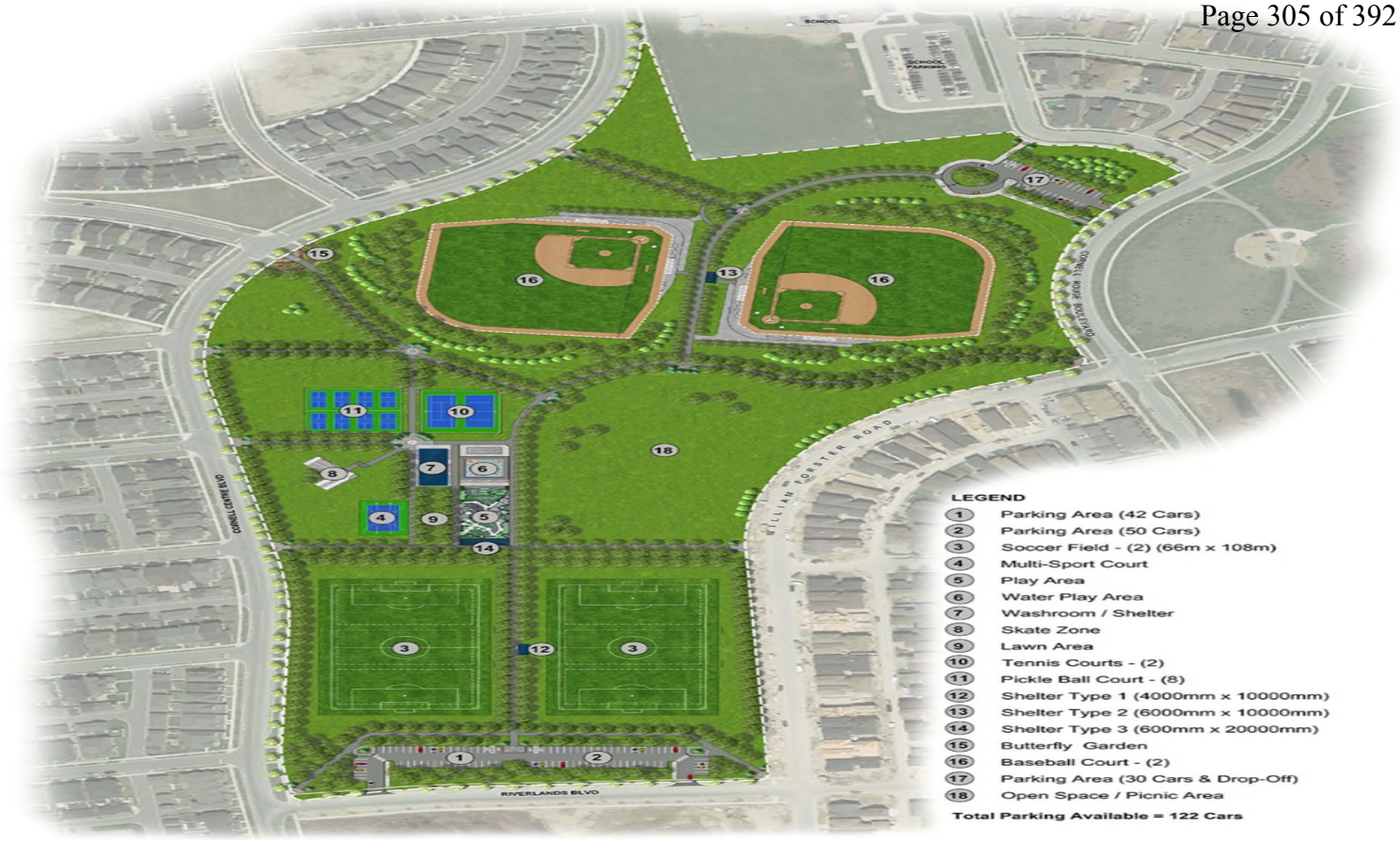
<table>
<tr><th>#</th><th>Report</th><th>Description</th><th>Frequency</th></tr>
<tr><td>1</td><td>Fleet Financial Statement</td><td>Expense variance report, budget-to-actual, month-to-date, year-to-date, and by object/account.</td><td>Monthly</td></tr>
<tr><td>2</td><td>Fleet Forecast</td><td>Expense variance report and fiscal year forecast, with variance against year-to-date budget and forecast variance against fiscal year budget.</td><td>Once per year in Aug/Sept based on July Financial Statement</td></tr>
<tr><td>3</td><td>Capital Project Portfolio Review</td><td>Portfolio and Project Status – open, closed,</td><td>Quarterly</td></tr>
</table></td><td>Low</td><td>The following improvements should be made for continuous maturity of the Fleet Operations set of reports:
1. Fleet Financial Statement
• Consider including prior YTD Actuals in the report, including variance of actuals between current and prior year.
• Within this report (i.e., on another tab) or as an appendix to the report, include management comments for:
o Variances that exceed a pre-determined threshold.
o Any noteworthy comments that may inform the forecasting exercise.

2. Fleet Forecast
• Consider including one other instance of budget variance analysis and forecast at 10 months to:
o Validate year-end projection.</td><td>City staff recognize the importance of regularly reviewing and analyzing financial information. As part of ongoing continuous improvement efforts, we will consider necessary updates to tools and templates to ensure that sufficient and relevant information is captured.</td></tr>
</table>

#	Observation				Rating	Recommendation	Management Response
			carried forward, budget-to-actual, and remaining projects.			o Offer Management the opportunity to course correct in-year. o Inform budget for the following fiscal year. **3., 4. Capital Project Status Update and Capital Status Department Review** • Enhance the frequency of the completion of the Capital Project Status Update report to quarterly to boost accountability, project management and contingency management. • Increase the level of detail within the status narrative for a more comprehensive understanding of project status. • Add information on project initiation date for variance assessment against completion or forecast completion. • Consider combing these two capital status reports into one report. **8. EV Operating Costs** • It would be useful to further disaggregate and identify the various types of EV costs to ensure that the City develops a baseline record of its EV fleet costs for use with further evaluation and business cases for the expansion of the Green Fleet.	
	4	**Capital Project Status Update**	Status by project, budget-to-actual, remaining dollars and time, simplified status narrative and forecast closure date.	Twice per year			
	5	**Capital Status Departmental Review**	Similar report to Capital Project Status Update report above. This report includes instructions, and slightly more detailed status update narrative.	Quarterly			
	6	**Fleet Procurement Status Report**	For each Procurement, description, general ledger code, asset identification, budget, actual cost, plan date, and management notes.	Monthly			
	7	**Markham Corporate Financial Report**	Month and year-to-date variance report (dollars and FTEs) by high level Department/ Commission with Fleet Operations included within Community Services.	Monthly			
	8	**EV Operating Costs**	Operating costs by electric vehicle and plug-in hybrid electric vehicle.	Monthly			
	During review of the above reports, we noted that improvement opportunities could be made to enhance several report's frequency						

#	Observation	Rating	Recommendation	Management Response
	and/or contents to assist with efficient and effective review and monitoring of Fleet Operations.			


MNP



City of Markham

Cornell Community Park – Lessons Learned Review

February 26, 2025

MNP.ca

February 26, 2025

Mayor and Members of Council,

Pursuant to MNP LLP's ("MNP") appointment to provide Auditor General Services, I am pleased to present the Cornell Community Park – Lessons Learned Review report ("report") of the Auditor General for the City of Markham ("City"). To ensure the results of our review are balanced, we have provided in this report a summary of identified strengths, as well as observations and recommendations for improvement.

The review work was substantially completed on December 17, 2024. The report was discussed with the City's Management, who have reviewed the report and provided their responses within. This report is provided to you for information and approval of the City's proposed action plans.

Based on the results of our review, the City demonstrated strengths and leading practices with respect to the City's planning, construction, operation and overall project management of the Cornell Community Park Project ("Project"). For example, there was on budget project delivery; coordination between design, construction and operations teams; well documented project decisions and records; effective oversight during the warranty period; and, effective project management during the construction phase.

The Project was a major undertaking spanning over a decade to complete. Some of the observations listed in our report occurred many years ago, and since that time staff have implemented improvements to processes and procedures, based on lessons learned from early setbacks. Accordingly, all of the observations in the report are rated as "low" priority, because in most cases, management has already taken sufficient action to address the concerns that were identified during the course of this review.

MNP has identified continued improvement areas in ensuring land being held for future parks development is monitored to prevent illegal dumping or trespassing; investigate opportunities to simplify and streamline the approval of funding adjustments; prepare guidelines to standardize the preparation and presentation of capital project budgets; ensure Project Charters are prepared to clearly define, at a minimum, the scope, objectives, roles, authorities, budget parameters, communications, risk and change management protocols; and, consider using an amenity-based costing model instead of an area-wide average costing model.

The report will be posted on the City's website and made available to the public after tabling to Council.

Sincerely,

Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP
Auditor General, City of Markham

MNP

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Background

Cornell Community Park (the "Park") is a 13.67 hectare (33.78 acre) parcel of land located north-east of Highway 7 and 9th Line at the north-east corner of Riverlands Ave. and Cornell Centre Blvd. The Park was originally planned in 2014 with the City of Markham (the "City") hiring an architect to develop a full scope of services including Park planning, construction, and operations. The scope of work consisted of temporary construction fencing, site preparation and grading, top soiling, planting and sodding, concrete curbs, asphalt paving/walkways, lighting and electrical service, site furnishings, multi-use play court, water play, playground equipment, skate zone, tennis courts, soccer fields, pickleball courts, parking lots, washroom pavilion and shade structures. The park is now open and is a community-serving park with a wide range of amenities that include sports facilities, open spaces, off-street parking, pavilions, splash pads, walkways and associated buildings.

The Cornell Community Park project (the "Project") was a major undertaking spanning over a decade to complete, with initial planning started in 2014 leading to the Park's opening in 2023, later than its original October 2021 planned opening. During the early stages of planning, the Project experienced challenges and encountered considerable delays. The initial 2014 budget estimate was $12.5 million; but scope changes, soil condition issues and delays pushed the budget to over $18 million by 2019. Subsequent re-designs and value engineering brough the pre-tender budget estimate down to $13.5 million, but competitive tendering resulted in an advantageous tender award that resulted in the Project's final cost being $11.6 million – 7% less than the original 2014 estimate of $12.5 million.

Consequently, the City undertook this lessons-learned review in order to understand root causes for budget and cost changes, schedule delays and to mitigate the effects of these challenges today and across future projects.

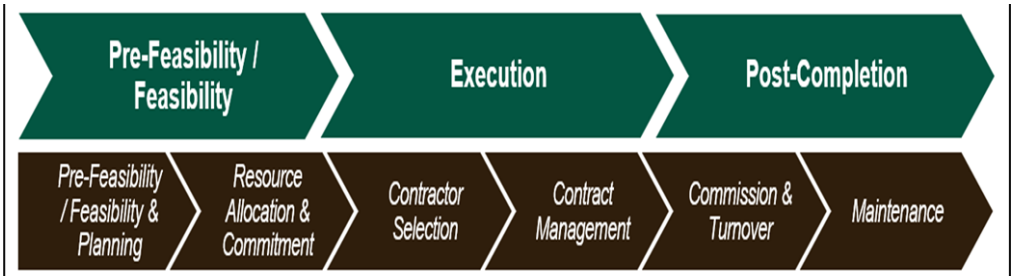
Objective

The objective of this review was to evaluate specific elements of planning, project management and associated processes utilized on the Project to identify root cause factors associated with efficiency and effectiveness of end-to-end Project delivery, and ongoing Park maintenance and renewal, and to provide recommendations for planning and management of projects in the future, including opportunities to achieve better value for money outcomes.

Scope

The scope of this review focused on specific areas of the Project's lifecycle, including project pre-planning, planning and design, project governance, as well as the processes and measures for the management of scope changes, risk monitoring and overall project management. Consideration of ongoing operating

management and related costs were also considered. Specifically, the following areas were assessed as per the Capital Project Lifecycle framework (depicted to the right) which was utilized to conduct this review:



1. Pre-Feasibility/Feasibility and Concept Planning:
    - Initial planning, market, environmental and financial analysis.
    - Process for identifying requirements and assessing capital budget.
    - Process for site selection and structural design.
2. Resource Allocation and Commitment:
    - Process for budget estimation and capital planning including financing, funding, and cash flow.
    - Planned versus tender versus final "as built" project costs.
3. Procurement and Contractor Selection:
    - Tender process and results.
    - Procurement decisions, including bid evaluation, capabilities, and risk assessment processes.
    - Process for defining performance scope, sharing of risk (i.e., risk transference), and identify roles and responsibilities.
4. Contract Management:
    - Contract administration, documentation, and schedules.
    - Project governance and management controls including external and internal stakeholders.
    - Controls in place for change management/change orders.
    - Oversight of quality of work.
    - Contractor reporting and management processes.
    - Internal communications and reporting.
5. Commission and Turnover:
    - Review of warranty & claims, liens, deficiencies and contractual terms.
    - Due diligence and monitoring processes and controls.
6. Maintenance:
    - Procurement of materials & suppliers.
    - Service delivery tools & equipment.
    - Operating cost estimation and ongoing monitoring.
    - Capital investment versus operating cost saving trade-offs and decisions.
    - Contingency held for issues arising to ensure timely resolution.

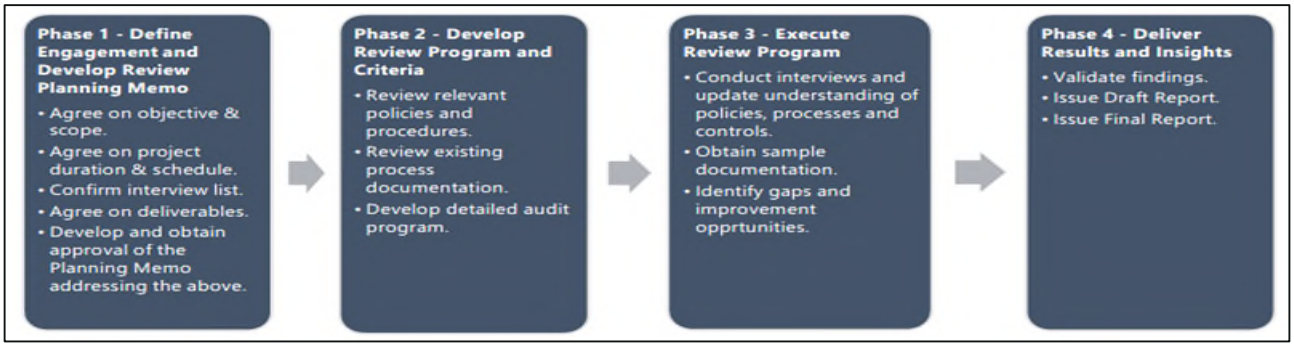
RISKS

Given the stated objective, the following inherent[1] risks (i.e., potential risks) were identified and were considered which are typical in a review of this nature:

- Roles and responsibilities surrounding the construction process are unclear, leading to inefficiencies and miscommunications.
- Scope changes and change orders are not managed properly leading to cost escalation and delays in construction/delivery.
- Contractual terms and conditions with third party service providers may not be advantageous to manage project costs or to allow management to monitor vendors.
- The processes to perform a scoping study, pre-feasibility and feasibility analysis are not followed and documented.
- Quality of consultant work may be substandard or poorly managed.
- Controls are not in place to monitor cash flow and use of capital through-out the project.
- Appropriate approvals are not obtained or properly documented.
- Lack of user group engagement and constructing to governing body standards may result in risk of parks/amenities not being acceptable and requiring modifications.
- Project budget is not established or managed correctly.
- Inadequate contingencies are applied in preliminary planning and budgeting leading to insufficient funding.
- Lack of full-lifecycle and operating costing analysis which may lead to upfront underinvestment, leading to higher than anticipated ongoing operating costs and lifecycle impacts.
- Constructing non-standardized amenities impacts total cost of ownership.
- Project milestones are not appropriately planned leading to delays.
- Project planning phase does not consider unforeseen risks leading to additional delays and costs.

APPROACH

In accordance with MNP's methodology, the high-level work plan for the review included the following four phases:



[1] *The risk derived from the environment without the mitigating effects of internal controls - Institute of Internal Auditors.*

AUDIT TEAM

The review was carried out by the following MNP team:

Geoff Rodrigues, Auditor General	Provided expertise in assessment methodology, directed the MNP team in all stages of the review, and ensured that firm and professional quality assurance standards were maintained.
Veronica Bila, Engagement Delivery Partner	Oversaw the engagement and reviewed results.
Jason Ducharme, Subject Matter Expert	Provided in-depth knowledge in reviewing complex Project documentation and understanding Project-related challenges.

SUMMARY OF STRENGTHS

In conducting this review, MNP observed the following strengths/leading practices with respect to the City's planning, construction, operation and overall project management of the Cornell Community Park project:

Strength	Description
On Budget Project Delivery	Despite a decade of planning, design, and construction, the Project was completed within the original budget of $12.5 million identified in November 2014. As of late 2024, the total project cost, including additional closeout payments to the design and construction firms, was approximately $11.6 million – 7% less than the budget estimated over a decade ago. This result was achieved despite the challenges of inflation, project delays and the impact of the COVID-19 pandemic. Furthermore, the result was achieved with a scope of recreational amenities that exceeded the Project's original concept.
Coordination between Design, Construction and Operations	Parks Operations staff were involved at all stages of the Project planning, conceptual design, construction and ultimately assumption of the Park's operation. This ensured that operational considerations were appropriately reflected in design decisions to ensure an optimal balance between capital and operating cost.
Well Documented Decisions and Project Records	There were detailed and extensive volumes of project documentation that covered the entire Project lifecycle from original planning, design, construction, occupancy and operations. These comprehensive Project records provided transparency of decision making, use of funds, procurement, rationale for changes and appropriate use of delegation of authority.

Effective Oversight During Warranty Period	The construction contract for the Project includes a two-year warranty on all Park elements. During this warranty period, a decision was made for the City's Planning and Urban Design Department to administer the warranty (identify deficiencies, ensure repairs and replacement), rather than immediately transferring this role to Operations. This ensured that the Project Team who tendered and managed construction (i.e., those most familiar with the Park) continued their oversight relationship with the contractor throughout the warranty period. This approach ensured effective oversight and maximized contractor performance and accountability.
Effective Project Management During Construction Phase	There is evidence that the City applied strong project management tools and processes during the construction phase of the Project, including the following leading practices: • Work plans broken into detailed phases with clearly defined tasks, deliverables, and milestones. • Phased design iterations (30%, 75%, and 90%) to ensure progressive refinement and stakeholder involvement. • Clear scheduling of milestones (e.g., substantial completion, total completion, and warranty periods) allowing for structured progress tracking and accountability. • Comprehensive scheduling and quality oversight. • Regular progress updates, and site inspection. • Clear documentation of decisions, approvals and any Project changes.

SUMMARY OF OBSERVATIONS

To enable the City to set priorities in their action plans, we have reported our observations in one of three categories, "Low", "Medium" or "High" based on our assessment of the significance (i.e., impact and likelihood of occurrence) of each observation, as follows:

Rating	Description
Low	The observation is not critical but should be addressed in the longer term to improve internal controls or process efficiency (i.e. 6 to 12 months).
Medium	The observation should be addressed in the short to intermediate term to improve internal controls or process efficiency (i.e. 3 to 6 months).
High	The observation should be given immediate attention due to the existence of a potentially significant internal control weakness or operational improvement opportunity (i.e. 0 to 3 months).

***Interpretation Note**: The Project was a major undertaking spanning over a decade to complete. Some of the observations listed below occurred many years ago, and since that time staff have implemented improvements*

to processes and procedures, based on lessons learned from these early setbacks. Accordingly, all of the observations are rated as "low" priority, because in most cases, management has already taken sufficient action to address the concerns that were identified during the course of this review.

A high-level summary of our observations and recommendations can be found in the table provided below with detailed observations and recommendations found in **Appendix A**.

Ref	Summary of Observations and Recommendations	H	M	L
1	**Soil Quality and Illegal Dumping Concerns** The Park property was acquired during the development of the Cornell Community. However, prior to development, the City needed to address significant concerns about the condition of the property which delayed the start of construction. The Developer's failure to deliver an adequately prepared flat surface of land, with good quality topsoil, compounded by subsequent illegal dumping, led to significant Project delays and additional costs. Any park land transferred to the City should be in an appropriate condition to facilitate development, including a flat surface and suitable soil quality. Steps should be taken to ensure that land being held for future parks development is monitored to prevent illegal dumping or trespassing.			
2	**Approval of Minor Cost Increases that are within Originally Approved Capital Budget** The Park's 2020 total cost of award (tender price, plus contingency, internal fee, and HST) of $10.35 million was significantly lower than the approved budget of $13.56 million. Budget Policy required that the remaining unspent budget ($3.21 million) be returned to the original funding source. In the event that additional expenses are required beyond the $10.35 million cost, a purchase order adjustment form is utilized to facilitate approvals from the Director, CAO or Council, depending on the dollar value. This approval process applies, even if the additional amount requested increases total cost to an amount that is still less than the originally approved budget. Investigate opportunities to simplify and streamline the approval of funding adjustments in cases where changes are small, and if approved, the cost is still within the originally approved budget. Streamlining this process by establishing pre-approved conditions or expedited protocols for additional funding would prevent delays and ensure timely access to resources when needed for unforeseen, but justifiable cost increases.			
3	**Difficulty Understanding Project Budgets Over Time** The Project's lifecycle spanned a full decade and included numerous reports on status, and anticipated project costs. When these reports were chronically sequenced there were variations in how costs were reported making it challenging to understand and track project budgets over time. Guidelines should be developed to standardize the preparation and presentation of capital project budgets to ensure comparability of capital budget and expenditure reporting over time, and consistency in how contingencies, internal fees and additional costs are reported.			
4	**Lack of an Overall Project Charter** No Project Charter was prepared at the beginning of the Project. Workplans (tasks and schedule) were prepared by the design and construction contractors, but these were missing elements of a broader Project Charter.			

Ref	Summary of Observations and Recommendations	H	M	L
	During the start-up phase of significant new parks development projects, a Project Charter should be prepared to clearly define, at a minimum, the scope, objectives, roles, authorities, budget parameters, communications, risk and change management protocols.			
5	**Accessibility Requirements Not Reflected in Original Design** In the initial 2016 design for the Park, it is noted that accessibility requirements of the Province's AODA[2] Design of Public Spaces standards were not accounted for. The Design of Public Spaces regulation (approved on January 1, 2013) includes requirements for accessible playground surfaces, ramps and slopes, and accessible trails, parking and seating. Incorporating these requirements in subsequent designs for the Park resulted in design revisions and increases to the Project's budget. When preparing initial designs and cost estimates for new community parks, current standards and regulatory requirements should be understood and complied with.			
6	**Misleading Operating Cost Estimates** The initial operating cost estimate for the Park was based on an area-based funding model, calculated at $8,584 per hectare in 2017, resulting in an annual operating cost estimate of $117,343. By 2021, this estimate was revised to $9,174 per hectare or $125,409 annually. This estimation methodology is misleading as it assumes an "average" cost across all City parks, and fails to recognize that for a community park, such as Cornell Community Park, there is a more enhanced (and expensive) range and concentration of recreational amenities. In 2023, staff prepared a revised calculation using an amenity-based funding model which estimated the park's annual operating cost to be $252,318 – double the original estimates – reflecting the Park's distinct features and higher maintenance demands. When estimating operating costs for community parks, an amenity-based costing model should be used instead of an area-wide average costing model.			
7	**Absence of Park Development Team between 2014 to 2019** When the Project was initially kicked off (in 2014), the City did not have a dedicated organizational unit that specialized in park planning, design and construction. As a result, staff overseeing the Project lacked some of the specialized knowledge and experience needed to effectively plan and manage a complex Project, explaining some of the challenges and delays encountered during the Park's first few years of planning. In 2019, specialized expertise in parks planning, design and construction was added to the Project Team which helped bring the Project back on track, finalize the design, and complete a successful construction tender in 2020. When commencing complex development projects, identification and acquiring of any specialized knowledge and expertise should be completed early to successfully plan and implement the project.			

[2] *Accessibility for Ontarians with Disabilities Act, 2005*

RECOMMENDATIONS

The Auditor General recommends that:

1. The Cornell Community Park Lessons Learned Report be received; and,
2. That staff be authorized and directed to do all things necessary to give effect to this resolution.

ACKNOWLEDGEMENT

We would like to express our appreciation for the collaboration and efforts made by City personnel, as their contributions assisted in ensuring a successful audit engagement. City staff provided the Auditor General with unrestricted access to all activities, records, systems, and staff necessary to conduct this review freely and objectively.

MNP

APPENDIX A - DETAILED OBSERVATIONS, RECOMMENDATIONS AND MANAGEMENT RESPONSE

***Interpretation Note**: The Project was a major undertaking spanning over a decade to complete. Some of the observations listed below occurred many years ago, and since that time staff have implemented improvements to processes and procedures, based on lessons learned from these early setbacks. Accordingly, all of the observations are rated as "low" priority, because in most cases, management has already taken sufficient action to address the concerns that were identified during the course of this review.*

#	Observation	Priority	Recommendation	Management Response
1	**Soil Quality and Illegal Dumping Concerns** The Park property was acquired during the development of the Cornell Community. However, prior to development, the City needed to address significant concerns about the condition of the property which delayed the start of construction. Specifically: • The quality of existing topsoil was deemed unacceptable for vegetation and parks purposes, so clean fill and topsoil was needed to be trucked in before construction could start. • Between 2016 and 2018, illegal dumping of additional fill occurred on the Park property. Over 80,000 cubic meters of soil needed to be removed – over 9,000 truckloads. The Developer's failure to deliver an adequately prepared flat surface of land, with good quality topsoil, compounded by subsequent illegal dumping, led to significant Project delays and additional costs.	Low	Any park land transferred to the City should be in an appropriate condition to facilitate development, including a flat surface and suitable soil quality. Steps should be taken to ensure that land being held for future parks development is monitored to prevent illegal dumping or trespassing. We note that staff are well-aware of these concerns and now use legal developer agreements to ensure that any parkland transferred to the City is in "development ready" condition.	Parks Development ("PD") Staff agree with this observation and recommendation. Our current park development processes and standard agreement clauses, in combination with the application of new provincial legislation (O. Reg. 406/19 "On-Site and Excess Soil Management) significantly mitigate the risk of a similar issue with soil quality and illegal dumping occurring. PD Staff are of the opinion that this item has been addressed and do not anticipate further challenges of this nature with future capital park planning.
2	**Approval of Minor Cost Increases that are within Originally Approved Capital Budget** The Park's 2020 total cost of award (tender price, plus contingency, internal fee, and HST) of $10.35 million was	Low	Investigate opportunities to simplify and streamline the approval of funding adjustments in cases where changes are small, and if approved, project cost is still	PD Staff agree with this observation and recommendation. In November 2024, the Finance Department made changes to the

#	Observation	Priority	Recommendation	Management Response
	significantly lower than the approved budget of $13.56 million. Budget Policy required that the remaining unspent budget ($3.21 million) be returned to the original funding source. In the event that additional expenses are required beyond the $10.35 million cost, a purchase order adjustment form is utilized to facilitate approvals from the Director, CAO or Council, depending on the dollar value. This approval process applies, even if the additional amount requested increases total cost to an amount that is still less than the originally approved budget. This process can be lengthy and administratively cumbersome to approve additional funding requests that are well within the originally approved budget.		within the originally approved budget. Streamlining this process by establishing pre-approved conditions or expedited protocols for additional funding would prevent delays and ensure timely access to resources when needed for unforeseen, but justifiable cost increases.	Expenditure Control Policy to greatly mitigate this observation. The changes are aligned with the recommendation to streamline and delegate the decision-making authority to those staff closest to the pertinent information while balancing the changes with appropriate financial management measures. PD Staff understand that the Finance Department will continue to review opportunities to streamline other financial processes, policies and procedures going forward. PD Staff will continue to participate in these improvements. PD Staff are of the opinion that this item has been largely addressed with the November 2024 revisions to the Expenditure Control Policy and look forward to participating in future reviews for opportunities to streamline.
3	**Difficulty Understanding Project Budgets Over Time** The Project's lifecycle spanned a full decade and included numerous reports on status, and anticipated project costs. When these reports were chronically sequenced there were variations in how costs were reported making it challenging to understand	Low	Guidelines should be developed to standardize the preparation and presentation of capital project budgets to ensure:	PD Staff agree with this observation and recommendation. Since 2019, PD Staff have worked closely with our Finance Department, seeking consistency

#	Observation	Priority	Recommendation	Management Response
	and track project budgets over time. Specific observations include: • Some project cost estimates included contingencies and internal charges, whereas other estimates did not. • In some reports, design fees were included in "total" project costs, whereas for other estimates they were not. • In 2016 and 2017, approvals were granted for the construction of Phase 1 and Pavilion/washroom facilities. However, these initial projects were never implemented and instead were bundled into the 2020 contract. • Some project cost estimates excluded items that were included in other cost estimates.		• Comparability of capital budget and expenditure reporting over time. • Consistency in how contingencies, internal fees and additional costs are reported.	and accuracy in our communications and reporting. PD Staff exclusively utilize the Finance Department's financial records in all communications regarding financial information. This information is accessed through both collaboration with the Finance Team and through PD Staff knowledge and utilization of our Cayenta Accounting Software. PD Staff are of the opinion that this item has been largely addressed through our strong working relationship with the Finance Department and our consistent participation in and application of their standard communication and reporting processes.
4	**Lack of an Overall Project Charter** A Guide to the Project Management Body of Knowledge (PMBOK®, Project Management Institute), defines project governance as "oversight function that encompasses the full project life cycle". Prior to project kick-off, good project governance should include a Project Charter to define scope, objectives, budget, and timelines. The Charter should also clarify roles and responsibilities, delegation of authority, documentation management protocols, stakeholder engagement requirements, and communication plan.	**Low**	During the start-up phase of significant new parks development projects, a Project Charter should be prepared to clearly define, at a minimum, the scope, objectives, roles, authorities, budget parameters, communications, risk and change management protocols.	PD Staff agree with this observation and recommendation. PD Staff will develop Project Charters for significant new park development projects going forward. This will formally summarize the range of project management tools currently utilized.

#	Observation	Priority	Recommendation	Management Response
	In the case of the Project, no Project Charter was prepared at the beginning of the Project. Workplans (tasks and schedule) were prepared by the design and construction contractors, but these were missing elements of a broader Project Charter such as: • Project scope and objectives to articulate the project's scope, primary goals, and expected outcomes. • Clarity of roles and responsibilities and authority levels for all stakeholders to eliminate ambiguity in decision-making. • Documentation of constraints and assumptions in order to identify key constraints (e.g., budget, regulatory, environmental) and assumptions at the outset, providing a baseline for assessing changes or resolving issues during execution. • A preliminary assessment of high-level risks and outline of broad strategies for managing them from the start. It is noted that, despite not having a Project Charter, the City applied strong project management tools and processes such as: • Work plans broken into detailed phases with clearly defined tasks, deliverables, and milestones. • Phased design iterations (30%, 75%, and 90%) to ensure progressive refinement and stakeholder involvement. • Clear scheduling of milestones (e.g., substantial completion, total completion, and warranty periods) allowing for structured progress tracking and accountability.			Project Charters will be developed on significant new park development projects approved as part of the 2026 Capital Budget.

#	Observation	Priority	Recommendation	Management Response
	• Comprehensive scheduling and quality oversight. • Clear documentation of decisions, approvals and changes. To a significant extent, these project management activities helped to mitigate the risks of not having a Project Charter.			
5	**Accessibility Requirements Not Reflected in Original Design** In the initial 2016 design for the Park, it is noted that accessibility requirements of the Province's AODA[3] Design of Public Spaces standards were not accounted for. The Design of Public Spaces regulation (approved on January 1, 2013) includes requirements for accessible playground surfaces, ramps and slopes, and accessible trails, parking and seating. Incorporating these requirements in subsequent designs for the Park resulted in design revisions and increases to the Project's budget.	**Low**	When preparing initial designs and cost estimates for new community parks, current standards and regulatory requirements should be understood and complied with. We note that staff have developed a strong knowledge of AODA regulations for Public Spaces, and these requirements are routinely reflected in the planning, design and construction of new park facilities.	PD Staff agree with this observation and recommendation. Accessibility, and all related regulatory requirements and standards are one of the few primary considerations (public safety being the other) for our staff when designing parks. PD staff have a strong knowledge of the AODA regulations for Public Spaces, the Code and other related best practices as part of their professional practice. PD Staff also participate in Accessibility training as required. In 2019, PD staff had initiated a strong working relationship with the Accessibility Advisory Committee prior to Covid 19 and continue this relationship today with the Accessibility Advisory

[3] *Accessibility for Ontarians with Disabilities Act, 2005*

#	Observation	Priority	Recommendation	Management Response
				Committee through a strong collaboration with the City's new Accessibility Consultant. PD Staff are of the opinion that this item has been addressed and are committed to staying up to date with and applying standards and regulatory requirements related to Accessibility.
6	**Misleading Operating Cost Estimates** The initial operating cost estimate for the Park was based on an area-based funding model, calculated at $8,584 per hectare in 2017, resulting in an annual operating cost estimate of $117,343. By 2021, this estimate was revised to $9,174 per hectare or $125,409 annually. This estimation methodology is misleading as it assumes an "average" cost across all City parks, and fails to recognize that for a community park, such as Cornell Community Park, there is a more enhanced (and expensive) range and concentration of recreational amenities. In 2023, staff prepared a revised calculation using an amenity-based funding model which estimated the park's annual operating cost to be $252,318 – double the original estimates – reflecting the Park's distinct features and higher maintenance demands. Using an area based "average cost" model for non-typical parks, such as Cornell Community Park, can create issues such as: • Underestimating the fiscal impact of new capital projects. In 2017, Council's endorsement, in principle, of the Project plan was based on an estimated fiscal impact (i.e.,	**Low**	When estimating operating costs for community parks, an amenity-based costing model should be used instead of an area-wide average costing model. We note that staff are well aware of this concern and have already increased the use of amenity-based costing models for non-typical park facilities.	PD Staff agree with this observation and recommendation. PD Staff will continue to engage with the Finance and Park Operations Teams to further formalize procedures for the application of amenity-based operating estimates for application to non-typical park facilities. This item is ongoing, and PD staff are committed to developing a consensus approach with the Finance and Park Operations teams for application to projects included in the 2026 Capital Budget Process.

#	Observation	Priority	Recommendation	Management Response
	required tax increase to fund operations) that was significantly underestimated. • Difficulty in managing costs. Without knowing what it actually costs to operate the Park, it can be challenging to manage costs or to benchmark Park costs against other community parks.			
7	**Absence of Park Development Team between 2014 to 2019** When the Project was initially kicked off (in 2014), the City did not have a dedicated organizational unit that specialized in park planning, design and construction. As a result, staff overseeing the Project lacked some of the specialized knowledge and experience needed to effectively plan and manage a complex Project, explaining some of the challenges and delays encountered during the Project's first few years of planning. In 2019, specialized expertise in parks planning, design and construction was added to the Project Team which helped bring the Project back on track, finalize the design, and complete a successful construction tender in 2020.	**Low**	When commencing complex development projects, identification and acquiring of any specialized knowledge and expertise should be completed early to successfully plan and implement the project. It is recognized that the City now has in-house capabilities in parks planning, design and construction.	PD Staff agree with this observation and recommendation. Since that time, the City has established the PD Team comprised of staff with a range of roles, skillsets and expertise that is generally organized to meet the range of demands and challenges required to successfully deliver a predictable Parks Development Portfolio. PD Staff are of the opinion that this item has been mostly addressed and will continue to monitor and communicate resource requirements to ensure effective delivery of the Parks Development Portfolio.


MNP

City of Markham

Follow Up Report

Final Report – October 31, 2024

Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP, CSC

Partner, Enterprise Risk Services

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1 Adelaide St. East, Suite 1900, Toronto, ON M5C 2V9

October 31, 2024

Mayor and Members of Council,

I am pleased to present this Follow Up Report ("report") of the Auditor General for the City of Markham. This report includes follow up procedures conducted for the following three audits:

1. Asset Management Audit (2019)
2. Information and Records Management Audit (2020)
3. Accessibility Audit (2021)

Follow up procedures were conducted between July to October 2024.

The report was discussed with the City of Markham's management and executive leadership team, who have reviewed the report. This report is provided to you for information and management's continued completion and implementation of recommendations made in the above listed audit reports.

Sincerely,



Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP

Auditor General, City of Markham

City of Markham
Auditor General - Follow Up Report Dashboard
Completed as of October 31, 2024

A strong indicator of an effective internal control environment is the timeliness with which Management addresses reported control deficiencies. MNP has conducted audit follow-up procedures to ensure Auditor General findings and recommendations have been effectively remediated through the implementation of related Management action plans on a timely basis.

MNP followed up on the following audits between the period of July to October 31, 2024:

No.	Audit	High Risk Observations (#)	Medium Risk Observations (#)	Low Risk Observations (#)	Total Observations (#)
2	Asset Management Audit (2019)	0	2	1	3
3	Information and Records Management Audit (2020)	0	4	1	5
4	Accessibility Audit (2021)	1	4	3	8

The following provides a summary of the activity completed by the City:

1. **Asset Management Audit (2019):** Two (2) of the three (3) observations have been remediated. The last medium rated observation has been re-targeted to Q4 2025 for completion.
2. **Information and Records Management Audit (2020):** Two (2) of the observations from this audit are currently in progress of completion, with remediation of three (3) observations not yet started due to their dependency on the implementation of various IT systems. These three (3) not yet started observations have been re-targeted to 2026 for completion.
3. **Accessibility Audit (2021):** Six (6) of the observations have been remediated. One (1) medium rated observation is currently in progress of completion, with one (1) low rated observation not yet started due to the delay in the hiring of a dedicated Accessibility Specialist.

Please refer to *Appendix A* for details.

Summary of Recommendations (as of October 31, 2024)

Audit	Previously Completed	Completed as of October 31, 2024	Retargeted	New Due Date in Q4 2024 (i.e., Dec 31, 2024)	New Due Date in 2025 and 2026	Total Remaining Open Items
Asset Management Audit (2019)	n/a	2	1	0	1	**1**
Information and Records Management Audit (2020)	n/a	0	5	0	5	**5**
Accessibility Audit (2021)	n/a	6	2	0	2	**2**
Total	**n/a**	**8**	**8**	**0**	**8**	**8**

Legend

Completed as of October 31, 2024: Remediation activities that have been completed by management as of October 31, 2024 which were reviewed by MNP and assessed as adequate to close the audit finding.

Retargeted: Management action plans that have been retargeted for completion.

New Due Date in Q4 2024: Management action plans due to be implemented by December 31, 2024.

New Due Date in 2025 and 2026: Management action plans that are planned for completion in 2025 and 2026.

Total Remaining Open Items: Management action plans that remain open that are due in the last two months of 2024 and in 2025 and 2026 (which include retargeted ones from this period).

Below is a table representing the length of time the **open/re-targeted management action items** (as of October 31, 2024) have been outstanding and the risk rating attached to the audit finding associated with the management action item.

Risk Rating	Ageing in Months					Total
	0-3	**4-6**	**7-9**	**10-12**	**12+**	
High					0	**0**
Medium					6	**6**
Low					2	**2**

RECOMMENDATION

The Auditor General recommends that:

- The Follow Up Report be received; and,
- That staff be authorized to do all things necessary to give effect to this resolution.

Appendix A: Open Management Action Plans

#	Auditor General Recommendations	Management Action Plans	Risk Rating	Due Date	Remediation Status	Status Update	Retargeted Due Date
Asset Management Audit - 2019							
1	**Asset Management Strategy** The following items not completed as planned within the 2016 Asset Management Plan should be reassessed, as follows: • Outcome-based levels of service; • Performance management framework; and, • Risk management framework. Completion timelines should be established and compared against the requirements and deadlines set out in in Ontario Regulation 588/17 to ensure the City's regulatory obligations are met in a timely manner. As dictated by Ontario Regulation 588/17, the Corporate Asset Management Steering Committee should develop a formal annual review process to discuss and document the progress of the Asset Management Plan and Strategy. The results of the annual review should be reported to the Corporate Asset Management Steering Committee and to Council.	*A) Asset Management Plan Update* The City is currently in compliance with Ontario Regulation 588/17. The new regulation came into effect after Council's approval of the City's 2016 Asset Management Plan and included new timelines for completion of Phase II tasks (Development of the Asset Management Strategy). Accordingly, the 2016 Asset Management Plan will be updated by the Asset Management Steering Committee (AMSC, as per Council approved Asset Management Policy dated May 14, 2019) to align with the O. Reg. 588/17 requirements and timelines (July 1, 2021 for core assets and July 1, 2023 for all assets). A staff position request for a Manager, Corporate Asset Management has been included as part of the 2020 Budget. This position will lead the work resulting from the audit, ensure 588/17 compliance, and coordinate with the Enterprise Asset Management system implementation. If the request is not approved, some existing staff working to maintain current assets will need to be reallocated to address legislative requirements and the implementation of the audit recommendations. This could present a risk to ensuring all assets continue to be maintained in a good state of repair. *B) Formal Annual Review* Council approved the Asset Management Policy dated May 14, 2019 and established the Asset Management Steering Committee (AMSC), which will ensure organization-wide accountability for achieving and reviewing corporate asset management goals and objectives, including annual reporting to Council. The AMSC will provide a formal annual progress report to Council on the Asset Management Plan, Strategy and O.Reg. 588/17 compliance.	**Medium**	A) Work will begin by Q1 2020 and will be completed and approved by Council to meet the regulated timelines: • Q2: 2021 - Core Assets (water, wastewater, storm water management , bridges and culverts and roads). • Q2: 2023 – All Assets (the above, plus facilities and parks). B) Annually in Q2, beginning in 2020.	**Complete**	A) The City's Asset Management Plan (AMP) was completed and ratified by Council on October 23, 2024. Completion of the AMP was significantly delayed due to conflicting priorities, including the implementation of a new Enterprise Asset Management (EAM) system. These delays were communicated with the Ministry of Infrastructure, who accepted completion of the AMP to October 2024. B) The current review process includes monthly updates to the Asset Management Steering Committee (AMSC), along with more frequent ad-hoc updates, when needed. In addition to this, Council receives updates on progress in alignment with requirements set out in Ontario Regulation 588/17. Starting in 2026, an annual progress report will be provided to Council on compliance to the AMP.	n/a
2	**Documentation of Asset Management Business Process Activities**	Asset Management business process activities are carried out by Staff across the organization on a daily, monthly and annual basis. These activities meet legislated requirements	**Medium**	The Asset Management Manual will be	**In Progress**	The City is currently working on two initiatives to support business process documentation activities for asset management:	Q4 2025

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	An Asset Management process manual encompassing all Departmental processes and procedures should be developed. The manual should encompass all Asset Management activities including maintenance, rehabilitation, replacement, conditional assessments/audits and service levels. Within the manual, for each asset category, the following components should exist: • Custodian for each asset type; • Procedures on how to perform associated Asset Management activities; • Applicable tools and templates; • Appropriate referencing to other City policies and standard operating procedures, as applicable; and, • Direct linkage of Asset Management activities outlined in the Asset Management Plan. The manual should be regularly reviewed and updated as needed, and training provided to staff. Once the EAM solution has been implemented, the manual should be aligned with any new EAM solution workflow/business processes.	and are aligned to industry standards and guidelines. Documentation describing this work exists but are not standardized enterprise wide. Currently, pre-work/internal consultation on the Enterprise Asset Management (EAM) project is ongoing and data/process mapping/opportunities are being identified. EAM scope of work includes the following tasks related to an Asset Management Process Manual: • Documentation of current business processes; • Current and recommended data governance protocol by asset type; and, • Recommended future business processes. The software will create a standard data collection framework that will consolidate the asset management work of all departments into one document with reporting and analytical functions that create a corporate wide view. The manual will also include training materials for each asset type.		updated within six months of the last phase of EAM implementation by all departments.		1. **Corporate Asset Management (CAM) and Strategy**: The City is performing a maturity assessment to assess the City's current capabilities. The City will have recommendations from this assessment that cover a full spectrum of activities (e.g., data governance, renewals, etc.). This work will identify and document high level processes completed by the Asset Management Team. Staff anticipate that this initiative will likely be completed late 2025. 2. **Enterprise Asset Management (EAM)**: The City is working on the implementation of its new EAM system (Lucity). Current work involves onboarding departments onto the system to support departments manage their workload. This work is ongoing and involves providing guidance and training to staff. The following departments have / are being onboarded in timed phases: • **Phase 1 – 2023:** Complete. Departments onboarded are Environmental Services and Finance. • **Phase 2 – 2023/2024:** Complete. Departments onboarded are Operations (which includes Fleet, Roads, Forestry, Utilities and Parks). • **Phase 3 – 2024:** Current implementation. Departments currently being onboarded are Sustainability & Asset Management and Engineering. This implementation will be completed by the end of Q1 2025. Several processes and procedural workflows are embedded within the EAM system (e.g., maintenance or replacement processes) Business process documentation will be developed and aligned with the findings from these critical initiatives as they are put into practice and are operationalized.	
3	**Performance Monitoring and Reporting** Reporting metrics for key Asset Management activities and deliverables should be reported to the Corporate Asset Steering Committee and to Council at an enterprise-wide level. As well, the roles and responsibilities for reporting and monitoring on Asset Management should be clearly documented within the Asset Management Policy. In addition, once the EAM solution has been implemented, opportunities should be explored to leverage its enhanced data management capabilities	Currently, Asset Management performance monitoring and reporting is taking place at a departmental level and corporate data is reported to Council annually as part of Life Cycle updates and Capital Budget process. The Asset Management Steering Committee (AMSC) is responsible for enterprise level performance monitoring and reporting as per section 7.C.g of the Asset Management Policy (dated May 14, 2019). The City's first enterprise level Asset Management Performance Monitoring and Reporting to Council will be after completion of Asset Management Plan (AMP) updates.	**Low**	Q2 2021	**Complete**	The current reporting process includes monthly updates to the Asset Management Steering Committee (AMSC), along with ad-hoc updates that may happen more often. The updates and reporting focus on progress towards goals, and other asset management activities. In addition to this, Council receives updates on progress in alignment with requirements set out in Ontario Regulation 588/17. Starting in 2026, an annual progress report will be provided to Council on compliance to the AMP. The requirement to complete reporting is included in the Asset Management (AM) Policy.	n/a

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	through creation of performance dashboards and other analytical tools.	The 2021 AMP update will include the performance reporting matrix. Departmental and enterprise level performance dashboards will be developed following EAM implementation.				After the implementation of the EAM system, the City has employed the use of Power BI to prepare several dashboards and reporting on asset management.	
Information and Records Management Audit - 2020							
1	**<u>Information and Records Management Strategy and Program</u>** An information and records management strategy and program should be developed and implemented, and endorsed and promoted by the ELT, for successful adoption across the organization. In developing the strategy, the City should begin with identifying the ideal information and records management environment (i.e. records assets, legislative compliance, data management, and privacy and security), documenting the directions taken so far, and identifying resources and technologies available to implement information and records management objectives. In order to be effective, the City's information and records management strategy should be aligned with other City strategies, objectives, risk management programs, and information technology initiatives. To develop and implement an information and records management program, the City should consider including the following: • Governance Structure – Outlining leadership, organizational structures, and formal monitoring and reporting requirements. • Risk Management - Understanding and prioritizing key risks of mismanaging different sets of records and evaluating their impacts. • Policies and Procedures – Outlining the roles and responsibilities of City staff, steps for records classification, and secure & compliant processes for retention and destruction of records.	The City is in the process of implementing several significant IT systems, including; replacement of the program registration system, replacement of the CRM system, new E-Ticketing and scheduling systems, and a new Enterprise Asset Management system. These projects will each require significant staff resources to implement and each will have some form of information management components contained within. As such, management believes it prudent to wait until these systems have been implemented prior to embarking on the creation of an Information and Records Management Program to govern all of Markham's information assets. As such, the City will build the information management model by taking a "bottom up" approach as each system comes on-line. Following implementation of the new systems and related information management components, the City will enhance its current information and records management practices by developing a program that will include: • An information management strategy • A data governance model • Policies and procedures • Targeted priorities and dates to address the gaps identified in this audit report • Identification of budget and resources required This will provide a more sustainable approach to enhance the City's information and records management posture based on the level of risk tolerance deemed appropriate by the City. The Information and Records Management Program will be developed for senior management decision-making once the significant projects noted above have been implemented.	**Medium**	Q4 2022	**Not Yet Started**	The City is still in the process of implementing various IT systems identified in 2020. This includes a new CRM system for the Contact Centre, replacement of the Program Registration system (which has been completed) and expansion of the e-Ticketing system to support AMPS. The new EAM system (Lucity) is being rolled out to departments in phases, with phases 1 & 2 completed and phase 3 to be completed by end of Q1 2025. Once the various IT systems are implemented, management intends to conduct a current state assessment with the goal of building an information and records management strategy and program to govern all assets, including oversight and monitoring practices (Observation #2), and a file and document management framework (Observation #3).	Q2 2026

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	• Training & Awareness - Providing the methods and cadence for role-specific records management training. • Roadmap – Implementing the program in a prioritized sequence, considering the dependencies and impacts of other municipal IT and data projects/initiatives. • Continuous Improvement – Strategies for ongoing enhancement of processes and capabilities (e.g. goals and performance targets). The City can leverage its existing Policy and records retention schedule (which contains some of the above elements) to develop a program that contains all key elements. For example, the existing Policy defines a clear governance structure (refer to Observation #2 below), which should be included in the City's program.	In the interim, the City will take steps to enhance its current information and records management practices through policy development and staff training. Note: This timing may be delayed by the ongoing COVID-19 Pandemic.					
2	**Information and Records Management Oversight and Monitoring** The importance of the Policy should be reinforced by communicating it to all departments and staff. A RIM Program Manager should be formally assigned to the Legislative Services Department, and regular monitoring activities should take place to assess compliance with the Policy and related procedural manuals. A Records Coordinator should be formally assigned within each department, with training provided to help them understand their roles and responsibilities. Information and records management compliance reporting should be scheduled agenda items (i.e., at least annually) in ELT meetings to ensure information and records management compliance is reviewed and discussed at least once a year. Furthermore, the Records Coordinators should work with Management to schedule and document all planned information and records management activities at the beginning of each fiscal year. Activities should include:	A.1) Communications will be sent to Directors and Performance Managers outlining City records management requirements. Records Coordinators will be designated in each Department to oversee the records management function and ensure compliance with the Records Classification and Retention By-law. A.2) Training of Records Coordinators will be completed. B) Additional work relative to this recommendation will be determined once the Information Management Program (refer to Observation #1) has been developed.	**Medium**	A.1) Q1 2021 A.2) Q2 2021 B) Q4 2022 (dependent on Observation #1)	**Not Yet Started**	A.1 & A.2) Each department assigned individual Records Coordinators to lead records management activities for their department with training provided. There has been some change to these identified individuals due to turnover, however new individuals are identified and are trained on a one-on-one basis to provide the awareness and training for their role. **COMPLETE** B) In conjunction with Observation #1, oversight and monitoring practices will be developed once the various IT systems are fully implemented. **NOT YET STARTED**	Q4 2026

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	• Assist in preparation of periodic department level records compliance audits (i.e. at least annually); • Periodic file clean-up and reviews of both physical records within the business areas and electronic records in the network shared drive; • Planned record transfers to offsite storage; • Review of file naming conventions for electronic records; • Review of access to physical storage spaces and work with the IT department to ensure restricted access to the network shared drive; and, • Training and awareness sessions.						
3	**Compliance with the City's Records Classification and Retention By-Law 2017-151** To augment the City's information and records management strategy and program (as described in Observation #1), a file and document management framework should ensure that official electronic records in the network shared drive, applications, and databases are separated from transitory records and that only official records are retained. The City should also explore opportunities to procure a records management system that can serve as a long-term records management software for both physical and electronic records.	Staff will undertake additional steps to ensure compliance with the City's current Records Classification and Retention By-Law. Staff will implement the tools and related processes identified in the Information and Records Management Program to further monitor compliance in both physical and electronic records.	**Medium**	Q4 2022 (dependent on Observation #1)	**Not Yet Started**	In conjunction with Observation #1, a file and document management framework will be developed once the various IT systems are implemented. Staff are investigating the potential of implementing an auto application of the Records and Information Management policy that will require assigning a retention or classification to files that are saved to SharePoint. Staff are also investigating the possibility if artificial intelligence (AI) can be used to assign data to different classification areas.	Q4 2026
4	**Information and Records Management Training** Once the City has developed the information and records management program which includes a training aspect (as described in Observation #1 above), information and records management training should be provided to all employees, including periodic refresher training (e.g. annually) and when updates are made to policies and procedures. Records Coordinators should also receive additional and more comprehensive training as they should be both the information and records management	Once Records Coordinators are identified by Department Directors, training sessions will be scheduled. Legislative Services staff will create a basic training package and make it available to all City staff. Additional training will be determined as part of the Information and Records Management Program.	**Medium**	Q2 2021	**In Progress**	An eLearning module titled "Overview of Records Management" was developed. The module is mandatory for all staff who have access to a computer and is completed as part of new hire onboarding. An eLearning module on the Retention Bylaw and Classification Structure was also developed. This training module is being launched in November 2024. Additional training related to Privacy will also be developed that will be mandatory for all staff. Other generalized training has been completed for specific individuals, with more specific individual training provided to Records Coordinators.	Q4 2026

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	champions of their respective departments and the point of contact for department staff regarding compliance with policies and procedures.					In conjunction with Observation #1, additional training requirements will be identified and developed once Information and Records Management Program is complete.	
5	**Freedom of Information (FOI) Request Process** Understanding that FOI Request volumes have increased year over year, the following considerations have been provided to improve efficiencies within the FOI request process. *Legislative Timelines* For continuous improvement, exploration of tools outside of Nordat, such as Microsoft Outlook calendar notifications or other system software, should be considered, to assist City staff in tracking and notifying when key legislative deadlines are approaching. *FOI Request Tracking & Review Process* For routine type FOI requests, the Legislative Services Department should ensure that a review is performed, and approval is obtained, of all records gathered before they are released to the requestor. The review should assess the completeness of the records and ensure that records are indexed in an organized manner. This would allow for continuous improvement of the effectiveness and efficiency of the FOI request handling process.	The Nordat system does not have the ability to send out emails or provide notifications about requests and memos that are due by a specific date. However, Legislative Services staff have set up reminder notifications within Outlook as part of the FOI procedure for inputting requests. Staff will also review the City's routine disclosure practices and revise the City's Routine Disclosure Policy accordingly.	**Low**	Q3 2021	**In Progress**	The City upgraded its FOI software (Vayle) that allows for notifications and also produces a report that can be presented to the Information and Privacy Commissioner of Ontario (IPC) at the end of the year, as required. This new system also integrates with Outlook. The Routine Disclosure Policy is currently in draft stage, with planned completion in 2025.	Q4 2025
Accessibility Audit – 2021							
1	**Outdoor Play Spaces** A review of the outdoor play spaces where the ground surface is not compliant with Section 80.20(b) of the IASR should be completed with an assessment to determine the extent of non-compliance and plan for required remediation.	A) The City has identified 80 playgrounds that were either newly constructed or refurbished since 2016, where the ground surface is not compliant with the IASR standard. A corporate standard for relevant design specifications is being developed in compliance with the standards. The standard will be included in the updated Accessibility Design Guidelines document. B) The City Life Cycle Reserve Study is being updated to include engineered wood fiber safety surfacing materials.	**High**	A) Q1 2022 B) Q4 2022	**Complete**	A) City staff have been working to update and retrofit the 80 identified playgrounds with ground surface materials that follow the requirements set out in the IASR. Section 6.18.6 of Markham's Accessibility Design Guidelines (MADG) identify the approved surface materials (which include accessible turf, rubber mats and tiles, etc.). When the existing playgrounds are scheduled to be updated, they will be fitted with rubber, or fibre mulch. City staff plan to complete updates to the 80 parks over a four (4) year period. In 2024, staff updated 17 parks. In 2025, an additional 25 parks will be updated. City staff anticipate that all parks will be updated by the end of 2026. B) The City Life Cycle Reserve Study was updated to include engineered wood fiber safety surfacing materials.	n/a

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2	**Design of Public Spaces** Any new construction and development within public spaces since 2016 should be reviewed and assessed to determine the extent of non-compliance with the identified sections of the IASR and which ones require remediation. A remediation plan should be prepared once the extent of non-compliance is known. Once the updated Accessibility Design Guideline has been implemented, training should be provided to all staff that oversee new construction or redevelopment of elements in public spaces to reinforce the need for contractors to review the Guidelines and sign-off to evidence that the project complies to AODA and IASR standards, as part of project completion. The Accessibility Design Guidelines meet the mandatory standards of the IASR, and also go above and beyond these mandatory standards in certain areas. Therefore, it will be important that any training highlight the portions of the guideline that have been taken from the IASR and which the City has a legal requirement to adhere to. The City should ensure accountability for assessing and overseeing compliance with this portion of IASR is assigned.	A) The Planning and Urban Design Department will update the Accessibility Design Guidelines to ensure compliance with AODA/IASR and will roll out the new guidelines across the City with training to ensure Staff understand legislated requirements. B) Building Standards has added permit condition language to the building permit card, alerting Owners of their responsibility to comply with the latest AODA/IASR regulations. This is similar to the practice that is followed for other regulations that are in addition to the OBC. C) An advisory committee will be established with relevant departments to provide technical oversight and ensure sustained compliance.	**Medium**	A.1) Updated Guidelines: Q1 2022 A.2) Training: Q4 2022 B) January 2022 C) Q2 2022	**In Progress**	A.1) The MADG was updated in 2022 and posted online. The City has not yet completed a compliance review of the buildings that were built after 2016 but before the implementation of the MADG in 2022. As part of the City's Multi-Year Accessibility Plan for 2025-2029, the City will be preparing a plan to perform accessibility audits of public spaces and identify areas for improvement. The Director's Forum will be overseeing this activity. Activities related to developing this plan will begin in 2025. **IN PROGRESS** A.2) Upon the implementation and roll out of the 2022 MADG, all Directors informed their respective teams about the updates and legislated requirements through informal training. The City also currently has a general AODA training module, as well as a Design of Public Spaces, that is a required training for all new staff whose role involves any aspects of building or maintaining public spaces. **COMPLETE** B) Permit condition language has been added. **COMPLETE** C) The City has not established a formal advisory committee with staff from relevant departments to provide technical oversight to ensure compliance. However, since 2022, technical oversight has been provided by the Director's Forum committee which has performed compliance reviews of any new construction or project during the design review phase of work (prior to construction). **COMPLETE**	Q4 2025
3	**Accessible Parking** A review of all off-street parking facilities that were built or redeveloped since 2016 should be completed to determine whether the minimum number of Type A parking spaces have been provided, as well as an assessment and plan to determine the required remediation.	A) The City will review new and rehabilitated City parking space assets constructed since 2016 and develop and execute plans to remediate identified accessibility parking space compliance issues against IASR requirements. B.1) An amendment to the relevant zoning By-law will be made to ensure compliance with section 80.34 of the IASR (requirements for types of accessible parking spaces). IASR	**Medium**	A) 2023 B.1) Q2 2022 B.2) Q1 2022	**Complete**	A) Assessment of sites was completed which identified two (2) sites that required changes to meet compliance requirements. These sites include the Aaniin Community Centre and the Morgan Pool Parking. Redevelopment of both of these sites have been completed. B.1) Section 5.6 of the Zoning Bylaw 2024-19 defines the requirements for accessible parking space requirements in alignment with the requirements	n/a

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	The requirements for Type A parking spaces should also be included in the Zoning Bylaw.	Type A and B parking space requirements will be included in the amendment. B.2) In the meantime, Planning and Urban Design will provide written and documented direction to site plan review staff to ensure that parking components of applications are in compliance with IASR accessible parking provisions.				set out I the IASR. The requirements for the minimum number of Type A parking spaces is also documented in the 2022 MADG (section 3.1.2). B.2) All applications for non-residential building permits require compliance with the AODA and IASR, including parking provisions. This language was added to permits prior to the updates to the bylaws as a measure to ensure compliance.	
4	**Duties of Municipalities and Taxicabs** The Taxi Bylaw in development should include that taxicab and PTC drivers must comply with the requirements of the IASR under Section 80, which mandates that drivers are prohibited from charging higher fares or additional fees to persons with disabilities and that vehicle regulation and identification information be provided in an accessible format to persons with disabilities who are passengers. A process for plate holders and private sector companies to report back to the City to confirm they understand and adhere to these requirements should also be included within the Bylaw.	While the City does not currently license accessible taxicabs, the current by-law contains regulations requiring brokers, owners and operators to comply with IASR Section 80. As part of the current review of the Mobile Licensing By-law, several amendments are being recommended to bring the City into compliance with all IASR regulations related to operators and drivers of taxicabs and private transportation companies (PTCs). • Mandatory driver training, by a company approved by the City will be undertaken contingent on a vendor providing this service. • Brokers/private transport companies to ensure all drivers complete the training as a condition of their employment. • Brokers/private transport companies will be prohibited from charging persons with disabilities fees over and above those for able bodied users. • As part of annual licensing, the City will require operators/drivers to have information available to users with disabilities in accessible formats. Staff are developing a formal complaints process for ground transportation services in the City of Markham. Once approved, the process will be posted on the website, and communicated publicly.	**Medium**	Q3 2022	**Complete**	The Mobile Licensing By-law (Bylaw 2022-20, last updated in January 2024), includes the requirements for owner/operators to comply with IASR Section 80. In order to ensure license holders understand their requirements, specialized training has been developed and must be completed by all licensees before a permit or permit renewal is issued. This requirement will take effect in April 2025. Licensees and PTC organizations will be required to declare that drivers have completed the required training. Requirement for the completion of this training is embedded within the current Bylaw.	n/a
5	**Accessible Web Content** Documents and content contained on the City's website (e.g., PDFs) should be reassessed to ensure that all accessibility requirements are met. A process should be developed for the reassessment of all web content (e.g., PDF's), to ensure they are accessible, or that an accessible alternate (e.g.,	The City worked with a third-party vendor to make the portal accessible per Web Content Accessibility Guidelines (WCAG), focusing on the portal content pages and ensuring that the pages and documents were readable by screen readers and other accessibility tools. As part of this process, over 1,300 PDF documents on the portal were reviewed and enhanced. A work plan is being developed to further address accessibility compliance issues related to PDF documents on the portal	**Medium**	Workplan: Q4 2022 Implementation: 2024	**Complete**	An AODA Document Remediation project has been initiated earlier this year (in Q1 2024). Phase 1 activities are to inventory documents, evaluate accessibility compliance, and develop a remediation strategy for department documents. Staff are currently in Phase 1 of the project, targeting completion Q4 2024. Phase 2 will include developing AODA compliant templates for the department.	n/a

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	HTML format) is available. The City currently performs ongoing testing of the website, however, this process can be modified to ensure the entirely of the website and all web content is reassessed. Reassessment of the entire website is a significant task and MNP recommends that this review is approached in phases. The City should continue its efforts to ensure that any new webpages or web content posted online is accessible, or that an accessible alternate is provided. The City should also continue the training program to ensure staff are able to create and remediate accessible documents.	and will include content author training, ongoing spot checks by the external vendor, awareness communication with the public, and remediation of pdf documents.					
6	**Notice of Temporary Disruption** The process and procedures related to preparing notices of temporary disruption should be formally documented. Once complete, the document should be made available to any person upon request as per section 80.48(3).	The City will formally document the current processes and procedures related to preparing notices of temporary disruption and disseminate to relevant departments and facilities.	**Low**	Q3 2022	**Complete**	A process for preparing notices of temporary disruption was developed and documented in 2023. Roles and responsibilities are also included in the procedures.	n/a
7	**Accessibility Policies** A review and update of both the IASR Policy and the Customer Service Policy should be completed. When performing the review and update, the City should consider consulting with the AAC for feedback and input. The City should also set a cycle or cadence for the next review period, and work to keep the policies updated, relevant and effective going forward (e.g., perform a review at least every five years).	The City will review and update the IASR and Accessible Customer Service policies to ensure alignment with IASR requirements and confirm review cycle moving forward.	**Low**	Updated IASR policy and review cycle: Q4 2022 Accessible customer service policy and review cycle: Q1 2023	**Not Yet Started**	The IASR Policy and the Accessible Customer Service Policy have not been updated. The City is in the process of hiring an Accessibility Specialist whose first responsibility will include the update of the policies. City staff indicate that they intend to hire for this role as soon as possible.	Q4 2025
8	**Annual Reporting** A process to prepare annual reporting on the progress made towards goals identified in the Accessibility Plan should be developed and implemented. Once annual reports have been prepared, they should be posted on the public website, and should be provided in accessible format upon request.	The City will develop a process to prepare annual reporting on progress made towards goals identified in the 2020 to 2023 Accessibility Plan.	**Low**	Q3 2022	**Complete**	The City has completed annual reporting on its progress made towards the goals in the 2020 to 2023 Accessibility Plan. Reporting was conducted for the 2023 calendar year and posted to the City's public facing website.	n/a

City of Markham

Contact Centre Review

Final Report – October 7, 2024

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October 7, 2024

Mayor and Members of Council,

I am pleased to present the Contact Centre Review report ("report") of the Auditor General for the City of Markham. To ensure the results of our review are balanced, we have provided in this report a summary of identified strengths, as well as observations and recommendations for improvement.

The report was discussed with the City of Markham's management and executive leadership team, who have reviewed the report and provided their responses within. This report is provided to you for information and adoption of the City of Markham's proposed action plans.

In order to conduct the analysis, MNP assessed the Contact Centre's People, Process, and Technology. This type of framework has been successfully used to assess how these three elements work together to enable organizational success and outcomes. The review was conducted between July and August 2023, prior to the launch of the Xplor system.

Implementing improvements across People, Process, and Technology will assist the Contact Centre in addressing many challenges in capacity planning, improving service levels, and driving productivity improvements. Adoption of the recommendations and improvement opportunities can enhance the Control Centre's strong service levels and drive greater value in the scalability of existing resources.

Sincerely,



Geoff Rodrigues, CPA, CA, CIA, CRMA, ORMP

Auditor General, City of Markham

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BACKGROUND

The City of Markham ("Markham"), with a population of approximately 357,000, offers a variety of services to its residents, including support programs, infrastructure, recreation, and cultural facilities. Markham is committed to enhancing transparency, efficiency, and effectiveness for the benefit of its community. Established in 2003, Markham's Contact Centre ("Centre") facilitates direct communication between the local government and the community, improving transparency, accessibility, and responsiveness in municipal services and programs. It serves as the primary point of contact for documenting and communicating the status of active citizen requests ("ACRs") and supports the delivery of various programs.

As the central hub for interaction, the Centre connects residents with Markham's 22 departments and supports recreational programs. It handles calls, emails, chats, and social network queries on behalf of the departments and triages service requests through the ACR system to the appropriate department for resolution. The Centre also tracks the status of ACRs and communicates with residents as needed. Centre staff fully resolve most resident queries as the first point of contact. The Centre operates from Monday to Friday, 8:00 am to 5:00 pm, at the Markham Civic Centre. Staff are available after hours until midnight for emergency call-outs for critical services. Outside these hours and during weekends and holidays, Markham's in-house security team manages and handles emergency requests.

In addition, the Centre assists residents in reaching the appropriate government area, navigating the website for self-service, and completing necessary program applications online. It also provides internal services to various Markham departments. The range of services provided externally to residents and internally to departments includes the following:

Services Provided to the Public	*Reception Services – assistance to in-person visitors at the Civic Centre's Thornhill entrance daily (Monday to Friday - 8am to 5pm)* *Active Citizen Requests (ACRs) – triage and communication, escalations and call-outs, status follow-up and call backs to residents* *Recreation Services – program registration/cancellations/changes and payments/refunds/subsidies* *Animal Licences – renewals* *Business Licences – renewals* *Water and Similar-Type Appointments and Administration – shut-off, meter replacements, appliance and metal pick ups, payments, scheduling, etc.* *Snow WINDROW Removal Administration*

Services Provided to Markham Departments	*Active Citizen Requests (ACRs) – forwarding, tracking and monitoring* *Departmental Support / Administration Services – processing of credit card charges, refunds, payments, finance adjustments, etc.* *Customer Service Surveys - conducting resident experience surveys (i.e., animal licencing, business licencing, processing, etc.)*

Over the past two decades, the Centre's service delivery model has evolved to include multiple communication channels, such as in-person, phone, live chat, chatbot, email, and portal services during regular business hours and after hours. The Centre use various technology platforms, as well as ACRs, to ensure prompt communication with residents and relevant departments. To help residents who speak different languages, the Centre provides support in various languages, including English, French, Chinese, and South Asian languages.

The Centre's current staff comprises six full-time and 21 part-time resources. Refer to the table below for a summary of the Centre's staffing history since its inception in 2003:

YEAR	STAFFING HISTORY	YEAR	STAFFING HISTORY
2003	**In 2003, Contact Centre was established with:** 1 x Manager 5 x Full-Time Customer Service Representatives ("CSRs") 7 x Part Time CSRs	**2011**	**In 2011, the Manager position was eliminated in August 2011:** 1 x Manager (to August 2011 only) 1 x Supervisor 1 x Care / ACR Trainer Administrator 4 x Full-Time CSRs 21 x Part-Time CSRs
2004	**In 2004, the Centre added 14 additional Part Time CSRs and 1 Supervisor:** 1 x Manager 1 x Supervisor 1 x Care / ACR Trainer Administrator 4 x Full-Time CSRs	**2023**	**As of 2023, staffing of the Centre was comprised as follows:** 1 x Manager (Supervisor position was re-evaluated in 2016 and became the Manager position) 1 x Business System Support Specialist (Care/ACR Trainer Administrator position was renamed the Business System Support Specialist in 2023) 4 x Full-Time CSRs

	21 x Part-Time CSRs		21 x Part-Time CSRs (the number of CSRs in the part-time pool has fluctuated over the years but the average number of CSRs in it is 21)

OBJECTIVE

The objective of this engagement was to review the current processes, procedures, workforce design, governance model, and tools employed by the Centre to identify opportunities for improvement.

SCOPE

The engagement focused on reviewing the following areas:

1. **Roles & Responsibilities:** Review the current practices, skills, and tools used by resources supporting Centre operations and identify improvement opportunities.

2. **Current Staffing Model:** Review the current staffing model and work with key stakeholders to identify how call volumes, nature, utilization, effectiveness, and wait times impact the Centre's utilization. Define opportunities that may enable the Centre to provide increased call volumes and a broader scope of services.

3. **Scalability of Operations:** A review of the Centre's existing management systems and tools to evaluate requirements for scalability, adoption of process automation, resident complaint management, and coordination with other internal specialist groups.

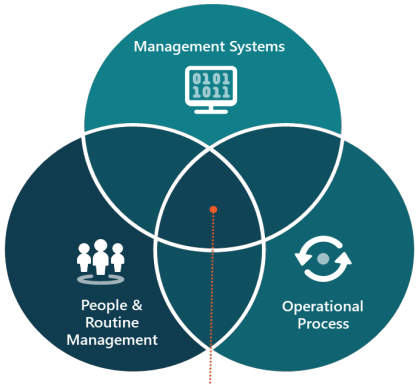
4. **Benchmarking:** A high-level benchmarking exercise of the City's key performance indicators against those from comparable cities to recommend opportunities for improvement.

5. **Current Service Levels:** Review of the current service levels (including processes, volume of data, technology, and tools used by the Centre) to determine the Centre's ability to maintain current service level and/or provide additional work capacity.

APPROACH AND FRAMEWORK

In order to conduct the analysis, MNP used the framework shown here, which assesses People, Process, and Technology. This framework has been successfully used to assess how these three elements work together to enable organizational success and outcomes. This report provides the analysis of the frameworks' three elements - People, Process, and Technology - in relation to the Centre, captured in the following categories:

- Current State Observations
- Strengths
- Key Opportunities and Recommendations



MNP's Business Review Framework

Procedures conducted during the engagement included the following:

Interviews: Interviews were conducted with management and staff across the Centre to understand the organization's ability to execute on its goals and its current pain points with regards to execution.

Process Observations: The daily routines of the Centre's staff were assessed to identify processes that impact the Centre's current service levels and improvement opportunities across the department.

Capacity Analysis: Based on review of historical call volume, chat bot contacts, the context provided during the interviews, and process observations determined the Centre's productivity, utilization, and potential capacity.

ACKNOWLEDGEMENT

We want to express our appreciation for the collaboration and contributions with Centre and Markham personnel.

LIMITATIONS AND RESTRICTIONS

This report is intended solely for the information and use of Markham and should not be distributed to third parties without MNP's prior written consent. Any use that a third party makes of this report, and any reliance or decisions made based on it, are the responsibility of such third party. MNP accepts no liability or responsibility for any loss or damages suffered by any third party as a result of decisions made or actions taken based on this report.

CONTACT CENTRE ANALYSIS

As outlined above, analysis was conducted through the lens of the three elements of our framework – People, Process and Technology – to understand the **current state** and identify **strengths** to highlight **key opportunities and recommendations** for improvement. These have been documented in the following pages of this report. Detailed analysis and benchmarking data has been provided in various Appendices and referenced in the sections below, as applicable.

Please note the analysis was undertaken between July and August 2023, prior to the launch of the Xplor system.

CURRENT STATE OBSERVATIONS, STRENGTHS AND OPPORTUNITIES

A. People

Current State Observations	Strengths	Opportunities
• The Centre opened in 2003 and has since been the main service point for residents for the 22 civic departments and other supporting civic administrative services. • The team comprises six full-time members, including one Manager, one Data Specialist, and four CSRs. Additionally, there are 21 part-time agents. • There is a flat organizational structure, with the manager as the only formal team lead. • Neither the team size nor the ratio of full-time FTE to part-time PTE has changed since 2011. • Training periods for new CSRs average four to six weeks as each CSR supports all the City's services, adding complexity and length to the training program.	• Despite a significant increase in population, the Centre has attained high standards of service using the same number of resources for many years. • The Centre employs a diverse workforce to best serve the City's diverse community. The Centre provides employment opportunities for a diverse workforce, including individuals with disabilities. • Since its inception, the Centre has successfully provided skilled and knowledgeable staff to fill internal front-line and customer-facing roles, serving as an internal resource pool. While this is a strength, it is also a challenge resulting in high turnover in the part-time CSR staffing pool. • The Centre's training approach to customer service and the extensive knowledge of the City have often led the part-time CSRs to secure permanent assignments in other city	• The Manager role is the only formal supervisory role that provides support, guidance, and management of escalations. This structure can increase the Manager's workload, which can cause bottlenecks or delayed decision-making if the Manager is unavailable. • Due to the unionized nature of some of the Centre's staff, certain types of work (i.e., management tasks) are unable to be delegated from the Manager role and certain levels of hours are required to be scheduled for certain roles. These requirements pose challenges in areas such as scheduling, delegation of work, training, and roles and responsibilities. • Significant time can be spent training new employees, many of whom do not remain with the Centre for a long time. • Due to the limited number of hours worked or time of day that part-time CSRs work, they may

Current State Observations	Strengths	Opportunities
• The busiest daily on-call[1] activities periods are 8 AM to 10 AM and 3 PM to 4 PM. The call volumes observed on Mondays were approximately 20% busier than on most other days of the week largely from the weekend backlog as the Centre is not open for regular business on weekends. *(Refer to Appendix A)*. • If a part-time CSR cannot address a resident request or enquiry, they direct the request to either a full-time CSR or the Manager. • Based on call data observations, on average, 12 to 14 members of the CSR team are assigned on-call duties throughout the day, spending 23 to 33 minutes per hour dealing with phone calls. (Note: utilization times provided above do not account for other work the CSRs undertake for after-call follow-up and/or non–call related work activities such as ACR updates, email responses, walk-ins, chat responses or support services for other Civic departments, as well as lunch/break times.)	departments, contributing to high turnover in the part-time work pool. • The Manager's role is to actively observe and manage operations, providing direct support when required, and the Centre has an open-door policy for any staff who needs assistance. This constant engagement and support fosters a strong sense of service excellence within the Centre.	struggle to build expertise in specific areas or may not have the opportunity to handle complex items in a short period of time. This can impact the overall depth of knowledge within the Centre, resulting in greater workloads for full-time resources. This can also lead to a lack of motivation and high turnover rates for part-time CSRs due to limited career progression, resulting in the need for continuous recruitment. • Inability to measure the total utilization and performance of CSRs across Centre activities, as the data does not exist within existing systems.

[1] **On-call** or **on-chat** work refers to the time a live CSR is available or actively responds to customer inquiries. This time can be tracked when a call/chat is answered and closed or when they are waiting for a call/chat to be assigned. **After-call** work involves the administrative tasks performed after completing a customer interaction, such as documentation and updating records. **Non-call** work activities encompass tasks performed by a CSR that do not involve directly interacting with customers over the phone or chat. These activities may include administrative duties like data entry, updating requisite information for a department request, responding to emails or chat messages, conducting surveys, and participating in training sessions or team discussions.

B. Process

Current State Observations	Strengths	Opportunities
• The Centre team uses a daily task list manually created using Excel in Google Docs. This is an important tool for managing daily work. • Council has approved the following target service level for the Centre: o 70% of calls must be answered within 30 seconds. • Internally set KPIs are as follows: o Email response within 48 hours (before COVID, email response was targeted at 24 hours). o 80% first call resolution. • The Centre responds to emails in sequence, and if urgent, residents can contact the Centre by phone. Emails are assigned daily and are to be responded to when not assigned other duties (i.e., on-calls). All CSRs are able to respond to emails. • The Centre receives 40 to 60 live agent chat requests daily, representing 79% of all chat requests received over the data collection period. *(Refer to Appendix A)*	• In addition to the Council set target service level, the Centre has established a set of KPIs that can be measured and tracked using the existing systems, providing a strong measure of performance that is trackable and defensible based on existing routines and systems. These are posted on Markham's intranet site for access by council members and departments. • The Centre consistently delivers exceptional service to residents, as evidenced by the following target service level metrics and benchmarking analysis - *refer to Appendix B*: o Based on 2022 data, 80% of calls are answered within 20 seconds (10 seconds faster than the target service level). o First call resolution at 85.1%[2]. o Resident satisfaction rating of 4.1 out of 5[3]. o Low call abandoned rates at 16.8%[4] (This rate is impacted by the higher Monday	• ACR updates can only be obtained when escalated through the Manager role within the Centre which can cause bottlenecks or delayed decision-making if the Manager is unavailable. • Other than when a resident's request creates an ACR, the Centre does not track the reason codes for calls or non-call related requests. There is no platform to facilitate recording of reason codes and the nature of requests across all contact mediums. Due to the absence of this data, the Centre is unable to identify the full picture regarding trends or patterns in resident inquiries or issues. In addition, without this data, it is difficult to determine the appropriate staffing levels and skill needed to address different types of requests. • The Center has dashboards in place that are used to report and communicate results, but they are not automated or aligned to include all activity/reason codes of customer requests. This results in a manual and time-consuming process and incomplete reporting. • Statistics related to the number of emails received daily, assigned, escalated to create an ACR, and

[2] The first-time call resolution rate of 85.1% is significantly higher than peers at 52% for the City of Vaughan and 55% for the City of Hamilton. This strong data point supports the current training routines and leadership at the Centre. CSRs are well-trained and possess extensive knowledge of departmental services, programs, and procedures. This exceeds the Council set target service level of 80%.

[3] Via post-call surveys, the Centre has obtained feedback indicating a high level of resident satisfaction and a positive community presence among Markham's residents.

[4] The Centre has a 16.80% call abandoned rate, which is lower than the City of Vaughan (which is 25%) and close to the 15% call abandoned rate at the City of Hamilton. It is important to note that the City of Hamilton's Contact Centre is staffed with significantly more resources than Markham's.

Current State Observations	Strengths	Opportunities
• Based on Case Data created between January 2023 and June 2023, an average of 4,209 cases were created each month or 29% of all calls received. This translates to approximately 18 daily cases. *(Refer to Appendix A).* • A chatbot was recently introduced, which has addressed 21% of all chats received, reducing the number of live chat requests. Residents can still refer to a live CSR, however, the level of engagement could be higher since residents do not use the chatbot often since it is inefficient and not truly an AI chatbot.	and Tuesday morning call volumes, which result in higher call abandonment.) o The percentage of calls transferred to departments is low at 7.55%, reflecting that CSRs can satisfy customer requests at the first point of contact as noted above.[5] • The Centre tracks trends on case types, and this data is relevant and tracked consistently. It is also made available to all departments and to Council.	resolved are not tracked. At the time of this review, it was observed that many email response times were close to 72 hours, which is greater than the internal service level standard of 48 hours.

C. Technology

Current State Observations	Strengths	Opportunities
• To deliver and manage its services, the Centre uses various tools and technologies. Some of the key tools include: o CRM (the Active Citizen Request Management platform) to record and assign ACRs to various departments for resolution. o Chatbot to address resident requests. The chatbot employs automated responses and leverages the Centre's internal knowledge base to automatically generate answers to various questions.	• There is a culture within the Centre to willingly adopt new technologies and innovations to enhance service delivery. • The Centre has taken important steps towards adopting new technologies and tools to improve efficiency and exceed service level targets set internally by the Centre and by Council. Some of the tools that have been implemented include a chatbot, the XPLOR system to replace the previous EZReg system, Hoot Suite to replace Sprout Social, and the adoption of MS 365. These innovations have	• The Centre does not have data monitoring and management procedures across all services and work delivered. For example, existing data tracking routines only monitor an assigned CSR's on-call[1] and on-chat[1] schedules and fail to track the time taken for on-after-call[1] routines, renewals, payment processing, water, and other related appointments. The lack of data to track the output of all CSRs has led to static planning and difficulty in measuring performance against defined targets.

[5] Strong communication skills when handling resident concerns professionally and courteously is a contributing factor to the low transfer call rate of only 7.55% of all calls received. The City of Vaughan's transferred call rate is 45%. The City of Hamilton does not track this metric.

Current State Observations	Strengths	Opportunities
o Amanda software to automate, track, and analyze core building permitting and licensing processes. o EZReg for program registration (replaced by XPLOR), which did not permit more than 1,000 active users at to register simultaneously for an open program at any one time[6]. o Hoot Suite (replaced by Sprout Social) is a set of tools for managing social media conversations and leveraging potential solutions for customer service and social listening. o Google Docs to manage schedules and track resource hours for budgeting. o Microsoft 365 for email communication with residents and internal communication with all departments. • The Centre does not use interactive voice response ("IVR") systems to direct resident calls or offer call-back features. All incoming calls are attended to on a first-come, first-served basis, and callers are placed in a queue until the next available CSR can assist them.	been significant and incremental, reflecting the Centre's commitment to staying current with emerging technologies and improving ACR efficiency. • Several manual data collection methods and multiple spreadsheets (i.e., dashboards) have been implemented to monitor operations and track results.	• Due to the lack of an integrated CRM and scheduling system data on all activities, tracking time spent on-call, non-call, and after-call[1] work undertaken by the CSR is absent and not completed, giving false or incomplete insight into utilization rates. • Multiple spreadsheets, which are used as dashboards, and KPI monitoring are utilized to manage the team's performance. An integrated dashboard to manage all data, KPIs, and exceptions does not exist, making it increasingly difficult to identify trends and patterns, be responsive, and drive further improvements in service levels. • Google Docs is used to schedule resources at the Centre, which limits scalability and real-time visibility. The Google Docs scheduling tool cannot handle the large data volumes required for dynamic planning and performance metrics, including scheduling employees' integration of skills, preferences, shift rotations, breaks, and service level adherence. Google Docs may not provide sufficient flexibility to handle these complexities effectively, leading to sub-optimal schedules and potential service disruptions. • There is no interactive voice response ("IVR") system to enable residents to navigate to different reason codes for a more accurate call routing process.

[6] At the time of our analysis, the Centre utilized the EZReg system, allowing a maximum of 1,000 users to access all open program registrations at any time. Once the online system reached saturation, the volume of calls overwhelmed the CSRs, with residents using the call time to register for more than one (1) program at a time, increasing the backlog. This resulted in high wait times, higher-than-average abandon rates, and the highest weekly call times. Since launching the new online registration platform (XPLOR), the Centre has communicated the new platform has significantly addressed the previous bottlenecks with online registration and incoming high call volumes.

KEY OPPORTUNITIES FOR IMPROVEMENT AND RECOMMENDATIONS

Implementing improvements across People, Processes, and Technology will assist the Centre in addressing many challenges in capacity planning, improving service levels, and driving productivity improvements. Their adoption can enhance the Centre's strong service levels and drive greater value in the scalability of existing resources.

The following table provides the **current state observations** and provides corresponding **recommendations** and **opportunities for improvement**.

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
1	**Organizational Structure** MNP observed the following regarding the team's organizational structure: i. Since 2011, the Centre has lacked a supervisory or team lead role, putting the entire active management responsibility on the Manager role. The Manager role is also responsible for scheduling and adjustments for a team of 25, creating higher workloads and increasing the risk of decision-making bottlenecks. **Impact:** The Manager role frequently observes day-to-day operations on the floor, spending time providing observational interventions and corrections rather than broader metrics or data-driven decision-making. ii. One contributing factor to high attrition rates and employee turnover rates might be the lack of career progression opportunities.	**Introduction of Team Leads Structure** The introduction of a formal team lead structure will drive the business to deliver: - Immediate Supervision: Team leads on the floor can provide immediate supervision, guidance, and support to the CSRs when handling inquiries or complex issues. - Resource Management: Team leads can be responsible for managing resource allocation, including assigning tasks, distributing workloads, and optimizing staff schedules. - Coaching and Training: Team leads can provide real-time coaching and training to CSRs. They can offer guidance on handling challenging situations, improving communication skills, and staying updated on government policies and procedures. - Quality Assurance: Team leads can be instrumental in monitoring and maintaining the quality of services provided by CSR. They can conduct regular	**Contact Centre Staffing Update** As part of the 2024 Budget process, approval was granted for a new Supervisor for the Contact Centre, who began work on July 22, 2024. The new Supervisor oversees the part-time CSRs and supports the Manager with case management, escalations, scheduling and other responsibilities. The addition of the Supervisor reduces the workload of the existing Manager, allowing them more time to address several concerns noted in this Contact Centre Review. Other staffing strategies will be assessed to determine optimal deployment of resources to address current pressures and gaps in the Contact Centre.

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
	Impact: High employee turnover causes knowledge loss and reduces productivity due to the time required for onboarding new CSRs, which takes on average four to six weeks. iii. Experienced CSRs voluntarily help the Manager role by assuming greater responsibilities. **Impact:** As the supervisory role is informal, the voluntary actions of experienced CSRs may not always drive active completion and measurement of performance in such aspects. iv. Due to the absence of other supervisory roles (i.e., team leads and/or supervisors), there is limited adequate floor management, as the Manager role is moving between broader Centre management, escalation of issues, strategic initiatives, training, and resource planning. **Impact:** As the sole supervisory role, the Manager role manages multiple initiatives and activities which can impact the time allocated to the floor management which may result in increased employee turnover, decreased productivity, delays in handling escalations, longer coaching and development of resources, and risk of timely correction of poor performance.	evaluations, provide feedback, and ensure that CSR adheres to service standards. - <u>Escalation Handling:</u> A team lead can step in to address more complex matters and serve as a point of escalation for agents and liaise with other departments when necessary. - <u>Drive Greater Active Management:</u> Alleviate the workload of the Manager role to focus on addressing bottlenecks in overdue ACRs, focus on strategic initiatives, and use data to drive active management decision-making. Additional recommendations could include: - Including a Supervisory role which could manage the performance of Centre CSRs and assist by monitoring performance targets by role, tracking progress, and providing coaching and support to help CSRs achieve their goals and maximize productivity. - To lower attrition rates, increasing the proportion of full-time CSRs to part-time CSRs may create greater stability in workforce management, better retention of experienced CSRs, and greater career stability at the Centre. - Develop a Recruitment Policy that could include the length of time a CSR must remain employed with the Centre before being eligible for applying to other internal positions.	

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
2	**Data to Drive Active Planning & Management** MNP observed the following regarding the use of data to drive Centre planning and management: i. The Centre's current approach to resource management is to use an Excel withing Google Docs which assigns CSRs a set schedule or task list with predefined tasks. Incorporating any change to the day's predefined or preset routines is usually very reactionary and in response to unplanned tasks. ii. Additionally, disparate data sets with a large volume of information, including a lack of integration of the Centre's and Markham's corporate systems, make synthesizing data for effective decision-making challenging. **Impact:** Static management, higher idle times, and/or significantly busier than recommended times/hours can result in an ineffective allocation and utilization of resources, lowering productivity and increasing costs. Additionally, without data-driven insights, the center may struggle to consistently meet service level targets, which could lead to resident dissatisfaction. iii. As live data flow is neither complete nor integrated, live data is not used to inform decision making as these instances occur. Pre-set thresholds that trigger flags for team	**Implementation of New Data Management Systems** An effective data management system can be an indispensable tool for managing Centre operations effectively. By harnessing the power of data, the Centre can enhance customer service, optimize performance, ensure compliance, and drive continuous improvement in operations. An effective data management system plays a key role in optimizing workforce management and ensuring smooth operations. It can also drive cost efficiency, reduce burnout and turnover, and enhance forecast accuracy and data-driven decision-making in workforce performance. Potential systems the Centre could explore include: i. A **CRM system** enabling CSRs to access customer profiles, history, and preferences, facilitating personalized service, creating and managing case file ticketing, and efficient issue resolution. The new CRM should serve as a centralized database for storing comprehensive customer information, including details of calls, which would improve customer satisfaction. A CRM system would allow for quick retrieval of resident profiles, past ACRs, and updated records in real-time, minimizing call handling time and enhancing productivity. The CRM platform should also integrate with call routing software to intelligently route incoming calls based on	**CRM System Update** The Contact Centre recently secured approval for a new CRM system and is currently in procurement for a System Implementer to assist with implementation. It is expected that the new system would be set to launch in the fourth quarter of 2025. This new system will address many of the shortcomings of the existing CRM system, including the following: • Data integrity • Self service capability • Customizable reporting • Live dashboard • Simplified workflows The new CRM will be compatible and fully integrated with many of the applications the City currently uses. In addition, it will work with the existing phone system and with any potential future phone system. **Workforce Management (WFM) System Update** Municipal Contact Centres have very specific operational needs. Various

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
	intervention have not been implemented and an integrated dashboard to manage all data, KPIs, and exceptions does not exist making it increasingly difficult to identify trends and patterns, be responsive, and drive further improvements in service levels. **Impact:** The Centre faces limitations in proactively managing with limited available data. The Centre sifts through large data flows and platforms to identify issues. The data necessary for active resource management is not organized based on utilization or performance, leading to observational decision-making. This can result in insufficient or inefficient time allocation.	predefined criteria. The CRM platform would also enable performance tracking and reporting based on analytics to track KPI results, such as response time and resolution rates. (*Refer to **Recommendation #3** for KPI related recommendations and **Recommendation #6** for more details of the ticketing portion of a CRM system.)* *ii.* A **Workforce Management (WFM) System** that provides tools for forecasting Centre volumes, scheduling agents, and optimizing workforce productivity to ensure adequate staffing levels meet service level targets and minimize wait times. (*Refer to **Recommendation #4**.)* iii. A **BI platform** can aggregate and visualize data from various sources, including the Centre's non-call-related operations, to create interactive dashboards, reports, and visualizations. BI tools can enable the Centre to track KPIs, identify trends, and make data-driven decisions for planning and management in real time. (*Refer to **Recommendation #3**.)*	scheduling systems have been researched to determine if they meet the needs of the Contact Centre. However, at this point in time, the City has found no WFM system that meets the following needs: • Incorporation of historical call volume to predict service level requirements; and, • Account for different skillsets and responsibilities, example emails and administrative tasks, training etcetera. In the absence of a suitable WFM system, the Contact Centre (like many other Municipal Contact Centres) has recently developed a new spreadsheet that utilizes macros and advanced formulas to optimize staff scheduling. This tool leverages historical call volume data to predict service levels based on daily staff schedules and accounts for various tasks beyond phone calls, including front counter duties, administrative work, and training. This approach aims to enhance budget management and ensure management is optimizing resource deployment.

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
			BI Platform Update The Contact Centre is currently working with ITS to automate data feeds to provide real time dashboard data on service metrics and KPIs using Microsoft PowerBI. The new CRM system will automate and improve reporting with the use of customized query data selection, saving time and allowing staff to see information necessary to make informed decisions and to provide the Centre's stakeholders with a better understanding of operations.
3	**Routine Management Impacted due to Lack of Integrated Dashboards and KPI Tracking** MNP observed the following regarding the team's reporting processes: i. A daily task list is prepared, but no target output outcomes have been communicated to the team. This can result in CSRs self-pacing their workload. Due to the absence of integrated tools, ease of live measurement, and dynamic assignment of tasks, management is unable to leverage additional KPIs such as, but not limited to, calls/minute, # number escalations/week, emails responded/hour, idle time, time-spent on	**Performance Dashboard** A dashboard that integrates across the various data management routines of the Centre's various systems, including a CRM and live scheduling, should be implemented. The visualization of KPI results and other key monitoring aspects of operations, would enable management to monitor performance and drive improvements in service level on a real-time basis. The performance insights should be tracked, monitored and regularly reported internally at the Centre, to Markham's senior leadership, and to Council. The performance dashboard should seamlessly combine data from the Centre's system (e.g., CRM platform,	**Performance Dashboard Update** The City supports the need for enhanced reporting and data mining to facilitate decision making. The new CRM system (i.e., Microsoft Dynamics) is expected to meet these requirements.

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
	non-call and after-call work, and daily task list attainment to drive greater performance excellence than those currently attained. ii. Several manual data collection methods and multiple spreadsheets (i.e., dashboards) have been implemented to monitor operations and track results. **Impact:** The lack of live integrated tracking and monitoring KPIs may result in increased variance in key metrics such as call duration, average waiting time, emails/hour, and abandon rates. This may cause inconsistent resident service levels and result in performance measurement being more reportative or anecdotal and not immediately corrective.	workforce management system/scheduling tool, etc.), enabling the Centre to monitor ongoing activities against its established service levels and KPIs, identify deviations from the baseline, and drive improvements. The Centre could also leverage the dashboard to: - Create a feedback loop to communicate performance. - Rollout and track new KPIs (*refer to **Appendix E** for additional metrics the Centre could implement)* to improve performance, utilization, and quality of resident service. - Manage performance by exceptions and leverage the tool to escalate significant deviations in results. With a real-time performance dashboard, the Centre could monitor call volumes, CSR availability, service levels, and other relevant metrics. By having the dashboard display information in real-time, this would provide accurate and timely information to make updates in scheduling and resource allocation and be flexible to address volumes and other situations as they occur.	
4	**Scheduling and Traffic Management** MNP observed the following regarding current scheduling management processes: i. The current scheduling process is consistently static and does not consider the changing daily	**An Effective Scheduling Software** Scheduling software plays a key role in optimizing workforce management and ensuring smooth operations. It can also drive cost efficiency, reduce burnout and turnover, and enhance forecast accuracy and data-driven	**Scheduling Tool Update** The City has long recognized the benefits of an effective scheduling tool. Unfortunately, given the specific operational needs of a Municipal Contact

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
	call volumes and peak hours. The schedules are based on estimated personnel rather than historical data, relying on managerial experience instead of actual utilization or volumes. ii. Data analysis shows that fewer resources are allocated at 8 AM and 4 PM compared to other activity periods, leading to higher call abandoned rates. The number of resources available ranges between 7 and 9, which is lower than the baseline of 14 resources per day. As a result, the average lost call percentage across both activity periods is 26%, compared to a week's lost call percentage of 18%. (*Refer to Appendix A*) **Impact:** This approach affects abandoned call rates, service levels, and the Centre's cost efficiency. iii. The highest call volumes occur at 9 AM and 3 PM, accounting for 28% of all call volumes. The Centre's available resources at this time are, on average, between 11 and 13 CSRs, which is marginally 4% fewer than other activity periods. This results in an average call abandoned rate of 20% *(Refer to Appendix A*). **Impact:** Greater inefficiency due to high idle times, as well as resident dissatisfaction due to longer wait times during observed during busy hours.	decision-making in workforce performance. The use of scheduling software will allow the Centre to proactively assign small windows for resources to complete non-phone-related activities. Tracking all activities, such as call, after-call, and non-call activities, will drive greater data-driven management. The deployment of an integrated CRM and Scheduling platform with other corporate and Centre systems will ensure the use of data analytics and live data sets to drive decision-making. *(Refer to **Recommendation #2**).* The development or implementation of an integrated scheduling tool for resource management and workflow allocation will contribute to the overall efficiency, effectiveness, cost control and success of the Centre's operations. The tool would enable the following: - Optimize Workforce Allocation with expected call volumes and other operational demands. The tool should ensure that staffing levels match the workload by analyzing historical data and forecasting future needs. - Cost Control to efficiently schedule and minimize cost overruns from overstaffing during low-demand periods and prevent poor performance due to understaffing during peak times. - Real-time Monitoring and Adjustment capabilities, allowing the Centre to track performance and adjust	Centre, there does not appear to be scheduling software options that fully address operational needs of this business environment. Most existing products fail to consider factors like staff skill sets, service levels, training, and historical data. The City will continue to explore scheduling tools with a view to acquiring a product that meets all of the Centre's identified requirements. In the meantime, a new spreadsheet has been developed for use in the Contact Centre. It utilizes macros and advanced formulas to optimize Contact Centre staff scheduling. **Establish a Call-Back Process Update** The Contact Centre has tested the automated call-back feature of the existing phone system. Unfortunately, it did not function as expected and negatively impacted service levels. We will continue to monitor the marketplace for a suitable tool that meets all of the Contact Centre's needs. **Email Backlog Clearance Update**

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
	iv. Emails received during the day are only assigned to specific CSRs for response, thus resulting in only a select few emails being addressed each day during normal business hours. This has caused an upward trend in email response times (i.e., close to 72 hours). **Impact:** Internal service levels have been changed but cannot currently be improved due to a lack of scheduling to reach prior standards. Additionally, there is greater inefficiency during idle times as work is not reassigned during less busy hours. v. Currently, the centre does not measure the time a resource takes on non-call or after-call activities[1], which results in an incomplete understanding of available capacity and traffic management planning. **Impact:** If non-call and after-call-related tasks are not tracked and organized, there is a greater risk of understaffing and overstaffing in peak and low periods, respectively. This can result in missed service level standards. It also increases the risk of CSR burnout due to excessive workload. Furthermore, the performance of a CSR cannot be fully quantified, leading to an incomplete measurement of their performance.	schedules dynamically. This will ensure quick responses to unexpected changes in call volume or resource availability, maintaining optimal resource allocation across the various call and non-call related work. **Establish a Call-Back Process** Traffic management and scheduling in sudden peaks can be significantly improved by implementing a call-back feature integrated with the telephone system. The feature will reduce abandoned call rates and waiting times. *(For additional details, refer to **Recommendation #5**.)* **Email Backlog Clearance** Responding to email requests has increased from 24 to approximately 48 hours and seems to be trending higher more recently as communicated to MNP. To address the backlog of emails, the Centre should consider assign the task of preparing email responses to a CSR working during the late-night shift which could significantly reduce the workload of CSRs during the day, as call volumes during the evening shift averages less than an hour, in total. **After-Call Work and Non-Call Work** In addition to monitoring on-call/on-chat work times, monitoring a CSRs activity on other important activities at the Centre (i.e., after-call and non-call activities) will	The Contact Centre has recently implemented several strategies to address the email backlog. One CSR will be dedicated to handling emails daily, and three additional agents will focus on administrative tasks from 5:00 PM onwards when call volumes decrease. Two of these agents will work from 12:00 PM to 9:00 PM, while the third will cover the 4:00 PM to 12:00 AM shift. These agents will manage remaining emails between calls. Additionally, staff anticipate that the new CRM system will help track the source of cases — whether via phone calls, emails, chats, or walk-ins — allowing turnaround times to be monitored and ensuring more accurate service level metrics for emails. **After-Call Work and Non-Call Work Update** The Centre's current phone system lacks the capability to accurately differentiate between after-call work and non-call work. To effectively monitor KPIs, the Centre requires a CRM and phone system with this functionality. At present, after-call work is aggregated for the entire day, and

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
		improve the understanding of resource utilization and true availability across all work activities and tasks	there is no detailed report identifying specific "made busy" times, which are crucial for measuring performance and ensuring the proper use of time. The new CRM will help the Centre develop stronger reporting tools as the expectation is that it will be integrated with the current or future phone system.
5	**Interactive Voice Response and Call Back Feature** MNP observed the following regarding interactive voice response ("IVR"), and call back features: <u>Call Routing and Specialization:</u> iii. There is no IVR system to enable residents to navigate to different reason codes for a more accurate call routing process. iv. As there is no IVR system, no pre-set messaging can be established that can auto-respond to a host of standardized requests or communicate the status of an open ACR. **Impact:** Due to the absence of an IVR system, there is no mechanism to route calls directly to CSRs equipped or specialized in certain issues or requests. Therefore, all CSRs must be trained on all services to maintain a similar service level.	**An Advanced Phone System with IVR** An IVR will allow residents to receive greetings and welcome prompts upon dialling in. A pre-set list of menu options, usually numbered, facilitates the caller's self-navigation of the nature of the request via pre-set options. This also allows for the determination of specialists in select departments and services and provides self-service options for residents to obtain information quickly without speaking to a live CSR. Such an approach can free up time for CSRs as some calls or requests can be addressed from standardized messaging. Additionally, creating a general enquiry option may allow specialists to address more complex requests. This can also gradually reduce the time new part-time CSRs take to be trained on select skills while alleviating the specialists' workload.	**Advanced Phone System with IVR Update** As the Contact Centre acts as a 'one-stop shop' for Markham's residents and customers, implementing an IVR system (or "phone tree") — commonly used by businesses to direct callers to specific departments like 'sales,' 'claims,' or 'billing' — would be unnecessary. Since the Contact Centre manages all incoming calls, providing IVR options may add frustration to the caller experience. Instead, tracking metrics through the CRM, which captures all customer entry points, would be a far more effective solution.

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
	Call Back Feature: v. The absence of a call back feature at the Centre maybe contributing to long wait times, increasing abandonment rates, reduced efficiency, missed service level improvement opportunities, and potential difficulties managing call spikes. **Impact:** A call back feature would allow for timely call returns back to a resident, resulting in reduced wait times, improved resource management, lower abandoned call rates, increased first call resolution rates and overall optimization of the Centre's performance.	The data from an IVR system would also allow the Centre to evaluate and monitor many analytical features - for example, call volumes, complexity, length of calls - and allocate resources and training by respective services. Additionally, if the wrong IVR code is selected, a dynamic system would allow the CSR to redirect the call to the correct specialist as required. **Creation of Service Specialists within the CSR Team** With the use of an IVR system, the CSRs can specialize in certain requests, while some could be trained as generalists. This may result in quicker generalist training for new CSRs, and more specialized and focused training for others with specific skill sets, resulting in overall improved service level responses. It may also offer an opportunity to further improve first-call resolution rates by directing resident calls or requests to CSRs who are specialists in select departmental services. **Use of Auto Responder Rule** Auto-Response Rules can further empower the Centre to automate responses to select questions or requests that specific pre-recorded responses can address. By leveraging this feature, resident's calls can be expedited.	**Service Specialists within the CSR Team Update** All Contact Centre staff are fully trained to handle a wide range of inquiries. Focusing only a few team members on a particular subject may create unnecessary service delays and backlogs when call volumes are high. This approach also fails to account for absences and vacations, and staff turnover, as well as the alignment of scheduling for part-time staff with specific expertise on a shift. By training all staff to manage inquiries across all departments, the Contact Centre can better manage call volumes and avoid the bottleneck effect that specialization can create. A fully trained team creates a more balanced and responsive team. **Auto Responder Rule Update** The Contact Centre operates a multi-channel environment with opportunities for self service through the City's website, and chatbot. With the pending deployment of a more advanced CRM, customers will have greater opportunity to use self service with more guidance and

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
		Adoption of a Call Back Feature Providing residents with a call-back feature will help reduce abandon call rates and call waiting times. Two different options have been provided below for Markham's consideration: A. **A queue call-back feature:** Where residents are provided the option to have an CSR return their call – in the order it was received – rather than wait on hold on the phone, which increases wait times. Requesting a call-back is typically simple, involving a single button click once a customer is in the traditional phone queue. Call-backs are scheduled by the system in order thereby not significantly reducing the workload of the CSRs during a period of time. B. **A scheduled call-back feature:** This approach sets a CSR to return a call within 24 hours, usually outside of peak hours. This ensures better resource management during peak call/request volumes. By offering residents the option to request a call-back, the Centre can increase satisfaction, retention, and efficiency, ultimately leading to higher-performing operations.	user experience. Contact Centre staff continue to look for opportunities to enhance our service with the tools we have available or future tools to help better align with customer needs. **Call Back Feature Update** The Contact Centre has previously tested an automated call-back feature which unfortunately did not function as expected. Staff will continue to keep review options for tools that better meet the Contact Centre's needs and enhance the customer experience.

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
6	**Open ACR Ticket Management** The Centre is responsible for entering case details as ACRs, which get synced with the various departments as open tickets. The activity dates are available, but through a very manual process. The service levels of case resolution are determined by each department and are likely to be different depending on the nature of the work undertaken by each department. The Centre is not responsible for expediting the process but can only communicate to the resident the standard service level standard by which the department is expected to address timelines within the ACR. In the event a resident follows up on an ACR that has not been completed within the stipulated service level standard, the Centre must manually follow up with the respective department to get an expected addressal date. **Impact:** Bottlenecks and longer calls when a resident follows up for a status update, as the overdue ACR needs to be followed up manually with other departments and often requires the Manager role to escalate to get a response.	**Automated Open Ticket Management Process** An automated process (i.e., within a CRM system) to track the status of overdue ACRs should be developed. Such a process could greatly assist in addressing many current issues around ACR ticket management which have become very onerous for the Centre, as it constantly struggles to get internal departments to close the loop on overdue ACRs. A supporting feature of an open ticket management process and system could include self-help options for residents to track the status of their ACR based on a unique case ID #, which could be entered and tracked via a web portal or entered as an alphanumeric entry on an IVR system. **Formal Review Process** The Centre should also develop a formal process for reviewing ACR status. This could include a regular meeting with departments to discuss overdue ACRs and to update next steps, expected resolution date, and relevant information. Alternatively, a weekly or bi-weekly report from each department could be provided to the Centre that provides status on each open and overdue ACR, with expected closure date.	**Automated Open Ticket Management Process Update** Open ticket management is a business requirement for the new CRM. With the new CRM, overdue or out-of-service-level cases can be flagged within a department for immediate attention, eliminating the need for the Contact Centre to follow up on outstanding cases. The intent and expectation is for customers to have a more consistent update on their case submission identifying service levels and expected turn around for completion. **Formal Review Process Update** The new CRM system will significantly enhance the Contact Centre's formal review process by generating daily or weekly reports of outstanding cases for each of the Centre's client departments. Reports can be generated to allow departments to assess their internal service level turnarounds and staffing levels. Based on this analysis, they can determine whether adjustments are needed to service levels, whether issues were caused by rare occurrences like

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
			weather events, or if additional staffing is required due to an increasing trend.
7	**Training** Currently, all training and onboarding of new part-time CSRs are conducted live and in-person with on-the-job training provided by either the Manager role or full-time CSRs. During the onboarding and training process, every new part-time CSR is trained on each service offered and each customer contact communication medium available within the Centre. Many Subject Matter Experts ("SMEs") from other departments are also invited to provide specialized in-person training to the entire team as well. **Impact:** The time taken to onboard new CSRs is long, on average four to six weeks, as CSRs learn and understand all complex civic services offered by the Centre. Additionally, this results in significant time spent by both the Manager role and full-time CSRs repeatedly training new part-time CSRs due to high attrition rates.	**Online Training** Developing online training and onboarding programs with specialized training for each service will significantly alleviate time-consuming in-person training. The Centre could also develop a testing module to adjudicate the readiness of a new CSR after they receive their training. The creation of a repository of training videos for in-person sessions held by SMEs from the various departments can also serve as future reference guides for all CSRs. **Specializations** Training programs that facilitate the creation of specialist teams within the CSR pool will ensure a quicker onboarding of new part-time resources and facilitate greater facilitation between the Centre and the respective departments through these teams.	**Online Training Update** The Contact Centre frequently reviews opportunities to improve and streamline training for new and existing Centre staff. By exploring ways to enhance effectiveness and increase efficiencies, we can ensure our team is ready to provide exceptional service to residents and customers. While online resources like tutorials and videos can support training, they cannot fully replace the essential engagement and interaction with trainers and department staff. As such, the Centre is exploring the development of various online training modules to complement hands-on training experiences for CSRs. **Specializations Update** All Contact Centre staff are fully trained to handle a wide range of inquiries. Focusing only a few team members on a particular subject, may create unnecessary service delays and backlogs when call volumes are high. This approach also fails to account for absences and vacations, and

#	Current State Observations	Opportunities and Recommendations for Improvement	Management Response
			staff turnover, as well as the alignment of scheduling for part time staff with specific expertise on a shift. By training all staff to manage inquiries across all departments, the Contact Centre can better manage call volumes avoid the bottleneck effect that specialization can create.

RECOMMENDATION

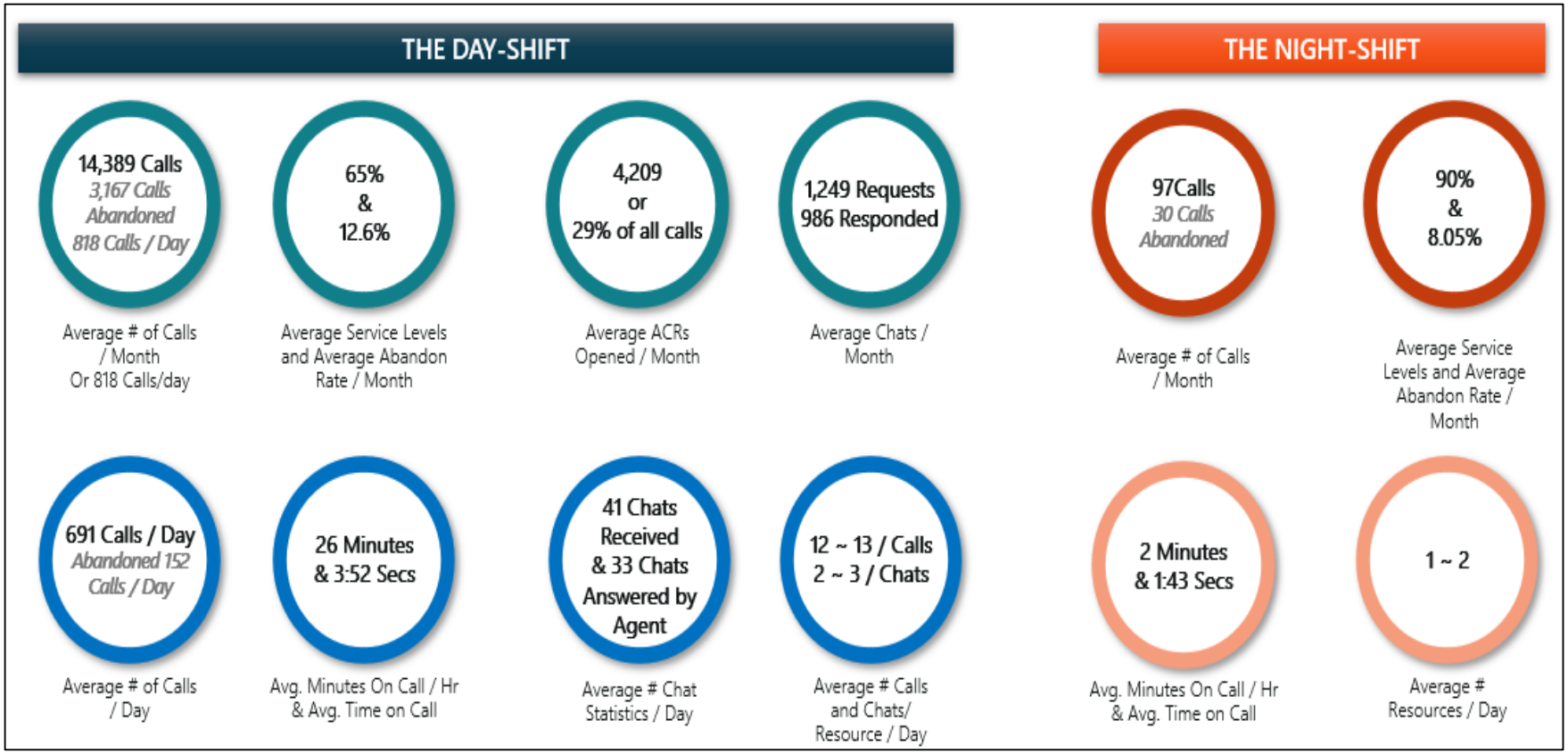
The Auditor General recommends that:

- The Contact Centre Review Report be received; and,
- That staff be authorized to do all things necessary to give effect to this resolution.

APPENDIX A - ACTIVITY VOLUMES

Utilization – Jan'23 to June'23

For the day shift, the Centre assigns 13 CSRs (on average) to handle calls, emails, and chats each day. These 13 CSRs are utilized on call related activities for an average of 26 minutes/hr each day.



APPENDIX B – BENCHMARKING

Benchmarking Relative to Peer Municipalities

The KPIs included in the listing below were identified with Markham as metrics they would be interested in learning more about from the benchmarking exercise.

No data was available from Markham for some of these KPIs, nor tracked by the City of Vaughan or the City of Hamilton (represented by blank sections in the table below).

KPIs	City of Markham (Jan - June 2023)	City of Markham (Baseline)	City of Vaughan (2022)	City of Hamilton (2022)
% of calls within service level standards		70%	29.58%	
% Calls Abandoned	16.80%		25%	15%
% Calls Handled	82.20%			
Average Talk Time (mins)	3 minutes 56 seconds	2 minutes 40 seconds	2 minutes 48 seconds	3 minutes
Average Wait Time (mins)			4 minutes 42 seconds	1 minute 13 seconds
Longest Wait Time (mins)	3 hours 52 minutes		1 hour 33 minutes	
Team Productivity (calls per FTE/PTE)				
Team on Queue Time				
Personal Break				
First Contact Resolution	85.10%	80%	55%[1]	52%
Customer Satisfaction	4.1/5			
Email Response time	48 hours	48 hours	N/A	48 hours
Chat response Time (mins)	0:35			
Transferred Call Rate	7.55%		45%[1]	

1. Contact and Transfer Call Rates may be measured differently across organizations. For example, if cases cannot be resolved by the contact centre for Vaughan, they transfer to another department.

APPENDIX B – BENCHMARKING

Insights from the KPIs and Benchmarks



Call abandonment rates could be lower

The **call abandonment rate of 16.8%** in the last six months is higher compared to the City of Hamilton **(15%)** but significantly lower than the City of Vaughan **(25%)**. By utilizing technology, such as Explore, CRM, improved Chatbot, and improving resource management, there can be decrease call abandonment rates. This will result in more handled cases, higher customer satisfaction, and improved service delivery..



Average talk time has increased significantly in the last 6 months

With the **average talk time at 3 minutes and 56 seconds**, there is an opportunity to reduce this to be more in line with the threshold, its internal baseline rate, and its peer municipalities **(under 3 minutes)**. Improved CRM, an improved IVR communication system, and automated status communication of open dockets, may provide insights to reduce the average talk time.



Performing exceptionally well in resolving cases on the first contact

Compared to peer municipalities, the City of Markham is resolving inquiries without follow-ups at a rate of **85.1**%, trending even higher than its internal baseline rates **(80%)**. Follow-up analysis should be to categorize the difficulties of the different types of cases.



Transfer Call Rate are much lower than peer municipalities

The **transfer call rate at 7.55%** in the last six months is significantly lower than the City of Vaughan at **45%**. Follow-up analysis could be necessary to understand the discrepancy as there could be many reasons. This could signify that the City of Markham's call centres are responsible for more functions and activities and act less as the frontline directory. Or it could mean that clear procedures and processes reduce the need to transfer calls.

*Markham does not current track After Call Processing, so this metric has been excluded.

APPENDIX C – SWOT ANALYSIS SUMMARY (SELF ASSESSMENT BY CSRS)



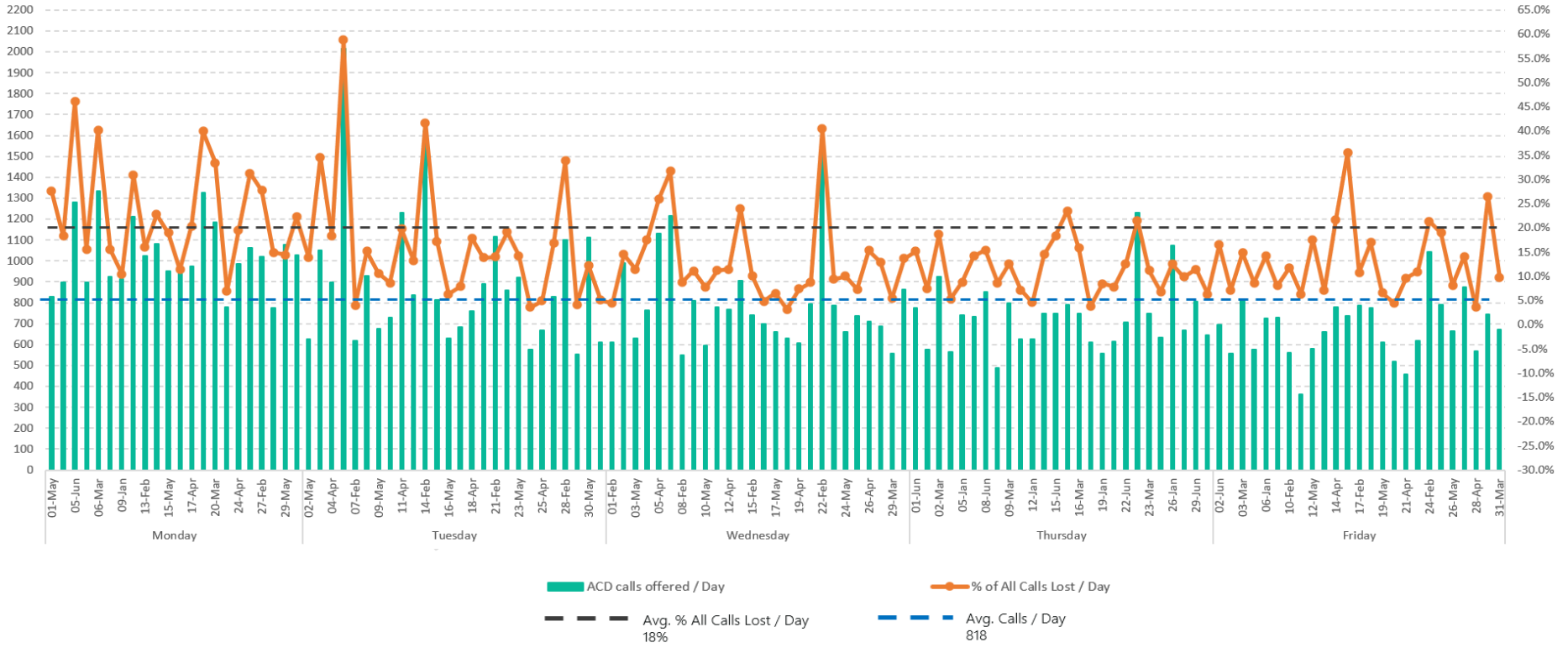
APPENDIX C – SWOT ANALYSIS SUMMARY (MNP INSIGHTS)

INSIGHTS FROM SWOT	
BUILD / SUSTAIN	• The Centre's **culture of delivering a positive customer service** experience to Markham residents must be nurtured as new services and tools are introduced. • The team communicated a **culture of collaboration and support** within the Centre, enabling people to support one another in day-to-day activities. • Willingness to **adopt tools, processes, and activities** that enhance the productivity and effectiveness of the Centre.
INVEST	• **Identified tools and technologies**, Explore / MS 365 / and CRM will better manage workload on registration days, facilitate **collaboration and improve case management**. • An **organizational structure that supports and enhances active management, as well as an organization design with team leads,** will also **enhance employee retention**. • **Automating, dynamic scheduling, and dashboard reporting** can boost resource management and expand scope without significantly increasing the manpower budget.
CHANGE	• Discard **the use of disparate systems** that do not connect/or integrate in the Centre as an integrated platform will enhance workforce management, resource utilization, and multi-channel and multi-case management. • Change the existing **resolution management** approach to make the process more structured, formalized and collaborative with other departments to enhance customer experience. • Improve **new CSR training** to build a measurable and self-directed program that onboards teams faster.

APPENDIX D – CAPACITY UTILIZATION & MANAGEMENT

Capacity Analysis – Workload

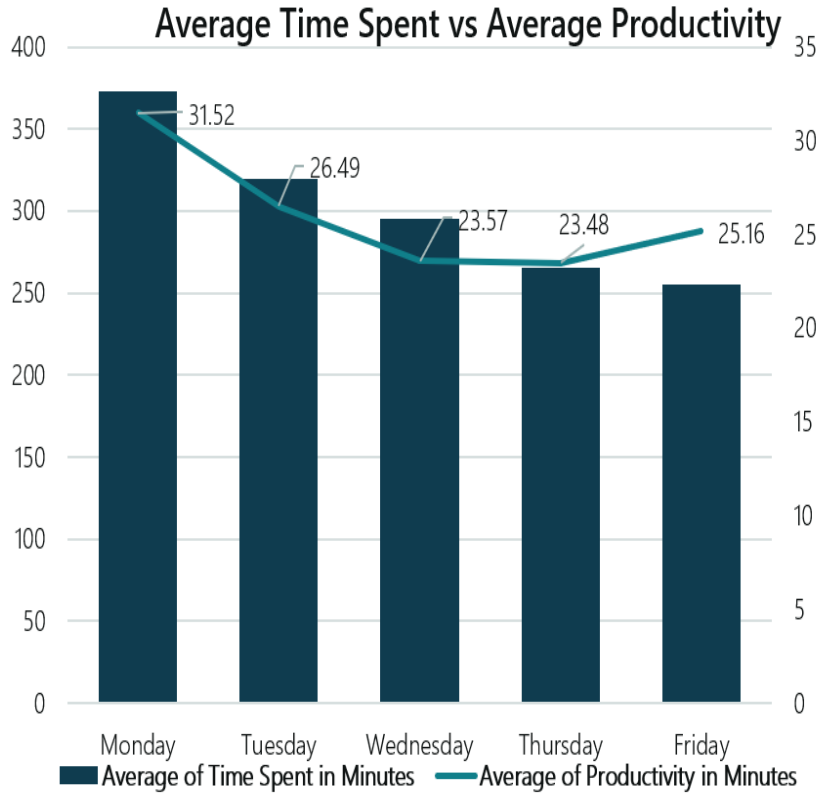
Average calls received were the highest on Monday and Tuesday respectively. The busiest incoming call periods on both days were 9AM, 10AM and 3PM. However, the largest calls lost were observed at 8AM and 4PM due to low resource allocation. With better scheduling, improved IVR, and new technology adoption these periods may be better managed.



APPENDIX D – CAPACITY UTILIZATION & MANAGEMENT

Average Time Spent On-Call Activities

After analyzing the call data, it was found that only 49, or 4.5%, of all 1,115 hourly instances recorded had a CSR busy on-call activities for a period of more than 41 minutes. Conversely, only 20% of all instances recorded had CSRs busy on-call activities between 30 and 40 minutes. Please note, a CSRs productivity cannot be accurately measured on-call or chat-based activities alone, as the current data monitoring routines do not measure time spent on off-call activities.



Key Insights:

- The historical data shows on average the productivity of each resource is between 23 and 32 minutes an hour on any given day.
- Whereas Mondays and Tuesdays are the busiest days of the week, the busiest period being the "Morning Hours" from 8 am to ending at 11 am and 2 pm and ending at 5 pm is the next busy period across most days.
- Industry Standards for contact centre would be to structure resources between 63% to 75% of the hour to avoid burnout and utilize an individual's hours.
- If resources are is an opportunity to strategically allocate resources to hit the maximum productivity threshold of 40 minutes per hour.
- Therefore, with greater resource management, dynamic scheduling and use of new tools & technologies, greater capacity utilization can be achieved

- *Approach: Productivity for any given hour was calculated by the time spent on call divided by the number of resources available to attend calls.*

APPENDIX D – CAPACITY UTILIZATION & MANAGEMENT

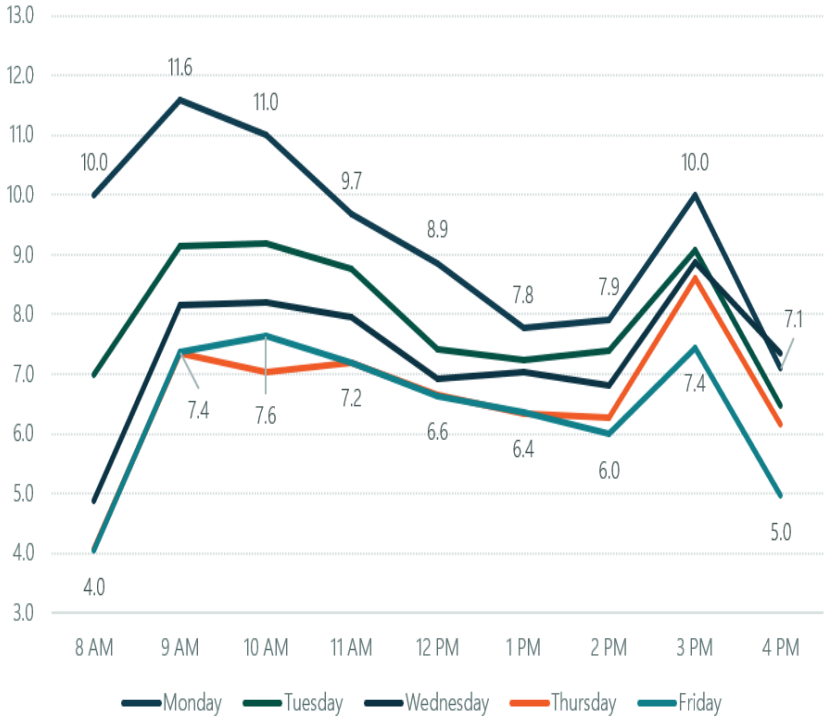
Capacity Planning with Higher CSR Utilizations

With the adoption of new technologies proposed, enhanced data management across all work activities, specialization and training routines, and improved organizational structure, the utilization of agents across on-call and after-call activities can increase by a level between 60% and 80% per hour, thereby driving greater improvements in resources. Below is a sample of how the number of resources allocated per hour could change, if productivity on call activities was improved.

Average Resource Requirements @ Higher Utilization of 36 Mins / Hr



Average Resource Requirements @ Higher Utilization of 40 Mins / Hr



APPENDIX D – CAPACITY UTILIZATION & MANAGEMENT

Key Takeaways

Manage Monday Resources	• Monday is the busiest day of the week with most hours' resources operating at nearly 35mins of the hour. • An improved schedule of resources on Mondays with more CSRs assigned, maybe as many as 11 people, to start at 8AM will greatly reduce call abandon rates from 36% to somewhere near or below 20%.
The Morning	• Excluding the Monday rush of 8AM, if consistently through Tuesday and Friday, the 12 – 13 CSRs are made available by 9AM the team's call abandon rates can reduce from an average of 12% to under 8%.
The Evening	• If 12 – 13 resources are planned to be available between 3PM and 5PM on Tuesdays through Friday, the call abandoned rates can reduce from 17% to under 8%.
Capacity May Exist	• Without monitoring after-call and non-call work times, agent utilization has been primarily driven by on-call activities and customer chat data logs. The estimated time taken to create an ACR log is not expected to impact productivity significantly, with an average of 1.5 cases/agent per day. Additional investments in AI Chat Bot, IVR system, and integrated CRM can create additional efficiency.

APPENDIX E – REPORTING AND KPI MONITORING

Several KPIs that are not tracked which would provide greater insights into the Centre's operations and capacities are:

Relevant KPIs Missing from Tracking Systems	Why are these KPIs important to track?
Average After Call Work (in minutes)	Tracking of the average time it takes after each call or chat to document the call onto the ACR platform. This will help Markham better understand how long it takes to not only answer a call but also to document the call details of the ACR improving capacity optimization and enhancing service level standards.
Team Productivity (calls per FTE/PTE)	Measuring calls handled per FTE/PTE in a given day/week/year would allow for Markham to forecast and plan resources more effectively, taking into account different scenarios and future call volumes.
Team on Queue Time	Tracking the queue time for team members as a whole would allow Markham to extrapolate and understand the total value-added and non-value-added time. This will help to understand the opportunities to reduce queue times and ways to leverage more of your workforce.
Email Response Time	Email response time will help to understand if current service level standards are being met and directly ties into customer service delivery.

APPENDIX E – REPORTING AND KPI MONITORING

Additional Potential KPIs

These additional recommended Centre performance metrics are essential for assessing the efficiency, productivity, and effectiveness of the Centre's operations. These metrics could provide valuable insight into various performance aspects and help to identify improvement areas.

Type	KPIs
Productivity	• Employee utilization • Department utilization • Average call duration • # of above-average call duration • Average after-call work time
Customer Satisfaction	• Average wait time • # of abandoned calls • # of calls escalated
Case Management	• # of cases opened • # of cases closed • # of outstanding cases • # of calls miscategorized
Scheduling	• Schedule variance • Actual vs. target performance • # of call offs



Report to: General Committee Meeting Date: April 1, 2025

SUBJECT: "Buy Canadian" Procurement Strategies
PREPARED BY: Alex Moore, Senior Manager, Procurement, Ext 4711
WITH INPUT FROM: Huyen Hare, Manager, Economic Development
Lisa Riegel, Assistant City Solicitor

WHEREAS trade between Canada and the United States (U.S.) has been governed by a succession of free trade agreements, most recently through the Canada-United States-Mexico Agreement (CUSMA), which came into force in July 2020;

AND WHEREAS nearly $3.6 billion CAD worth of goods and services cross the Canada-U.S. border each day;

AND WHEREAS in 2023, Markham companies exported $2.0 billion worth of goods to the U.S., accounting for 71 per cent of international markets served, and imports from the U.S. accounted for 33 per cent of all goods brought into Markham, totaling $6.7 billion;

AND WHEREAS starting in February 2025, the U.S. President announced a series of escalating tariffs on imports flowing into the U.S.;

AND WHEREAS these tariffs could lead to economic instability;

AND WHEREAS governments have initiated actions and countermeasures to respond to these tariffs, including retaliatory Canadian tariffs;

AND WHEREAS the City of Markham's Economic Development team are implementing actions to help support Markham's business community;

AND WHEREAS Federal and Provincial leaders are encouraging Canadians to "Buy Canadian;"

AND WHEREAS the City's procurement by-law, policies and practices are governed by principles that give regard to the best interest of and promote best value for the City, including: acquisition of required goods and services through the most cost effective and efficient manner; encouraging open competitive bidding, where practical and appropriate; and consideration of total cost of acquisition;

AND WHEREAS on March 4, 2025, General Committee directed Staff to examine the City's procurement practices from a perspective of a "Buy Canadian" procurement policy;

AND WHEREAS Staff are reporting back on a potential "Buy Canadian" procurement strategy that provides flexibility for a "Buy Canadian" approach while continuing to promote best value to City residents and remaining in compliance with applicable trade agreements;

NOW THEREFORE BE IT RESOLVED

RECOMMENDATION:

1) That the report "Buy Canadian" Procurement Strategies be received;

2) That Council approve, in principle, a "Buy Canadian" approach in the City's procurement of goods and services, where feasible and in the best interest of the City, and in compliance with applicable trade agreements and legislation;

3) That the Senior Manager, Procurement, as approved by the City Treasurer and in consultation with the City Solicitor or their designate, be authorized to implement (as a temporary measure in response to U.S. tariffs) amendments to the City's Procurement By-law and associated policies and procedures to give effect to the "Buy Canadian" approach noted under Recommendation #2, including, but not limited to:
    a. Amendment of Part II - Methods of Procurement, Sections 5.1, 6.1 and 8.1 and Appendix A of Procurement By-Law 2017-8 to increase the open procurement dollar thresholds to match the dollar thresholds applicable to municipalities under the Canadian Free Trade Agreement (CFTA), to enable Staff to procure goods and services directly from Canadian vendors below the thresholds;
    b. Inclusion of the requirement or preference, where feasible, in the best interests of the City and in compliance with the City's trade agreement obligations, for the procurement of Canadian goods and services.

4) That the Senior Manager, Procurement and the applicable Director, with approval from the City Solicitor and City Treasurer (or their designates), be authorized to amend or establish contracts for goods and services, as required, to manage the impacts of tariffs on costs and supply chains and ensure continuity of business operations in compliance with the City's Expenditure Control Policy; and

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

EXECUTIVE SUMMARY:

- In March 2025, the United States imposed 25% tariffs on imports from Canada (time-limited exemption given for items exempted under the Canada-United States-Mexico Agreement ("CUSMA")), with a 10% tariff on Canadian energy products
- In response, the Canadian government enacted tariffs on $30 billion worth of U.S. goods, targeting various products
- These tariff regimes have and are expected to continue to shift over time and will have a significant impact to Markham's, Ontario's and Canada's economy and global trade
- As a result of these developments, Council directed Staff to examine the City's procurement practices and to bring forward a report on a possible "Buy Canadian" procurement policy to purchase Canadian goods and services
- Subject to Council's approval of a "Buy Canadian" approach, this report proposes strategies to prioritize Canadian-made goods and Canadian vendors, while ensuring compliance with trade agreements and maintaining fiscal responsibility

- This report also seeks authorization for Staff to manage impacts on City contracts as a result of the imposition of these tariffs
- These actions will complement Economic Development actions the City is taking to support Markham's business community

PURPOSE:
The purpose of this report is to provide information on U.S. tariffs and their impacts and actions taken by governments in response. This reports also seeks to obtain Council approval of a "Buy Canadian" strategy for the City's procurement of goods and services and for any required amendments to procurement by-laws, policies and procedures, and to enable Staff to manage the impacts of tariffs on City contracts.

BACKGROUND:
Imposition of U.S. Tariffs

On March 4, 2025, the U.S. imposed 25 per cent tariffs on Canadian goods. On March 6, 2025, this decision was rolled back - the new executive order states that:

- 25 per cent of tariffs will only be placed on goods that do not satisfy the Canada-United States-Mexico Agreement (CUSMA)
- A 10 per cent tariff will be imposed on Canadian energy products
- A 10 per cent tariff on any potash imported from Canada that falls outside the CUSMA preference
- A 25 per cent tariff on steel and aluminum
- A 25 per cent tariff on automobiles starting on April 3rd, and some automobile parts later in April.

The U.S. has indicated that this action is in response to national security concerns, particularly related to illegal immigration and the flow of fentanyl and other drugs into the U.S.

Canada and the United States have the world's most comprehensive and dynamic trading relationship, which supports millions of jobs in both countries. We are each other's largest trading partners with $3.6 billion CAD worth of goods and services crossing the border every day.

Impacts of U.S. Tariffs

Consumers:
The U.S. tariffs will impact Canadians and Americans alike. The tariffs will increase costs for consumers and put jobs at risk. Tariffs will upend production at U.S. automotive assembly plants and oil refineries. It will also raise costs for consumers—at gas pumps and grocery stores. For the average American consumer, prices will increase for products made in Canada, and U.S.-made products that use Canadian raw materials. The reverse is true for Canadian consumers who purchase U.S. products or Canadian products made with American raw materials. Economists also fear the return of inflation, thereby eroding purchasing power.

Businesses:
Canadian companies reliant on cross-border supply chains will face logistical and financial challenges, with higher prices reducing demand from U.S. buyers and slowing Canada's economic growth. However, a brief surge in growth may occur as importers stockpile goods before the tariffs take effect. Uncertainty around trade relations could also delay investments on both sides of the border, further dampening growth. Economists at RBC warn that if tariffs remain for more than three months, U.S. economic growth could stall in 2025, increasing the risk of a recession in Canada.

Canada's Response to U.S. Tariffs

The Government of Canada has responded to the U.S. imposition of tariffs on Canadian goods by introducing a first set of countermeasures designed to compel the U.S. to remove the tariffs as soon as possible.

Canada's countermeasures include:

- Imposing tariffs on $30 billion in goods imported from the U.S., effective March 4, 2025.
    - Canada's countermeasures list includes products such as orange juice, peanut butter, wine, spirits, beer, coffee, appliances, apparel, footwear, motorcycles, cosmetics, and certain paper products.
- Announcing that the government intends to impose tariffs on $125 billion in imports from the U.S.
    - This second round of tariffs will be subject to a 21-day comment period prior to implementation, and includes products such as electric vehicles, trucks and buses, certain fruits and vegetables, aerospace products, beef, pork, and dairy.
- Announcing a robust economic support program valued at $6 billion for Canadian businesses and workers.
- Ottawa announced a $2 billion "strategic response fund" to help Canadian auto manufacturing and to strengthen the supply chain.

All options remain on the table as the government considers additional measures, including non-tariff options, should the U.S. continue to apply unjustified tariffs on Canada.

Ontario's Response to U.S. Tariffs

Ontario was set to impose a 25 per cent surcharge on electricity and critical minerals exported to the U.S. starting Monday, March 10, despite the recent concessions made by the U.S. on CUSMA exemptions. The move would have primarily impacted Michigan, New York, and Minnesota, potentially increasing costs and jeopardizing grid stability for 1.5 million customers reliant on Ontario's power. This decision was suspended on March 11th after President Trump threatened to increase steel and aluminum tariffs to 50 per cent, and after further negotiations took place in Washington, D.C.

Additionally, the province has cancelled its $100 million contract with Elon Musk's Starlink, which aimed to provide satellite internet to 15,000 remote homes and businesses in Northern Ontario. Premier Doug Ford has also barred U.S. companies from bidding on Ontario procurement contracts and ordered the removal of American alcohol from the LCBO.

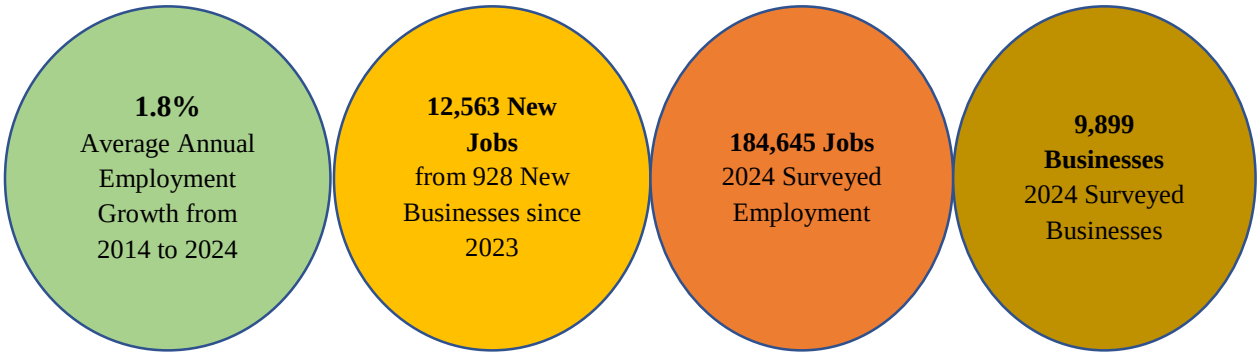
Markham's Economic Landscape

Markham is a growing and highly diverse community in Canada with over 364,000 residents. Markham is at the centre of the 3rd largest tech cluster in Canada with over 1,500 tech companies powering Ontario's innovation corridor.

As a globally recognized community innovation leader, Markham is home to over 650 Canadian head offices making up its nearly 10,000 businesses and they include multinationals such as IBM, Aviva Insurance, AMD, Parsons, Lenovo, GE Energy, GM Canada, GE Vernova, Syntronic, Astera Labs, Honda Canada, Kenvue and others.

Defined by its rich heritage, well-planned communities, high quality infrastructure, a diverse workforce, and pro-business environment, Markham continues to attract global talent and outstanding companies to its priority sectors including ICT, Life Sciences, Finance and Insurances, Professional Services, Autotech, Engineering, Advanced Production, Food Tech, Electric Vehicles (EV), Green Energy and others.

Key Economic Highlights





- Markham has a primarily knowledge-based economy. Knowledge industries make up over 60 per cent of Markham's total employment. More than 1,500 tech businesses generate a fifth of total employment.
- In 2023, Markham companies exported $2.0 billion worth of goods to the U.S. accounting for 71 per cent of international markets served. Conversely, imports from the U.S. accounted for 33 per cent of all goods brought into Markham, totaling $6.7 billion.[1]
- 658 Markham companies, with 18,271 staff exported to different markets, made up 10 per cent of total employment.[2]

Key Sectors Vulnerable to Tariff Impacts

Exporting Businesses

Markham's small and medium sized enterprises (SMEs) exporting into the U.S. will be affected, and those who are receiving imports from the U.S. will be hit with Canada's

[1] *(Source: Statistics Canada, International Accounts and Trade Division, custom tabulation for York Region Economic Strategy, 2025).*

[2] *York Region Employment Survey, 2024*

retaliatory tariffs. Impacts will vary by business depending on size, capital and export footprint.

Markham Exporting Businesses

	Businesses	Jobs
Total	9,899	184,645
Exporters	658	18,271
% of Exporters	6.6%	9.9%

Source: York Region Employment Survey, 2024

Manufacturing Businesses

The manufacturing industry will be significantly affected by tariffs, in particular businesses that export their products to the United States, and import raw materials used in their production lines.

Markham Manufacturing Industry, 2024

Number of Businesses	Total Jobs	Per cent of Total Jobs in Markham
625	13,496	7.3%

Source: York Region Employment Survey, 2024

Size Range of Manufacturers in Markham, 2024

Employment Range	Number of Businesses
100+	28
50 – 99 employees	36
10 – 49 employees	178
1 to 9 employees	381
Not available	2
Total	625

Source: York Region Employment Survey, 2024

Key Insights from Employment Data and Staff's Engagement with Employers

- Innovation and tech industries are not currently affected as tariffs do not include digital services. Technology and innovation/ research and development (R&D) businesses have advised that they are not as affected.

- Markham's diversified economy supports resilience to buffer severe economic impacts (ie. 2009 economic recession, COVID-19 pandemic – Markham's economy persevered due to the dominance of Markham's tech and knowledge-based employment).

- Manufacturing activity makes up 7 per cent of Markham's total employment, which is not significant. The number of manufacturing facilities is not substantial in Markham, but they will be vulnerable to job losses.

- Based on Staff's initial outreach to key employers in Markham, there have been mixed responses regarding the impact of tariffs. Companies have reported the following:
  - significant job losses could range between 25 per cent to 40 per cent due to the companies' key market being U.S based;
  - impacts that could result in reduced production activity;
  - not affected as companies' operational focus is domestic facing (local clients and supply chain).

- Given the evolving nature of the tariff landscape, impacted businesses have a difficult time planning for the immediate/near term. To mitigate tariff impacts, businesses have shared the following strategies:

  - Hold off expansion plans until the dust settles and more is known about the direction of tariffs
  - Implement modelling and feasibility studies to cost out/ support new plans for operation (domestic/global markets)
  - Not layoff staff but reduce hours similar to practice during COVID. Implement COVID playbook to address crisis as some see the tariff scenario is similar to the pandemic (unpredictable and global in impact)
  - Some businesses with greater growth reliance on the U.S. market are contemplating establishing physical footprint in the various U.S. locations to mitigate impacts.

Most have expressed the need to pivot operational focus to domestic or other global markets (Asia, Europe, etc. depending on their operations).

Markham's Economic Development Office's Response Plan:

The Economic Development Office, based on available staff and resources, immediately deployed a strategy to assist businesses impacted by U.S. and Canadian tariffs. City Staff is part of an ongoing Regional Tariff Response Stakeholder Group that was quickly established and led by York Region to bring together community partners to collectively identify proactive solutions to support impacted businesses in our communities and the Region for both immediate and longer terms.

Markham Economic Development also partners with diverse ecosystem partners to support businesses with access to grant programs, marketing diversification services, supply chain lists, and more. These partners include senior levels of government (Ontario Province, Global Affairs Canada) and local industry and business associations including, the Markham Board of Trade.

The Response Plan culminates in the following action items:

1. Staff created a dedicated online page which lists resources and tools to help businesses navigate the tariff landscape, and to support their domestic and global market diversification. This page is kept up to date as new information becomes available.

2. Using social media channels and the department's E-newsletter, Staff have been sharing the latest information on the tariff situation, such as highlighting the latest funding opportunities, webinars, free trade agreements, and other federal government resources.

3. Participating in different webinars being hosted by partners, service providers (e.g. multinational accounting firms), and industry groups to understand mitigation strategies available to businesses.

4. Circulating a short Survey with businesses to obtain information regarding tariff impacts and business support needs.

5. Promoting Buy Local – lists available on the Tariffs page on department's website including local manufacturers, Canadian-made startups, etc.

6. Partnering with York Region to highlight key Markham businesses with products/services that are produced in Markham, the companies are then promoted on social media.

7. Planning a series of 1-hour easily accessible webinars on key topics to support businesses. Topics including import/export, taxation, market diversification (domestic and global), government procurement and others.
    - The first webinar will take place on April 10th.

8. Leveraging the employment database to compile company lists (export operation and production facilities) to understand magnitude of employment that will be impacted and require support.

9. Executing Business Retention and Expansion (BR+E) outreach efforts to established businesses from across sectors with operational/ production facilities in Markham with the goal of identifying issues and to provide support as necessary. The goal of these meetings is to understand workforce impacts, market diversification interests, and supply chain impacts, among other issues.
    - To date, Staff have engaged with 25+ established businesses across different sectors, and some have production facilities in Markham.
    - Staff will continue with targeted company outreach using our employment survey database specifically focusing on manufacturers.

OPTIONS/ DISCUSSION:

Against a backdrop of escalating and shifting tariff regime changes, and government actions and measures, a number of municipalities have adopted a Buy Canadian approach. There are a number of considerations that need to be taken in adopting such a procurement strategy, given applicable legislation and trade agreements.

Public Procurement

Procurement by Canadian municipalities is governed by public procurement obligations contained in inter-provincial, national and international trade agreements, legislation, case law and municipal by-laws, policies and procedures. The core principles of public procurement are openness, fairness and transparency.

Trade Agreements

Canadian municipalities are subject to various trade agreements intended to ensure fair and open access to vendors in other provinces or countries. These trade agreements generally focus on supplier location rather than company ownership or the origin of goods.

Procurements must exceed a specified value in order for the trade agreements to apply.

The main trade agreements that apply to Canadian municipalities are:

- **Canadian Free Trade Agreement (CFTA)** – Requires municipalities to provide open, non-discriminatory access to vendors from across Canada for applicable procurements above certain thresholds.
- **Comprehensive Economic and Trade Agreement (CETA) with the European Union –** Requires municipalities to provide open, non-discriminatory access to Europe member vendors for applicable procurements above certain thresholds.

NOTE: Canadian municipalities are not directly subject to the provisions of the Canada-United States-Mexico Agreement (CUSMA).

Table 1 below outlines the current thresholds (in Canadian dollars, CAD) for applicability for each trade agreement (which are updated every 2 years, with the next update scheduled for January 1, 2026). Subject to listed exceptions/exclusions in the trade agreements, procurements that exceed the identified thresholds noted below are required to follow the provisions within that trade agreement requiring open market competition.

Table 1 Trade Agreement Procurement Thresholds

Trade Agreement	Procurement Type	Threshold (CAD)
CFTA	Goods	$133,800
	Services	$133,800
	Construction	$334,400
CETA	Goods	$353,300
	Services	$353,300
	Construction	$8,800,000.00

Make-up of City Vendors

The majority (>95%) of the City's vendors are Canadian-based, and "spends" based on Accounts Payable data over the past three years show a small proportion in U.S. dollars (USD):

Year	CAD	USD	Percentage of USD payments
2022	$254,000,000	$2,200,000	0.87%
2023	$237,000,000	$2,100,000	0.89%
2024	$207,000,000	$6,100,000	2.95%

NOTE: The chart above excludes U.S. vendors who are paid through CAD funds, these are U.S. owned vendors who have Canadian subsidiaries or distributors.

Even though our USD spends are low, the City has some key strategic U.S. vendors for various goods and services (e.g., payroll and financial system, various computer hardware and software products, certain fire apparatus and vehicles). These U.S. vendors, particularly those in Information Technology (IT), often have a Canadian presence through domestic satellite offices.

While the bulk of City spending is through Canadian vendors, some of these vendors distribute goods that are manufactured in the U.S. (for example, the City's watermain, water service, sewer and hydrant supplied items are manufactured in the U.S.). Given the current reliance of some Canadian vendors on U.S.-sourced goods, it may be challenging to enforce a "made in Canada" requirement for sectors where there is significant U.S.

presence in the downstream supply chain. This is particularly the case for complex projects such as construction, where a significant number of U.S.-based products and vendors are used, and appropriate alternatives may not be readily available.

Procurement By-law Thresholds

The City's current Procurement By-law thresholds allow Staff to obtain three quotes for any acquisition of goods and services estimated to be below $100,000. Acquisitions estimated to be above this amount ($100,000) must be publicly posted through an open procurement process.

Under this report, Staff are recommending that the following sections (5.1, 6.1, 8.1) within Procurement By-law 2017-8 be amended (as a temporary measure in response to U.S. tariffs) to increase the open procurement threshold to align with the current CFTA thresholds:

> 5.1
> Unless Vendors have been pre-qualified, all Request for Tenders for goods and services over $100,000 in value will be advertised in a newspaper of general circulation or by electronic media or both.
> 6.1
> Unless Vendors have been pre-qualified, all Requests for Proposals for goods and services over $100,000 in value shall be advertised in a newspaper of general circulation or by electronic media or both.
> 8.1
> The City may issue Requests for Quotations for the acquisition of goods and services estimated between $25,001 and $99,999 in value.

The recommendation is to increase the open procurement thresholds for the above sections to match the current thresholds applicable to municipalities under CFTA for goods and services ($133,800) and construction ($334,400). This will allow Staff to procure goods and services directly from Canadian vendors, through the three-quote process (without the need to publicly advertise), while still maintaining a competitive balance.

Definition for Canadian Products

As part of a Buy Canadian approach, Staff will be considering a definition for Canadian products.

In Canada, the labels "Made in Canada" and "Product of Canada" are governed by specific criteria based on the percentage of Canadian content in a product:

- **Product of Canada**: This label can be used when at least 98% of the total direct costs of producing or manufacturing the good are incurred in Canada. This includes all or virtually all of the ingredients, components, processing, labour, and manufacturing costs. Additionally, the last substantial transformation of the product must have occurred in Canada.
- **Made in Canada:** This label is applicable when the last substantial transformation of the product occurred in Canada, and at least 51% of the total direct costs of producing or manufacturing the good were incurred in Canada.

If the product contains imported content, a qualifying statement such as "Made in Canada with imported parts" is required.

Determining whether a product is "Made in Canada" or a "Product of Canada" can be challenging due to several factors:

Complex Supply Chains: Modern manufacturing often involves sourcing materials and components from multiple countries, making it difficult to ascertain the exact origin of a product.

Regulatory Ambiguities: The guidelines for "Made in Canada" and "Product of Canada" claims can be complex and subject to interpretation, leading to inconsistencies in labeling practices.

The "Made in Canada" and "Product of Canada" labels are specifically designed for goods and do not apply to services.

When looking at the entire range of goods sold by Canadian companies, estimates suggest that about one-third (roughly 30–40%) of these goods have either been fully or partially produced outside of Canada. This figure is higher in sectors like electronics, automotive, and consumer goods, where global supply chains are more common.

Definition for Canadian Business

As part of a Buy Canadian approach, Staff will be considering a definition for a Canadian vendor. In particular, Staff are looking at a definition of a “Canadian Business”, similar to the definition of “Ontario Business” in the “Building Ontario Businesses Initiative Act”.

“Canadian Business” means a supplier, manufacturer or distributor of any business structure that conducts its activities on a permanent basis in Canada.

The business either:

a. has its headquarters or main office in any province or territory in Canada.

Or

b. has at least 250 full-time employees in any province or territory in Canada at the time of the applicable procurement process.

This definition will be considered for open procurements above CFTA but below CETA thresholds, which include a requirement or preference for Canadian goods or services.

Considerations in pursuing a “Buy Canadian” strategy

In view of applicable legislation and trade agreements that impact municipal procurement, and the current realities of Canadian supply chains, the following considerations should inform a possible “Buy Canadian” approach:

1. A "Buy Canadian" approach for procurements over the CETA (Canada-Europe) thresholds would be contrary to the open procurement obligations under CETA, as that approach would discriminate against European businesses. The City has more flexibility to adopt a "Buy Canadian" approach for procurements below the CETA thresholds (as described more fully below).

2. The Discriminatory Business Practices Act (Ontario) prevents discrimination in Ontario on the ground of (among other things), "geographical location of persons employed in or engaging in business". A preference for Canadian vendors could be viewed as a discriminatory business practice against businesses located outside of Canada. However, there is an exemption under the Act where the discriminatory business practice is in accordance with federal government policy directed toward trade with another country. In defence of any challenge to the City's "Buy-Canadian" policy on the basis of discrimination, the City would rely on the retaliatory measures and policies implemented by the Federal government in response to the U.S. tariffs on Canadian goods and services.

3. Some goods and/or services can only be provided by U.S. vendors (i.e., IT application / software solutions), so the City should include flexibility in a "Buy Canadian" policy to include options for the procurement of these types of U.S. goods and/or services to maintain business continuity.

Proposed Procurement Strategy

Should Council approve in principle, a "Buy Canadian" approach to procurement, Staff will identify opportunities, where feasible and in the best interests of the City, to establish a requirement or preference for goods and services that are, "made in Canada" and/or delivered by a Canadian vendor.

The following are the by-law and administrative changes that Staff recommend as part of a "Buy Canadian" strategy, through a separate procurement policy.

Threshold Revision

- Amend the applicable sections within the Procurement By-law 2017-8 (on a temporary basis in response to U.S. tariffs) to increase the current open procurement thresholds (publicly advertised) to match those thresholds applicable to municipalities under CFTA.

- Increasing this open procurement threshold will allow Staff to procure goods and services directly from Canadian vendors, through the three-quote process (without the need to publicly advertise), while still maintaining a competitive balance.

- For procurement between the CFTA and the CETA thresholds, Staff can apply a Canadian preference to procurements but they must do so through an open procurement process.

Trade Agreement	Procurement Type	Procurement By-law	CFTA Threshold
CFTA	Goods	$100,000	$133,800
	Services	$100,000	$133,800
	Construction	$100,000	$334,400

Incorporate Canadian requirement/preference into procurement processes, where feasible and in the best interests of the City

- In all cases, incorporation of a Canadian requirement / preference into a procurement process, will be done where feasible and in the best interest of the City. In the best interests of the City includes ensuring best value and quality for taxpayers.
- For low dollar value buys (less than $25k), the Procurement team will encourage / promote / engage City Staff to procure from Canadian vendors and buy "made in Canada" products as much as possible, and where feasible, when procuring goods.
- For procurements below the CFTA thresholds, invite Canadian vendors for procurement opportunities, where feasible.
- For procurements above the CFTA thresholds, but below the CETA thresholds, include provisions in the City's tender documents and adjust the evaluation points framework, to favour Canadian vendors, where feasible and when it results in best value and quality for taxpayers. Procurement above the CETA thresholds cannot favour Canadian vendors (or discriminate against European vendors).
- Work with current procurement partners in various provincial, municipal and third-party buying groups to promote "Buy Canadian" procurement.
- Continue to engage in and leverage cooperative procurement opportunities with an emphasis on contracts that have been awarded to Canadian vendors.
- Staff will review and incorporate key definitions, such as "made-in-Canada", "Canadian business", and "Canadian supplier", that support a "Buy Canadian" approach.

The recommendations in this report are similar to the "Buy Canadian" approaches of other local municipalities (Vaughan, Richmond Hill, Toronto, Aurora), and still maintain compliance with the City's trade agreement obligations.

Tariff Impacts

The impact of tariffs on Canadian municipalities can vary depending on the nature of the goods being imported or exported, the industries involved, and the specific economic dynamics of each municipality. However, several general impacts can be expected:

- Increased Costs:
  - Construction and Infrastructure Projects: Tariffs can lead to higher prices for raw materials and equipment that municipalities rely on for the development of capital infrastructure (e.g., steel, aluminum, machinery).
- Supply Chain Disruptions:
  - Supply chain disruptions may cause delays in production of goods, and increased costs.

- Inflationary Pressures:
    - The cumulative effect of increased costs due to tariffs can lead to broader inflationary pressures, depreciation of Canadian dollar and market volatility.
    - Due to the potential supply chain disruption, Procurement anticipates questions from vendors regarding the City's position on tariffs and their implication on increased costs.
    - Any requests by vendors for price adjustments in existing contracts (on the basis of tariff impacts) will need to be examined on a case-by-case basis, based on the terms of the contract and other factors. Any adjustments will require approval by the Senior Manager, Procurement and the applicable Director, in consultation with the City Solicitor and the Treasurer (as required).

FINANCIAL CONSIDERATIONS

Economic Developments actions noted in this report are being implemented within existing funding and resource approvals.

For the City's procurement activities, during this period of uncertainty, Staff are taking a strategic and measured approach, and will carefully evaluate procurement opportunities, options, and risks. Should and as cost impacts on City projects and contracts materialize, Staff, as part of the normal course of business, will ensure compliance with the City's Expenditure Control Policy. Utilizing this policy, the City will rely on our existing mechanism that allow Staff to add funds to existing projects / contracts, subject to review by Procurement and approval by the Treasurer, or their designate, on source and availability of funds. These changes are reported out as part of status of capital reports and/or brought to Council for significant values or issues, as required and appropriate. Any broader and longer-term impacts will need to be considered as part of the budget process.

HUMAN RESOURCES CONSIDERATIONS

Not Applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Not Applicable.

BUSINESS UNITS CONSULTED AND AFFECTED:

The Finance, Economic Development and Legal Departments were consulted and feedback has been incorporated into this report.

RECOMMENDED BY:

Joseph Silva
Treasurer

Trinela Cane
Commissioner, Corporate Services

Andrew Baldwin
Director, Economic Growth, Culture and Entrepreneurship

Arvin Prasad
Commissioner, Development Service

Claudia Storto
City Solicitor and Director, People Services